

## **BOARD OF GOVERNORS**

### **PUBLIC SESSION AGENDA**

Friday, October 4, 2023

Peace River-Liard campus

NCL Room 136

9:00 am – 10:45 am

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**Members** – Ibolya Agoston, Amanda Alexander, Allison Beswick, Eric Dampson, Joyce Henley, Iliyan Lakhani, Jim Martin (Vice-Chair), Darlene McIntosh, Joel McKay - CHAIR, J. Martin – VICE CHAIR, Trevor Morrison, Phil Mullins, Geoff Payne, Gregory Stewart, Todd Whitcombe

### **Acknowledgement of Territory**

For thousands of years, 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.

The Peace River-Liard 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.

#### **1. Chair's Remarks**

- Declarations of Conflict
- Correspondence Received
  - [2024 General Election & Transition Information Recap](#)
    - Update to Guidelines for Crown and PSOs re General Election
    - Interregnum Standards of Conduct
  - [Letter to Public Post-Secondary Institution Board Chairs from the Minister of Post-Secondary Education and Future Skills](#)

#### **2. Approval of Agenda**

*That the Agenda for the Public Session of the October 4, 2024 meeting of the Board of Governors be approved as presented.*

#### **3. Approval of Minutes**

*hat the Public Session Minutes of the June 27, 2024 meeting of the Board of Governors be approved as presented. – **page 5***

#### **4. Report from the Closed Session of the Board**

##### **a. June 27, 2024**

- i. Recommendation from the Review of the President and Vice Chancellor Prior to Reappointment Committee

- ii. UNBC Endowment: Investment Approval
- iii. UNBC Land Development Corporation - Change of Directors
- iv. Governance Report – Action Items for 2024
- v. Update on Enrollment Management - *Discussion*

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

- a. **Executive Compensation Disclosure Revised from May 30, 2024 Meeting – for information –**  
L. Haslett – **page 10**

**6. Motions to the Board**

- a. **Institutional Accountability Plan and Report - G. Payne – page 19**  
*That the Board of Governors approves the 2024/2025 Institutional Accountability Plan and Report (IAPR) as presented and releases it to the Ministry of Advanced Education.*

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

- (i) **Audit and Risk Committee** – G. Stewart, Chair – **page 99**
  - a. **Financial Information Act Report** – R. Somani – **page 100**  
*That on the recommendation of the Audit and Risk Committee, the Board of Governors recommends the approval of the Statement of Financial Information (SOFI) for the fiscal year ended March 31, 2024 as presented.*
- (ii) **Finance and Investment Committee** – A. Beswick, Chair – **page 119**
  - a. **Five Year Capital Plan** – R. Somani – **page 120**  
*That on the recommendation of the Finance and Investment Committee, the Board of Governors recommends the approval of the 2025/26 to 2029/30 Five Year Capital Plan for the University of Northern British Columbia, as presented.*
  - b. **Scholarships, Bursaries and Awards** – P. Wood-Adams – **page 171**  
*That on the recommendation of the Finance and Investment Committee, the Board of Governors recommends the approval of the scholarships, bursaries and awards as recommended and approved by the UNBC Senate, for the period June 2024 – August 2024, as presented.*
  - c. UNBC Q1 2024-25 Financial Statements - (*for information*) - R. Somani – **page 197**
  - d. UNBC Q1 2024-25 Forecast – R. Somani – **page 206**  
*That on the recommendation of the Finance and Investment Committee, the Board of Governors recommends the approval of the UNBC Q1 2024-25 Forecast, as presented.*
- (iii) **Governance and Human Resources Committee** – J. McKay, Chair – **page 204**
  - a. **S-202408.03**  
**Deletion of Program** – Post-Diploma Baccalaureate Nursing Program – B. Owen—**page 208**  
*That on the recommendation of the UNBC Senate and the Governance and Human Resources Committee, the Board of Governors approves that the Post-Diploma Baccalaureate Nursing Program, on page 178 of the PDF 2023/2024 UNBC Calendar, be cancelled as proposed*
  - b. **S-202408.05**  
**Agreement** – Cedars Christian School and UNBC TekX Dual Credit program - B. Owen—**page 214**

*That on the recommendation of the UNBC Senate and the Governance and Human Resources Committee, the Board of Governors approves the proposed agreement to add Cedars Christian School as a secondary school partner for the UNBC TekX Dual Credit program as proposed.*

- c. **S-202408.06**  
**Agreement** – UNBC and School District 57’s Dual Credit agreement - B. Owen—**page 225**  
*That on the recommendation of the UNBC Senate and the Governance and Human Resources Committee, the Board of Governors approves the renewal agreement outlining UNBC and School District 57’s Dual Credit agreement as proposed.*
- d. **S-202408.06**  
**Termination of Agreement** – Dorset College Agreement Termination - B. Owen—**page 238**  
*That on the recommendation of the UNBC Senate and the Governance and Human Resources Committee, the Board of Governors approves the termination of the agreement between Dorset College and UNBC in relation to the Dorset UNBC Science Foundation Program as proposed.*
- e. **S-202409.06**  
**Lheidli T’enneh Tuition Initiative Agreement** - G. Payne – **page 246**  
*That on the recommendation of the UNBC Senate and the Governance and Human Resources Committee, the Board of Governors approves the UNBC – Lheidli T’enneh Tuition Initiative agreement as proposed.*
- f. **Executive Compensation for Vice Presidents** – G. Payne – **page 259**  
*That on the recommendation of the Governance and Human Resources Committee, the Board of Governors approves of the government funded compensation increases for the Vice-Presidents, under the 2022 Shared Recovery Mandate in fiscal year 2024/2025, effective April 1, 2024*
- a. **Executive Compensation for the President and Vice Chancellor** – J. McKay – **page 265**  
*That on the recommendation of the Governance and Human Resources Committee, the Board of Governors approves the compensation increase for the President and Vice-Chancellor, under the 2022 Shared Recovery Mandate in fiscal year 2024/2025, effective April 1, 2024.*
- g. **UNBC Board of Governors – 2025 Meeting Date** – J. McKay – **page 271**  
*That on the recommendation of the Governance and Human Resources Committee, the Board of Governors approves of the UNBC Board of Governors 2025 Meeting Dates as proposed.*
- h. **Exempt Handbook Update** – Professional Development Funds – R. Somani – **page 273**  
*That on the recommendation of the Governance and Human Resources Committee, the Board of Governors approves the changes to the Exempt Employee Handbook as proposed.*
- i. **Quarterly Board of Governors Appointment Delegation Policy Report** – for information – R. Somani— **page 302**

## **8. Mandatory and Standing Reports – Public Session**

- a. **Report of the President** – G. Payne
  - Regular Report – **page 306**
  - **Senate Update (verbal)**

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

- Interim Vice-President Academic and Provost – B. Owen – **page 310**
- Vice-President, Finance and Administration – R. Somani – **page 313**
- Vice-President, Research and Innovation – P. Wood-Adams – **page 315**

**9. Other Business**

**a. Schedule of Upcoming UNBC Events**

For more UNBC events, please visit [www2.unbc.ca/events](http://www2.unbc.ca/events)

**10. Adjournment**



**BRIEFING NOTE FOR:**

**UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES**

<b>Subject:</b>	<b>Executive Compensation Disclosure Update</b>	
<b>Audit &amp; Risk Committee</b>	<b>Meeting Date:</b>	<b>Purpose:</b> <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input type="checkbox"/> Approval
<b>Finance &amp; Investment Committee</b>	<b>Meeting Date:</b>	<b>Purpose:</b> <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input type="checkbox"/> Approval
<b>Governance &amp; Human Resources Committee</b>	<b>Meeting Date:</b>	<b>Purpose:</b> <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input type="checkbox"/> Approval
<b>UNBC Board of Governors</b>	<b>Meeting Date:</b>	<b>Purpose:</b> <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input type="checkbox"/> Approval
<b>Submitted By:</b>	Lisa Haslett – Associate Vice President, Administration	
<b>Please note other guests to be in attendance:</b>	Jennifer Dawson, Interim Director Human Resources	
<b>Appendices:</b>	Additional material should be included as appendices. 1. Compensation Philosophy 2. Summary Compensation Table 2024 3. Signed Attestation Letter	
<b>Motion Number:</b>		

**1.0 MOTION/DISCUSSION/RECOMMENDATION**

This report is for information only.

The purpose of this report is to bring the UNBC Board of Governors (BOG) up to date with the most recent changes to the Executive Compensation Disclosure.

**2.0 BACKGROUND AND ANALYSIS**

The Executive Compensation Disclosure report is submitted yearly to BOG to confirm the information is factual and to sign off on this through an attestation letter. This report is then submitted to Public Sectors Employers' Council Secretariat (PSEC) with the attestation letter as well as the Executive Compensation Summary Table, and UNBC Compensation Philosophy.

This report was initially submitted to BOG in May 2024, and subsequently sent to PSEC. PSEC reviewed the submission in June 2024 and requested revisions. Revisions were completed and resubmitted to PSEC. BOG is receiving an update now for information.

Most of the changes were to the notes section in order to meet the clarifications requested by PSEC. One noteworthy change is the report of Rahim Somani's salary

- Rahim Somani
  - salary was initially reported as annualized and should have been actual. The initial report was \$227,771 and the corrected report is \$219, 820. This was the only salary or dollar amount changed.
  - Old Note: 6.75% Salary increase April 1, 2023 as per PSEC Guidelines
  - Updated Note: Rahim received a 6.75% performance-based salary increase effective April 1, 2023
- Geoff Payne
  - Old Note: 6.75% Salary increase April 1, 2023 as per PSEC Guidelines
  - Updated Note: Geoff Payne received a 6.75% performance-based salary increase effective April 1, 2023
- Kathy Lewis
  - Additional note: Kathy returned to base professional position after August 31, 2023
- Wendy Rodgers
  - Additional note: Wendy received a 6.75% performance-based salary increase on her VP Academic & Provost position, effective April 1, 2023

### **3.0 ANTICIPATED FINANCIAL AND HUMAN RESOURCE IMPACTS:**

There are no financial costs or human resources requests associated with this submission, due to this being an informational report.

### **4.0 LENS OF RECONCILIATION:**

N/A

### **5.0 OTHER CONSIDERATIONS:**

N/A

- **NEXT STEPS:**

Human Resources will evaluate the Executive Compensation Disclosure submission process and timelines with PSEC and the UNBC Governance Office to update all process documentation to reduce likelihood of resubmitting information in the future.



## University of Northern British Columbia

### Compensation Philosophy

The Board's compensation decisions reflect the challenges associated with attracting and retaining exemplary administrative leaders to the north in a competitive national and international environment. Responsibility for determining compensation for the President and Senior Executives rests with the UNBC Board of Governors. For positions other than the President's, the Board will consider recommendations made by the President.

With Board of Governor and Executive oversight and approval, the Compensation Philosophy of the University of Northern British Columbia (UNBC) ensures alignment in a manner consistent with the province's Taxpayer Accountability Principles (TAP) in promoting accountability and cost control. UNBC's excluded compensation is controlled and mandated by the province, through the Public Sector Employers' Act.

The following, and attached *Terms and Conditions of Employment* outline the broad approach with respect to compensation policy at UNBC.

#### **Core Principles:**

For all management employees, the following Core Principles embodies UNBC's approach for compensation. These principles guide the design, implementation and administration of UNBC's Compensation Philosophy:

- **Differentiation:** Differentiation of salary is supported where there are differences in the scope of the position within an organization, and/or due to superior individual or team contributions.
- **Performance:** Compensation programs support and promote a performance based (merit) organizational culture.
- **Transparency:** Compensation programs are designed, managed and communicated in a manner that ensures the program is clearly understood by employees and the public while protecting individual personal information.
- **Accountability:** Compensation decisions are objective and based upon a clear and well documented business rationale that demonstrates the appropriate expenditure of public funds.

**Benchmarking Methodology:**

In determining the relevant labour markets for obtaining compensation data for executive and management employees, UNBC considers the following questions:

- From where do universities similar in scope and scale to UNBC recruit employees?
- What is the destination sector or employers for employees that leave UNBC?

Primary benchmarking comparators for management employees include the following:

- Other comparable academic institutions of similar size and scope to UNBC;
- Other BC and Canadian Public sector organizations with key comparability elements to UNBC;
- The BC Public Service for corporate service roles within the organization;
- Private sector comparators in cases of high demand positions only.

When benchmarking for positions, appropriate weighting is established based on current human resource practise guidelines.

**President and Executive Compensation Factors:**

When setting salary levels for Senior Executives, the Board of Governors considers the following factors; 1) compensation of current and/or recent senior staff, 2) recommended ranges provided by PSEC, 3) the designates' current compensation, 4) market survey information from other comparable universities and, 5) other factors that the Board deems to be relevant to the specific position.

Salary increases for the President and Senior Academic Executives were applied to the professional component of their salaries and in a manner consistent with the negotiated Faculty Association agreement. Salary increases for non-Academic Senior Executives shall only be applied where approved by PSEC and will generally be consistent with any economic increase provided to the Senior Management Group.

Benefit and pension plans are consistent with the employee group to which the Executive is most closely affiliated (i.e. Faculty Association or Senior Management Group). A non-registered supplemental pension arrangement is offered to the Senior Executives where total pension contributions exceed the contribution limit. The supplemental contribution amount is that which the employer would be required to contribute to the UNBC Pension Plan if there wasn't a maximum limit imposed by the Income Tax Act.

**New Policies, Actions or Decisions:**

The Executive Compensation Policy was last updated in June 2009. The purpose was to formalize a policy framework and process for the annual performance review of the Senior Executive Officers and for reporting changes in executive compensation consistent with the requirements of PSEC. The updates to this document seek to bring UNBC's policy in line with current PSEC and government direction.

**Leaves:**

Vacation leaves are set in each Executive's appointment letter, the starting point is five weeks, with the President's ability to recommend increases periodically. This partially acknowledges the time commitment beyond a normal work week of the President and Senior Executives, supports a balanced lifestyle, and is competitive in comparison to other academic organizations.

The President is provided a one year research leave following five years of service. The President's salary during the leave would be equal to the highest salary being paid to a full professor with tenure at the University at the time. For Senior Academic Executives, academic leaves are provided following five years of service. This leave is an acknowledgement that for the period they are in these roles, these academic leaders have forfeited their accrual toward sabbatical leaves that would have occurred as members of the Faculty Association. Senior Academic Executives leaves are at their professional salary level only.

[UNBC Exempt Employee's Handbook](#)

# EXECUTIVE COMPENSATION DISCLOSURE

University of Northern BC

Summary Compensation Table at 2024

Name and Position	Salary	Holdback/Bonus/ Incentive Plan Compensation	Benefits	Pension	All Other Compensation (expanded below)	2023/2024 Total Compensation	Previous Two Years Totals Total Compensation	
							2022/2023	2021/2022
Geoff Payne, President and Vice-Chancellor	\$ 333,060	-	\$ 9,940	\$ 32,562	\$ 6,000	\$ 381,562	\$ 344,833	\$ 361,478
Kathy Lewis, Interim Vice President, Research and Innovation	\$ 211,345	-	\$ 8,471	\$ 20,110	\$ 3,167	\$ 243,093	\$ 247,285	\$ 232,978
Arieta Lucarelli, Executive Director, Strategy and Staff, Office of the President	\$ 154,558	-	\$ 9,669	\$ 14,114	\$ 664	\$ 179,005		
Wendy Rodgers, Vice President, Academic and Provost	\$ 255,346	-	\$ 10,029	\$ 24,403	\$ 6,000	\$ 295,778	\$ 160,216	
Rahim Somani, Vice President, Finance and Administration	\$ 219,820	-	\$ 9,939	\$ 21,478	\$ 6,424	\$ 257,661	\$ 244,200	\$ 232,054
Paula Wood-Adams, Vice President, Research and Innovation	\$ 142,288	-	\$ 12,602	\$ 13,425	\$ 51,158	\$ 219,473		

# EXECUTIVE COMPENSATION DISCLOSURE

**Summary Other Compensation Table at 2024**

Name and Position	All Other Compensation	Severance	Vacation Payout	Paid Leave	Vehicle / Transportation Allowance	Perquisites / Other Allowances	Other
Geoff Payne, President and Vice-Chancellor	\$ 6,000	-	-	-	\$ 6,000	-	-
Kathy Lewis, Interim Vice President, Research and Innovation	\$ 3,167	-	\$ 3,167	-	-	-	-
Arlita Lucarelli, Executive Director, Strategy and Staff, Office of the President	\$ 664	-	-	-	-	\$ 664	-
Wendy Rodgers, Vice President, Academic and Provost	\$ 6,000	-	-	-	\$ 6,000	-	-
Rahim Somani, Vice President, Finance and Administration	\$ 6,424	-	\$ 424	-	\$ 6,000	-	-
Paula Wood-Adams, Vice President, Research and Innovation	\$ 51,158	-	-	-	\$ 3,485	\$ 47,673	-

## EXECUTIVE COMPENSATION DISCLOSURE

### Notes

Geoff Payne, President and Vice-Chancellor	<p><b>General Note:</b> Geoff Payne received a 6.75% performance-based salary increase effective April 1, 2023.</p>
Kathy Lewis, Interim Vice President, Research and Innovation	<p><b>General Note:</b> Interim Vice President, Research and Innovation position ended August 31, 2023. Kathy returned to base professorial position after August 31, 2023.</p>
Arleta Lucarelli, Executive Director, Strategy and Staff, Office of the President	<p><b>Perquisite/Other Allowance Note:</b> Northern Sport Centre membership reimbursement and taxable benefit as per Exempt Handbook</p>
Wendy Rodgers, Vice President, Academic and Provost	<p><b>General Note:</b> Actual Base Salary is VP Academic &amp; Provost position + Professorial position. Wendy received a 6.75% performance-based salary increase on her VP Academic &amp; Provost position, effective April 1, 2023</p>
Rahim Somani, Vice President, Finance and Administration	<p><b>General Note:</b> Rahim received a 6.75% performance-based salary increase, effective April 1, 2023</p>
Paula Wood-Adams, Vice President, Research and Innovation	<p><b>General Note:</b> Started September 1, 2023. Amount reflects partial year. <b>Perquisite/Other Allowance Note:</b> Provided \$50,000 Interest Free Home Purchase Loan Prerequisite Other Allowance reflects Loan minus payments to-date</p>



University of Northern British Columbia  
3333 University Way  
Prince George, BC  
V2N 4Z9

May 30, 2024

John Davison, President & CEO  
PSEC Secretariat  
Suite 210 - 880 Douglas Street  
Victoria, BC V8W 2B7

**Re: Executive Compensation Disclosure**

This letter will attest that the Board of Governors is aware of all information disclosed in the University of Northern British Columbia's Executive Compensation Disclosure and that the information is accurate and includes all compensation paid by the employer, foundations, subsidiaries, or any other organization related to or associated with the employer. The disclosed information includes the values of any pre-or-post-employment payments made during the 12 month period before and after employment and that the compensation was paid within approved compensation plans.

Thank you,

A handwritten signature in black ink, appearing to read 'Joel McKay', with a large, stylized flourish at the end.

Joel McKay

Chair, UNBC Board of Governors

**BRIEFING NOTE FOR:**

**UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES**

<b>Subject:</b>			
<b>Audit &amp; Risk Committee</b>	<b>Meeting Date:</b>	<b>Purpose:</b> <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input type="checkbox"/> Approval	
<b>Finance &amp; Investment Committee</b>	<b>Meeting Date:</b>	<b>Purpose:</b> <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input type="checkbox"/> Approval	
<b>Governance &amp; Human Resources Committee</b>	<b>Meeting Date:</b>	<b>Purpose:</b> <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input type="checkbox"/> Approval	
<b>UNBC Board of Governors</b>	<b>Meeting Date:</b>	<b>Purpose:</b> <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input type="checkbox"/> Approval	
<b>Submitted By:</b>	<i>Paula Wood-Adams, Vice-President Research and Innovation</i>		
<b>Please note other guests to be in attendance:</b>			
<b>Appendices:</b>	1. 2023/24 Institutional Accountability Plan and Report		
<b>Motion Number:</b>	<b>To be completed by Office of University Governance</b>		

**1.0 MOTION/DISCUSSION/RECOMMENDATION**

- *THAT the University of Northern British Columbia Board of Governors approve UNBC's 2023/24 Institutional Accountability Plan and Report for final submission to the Ministry of Post-Secondary Education and Skills Training*

**2.0 BACKGROUND AND ANALYSIS**

- *Each year the University is required to complete an Institutional Accountability Plan and Report (IAPR).*
- *This document, essentially an annual report, illustrates the progress the University has made towards the Minister's mandate letter, UNBC's strategic planning objectives, actions related to the United Nations Declaration on the Rights of Indigenous Peoples, Calls to Action from the Truth and Reconciliation Commission, and more.*
- *The document covers the fiscal year of April 1, 2023, to March 31, 2024.*
- *It is developed by the communications and marketing office through consultation with President's Executive Council, the Collaborative Leadership Forum, and other key information-holding units, such as Institutional Research.*

- *The initial draft was reviewed by PEC and the Board before it was submitted to the Ministry for initial feedback.*
- *That feedback was received in late August and all recommended changes have been implemented.*

### **3.0 ANTICIPATED FINANCIAL AND HUMAN RESOURCE IMPACTS:**

- *No anticipated impacts.*

### **4.0 LENS OF RECONCILIATION:**

- *The IAPR speaks at length as to the University's progress towards acting on Truth and Reconciliation.*

### **5.0 OTHER CONSIDERATIONS:**

- *The IAPR was substantially re-written and redesigned to reflect Ready, UNBC's strategic plan.*
- *The four feature stories reflect each of the plan's strategic themes, and an enhanced section on Leading a Sustainable Future was developed to reflect the University's Vision.*

- **NEXT STEPS:**

- *Upon Board approval, the final version will be submitted to the Ministry, who then provide guidance regarding when it may be posted to UNBC's website. This usually occurs in the Fall.*

Respectfully submitted,



Paula Wood-Adams, Vice-President Research and Innovation



# 2023/2024

## Institutional Accountability Plan and Report



The Honourable Lisa Beare  
Minister of Post-Secondary Education and Future Skills  
PO Box 9043, STN Provincial Government  
Victoria, BC, V8S 1V9

We are pleased to present the University of Northern British Columbia's Institutional Accountability Plan and Report for the 2023-24 reporting cycle, for which we take full responsibility. This report outlines our successes and strategic focus, which guides our priority planning in support of Ministry priorities and mandates.

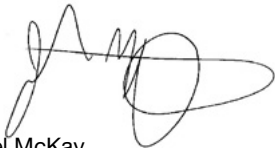
This year saw UNBC embark on the most ambitious strategic planning process since the University's creation. More than 1,000 people shared their thoughts, hopes and aspirations for UNBC through survey responses, participation in town hall events and by submitting online feedback. The result was Ready, a new five-year strategic plan that charts a bold path for UNBC's future. Our new vision, Leading a Sustainable Future, builds on past successes while providing inspiration for future research, learning and operations. UNBC is ready to take on some of the most pressing challenges facing northern B.C., Canada, and the world, ranging from climate change and clean energy production to reconciliation with Indigenous Peoples, sustainable community development, food and water security and many more.

The University has emerged from the shadow of the COVID-19 pandemic, which rapidly introduced us to new ways to deliver classes and meet with people across the vastness of the North. In alignment with British Columbia's exceptional post-secondary sector, UNBC is even better positioned to foster opportunity for all British Columbians.

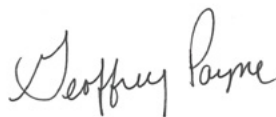
While we continue to face daunting challenges including devastating effects of wildfires or geopolitical strife and instability, UNBC students, faculty and staff are ready to lead dialogue and respond through research, learning and service. Energized by a new mission Ignite. Inspire. Lead Change., we are connected to the communities that call northern B.C. home, and in service to the North, we ignite curiosity, inspire creativity and champion excellence to help the region thrive. We continue to make intentional efforts to build relationships with Indigenous communities and we are collaborating with the northern colleges to expand post-secondary education's impact. We will continue to engage with post-secondary institutions around the world to ensure UNBC's unique perspective can help foster local solutions for global impact.

We look forward to working with the Ministry of Post Secondary Education and Future Skills, partners, and collaborators to advance post-secondary education and research and to contribute to British Columbia's success.

Sincerely,



Joel McKay  
Chair, UNBC Board of Governors



Dr. Geoffrey Payne  
President and Vice-Chancellor

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## Territory acknowledgment

For thousands of years, 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 and we acknowledge their traditional lands.

The Prince George campus is situated on the unceded traditional territory of the Lheidli T'enneh First Nation. The 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. The 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. It includes a satellite campus in Prince Rupert, situated on or near unceded Tsimshian territories including the Lax Kw'alaams band, Metlakatla First Nation, Gitxaala Nation (Kitkatla), Gitga'at First Nation (Hartley Bay), and Kitasoo Band (Klemtu).

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





# Year in Review

## April 2023

For the first time, a UNBC researcher is named a United Nations Educational, Scientific and Cultural Organization Chair. Global and International Studies Associate Professor Dr. Agnieszka Pawlowska-Mainville and Heritage Saskatchewan Director of Living Heritage Kristin Catherwood are the new UNESCO Co-Chairs in Living Heritage and Sustainable Livelihoods.

The Northern BC Climate Action Network holds its first in-person meeting at UNBC. The network, which launched in 2022, aims to identify and celebrate opportunities for climate action that work for northern B.C., encourage regional innovation and identify funding opportunities.

UNBC announces the two honorary degree recipients for 2023: Garry Gottfriedson, a Secwépemc knowledge holder and cultural leader who is committed to lending his knowledge in both land-based teaching and creative writing; and Selen Alpay, an established Prince George business owner, community leader and philanthropist.

Bachelor of Arts in History student Sean Robinson wins the Canadian Society of Patristic Studies national student essay prize for his paper centred on the early Christian, Ignatius of Antioch.

## May

Two outstanding members of the Class of 2023 deliver valedictory addresses at Convocation celebrations at the Prince George campus. Master of Business Administration graduate Reuben Mann and Master of Social Work graduate Furqana Khan share their experiences with their fellow graduates.

The second largest graduating class in UNBC history celebrates with friends and family at the Prince George Convocation. Among the 843 credentials awarded during the two ceremonies are the first Bachelor of Applied Science in Engineering from UNBC's Civil and Environmental Engineering programs. In addition, the two undergraduate engineering programs receive maximum accreditation from the Canadian Engineering Accreditation board.



## June

UNBC graduates from across northern B.C. celebrate the completion of their programs. In Terrace and Quesnel, the first graduates from the renewed Bachelor of Education program receive their degrees. In Fort St. John, the first graduates from the Bachelor of Science in Nursing cross the stage. In Gitwinksihkw, Julia Adams, the first matriarch to graduate with a master's degree at the Wilp Wilxo'oskwhl Nisga'a Institute, receives her credential.

Joel McKay, a well-known advocate for northern British Columbia, begins his term at Chair of the UNBC Board of Governors. McKay is the CEO of the Northern Development Initiative Trust, an independent non-profit corporation that stimulates economic growth through investments in grassroots, community-led projects. He is also an author, former journalist, and currently a graduate student at UNBC studying English literature.

## July

Dr. Paula Wood-Adams becomes UNBC's new Vice President Research and Innovation. An engineer with a remarkable 25-year academic career, joins UNBC from Concordia University. In her new role, Wood-Adams will support faculty members in developing outstanding research programs in all disciplines working to enhance partnerships with government and industry collaborators. She also takes on responsibility for a wide range of community engagement portfolios.

Geography, Earth and Environmental Sciences Associate Professor Dr. Joseph Shea receives \$180,000 over three years from the Pacific Institute for Climate Solutions to lead a research project aimed at helping

mountain communities better prepare for geohazards like rockfalls and landslides resulting from changing snowpacks and climate change.

An interactive online map developed by UNBC researchers in collaboration with Environment and Climate Change Canada (ECCC) is making it easier for Canadians to monitor air quality in their community. UNBC graduate Brayden Nilson played a crucial role in developing the map during his time as a student and research associate with Faculty of Environment Professor Dr. Peter Jackson. Nilson now works for ECCC.

## August

Recent Bachelor of Arts in History graduate Rebecca Campbell wins the W. Kay Lamb Award from the B.C. Historical Federation. Campbell's award-winning paper examined the impact women had on history making in B.C. between 1950 and 1970.

Bachelor of Planning undergraduate student Matt Henderson spends the summer engaging with communities in the North Cariboo region to identify potential policies to support the farming and ranching industries. With summer drought conditions underscoring the precarity of the industries, Henderson is leading a project to source long-term, locally focused solutions.

A group of researchers from UNBC secures \$800,000 in funding to embark on the third phase of an interdisciplinary research project exploring critical issues surrounding the Nechako River Basin. The Integrated Watershed Research Group's overarching goal is to enhance readiness for comprehensive responses to the dynamic relationships between climate, water and communities within the basin.

## September

After being among the first cohort to graduate from the School of Nursing's Northern Baccalaureate Nursing Program at UNBC's Peace River-Liard campus in June, life has been a whirlwind for newly Registered Nurse Lexine Giroux. Giroux completed additional training over the summer to move into a position as a Cancer Care-Oncology nurse in her home community of Fort St. John.

A lifelong learner, Dr. Elsie Gerdes was one of the University's Founders. A memorial tea was held in her honour in the Founders Lounge at the Prince George campus in the summer to commemorate her passing in 2021. Her legacy lives on with the creation of the Elsie and Dieter Gerdes Scholarship.

## October

We're Ready! "We're ready to make our mark with this framework for the future," says UNBC President Dr. Geoff Payne in unveiling the University's new strategic plan. Informed by UNBC's new vision, Leading a Sustainable Future, the plan identifies key actions that will allow UNBC to reach its targets through education, research and community engagement.

UNBC places second in the annual Maclean's magazine university rankings. It is the 20th consecutive year UNBC has placed in the top five in the Primarily Undergraduate group.

## November

With support from the Province of British Columbia, the Master of Science in Nursing: Family Nurse Practitioner Program doubles in size from 20 to 40 seats. The increase

provides more opportunities for nurses interested in pursuing advanced education in northern B.C.

Engineering Professor Dr. Jianbing Li's groundbreaking research to advance the science of marine oil spill response and environmental protection will enter its next phase thanks to renewed funding from the Government of Canada's Multi-Partner Research Initiative through the Ocean Protection Plan.

When the quest for so-called civic respectability in the early settlement days of what is now Prince George clashed with reality in the townsites, a reputation was born. History Professor Dr. Jonathan Swainger examines this dichotomy in his new book *The Notorious Georges: Crime and Community in British Columbia's Northern Interior, 1909-25*.

## December

UNBC's research income increased for the fourth straight year in the latest Canada's Top 50 Research Universities rankings produced by Research Infosource Inc. The University earned \$17.7 million in research income in the 2022 fiscal year, marking the second-highest total earnings in UNBC's history.

Natural Resources and Environmental Studies PhD student Annika Putt was drawn to UNBC by the opportunity to work on a unique collaborative fisheries research project. To assist in her research supporting the conservation and recovery of the eulachon fishery population, Putt has been awarded a prestigious Vanier Canada Graduate Scholarship valued at \$50,000 per year for the next three years.

UNBC Athletics in conjunction with the UNBC First Nations Centre, UNBC Office of Equity Affairs, the

Northern Sports Centre, and UNBC Communications and Marketing officially unveil a new 55-foot mural that now adorns the entrance wall of the Charles Jago Northern Sport Centre. The mural acknowledges the traditional territory of the Lheidli T'enneh and showcases the Timberwolves' new Indigenous logo designed by former UNBC student Trevor Angus.

## January 2024

The Lheidli T'enneh Nation accepts a Respectful Acknowledgement pledge from UNBC, recognizing the University's commitment to continue to work in partnership with the Nation on whose traditional territory the Prince George campus sits. UNBC installs 18 plaques written in Dakelh and English explaining the acknowledgment.

Upper-year students in the Bachelor of Planning program apply their knowledge working with the Regional District of Fraser-Fort George (RDFFG) on an Official Community Plan (OCP) for Electoral Area A, which encompasses the areas of Salmon Valley, Nukko Lake, Chief Lake and Ness Lake. Students learn first-hand what goes into an OCP and share their expertise on how to incorporate young adults in the engagement process. Later in the semester, students present their findings to the RDFFG Board of Directors.

## February

UNBC's Men's Basketball team goes on an historic run, earning UNBC its first ever medal in Canada West. The 12th-ranked Timberwolves went on a tear, taking down the No. 2 seed Calgary Dinos, the #4 ranked Manitoba Bisons, and the UBC Thunderbirds, ranked fifth in Canada,

en route to a bronze medal. The run featured huge performances from multiple TWolves, including Justin Sunga, who became the first UNBC men's basketball player to earn the USports Men's Basketball Player of the Week.

UNBC and the College of New Caledonia (CNC) launch the Technology Exploration Dual Credit (TekX) for Grade 11 students in School District 57. The new program gives high school students the chance to learn at UNBC and CNC on topics ranging from drones and 3D printing to computer hardware and cybersecurity. Credits earned in the courses count towards their high school diploma and can also be used at UNBC or CNC once students begin their post-secondary studies.

A new varsity club gives elite cross-country skiing and biathlon student-athletes the chance to suit up in Green and Gold, beginning in the 2024-25 Nordic ski season. UNBC and the Caledonia Nordic Ski Club join forces to create the team, which will allow student-athletes to compete on the regional, national and international stage as Timberwolves.

Ecosystem Science and Management Associate Professor Dr. Lisa Wood earns UNBC's first-ever Natural Sciences and Engineering Research Council of Canada Alliance Society grant to study the effects of glyphosate-based herbicides on ecosystem health. Worth \$1.5 million over five years, Wood and collaborators at UNBC, the University of British Columbia-Okanagan and the B.C. Ministry of Water, Land and Resource Stewardship will examine if, and how, changes to forest vegetation influence the health of wildlife at different levels in the food chain.

# March

Green Day grows into a multi-week sustainability extravaganza focused on UNBC's commitment to the United Nations Sustainable Development Goals. With more than two dozen events, there are opportunities for the entire UNBC community to learn about, get involved in and act on sustainability issues.

Dr. Sarah de Leeuw is re-appointed as the Canada Research Chair in Humanities and Health Inequities. A UNBC Professor in UBC's Northern Medical Program, de Leeuw will focus her research on internationalizing her work in arts-based health research and further examine how this area of study can help improve patient care and address healthcare disparities.

UNBC researchers earn more than \$4.5 million in federal research funds to continue to generate knowledge in topics ranging from new building techniques for mass timber structures to examining how rapid increases in income in developing counties can lead to increases in inequality. The funding also includes support for graduate students at both the master's and PhD levels.



# 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

Leading a Sustainable Future

Education. Research. Community Impact.

## Mission

Ignite. Inspire. Lead Change.

UNBC facilitates learning and generates knowledge through teaching and research. How we do that is unique.

- We are connected to the North and the communities that call northern British Columbia home.
- Supporting the sustainability of these communities is why we exist – this is what drives UNBC.
- In service to the North, we ignite curiosity, inspire creativity, and champion excellence to help the region thrive.
- We lead positive change by sharing what we learn with the world.



# 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:

## **Academic excellence**

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

## **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 where all are welcome and where we commit to being respectful, innovative, resourceful, and responsive in our interactions with others.

## **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.



# Institutional Overview

**Located in the spectacular landscape of northern British Columbia, UNBC has developed into a student-centric, research-intensive University. We have a passion for teaching, discovery, people, the environment, and the North.**

With a team of around 750 faculty and staff, UNBC offers exceptional undergraduate and graduate programs that delve into cultures, health, economies, sciences, and the environment. As one of British Columbia's exceptional research universities, UNBC brings the thrill of new discoveries to students and shares the results of our research and teaching with the global community. Alongside our commitment to academic excellence, we take pride in being an inclusive and supportive institution with a friendly, welcoming learning environment in which students are top of mind in every decision we make.

# Programs

UNBC offers a diverse selection 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, social work and more. 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, the Master of Physical Therapy program, and the Master of Occupational Therapy – North that launched 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

In addition to its standalone Engineering degrees, 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 stands out as one of the four research universities in British Columbia, serving as a focal point for addressing intricate challenges across various domains, including the environment, society, culture, health, and economics. The research community at UNBC fosters a vibrant research culture, supported by state-of-the-art infrastructure and effective services. This commitment empowers UNBC scholars to embark on pioneering research endeavours at local, national, and international levels, thereby contributing significantly to academic, economic, and social advancements in the region, province, country, and beyond.

Moreover, UNBC actively collaborates with other institutions to cultivate fresh insights and disseminate discoveries globally. As a founding member of the Interior University Research Coalition, UNBC strives to expedite research and innovation in the B.C. Interior by pooling resources, enhancing student and faculty mobility, expanding academic opportunities, and establishing strong community ties.

# About the community

UNBC makes meaningful contributions to the socio-economic fabric of the North. Its impact can be witnessed from local communities to the global arena thanks to its commitment to experiential, research-oriented, and personalized learning, exceptional students and alumni, dedicated faculty and staff, and community involvement and support.

UNBC achieved several accolades this year, including the following:

- Reached #2 in Canada in the primarily undergraduate category in the annual Maclean's Magazine university rankings. This marks the 20th consecutive year UNBC has placed in the top five. UNBC placed first for students who win national awards and earned high marks in categories related to faculty excellence, research funding, student services and overall reputation. In addition, UNBC's School of Nursing made its debut on the best nursing schools in Canada list. Based on a survey of faculty and senior university administrators, UNBC's nursing program was ranked 16th in Canada, including tied for 14th with the University of Saskatchewan for its research reputation.
- Top 5% worldwide in the 2023 Times Higher Education World University Ranking (801st to 1,000th) for the sixth consecutive year. UNBC improved in four of the five categories used to determine the rankings.
- Appeared in the 2023 Times Higher Education Young University Rankings (251st to 300th out of more than 960 ranked universities).
- Moved up two spots in Canada's Top 50 Research Universities list (#40); Research funding at UNBC jumped nearly 17 per cent over the previous year, and it earned \$17.7 million in research income, the fourth straight year UNBC's total has increased.
- Named one of B.C.'s Top Employers (the ninth time since 2012), and one of Canada's Greenest Employers (11th time since 2012).
- Won an award from the Council for Advancement and Support of Education for its strategic plan engagement process Your Voice. Your UNBC.



Faculty by Rank

- Assistant Professor 30%
- Associate Professor 29%
- Professor 41%

**3,900 + students**

**21.5%** International  
**11.6%** Indigenous

**Degree Programs**

**62 Bachelors**

**29 Masters / 3 PhDs**

**Total Courses Offered:**

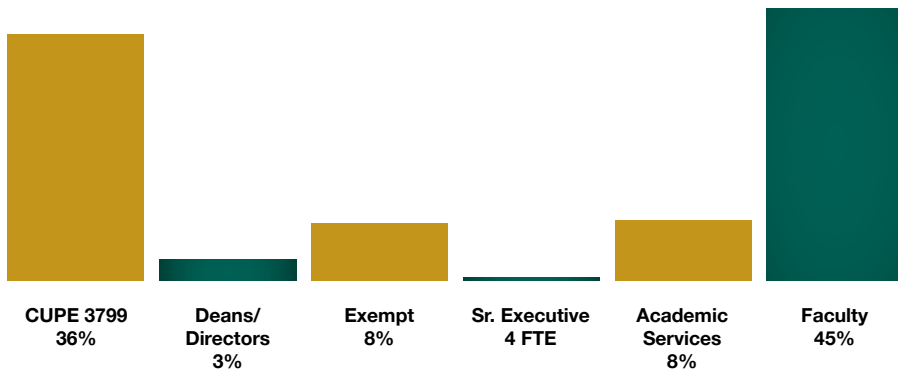
**1,636**

**Average first-year Class Size:**

**31**



## Employee head count



## Annualized FTE by area of study - graduate and undergraduate

Anthropology	25.2
Biochem & Mol Biology	111.6
Business	338.0
Chemistry	9.9
Civil Engineering	76.8
Computer Science	164.7
Conservation Science & Practice	20.4
Economics	12.7
Education	114.0
Engineering	20.7
Engineering & Design	7.0
English	73.6
Environmental Engineering	60.6
Environmental Planning	21.9
Environmental Science	22.1
Biology	110
Environmental Studies	18.0
Forestry	56.8
Wildlife and Fisheries	73
First Nations	38.9
General Arts	46.3
Geography	27.9
Health Sciences	213.2
History	38.0
Integrated Science	14.0
International Studies	22.4
Joint Arts	47.6
Joint Arts & Science	7.5
Joint Science	14.0
Mathematics	14.6
NRES Natural Res & Env Studies	167.6
Nursing	359.0
Outdoor Recreation, Tourism, Parks	7.5
Physics	19.7
Political Science	29.1
Psychology	267.4
Social Work	99.9
Women's & Gender Studies	19.3

## Average Student Age

Undergraduate	23.8
Graduate	34.9
PHD	37.4
<b>Overall Average</b>	<b>32.0</b>

## Where our students are from

Northern B.C.	57.9%
Southern B.C.	15.8%
Outside B.C.	6.5%
International	19.8%

## Instructional Faculty-to-student ratio

1:11

## support (faculty + staff) -to-student ratio

1:3

# What graduates say about UNBC

UNBC consistently demonstrates comparable or superior performance when compared to other universities, according to the latest results from the Canadian University Survey Consortium (CUSC). The 2021 Graduating Student Survey shed light on several aspects of the student experience at UNBC. Students reported positive interactions with their professors, provided high ratings for the University's response to COVID-19, and provided comparable ratings to other universities in crucial areas such as 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.
- 95% were satisfied or very satisfied regarding their personal safety on campus, eight percentage points more than comparator universities.
- 76% felt a sense of belonging at UNBC.
- 42% of UNBC graduating students have arranged for employment after graduation (national and comparable average: 31%).
- 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.

# Degrees offered

## Faculty of Environment

### Bachelor of Arts (BA)

Environmental and Sustainability Studies  
Geography  
Nature-Based Tourism Management \*  
Public Administration and Community Development

### Bachelor of Planning (BPI)

First Nations Planning  
Natural Resources Planning  
Northern and Rural Community Planning

### Bachelor of Science (BSc)

Biology \*  
Conservation Science and Practice  
- Landscape Conservation and Management \*  
- Wildland Conservation and Recreation \*  
Environmental Science \*  
Forest Ecology and Management \*  
Geography \*  
Wildlife and Fisheries \*

### Master of Arts (MA)

Natural Resources and Environmental Studies  
- Environmental Studies  
- Geography  
- Outdoor Recreation and Tourism Management

### Master of Natural Resource and Environmental Studies (MNRES)

### Master of Science (MSc)

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

### PhD Natural Resources and Environmental Studies

## Faculty of Human & Health Sciences

### Bachelor of Education (BEd)

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

### Education Diplomas

First Nations Language and Culture (Elementary years)

### Bachelor of Health Sciences (BHSc)

Biomedical Studies \*  
Community and Population Health  
Aboriginal and Rural Health \*  
Community and Population Health  
Environmental Health \*

### Bachelor of Science in Nursing (BScN)

Northern Baccalaureate Nursing  
Northern Collaborative Baccalaureate Nursing

### Nursing Certificates

Rural Nursing Certificate Program

### Bachelor of Science (BSc)

Psychology \*

### Bachelor of Social Work (BSW)

### Master of Arts Disability Management (MA)

### Master of Science (MSc)

Health Sciences  
Psychology

### Master of Education (MEd)

Counselling  
Multidisciplinary Leadership

### Master of Social Work (MSW)

### Master of Science in Nursing (MScN)

### Master of Science in Nursing – Family Nurse Practitioner (MScN: FNP)

### Graduate Certificates

Indigenous Child and Youth Mental Health  
Leading for Learning  
Special Education

### PhD Health Sciences

### PhD Psychology

## Faculty of Business & Economics

### Bachelor of Arts (BA)

Economics

### Bachelor of Commerce (BComm)

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

### Certificate in Business Administration Fundamentals

### Master of Arts (MA)

Development Economics  
International Studies (International Development stream)

### Master of Business Administration (MBA)

### Master of Science in Business Administration (MSc)

### Graduate Certificate in Change Leadership

## Faculty of Science & Engineering

### Bachelor of Applied Science (BASc)

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

### Bachelor of Science (BSc)

Biochemistry and Molecular Biology \*  
Chemistry \*  
Computer Science \*  
Integrated Science  
Mathematics and Statistics  
Physics \*

### Master of Applied Science Engineering (MASc)

### Master of Engineering (MEng)

Integrated Wood Design

### Master of Science (MSc)

Biochemistry  
Chemistry  
Computer Science  
Mathematics  
Interdisciplinary Studies  
Physics

## **Faculty of Indigenous Studies, Social Sciences & Humanities**

### **Bachelor of Arts (BA)**

Anthropology  
English  
First Nations Studies  
General Arts  
Global and International Studies  
History \*  
Nisga'a Language Fluency  
Northern Studies  
Political Science  
Women's Studies

### **First Nations Certificates**

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

### **Certificates**

Local Government Administration

### **First Nations Diplomas**

Aboriginal/Indigenous Health and Healing  
First Nations Languages  
Nisga'a Language Fluency

### **Master of Arts (MA)**

English  
First Nations Studies  
Gender Studies  
History  
Interdisciplinary Studies  
Political Science

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## **Division of Medical Sciences**

*These degrees are University of British  
Columbia (UBC) degrees delivered in  
partnership with UNBC. Application  
is through UBC.*

### **Northern Medical Program (MD)**

### **Master of Occupational Therapy (MOT-N)**

### **Master of Physical Therapy (MPT-N)**



# Cultivating curiosity

*What began as a spark of curiosity in research collaboration evolved into a significant achievement for undergraduate student Will Hanlon – a published academic paper.*

Hanlon, a Bachelor of Arts student pursuing a joint major in Political Science and Geography, made a connection with Political Science Professor Dr. Gary Wilson when he took Wilson's comparative politics class. The pair had initial discussions about possible research collaborations and through the Undergraduate Research Experience program were able to secure funding.

Less than a year later, Hanlon and Wilson co-authored an article titled "Crown Dependencies in an era of continuity and change" in the journal *Small States and Territories* published by the University of Malta.

"I'm so grateful for the opportunity to participate in this project and I'm so glad I did it," Hanlon said. "The

Undergraduate Research Experience program is a great way to learn more about research and work one-on-one with a professor."

Wilson described the project as a true partnership between professor and student.

"We co-researched, we co-authored and we co-edited," he says. "We both contributed equally to the paper."

From learning new research techniques, to putting together a conference presentation, to writing and editing the paper, Hanlon said the entire experience was eye-opening. He says those skills will be helpful as he continues to apply for law school after he graduates from UNBC this spring.



# Strategic Context

UNBC is undergoing a transformation as part of a constantly evolving, globally connected society. Yet we also remain attentive to the dynamic circumstances of the region where we live, work, and learn. The economic, cultural, and social landscape of the North is foundational to sustaining the aspirations and ambitions of all British Columbians, and UNBC is uniquely positioned to support those aspirations.

UNBC's inception can be attributed to a grassroots initiative that garnered support from 16,000 individuals who each contributed \$5, signed a petition, and joined the Interior University Society. Their collective efforts urged the government to establish a university in the North, for the North. This initial burst of enthusiasm for post-secondary education in the region fostered a distinct relationship between UNBC and northern B.C. communities. Over the past three decades, our connections with industries, benefactors, and advocates have solidified this foundation into a unique bond that enhances

students' learning experience. We conduct research in areas of global significance, from Indigenous matters and sustainable development to resource management and health care. And our community collaborations and UNBC Alumni continue to address needs and challenges, not only those found in northern communities, but across Canada and around the world. That sense of community connection and ownership of UNBC by the North is evident in our student body. More than two-thirds of students come from northern B.C., with the remaining coming from across the province, country, and around

the globe. Recent admissions surveys undertaken by the student recruitment team have clearly identified the top five reasons undergraduate students choose to attend UNBC:

**Recent admissions surveys undertaken by the student recruitment team have clearly identified the top five reasons students choose to attend UNBC:**

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

# External impacts on enrolment

## Demographics

The latest population projections for northern British Columbia are promising. While a population demographic of interest for post-secondary institutions (15-24 year olds) has declined in the North over the past several years (by 3.15% over the last five years), this population is forecast to grow modestly over the next five years. For example, the Prince George region is expected to see population growth in this age group by as much as 5.8%.

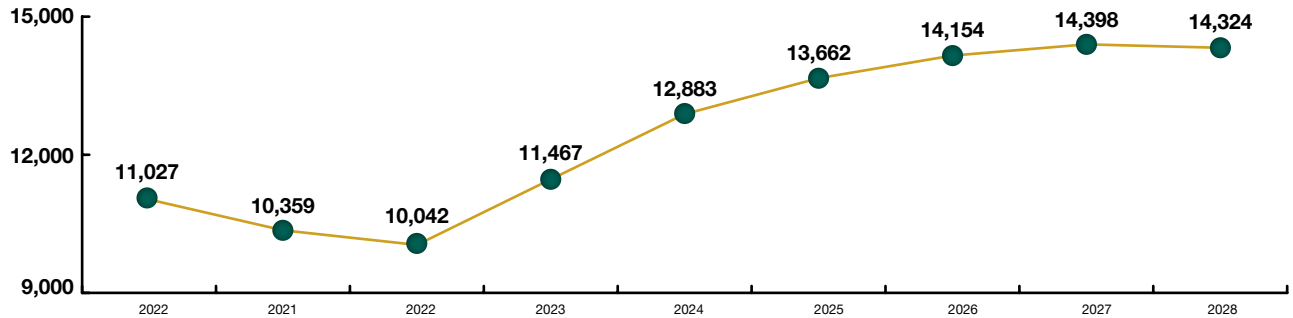


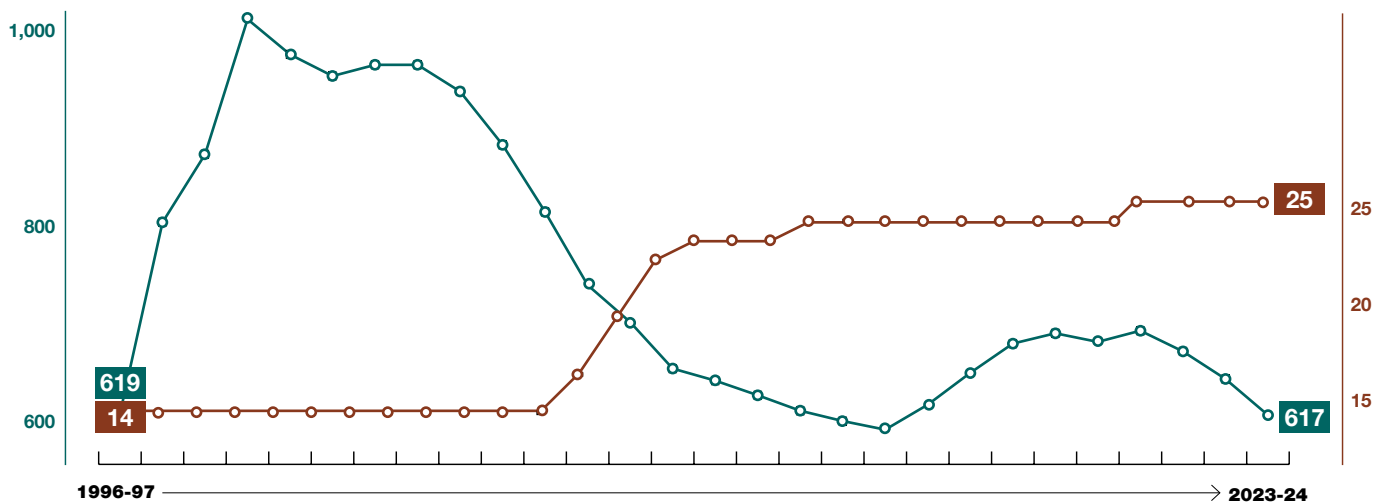
Figure 1: Prince George Population Projections (15-24 year olds)

These projections allow UNBC to better understand population variances across the North and adjust its recruitment and marketing techniques accordingly.

## A competitive landscape

The significant growth in degree-granting institutions in B.C. in the early to mid 2000s continues to have a lingering effect on UNBC's enrolment, particularly students from Southern B.C.

Figure 2: UNBC student headcounts from southern B.C. (does not include Northern Medical Program or Continuing Studies) mapped against the number of public post-secondary institutions that grant degrees in B.C.



Formerly one of just 14 academic institutions in B.C. to grant degrees, UNBC now operates in an exceedingly competitive recruitment market: UNBC will require resources to maintain its standards of excellence in programming, enhance retention rates, increase student recruitment in alternative catchment regions (such as southern B.C., other parts of Canada, and abroad), and optimize program and schedule offerings to attract mature student categories to achieve enrolment growth. These measures are necessary not only to meet and exceed enrolment goals but also to enrich the diversity of UNBC's student population and ensure a remarkable educational experience.

### **Being in the North, for the North**

UNBC serves a sparsely populated region roughly the size of France. Providing opportunities for a region so large necessitates substantial resources, ingenuity, and collaboration with the three northern colleges and the Wilp Wilxo'oskwhl Nisga'a. UNBC has established a network of campuses across the North where certain programs are taught in an in-class format. UNBC also capitalizes on technological advancements and alternative modes of program delivery and assessment, which we were compelled to implement due to the COVID-19 pandemic. UNBC's faculty executed a monumental feat of rapidly transitioning their courses to the digital realm, with staff providing exceptional support throughout the process. This effort demonstrated that our community could flourish in different modes of program delivery and that with proper investments, UNBC could enhance its original "in the North, for the North" mandate, expand its reach to a global audience, and develop pedagogical models that enable programs to be taught to students whenever and wherever they choose to learn.

### **Global Upheaval – a Time of Uncertainty**

Forestry continues to play a critical role in northern B.C.'s economy, making the region vulnerable to that industry's ups and downs. For more than two decades, discussions have centered on the impact of the mountain pine beetle and other pests, fiber availability, and the unavoidable decline in the region's Allowable Annual Cut levels. Hundreds of jobs have already been lost in UNBC's catchment area, with the potential for thousands of indirect or spin-off jobs to follow. This economic reality affects families' plans for post-secondary education, as they may struggle to afford it. However, it also creates opportunities for individuals to retrain, develop skills and knowledge, and pursue new careers through post-secondary education.

Moreover, new challenges have emerged: climate change; devastating forest fires; severe flooding; supply chain disruptions; ongoing economic disruption; the toxicity of social media; a growing mistrust of institutions; and a highly competitive job market that makes it more challenging to attract new skilled talent.

Beyond the challenges, however, come opportunities. UNBC scientists conduct research each day that contributes to our knowledge base on issues that are of global importance. From learning from and working with Indigenous communities to exploring water and food security; from sustainable resource management to energy production and export; and from biodiversity to community and economic development, faculty and students explore these complex issues. We are uniquely positioned geographically at UNBC to study these issues in the field, just minutes or hours from any of our campuses. UNBC is facing this global upheaval with a renewed sense of purpose.



# Internal factors

## Enrolment

In 2023/24, the University was funded for 3,773 full-time equivalent (FTE) students; enrolment reached 2,420, the second-largest enrolment figure in the past decade. Enrolment has not reached Ministry targets since 2003/04. At that point the target was 2,811 and UNBC had an FTE count of 2,953.

**Table A: Enrolment FTE and Ministry Targets**

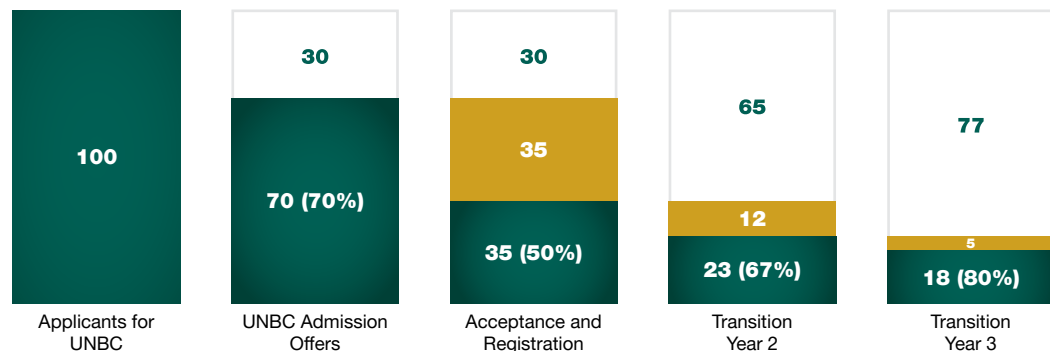
	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Target	3455	3455	3455	3455	3443	3424	3429	3505	3575	3663	3752	3773
Actual	2888	2833	2653	2538	2632	2660	2738	2692	2599	2563	2504	2420
Until	83.6%	82%	76.8%	73.4%	76.4%	77.7%	79.8%	76.8%	72.7%	70%	66.7%	64.1%

UNBC is actively addressing its enrolment challenges by implementing strategic measures. We continue to embrace Strategic Enrolment Management principles, leveraging data-driven decision-making to empower the university community with essential insights for optimal planning and project implementation. This approach aims to bolster student success, enhance the student experience, and improve retention rates.

The institution has intensified its recruitment, marketing and social media endeavours, and is innovating ways to deliver programs both in-person and remotely. Moreover, UNBC has forged partnerships with various school districts, providing high school students with the opportunity for “dual-credit” enrolment. This initiative enables students to earn credits towards high school graduation while simultaneously undertaking first-year classes at UNBC, often at minimal or no cost to the students.

Beyond attracting new students, UNBC places emphasis on retaining its current student body. The institution is moving into the third year of its Proactive Student Retention initiative that helps identify students at the highest risk of attrition so that they may be contacted and supported. The institution has also enhanced its Orientation, Move-In Day, and other welcome events, with a pan-institutional approach and culture in place to support these key milestones. Student Health and Wellness also improved their structure in Fall 2023, creating a system that promotes a wider breadth of options for individual students to engage with as part of their ongoing well-being plans. By studying the attrition journey of its students, the university identifies areas for further enhancement to improve retention rates.

**Figure 3: Undergraduate attrition Journey at UNBC**



The figure above helps the University community understand the importance of investing in retention efforts. We acknowledge the significance of the classroom experience in fostering student success, in addition to the importance of investing in other crucial areas such as student life, support services (including health and counseling resources), and infrastructure upgrades to enrich the on-campus experience.



# Leading a Sustainable Future:

How Canada's Green University is delivering sustainability in action that builds on government's CleanBC strategy and supports a clean economic future.

Since its inception, UNBC has been committed to sustainability. With the launch of UNBC's new strategic plan, Ready, UNBC has a new vision of Leading a Sustainable Future. Sustainability remains an important, foundational element of what UNBC is and what we have to offer. A great deal was accomplished in 2023/24.

## Strategic Planning

- As a frontrunner in sustainability endeavors, UNBC has instituted a Green University Strategic Task Force aimed at bolstering our initiatives in academic programming, research, and operations. Drawing insights from engagement and consultation, the Task Force produced a comprehensive report that serves as a cornerstone for UNBC's ongoing sustainability strategy.
- One of the immediate actions stemming from this report, now successfully executed, was the appointment of a Sustainability Manager. This pivotal role champions environmental, social, and economic sustainability and responsibility across the University. Among the early priorities for the manager are the registration and upkeep of UNBC's presence in sustainability rating systems such as the Sustainability Tracking, Assessment & Rating System (STARS), overseeing the Green Grants program, and facilitating the revival of on-campus composting.
- Additionally, UNBC is poised to institute a Sustainability Council to chart the strategic course for sustainability initiatives, delineating guiding principles and pinpointing key areas for enhancing sustainability practices.
- During the "Leading a Sustainable Future: Countdown to Green Day 2024" series, a Sustainability Policy Roundtable convened to gather invaluable feedback and perspectives. This input is integral to the crafting of two pivotal documents: the UNBC Sustainability Policy and the UNBC Climate and Sustainability Strategy 2025 – 2030, slated for completion by year's end.





## Special Events

- Green Day was bigger than ever in 2024. Instead of one day, Green Day expanded to a 15-day series of events called Leading a Sustainable Future: Countdown to Green Day 2024. More than 30 events took place, including a film screening and presentations and panels on diverse topics from Energy to Empowering Marginalized groups, Youth Leaders, and Indigenous perspectives. Further activities included a Campus Cleanup, Climate Cook In, a Human Library about Climate resilience, a Repair Café on textile repair, and a Group bike ride to explore UNBC's bike infrastructure. As a result of the series, a working group dedicated to Sustainable Labs was formed, and the event marked the first platinum-certified event for a new Sustainable Events Certification program that draws inspiration from a similar initiative at McGill University.
- The Green Fund, relaunched in 2022, remains a popular program supporting research, education, and civic engagement initiatives fostering sustainability at UNBC. This initiative, partially financed through parking revenue, offers one-time seed funding to diverse projects. Notable successes have included the development of Indigenous art decals aimed at mitigating bird strikes, the compilation of a comprehensive book detailing Dakelh plant names, traditional uses, and significance, and a boost to the "Borrow-A-Mug" (BAM) program operated by the Northern Undergraduate Student Society. BAM provides reusable mugs for UNBC students, staff, and faculty as an alternative to single-use cups.

## Research

- Dr. Darlene Sanderson was appointed Dr. Donald B. Rix Leadership Chair for Indigenous Environmental Health at UNBC. Her research connects Indigenous health, education, law, and the environment. She works on projects aimed at enhancing language and cultural knowledge for Indigenous youth, emphasizing the value of traditional knowledge, examining the interactions between health of the land and the health of Elders and work on proactive assertion of Indigenous water laws. She was a leader in presenting an Indigenous Water Ethics event during the United Nations 2023 Water Conference.
- Every winter since the tailings pond breach at the Mount Polley mine in 2014, copper-laden sediment from the bottom of Quesnel Lake has been re-suspended in the water column and has flowed into the Quesnel River affecting aquatic life in the watershed, according to research by Dr. Phil Owens and Dr. Ellen Petticrew. Published in the journal Science of the Total Environment, their research details how this process results in seasonal copper levels in the Quesnel River that at times exceed federal guidelines for the protection of aquatic life.
- Environmental Engineering student Madeline Clarke designed and built a rotating indoor Workplace Atmosphere Sampler (WAM), believed to be the first of its kind in Canada and one of only a handful in the world. Clarke, who will enter her second year this fall, constructed the industrial hygiene air sampling machine at a fraction of the cost of the comparable professionally built WAMS. Funded in part by WorkSafe BC, Canada Summer Jobs and PacifiCan's recently established Environmental Solutions Innovation Hub, Clarke researched, designed and created the WAM in less than four months while working at Northern Analytical Laboratory Services at UNBC.
- Dr. Hossein Kazemian is collaborating with industry to explore ways to use new materials to create a bio-renewable and biodegradable hybrid packaging solution. Kazemian, the head of Northern Analytical Laboratory Services (NALS) and the Lead Principal Investigator of the Materials Technology & Environmental Research (MATTER) team at UNBC, is partnering with Brown's Bay Packaging Company Limited to develop a new kind of foam that will provide the thermal insulation required to keep seafood fresh but have a significantly smaller environmental footprint.
- Department of Geography, Earth and Environmental Sciences Assistant Professor Dr. Siraj ul Islam received \$142,500 in Discovery Grant funding from the Natural Sciences and Engineering Research Council of Canada (NSERC) to fund five interrelated projects with the overarching goal of designing an improved hydrological prediction system capable of forecasting streamflow and river water temperatures on daily-to-seasonal time scales with improved accuracy. The project supports two Master's students and one PhD student at UNBC.

- An international team of researchers, including UNBC Professor and Canada Research Chair Dr. Brian Menounos, used a supercomputer at UNBC to calibrate findings describing in the journal Science that by the end of the century, the majority of Earth's remaining glacier ice will exist in southeastern Alaska, the Northern Coast Mountains, Yukon, the northeastern Canadian and Russian Arctic, and mountains that fringe the Greenland and Antarctic ice sheets. The computer, jointly funded by UNBC and the Tula Foundation, allowed researchers to analyze more than 440,000 images.
- An international team of researchers, led by UNBC's Dr. Rajeev Pillay, a Post-Doctoral Fellow working alongside UNBC Ecosystem Science and Management Professor Dr. Oscar Venter, examined the habitat of more than 16,000 mammal, bird, reptile, and amphibian species in tropical rainforests and found that preserving forest integrity is crucial for maintaining biodiversity.
- Students in the ENVS 339 carbon accounting class completed a study on the Scope 3 emissions of the UNBC Timberwolves (all four varsity teams) and presented their findings and recommendations for improvement, not only at the University level but at the Canada West and USports level as well.

## Operations

- UNBC is committed to sustainability in its operational practices. The University's foresight over a decade ago on renewable energy resources has paid off, resulting in a consistent reduction of over 60% in annual Scope 1 and Scope 2 greenhouse gas (GHG) emissions compared to the 2007 baseline levels. In addition, UNBC has achieved a 42% reduction in electricity use, a 73% reduction in natural gas consumption, and a 50% reduction in utility costs compared to 2010 baseline levels.
  - Thanks to these endeavours, UNBC has already surpassed the provincial emission reduction goal set for 2040 and has also met the accelerated target for the buildings sector, well ahead of the 2030 target. These accomplishments underscore UNBC's unwavering commitment to lessening its environmental footprint and advancing sustainability practices.
  - UNBC can do more in the realms of emissions reduction and sustainability promotion. In pursuit of these objectives, the University partners with entities such as BC Hydro to sustain its initiatives. For instance, transitioning from natural gas boilers to heat pumps at the Northern Sport Centre exemplifies forthcoming low-carbon electrification projects, aimed at replacing residual fossil fuel consumption. And more recently, UNBC completed the installation of a hybrid heat pump system at its Maintenance Building that will reduce the usage of propane for heating.
  - In tandem with these electrification initiatives, UNBC is instituting energy efficiency enhancements. This includes replacing outdated, less efficient building heating systems with compact, more effective alternatives, setting the stage for potential future heat recovery endeavors. Furthermore, building on the triumph of the two recent Passive House certified structures at UNBC, all forthcoming new constructions will adhere to Passive House standards. The University is also investigating the viability of retrofitting existing buildings with Passive House-inspired envelope and ventilation upgrades to curtail energy consumption.
- Several notable operational activities this year demonstrate UNBC's ongoing commitment to sustainability, including the following:

### Continuous Optimization

UNBC has completed two rounds of the Continuous Optimization program supported by BC Hydro. This program involves investigating and implementing low-cost improvements to building systems to improve energy efficiency. The total savings from energy conservation measures implemented in the first and second rounds of Continuous Optimization include 2,260,421 kWh of electricity per year (enough to power 226 average Canadian homes for a year), 15,189 GJ of fuel per year (enough to power 150 average Canadian homes per year), \$309,466 of cost savings per year, and 343 tonnes of CO<sub>2</sub> equivalent GHG emissions reductions per year.

## Heat Exchanger Upgrades

UNBC is undertaking a multi-year series of heat exchanger upgrade projects. The intent is to replace aging inefficient heat exchanger systems with newer more efficient systems. Each upgrade increases efficiency and results in less electricity and fuel demand. It is a multi-year series of upgrades. In 2023, three system upgrades were completed in the Agora, and additional upgrades are planned for 2024 and beyond. Previously upgraded facilities include the Power Plant, Charles J. McCaffray Hall, Teaching & Learning Centre, Conference Centre, and the Dr. Donald Rix Northern Health Sciences Centre.

## Cooling Upgrades

UNBC is carrying out multiple upgrades to its cooling systems to improve energy efficiency and reliability. In 2023, a cooling coil was installed in the main data centre that will offset the use of aging air conditioning units that have high electrical power consumption. The coil is supplied with chilled water from the district cooling system and will be used when the ambient outside air temperature is too high for free cooling. In addition, the existing two centrifugal chillers that are used for the district cooling loop have been outfitted with new variable speed drives known as Adaptive Frequency Drives (AFDs) that will provide better energy efficiency and prolong equipment life. Additional cooling system upgrades are planned for 2024 and beyond.

## Lighting Upgrades

UNBC continues to implement extensive lighting upgrades to replace linear fluorescent fixtures with new LED fixtures. The most recent upgrade took place in the Teaching Lab building in the south office areas in 2024. Future lighting upgrades planned include the remaining sections of the Teaching Lab and the basketball courts in the Northern Sport Centre. Additionally, lighting continues to be upgraded as part of space renovations where applicable. In certain areas where applicable, networked lighting controls are also implemented as part of the upgrades, to further improve energy savings.

## Energy Management Assessment

BC Hydro conducts an Energy Management Assessment (EMA) session with UNBC representatives roughly every two years to identify areas for improvement in the University's energy management practices. Overall, UNBC scored 94% in its most recent EMA in 2023, which was an improvement on its 91% score in 2021.

## Bioenergy Plant

After major maintenance in recent years, UNBC's Bioenergy Plant ran much closer in 2023-24 to its target of offsetting natural gas use by 85%, resulting in a significant reduction in GHG emissions. 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. After the shutdown of Pacific Bioenergy in 2022, UNBC had to find a new source of wood pellets for the Pellet Boiler. The University successfully established a new agreement with Premium Pellet in Vanderhoof. Like Pacific Bioenergy before them, Premium Pellet donates the wood pellets to UNBC.

## Fleet Electrification

In support of the adoption of zero emission fleet vehicles, UNBC acquired a used Nissan Leaf in 2024 that will be used by the Facilities Maintenance staff primarily to service the Northern Sport Centre. It was identified as a suitable replacement for a previous internal combustion engine utility vehicle and has proven to be successful in its application thus far. Not only does it provide zero emission transport, it also provides cost savings for maintenance and fuel. It is also usable for travel outside of campus. We continue to look for similar opportunities where it is feasible to adopt zero emission fleet vehicles in our operations.



# Community engagement

- UNBC continues to actively participate in the Northern BC Climate Action Network (NorthCAN), an initiative led by the Community Energy Association. A hub for connecting individuals from local and Indigenous governments, the health and education sectors, business and industry as well as non-governmental organizations, NorthCAN aims to identify and celebrate opportunities for climate action that work for northern B.C., encourage regional innovation, and identify funding opportunities. UNBC students, faculty and staff are all actively involved, a tremendous number of UNBC graduates are network members, and the northern colleges are participating as well.
- UNBC ran its second Energy Wise Thermostat Challenge campaign to encourage the University community to conserve heating energy by reducing thermostat set points. More than 70 community members participated in the challenge, which also provided an opportunity for them to share feedback regarding space heating on campus. UNBC participates in the Energy Wise program each year in partnership with BC Hydro to support community engagement on energy conservation.
- UNBC facilities staff play an active role in engaging with students and the broader community to promote sustainability. They offer tours of various facilities, such as the Bioenergy plant, the Passive House-certified Facilities Maintenance Building, and the solar panels at the Conference Centre. In addition, they contribute to the academic program by delivering guest lectures, collaborating with students and professors on coursework and research, and participating in sustainability-focused discussion panels. Moreover, UNBC facilities staff participate in external sustainability events and groups, strengthening ties with the local community and fostering a culture of sustainability beyond the University.





# Acting on Truth and Reconciliation

*UNBC took another step in its Reconciliation journey in January as President Geoff Payne presented a Respectful Acknowledgment Pledge to the Lheidli T'enneh Nation on behalf of the UNBC community, which Chief Dolleen Logan accepted. In exchange, the Chief presented UNBC with 18 plaques that are now displayed in the different buildings that comprise the UNBC Prince George campus.*

“UNBC’s pledge to respectfully acknowledge our unceded ancestral lands celebrates another positive step forward on the Road to Reconciliation,” said Chief Logan. “Over the past several years, UNBC and the Lheidli T’enneh First Nation have built a truly special partnership.”

That relationship includes several initiatives. The Lheidli T’enneh Northern Promise Partnership Program sees UNBC provides full tuition support for Lheidli T’enneh students while the Nation pays for housing, books, and other costs. With the advent of the UNBC Timberwolves Indigenous logo, a portion of merchandise sales supports Elders Society activities.

Dr. Payne and Chief Logan meet quarterly to discuss issues of mutual interest and partnership-strengthening opportunities.

“Our hope is that these plaques will help students, faculty, staff and community members know how much we appreciate our special partnership with the Lheidli T’enneh,” explained Dr. Payne. “I look forward to continuing to work with Chief Dolleen Logan as UNBC continues its commitment to act on Truth and Reconciliation.”



# Mandate Priority Reporting

The Minister's 2023/24 Mandate Letter provides expectations and a foundation upon which UNBC builds out its strategies and actions. The following highlights illustrate our progress towards meeting those expectations.





## 2023/24 Mandate Priorities | Actions completed in 2023-24

Delivering educational and training programming as described in the StrongerBC Future Ready Action Plan to equip British Columbians to capitalize on new opportunities and remain resilient in the face of unprecedented change, including the continued expansion of access to affordable, accessible and relevant training, such as through micro-credentials and expanded health seats.

<p><b>Micro-credentials</b> Continue to report on progress to introduce and recognize micro-credentials.</p>	<p><b>Faculty of Environment</b></p> <ul style="list-style-type: none"> <li>• Developing for-credit micro-credentials that are stand-alone or stackable in Sustainable Forestry to fill knowledge gaps of applicants for Registered Professional Forester using a combination of accessible, flexible online and in-person offerings. UNBC received \$258,000 in funding from the Ministry of Post-Secondary Education and Future Skills to support the project.</li> </ul> <p><b>Faculty of Indigenous Studies, Social Sciences and Humanities</b></p> <ul style="list-style-type: none"> <li>• Submitted a funding application to the Ministry for a new micro-credential on the principles, processes and practices of administration to the principles, processes and practices of administration.</li> </ul> <p><b>Continuing Studies</b></p> <ul style="list-style-type: none"> <li>• Developed and offered non-credit micro-credentials on topics in natural resources, entrepreneurship, tourism and mass timber.</li> <li>• Offer non-credit micro-credentials with partner organizations in machine learning and AI, web, technology and design.</li> <li>• Working with academic departments to develop credit or non-credit micro-credentials.</li> <li>• Working to create more micro-credentials that can stack into certificates and/or ladder into a degree.</li> </ul> <p><b>Faculty of Human and Health Sciences</b></p> <ul style="list-style-type: none"> <li>• With Continuing Studies, the School of Education is developing a series of micro-credentials focused on supporting uncertified teachers in K-12 classrooms with pedagogy, assessment, curriculum and instruction, and meeting the needs of diverse learners.</li> <li>• The School of Nursing has just launched a course with Continuing Studies for Certified Practice Registered Nurses to become prescribers. This course will be taken by RNs across B.C. in all certified practice areas and is required for recognition as a prescriber with the BC College of Nurses and Midwives.</li> <li>• The School of Education is collaborating with the Department of Mathematics &amp; Statistics to develop a micro-credential course to help develop numeracy and math skills for future BEd students.</li> </ul> <p><b>School of Business</b></p> <ul style="list-style-type: none"> <li>• Developed a 15 SCH Certificate in Business Administration Fundamentals. This program is intended to help students in professional programs (e.g., Engineering, Physical Therapy, etc.) to develop the skills necessary to successfully operate a new private practice. It is also intended to provide an understanding of key business management principles and practices to small business operators, and to provide an on-ramp to university education.</li> </ul>
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<p><b>Expanded health-seats</b> Continue to report on increases or expansions of health seats.</p>	<p><b>Division of Medical Sciences</b></p> <ul style="list-style-type: none"> <li>• In partnership with UBC’s Faculty of Medicine, the Northern Medical Program accepted an additional four learners in September 2023.</li> </ul> <p><b>School of Nursing with Continuing Studies</b></p> <ul style="list-style-type: none"> <li>• Developed BCCNM-approved course Safe Prescribing for Registered Nurses with Certified Practice</li> </ul> <p><b>School of Nursing</b></p> <ul style="list-style-type: none"> <li>• Launched the Prince George site of the Northern Baccalaureate Nursing Program, a 20-month BScN program for those with some undergraduate studies and/or completed degrees in other fields. The program is offered in downtown Prince George at the Wood Innovation and Design Centre. The program has capacity for 24 FTE per year.</li> <li>• Expansion of MScN-Family Nurse Practitioner program from 20 to 40 seats for the Fall 2024 intake, with full FTE acceptances as of April 2024.</li> </ul> <p><b>Future Students Office</b></p> <ul style="list-style-type: none"> <li>• In partnership with School of Nursing, Student Advising, and Marketing, Nursing Recruitment Open Houses were held in both Fort St. John at the Peace River Liard Campus and in Prince George at the Wood Innovation &amp; Design Centre.</li> </ul>
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**Continuing to provide culturally sensitive and safe learning environments for Indigenous learners to maximize their participation and success in post-secondary education.**

Continue to provide culturally sensitive and safe learning environments for Indigenous learners to maximize their participation and success in post-secondary education.

**FHHS**

- The School of Education Indigenous Education Working Group works with local Indigenous community members to enhance the program’s engagement with Indigenous ways of knowing and being. Part of this work is to ensure that cultural safety is embedded in all work the School of Education undertakes.
- The School of Nursing Allies and Allyship: Creating and Sustaining Cultural Safety and Cultural Humility, Anti-racist Pedagogies, Research and Practice Standing Committee received funding to host a Community Gathering in October 2023 with members from local Indigenous communities to gather information on lived experiences with the health care system to inform changes in Nursing programs.

**Future Students Office**

- Continued as a key steward for the UNBC-Lheidli T’enneh Northern Promise Partnership Agreement that grants Nation members expanded admissions routes to UNBC and a tuition waiver for undergraduate studies.
- UNBC’s Future Indigenous Student Liaison shared a seat on School District 57’s Indigenous Education Advisory Committee.

**Also, See Appendix B**

**Develop and implement protections for international students that support their fair treatment.**

<p>Identify whether your institution has an active international education strategic plan and discuss its goals, objectives and priority actions. If you do not currently have a plan, discuss your process and timeline to develop and implement one.</p>	<p><b>Enrolment Management &amp; Strategy; Future Students Office</b></p> <ul style="list-style-type: none"> <li>• Directly involved with assessing the changes from the federal and provincial governments related to the early-2024 cap on international study permit applications and student visa issuance.</li> <li>• Predicting the impact to UNBC’s recruitment, admissions, and enrolment outcomes for 2024/25 and beyond.</li> <li>• Strategizing with the Office of the Registrar, International Education, Office of the Provost, and Finance &amp; Administration to establish criteria for issuing UNBC’s allotment of Provincial Attestation Letters (PALs).</li> <li>• Working within the Provost-led committee to develop an International Student Enrolment Plan, which commenced in Q1 2024.</li> </ul>
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<p>Identify actions your institution has taken to develop and implement protections for international students that support their fair treatment.</p>	<p><b>International Office</b></p> <ul style="list-style-type: none"> <li>• The Office provides a wide range of supports for international students including, but not limited to, the following: <ul style="list-style-type: none"> <li>o Offer Pre-Arrival Support, including winter preparedness.</li> <li>o Immigration and study permit requirements (One certified Regulated Canadian Immigration Consultant and working towards additional staff being certified as International Student Immigration Advisors)</li> <li>o Provide information regarding working, SIN cards, employment, taxes, and Post-Graduate Work Permit.</li> <li>o Provide information about navigating academic services, Health Insurance, medical services in Prince George, and housing.</li> <li>o Facilitate English conversation classes.</li> <li>o Student Ambassadors provide peer support and help students navigate life in B.C.</li> <li>o Supported events such as the City of Prince George International Student Welcome Event and International Week at UNBC.</li> </ul> </li> </ul> <p><b>Offices of Financial Aid and Development</b></p> <ul style="list-style-type: none"> <li>• Work to provide student awards to international students in need. For example, UNBC created the donor-funded International Student Support Award available to support international students facing significant challenges or financial barriers who may be from a developing country or a country facing economic, political, global, or human rights conflicts.</li> </ul>
	<p><b>Housing Office</b></p> <ul style="list-style-type: none"> <li>• Employ Resident Assistants with an international focus. These upper-year student staff are passionate about supporting International students and help support students' transition while providing specialized programming.</li> </ul>

**Meeting or exceeding the financial targets identified in the Ministry's Service Plan tabled under Budget 2023.**

<p>Confirm that your institution has met or exceeded the targets identified in your annual institution budget letter.</p>	<p>UNBC continues to work toward meeting the enrolment targets referenced in the annual institution budget letter. UNBC's FTE target for 2023/24 was 3,773 and the actual count was 2,420. UNBC continues to invest in enhanced recruitment and retention initiatives that are highlighted throughout this document in an effort to improve enrolment. UNBC provides all financial reporting required by the Ministry as outlined in the letter, including quarterly reports of actual results, year-to-date actuals and four-year forecasts. UNBC also adheres to the Government's tuition limit policy of a two percent limit on tuition and mandatory fee increases. The University publishes its executive compensation reports annually and aligns with requirements set forth in the letter regarding capital procurement, planning and reporting. Other performance measures are contained in the Performance Measure Results section on page 75.</p>
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**Complying with the Tuition Limit Policy, which sets a two percent cap on tuition and mandatory fee increases for domestic students to ensure programs are affordable.**

<p>Confirm institutional compliance with the Tuition Limit Policy.</p>	<p>UNBC complies with the Tuition Limit Policy, which limits increases for tuition and mandatory fees to 2%, helping ensure that programs are affordable and accessible for students.</p>
<p>Continue to submit annual tuition and mandatory fees data to the Ministry.</p>	<p><b>Financial Services</b></p> <ul style="list-style-type: none"> <li>• The Finance Office submits the Annual Tuition Data Request and Mandatory Fee Report to the Ministry.</li> </ul>



## Sexual Violence and Misconduct prevention and response.

<p>Outline participation in engagement to validate the Ministry's sexualized violence action plan.</p>	<p><b>Student Success/Response and Support team</b></p> <ul style="list-style-type: none"> <li>• UNBC has partnered with REES (Respect, Educate, Empower Survivors) to provide students with a trauma-informed, survivor-centered sexual violence and misconduct reporting tool. REES “bridges online incident reporting with access to critical information about reporting options, resources and support.” As a secure, online platform, REES enables users to create a record of an incident by choosing one or more reporting options, including: Anonymous Reporting (to help facilitate reporting of incidents that might otherwise go unreported); Connect to My Campus (connecting directly with UNBC support staff); and/or Formal Complaint (connecting directly to the UNBC staff who investigate cases of SVM). REES is an addition to UNBC’s existing reporting options and support services. The REES tool is currently being customized for UNBC with a go-live date of August, 2024.</li> <li>• Planning has begun for the delivery of synchronous and asynchronous training resources made available through BCcampus in relation to preventing and responding to sexualized Violence. Offerings will begin in Fall 2024.</li> <li>• 20 Residence Assistants, Senior Residence Assistants, and Community Assistants received training on consent and sexualized violence prevention, supporting survivors and how to receive and respond to disclosures.</li> <li>• A working group focused on consent and prevention of sexualized violence met throughout the summer and fall to design and deliver the consent campaign at UNBC. This included various educational events, physical materials, information campaigns and tabling. Hundreds of students and staff engaged and participated in consent campaign activities.</li> </ul>
<p>Awareness and prevention activities</p>	<p><b>Student Success, Restorative Relations &amp; Student Support, Equity, Diversity, and Inclusion Office, Communications, Northern Women's Center</b></p> <ul style="list-style-type: none"> <li>• An on-going consent campaign was initiated during the summer where educational events were held in Residence, the larger campus, and over social media.</li> <li>• A presentation was given at Senate regarding sexualized violence and prevention at UNBC. The presentation focused on reporting and disclosing options, support services and communication, and opportunities for senators (particularly student senators) to get involved.</li> </ul>
<p>Education or training sessions offered to students, staff, and/or faculty.</p>	<p><b>Human Resources</b></p> <ul style="list-style-type: none"> <li>• Staff and faculty are provided with a mandatory onboarding module on the Sexual Violence and Misconduct Policy and Procedure.</li> </ul> <p><b>School of Business</b></p> <ul style="list-style-type: none"> <li>• Offering COMM 436 Workforce Health and Safety. Provides content on designing, implementing, and evaluating health and safety programs, including workplace investigations for misconduct (e.g., sexual discrimination, sexual harassment, etc.)</li> </ul> <p><b>Student Success</b></p> <ul style="list-style-type: none"> <li>• UNBC continues to bolster its engagement with students surrounding consent and awareness of our Sexual Violence and Misconduct Policy and Procedures.</li> <li>• UNBC engages with students and staff through the Northern Women's Centre, UNBC's Office of Equity Affairs, and through the Counselling, Human Resources, and Student Success teams.</li> <li>• The new Restorative Relations and Student Supports Coordinator, as well as the new Student Supports Team, has added capacity and expertise in supporting students at UNBC.</li> </ul> <p><b>Housing &amp; Residence Life</b></p> <ul style="list-style-type: none"> <li>• Training is offered around consent, sexualized violence.</li> <li>• Crisis intervention training is provided to Residence Assistants (student staff) prior to move in, that supports students who may experience sexualized violence.</li> <li>• Information and resources are provided to students during Housing orientation and in the Housing handbook.</li> </ul>
<p>Progress on the three-year sexualized violence policy review, as required by the Sexual Violence and Misconduct Policy Act</p>	<p><b>Student Success/Response and Support team</b></p> <ul style="list-style-type: none"> <li>• The Sexualized Violence and Misconduct policy is currently in the review process. We are working with experts in the field to ensure our policy and procedures follow best practices across the sector. Engagement and feedback processes have occurred and will continue into the fall of 2024 – including legal counsel, students, staff and faculty. We anticipate the approval of the revisions to occur by fiscal year end.</li> <li>• The website is being completely redesigned to ensure increased accessibility to key information for students, faculty and staff.</li> </ul>

## Former Youth in Care

Participation	In 2023/24, UNBC saw 20 former youth in care benefit from the BC Government's tuition waiver program, with a total of \$88,252 distributed, representing an increase of 30% over the previous year.
<b>Supports Provided</b>	
Working or planning to coordinate and augment wrap around supports for former youth in care (FYIC), vulnerable, and under-represented students, both on campus and within the community.	<p><b>Business Services/Housing &amp; Residence Life</b></p> <ul style="list-style-type: none"> <li>Housing and Residence Life have Former Youth in Care as one group of priority students that receive a guarantee so long as the students apply by the July 1 due date. This is a self-identification process within the Housing application.</li> </ul> <p><b>Student Success</b></p> <ul style="list-style-type: none"> <li>UNBC plans to expand support for Former Youth in Care. Initiatives planned include the following: <ul style="list-style-type: none"> <li>Welcome packages and an optional welcome event.</li> <li>Targeted newsletters, workshops and programming.</li> <li>Deploying a survey to help us understand what resources Former Youth in Care would find helpful.</li> <li>Workshops and professional development for UNBC staff to help provide better support.</li> </ul> </li> </ul> <p><b>Enrolment Management &amp; Strategy; Future Students Office</b></p> <ul style="list-style-type: none"> <li>An internal working group met in July 2023 to ensure relevant department representatives understood the changes to the FYIC eligibility because of the expanded access to provincial funding effective Aug. 1, 2023.</li> <li>Training on FYIC and funding support opportunities delivered to campus Student Success Coordinators team at UNBC's Terrace, Fort St John, and Quesnel campuses.</li> <li>Added one Student Recruitment Officer to jointly support UNBC's seat held on the Campus Navigator Community of Practice meetings led by StudentAidBC.</li> </ul>
Describe strategies your institution employs to identify FYIC students on campus, including those interested in post-secondary education who may not be attending, and how your institution supports students to self-identify as FYIC to institution representatives.	<p><b>Enrolment Management &amp; Strategy; Future Students Office</b></p> <ul style="list-style-type: none"> <li>Research conducted to review peer postsecondary institutions' Financial Aid websites to identify best-practices in displaying information and support opportunities for Former Youth in Care.</li> <li>Worked with Awards and Financial Aid and Web Teams to develop and publish expanded information related to funding for FYIC on the Awards &amp; Financial Aid website, within the general domestic and Indigenous Future Students viewbooks/handbooks, and within our annual Student Recruitment update newsletter to BC high school Counsellors, Indigenous Education Workers, and Band Education Departments.</li> <li>Research conducted to scan for local and regional organizations through which direct contact with potential Former Youth in Care could occur.</li> <li>Distributed SAJE (Strengthening Abilities and Journeys of Empowerment) posters across campus with the intent that current FYIC students who have not yet self-identified would be encouraged to self-identify and access funding.</li> <li>Sent a Future Student's representative to the 2024 Engaging Spirit Cultural Camp held at Camp Friendship to further promote the Provincial Tuition Waiver Program.</li> <li>The internal working group applied for and was granted an extension to the deadline to use the remainder of the one-time funding provided by the Ministry of Postsecondary Education and Future Skills to support the FYIC population eligible for the Provincial Tuition Waiver Program.</li> </ul>

# K-12 Transitions and Dual Credit Programming

<p>How many students took part in dual credit classes, what classes did they take, and what actions were taken to promote the opportunity.</p>	<p><b>Enrolment Management &amp; Strategy; Future Students Office</b></p> <ul style="list-style-type: none"> <li>• 41 students were admitted to Dual Credit in the 2023/24 academic year, up from 37 in 22/23.</li> <li>• A similar approach to 22/23 was taken for promotion of Dual Credit for local high school and district ]] students, and their parents/guardians, including an in-person information session, early distribution of revised application packages, and posters for high schools and social media accounts. SD 57's District Parent Advisory Council helped to amplify the promotion.</li> <li>• Courses taken range across the 100-level approved dual credit course list approved by our partner SD 57.</li> <li>• UNBC's Faculty of Science and Engineering partnered with CNC to develop and launch a provincially approved joint Dual Credit opportunity for Grade 11 students called TekX – Technology Exploration. This innovative partnership offers nominated SD 57 students in Grade 11 the opportunity to take five college/ university level courses on varied themes in technology delivered over a 20-week period. Students earn up to 15 credits of postsecondary transferable course credit and the tuition is funded by the BC Ministry of Education and Child Care and the student fees are funded by the respective postsecondary partners. Fall 2024 will be TekX's inaugural intake and there are 20 seats per intake (two per year).</li> </ul>
<p>Active Minds/Youth Camps statistics</p>	<p><b>Office of Research and Innovation (Youth Programs)</b></p> <ul style="list-style-type: none"> <li>• UNBC's Active Minds Summer Camps are offered in science, technology, engineering, art and math (STEAM).</li> <li>• Eight camps were offered for ages 6-8 (178 youth) and eight camps for ages 9-12 (141 youth).</li> <li>• UNBC also offered a McLeod Lake Spring Break Youth Camp (15 Indigenous youth)</li> </ul> <p><b>Geoffrey R. Weller Library</b></p> <ul style="list-style-type: none"> <li>• The Research &amp; Learning Services Librarian led a UNBC learning experience for five students from Prince George Secondary School. This included a library tour, meeting with a professor, and a session on information literacy. This experience is meant to demystify university for high school students and demonstrate the support they have when they attend UNBC.</li> </ul>
<p>Other youth programming statistics (GoEng Girl, YELL, etc.)</p>	<p><b>Office of Research and Innovation (Youth Programs)</b></p> <ul style="list-style-type: none"> <li>• UNBC's Youth Programming department offered a significant number of events:             <ul style="list-style-type: none"> <li>o UNBC Wildlife Society workshop for Nusdeh Yoh (Indigenous choice school) – 28 youth (Grade 4/5)</li> <li>o Teacher Educational Spring Fling - 50 teachers from SD 57, 91, 60</li> <li>o Black Youth in STEM – 5 workshops – 20 youth (ages 9 -14)</li> <li>o UNBC Engineering Careers visit – 6 youth from Fort St. James</li> <li>o National Indigenous Peoples Day Event at Lheidli T'enneh Park on June 21, 2023, ~400 youth, ]]] and ~100 guardians.</li> <li>o Quiz Me Competition - 30 youth from SD57 (Grade 7)</li> <li>o Minerva BC Learn to Lead event for 15 female identifying youth (ages 15 – 17).</li> <li>o Teacher Workshops – 20 teachers in SD 57</li> <li>o Classroom Workshops for SD57 (Prince George) – 364 youth (ages 6 -12)</li> <li>o Engineering Science events Big Brothers and Big Sisters of Northern BC - 42 youth (ages 6-12)</li> <li>o John Prince Research Forest event with Chuntoh Education Society – 10 youth</li> <li>o McLeod Lake Indian Band Annual Summer Celebrations – 36 youth</li> <li>o Go ENG Girl event – 25 youth (Grade 7-10, girls or non-binary)</li> <li>o Technology Integration in Teaching Workshops – 44 teachers</li> <li>o Science and technology exploration event at Prince George Public Library -120 youth.</li> <li>o STEAM Activity boxes for McLeod Lake (Remote programming) - 30 youth</li> <li>o Water Careers workshop for Lheidli T'enneh - 8 youth</li> <li>o Go CODE Girl event – 17 youth Grade 7-10, girls or non-binary)</li> <li>o Koh Learning in our Watershed event with SD 91 - 40 youth</li> <li>o Central Interior Science Exhibition - 70 youth participants (Grade 4-9)</li> <li>o Engineering High-school Design competition – 16 youth</li> <li>o Girl Guides Engineering Everything event – 24 youth</li> </ul> </li> </ul>

**Enrolment Management & Strategy; Future Students Office**

- May '23: Partnered with UNBC Faculty of Health Sciences – Rotary Adventures in Healthcare – 40 high school students
- May '23 - UNBC Future Students team SD 91 Project Health – 24 high school students
- June '23 - Partnered with UNBC Biochemistry & Molecular Biology program as part of RiboWest – Local High School RNA Vaccine Workshop – 16 high school students
- July '23 - Partnered with local PG Kodiaks Football Team – on-campus movie night – 40 student-athletes
- July '23 - Delivered campus familiarization activities and a tour of the Northern BC Archives for students staying on campus as delegates for the BC Heritage Society’s Provincial Heritage Fair – 28 students
- Aug '23 - Co-hosted 16 Indigenous Youth with the Outlands Youth Employment Program (OYEP) on campus for a 2-day Science Week consisting of activities and demonstrations led by UNBC BCMB, CHEM, GEOG, BIOL – 16 Indigenous youth
- Nov '23 - Hosted high school students from SD 28, SD 57, Cedars, and Westside for UNBC Discovery Day; participation from UNBC faculty across BCMB, BSW, COMM, CPSC, GEOG, ENPL/ESS, ENGL, ENGR, ESM, HIST, ORTM, and PSYC – 116 students
- Dec '23 - UNBC Future Students Team – SD 91 Project STEEAM – 1.5-day event showcasing UNBC programs in “everything but health (as Project Health is complementary) - ENGR, ECON, CPSC, ENGL, ORTM, and CHEM all participated – 24 students
- Feb '24 - Hosted local PGSS high school students studying Psychology 12 for a half-day learning about UNBC Psychology – 30 students

**Work Integrated Learning**

Description of institutional changes, realignments or other concerted action to offer work-integrated learning (WIL) options to students, including Career Services offices where appropriate.

The Career Centre Team, in collaboration with the Manager of Student Experience, has been instrumental in crafting and implementing a Work Integrated Learning (WIL) strategy that aligns with UNBC’s strategic plan, Ready. The aim is to expand WIL opportunities across the University by tracking student engagement and participation in partnership with faculty and various programs. This strategy is part of a broader initiative that seeks to enhance experiential learning, ensuring that WIL initiatives are effectively integrated into the classroom and connected with industry needs. The establishment of a Customer Relationship Management ecosystem to track and enhance employer relationships has been a key priority, enabling the university to strategically manage and expand its network of external learning partners and co-op placements, thus addressing critical gaps and setting a foundation for accredited and recognized WIL experiences at UNBC.

**Student Success / Career Centre**

- Evolved the Student Career Centre Coordinator role into the Career Readiness Coordinator to focus more on WIL and strengthen ties between students and industries.
- Introduced a new role, the Work Integrated Learning Projects Coordinator, to oversee WIL project planning, management, and execution with an emphasis on digital enhancements and data-driven career services.

**Expanded Career Readiness Initiatives in 2023:**

- The Northworks Career Fair on the Prince George campus featured 79 employers, an increase from 50, providing networking and career opportunities for students.
- Hosted industry nights in Accounting, Finance, Engineering, and Planning, in collaboration with respective faculties and student associations.
- Conducted 16 Career Readiness Workshops to provide essential job search skills and insights.
- Launched personalized job seeking and preparation assistance through the Career Centre.
- Created the Career Ambassador role to promote WIL and integrate academic learning with professional development.

**School of Business**

- COMM 498-3 Business Clinic 12 students were involved in consulting projects supervised by faculty and MNP. Projects provided business advice to two not-for-profit organizations in Prince George.
- COMM 498-2 Family Support Business and social work students worked to provide short-term resources to support families in crisis in and around Prince George.

<p>Number of students involved in WIL options, and, if possible, by type of WIL.</p> <p><b>NOTE:</b> Not all forms of WIL need be reported. For example, nursing practicum numbers are partially collected by HSPNet. For guidance and definitions of WIL please refer to Co-operative Education and Work-Integrated Learning Canada (CEWIL).</p>	<p>The UNBC Career Centre focuses mainly on co-operative education, with participation metrics available solely from co-op programs. As outlined above, the strategic direction for the upcoming year is to broaden the scope and understanding of WIL across the entire campus. The goal of the strategic WIL strategy is not only to expand these opportunities but also to harness and measure their impact comprehensively.</p> <p>Co-operative education program statistics for the 2023-2024 school year:</p> <ul style="list-style-type: none"> <li>• <b>Information Sessions Attendance:</b> More than 120 students.</li> <li>• <b>Applicants:</b> 86 students applied for the co-op program.</li> <li>• <b>Accepted into Program:</b> 49 students were fully accepted.</li> <li>• <b>Completed Online Training:</b> 48 students completed the required online training.</li> <li>• <b>Completed Work-terms:</b> 18 students completed work terms between May 2023 – April 2024</li> </ul>
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# UNBC Strategic Priority Areas of Focus

<h2 style="text-align: center;">Actions completed in 2023-24</h2>	
<h3 style="margin: 0;">Strategy and Governance</h3>	
<p>Develop and launch UNBC's next five-year strategic plan.</p>	<p>Informed by consultations with individuals and communities from across the region, the University of Northern British Columbia released its new strategic plan in October 2023. Titled, Ready, the five-year plan includes a renewed mission and vision, four overarching themes, and specific goals the University aims to achieve. Anchored by UNBC's new mission, Ignite. Inspire. Lead Change., and informed by UNBC's new vision, Leading a Sustainable Future, the plan identifies key actions that will allow UNBC to reach its targets through education, research and community engagement.</p> <p>The plan is centered around four themes, each with their own strategic goals:</p> <ul style="list-style-type: none"> <li>• <b>Cultivate Curiosity</b>—UNBC will excel at teaching, learning, and inquiry, while supporting, encouraging, and inspiring learners.</li> <li>• <b>Act on Truth and Reconciliation</b>—UNBC will continue on its path to advance and meaningfully enact reconciliation with Indigenous Peoples, through dialogue, education, research, relationships, and service.</li> <li>• <b>Empower Northern Communities</b>—UNBC will collaborate, partner, generate knowledge and build capacity for the advancement of healthy, productive, thriving communities.</li> <li>• <b>Foster Local Solutions for Global Impact</b>—UNBC will leverage its unique position to mobilize knowledge for local and global change.</li> </ul> <p>UNBC won an award from the Council for the Advancement and Support of Education for its engagement process that led to the creation of Ready. More than 1,000 people shared their thoughts, hopes and aspirations for UNBC through survey responses, participation in town hall events and by submitting online feedback.</p>



<p>Develop an Integrated Planning (including Budget) Framework, including the following elements:</p> <p>1. Unit-wide strategic action plans</p>	<p><b>Business Services</b></p> <ul style="list-style-type: none"> <li>• Every department within Business Services has developed or updated their Strategic Action Plan in alignment with the institutional READY Strategic Plan. From these Action Plans, annual Operational Plans have also been developed to ensure operational efforts work toward achievement of strategic goals.</li> </ul> <p><b>Information Technology Services</b></p> <ul style="list-style-type: none"> <li>• Strategic action plan development is in progress.</li> </ul> <p><b>Student Success</b></p> <ul style="list-style-type: none"> <li>• Strategic action plan development is in progress in all units: Student Experience and Planning; Student Health and Wellness; Restorative Relations, Student Supports and Housing.</li> </ul> <p><b>Faculty of Science and Engineering</b></p> <ul style="list-style-type: none"> <li>• Strategic action plan development is in progress</li> </ul> <p><b>Continuing Studies</b></p> <ul style="list-style-type: none"> <li>• Moved from VP Finance &amp; Administration's portfolio under Business Services to Provost's portfolio as a direct report</li> <li>• CS Expansion listed as a priority in the 2024 Academic Plan Refresh</li> <li>• Unit strategic action plan and annual operational plan development are in progress</li> </ul> <p><b>Faculty of Human and Health Sciences</b></p> <ul style="list-style-type: none"> <li>• FHHS launched a strategic planning process in October 2023; engagement sessions have been held in Prince George, Quesnel, Terrace, and Fort St. John. A draft strategic plan is prepared in alignment with the Ready Plan, to be taken up and finalized by the next Dean of FHHS</li> </ul> <p><b>Communications and Marketing</b></p> <ul style="list-style-type: none"> <li>• Moved into the VP Research and Innovation's portfolio in January 2024.</li> <li>• Completed and implemented a new social media strategy. UNBC's social media performance meets or exceeds industry benchmarks.</li> <li>• Drafted a Research communications strategy designed to raise the profile of UNBC's research community. Elements of that strategy have been implemented.</li> <li>• Developed an initial internal communications strategy to help identify needs, tactics and resources for future implementation.</li> <li>• Developed an Emergency Operations communications plan.</li> <li>• A comprehensive communications and marketing strategy is under development that will incorporate the above as components of same.</li> </ul> <p><b>Enrolment Management &amp; Strategy; Future Students Office</b></p> <ul style="list-style-type: none"> <li>• The SEM planning process will identify areas of greatest opportunity along the student life cycle, to which collaborative action plans can be developed and deployed.</li> <li>• The Future Students team will prepare and provide information to the UNBC community about our previous, current, and proposed student recruitment strategies and tactics to raise awareness and garner feedback, ideas, and further support.</li> </ul> <p><b>Faculty of Business and Economics</b></p> <ul style="list-style-type: none"> <li>• Strategic action plan development is in progress.</li> </ul>
<p>2. Indigenous Action Plan</p>	<p><b>Office of Research and Innovation (Youth Programs)</b></p> <ul style="list-style-type: none"> <li>• Continued relationship building with Indigenous communities to provide youth and post-secondary transition programming. <ul style="list-style-type: none"> <li>o Participation in National Indigenous Peoples Day Event at Lheidli T'enneh park ~400 youth, ~100 guardians</li> <li>o Collaboration with Chuntoh Education Society for John Prince Research Forest event.</li> <li>o Participation in McLeod Lake Indian Band Annual Summer Celebrations.</li> <li>o Supporting Indigenous knowledge transfer and learning in collaboration with SD91 through the Koh Learning in our Watershed event - 40 youth.</li> <li>o McLeod Lake Indian Band Spring Break Youth Camp for 15 Indigenous youth.</li> </ul> </li> <li>• Continued collaboration and discussions with Lheidli T'enneh Education Coordinator for youth event opportunities. <ul style="list-style-type: none"> <li>o Wildlife Education event hosted in collaboration with UNBC Wildlife Society for 28 youth from Nusdeh Yoh (Indigenous Choice School).</li> <li>o Water Careers workshop for Lheidli T'enneh - 8 youth.</li> </ul> </li> </ul>

### **Athletics and Recreation**

- Worked in partnership with the Northern Sport Centre to install an Indigenous-themed mural highlighting the Timberwolves' Indigenous logo created by former UNBC student Trevor Angus.
- Working with the Northern Sport Centre to redo the gymnasium floor featuring the same logo above as well as other Indigenous elements in the design.
- Graduating seniors received handmade, hand-painted drums with the Indigenous logo on them.
- Continued growth of the Indigenous Student Award through sales of Indigenous logo clothing.
- Relationship building with Lheidli T'enneh Elders through annual donation of shared proceeds from Indigenous clothing sales.
- Developed a forward-facing departmental Equity Statement.

### **Office of Indigenous Initiatives/First Nations Centre**

#### **Spring/Summer 2023 (April to August)**

- Introduced the Guideline for Honorariums for Indigenous Elders and Knowledge Holders.
- Appointed a new Manager, Indigenous Student Empowerment to revitalize and oversee the First Nations Centre.
- Relaunched the Office of Indigenous Initiatives in May 2023, beginning with a search for the new Associate Vice-President, Indigenous.
- Added an Administrative Assistant to the Office of Indigenous Initiatives team.
- The First Nations Centre hosted the FNC Graduation Ceremony for Indigenous students graduating from UNBC.
- UNBC and FNC/OII attended and had a tent at National Indigenous Peoples Day at Lheidli T'enneh Memorial Park in June.

#### **Fall 2023 (September to December)**

- In partnership with Nadleh Whut'en First Nation, the Office of Indigenous Initiatives sponsored the Returning to Spirit Reconciliation Workshops.
- The Campus Cousins organized the UNBC National Day for Truth & Reconciliation events featuring the re-launch of the 1000 Ravens for Reconciliation initiative. This initiative has been emulated by at least two K-12 schools elsewhere in Canada.
- A new Graduate Teaching Assistant joined the First Nations Centre, tasked with offering peer mentorship, leading guest lectures, and completing one major project per year.
- An Indigenous Student Life Navigator was appointed to fill in during a leave of absence, ensuring continued support for students.
- The First Nations Centre took on a pivotal role in the Inspiring Women Among Us (IWAU) Gathering, both by sponsoring the event and by contributing to the planning committee.
- The inaugural Associate Vice-President, Indigenous began her tenure on Dec. 11, 2023, taking the helm of the Office of Indigenous Initiatives at UNBC.
- OII funded the NSC mural, which was developed in collaboration between Athletics, Office of Equity Affairs, and the First Nations Centre.

#### **Winter 2024 (January to March 30)**

- Established a task force on Indigenous Identity Verification under the Senate Committee on Indigenous Initiatives (SCII).
- Reinvigorated the Lheidli T'enneh Translation Initiative and developed a two-year plan for signage installation.
- Dr. Daniel Sims completed a series of Indigenous 101 workshops

### **Enrolment Management & Strategy; Future Students Office**

- Developed and deployed a recruitment action plan for undergraduate Indigenous student recruitment that included the following:
  - Collaborative meetings with SD 57's Indigenous Education Department.
  - Sharing a seat on School District 57's Indigenous Education Advisory Committee.
  - Deploying various tactics related to raising awareness of the Northern Promise Partnership Agreement to Lheidli T'enneh members in partnership with LTFN Education Department.
  - Coordinating joint UNBC-CNC Pizza Lunches to local high school Indigenous Education Resource Centres.
  - The Future Indigenous Student Liaison planned and performed week-long consortium recruitment travel to Northwest B.C., Prince George, and the Central Interior of B.C. as Planner for Strengthening Connections.
  - The Future Indigenous Student Liaison participated in an additional Strengthening Connection in the Shuswap area.
  - The Future Indigenous Student Liaison attended numerous First Nation Community education and career fairs including those hosted by Gitaaanmaax, Lheidli T'enneh, Gitanyow, McLeod Lake, and Saulteau First Nation.

	<ul style="list-style-type: none"> <li>o The Future Indigenous Student Liaison hosted numerous groups from First Nation communities for tours and other campus activities including Takla Nation, Witsset First Nation, Wetsuweten First Nation, Metlakatla First Nation, Babine Elementary Secondary School, Metis Nation BC, Lheidli T'enneh, and Kitselas.</li> <li>o The Future Indigenous Student Liaison attended various large-scale Indigenous cultural events including All Native Basketball Tournament, National Indigenous Peoples Day, and Gathering our Voices.</li> <li>o The Future Indigenous Student Liaison coordinated and hosted an Indigenous Education Worker Update and Appreciation Brunch at the Prince George campus in Jun '23.</li> <li>o Student Success Coordinator staff at the Northwest, South-Central, and Peace River-Liard Campus supported First Nation community education fairs and community events if the Future Indigenous Student Liaison was unable to attend and the SSC team had capacity.</li> </ul>
<p>Refresh UNBC's Emergency Response Plan</p>	<p><b>Enterprise Risk and Safety</b></p> <ul style="list-style-type: none"> <li>• Developed a comprehensive Emergency Response Plan document.</li> <li>• Core members of the Emergency Operations Centre program were trained by Justice Institute of BC on emergency response.</li> <li>• Conducted the woodlands fire assessment with input from community partners</li> <li>• Created sample awareness posters to be displayed around UNBC campuses.</li> </ul> <p><b>Communications and Marketing</b></p> <ul style="list-style-type: none"> <li>• A draft Crisis Communications Plan has been developed that outlines the guiding principle of being “accurate and quick” in times of crisis to ensure any required action on the audience’s part (such as a “hold and secure”). It outlines key message areas, the communications response team makeup, channels and tactics, and draft messaging to be used in certain circumstances, such as inclement weather or power outages.</li> </ul>
<p>Review and update UNBC policies, procedures, and guidelines.</p>	<p><b>Board of Governors</b></p> <ul style="list-style-type: none"> <li>• The Board of Governors developed and approved new Board Appointment Delegation Policy, Appeals to the Board of Governors Policy and Procedures, Appointment and Reappointment of the President and Vice-Chancellor Policy, Review of the President and Vice-Chancellor Prior to Reappointment, and Review of the President and Vice-Chancellor Policy and Procedures.</li> </ul> <p><b>Senate and Board of Governors</b></p> <ul style="list-style-type: none"> <li>• Senate and the Board approved the new Search and Recommendation for the Selection of the President and Vice-Chancellor Procedures.</li> </ul> <p><b>Office of University Governance</b></p> <ul style="list-style-type: none"> <li>• The Office of University Governance continues to develop important components of the organization’s Privacy Management Program, aligning with the new FOIPPA, related government regulations, and the University’s Protection of Privacy Policy. <ul style="list-style-type: none"> <li>o The new Responding to a Privacy Incident or Breach Procedures document has been developed ]] and implemented.</li> <li>o A new Employee Privacy Handbook was developed.</li> <li>o A mandatory online employee privacy training module has been developed and is in the implementation stage.</li> <li>o Developed guidance around understanding artificial intelligence, privacy management and records management for UNBC employees.</li> <li>o Privacy Impact Assessment Procedures have been drafted and will move ahead for approval in 2024.</li> </ul> </li> <li>• Since May 2021, 74 outdated University policies and procedures have been repealed by the respective approval authority.</li> <li>• The University Governance Team continues to provide direction and advice to all units on the development and renewal of University policies and procedures.</li> </ul> <p><b>Financial Services</b></p> <ul style="list-style-type: none"> <li>• A new Travel and Business Expense Policy and Procedures came into effect in June 2023. We committed to reviewing Travel Expense Rates annually and did so in March 2024.</li> <li>• Working to update all other policies over the next year.</li> </ul> <p><b>Student Success / Office of the Registrar</b></p> <ul style="list-style-type: none"> <li>• The Academic and Non-Academic Misconduct Policy and Procedures is being reviewed by an oversight committee.</li> </ul>

<p>Develop and implement a university-wide records management framework and strategy.</p>	<p><b>Office of University Governance</b></p> <ul style="list-style-type: none"> <li>• The Records Management Policy, Responding to Requests for Access to or Correction of Information Procedures, Records Classification Index, File Storage Guidelines, Information and Record Classification Levels document, and Records Management and Digitization Guidelines have been drafted and will move ahead for approval in 2024.</li> <li>• Resources and continued website development will proceed in 2024-25.</li> <li>• University Governance is recruiting a Governance Coordinator to support records management work.</li> </ul>
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<p>Develop and implement by December 2024 a university-wide strategy and framework to provide a safe, legally protected way for current and former UNBC employees to report serious or systemic issues of wrongdoing at UNBC aligning with the Public Interest Disclosure Act (PIDA).</p>	<p><b>Office of University Governance</b></p> <ul style="list-style-type: none"> <li>• The President designated the Senior Governance Officer as the designated officer to receive requests for advice and receive and investigate disclosures by employees under PIDA.</li> <li>• The University Governance Team have been completing relevant training offered by the BC Ombudsperson's Office.</li> <li>• The Procedures enacted under PIDA are in the draft stage.</li> </ul>
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**Improved student enrolment and a transformative student experience.**

<p>Continue implementing Strategic Enrolment Management principles to attract and retain students, substantially increase student success, and reduce attrition rate over time.</p>	<p><b>Enrolment Management &amp; Strategy; Future Students Office</b></p> <ul style="list-style-type: none"> <li>• The Director, Student Recruitment role was expanded in late-summer 2023 to formalize coordinating responsibility for UNBC's SEM Planning Process.</li> <li>• Additional staffing was approved including an operational lead for the Future Students team in the Manager, Future Students Office and a Director for Institutional Research, Analysis, and Performance plus an additional staff data expert within Institutional Research. Development of positions and recruitment for all three roles is underway.</li> <li>• Investment was made to fully fund or subsidize SEM conference travel for UNBC staff including QS Quacquarelli Symonds Edudata Summit, Ruffalno Noell Levitz National Conference, ACCRAO SEM Conference, Canadian SEMM Forum, and an Academic Impressions Retention Plan Development Workshop.</li> <li>• Key priorities for 2024/25 involve rounding out the necessary staffing complement and refocusing the SEM Committee and SEM Working Groups by performing necessary foundational steps in the SEM planning process.</li> </ul> <p><b>School of Planning and Sustainability</b></p> <ul style="list-style-type: none"> <li>• Restructuring Planning program to maximize student participation in community-based studio courses, both to increase benefits of education to communities, and to maximize student exposure to real-world problem-solving and planning; will increase attraction to this program, student academic success, and student career placements following graduation.</li> <li>• Curriculum refresh of the Bachelor of Planning, which directs resources/investment to courses that engage students with community and emphasize experiential learning. This is intended to improve learning and engagement – emphasizing student success and improving existing student retention. The community engagement aspect is expected to increase program visibility, a factor in recruitment. Community engaged courses have been reported in local and provincial media.</li> <li>• Retention activities include the ENVS Fall event, where faculty organize a social event with students, and ENPL support of the Student Planning Association as it organizes social and professional development events.</li> </ul>
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- Retention activities include the ENVS Fall event, where faculty organize a social event with students, and ENPL support of the Student Planning Association as it organizes social and professional development events.

#### **Department of Geography, Earth and Environmental Sciences**

- Host regular events, communications, sessions with our undergraduate students.
- Work closely with the GEES Student Club on their events and activities, and help them promote events in classes.
- Maintain an empathetic environment to offer supports for student success.
- Ensure that every Spring semester we offer at least one field school opportunity.

#### **Department of Ecosystem Science and Management**

- Use the feedback from the last CFAB (Canadian Forestry Accreditation Board) review in 2021 to address concerns raised by students transferring from various college programs into UNBC professional degrees (Forest Ecology and Management and Wildlife and Fisheries, primarily).
  - o Most were based around transfer credits and course progression once at UNBC, so we have reviewed our primary transfer arrangements and the curriculum committees have worked with the Undergraduate Coordinator, Advising and the Registrar's Office to use combinations of courses currently receiving unspecified credit (e.g. FSTY 2XX; can only be used as elective course) to increase the amount of useable credits to allow transfers to be used as required courses (e.g. FSTY 201 equivalency).
  - o This increases the number of functional course credit students receive, and we have found these extra efficiencies in most agreements reviewed.
- Creating suggested pathways for students to complete their degrees so they encounter less conflicts. Using this approach to reduce attrition rate and increase student satisfaction.
- Refining existing arrangements, which have been very successful in recruitment, and working with partnering colleges (College of New Caledonia, Coast Mountain College) to create new laddering pathways into degree programs such as Biology, Conservation Science & Practice and Nature-based Tourism Management.

#### **Natural Resources and Environmental Studies Graduate Programs**

- Improving the online application and acceptance process, focusing on improving processing times, clarity of forms and communications, tailored offer letters and responses to applicants.
- Advocating for more graduate student funding, particularly international student funding, via multiple venues. We also share award information we receive with students and encourage them to apply.
- Regularly meet with and advise students about different degree, progression, and leave options so they are aware of ways to alleviate strain as they progress through their degrees.

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

- Dedicated financial resources for first-year undergraduate instruction to assist with intentional retention strategies within all academic programs.

#### **Department of Chemistry and Biochemistry**

- The Biochemistry degree review was completed. The reviewers had several very good things to say about the program and suggested a few improvements which are being adopted.
- Created a degree map revealing course dependencies that has been shared with advisors.
- Degree administration is now housed wholly in the Department of Chemistry and Biochemistry within the Faculty of Science and Engineering, reducing confusion for students.
- The curriculum committee is examining curricular changes to improve the student experience.
- Additional course sections have been added so CHEM 100, 101 and 201 are all offered in fall and winter semesters.

#### **Department of Computer Science**

- Computer science has begun a curriculum review and refresh using guidance and learning outcomes from the Association of Computing Machinery. This curriculum refresh will increase enrolment and student satisfaction in the program.
- Specific to retention efforts, CPSC 100 and 141 will both be offered in the fall and winter terms in the upcoming academic year. These courses are bottlenecks in the computer science program.

#### **Department of Mathematics and Statistics**

- A major focus in Mathematics and Statistics has been to address incoming students' preparedness for courses. A specific retention effort involves ensuring that students are enrolled in the course that they are prepared for. A Math Readiness program has been developed in collaboration with the Student Success Centre. This program assesses the students' mathematics knowledge and results in a recommendation for which Math course they are prepared to take. This was done as a pilot in the beginning of the fall and winter semesters and will be continued in the next academic year.



- The department has developed a Math Success stream which will be presented to Senate in April 2024. This stream develops a lower-level remedial course to replace the XMAT series to allow for a more strategic and coordinated offering of courses that will set less-prepared students up for success in University-level courses.

### **School of Engineering**

- A student was hired to develop videos and student friendly material for the web site.
- Two faculty members have adjusted workloads so that they have time to put efforts into recruiting and outreach. These two ran a high school engineering competition which brought several high school students campus.
- Engineering has hosted several tours by high school students that have been organized by high schools and/or recruiting.

### **Faculty of Human and Health Sciences**

- The School of Nursing is working with UNBC Communications & Marketing to collaborate with peers at CNC and CMTN on a collaborative approach to marketing for the Northern Collaborative Baccalaureate Nursing Program to increase the profile of the program.
- The School of Nursing and the School of Education have worked with Communications & Marketing to advertise the Northern Baccalaureate Nursing Program (NBNP) and BEd programs (respectively).
- The School of Nursing is moving forward with a new LPN Pathway program for the NBNP, which will provide an easier entry route for LPNs with practice experience to enter the BScN program – this is currently at the Faculty level for consideration before onward movement to Senate and the Degree Quality Assessment Board.
- The School of Nursing has received funding to develop and implement a plan for Internationally Educated Nurses to access education upgrading in the North to allow registering as RNs with the BC College of Nurses and Midwives. The program launch target is by Fall 2025 or Winter 2026.
- The School of Nursing is working with its collaborative partners (CNC and CMTN) on a full curriculum redevelopment for the NCBNP to make the curriculum more relevant and attractive to learners.
- The Psychology Department has restructured courses in the MEd Counselling and those changes are currently with Senate committees for consideration. Psychology is also preparing for its Degree Program Review for Fall 2024. Program changes are anticipated as a result of this process.
- The School of Health Sciences is engaged in curriculum review and revisions to make their programs more relevant and attractive to current learners.
- The School of Education undertook its Structured Dialogue with BC Teachers' Council in February 2024 (report to be delivered at BCTC meeting in June 2024); it is scheduled for a full Maintenance Review in late 2025.
- The School of Nursing is undergoing Phase 3 recognition process with the BC College of Nurses and Midwives for the NBNP—this will provide up to five years recognition for this new program. Result to be delivered in December 2024 followed by the program's required Degree Program Review within 5 years of implementation to be completed in 2025.
- The School of Nursing received renewed CASN Accreditation for the NCBNP (along with CNC and CMTN) in early 2023 for a five-year period.
- In June 2023, the NCBNP recognition with BCCNM was renewed for a five-year period.
- The NCBNP is undergoing a Degree Program Review in October 2024.
- The School of Nursing received renewed BCCNM recognition for its Certified Practice courses in early 2023, as well as recognition for the new Prescribing course for Certified Practice RNs in April 2024.

### **Student Success**

- Heading into year three of the Proactive Student Retention program – a retention initiative that helps determine which students are at the highest risk of attrition so that students are proactively contacted and supported.
- The 2023 Orientation Days, Welcome Weeks and Residence Move-In Days were larger in scale and intended impact by way of commitment to a culture of pan-institutional collaboration.
- To better support the student body's growing needs, Student Health and Wellness areas use a new model (Touchpoint Structure) that promotes a wider breadth of options for individual students to engage with as part of their ongoing well-being plans. This new model was rolled out in the fall of 2023

Develop and implement short-term improvements that improve enrolment.

#### **School of Planning and Sustainability**

- The school of planning and sustainability's strategic plan identifies opportunities to increase course-based enrolment in non-studio courses by increasing flexibility in delivery and more responsive scheduling. These principles have been newly applied to two courses in ENPL for 2024/2025.
- Measures to increase enrolments in ENV5 and ENPL courses include working with the School of Business to explore how existing third-year courses may fit the new School of Business curriculum.

#### **Department of Geography, Earth and Environmental Sciences**

- Reviewed course titles to be more appealing/relevant, and reviewing prerequisites to ensure that they are appropriate and necessary.
- Made an introductory course available twice per year, which doubled enrolments.
- Made another introductory course available in two versions, offered at the same time (in-person & online only)—almost doubled enrolment.
- Merged two courses (ENSC 250 & GEOG 250) to avoid cancelling one or both for low enrolment.

#### **Department of Ecosystem Science and Management**

- Promote outreach programs to high schools and participate in multiple workshop engagements with groups coming to campus.
- Expanding engagement with feeding institutions (CNC, CMT, Selkirk, BCIT, NAIT and others) to promote opportunities for students transferring from a wider array of college programs into UNBC degrees.
- Identify colleges offering diplomas in recreation-based natural resources programs and promote movement into the Wildland Conservation and Recreation major, or targeting programs that match well into the Landscape Conservation & Management major. Promoting the latter to students in the Coast Mountain College Environmental Geosciences program in person.
- Witnessed growth in the Biology major and rebound in our Wildlife and Fisheries major post COVID and are beginning to see a rebound in the Forest Ecology & Management program as well.
- Promoting similar growth in Conservation Science & Practice degrees and Nature-based Tourism Management degrees, where potential exists to take advantage of new college diploma and high school programs focused in these areas.

#### **Natural Resources and Environmental Studies Graduate Programs**

- Program Committee meets regularly and the entire NRES graduate group meets twice annually to integrate student, staff, and faculty input into program improvements.
- Improved webpages and to the process mentioned above to direct students to resources, forms, and processes needed to facilitate application into the program and progression through it.

#### **Faculty of Science and Engineering**

- Many of the items outlined in previous sections apply here.

#### **Communications and Marketing**

- Implemented multiple, targeted marketing campaigns aimed at increasing enrolment in specific programs, including engineering, nursing, and education.
- Continued evolution of UNBC's social media use, employing recruitment and retention-centred messaging across all channels. UNBC's social media presence outperforms education sector benchmarks (as measured by Hootsuite) on Instagram and Facebook, two key channels for current and prospective students.

#### **Faculty of Human and Health Sciences**

- Many of the items outlined in the previous section also apply here – especially things like the LPN pathway and the program curricular reviews for relevancy / matching student interest.

#### **School of Business**

- Developed Certificate in Business Administration Fundamentals. Program intended to support non-business undergraduate majors, small business operators, and provide a manageable low-investment on-ramp to university education for people who may be wary of investments required for a traditional degree program.
- Developed and delivered two work-integrated-learning courses, COMM 498-2 Northern Family Support Clinic, and COMM 498-3 Business Clinic.

#### **School of Economics**

- Reframed BA in Economics to focus on applied economics for economic development officer positions in northern B.C.

	<p><b>Enrolment Management &amp; Strategy; Future Students Office</b></p> <ul style="list-style-type: none"> <li>• A SEM initiative originating from the Recruitment, Outreach, and Engagement Working Group was the Start Strong Tuition Draw, which incentivized early course registration for 2023/24 with draws for \$200 tuition waivers or Bookstore gift cards. While originally designed to improve new student admit-to-registrant yield, the draws were opened up to returning/continuing students, too, providing both a recruitment and retention benefit. In addition to improvements across the marketing, recruitment, admissions, financial aid, and advising touchpoints along the new student lifecycle, an almost 4% increase in domestic undergraduate admit-to-registrant yield occurred for Fall 2023 compared to Fall 2022. Had yield remained the same, 50 fewer domestic undergraduate admits would have registered in Fall 2023.</li> <li>• For the 2024/25 intake year, a full recruitment outreach travel schedule was assigned and completed, which involved the Future Student Liaison team visiting 239 high schools across B.C., Yukon, Alberta, and Ontario. In addition, students from 40 more high schools attended these visit as “joiners,” expanding the recruitment reach to 279 high schools over a period of 11 weeks from September ‘23 to December ‘23.</li> <li>• A major on-campus high school recruitment event was planned and delivered in November ‘23 called High School Discovery Day. At this event, UNBC’s Future Students team hosted high school students from SD 28, SD 57, Cedars Christian School and Westside Academy; participation from UNBC faculty across BCMB, BSW, COMM, CPSC, GEOG, ENPL/ESS, ENGL, ENGR, ESM, HIST, ORTM, and PSYC – 116 students</li> </ul>
<p>Explore themes and topics brought forward by the SEM Committee.</p>	<p><b>Enrolment Management &amp; Strategy; Future Students Office</b></p> <ul style="list-style-type: none"> <li>• Completing the hiring for the staffing needs within the Future Students Office and Institutional Research are necessary to ensure regular tactical operations of the Future Students team can persist at a high level, and so we possess the ability to prioritize, collect, present, and analyze our key enrolment data to generate themes.</li> </ul> <p><b>Faculty of Science and Engineering</b></p> <ul style="list-style-type: none"> <li>• Members of the Faculty of Science and Engineering are on the SEM committee. No specific themes and topics were brought forward other than the need for a general increase in recruiting and retention of students, which we are working on.</li> </ul> <p><b>Faculty of Human and Health Sciences</b></p> <ul style="list-style-type: none"> <li>• Programs in FHHS are participating in the SEM committee and working to implement changes to curriculum as outlined above.</li> </ul>
<p>Develop longer-term strategies to improve student recruitment and retention, looking particularly at four topic areas: 1. Data</p>	<p><b>Enrolment Management &amp; Strategy; Future Students Office</b></p> <ul style="list-style-type: none"> <li>• As mentioned, completing the hiring for the Director, Institutional Research, Analysis, and Performance and the additional Institutional Research roles are required to move toward the level of data bench strength required to meaningfully perform SEM.</li> <li>• UNBC’s TargetX CRM package includes the Insights tool which, when mapped fulsomely with UNBC’s Student Information System, produces use-friendly dashboards with functionality for target-setting. The ITS group dedicated to the CRM are currently onboarding Admissions and Student Success to the Recruitment and Retention tools,</li> </ul> <p><b>Faculty of Science and Engineering</b></p> <ul style="list-style-type: none"> <li>• We have analyzed the data and created a baseline description of the strengths and weaknesses within all of the programs in FSE.</li> </ul>
<p>2. Curricula/ Programs</p>	<p><b>Faculty of Science and Engineering</b></p> <ul style="list-style-type: none"> <li>• The computer science curriculum committee is revitalizing the computer science curriculum.</li> </ul> <p><b>Faculty of Human and Health Sciences</b></p> <ul style="list-style-type: none"> <li>• The School of Social Work launched its renewed BSW program in Prince George in Fall 2023. The renewed program has a more focused pedagogy focused on northern and rural practice, has increased the hands-on experience students gain before beginning practicum, and has integrated Indigenous content more fulsomely across the program.</li> <li>• The renewed MEd is currently with DQAB for consideration, and if successful will be launched July 2025.</li> <li>• As outlined above, other programs in FHHS are undergoing curricular and program reviews.</li> </ul> <p><b>Northern BC Archives, Geoffrey R. Weller Library</b></p> <ul style="list-style-type: none"> <li>• The Northern BC Archives facilitated two experiential learning opportunities via UNBC’s HIST 440 Internship course. Through these unique learning experiences, students received hands-on instruction in archival practice and theory from professional NBCA Archivists. Students then applied this training and newfound knowledge towards processing a particular set of archival records.</li> </ul>

3. Recruitment,  
Outreach,  
Engagement

**Enrolment Management & Strategy; Future Students Office**

- Effort has been made to link Office of Research & Innovation's Youth Engagement programs with Future Students Office's recruitment initiatives through mutual sharing of age-aligned opportunities for collaboration, and a proposed plan to integrate youth program participant tracking into the CRM to better evaluate the impact of youth programming's influence on attending postsecondary at UNBC. Further partnership projects are in talks.
- The Future Students team supports the Office of Research & Innovation's Research Ambassador program by connecting with the Ambassadors and involving them in recruitment outreach events and communications where possible. The Ambassadors join Future Student Liaisons on high school visits, help at campus events, deliver talks and lead programming for events, participate on student panels for prospective students, and share testimonial content for marketing and recruitment tactics.
- The Future Students team have partnered with numerous UNBC programs to support faculty-borne recruitment and outreach ideas:
  - o Partnering with Computer Science to complete high school visits and to host a group of high school students to campus for Computer Science activities.
  - o Providing the Mathematics and Statistics Department with branded pencils to distribute to students across 14 schools through outreach as part of the Scientists and Innovators in Schools (SIS) program.
  - o Partnering with Biochemistry & Molecular Biology to advertise and host local high school students for an RNA Vaccine lab workshop tied to UNBC hosting the 2023 RiboWest Conference.
  - o Partnering with graduate students from Engineering to host local Lheidli T'enneh First Nation high school students for tour, lab demonstrations, food, and a Q&A.

**Faculty of Science and Engineering**

- There are many recruitment, outreach, and engagement events within FSE. Notably the efforts within engineering as described above and chemistry.
- Computer Science
- CPSC 499 Tech Entrepreneurship (W2024): This course is a joint offering with School of Business with cooperation from Prince George HubSpace where CPSC and Business students work in collaboration to develop a business plan for software solutions constructed by CPSC student participants. The course is unique and cuts the traditional disciplinary boundary.
- Workshop on Cybersecurity and Risk Management (CPSC499/699, Fall 2023) organized by Dr. Baljeet Malhotra, at the conclusion of the course taught by him with the same title. With an introduction to Cybersecurity by Dr. Malhotra, the student groups in the class presented their final projects on cybersecurity in the real world.
- Mathematics and Statistics.
- The Department of Mathematics and Statistics offered a MATH Kangaroo contest for aspiring mathematicians and their families.
- Chemistry and Biochemistry
- Members of the Department of Chemistry and Biochemistry participate in many outreach activities. The most notable being the Central Interior Science Exhibition, hosted at the Prince George campus. The Department Chair participates in many science magic shows around B.C. and is very active in the Active Minds program as well as many events in the community.

**Department of Political Science**

- Launched a Model Parliament with local high schools.

**Office of Research and Innovation (Youth & Transition Programs)**

- UNBC Active Minds ongoing science, technology, engineering, arts and math (STEAM) programming for youth ages six to 16. Hosted on UNBC's Prince George campus and delivering into regional communities. More than 1,700 youth participants were reached in 2023. For detailed statistics, please see the K-12 Transitions and Dual Credit Programming section of this report.

**Faculty of Human and Health Sciences**

- Support the Adventures in Healthcare program. In Spring 2023 both Prince George and Terrace campuses participated; in Spring 2024, Prince George, Terrace, and Fort St. John are hosting high school students to learn about health-related fields. Social Work, Nursing, Health Sciences, and Psychology participate in this program, along with the Division of Medical Sciences and partners from Northern Health.
- Hosted an open house in Fort St. John for the NBNP and BSW programs in November 2023 – staff and faculty participated in the event.
- Participated in open house events in Quesnel (NCBNP) and Terrace (BEd, BSW, NCBNP).

**Office of University Governance**

- University Governance will develop an Ombudsperson’s Office in 2024-25 to address student inquiries and complaints by providing information and guidance regarding student rights and responsibilities, as well as university resources, policies, and procedures. The office will be a resource to other members of the University community, where appropriate.

**Faculty of Business and Economics**

- Faculty working with Advising to ensure appropriate program information is provided to students.
- Working with Student Success Office to provide appropriate support to students at risk.

**School of Planning and Sustainability**

- SPS faculty work closely with Advising to ensure students access good information about course offerings.
- ENPL faculty ‘teaching conversations’ include discussions about ensuring that students have good information about where to access supports for success.

**Department of Geography, Earth and Environmental Sciences**

- Ensure that we commit financial resources and faculty time each year to prepare students for regional conference. Make it predictable and knowable for all students. Rotate faculty commitments each year.
- Regular events, communications, sessions with undergraduate students.
- Work closely with the GEES Student Club on their events and activities and help them promote events in classes.
- Maintain an empathetic environment to offer supports for student success.
- Ensure that every Spring semester at least one field school opportunity is offered.

**Department of Ecosystem Science and Management**

- Use the feedback from the last CFAB (Canadian Forestry Accreditation Board) review in 2021 to address concerns raised by students transferring from various college programs into UNBC professional degrees (Forest Ecology and Management and Wildlife and Fisheries, primarily).
  - o Most were based around transfer credits and course progression once at UNBC, so we have reviewed our primary transfer arrangements and the curriculum committees have worked with the Undergraduate Coordinator, Advising and the Registrar’s Office to use combinations of courses currently receiving unspecified credit (e.g. FSTY 2XX; can only be used as elective course) to increase the amount of useable credits to allow transfers to be used as required courses (e.g. FSTY 201 equivalency).
  - o This increases the number of functional course credit students receive, and we have found these extra efficiencies in most agreements reviewed.
- Creating suggested pathways for students to complete their degrees so they encounter less conflicts. Using this approach to reduce attrition rate and increase student satisfaction.
- Refining existing arrangements, which have been very successful in recruitment, and working with partnering colleges (College of New Caledonia, Coast Mountain College) to create new laddering pathways into degree programs such as Biology, Conservation Science & Practice and Nature-based Tourism Management.

**Natural Resources and Environmental Studies Graduate Programs**

- Improving the online application and acceptance process, focusing on improving processing times, clarity of forms and communications, tailored offer letters and responses to applicants.
- Advocating for more graduate student funding, particularly international student funding, via multiple venues. We also share award information we receive with students and encourage them to apply.
- Regularly meet with and advise students about different degree, progression, and leave options so they are aware of ways to alleviate strain as they progress through their degrees.

**Business Services – Shared Services Model Exploration**

- Tasked by UNBC with developing and incubating a shared services model for student supports from the FAS portfolio (ITS, HR, Finance, etc), Business Services has put in place preliminary structural changes to set up for best success in the exploration and eventual implementation of such a shared services approach.

**Faculty of Science and Engineering**

- The support and success of students is a pillar of FSE. In addition to the efforts described above for Math readiness and Math success, programs hire tutors and TAs. Physics and mathematics provide office hours in the Mathematical Academic Center for Excellence (MACE) and in Chemistry, Biochemistry, and Biology, students are supported in the Nucleus study space.



	<p><b>Student Success/Restorative Relations &amp; Student Supports Team</b></p> <ul style="list-style-type: none"> <li>• The Restorative Relations &amp; Student Supports department was created within the last year to address concerns in all areas related to non-academic misconduct, students experiencing distress, and concern for students.</li> <li>• The Restorative Relations &amp; Student Supports department created an inter-professional/-disciplinary team to provide holistic support to students experiencing distress, and concern for students. The core members of this team are trained in areas of Restorative Justice, Crisis intervention, Health &amp; Wellness, and Safety and Security. This team operates from a restorative framework to meet students where they are.</li> </ul> <p><b>Continuing Studies</b></p> <ul style="list-style-type: none"> <li>• The StrongerBC future skills grant, almost \$400,000, resulted in 10 approved courses and 161 funded students. This was the first opportunity to gain post-secondary education for many of those students.</li> <li>• Added a second Learning Support Specialist to assist learners completing self-paced online programs.</li> <li>• Created the Institutional Programming Lead position to liaise with UNBC departments and support program development.</li> </ul> <p><b>Office of Research and Innovation (Youth &amp; Transition Programs)</b></p> <ul style="list-style-type: none"> <li>• Improving the undergraduate and graduate student experience through specialized programming, such as the Research Ambassadors and Indigenous Research Ambassadors.</li> </ul> <p><b>Faculty of Human and Health Sciences</b></p> <ul style="list-style-type: none"> <li>• Host program-specific orientations in addition to UNBC orientation to ensure students are well informed on program requirements, where to get support, expectations for work integrated learning (WIL)/practica experiences and have a chance to connect with continuing students for mentorship opportunities.</li> <li>• The School of Education worked with UNBC’s Access Resource Centre and School District 57 to accommodate students on practicum, creating a more accessible BEd program that is inclusive of a diversity of learners and ensures that students are successful in the program.</li> </ul> <p><b>Enrolment Management &amp; Strategy; Future Students Office</b></p> <ul style="list-style-type: none"> <li>• Provided consultative support to the Student Success team and their great work on the CRI Student Readiness Survey project.</li> <li>• A key SEM priority is ensuring we establish and collect the right data to identify strengths, issues, and opportunities across the student life cycle and across the numerous teams at UNBC. Student experience feedback data is missing, and the development and deployment of a student experience survey will be a proposed priority initiative on the Student Success/Support front.</li> </ul>
<p>Develop UNBC’s Key Enrolment Indicators</p>	<p><b>Enrolment Management &amp; Strategy; Future Students Office</b></p> <ul style="list-style-type: none"> <li>• While demonstrations of starting-point Key Enrolment Indicator frameworks have been presented to the SEM Committee and Collaborative Leadership Forum, the SEM Committee must still convene to establish UNBC’s KEIs. An essential part of this process involves both Institutional Research and the Office of the Register in confirming that the KEIs established are currently captured and can be gathered, reported on, and provided to the UNBC Community on an ongoing basis. This work will resume upon the successful hiring of management positions within the Future Students Office and Institutional Research.</li> </ul>
<p>Continue implementing an effective student recruitment plan to increase applicants and substantially improve offer, acceptance, and registration rates.</p>	<p><b>Enrolment Management &amp; Strategy; Future Students Office</b></p> <ul style="list-style-type: none"> <li>• For Fall 2023 and Winter 2024 intakes, a SEM initiative originating from the Recruitment, Outreach, and Engagement Working Group was the Start Strong Tuition Draw, which incentivized early course registration for 2023/24 with draws for \$200 tuition waivers or Bookstore gift cards. While originally designed to improve new student admit-to-registrant yield, the draws were opened to returning/continuing students, too, providing both a recruitment and retention benefit. In addition to improvements across the marketing, recruitment, admissions, financial aid, and advising touchpoints along the new student lifecycle, an almost 4% increase in domestic undergraduate admit-to-registrant yield occurred for Fall 2023 compared to Fall 2022. Had yield remained the same, 50 fewer domestic undergraduate admits would have registered in Fall 2023.</li> <li>• Effort has been made to link Office of Research &amp; Innovation’s Youth Engagement programs with Future Students Office’s recruitment initiatives through mutual sharing of age-aligned opportunities for collaboration, and a proposed plan to integrate youth program participant tracking into the CRM to better evaluate the impact of youth programming’s influence on attending postsecondary at UNBC. Further partnership projects are in talks.</li> </ul>

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- Partnered with Student Success Coordinators to perform recruitment outreach to Terrace-, Quesnel-, and Fort St. John-area high schools and colleges on a more regular basis than what was possible from the Prince George-based Future Students team.
- Delivered Postsecondary Planning presentations to all local Career Life Education (CLE 10) classes in Prince George and expanded our delivery of this presentation to a number of other schools in the UNBC Region.
- Attended local high school parent-teacher interview nights and Career Life Connections (CLC 12) capstone project presentations.
- From April 1 '23 - March 31 '24, the Future Students team received 108 requests for a tour of the Prince George campus. 897 prospective students took part in the tours held in 2023-24.

#### **Athletics and Recreation**

- Hold quarterly meetings with the Registrar's Office, streamlining the flagging of prospects with appropriate varsity team coding at point of application for domestic and international students.
- Created identification markers within the system for ease of identification and tracking of the registration process for varsity athletes.

#### **Faculty of Human and Health Sciences**

- Work closely with the Future Students team to respond to student inquiries, host in-person and virtual open house recruitment sessions, and to strategize on future opportunities for student recruitment.

#### **Communications and Marketing**

- Work with multiple departments, particularly the Future Students Office, on developing high-quality collateral, including print and web material, that supports recruitment efforts.
- Support Future Students Office by promoting open houses, and other sessions with a prospective student audience.
- Develop digital marketing campaigns that regularly surpass industry benchmarks for effectiveness in key metrics such as click-throughs and conversions.

## Teaching and research excellence, innovation, and impact

<p>Renew and refresh academic programming: i. Accreditation, curriculum review and refresh.</p>	<p><b>Department of Ecosystem Science and Management</b></p> <ul style="list-style-type: none"> <li>Natural Resources and Environmental Studies graduate program review.</li> <li>Biochemistry and Molecular Biology (BSc) curriculum review and governance restructuring to increase efficiency and streamline student pathways.</li> </ul> <p><b>School of Planning and Sustainability</b></p> <ul style="list-style-type: none"> <li>Curriculum review and refresh, and restructured many courses to increase work-integrated learning and update programming.</li> </ul> <p><b>Faculty of Science and Engineering</b></p> <ul style="list-style-type: none"> <li>Refer to the section on SEM in this report.</li> </ul> <p><b>Faculty of Human and Health Sciences</b></p> <ul style="list-style-type: none"> <li>Much of this is laid out above; several programs have recent or in-progress curricular reviews. Nursing has CASN Accreditation for the NCBNP, and recognition from BCCNM for the NCBNP, NBNP, MScN-FNP, and Certified Practice courses. Education is recognized by the BC Teachers' Council for its BEd programs in Prince George and Terrace &amp; Quesnel. Social Work is recognized by CASWE for its BSW and MSW programs. MEd Counselling program (Psychology) underwent a program review to increase its credits for accreditation.</li> <li>The School of Education has reviewed the renewed BEd program curricula that was implemented beginning in 2020 and is making course changes based on feedback from students and School District partners to better situate learning in key areas (eg, numeracy, literacy, health and wellness) into the core of the program.</li> </ul> <p><b>Faculty of Business and Economics</b></p> <ul style="list-style-type: none"> <li>Renewing and refreshing academic programming.</li> <li>Developed two courses in business sustainability of Bachelor of Commerce program.</li> </ul>
<p>ii. New academic programs and learning pathways.</p>	<p><b>Department of Ecosystem Science and Management</b></p> <ul style="list-style-type: none"> <li>Developing pathways to streamline student progress into UNBC programs from environmental associate degrees and other programs at College of New Caledonia and Coast Mountain College, especially into UNBC's Nature-based Tourism Management program.</li> </ul> <p><b>Faculty of Indigenous Studies, Social Sciences and Humanities</b></p> <ul style="list-style-type: none"> <li>Developed a new BA in Nisga'a Language Fluency.</li> <li>New joint majors in Anthropology/First Nations Studies, History/Geography, and Anthropology/English.</li> </ul> <p><b>Faculty of Human and Health Sciences</b></p> <ul style="list-style-type: none"> <li>LPN Pathway in development for the NBNP (at Faculty level for consideration); first intake planned Fall 2025.</li> <li>LPN Pathway in development for the NCBNP alongside that program's curriculum renewal; first intake planned for Fall 2026.</li> <li>School of Education has presented an online BEd program to the BC Teachers' Council and is currently working to revise the proposal based on their feedback for resubmission. This will increase accessibility for learners who are unable to relocate for a BEd program.</li> <li>School of Nursing has received funding to develop an Internationally Education Nurse (IEN) program to support education upgrade opportunities specifically for nurses in the North.</li> <li>Working collaboratively with CNC, CMTN and NLC on pathways (LPN, EA, ECE) into UNBC programs.</li> </ul> <p><b>Faculty of Business and Economics</b></p> <ul style="list-style-type: none"> <li>Developed certificate program appropriate for needs of non-Commerce majors at UNBC business., Certificate in Business Administration Fundamentals. Program development incorporated input from faculty members in Nursing, Medicine, Engineering, etc.</li> <li>Developed two new business courses appropriate for Certificate in Business Administration Fundamentals.</li> </ul> <p><b>Continuing Studies</b></p> <ul style="list-style-type: none"> <li>Working with academic departments to develop short-term programming that can stack into certificates and/or ladder into a degree.</li> <li>Looking into opportunities to offer existing courses in multiple delivery formats.</li> </ul>

<p>iii. Increased collaboration and integration among academic programs and five Faculties plus one Division.</p>	<p><b>Faculties of Business and Economics, and Environment</b></p> <ul style="list-style-type: none"> <li>Developing collaborations to bring together business, economics, and environmental sustainability; examples include co-developing new course and joint programs in Sustainability.</li> </ul> <p><b>Faculty of Human and Health Sciences</b></p> <ul style="list-style-type: none"> <li>The MSc and PhD in the School of Health Sciences are interdisciplinary and involve a significant degree of collaboration across the units, both within FHHS and with other faculties.</li> <li>Psychology is establishing a shared term appointment with Gender and Women’s Studies.</li> <li>All programs collaborate across UNBC on graduate student committees as appropriate given expertise and student projects.</li> </ul> <p><b>Faculty of Business and Economics</b></p> <ul style="list-style-type: none"> <li>COMM 498-2 Northern Family Support Clinic. Program jointly delivered by School of Business and School of Social Work with seed funding from the Schwab family.</li> </ul> <p><b>Northern BC Archives, Geoffrey R. Weller Library</b></p> <ul style="list-style-type: none"> <li>Working in collaboration with the School of Education on the creation of archives-based education kits to support elementary and secondary students learn about northern B.C. history as gleaned from archival records. This collaboration provides Etudents with hands-on experience in curriculum development and allows the NBCA to tap into this font of pedagogical knowledge.</li> </ul>
<p>Explore effective institutional partnerships for joint courses, programs, research projects, and student and faculty exchanges.</p>	<p><b>Enrolment Management &amp; Strategy; Future Students Office</b></p> <ul style="list-style-type: none"> <li>NBNP/BSW Open House held at UNBC Peace River Liard Campus located at Fort St John Northern Lights Campus</li> <li>Coast Mountain College representatives were invited to UNBC’s Northwest Campus Open House in Q1 2024.</li> </ul> <p><b>Faculty of Environment</b></p> <ul style="list-style-type: none"> <li>Streamlining pathways with College of New Caledonia and Coast Mountain College, into UNBC BSc and BA programs.</li> <li>Collaborating with Thompson River University to enhance joint research projects e.g. in wildlife and forestry, and in offering graduate programs in collaboration, e.g. PhD programs.</li> </ul> <p><b>Faculty of Human and Health Sciences</b></p> <ul style="list-style-type: none"> <li>Working with Aurora College to deliver BEd and BSW programs in the Northwest Territories; planned start Fall 2025 or Fall 2026; MOU under consideration at Faculty level to formalize relationship and move process forward.</li> </ul>
<p>Explore micro-credentials in coordination with Continuing Studies.</p>	<p><b>Faculty of Environment</b></p> <ul style="list-style-type: none"> <li>Developing micro credentials in Sustainable Forestry.</li> </ul> <p><b>Faculty of Indigenous Studies, Social Sciences and Humanities</b></p> <ul style="list-style-type: none"> <li>Developed a Fundamentals of Administration micro credential.</li> </ul> <p><b>School of Education</b></p> <ul style="list-style-type: none"> <li>Developed three micro credentials: Enhancing Your STEM Skills, Alternative Learning Design, and Linking Curriculum with Class Engagement.</li> <li>Working with Mathematics and Statistics on a micro credential to build up numeracy/math skills in future BEd students (to take before applying to BEd).</li> </ul> <p><b>School of Nursing</b></p> <ul style="list-style-type: none"> <li>Exploring restructuring the Rural Nursing Certificate Program as a micro credential or similarly structured program to create better access to those learners who are only seeking to take part of the program vs. the full certificate.</li> </ul>
<p>Update and extend the existing Strategic Research Plan.</p>	<p><b>Research and Innovation</b></p> <ul style="list-style-type: none"> <li>A Strategic Research Plan renewal process will begin in May 2024.</li> </ul>

## Effective community service, outreach, and engagement.

Continue relationship building with Indigenous communities across northern B.C. to identify needs and ways to advance conversations around decolonization and reconciliation.

### **Research and Innovation**

- Youth Programs, Collaborative Research Projects underway. Please refer to the Indigenous Action Plan section for details regarding Youth Programs.

### **School of Planning and Sustainability**

- Faculty working with First Nations continue to build relationships, visiting in-person and with technology assistance. Over the past year, this has included following up with Nak'azdli Whut'en and Nazko, and having first conversations with Kitselas and Gitxamliiks.

### **Department of Geography, Earth and Environmental Sciences**

- Long-term connection with T̓silhqot'in National Government (TNG) via Dr. Catherine Nolin. Growing to include other faculty members, graduate students, and field school preparation and planning.
- Co-hosting a new GEOG 298 course with the Nisga'a Nation via Wilp Wilxo'oskwhl Nisga'a (House of Wisdom).
- Canadian Association of Geographers report on how geography departments are doing this work—and advised the need for supports from offices such as Office of Indigenous Initiatives.

### **Department of Ecosystem Science and Management**

- Many faculty have research and teaching partnerships with Indigenous communities in B.C. This has led to faculty bringing Indigenous knowledge holders into classrooms to advance conversations around Indigenous perspectives on conservation and natural resources management integral to UNBC degree programs.
- Actively promoting faculty to look for opportunities to bring these alternate perspectives to their classes, many of which are developed around a traditional course developed in a colonial university structure.
- Where there is natural fit, such as the approach employed for more than two decades of viewing forest and natural-space management within the context of a sustainable ecosystem model, there is a lot of potential to bring in Indigenous perspectives in such fields as forestry, wildlife and fisheries management and conservation management.

### **Natural Resources and Environmental Studies Graduate Programs**

- A diversity of Indigenous students, including prominent leaders, is among the programs' graduate student ranks.
- Flexible application processes empower students who have faced systemic barriers in attaining a higher education and/or high GPA. Considering requests for admission of Indigenous candidates and others who might not meet some conventional requirements but bring a wealth of talent, knowledge, and experience is an honour.
- Promote efforts to advance conversations on decolonization and reconciliation, including recent popular workshops organized by Drs. Annie Booth (FE) and Daniel Sims (FISSH) about working with Indigenous communities.
- The Graduate Coordinator holds office hours in the First Nations Centre to draw people into this welcoming space, key resource, and sense of community.
- Recognize and appreciate the student and faculty researchers who work with Indigenous communities, and accommodate relationship building timelines into degree timelines as needed.

### **Athletics and Recreation**

- Conduct community outreach in Prince George, Quesnel, Vanderhoof, Mackenzie and Terrace.
- Visit elementary schools engaging in classrooms and providing physical activities with a message of "Healthy mind, healthy bodies."
- Offer summer sport camps
- Collaborate with UNBC Active Minds on active mind/active body summer programming.
- Offer specialized sport camps in Prince George and Quesnel.
- Have a presence at Indigenous Peoples Day in Lheidli T'enneh Memorial Park and present Elders with financial support through proceeds of the Indigenous logo sales.
- Host School District 57 Day game: 1,200 youth attend a noon-hour varsity game on the Prince George campus.



**Continuing Studies**

- Work with First Nations and Indigenous employment agencies such as the Prince George Nechako Aboriginal Employment and Training Association to offer training for their members.
- Work with industry groups wanting to support Indigenous training opportunities in regions in which they operate.
- Offer the Indigenous Entrepreneurship Micro-credential.

**Faculty of Human and Health Sciences**

- The School of Education Indigenous Education Working Group engages with community members to provide feedback and guidance for the program.
- The School of Nursing Allies & Allyship committee hosted a workshop in Fall 2023 to engage with Indigenous community members to inform work on integrating decolonization and cultural safety and humility into programs.
- Dr. Darlene Sanderson, School of Health Sciences and BC Rix Chair in Indigenous Environmental Health is working with communities to create new course offerings that are reflective of their needs.
- Psychology is working with an Educator who received a grant to address these concerns and is working collaboratively to offer training to improve future work in this area.

**Northern BC Archives, Geoffrey R. Weller Library**

- The NBCA continued its relationship-building mandate through participation in the following activities:
  - Providing assistance, as requested, to members of the Lake Babine Nation Language Technology Project Team in their digitization work
  - Serving as consultant on the MacLeod Lake Indian Band Community Commemoration Project
  - Assisting the Nadleh Whut’en Nation in undertaking a condition assessment of NWN materials on loan back to the nation from the Canadian Museum of History; working with the Métis Nation of B.C. to fulfill their request for the digitization of a significant amount of NBCA archival records
  - Facilitating a tour and hosting a discussion with representatives from Inuit Tapirit Kanatami interested in setting up an Inuit University, archives, and records management program
  - Meeting the communication team for Carrier Sekani Family Services to discuss their digital preservation issues
  - Providing assistance, as requested, to members of a Nak’azdli Whut’en Nation research team regarding project planning.

UNBC hosts a series of Community Engagement Forums (CEF) twice a year (Fall and Spring). These gatherings are instrumental in fostering robust relationships between UNBC and local communities in the Prince George, South-Central, Northwest, and Northeast regions. The CEFs provide a platform for sharing updates on UNBC activities with regional collaborators, and obtaining community input on programs, projects, and potential partnerships. With the objective of forging meaningful integrations within local communities, the CEFs play a pivotal role in UNBC’s goal of serving and empowering northern British Columbia communities.

**Office of Research and Innovation – Youth and Transition Programs**

- Continued strengthening relationships with Indigenous communities such as McLeod Lake Indian Band, Nisga’a Nation, and Lheidli T’enneh First Nation.
- Laid the groundwork for youth program expansion onto multiple UNBC campuses for 2024/2025.
- Strategic planning for a revised Northern Transitions Program.

**Faculty of Human and Health Sciences**

- Actively engaged on campuses throughout northern B.C. through the four programs situated as regular offerings – BEd (Quesnel/Terrace), NCBNP BScN (Quesnel/Terrace), NBNP BScN (Fort St. John), BSW (Fort St. John/Quesnel/Terrace).
- Psychology is working to re-establish a regional MEd Counselling cohort – demand has been consistent to bring this offering back across the North.
- Education is working on an online BEd program that would serve students across the North.
- FHHS Strategic Planning sessions took place at the Northwest, Peace River-Liard and South-Central campuses.

**Northern BC Archives, Geoffrey R. Weller Library**

- The NBCA continued towards the finalization of a Statement of Cooperation which would see the allocation of reciprocal staffing resources to signatory partner institutions in the event of a disaster that required immediate collections salvage activities. Signatory institutions to include Huble Homestead, Prince George Public Library, Two Rivers Gallery, Carrier Sekani Tribal Council, The Exploration Place, Central BC Railway and Forestry Museum and the NBCA.

Develop a regional outreach and engagement strategy.

	<p><b>Enrolment Management &amp; Strategy; Future Students Office</b></p> <ul style="list-style-type: none"> <li>• The Future Students team performed numerous in-person visits to high schools, colleges, and community events across the UNBC region.</li> <li>• The Student Success Coordinators have received training and became able to conduct recruitment outreach to high schools and colleges near the satellite campus locations, increasing the frequency of recruitment touchpoints with prospective students, and the ability to respond to short-notice opportunities in and around these communities. This has added at least an additional 45 in-person outreach opportunities to prospective students in the UNBC Region outside of Prince George.</li> <li>• The Northwest Campus team hosted its first in-person Open House since pre-pandemic. BEd, BSW, NURS (available at the NW Campus), and all of the Prince George campus programs were showcased.</li> </ul>
<p>Develop and continually implement outreach, youth, and community engagement programs including events celebrating Indigenous cultures.</p>	<p><b>Department of Ecosystem Science and Management</b></p> <ul style="list-style-type: none"> <li>• Increasing collaborations with Forest Professionals of B.C. by bringing professionals into the classroom and into UNBC workshops, linking together community, forest professionals, and students.</li> </ul> <p><b>Office of Research and Innovation – Youth and Transition Programs</b></p> <ul style="list-style-type: none"> <li>• UNBC Active Minds ongoing science, technology, engineering, arts and math (STEAM) programming for youth ages six to 16. Hosted on UNBC’s Prince George campus and delivering into regional communities. More than 1,700 youth participants were reached in 2023. For detailed statistics please see the K-12 Transitions and Dual Credit Programming section of this report.</li> </ul> <p><b>Enrolment Management &amp; Strategy; Future Students Office</b></p> <ul style="list-style-type: none"> <li>• Partnered with the Office of Indigenous Initiatives, First Nations Centre, Youth Engagement, and Timberwolves Athletics to setup a large booth footprint and presence at 2023’s National Indigenous People’s Day at Lheidli T’enneh Memorial Park.</li> <li>• The Future Indigenous Student Liaison attended the All-Native Basketball tournament in Prince Rupert.</li> </ul>
<p>Continue working with northern colleges to identify opportunities and initiatives that contribute to stronger communities and a stronger post-secondary network in northern B.C.</p>	<p><b>Faculty of Environment</b></p> <ul style="list-style-type: none"> <li>• Streamlining pathways with College of New Caledonia and Coast Mountain College, into UNBC BSc and BA programs.</li> <li>• Collaborating with Thompson River University to enhance joint research projects e.g. in wildlife and forestry, and in offering graduate programs in collaboration, e.g. PhD programs.</li> </ul> <p><b>Faculty of Human and Health Sciences</b></p> <ul style="list-style-type: none"> <li>• Work closely with CMTN and CNC for the NCBNP, and NLC for the NBNP</li> <li>• Working to establish clearer pathways for all programs from the Colleges to UNBC.</li> <li>• Working with Aurora College to deliver UNBC BEd and BSW programs.</li> </ul> <p><b>Geoffrey R. Weller Library</b></p> <ul style="list-style-type: none"> <li>• Interim University Librarian pulled together the Directors of Northern Post-Secondary Libraries in 2023. They have met five times and co-funded a webinar series hosted by the library at UNBC. The webinar series focused on the ethical impacts of AI. This group continues to meet regularly and is looking forward to more opportunities for collaboration.</li> </ul> <p><b>Northern BC Archives, Geoffrey R. Weller Library</b></p> <ul style="list-style-type: none"> <li>• The NBCA continued to serve on the Indigitization Steering Committee of the Indigitization program. This program is an internationally renowned collaborative initiative between BC Indigenous groups and academic partners from the University of British Columbia and the University of Northern British Columbia (NBCA) to facilitate capacity building in Indigenous information management.</li> </ul> <p><b>Enrolment Management &amp; Strategy; Future Students Office</b></p> <ul style="list-style-type: none"> <li>• Partnered with Northern Lights College, Coast Mountain College, CNC, and northern B.C. Credit Unions to promote the Canada Learning Bond and the Northern Promise funding available for qualifying families. The CLB provides up to \$2000 of RESP grant funding for parents of children who open an RESP and complete the paperwork.</li> <li>• Northern Lights College Fort St. John Campus space was used to host the Northeast Campus Open House featuring the Northern Baccalaureate Nursing Program and Bachelor of Social Work, both offered at the NE UNBC Campus.</li> <li>• Coast Mountain College representatives were invited to the NW Campus Open House in Feb 2024.</li> <li>• UNBC, CNC, and SD 57 have partnered to offer TekX</li> <li>• CNC Prince George invited UNBC’s Future Students team to attend their weekend open house in March 2024</li> </ul>

## Inclusive people development and employee success.

<p>Recruit key faculty and staff including the Associate Vice-President Indigenous, Vice-President Research &amp; Innovation, and University Registrar.</p>	<p><b>Human Resources</b></p> <ul style="list-style-type: none"> <li>• The following key faculty and staff positions have been successfully recruited: <ul style="list-style-type: none"> <li>o Vice President, Research and Innovation</li> <li>o University Registrar</li> <li>o Dean, Faculty of Environment</li> <li>o Director of Centre of Teaching and Learning</li> <li>o Vice Provost Graduate and Post Doctoral Studies</li> <li>o Director of Finance</li> <li>o Associate Vice President, Administration</li> <li>o Associate Vice President, Indigenous</li> <li>o Director, Enterprise Risk and Safety</li> <li>o Director, NCCIH</li> </ul> </li> </ul>
<p>Implement a performance management and succession planning framework.</p>	<p><b>Human Resources</b></p> <ul style="list-style-type: none"> <li>• Restructured the Human Resources department to facilitate the development of an Organizational Development stream.</li> </ul> <p><b>Provost</b></p> <ul style="list-style-type: none"> <li>• Hosted the Inaugural three-day Academic Leadership Development Retreat for Chairs and Deans with a focus on leaderships skills through scenario reviews and discussion and keynote speaker Toni De Mello, an expert in Equity and community inclusion. Other topics included the following: <ol style="list-style-type: none"> <li>1. Formal and Informal Responsibilities of leaders</li> <li>2. Mentoring New Faculty</li> <li>3. Conflict resolution</li> <li>4. Appointment and Selection Processes – EDI &amp; Hiring (Scenario Play)</li> <li>5. Addressing Behaviours of Concern</li> <li>6. Understanding budgets</li> <li>7. Enrolment, Recruitment, Retention and Curricular Planning</li> <li>8. Clarity – Proper “No” and “Yes”</li> <li>9. Community Engagement Strategy Development</li> </ol> </li> <li>• Developed a three-module Executive Leadership Development program for academic and administrative leadership: <ol style="list-style-type: none"> <li>1. Active Leadership (3 days) - The Active Leadership course provides the concepts and the practices of leadership in a high-impact learning environment to help leaders effectively coach, empower and lead individuals and teams to higher levels of performance.</li> <li>2. Align for Results - This course enables leaders to learn a three-step process to connect their performance objectives to organizational goals, add value by embedding their personal passions and talents to enhance their commitment to achieving those objectives, and structure a clear and compelling story to mobilize employees to work in alignment with organizational goals.</li> <li>3. Leading Transformation - Leading Transformation is designed for those leading others through change. It combines the latest ideas, models, tools, and adult learning techniques into one powerful business education package that gives leaders the skills they really need to lead transformation-online and on the ground.</li> </ol> </li> </ul> <p><b>Faculty of Business and Economics</b></p> <ul style="list-style-type: none"> <li>• Provided faculty workshops in Teaching with Cases and Writing Business Cases to support upgrading teaching ability of regular and sessional instructional members of Business and Economics, and to reinvigorate place-based research in northern B.C. communities through the development of a bank of teaching and research cases.</li> </ul> <p><b>Continuing Studies</b></p> <ul style="list-style-type: none"> <li>• Created onboarding training with HR that is mandatory for all employees.</li> <li>• Working with departments to create role-specific employee training.</li> <li>• CS courses offered to employees, paid for by the CUPE Training Fund.</li> <li>• Trained exempt staff through a new Executive Leadership program.</li> </ul>
<p>Implement a performance management and succession planning framework.</p>	<p><b>Human Resources</b></p> <ul style="list-style-type: none"> <li>• Developed a performance review framework and review process for exempt staff for implementation in 2024.</li> </ul>

<p>Implement procedures, training, and education to support two new policies: the Employment Equity Policy and the Intentional Diversity, Hiring and Selection Policy.</p>	<p><b>Human Resources</b></p> <ul style="list-style-type: none"> <li>• Both policies were implemented; training and procedures have been reviewed with the Deans.</li> </ul> <p><b>Faculty of Business and Economics</b></p> <ul style="list-style-type: none"> <li>• Provided in-house training through CPHR-certified MBA Director to Economics and Business ASCs to develop faculty recruitment and selection matrices consistent with best practices in employment equity. Developed and used matrix for hiring Assistant Professor in Macro-Economics. Developed and used matrices for recruiting and selecting Assistant/Associate Professors in Sustainable Business and Leadership and Change in the School of Business. These position searches are being conducted following the Intentional Diversity, Hiring and Selection policy to increase the proportion of female faculty members in the School of Business.</li> </ul>
<p>Process optimization and digital transformation.</p>	
<p>Data Collection and Digital Infrastructure Committee and Action Group to investigate themes and University needs for prioritization.</p>	<p><b>Business Services / Digital Transformation Unit</b></p> <ul style="list-style-type: none"> <li>• Developed Terms of Reference for committee and action group. The committee meets monthly to discuss current project progress, upcoming projects, and potential cross-departmental innovations.</li> <li>• A new Project Portfolio Management tool is being implemented to ensure governance for intake, prioritization, and approval, as well as performing project management tasks, which will increase effectiveness and process transparency.</li> </ul> <p><b>Financial Services</b></p> <ul style="list-style-type: none"> <li>• This department has been an area of focus and prioritization.</li> <li>• Working closely with the new Manager of Projects and Digital Transformation to move on various projects.</li> <li>• Implemented electronic purchasing card system in November 2023. Users can now reconcile purchasing card transactions and attach receipts electronically and then submit them electronically for approval.</li> <li>• Completed implementation of CaseWare in February 2024 allowing quick generation of financial statements and quarterly financial reporting to the ministry.</li> <li>• Engaged Ellucian to complete a system analysis and provide recommendations on how to better use Banner in day-to-day activity. Developing a plan on how and when to implement the recommendations.</li> </ul> <p><b>Enrolment Management &amp; Strategy; Future Students Office</b></p> <ul style="list-style-type: none"> <li>• The Future Students team provides updates to the DCDI group on their CRM work, projects, and desired future functionality.</li> </ul>
<p>Develop a disaster recovery plan for information technology.</p>	<p><b>Information Technology Services</b></p> <ul style="list-style-type: none"> <li>• A disaster recovery plan is in progress and anticipated to be completed in the 2024-25 reporting cycle.</li> <li>• The cyber incident response plan will be completed this year as well.</li> </ul> <p><b>Enrolment Management &amp; Strategy; Future Students Office</b></p> <ul style="list-style-type: none"> <li>• As a co-chair of the CRM Oversight Committee, a template CRM outage recovery plan was developed with input from Information Technology Services and is now being completed by all users of the CRM.</li> </ul>
<p>Digitize paper records and Implement Banner Document management in select units.</p>	<p><b>Business Services / Digital Transformation Unit</b></p> <ul style="list-style-type: none"> <li>• Facilitating a consultation process for Human Resources and Finance departments on Banner Document Management implementations, currently scheduled to be completed before the end of summer 2024.</li> </ul> <p><b>Office of University Governance</b></p> <ul style="list-style-type: none"> <li>• Work on digitizing Board of Governors paper records began in 2023 and will continue throughout 2024.</li> </ul> <p><b>Financial Services</b></p> <ul style="list-style-type: none"> <li>• Implementing Banner Document Management in April 2024, with staff training planned for June 2024.</li> </ul>

<p>Continue implementing the CRM.</p>	<p><b>Enrolment Management &amp; Strategy; Future Students Office</b></p> <ul style="list-style-type: none"> <li>• The CRM Oversight Committee continues to meet monthly.</li> <li>• Graduate Admissions began using the graduate applicant dashboard to good success.</li> <li>• Graduate admissions report their internal processing timelines have greatly improved, speeding up the time it takes to send applicant packages to programs and for admitted candidates to receive admission offers.</li> <li>• Undergraduate admissions are completing data integration mapping for needed Banner fields to correctly populate decision letters and automate flows.</li> <li>• UNBC's CRM implementation team successfully onboarded Target X's Insights tool. Future refinements are required before broader campus use becomes available.</li> <li>• Student Success (Orientation, Student Life, Student Advising, Academic Success Centre) are meeting weekly to prepare for onboarding of the Retention Suite starting in September '24 and completing in 2025.</li> <li>• The Future Students team partnered with Student Life and Advising to design communication plans for May Orientation and new student advising. Deployed March to May 2024.</li> </ul> <p><b>Business Services / Digital Transformation Unit</b></p> <ul style="list-style-type: none"> <li>• Assisting current phase of feature integration for student facing areas (i.e. Student Success and Office of the Registrar), as well as providing support for the implementation of the new Retention Suite functionality, slated for 2025.</li> </ul>
<p>Move admissions applications from EPBC 2.0. to 3.0</p>	<p><b>Office of the Registrar</b></p> <ul style="list-style-type: none"> <li>• This upgrade was significant. It required a complete application rebuild, which included investigating the new functionality, remapping XML codes, remapping program codes, creating offerings, developing new business practices, and testing.</li> <li>• Notable improvements and learnings from this project include the following: <ul style="list-style-type: none"> <li>o UNBC uses the new functionality in the application system to create rules, which allows applicants to see programs and questions suitable for their admissions type.</li> <li>o Improved applicant segmenting—previously, admissions received many erroneous applications from high school students applying to programs requiring post-secondary, such as the Bachelor of Education, Bachelor of Social Work and Bachelor of Science in Nursing – in fact, of the received applicants, 10% were erroneous. The resulting process was cumbersome. The new application system reduces erroneous applications and confusion in the applicant's experience.</li> <li>o EPBC 3.0's new document upload capabilities allow Admissions staff to make faster admission decisions.</li> </ul> </li> </ul>



# Appendix B

## Progress on the Truth and Reconciliation Calls to Action and UNDRIP

### Progress on the Truth and Reconciliation Calls to Action and UNDRIP

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.

<p><b>Progress – Ongoing, In progress, complete</b></p>	<p><b>New and/or continuing initiatives and partnerships</b></p>
<p><i>Complete</i></p>	<p>The School of Social Work’s renewed BSW program eliminated the Indigenous Child and Youth Certificate because of feedback from local Indigenous communities and Indigenous organizations. The feedback indicated that the certificate focus separated content focused on learning to support Indigenous children, youth and families from the overall BSW degree. By making it a separate, optional certificate, the learning was not central to all BSW students’ experiences.</p> <p>The renewed BSW resituated much of the learning from the courses in the certificate program into required courses to ensure that all graduates are equipped with the knowledge and skills to work with Indigenous children, youth and families, while maintaining additional electives for those who want to learn more in this area.</p>

### Indigenous language degree and diploma programs

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

<p><b>Progress – Ongoing, In progress, complete</b></p>	<p><b>New and/or continuing initiatives and partnerships</b></p>
<p><i>Complete</i> <i>Complete</i> <i>In progress</i>  <i>Ongoing</i></p>	<p><b>Faculty of Indigenous Studies, Social Sciences and Humanities/Department of First Nations Studies</b></p> <ul style="list-style-type: none"> <li>• New Bachelor of Arts, Nisga’a Language Fluency</li> <li>• Certificate in Language, Gitksan</li> <li>• Language certificate in development with Haisla Nation</li> </ul> <p><b>Faculty of Human and Health Sciences</b></p> <ul style="list-style-type: none"> <li>• While not a language degree/diploma program, the School of Education is working with School District 57 to offer its course on second language curriculum and instruction focused on the Dakelh language. In addition to being a required course in the BEd-Elementary Years program, the course will be made available to current SD 57 teachers who wish to learn how to better integrate Dakelh language learning in their classrooms using the language tools that SD 57 is working with Dakelh communities to build.</li> </ul>

## Health-care professionals

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

<b>Progress – Ongoing, In progress, complete</b>	<b>New and/or continuing initiatives and partnerships</b>
<i>Complete</i>	<p><b>Faculty of Human and Health Sciences</b></p> <ul style="list-style-type: none"> <li>• The MEd Counselling Degree has made its Indigenous Counselling course mandatory for the degree to ensure all graduates have received training in culturally appropriate counselling strategies for Indigenous patients.</li> </ul>

## 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.

<b>Progress – Ongoing, In progress, complete</b>	<b>New and/or continuing initiatives and partnerships</b>
<p><i>Ongoing</i> <i>Ongoing</i> <i>Ongoing</i></p> <p><i>In Progress</i></p> <p><i>Ongoing</i> <i>Ongoing</i> <i>Ongoing</i></p> <p><i>Ongoing</i> <i>Ongoing</i> <i>Ongoing</i></p> <p><i>In progress</i></p>	<p><b>Faculty of Human and Health Sciences</b></p> <ul style="list-style-type: none"> <li>• NCBNP <ul style="list-style-type: none"> <li>o Has a required Indigenous health course at the second-year level (offered by CNC/CMTN).</li> <li>o A fourth-year focus course on Indigenous Health Nursing.</li> <li>o Working with Indigenous patients is situated into multiple courses across the program to ensure that students understand Indigenous experience and perspectives for all patient groups / practice areas.</li> <li>o Further integrating Indigenous perspectives and experiences is a key component of the curriculum review this program is currently undertaking.</li> </ul> </li> <li>• NBNP <ul style="list-style-type: none"> <li>o Students are required to take an Indigenous Studies course for admission.</li> <li>o Has a fourth-year focus course on Indigenous Health Nursing.</li> <li>o Working with Indigenous patients is situated into multiple courses across the program to ensure that students understand Indigenous experience and perspectives for all patient groups / practice areas.</li> </ul> </li> <li>• MScN programs <ul style="list-style-type: none"> <li>o Students are required to have completed a cultural safety course before beginning the program.</li> <li>o An Indigenous Health course is a requirement of either stream (thesis/project or FNP).</li> <li>o Working with Indigenous patients is situated into multiple courses across the program to ensure that students understand Indigenous experience and perspectives for all patient groups / practice areas.</li> </ul> </li> <li>• SON Allies and Allyship committee is collecting information to inform this work across all programs. This work takes time as it requires sensitivity and a culturally focused, trauma-informed approach to understanding lived experiences of health care (good and bad) and building culturally appropriate educational materials that are responsive to those experiences will take time and extensive collaboration and feedback processes.</li> </ul>

## 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 –  
Ongoing, In  
progress,  
complete**

**New and/or continuing initiatives and partnerships**

*In Progress*

**Division of Medical Sciences**

Staff are working through the Pulling Together: A Guide for Indigenization of Post-Secondary Institutions Series available through BC Campus.

## 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 –  
Ongoing, In  
progress,  
complete**

**New and/or continuing initiatives and partnerships**

**Faculty of Human and Health Sciences**

- The BEd program has two courses focused on Indigenous education – an Introduction to Indigenous Education that surveys the history of education since colonization including the ongoing impacts of the Residential School system; and, introduces students to Indigenous ways of knowing and Indigenous epistemologies. A second course is integrated across the program, and ‘weaves’ in Indigenous perspectives and knowledge to all areas of teacher education – eg, bringing in Indigenous science and math examples, understanding how Indigenous epistemologies might impact assessment, etc.
- As noted above, SOE is working with SD 57 to provide a Dakelh language focus to its second-language course to provide students with the skills to integrate Indigenous language materials into their K-7 classrooms.
- SOE is working to develop an online teacher education program – this will increase accessibility to people who are unable to relocate to PG/Terrace/Quesnel to take the BEd program – this will include Indigenous communities across Northern BC. The program is actively engaging with communities for feedback on the program proposal.

## 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 –  
Ongoing, In  
progress,  
complete**

**New and/or continuing initiatives and partnerships**

Ongoing	<p><b>Strategic Visioning Process</b> The School of Business is 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 sustainability and Indigenous peoples as UNBC serves the needs of northern people, significantly amongst northern Indigenous people.</p>
Ongoing	<p><b>Bachelor of Commerce</b> 1. 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.</p>
Ongoing	<p>2. COMM 302 (Entrepreneurship) has two elements of connection to Indigenous communities in our region.</p> <ul style="list-style-type: none"> <li>a. 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.</li> <li>b. 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.</li> </ul>
Ongoing	<p><b>MBA Program Requirement</b> 1. MBA students are required to successfully complete COMM 690 (Economic and Business Development). This course explores topics about the economic development of areas in which the program is being offered. This includes Vancouver and Prince George. This course discusses partnerships with local Indigenous communities and how community engagement is important for both economic and business development. The course shows through engagement, the positive and negative impacts of development on First Nations communities and how reconciliation currently fits within economic and business development.</p>
Ongoing	<p>2. All MBA Students are required to complete COMM 702 Sustainability Management. The course focuses on sustainability from three perspectives: social, economic and environmental. Due to the localized nature of the program, this course will focus on issues of reconciliation with First Nations communities.</p>
Ongoing	<p>3. We are developing an MBA Certificate in Indigenous Leadership. The Program would include Leadership, Change management, and Organizational Design from a First Nations standpoint. We are consulting with members of the Faculty of Indigenous Studies, Social Sciences and Humanities.</p>
Implemented	<p><b>Development of Indigenous Entrepreneurship in Continuing Studies</b> Members of the School of Business were involved in developing and delivering an Indigenous Entrepreneurship class for continuing studies. This ensures that knowledge and learning opportunities in this area are available to students outside of our degree programs. Also, since the course was developed for online delivery, it can be made available to students remotely.</p>

## Museums and Archives

We call upon the federal government to provide funding to the Canadian Association of Archivists to undertake, in collaboration with Aboriginal peoples, a national review of archival policies and best practices to: 1) Determine the level of compliance with the United Nations Declaration on the Rights of Indigenous People and the United Nations Joinet-Orentlicher Principles, as related to Aboriginal peoples' inalienable right to know the truth about what happened and why, with regard to human rights violations committed against them in residential schools; and 2) Produce a report with recommendations for full implementation of these international mechanisms as a reconciliation framework for Canadian Archives.

<b>Progress – Ongoing, In progress, complete</b>	<b>New and/or continuing initiatives and partnerships</b>
<p><i>Complete</i></p> <p><i>In progress</i></p>	<p><b>Northern BC Archives, Geoffrey R. Weller Library</b></p> <ul style="list-style-type: none"> <li>• In 2018, the Head of the Northern BC Archives, as principal investigator, received a SSHRC grant for “Establishing a Framework for Reconciliation Action &amp; Awareness within the Canadian Archival System.” The result of this national research initiative was a “Reconciliation Framework” which was released in Feb. 2022.</li> <li>• The final deliverable from this grant titled “Caretaking Memory – A Resource Guide for Archival Practitioners Working in Indigenous Archives” is set for completion June 2024.</li> </ul>

## United Nations Declaration on The Rights Of Indigenous Peoples Implementation

How is your institution working with Indigenous peoples and communities to implement the United Nations Declaration on the Rights of Indigenous Peoples, and in particular the articles related to education, which include the following:

### Article 11

1. Indigenous peoples have the right to practise and revitalize their cultural traditions and customs. This includes the right to maintain, protect and develop the past, present and future manifestations of their cultures, such as archaeological and historical sites, artefacts, designs, ceremonies, technologies and visual and performing arts and literature.

2. States shall provide redress through effective mechanisms, which may include restitution, developed in conjunction with indigenous peoples, with respect to their cultural, intellectual, religious and spiritual property taken without their free, prior and informed consent or in violation of their laws, traditions and customs.

#### **Northern BC Archives, Geoffrey R. Weller Library**

- The NBCA has continued to support Indigenous intellectual sovereignty over information by, or about them. This is demonstrated most strongly through the ongoing facilitation of MOUs in the form of Storage and Access Agreements between the NBCA and seven regional First Nations which provides that nation with safe, secured storage of fragile archival records, without the need for a transfer of ownership.
- The NBCA upholds the OCAP Principles, and if the ownership of an incoming or existing donations is in anyway tied to an Indigenous community, organization, family or individual, NBCA archivists actively reach out to those represented to seek permission to deposit/make accessible the donation in question, or to facilitate repatriation of the material. This activity is ongoing.
- In 2023, the NBCA developed a Statement on Language in Archival Descriptions and a mechanism through which members of the public can contact the archives to request changes be made to terminology used, or descriptions be removed from our website.



## Article 14

<p>1. Indigenous peoples have the right to establish and control their educational systems and institutions providing education in their own languages, in a manner appropriate to their cultural methods of teaching and learning.</p>	<p><b>Faculty of Human and Health Sciences</b></p> <ul style="list-style-type: none"><li>• The School of Education Indigenous Working Group includes members from local Indigenous communities so that they may provide feedback and collaborate on improvements to the BEd and MEd programs.</li></ul> <p><b>Geoffrey R. Weller Library</b></p> <ul style="list-style-type: none"><li>• The Library offered 4 Seasons of Reconciliation. This multi-media teaching unit can be integrated into course work and/or taken as professional development for students, staff and faculty.</li><li>• In consultation with the First Nations Centre, it was identified that having a subject guide on Allyship would benefit students and the Data Services Librarian created a resource guide to support this.</li><li>• All staff were invited to attend a Land Acknowledgement workshop hosted online by the Saskatchewan Library Association.</li></ul>
<p>2. Indigenous individuals, particularly children, have the right to all levels and forms of education.</p>	<p><b>Faculty of Human and Health Sciences</b></p> <ul style="list-style-type: none"><li>• The BEd and BScN programs have targeted seats for Indigenous learners to better access these programs (BEd “Access Initiative” – no cap, open to all equity-deserving groups).</li><li>• If approved, the in-development online BEd will increase accessibility to teacher education, and will support certification of teachers who may already be in classrooms without a teacher education background – this in turn will support better outcomes for K-12 learners across northern B.C.</li></ul>

## Article 15

<p>1. Indigenous peoples have the right to the dignity and diversity of their cultures, traditions, histories and aspirations which shall be appropriately reflected in education and public information.</p>	<p><b>Faculty of Human and Health Sciences</b></p> <ul style="list-style-type: none"><li>• Psychology, Education, Social Work and Nursing have integrated Indigenous and multi-cultural components into many of their graduate and undergraduate courses.</li><li>• The School of Education Indigenous Education Working Group and the School of Nursing Allies and Allyship Committee are working to ensure that this article is upheld across their programs.</li></ul> <p><b>Northern BC Archives, Geoffrey R. Weller Library</b></p> <ul style="list-style-type: none"><li>• In 2023, the NBCA developed a Statement on Language in Archival Descriptions and a mechanism through which members of the public can contact the archives to request changes be made to terminology used, or descriptions be removed from our website.</li></ul>
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## Article 21

<p>1. Indigenous peoples have the right, without discrimination, to the improvement of their economic and social conditions, including, inter alia, in the areas of education, employment, vocational training and retraining, housing, sanitation, health and social security.</p>	<p><b>Faculty of Human and Health Sciences</b></p> <ul style="list-style-type: none"><li>• Online BEd development responds in part to this article by making teacher education more accessible.</li><li>• Targeted seats for Indigenous learners in the BScN programs and the Access Initiative for priority admission in the BEd Program seek to address this by removing barriers imposed by competitive entry programs.</li></ul> <p><b>Faculty of Business and Economics</b></p> <ul style="list-style-type: none"><li>• Established Advisory Board to the Dean. Members include representatives from the Kitsumkalum Economic Development Corporation, the Yekooche Band Development Corporation, and the Lheidli T’enneh band Council.</li><li>• COMM 690 Strategy Implementation – MBA group projects focused on supporting assessment of economic development opportunities for the Kitsumkalum Economic Development Corporation.</li></ul>
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# In Plain Sight Report Recommendations Reporting

## Recommendation #8

List all health programs offered by your institution and any accreditation standards that relate to cultural safety and humility training. If an accredited program does not have a related standard, indicate N/A for the program.

Program name	Accreditation Standard details (if none exist, indicate N/A)
Respectful Relationships	Created a course with the National Collaborating Centre for Indigenous Health for Northern Health employees and expanded access to UNBC employees and students. Northern Health is seeking accreditation.
NCBNP – BScN	<p>BC College of Nurses and Midwives (BCCNM) – Practice Standard on Indigenous Cultural Safety, Cultural Humility, and Anti-Racism</p> <p>Canadian Association of Schools of Nursing (CASN)– Standard 4, Key Element 14: For Canadian Schools of Nursing: The curriculum implements Action 24 of the Truth and Reconciliation Commission’s call to programs of nursing to integrate the United Nations Declaration on the Rights of Indigenous Peoples, human rights, the history of Indigenous peoples in Canada, Indigenous teachings and practice, intercultural competency, and anti-racism.</p> <p>CASN – Standard 5, Key Element 5: Baccalaureate nursing students engage in relational practice and advocacy and provide culturally safe care.</p>
NBNP - BScN	BCCNM – Practice Standard on Indigenous Cultural Safety, Cultural Humility, and Anti-Racism
MScN-FNP	BCCNM – Practice Standard on Indigenous Cultural Safety, Cultural Humility, and Anti-Racism
RN Certified Practice Courses (NURS 451/461, NURS 458)	BCCNM – Practice Standard on Indigenous Cultural Safety, Cultural Humility, and Anti-Racism
BSW/MSW	<p>Canadian Association for Social Work Education (CASWE-ACFTS) – Core Learning Objective 4: Colonialism and social work</p> <p>Social work students have opportunities to:</p> <ol style="list-style-type: none"> <li>a. Recognize the multiple expressions and experiences of colonialism that exist within Canada and globally.</li> <li>b. Understand that colonizing narratives have been and continue to be embedded in social work practice, policy, research, and education.</li> <li>c. Recognize and challenge how social work practitioners and the profession have been complicit in historical and current expressions of colonial violence and injustice.</li> <li>d. Explore a plurality of worldviews and the implication of the dominance of a Euro-Western worldview.</li> </ol> <p>CASWE-ACFTS – Core Learning Objective 5: Indigenous Peoples and Communities</p> <p>Social work students have opportunities to:</p> <ol style="list-style-type: none"> <li>a. Incorporate The Royal Commission on Aboriginal Peoples, the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), the Calls to Action of the Truth and Reconciliation Commission, Reclaiming Power and Place: The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls, and the Viens Report from the Commission of inquiry into Aboriginal Relations and certain public services in Quebec: listening, reconciliation and progress in the development of their professional practice.</li> <li>b. Demonstrate relational solidarity with the self-determination of Indigenous Peoples.</li> <li>c. Affirm the distinct nature of Indigenous social work and Indigenous healing practices.</li> <li>d. Understand the role and importance of Indigenous languages in decolonizing.</li> <li>e. Affirm the resilience, resistance, and resurgence of Indigenous Peoples, communities, and languages.</li> <li>f. Develop the knowledge and skills required to recognize and resist all forms of racism, particularly anti-Indigenous, anti-Black and anti-Asian racism, with attention to issues of power and positionality.</li> </ol>

CASWE-ACFTS – Core Learning Objective 10: Values and ethics in professional practice  
 Social work students have opportunities to...  
 d. Understand the ethical responsibility to rectify the historical and current social injustice experienced by Indigenous Peoples and members of equity-seeking groups; and  
 e. Understand the ethical responsibility to respond to and address racism and colonialism.

CASWE-ACFTS – Core Learning Objective 12: Policy analysis and development  
 Social work students have opportunities to...  
 b) develop the knowledge and skills to identify positive/negative or equitable/inequitable policies and their implications and outcomes, especially for Indigenous Peoples and members of equity seeking groups, and to participate in efforts to change these.

## Recommendation #14

The B.C. government, PHSA, the five regional health authorities, B.C. colleges and universities with health programs, health regulators, and all health service organizations, providers and facilities recruit Indigenous individuals to senior positions to oversee and promote system change.

*For all health programs offered at your institution, please identify what new, ongoing, or completed actions have supported the recruitment of Indigenous individuals to senior positions to oversee and promote system change, and the quantitative impact of these actions.*

Program	Progress	Actions
School of Nursing	New	The School of Nursing is working on a recruitment strategy for a targeted or preferred Indigenous scholar at the Assistant/Associate Professor level to join the School of Nursing. The anticipated start date for this position will be July 1, 2025. As part of their assigned workload, this individual would take up the role of “School Lead – Indigenous Health Nursing” and provide leadership and advise on how to better integrate Indigenous perspectives and lived experiences into the educational programs across the School of Nursing.
School of Social Work	Completed	The School of Social Work has hired a new Field Education Director (Senior Laboratory Instructor position). While not a targeted hire, the individual recruited into this role is Indigenous from Northern BC and has extensive social work experience with Indigenous communities in Northern BC. They will bring their lived and professional experience to their work as Field Education Director and as a leader in the School of Social Work is positioned to employ their expertise to improving process and procedure in the BSW and MSW programs related to the recommendations of the In Plain Sight report.

## Recommendation #18

The B.C. government require all university and college degree and diploma programs for health professionals in B.C. to implement mandatory strategies and targets to identify, recruit and encourage Indigenous enrolment and graduation, including increasing the safety of the learning environment for Indigenous students.

*Please identify any existing strategies your institution has, targets that have been identified by program area, and outcomes related to the identification, recruitment, and graduation of Indigenous students. Note - the B.C. government has not yet set mandatory strategies and targets related to recommendation #18. Information collected in the first year of In Plain Sight Reporting will be used to identify promising policies and practices that have already been implemented by post-secondary institutions.*

Strategies	Targets by Program Area	Outcomes
Reserved Seats for Indigenous Applicants – BScN programs	<p>25% of seats reserved Northern Collaborative Baccalaureate Nursing Program – PG = 26/104 FTE</p> <p>Northern Collaborative Baccalaureate Nursing Program – Quesnel = 8/32 FTE</p> <p>Northern Collaborative Baccalaureate Nursing Program – Terrace = 8/32 FTE</p> <p>Northern Baccalaureate Nursing Program – PG = 6/24 FTE</p> <p>Northern Baccalaureate Nursing Program – FSJ = 4/16 FTE</p>	<p>NCBNP Fall 2023 Admission – 6 indigenous students Fall 2022 Admission – 3 indigenous students Fall 2021 Admission – 10 indigenous students</p> <p>NBNP PG Fall 2023 Admission – 1 Indigenous student</p> <p>NBNP FSJ Fall 2023 Admission – 1 Indigenous Student Fall 2022 Admission – 1 Indigenous Student Fall 2021 Admission – 1 Indigenous Student</p>

## Recommendation #21

All B.C. university and college degree and diploma programs for health practitioners include mandatory components to ensure all students receive accurate and detailed knowledge of Indigenous-specific racism, colonialism, trauma-informed practice, Indigenous health and wellness, and the requirement of providing service to meet the minimum standards in the UN Declaration.

*For all health programs offered at your institution, please identify whether mandatory cultural safety and humility training components are new this year, ongoing, or fully implemented. Under actions, please list and describe the mandatory training components. If there are none, please indicate N/A for that program.*

Program	Progress (New, Ongoing or Completed)	Actions
MScN FNP	<i>Ongoing</i>	Requirement for admission – Indigenous cultural safety training within the last two years – San'yas course or similar
MScN FNP and MScN Thesis/Project	<i>Ongoing</i>	Both programs require NURS 604 – The Healing and Well-being of Indigenous Peoples
NCBNP BScN	<i>Ongoing</i>	<p>Required coursework includes NURS 205 – Introduction to First Nations Health; 3 credit hours in First Nations Studies Elective coursework includes NURS 422 – Indigenous Health and Nursing; NURS 457 – Living and Working in a Rural Community (Includes a focus on living and working with Indigenous communities)</p> <p>Indigenous perspectives on health and wellbeing, and Indigenous People's experiences with health care are covered across the curriculum in population-specific / practice area-specific coursework.</p>
NBNP BScN	<i>Ongoing</i>	<p>Required pre-admission coursework includes 3 credit hours in Indigenous Studies Elective coursework includes NRS 422 – Indigenous Health and Nursing</p> <p>Indigenous perspectives on health and wellbeing, and Indigenous People's experiences with health care are covered across the curriculum in population-specific / practice area-specific coursework.</p>

NBNP BScN	<i>Ongoing</i>	<p>Required pre-admission coursework includes 3 credit hours in Indigenous Studies</p> <p>Elective coursework includes NRSG 422 – Indigenous Health and Nursing</p> <p>Indigenous perspectives on health and wellbeing, and Indigenous People's experiences with health care are covered across the curriculum in population-specific / practice area-specific coursework.</p>
MEd-Counselling	<i>Ongoing</i>	<p>Required course – EDUC 619 – Counselling for Aboriginal/Indigenous Peoples</p> <p>Indigenous perspectives and experiences with counselling and other mental health experiences are embedded across the curriculum.</p>
Bachelor of Social Work	<i>Ongoing</i>	<p>Requirement for admission: FNST 100 – The Aboriginal Peoples of Canada</p> <p>Required coursework – SOCW 310 – Social Work and Indigenous Peoples As well, Indigenous perspectives of and experiences with social work are embedded across the curriculum.</p> <p>Elective coursework: SOCW 455 – Indigenous Governance and Social Policy; SOCW 456 – Indigenous Wellness: Individuals, Families and Communities</p>
Master of Social Work	<i>Ongoing</i>	<p>Required course – SOCW 602 – Indigenous Peoples: Advanced Social Work Practice</p> <p>Elective coursework includes SOCW 670 – Indigenous Peoples in Canada: Past/ Present/Future; SOCW 671 – Reflections on Practice: Indigenous Child/Youth Mental Health; SOCW 672 – Social Work/Counselling Skills with Indigenous Children/Youth; SOCW 673 – Mental Illness and Addictions Among Indigenous Children/Youth; SOCW 674 – Crisis Work with Indigenous Children/Youth: Restoring Balance; SOCW 675 – Community-Based Prevention with Indigenous Peoples: Creating Balance</p>
Indigenous Child and Youth Mental Health Graduate Certificate	<i>Ongoing</i>	<p>A certificate program for those hold BSW or Bachelor of Child and Youth Care degrees.</p> <p>Required coursework: SOCW 670 – Indigenous Peoples in Canada: Past/Present/ Future; SOCW 671 – Reflections on Practice: Indigenous Child/Youth Mental Health; SOCW 672 – Social Work/Counselling Skills with Indigenous Children/ Youth; SOCW 673 – Mental Illness and Addictions Among Indigenous Children/ Youth; SOCW 674 – Crisis Work with Indigenous Children/Youth: Restoring Balance; SOCW 675 – Community-Based Prevention with Indigenous Peoples: Creating Balance</p>



# Empowering northern communities

*Forestry has long served as the economic backbone in northern B.C. With the industry constantly evolving, it's hard to argue there's a better place positioned as a source of knowledge and expertise than a research forest.*

Staff at UNBC's Aleza Lake Research Forest (ALRF), located approximately 60-kilometres east of Prince George, have been working closely with Dunkley Lumber for the past several years to implement and test partial-cutting methods — that is, careful logging to remove some trees, while leaving others standing — in new ways.

Aleza staff, including ALRF Manager and Registered Professional Forester Mike Jull, developed plans and prescriptions for three unique areas and worked closely with Central Interior logging contractor Jason Krueger, utilizing his expertise and understanding of harvester-forwarder machines, to meet their forestry goals in each area.

"It has been a really interesting partnership that has drawn on the strengths and experiences of everybody involved in this process," says Jull. "This winter, we've been successful in implementing a range of partial-cut silvicultural and harvesting prescriptions, including single-tree selection, commercial thinning and 'variable retention' treatments that we think protect a wide range of forest values in different and interesting ways."

UNBC Ecosystem Science and Management Assistant Professor Dr. Samuel Bartels points to both an increasing demand for wood and fibre alongside growing calls for the protection of forests with increasing scrutiny on the harvesting of forest

resources in the past several decades. He believes it is possible to balance these competing economic, ecological and environmental interests if timber harvesting is done right.

"As a research forest, the ALRF has the flexibility to design harvesting systems that meet both economic and ecological interests and therefore could be used as a model for case study," he says. It's this type of research that can help inform land base decision making and empower communities with the information needed to make decisions appropriate for their specific circumstances.



# 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's Strategic Priority Areas of Focus 2024-25

Coordinated strategic planning helps the University in its pursuit of ideas, the creation and dissemination of knowledge, and in meeting the needs of the communities we serve through teaching, research, and service. This helps retain the vision of the 16,000 people who came together in the late 1980s to create a University in the North, for the North as a core value.

Be it long-term, community-oriented strategic planning, mid-term financial and capital planning, or integrated operational planning supporting day-to-day activities, strategic planning helps set the goals and directions that support current and future students, professors, staff, programs, research, community partnerships, and more.

UNBC launched its new strategic plan Ready on October 13, 2023, following a process that saw input received from more than 1,000 individuals and communities across the North. The new vision, Leading a Sustainable Future, and mission, Ignite. Inspire. Lead Change, led to the creation of four strategic themes to which UNBC's strategic plan is anchored:

#### **1. Cultivate Curiosity:**

We will excel at teaching, learning, and inquiry. We will welcome, support, encourage, and inspire learners.

#### **2. Act on Truth and Reconciliation:**

We will continue on our path to advance and meaningfully enact reconciliation with Indigenous Peoples, through dialogue, education, research, relationships, and service.

#### **3. Empower Northern Communities:**

We will collaborate, partner, generate knowledge and build capacity for the advancement of healthy, productive, thriving communities.

#### **4. Foster Local Solutions for Global Impact:**

We will leverage our unique position to mobilize knowledge for local and global change.

These themes lead to a set of strategic focal points and actions for 2024/25:

### **Raising UNBC's Profile**

Elevating UNBC's visibility and reputation is essential for attracting top talent, fostering research collaborations, and securing sustainable resources. A heightened profile will position UNBC as a leading institution in academia, research, and innovation.

#### **Actions:**

- Participating in the Times Higher Education (THE) Impact Rankings, the only global performance tables that assess universities against the United Nations' Sustainable Development Goals (SDGs) to benchmark UNBC against global standards.
- Developing a comprehensive research plan that aligns with sustainability goals.
- Fostering collaborative partnerships and interdisciplinary approaches to research and academic programs.
- Creating a sustainability plan for UNBC to demonstrate commitment to environmental stewardship.
- Investing in branding and marketing strategies for student recruitment and retention, including digital platforms.
- Developing effective internal communication strategies to ensure alignment and cohesion.
- Establishing a government relations strategy to advocate for UNBC's interests at all levels.
- Enhancing external relations functions to foster partnerships and collaborations.

### **Strategy for Northern Communities**

Strengthening UNBC's ties with the Northern communities is paramount for regional development, cultural enrichment, and social well-being. By fostering partnerships and engagement, UNBC can contribute to the growth and prosperity of the Northern region.

#### **Actions:**

- Establishing community engagement initiatives, including outreach programs and knowledge-sharing events.
- Collaborating with Indigenous communities to integrate Indigenous knowledge and perspectives into academic and research activities.
- Developing partnerships with local businesses and organizations to address regional challenges and opportunities.

### **Academic Renewal and Research Intensity**

Renewing academic programs and intensifying research efforts are critical for fostering innovation, academic excellence, and student success. A strong emphasis on research intensity enhances UNBC's reputation as a hub for cutting-edge scholarship.

#### **Actions:**

- Refreshing the Academic Plan to align with Ready.
- Developing strategies to support students' academic experience, particularly international students.
- Conducting comprehensive curriculum reviews for degrees and programs.
- Refreshing academic offerings, including new programs and partnerships.
- Infusing Equity, Diversity, and Inclusion (EDI) principles across the academic portfolio.
- Innovating in academic programming, focusing on pedagogies, curriculum design, and accessibility.
- Enhancing graduate student experience through supervisor training and support packages.

### **Digital Transformation & Administrative Excellence**

Embracing digital technologies and optimizing administrative processes are essential for enhancing efficiency, transparency, and service quality and consistency across UNBC. Digital transformation enables UNBC to meet the evolving needs of its stakeholders.

#### **Actions:**

- Implementing digital tools for streamlined student services and administrative workflows and data management.
- Providing training and support for staff to effectively leverage digital tools.
- Enhancing online services and communication channels for students, faculty, and staff.
- Implementing service excellence strategy to enhance user experience.
- Progressing the Cloud Adoption Strategy with a focus on accessibility, efficiency, effectiveness, cybersecurity, disaster recovery and business continuity.



## **People and Culture**

Nurturing a diverse, inclusive, and supportive organizational culture is paramount for attracting and retaining talent, fostering innovation, and promoting employee well-being. A positive organizational culture enhances UNBC's reputation and competitiveness.

### **Actions:**

- Developing and implementing a talent acquisition and recruitment strategy.
- Enhancing employee experiences, with a focus on onboarding, training, and development.
- Enhancing performance management and feedback mechanisms.
- Implementing equity, diversity, and inclusion training for faculty, staff, and students.
- Enhancing leadership development initiatives to foster a culture of accountability and continuous improvement.
- Strengthening support services and resources for employee well-being and professional development.

## **Diversifying Revenue**

Developing sustainable revenue streams beyond traditional sources is essential for funding strategic initiatives, supporting growth, and mitigating financial risks. Diversifying revenue enhances UNBC's financial sustainability and resilience.

### **Actions:**

- Launching fundraising campaigns to solicit support from alumni, donors, and philanthropic organizations.
- Exploring opportunities for revenue generation through continuing education programs and industry partnerships.
- Progressing UNBC's land trust development to diversify revenue sources.





# Financial Information

For the most recent financial information, please view the audited financial statements available on our website at [unbc.ca/finance/statements](https://unbc.ca/finance/statements)

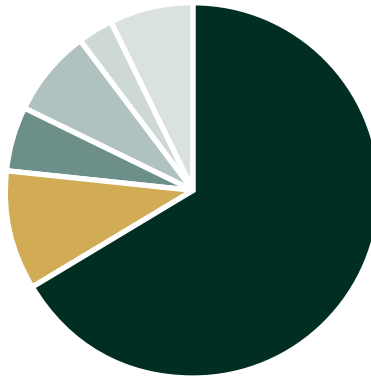
Table C: Final audited results for the year ending March 31, 2024 (in \$ M)



**Consolidated revenue: 2023-24 \$144.9**

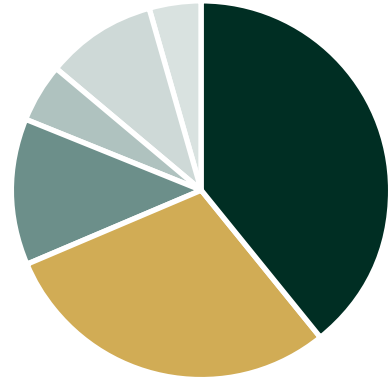
Provincial grants	\$69.0
Other grants *	\$25.7
Tuition & fees	\$26.7
Other income	\$23.5

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



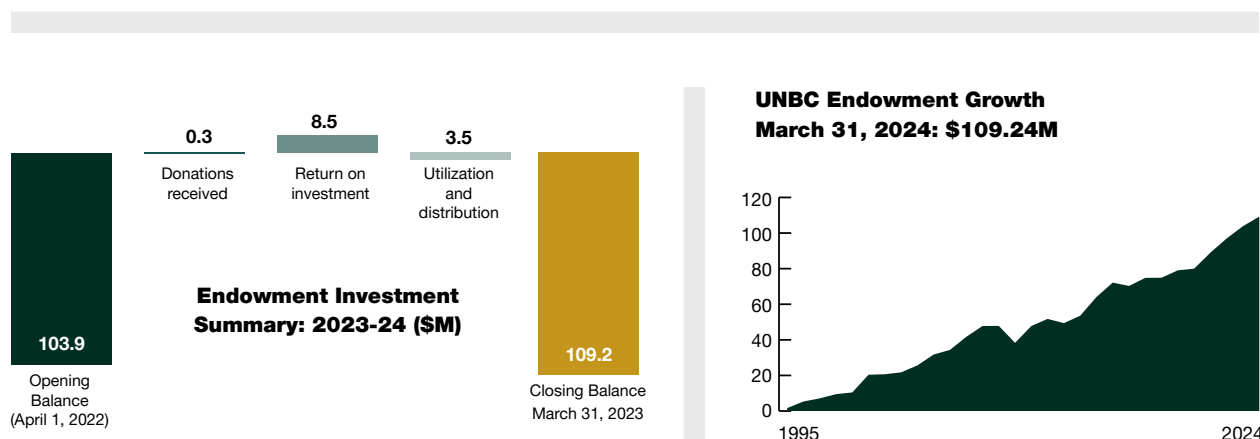
**Consolidated expenses by object \$146.6**

Employee costs	\$97.6
Travel, operating supplies and expenses	\$15.2
Property upkeep and utilities	\$8.0
Contracted services and other costs	\$10.9
Scholarships and bursaries	\$4.4
Amortization	\$10.5



**Consolidated expenses by function \$146.6**

Instruction	\$57.4
Institutional Support	\$43.2
Facilities Management	\$18.2
Ancillary Operations	\$7.6
Sponsored Research	\$14.1
Specific Purpose	\$6.1





# Local solutions with a global impact

*After studying the persistence and residues of glyphosate-based herbicides (GBH) in forests for the past 10 years, new research led by UNBC's Dr. Lisa Wood aims to unearth new insight into the effects of GBH residues on ecosystem health, work that could have an impact across the globe.*

"This knowledge is urgently needed, given the large-scale use and persistence of GBH in the natural systems humans and wildlife rely on," says the associate professor in UNBC's Ecosystem Science and Management program. "We will generate and transfer knowledge to our partners and to the public, who use the land to obtain food and medicines and to recreate."

Wood and her team of seven researchers, including UNBC colleagues Dr. Heather Bryan and Dr. Dezene Huber, earned a Natural Sciences and Engineering Research Council of Canada (NSERC) Alliance grant worth more than \$1.5 million for the five-year project. The researchers have partnered with the Swan River First Nation (a member of the Treaty 8 First Nations), the Alberta Trappers Association, the British Columbia Trappers Association and the British Columbia Wildlife Federation.

The Alliance grant is a first for UNBC. With rigorous criteria, it is only awarded to projects addressing significant societal challenges. It will help support at least nine graduate students, five undergraduate research students and three research technicians over the next five years.

"Healthy lands for First Nation communities equate to areas where food can be harvested without the risk of contamination from chemicals like glyphosate. These food harvesting practices lead to good health, cultural wellness and food sovereignty," says Wood. "Providing research to amplify Indigenous voices on issues of concerns supports reconciliation efforts."

# Performance Measure Results

		2021/22	2022/23	2023/24	2023/24	2023/24
		Actual			Target	Assessment
<b>Student spaces</b>	Total student spaces (PSFS)	2,563	2,504	2,420	≥3,773	Not Achieved
	Nursing and other allied health programs	375	410	393	≥432	Substantially Achieved
<b>Credentials awarded</b>	Total Credentials	760	797	765		Not Assessed
	Bachelor			522	≥585	Not Achieved
	Certificate			28	≥14	Achieved
	Diploma			*	N/A	Not Assessed
<b>Indigenous student spaces</b>	Graduate, First Professional and Post-Degree			209	≥192	Achieved
	Total Indigenous student spaces	392	374	369	392	Substantially Achieved
Ministry (PSFS)	392	374	369			
<b>Student satisfaction with education</b>	Bachelor degree graduates	89.4% +/- 2.8%	80.4% +/- 4.0%	87.3% +/- 3.9%	≥90%	Achieved
<b>Student assessment of the quality of instruction</b>	Bachelor degree graduates	85.3% +/- 3.2%	84.6% +/- 3.6%	88.0% +/- 3.8%	≥90%	Achieved
<b>Student assessment of skill development</b>	Bachelor degree graduates	84.9% +/- 2.7%	78.5% +/- 3.8%	80.9% +/- 3.8%	≥85%	Achieved
<b>Student assessment of usefulness of knowledge and skills in performing job</b>	Bachelor degree graduates	90.6% +/- 3.1%	87.7% +/- 3.7%	86.3% +/- 4.8%	≥90%	Achieved
<b>Unemployment Rate</b>	Bachelor degree graduates	5.3% +/- 2.3%	3.0% +/- 1.9%	8.9% +/- 3.7%	≤9.2%	Achieved
<b>Sponsored Research Funding</b>	Sponsored research funding from all sources (million \$)	15.2	17.7	17.7	≥17.7	Substantially Achieved
	Federal sources (million \$)	11.5	11.7	12.2		
	Provincial sources (million \$)	1.2	2.2	3.2		
	Other sources (million \$)	2.5	3.8	2.3		
<b>Bachelor degree graduates</b>	Skill development	84.9% +/- 2.7%	78.5% +/- 3.8%	80.9% +/- 3.8%	≥85%	Substantially Achieved
	Written Communication	85.2% +/- 3.4%	75.3% +/- 4.5%	81.8% +/- 4.6%		
	Oral Communication	83.4% +/- 3.5%	75.6% +/- 4.4%	79.5% +/- 4.8%		
	Group collaboration	87.7% +/- 3.1%	80.4% +/- 4.0%	78.0% +/- 4.8%		
	Critical Analysis	87.1% +/- 3.1%	82.7% +/- 3.8%	85.7% +/- 4.1%		
	Problem resolution	80.7% +/- 3.7%	70.4% +/- 4.6%	73.8% +/- 5.2%		
	Learn on your own	88.9% +/- 2.9%	84.8% +/- 3.6%	86.5% +/- 4.1%		
	Reading and comprehension	81.8% +/- 3.7%	83.2% +/- 3.8%	85.2% +/- 4.3%		

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/accountability-framework>

### Student Spaces

Results from the 2022/23 reporting year are based on data from the 2022/23 fiscal year; results from the 2021/22 reporting year are based on data from the 2021/22 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 2022/23 reporting year are based on data from the 2021/22 fiscal year; results from the 2021/22 reporting year are based on data from the 2020/21 fiscal year. Both Ministry and SkilledTradesBC (formerly the Industry Training Authority) 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 2022/23 reporting year are a three-year average of the 2019/20, 2020/21, and 2021/22 fiscal years.

Note: The three-year reporting cycle that informs UNBC’s target for this reporting year includes a year in which UNBC had one of its largest graduating classes. This class size increased for several reasons, including the pandemic’s impact that caused some students to delay classes while awaiting a return to normal. UNBC expects to get closer to meeting its credential targets in the coming years as a result of expanded retention efforts.

### Student Outcomes Measures

Results from the 2022/23 reporting year are based on 2022 survey data; results from the 2021/22 reporting year are based on 2021 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 . N/A = not assessed

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







***Audit and Risk Committee Report to the UNBC Board of Governors***

**Submitted by: Office of University Governance on behalf of Greg Stewart**

**Dates of meeting(s) since last report: September 16, 2024**

**Topics reviewed and discussed:**

**1. UNBC Accessibility Plan**

- Action: Management to update the committee on how progress on the UNBC Accessibility Plan will be reported to the Committee.

**2. Financial Information Act Report**

- Approved the *Statement of Financial Information (SOFI) for the fiscal year ended March 31, 2024*

**3. Enterprise Risk Management Update**

- [2024 09 16 ERM Risk Mitigation Report - ARC.pdf](#)
- Reported up to included expected dates
- Progress is being made on the a new ERM plan – aligning it to the Planning and Budget cycle.

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA  
SCHEDULE OF CAPITAL DEBT OUTSTANDING  
AS AT MARCH 31, 2024**

The University of Northern British Columbia has no outstanding debt.

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA  
SCHEDULE OF GUARANTEE AND INDEMNITY AGREEMENTS  
AS AT MARCH 31, 2024**

List of financial guarantee and indemnity agreements in force which required government approval prior to being given under the *Financial Administration Act Guarantees and Indemnities Regulations* (BC Reg 258/87):

INDEMNITEE	ISSUANCE NUMBER
Cybersource Corporation	202416967
His Majesty the King in Right of Canada, represented by the Minister of Natural Resources	202416068
Nechako Environmental Enhancement Fund Society	202416025
Okanagan College	202415966
Society for Ecosystem Restoration in Northern BC (SERNBC)	202415935
City of Prince George	202415838
Caseware International Inc.	202416376
The Board of Education of School District No. 82 (Coast Mountains)	202416207
Anthology Inc.	202417312
American Type Culture Collection	202417217
Colleges and Institutes Canada (CICan)	202417198
Moneris Solutions Corporation	202417175
Meloche Monnex Inc.	202417115
Adobe Inc.	202416330
British Columbia Hydro and Power Authority	202416327
Mitacs Inc.	202416089
First Nations Health Authority	202415765
His Majesty the King in right of the Province of British Columbia, represented by the Minister of Post-Secondary Education and Future Skills	202415819
Various Architects	202417188
Various Consultants	202417187

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA  
BOARD OF GOVERNORS  
FOR THE YEAR ENDED MARCH 31, 2024**

<b>Name</b>	<b>Type of Appointment</b>	<b>Member at March 31</b>	<b>Expenses</b>
Geoffrey Payne	President and Vice Chancellor	Yes	
Darlene McIntosh	Chancellor	Yes	3,042
Ibolya Agoston	Order-in-Council	Yes	
Amanda Alexander	Order-in-Council	Yes	1,385
Allison Beswick	Order-in-Council, Alumni	Yes	
Joel McKay	Order-in-Council	Yes	80
Trevor Morrison	Order-in-Council	Yes	8,039
Michael Reed	Order-in-Council, Alumni	Yes	
Gregory Stewart	Order-in-Council	Yes	838
Catherine Wishart	Order-in-Council	Yes	1,621
Todd Whitcombe	Faculty Representative	Yes	
Kyndra Farrell	Undergraduate Representative	No	42
Dakota Den Duyf	Graduate Representative	Yes	
Phillip Mullins	Faculty Representative	Yes	
Joyce Henley	Staff Representative	Yes	

Board members receive no remuneration. Applicable travel expenses are reimbursed by the University. Employee travel expenses are reflected on the remuneration schedule.

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA**  
**SCHEDULE OF EMPLOYEE REMUNERATION**  
**FOR THE YEAR ENDED MARCH 31, 2024**

<b>Employee name</b>	<b>Position</b>	<b>Total remuneration</b>	<b>Total expenses</b>
Abney, Richard	Interim Associate Director Athletics and Recreatic	90,336.64	5,925.12
Adesanya, Theresa	Assist Prof - GEES	96,559.30	3,006.06
Adoor, Meghana	Sr Lab Instructor HLSC	92,767.87	
Ali, Khawaja Faran	Assist Prof - GEOG/EENG	145,117.54	1,503.84
Anderson, R. Scott	Maintenance Asst Locksmith	78,231.22	3,383.87
Aravindakshan, Nikhil	Sr Lab Instructor - CHEM/BIO	93,414.49	
Atkinson, Donna	Research & Operations Manager	110,320.91	9,842.79
Babicz, Julia	Booking & Events Coordinator	75,883.50	
Baerg, Melanie	Senior Instructor II - EDUC	109,648.15	7,068.02
Baerwald, Erin	Assist Prof - ESM(FSTY)	109,049.66	5,639.02
Bai, Ping	Sr Lab Instructor - GIS	113,818.71	232.78
Bai, Xue	Institutional Programming Lead	76,872.15	760.89
Balliet, Nicole	Manager, Research Administration	98,418.05	2,575.92
Balogh, Sharleen	Research Project Officer	81,150.67	1,199.87
Balthasar Preston, Anne Rathika	Coordinator, Youth and Transition Programs	77,415.86	7,335.61
Banack, Hartley	Assist Prof - EDUC	123,599.68	1,628.25
Bankole, Julius	Senior Instructor - BUSM	194,261.03	10,456.55
Banner-Lukaris, Davina	Assoc Prof - NURS	133,180.15	11,437.39
Barnes, Mark	AVP, Strategy & Outreach	181,332.61	30,217.27
Barrett, Tanya	P/T Instructor - NURS	85,767.18	2,477.81
Bartels, Samuel	Assist Prof - ESM(FSTY)	100,898.44	415.72
Bast, David	Facilities Services Supervisor	93,417.23	357.74
Bayes, Carrie	Treasury Services Officer	83,779.75	
Beaumont, Sherry	Professor - PSYC	173,926.90	
Beeler, Karin	Chair - English	197,005.17	464.59
Beeson, Mary-Elizabeth	Network Administrator	79,655.00	46.01
Bernier, Jean-Sebastien	Assist Prof - PHYS	122,513.96	2,024.92
Beveridge, Erin	Sr Lab Instructor - MATH	116,487.48	40.33
Beyer, Amy	Associate Registrar - Intl	98,373.87	4,340.56
Binnema, Theodore	Professor - HIST	156,247.14	1,066.66
Bird, Ranjana	Professor - HLSC (SABB)	168,802.24	
Blackstock, Sheila	Assoc Prof - NURS	170,538.38	29,935.98
Blair, Jenia	Sr Lab Instructor - ESM(BIOL)	115,623.78	1,408.49
Boateng, Kennedy	Greenhouse Curator - EFL	84,022.18	511.98
Booth, Annie	Professor - ENVA	180,282.51	540.57
Bopp, Tania	Coordinator Membership Svcs NSC	90,198.62	225.00
Bordun, Troy	Instructor IV - ENGL	80,854.18	413.44
Borgia, Christopher	Assistant Chief Engineer	100,839.83	962.89
Bouchard, Michel	Professor - ANTH	166,944.34	2,204.81
Bowen, Jean	Access Coordinator	125,231.94	3,037.71
Bowles, Paul	Academic Leader NCCIH/BC Init	234,012.99	8,230.56
Boyd, Geoffrey	Librarian Metadata	85,391.78	
Bracey, Katie	Reg Services Officer - CCC	75,926.59	
Bradshaw, Charles	Analytical Lab Specialist NALS	79,655.00	
Brown, Darren	Assist Prof - BUSM	143,588.01	
Bryan, Heather	Assist Prof - ESM (BIOL)	87,957.91	385.76
Buchanan, Teri	Solutions Architect - CRM	85,017.86	4,719.37
Budde, Robert	Professor - ENGL	183,372.50	3,203.05
Burke, Leslie	Purchasing Agent	86,163.26	
Burke, Susan	Assoc Prof - SOCW	154,346.92	4,918.45
Caldwell, Megan	Administrative Manager - FHHS	126,270.48	4,795.07
Cale, Jonathan	Assist Prof - ESM (FSTY)	115,784.44	575.13
Cameron, Kimberly	Sr Lab Instructor II - NURS	133,694.72	2,588.01
Camp II, Ronald	Dean, Business & Economics	213,417.30	44,043.76
Campbell, Robert	Manager Marketing	89,147.54	2,959.04
Cannon, Marlene	Manager Security & Parking	86,456.30	12.89



**UNIVERSITY OF NORTHERN BRITISH COLUMBIA**  
**SCHEDULE OF EMPLOYEE REMUNERATION**  
**FOR THE YEAR ENDED MARCH 31, 2024**

Carter, Deborah	Sr Lab Instructor - NURS	114,717.06	
Casperson, David	Assoc Prof - CPSC	144,198.33	93.54
Cauchie, Lesa	Communications Manager - NCCIH	87,895.40	1,499.36
Ceaser, Carla	MBA Program Director	150,156.67	15,560.03
Chambers, Leah	Lecturer - PSYC	98,521.29	3,233.39
Chang, Tienna	Residence Life Coordinator	83,392.54	904.98
Chen, Jing	Assist Prof - BUSM	166,075.87	
Chen, Liang	Professor - CPSC	221,540.92	784.05
Cherian, Chinchu	Assist Prof - Geotechnical ENG	77,251.86	5,059.15
Chew, William	Treasury Services Manager	115,354.29	2,698.94
Chilanga, Emmanuel	Assist Prof - SOCW	117,414.83	10,825.62
Chille Cale, Joelle	Coordinator, Youth and Transition Programs	84,330.72	8,187.96
Chrobot, Carolyn	Dev Officer - Community Engage	80,075.33	8,013.91
Chun, Wootae	Assoc Prof - BUSM	202,133.52	15,254.22
Clapp, Tara	Chair - Planning & Sustainabil	185,683.26	10,039.05
Claus, David	Director Facilities/Capital Pl	145,759.54	7,739.33
Commanda, Laura	Associate Scientific Director - CIHR-IIPH	148,299.14	9,857.45
Connell, David	Professor - ESM	149,330.00	893.61
Constantin, Alina	Sr Lab Instructor - NMP	155,688.65	12,185.25
Costello, Bridget	Lecturer - PHYS	99,855.64	1,836.35
Coxson, Darwyn	Professor - ESM(BIOL)	145,148.33	13,880.82
Crawford, Geoffrey	Network Administrator	80,568.30	
Crooks, John	Maintenance Lead hand	75,560.22	
Cruch, Sydney	Manager, Animal Care & Welfare	82,579.20	2,042.63
Cuthbertson, Mike	Senior Instructor - BUSM	175,577.92	5,241.20
Cyr-Whiting, Michelle	Communications Officer	78,653.38	175.37
Da Silva, Tania	Student Advisor Coordinator	90,505.57	593.71
Dale, Mark	Senior Advisor Office of the Provost	184,043.81	406.72
Daoust, Gabrielle	Assist Prof - INTS	99,973.16	5,720.58
Dawson, Jennifer	Interim Director, Human Resources	125,740.68	2,119.40
Dawson, Russell	Professor - ESM(BIOL)	198,560.43	1,136.31
de Leeuw, Sarah	Professor - NMP/HLSC	235,895.69	34,838.47
De Smit, Amanda	Sr Lab Instructor - NURS	120,126.35	6,084.87
Deck, Tracy	Senior HR Partner - Faculty Relations	98,080.00	3,071.92
Denis, Bruce	Campus Dev Liaison & Opp Mangr	102,033.63	15,523.38
Denis, Kathleen	Research Grants Officer- PA	81,122.15	1,411.33
Deo, Balbinder	Assoc Prof - BUSM	195,539.64	2,300.86
Dery, Stephen	Professor - ENSC	188,172.82	6,068.58
Desjarlais, Kelsi	Indigenous student recruiter	77,791.53	29,055.92
DeWiel, Boris	Assoc Prof - POLS	110,845.05	4,235.78
Dewijn, Katherine	Patient Program Supervisor	83,567.13	3,355.41
Dickson, Lisa	Professor - ENGL	118,137.63	
Dino, Sahil	Energy Manager	87,623.01	3,249.43
Dobrowolski, Edward	Senior Instructor - MATH	121,771.95	40.32
Dockray, Jacqueline	Research Project Officer	79,824.32	1,713.46
Dodenberg, Heidi	Sr Lab Instructor - NURS	123,784.99	790.09
Doering, Claudia	P/T Instructor - COMM 330	82,455.03	
Dondale, Bradley	Systems Administrator	80,221.63	
Douglass, Aneta	Access Specialist	80,767.79	2,629.09
Dovey, Philip	Senior Lab Instructor - NURS	100,319.11	7,098.72
Dowd, Annelise	Librarian Access Services	100,935.23	905.35
Doyle, Annette	IT Security Analyst	78,021.31	950.00
Dunbar, Heidi	Instructor III - NURS	77,271.00	
Duong, Ann	Sustainability Manager	96,846.99	3,864.57
Duperron, Matthew	Classroom Tech Coordinator	82,857.27	4,066.56
Durau, Barbara	FHHS Assistant Manager, Nursing	76,678.24	2,370.38
Dziedzic, Mauricio	Chair - Engineering	202,545.67	50,836.41

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA**  
**SCHEDULE OF EMPLOYEE REMUNERATION**  
**FOR THE YEAR ENDED MARCH 31, 2024**

Earley, Sinead	Assist Prof - ENVA	102,413.73	2,769.79
El Smaily, Mohammad	Assoc Prof - MATH	120,253.34	2,335.63
El-Hakim, Mohab	Assoc. Prof - Transportation	89,789.30	2,885.98
Elkin, Che	Assoc Prof - ESM(FSTY)	154,936.46	5,879.55
Empey, Heather	Acquis/Collec & Info Librarian	134,767.41	1,775.21
Erasmus, Daniel	Assist Prof - BIOCHEM	122,533.38	1,011.24
Fadock, Kaila	Sr Lab Instructor - CHEM	108,592.87	139.00
Farhan, Sara	Assist Prof - HIST	100,898.44	4,429.66
Faust-Kitchenham, Carol	Student Advisor - FHHS	76,113.93	
Fehr, Linda	Awards & FA Coordinator	81,085.41	1,618.61
Foisy, Debbie	Payroll Services Coordinator	109,062.00	1,098.63
Foster, Debby	Admin Coordinator - FHHS	76,183.49	2,096.26
Foster, Justin	Director Student Success	114,546.00	13,428.45
Fraser, Tina	Chair - Education	161,129.60	1,571.07
Fredj, Karima	Assoc Prof - ECON	157,130.44	
Freeman, Shannon	Assoc Prof - NURS	205,385.72	44,985.99
Freylejer, Leandro	Assist Prof - ECON	102,898.44	1,163.31
Fu, Chengbo	Assoc Prof - BUSM	191,109.67	23,118.05
Fuller, Bonnie	Senior Instructor - EDUC	122,234.80	908.74
Fuller, Margaret Ann	Counselling Coordinator	85,035.76	999.59
Furber, Kendra	Assist Prof - NMP	104,238.53	7,714.65
Fuson, Trevor	Chief Information Officer	157,435.06	1,059.41
Fyfe, Trina	University Librarian	185,532.53	11,404.66
Gadzala, Emily	Student Advisor - FE	75,904.50	777.12
Garcia-Becerra, Flor	Assist Prof - EENG	129,682.38	359.28
Garraway, Leana	Research Manager HRI	82,745.66	574.49
Ge, Xin	Assoc Prof - BUSM	183,349.69	2,156.21
Gehloff, Maik	Sr Lab Instructor - IENG	118,261.00	8,591.62
Giesbrecht, Erika	Instructor IV - NURS	77,783.99	790.09
Gingerich, Andrea	Assoc Prof - NMP	125,684.53	3,964.45
Gobbi, Minpreet	Equity & Inclusion Specialist	84,860.78	2,344.66
Goetzinger, Richard	Maintenance & Proj Supervisor	98,662.20	
Gorrell, Andrea	Assoc Prof - BIOCHEM	175,021.54	139.00
Graham, Alencia	Security & Parking Officer	76,298.35	
Graham, Rylan	Assist Prof - ENPL	107,789.29	8,244.90
Gratton, Glen	Security & Parking Officer	76,665.96	
Gray, Sarah	Research Lead - DMS	171,583.52	9,720.80
Green, Scott	Assoc Prof - ESM(FSTY) (SABB)	160,227.18	3,387.03
Greenwood, Margo	Professor - EDUC	106,853.81	5,037.22
Groulx, Mark	Assoc Prof - ENPL	119,238.47	6,407.79
Guest, Kristen	Professor - ENGL	158,942.45	1,832.43
Hagiwara, Ami	Senior Instructor - INTS (PROFL)	117,038.30	5,225.58
Haines, Lesley	Convocation Coordinator	79,234.86	5,505.83
Halseth, Colin	Senior Software Development Engineer	103,323.94	
Halseth, Greg	Professor - GEOG	225,571.48	4,886.75
Hamelin, Twylla	Administrative Director NMP	138,831.42	15,458.67
Hamieh, Alia	Assoc Prof - MATH (SABB)	104,593.74	5,106.17
Hanlon, Neil	Professor - GEOG	176,595.99	(637.49)
Haque, Waqar	Professor - CPSC/BUSM	207,169.12	5,693.59
Harding, Lauren	Assist Prof - ORTM	97,810.43	7,393.41
Harding, Sara-Lynn	Associate VP - Indigenous	108,849.57	
Harker, Devon	Solutions Architect	77,952.05	
Harris, Robinson	Assoc Prof - HLSC	139,236.60	
Hartley, Ian	Prof - ESM(FSTY)/PHYS	185,964.78	9,439.99
Hartley, Mary	Research Ethics Officer	78,178.27	2,869.16
Haslett, Lisa	Associate VP - Administration	170,260.67	5,698.86
Hawes, Marlina	Associate Registrar Enrolment	100,798.24	1,394.54

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA**  
**SCHEDULE OF EMPLOYEE REMUNERATION**  
**FOR THE YEAR ENDED MARCH 31, 2024**

Healy, Theresa	Assist Prof - ENPL	104,456.96	300.69
Heard, Jennifer	Associate Registrar Record/Sys	111,005.70	9,670.77
Helle, Steve	Assoc Prof - EENG	149,413.93	528.58
Henley, Joyce	Counsellor	86,742.13	1,599.16
Herbert, Patrick	Manager Enterprise Syst & Proj	108,016.67	576.81
Hernandez-Read, Erica	Head, NBC Archives & Spec Coll	115,597.18	3,347.03
Hesse, Evan	Systems Administrator	79,556.58	5,868.24
Hilton, Lon	Security & Parking Officer	77,279.01	
Hirt, Andreas	Assist Professor - CPSC	121,574.39	33.06
Ho Younghusband, Alice	Assist Prof - EDUC	113,059.91	4,311.74
Hofsink, Clarence	Sr Lab Instructor - CTLT	103,477.42	7,619.94
Holler, Jacqueline	Professor - HIST/WMST	175,503.09	7,225.83
Holwick, Zarrah	Manager of Projects and Digital Transformation	100,698.77	4,974.70
Hossain, Shahadat	Chair - Computer Science	104,027.58	7,411.30
Howard, Julie	Sr Lab Instructor - PSYC	115,597.18	1,331.02
Howitt, Kellie	Sr. Governance Officer	102,799.63	9,842.64
Huang, Wenwei	Database Administrator	78,014.98	40.03
Huber, Dezene	Professor - ESM(FSTY)	173,138.94	1,963.25
Hutchings, Kevin	Professor - ENGL	186,818.39	11,387.58
Huynh, Ngoc	Sr Lab Instructor - NURS	125,107.59	8,151.64
Hyndman, Jennifer	Chair - Physics	148,538.00	3,344.50
Ikuta, Kazuya	Athletics and Events Coord	75,942.95	12.56
Ingram, Christina	Mgr Curric/Assess Yrs1/2 NMP	88,701.66	1,437.06
Inwood, Stephen	Senior Network Administrator	88,819.25	1,486.96
Iorhemen, Oliver	Assist Prof - EENG	109,005.56	12,848.93
Iqbal, MD Asif	Assoc Prof - IENG	139,605.68	14,929.54
Irving, Lauren	Sr Lab Instructor IV - NURS	101,836.23	1,470.60
Islam, Siraj ul	Assist Prof - ENSC	99,973.16	4,621.37
Jackson, Christine	Sr Lab Instructor - GEOG	114,494.78	162.50
Jackson, Peter	Professor - ENSC	207,707.93	390.88
Jarvis, Douglas	Assist Prof - POLS	81,383.50	34.83
Jensen, Erik	Professor - PHYS	172,600.98	4,847.86
Jetter, Caleb	Research Associate - ESM	89,560.21	
Jiang, Fan	Assoc Prof - CPSC (SABB)	136,433.13	4,708.32
Johnson, Christopher	Professor - ENSC	175,411.72	2,948.92
Johnston, Barbara	Lecturer - EDUC	114,472.25	5,126.61
Jones, George	Sr Lab Instructor - PHYS	113,151.34	
Jordaan, Natasha	Financial Services Officer	75,497.95	1,965.82
Jordan, Todd	Head Coach - Mens Basketball	93,523.05	19,919.50
Josewski, Viviane	Assist Prof - NURS	149,442.93	10,580.91
Kaiser, Amelia	Senior Manager - Med Education	116,463.17	7,975.79
Kamali, Mohammad	Assist Prof - ENG	109,855.64	13,180.05
Kaminska, Malgorzata	Clinical Buyout	106,030.32	5,220.60
Kazemian, Hossein	Assistant Professor - GEES	126,853.01	10,687.93
Kean, Douglas	Capital Project/SA Coordinator	75,822.84	
Kearns, Anne	Manager Stdnt Hlth & Wellness	104,467.67	1,581.99
Keeler, Gwen	Sr Lab Instructor - NURS	90,398.87	1,130.21
Keen, Kevin	Professor - MATH	170,034.41	6,860.59
Kehler, Angela	Casual Employee	78,886.78	17,043.94
Kelly, Liam	Assist Prof - ECON	94,005.64	4,160.64
King, Jessie	Assist Prof - FNST	99,973.16	17.95
Klassen-Ross, Tammy	Senior Instructor - HLSC	148,988.89	
Klepetar, Amy	Senior Instructor - NURS	136,950.81	4,060.90
Koper, Nicola	Dean, Faculty of Enviroment	124,007.86	14,930.98
Korkmaz, Elie	Professor - PHYS (SABB)	201,542.95	2,248.53
Kranz, Allan	Sr Lab Instructor - CPSC	122,504.20	2,966.51
Kubert, David	Chief Info Security Officer	126,242.58	4,917.86

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA**  
**SCHEDULE OF EMPLOYEE REMUNERATION**  
**FOR THE YEAR ENDED MARCH 31, 2024**

Kullar, Kiranjit	Director of Finance	129,818.90	7,482.33
Kumar, Pranesh	Professor - MATH	204,603.48	4,257.06
Kuo, Kuo-Hsing	Assoc Prof - NMP	163,147.31	
Kyle, Lisa	Assist Prof - SOCW	139,092.06	1,262.03
Lacharite, Jason	Senior Instructor - POLS	132,004.38	3,410.93
LaTosky, Shauna	Assist Prof - ANTH	105,184.99	4,906.68
Lavallee, Loraine	Assist Prof - PSYC	105,213.94	723.78
Lee, Chow	Professor - CHEM (SABB)	192,768.60	6,607.26
Lewis, Kathy	Professor - ESM(FSTY)	215,760.89	5,230.76
Li, Han	Professor - PSYC	158,834.17	7,004.31
Li, Jianbing	Professor - EENG	216,435.07	72,056.72
Litt, Amanpreet	Associate VP - EDI	149,595.42	16,377.90
Linklater, Natalie	Sr Lab Instructor - EENG	113,683.43	374.28
Linton, Stacey	Manager, Continuing Studies	81,996.07	5,682.01
Litz, David	Assist Prof - EDUC	108,485.23	14,214.64
Louro, Kathryn	Library Technical Assistant	82,327.69	5,060.28
Lucarelli, Arleta	Executive Director	155,388.52	16,571.37
Lukawitski, Natascha	Lecturer - BUSM	107,421.58	1,638.20
Luo, Zhong Cheng	Strategic Initiatives Lead	111,277.36	4,528.54
MacBlain, Lena	Sr Lab Instructor - NURS	96,124.77	1,673.08
MacDonald, Fiona	Assoc Prof - POLS	142,841.22	7,204.02
MacKay, Shannon	Indigenous Cultural Connection Coordinator	75,579.55	362.75
MacPhail, Fiona	Professor- Econ	260,659.70	6,057.74
Madill, Emilie	Web Manager	89,734.22	1,574.45
Mandy, Margot	Professor - CHEM	180,372.51	1,589.57
Manyanga, Taru	Assist Prof - MPT-N	121,109.40	14,386.29
Marceau, Raelene	Assist Prof - NURS	157,854.32	7,477.72
Margolin, Indrani	Assoc Prof - SOCW	174,244.38	12,672.09
Martins, Eduardo	Assoc Prof - ESM(FSTY) (SABB)	105,313.30	4,078.92
Mattfeld, Monica	Assist Prof - ENGL	115,789.29	68.09
Maurice, Sean	Assistant Professor - NMP	181,880.43	32,344.96
Mayes, Tara	Manager, Philanthropy and Engagement	91,551.38	6,064.41
McAloney, Richard	Director - CTAAN	125,565.39	13,618.81
McCabe, Kealin	Librarian Research/Learning Sv	115,999.68	3,580.98
McCannon, Jason	Associate Director - Capital Planning	113,791.30	494.27
McIntyre, Tracey	Sr Financial Analyst	79,939.73	1,831.22
McKellar, Terri	DMS Librarian 1	85,773.35	
McKinnon, Michele	Manager Contracts/Supply Chain	102,357.84	1,253.17
McLean, Matthew	Sr Lab Instructor - GIS	88,808.64	2,438.22
McMillan, Scott	Manager - OH&S	115,859.31	3,640.51
McNeill, John	Administrative Manager	92,235.80	9,181.39
Meletis, Zoe	Assoc Prof - GEOG	139,193.42	7,074.47
Menounos, Brian	Professor - GEOG	171,577.86	43,571.96
Migabo, Saphida	Sr Lab Instructor - ESM(BIOL) (PROFL)	119,537.42	4,807.48
Mitchell Nielsen, Jill	Associate Registrar, Graduate	101,472.97	5,150.14
Mo, Fiona	Manager, Residence & Rest. Relations	98,297.41	1,621.89
Monu, Kafui	Chair - School of Business	187,464.61	7,830.06
Morgan, Kalindi	Assist Prof - CHEM & BIOCHEM	91,278.21	1,751.28
Morris, Jason	Senior Instructor - POLS	132,772.83	2,085.03
Morris, Marleen	Associate Director - CDI	127,423.57	2,903.78
Mullins, Philip	Assoc Prof - ORTM	136,465.80	4,041.62
Munchinsky, Rachelle	Manager, Student Exper & Plan	93,939.95	18,306.68
Murdoch, Lorilyn	Director Athletics/Recreation	120,850.53	7,802.07
Murphy, Laura	Research Manager	101,096.04	389.83
Murphy, Michael	Professor - POLS	163,588.37	295.00
Murray, Brent	Professor - ESM(BIOL)	175,971.92	1,840.33
Murrin, Jeremy	Education Tech Administrator	78,607.32	2,718.56

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA**  
**SCHEDULE OF EMPLOYEE REMUNERATION**  
**FOR THE YEAR ENDED MARCH 31, 2024**

Neilson, Tyler	Prin Soln Architect - Reg Office Projects	83,968.13	3,131.76
Niebergall, Michelle	Manager, Payroll Services	118,281.66	1,166.94
Nolin, Catherine	Chair - GEOG/EARTH/ENSC	186,274.08	1,040.48
Norish, Colleen	Undergraduate Nursing Programs Advisor	92,833.63	
Nunes, Zoe	Admin Coordinator - Athletics & Rec	78,451.15	22.57
Olsen, Aaron	Technical Services Manager	105,003.63	855.03
Olson, Lori	ITS Process Coordinator	81,491.24	2,297.30
O'Neill, Linda	Professor - PSYC	149,804.32	758.10
Oster, Michelle	Research Manager	96,203.39	2,422.46
Otter, Ken	Chair - Ecosystem Sci & Mgt	191,806.12	3,241.27
Owen, William	VP Academic & Provost	209,148.51	31,271.26
Owens, Philip	Professor - ENSC (SABB)	172,669.47	8,276.84
Parkes, Margot	Professor - HLSC/NMP	149,804.32	11,559.73
Parshotam, Umesh	Sr Lab Instructor - CHEM	122,300.92	471.37
Payne, Geoffrey	President and Vice Chancellor	345,426.47	58,135.34
Pearce, Tristan	Assoc Prof - GEOG	156,933.82	17,453.92
Pearson, Tammy	Assist Prof - SOCW	192,558.01	11,371.84
Pelletier, Chelsea	Assoc Prof - HLSC	116,786.03	3,935.38
Peters, Heather	Assoc Prof - SOCW (RO) (SABB)	140,947.06	
Petticrew, Ellen	Professor - GEOG (SABB)	195,569.16	11,264.76
Pettitt, David	Systems Administrator	80,527.96	(4.70)
Pierce, Joanna	Assoc Prof -SOCW	77,413.66	
Pihl, Lukas	Software Development Engineer	79,297.44	290.60
Popovic, Peter	Electrician	95,705.81	240.00
Potter, Grant	Sr Lab Instructor - E-Learning	136,945.26	6,226.02
Preston, Michael	Assist Prof - ESM(BIOL)	111,235.65	2,472.91
Prior, Michael	Registrar Services Officer	78,555.18	
Pyke, Laura	Operations Coordinator	80,275.02	39.42
Rader, Stephen	Professor - CHEM	179,192.27	6,648.40
Rahemtulla, Farid	Senior Instructor - ANTH (PROFL)	117,773.61	2,143.02
Raine, Jason	Operations Manager QRRC	98,107.33	4,462.82
Raoufi, Mohammad	Assist Prof - Construction	109,855.64	1,531.20
Raposo, Jim	Solutions Architect	86,924.01	3,731.22
Ray, Christie	Acting Director Business Svs	117,093.70	4,471.04
Rea, Roy	Assistant Professor - ESM	119,430.17	11,488.32
Read, Kimberly	University Registrar	162,495.77	16,930.96
Reid, Matthew	Professor - PHYS	169,535.72	3,666.97
Reimer, Kerry	Professor - CHEM	141,802.37	
Relkey, Jordan	Shift Engineer	93,475.43	
Rennie, Kriston	Dean, Indigenous Studies, SSH	203,297.55	27,858.06
Reynolds, Tannis	Lecturer - FNST	96,104.22	
Roberts, Deborah	Dean, Science and Engineering	211,229.61	12,905.61
Roberts, Kerry	Director Human Resources	81,320.65	2,234.71
Robinson, Rheanna	Assoc Prof - FNST	116,187.48	7,721.44
Rodgers, Wendy	VP Academic & Provost	267,292.85	44,360.04
Romanets, Maryna	Professor - ENGL/WMST	139,146.63	6,206.90
Ross, Christopher	Governance Officer - ARPM	77,855.09	6,189.03
Rowe, Tami	Senior Instructor 1	81,478.03	
Rowlands, Conrad	Student Recruitment Officer	77,692.89	18,194.01
Rowswell, Kristine	Lecturer - NURS	126,750.05	1,328.31
Rushton, Amber	Prince George Clinical Years Supervisor	80,798.59	88.47
Ryan, Daniel	Assoc Prof - MATH	224,990.01	7,498.48
Sadeghi, Ali	Residence Life Coordinator	89,238.91	1,495.98
Safaei Borojeny, Jalil	Chair - Health Sciences	181,681.30	
Saha, Sajal	Assistant Prof - CPSC	76,072.52	
Sanborn, Paul	Assoc Prof - ESM (FSTY)	79,077.68	465.95
Sanders, Caroline	Assoc Prof - NURS	156,333.04	3,081.25



**UNIVERSITY OF NORTHERN BRITISH COLUMBIA**  
**SCHEDULE OF EMPLOYEE REMUNERATION**  
**FOR THE YEAR ENDED MARCH 31, 2024**

Sanderson, Cheryl	Assoc Prof - HLSC	154,777.08	9,013.77
Sattari, Parima	Software Development Engineer	75,238.03	243.71
Schiff, Rebecca	Dean, Human & Health Science	210,577.80	35,781.83
Schiller, Catharine-Joanne	Chair - Nursing	179,348.83	6,888.07
Schlesinger, Brenda	Project Delivery Manager	89,495.87	473.67
Schouwenburg, Mya	Analytical Lab Specialist IHCS	77,926.76	251.88
Schretlen, Kevin	Manager Infrastructure & Ops	105,818.65	7,976.90
Schulmeister, Marc	Shift Engineer	90,807.98	
Scott, Laurence	Senior Instructor - BUSM	165,016.96	
Sedgwick, Neil	Head Coach - Womens Soccer	87,136.08	13,808.58
Seguin, Angela	Undergraduate Nursing Programs Advisor	75,808.98	
Shchepotkin, Sergey	Head Coach - Womens Basketball	93,517.42	14,488.41
Shea, Joseph	Assoc Prof - GEOG	147,731.17	9,682.48
Sherry, John	Acting Chair - Psychology	123,575.48	5,546.13
Shrimpton, Mark	Professor - ESM(BIOL)	198,560.43	1,849.02
Shubair, Mamdouh	Assoc Prof - HLSC	123,128.34	
Siakaluk, Paul	Professor - PSYC	190,897.96	152.52
Siemens, Breanna	Instructor II - NURS	101,217.05	
Simonson, Stephan	Head Coach - Mens Soccer	89,921.77	8,486.03
Simpson, Andrew	Chief Engineer	103,778.25	1,252.07
Sims, Daniel	Assoc Prof - FNST	145,628.51	31,151.80
Sitter, Brenda	Executive Administrator	75,734.21	3,244.62
Sivertsen, David	Senior Systems Administrator	80,846.77	
Smith, Angele	Chair - Anthropology	165,832.76	1,471.41
Smith, Heather	Professor - INTS	169,508.32	1,262.44
Sobhani, Dorna	Analytical Lab Specialist	76,988.46	229.82
Somani, Rahim	VP Finance & Administration	234,740.23	7,384.56
Stahl, Darian	Post Doctoral Fellow NMP	104,537.01	133.52
Stanyer, Shauna	Sr Lab Instructor II - CTLT	94,709.41	
Stark, Dennis	Sr. Director Enrollment Management & Strategy	138,518.70	16,170.93
Stathers, Kimberley	Archivist	98,477.37	1,006.16
Stephen, Michelle	Grad Admission & Reten Officer	80,160.86	3,359.75
Storie, Bryan	DevOps Engineer	85,714.62	828.76
Sui, Jueyi	Professor - EENG	198,032.12	2,236.53
Swainger, Jonathan	Professor - HIST	156,247.05	246.41
Sweet, Tamara	Registrar Services Officer	76,722.99	980.39

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA**  
**SCHEDULE OF EMPLOYEE REMUNERATION**  
**FOR THE YEAR ENDED MARCH 31, 2024**

Tang, Youmin	Professor - ENSC (SABB)	126,713.97	9,372.93
Tannert, Thomas	BC Chair - IENG	209,096.13	18,726.77
Thielmann, Glen	Lecturer - EDUC	120,099.83	4,148.58
Thomas, David	Manager Northern Sport Ctr	76,803.92	
Thompson, Robert	Greenhouse Curator	84,061.51	
Thring, Ronald	Professor - EENG	195,647.47	528.58
Tod, April	Student Advisor - FISSSH	75,289.88	3,798.94
Tong, Fei	Assist Prof - ENGR	95,406.30	5,082.41
Tranzen, Si	Assoc Prof - SOCW	173,601.49	
Trujillo, Maria	International Student Retention Coordinator	94,504.82	
Trujillo, Mateo	Sr. Human Resources Partner	97,349.20	3,141.12
Van Pelt, Linda	Senior Instructor - NURS	127,593.08	6,748.31
Venter, Oscar	Professor - ESM(FSTY)	161,501.28	
Viik, Lisa	Finance Coordinator NMP	75,819.01	1.93
von den Steinen, Karen	Continuing Studies Coordinator	75,819.08	
Wabegijig, Sharon	Projects Associate - CIHR-IIPH	92,307.84	7,432.22
Walker, Kirk	Senior Video Producer	85,530.55	131.71
Wang, Chenying	e Learning Developer	79,655.00	(1.72)
Wang, Ke	Educational Technology Manager	94,102.96	
Watkins, Kefyn	Admissions Officer	75,751.73	274.13
Wessell Lightfoot, Dana	Chair - History	145,679.48	3,476.70
Whalen, Catherine	Assoc Prof - EDUC	144,652.15	4,595.52
Wheate, Roger	Professor - GEOG	168,308.50	795.52
Whitcombe, Todd	Chair - CHEM/BIOCHEM	207,396.82	4,736.19
Wigglesworth, Jennifer	Assist Prof - ORTM	102,238.53	4,866.93
Wilson, Erin	Assoc Prof - NURS	189,528.62	5,418.49
Wilson, Gary	Chair - Political Science	180,796.36	9,450.12
Wilson, Susan	Librarian Data Services	99,320.54	4,861.52
Wimmers, Guido	Assoc Prof - IENG	94,207.77	269.37
Wimmers-Klick, Julia	Sr Lab Instructor - NMP	156,073.68	19,989.32
Winwood, Paul	AVP Medical Faculty Appt	257,249.67	29,776.70
Wood, Lisa	Assoc Prof - ESM(BIOL) (SABB)	113,303.23	5,653.14
Wood, Matthew	Director Communications & Mktg	130,299.05	9,064.92
Wood-Adams, Paula	VP Research & Innovation	142,342.30	37,317.00
Woods, Jo-Anne	Reg Services Off - Rec & Reg	80,674.72	2,435.00
Wyatt, Meaghan	Sr. Executive Administrator	86,606.45	529.69
Xiao, Stanley Yao	Assist Prof - MATH	94,005.64	3,418.48
Yakemchuk, Katherine	Registrar Services Officer	75,988.04	
Yoo, Jameson	Client Services Coordinator	96,559.90	7,967.02
Zajac, David	Senior Institutional Research Analyst	80,229.90	
Zhao, Zhe	Mechanical Sys & Controls Tech	101,783.65	
Zheng, Wenbo	Assist Prof - EENG	113,657.17	7,261.36
Zhou, Jianhui	Assoc Prof - IENG	129,608.45	14,348.59
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Total remuneration > \$75,000		51,934,360.09	2,303,359.53
Total remuneration < \$75,000		30,604,806.70	409,654.42
Grand total remuneration		82,539,166.79	2,713,013.95

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

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA  
SCHEDULE OF EMPLOYER CONTRIBUTIONS  
FOR THE YEAR ENDED MARCH 31, 2024**

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<b>Statutory Benefit</b>	<b>Annual Employer Contributions</b>
Employment Insurance Contributions	1,164,696.84
Canada Pension Contributions	3,179,495.38
<b>Total Contributions to Receiver General of Canada</b>	<b>4,344,192.22</b>

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**UNIVERSITY OF NORTHERN BRITISH COLUMBIA  
STATEMENT OF SEVERANCE AGREEMENTS  
FOR THE YEAR ENDED MARCH 31, 2024**

There were 6 severance agreements under which payment commenced between the University of Northern British Columbia and its non-unionized employees during fiscal year 2023/2024, three of which are salary continuance agreements.

These agreements represent from 3 to 18 months of compensation.

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA  
PAYMENT FOR GOODS AND SERVICES  
FOR THE YEAR ENDED MARCH 31, 2024**

<b>Vendor name</b>	<b>Total payment</b>
Aase Roof Inspection Ltd	51,026.61
Acquia Inc.	72,378.60
Acro Media Inc.	175,350.00
Admiral Roofing Ltd.	557,654.49
Agilent Technologies Canada Inc.	57,823.05
All Points Fire Protection Ltd.	113,147.42
All Pro Plumbing and Heating Inc.	95,350.04
Allmar Inc.	66,033.27
Allrite Heating and Ventilation	36,765.19
Amazon Web Services Canada, Inc.	49,130.17
AMJ Campbell Van Lines	61,063.56
Apple Canada Inc.	126,362.03
ApplyBoard Inc.	78,708.86
Armstrong Moving & Storage Ltd. (USD)	31,253.06
Armstrong Moving and Storage Ltd.	110,344.78
Ascentech Solutions Inc	59,409.00
Associated Health Systems Inc.	32,471.91
ATS Services Ltd.	38,001.22
Avensys Solutions Inc.	30,131.58
AYVA Educational Solutions Limited	78,366.40
Barry Wong Copy Services Ltd	76,247.19
BC Cancer Agency	100,000.00
BC Hydro	1,127,096.01
BCNET	764,204.70
BGE Indoor Air Quality Solutions Ltd.	32,957.40
Bio-Rad Laboratories (Canada) Ltd.	85,602.68
Birchbark Collaborative Inc.	25,725.00
Blackbaud Canada	37,637.46
Boivin	38,500.00
Boyden Vancouver, Inc.	243,229.11
Bright Health Solutions Society	41,954.08
Brown	28,500.00
Brown's Bay Packing Co Ltd.	50,000.00
Bruker Ltd.	291,903.64
Cameo Hanlon o/a Best Marketing Co.	39,900.00
Campbell Scientific Corp.	51,333.82
Cana Kit Corporation	76,435.80
Canada West Universities Athletic Association	87,442.42
Canadian Research Knowledge Network	425,975.35
Carleton Technologies Inc.	39,143.64
Carrier Sekani Family Services	430,348.59
Catalyst Group	34,420.58
CFUR Radio Society	65,176.40
Charlton	125,440.04
Charter Telecom Inc.	818,812.08
Chubb Life Insurance Company	40,214.63
City of Prince George	397,984.26
Coast Mountain College	258,410.38
College of New Caledonia	230,193.69
Collett Contracting	26,161.23
Community Energy Association	25,850.00
Compugen Inc.	645,324.30
COMPUGEN Inc. (US)	39,814.07
COPPUL	29,503.74
Council of Prairie and Pacific University Librari	138,152.24
CUPE BC	31,138.07
CUPE Local 3799	169,724.50
CUPE National	189,052.41
Customer Relationship Index Inc.	28,350.00



**UNIVERSITY OF NORTHERN BRITISH COLUMBIA  
PAYMENT FOR GOODS AND SERVICES  
FOR THE YEAR ENDED MARCH 31, 2024**

Cycle North Powersports	28,883.87
Dana Hospitality LP	2,527,569.24
DDB Canada	125,160.02
Dell Canada Inc.	56,684.19
Derk Enterprises Ltd.	156,573.11
Dr Gerrard Prigmore Inc.	63,550.36
Dr Jessica Zimble, Inc.	58,905.00
Dr K Closson Inc.	32,272.76
Dr Karin Blouw, Inc.	33,800.00
Dr. Kathleen O'Malley Inc.	47,250.00
Dr. Zaneta Lim Inc.	29,275.94
DSI Industries Inc.	51,812.79
Dymond	69,277.36
Dynchem	62,303.34
EB Horsman & Son Ltd	110,258.76
EBSCO Canada Ltd	211,808.88
Economic Modeling LLC	26,320.00
EDI Environmental Dynamics Inc	60,011.71
EECOL Electric Ltd.	136,210.45
Ellement Consulting Group	63,525.00
Ellucian Technologies Canada ULC	118,753.26
Enchainement Productions Inc.	27,692.69
Engage Sport North	92,503.99
Enviro-Ex Contracting Ltd.	229,489.00
Essential Resources Inc.	28,342.31
Evisions LLC	29,348.00
Evolution AV Ltd.	187,974.28
Ex-cel Acoustics Ltd	29,295.00
Faction Architecture Inc.	175,765.80
First Nations Information Governance Centre (	55,000.00
Fitness Town Commercial Inc.	106,606.08
Forrest	60,000.00
FortisBC-Natural Gas	149,187.57
FS.com Inc	36,423.25
Fu	25,813.32
Gaspar	27,000.00
Genome British Columbia	61,996.54
Geoff Tierney Law Professional Corporation	118,440.22
Getinge Canada Ltd.	111,907.05
Global Knowledge Network Canada Inc	65,174.37
GOBI Library Solutions From EBSCO	119,327.07
Goferbroke Investments Inc.	40,877.54
Graphic Office Interiors Ltd.	67,449.66
Gunnar Pacific Agencies, Inc.	81,949.28
Guo	28,305.66
Halltech Aquatic Research Inc	30,612.96
Hightech Property Restoration & Professional (	38,256.17
Homewood Health Inc.	66,663.24
Hopkins	57,915.13
Hoskin Scientific Ltd.	35,131.04
HVAC Rentals O/A Loue Froid Inc	68,106.03
HYBRID Audio Visual Inc	193,138.40
IDL Projects Inc.	2,062,336.51
IDP Connect Inc.	30,000.00
IEEE Customer Operations	28,665.00
Illume Student Advisory Services	122,961.65
Infors Canada Inc.	128,835.00
Infosilem Inc.	30,961.73
Inland Control and Services Inc.	53,498.41
Integra Forest Consulting Ltd.	98,164.32

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA  
PAYMENT FOR GOODS AND SERVICES  
FOR THE YEAR ENDED MARCH 31, 2024**

Interior Electrical Automation Inc.	82,933.19
Jayakumar	28,832.00
John Wiley & Sons, Inc.	57,780.80
Jonathan Morgan & Company Limited	26,155.67
Kalesnikoff Mass Timber Inc.	81,198.88
KBRS 2022 Ltd.	184,978.39
KJM Sales Ltd.	54,544.04
Kode Contracting Ltd	37,056.53
KONE Inc.	63,899.98
KPMG LLP	133,666.48
Laerdal Medical Canada Ltd.	154,308.00
Lakeland Mills Ltd.	242,780.11
Larson	25,139.42
Laser Pavement Solutions Ltd.	50,552.26
Leclerc	29,089.88
Li	71,531.38
Linde Canada Inc.	65,883.22
Lord of Floors Inc.	71,778.74
Luna Innovations, Inc.	119,040.00
M Square Business Solutions Inc.	352,135.41
M.R. Concepts	29,964.39
Mao	27,947.79
Marsh Canada Limited	34,457.00
McIntosh	36,526.72
McMaster University	75,222.00
Menounos	49,332.18
Michael Smith Foundation for Health Research	1,694,870.19
Micromeritics Instrument Corporation	161,306.20
Microserve/MicroAge	782,449.57
Millennium Computer Systems Ltd	34,422.02
MilliporeSigma Canada Ltd.	42,839.13
Minister of Finance	828,111.53
Mitchell	69,850.12
MNP LLP	202,567.78
Mount Saint Vincent University	35,000.00
MTS Testing Systems (Canada) Ltd.	79,234.67
Newberry Bros. Contracting	26,646.64
Northern BC Graduate Student Society	154,326.01
Northern Health Authority	395,467.47
Northern Lights College Dawson Creek	154,645.89
Northern Undergraduate Student Society	1,341,303.53
NUGSS - World University Service of Canada	31,267.78
OCLC Inc	116,815.30
OJ Marketing Ltd.	45,682.01
Olympic International Sales Ltd.	26,124.00
ONETeam Sports Group Inc.	112,309.37
Oracle Canada ULC	58,324.91
Ottawa Education Group	52,000.00
Oxford University Press Canada	25,638.65
Papyrus Printing & Stationery	49,222.08
PayByPhone Technologies Inc.	46,499.40
Pearson Canada Inc.	35,457.65
PG Custom Woodworks Ltd.	41,556.38
PGPIRG	31,940.80
Planit First Consultants Ltd.	124,854.61
Prairie Coast Equipment	31,964.80
Premier Printing Ltd.	128,189.34
Prime Strategic Planning Inc.	69,368.62
Prince George Toyota	136,198.78
Prince George Transit Ltd	86,160.94

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA  
PAYMENT FOR GOODS AND SERVICES  
FOR THE YEAR ENDED MARCH 31, 2024**

Prince Sheet Metal & Heating	1,177,281.07
Process Pathways Inc.	28,000.00
Purolator Inc	39,116.28
Qiagen Inc (Canada)	27,313.42
Reconyx Inc.	29,668.90
Regalpress Limited dba St James's House	31,441.44
Ricoh Canada Inc.	64,703.01
Rooke	38,671.94
Roper Greyell LLP	218,763.06
S2 Mechanical Ltd.	219,699.27
Salesforce.org, LLC	26,070.91
Samoil	25,000.00
Sedgwick	26,931.77
Sharper Marketing Inc.	54,949.35
Shell Energy North America(Canada) Inc.	228,387.22
Shepard	31,177.06
Siemens Canada Limited	168,907.64
Silvertip Ecotours Ltd.	35,803.18
Simba Security Services	79,130.63
Simon Fraser University	253,723.14
Simonson	35,041.00
Sobral	33,284.75
Sodexo Canada Ltd.	1,274,344.10
Southern Butler Price	96,417.03
Staples Professional	75,655.09
Staples Professional Inc.	37,674.67
StarRez Inc.	50,168.30
Stevens Company Limited	51,767.55
Sun Life Assurance Company of Canada	7,997,133.65
T2 Systems Canada Ltd	39,469.75
TargetX.com, LLC	81,000.00
TELUS	203,385.95
Thermo Fisher Scientific	562,078.49
Thinkspace Architecture Planning Interior Desi	64,337.37
Thompson Rivers University	25,406.00
Thompson, Ahern & Co. Limited	37,088.02
TouchNet	52,474.54
Trane Canada ULC	628,313.52
Travel Healthcare Insurance Solutions Inc.	82,060.40
Tula Foundation	30,523.28
UBC Okanagan	42,900.00
Umano Medical Inc.	30,874.85
UNBC Faculty Association	1,580,085.94
UNBC Over The Edge Newspaper Society	57,449.65
Universities Canada	42,936.00
University of British Columbia	2,324,475.88
University of Guelph	41,507.58
University of Toronto Press	25,285.92
Valy	26,550.00
Venture Elevator Inc	92,604.56
Verna St Denis dba Verna St Denis Consulting	32,350.00
Verschoor	39,187.56
VitalSource Technologies LLC	33,175.25
Vox International Translation Services	88,186.51
VWR International Co.	147,051.98
Waters Ltd	149,157.36
Westcana Electric Inc.	83,578.69
White Saddle Air Services Ltd	51,425.01
Williams Machinery Ltd.	64,115.79
Wilp Wilxo'oskwahl Nisga'a Institute	307,000.00

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA  
PAYMENT FOR GOODS AND SERVICES  
FOR THE YEAR ENDED MARCH 31, 2024**

Wood-Adams	73,638.13
WTB Language Group Inc. o/a wintranslation	27,179.48
Xerox Canada Ltd.	68,186.88
<hr/>	
Total payments to vendors > \$25,000	47,510,567.46
Total payments to vendors < \$25,000	9,055,980.48
Total payments to vendors	56,566,547.94

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

Total payments made to vendors also includes \$0.00 dollars in salaries reimbursed to third party agencies (primarily for research) reported as salaries and benefits in the financial statements.

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

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA  
GRANTS AND CONTRIBUTIONS  
FOR THE YEAR ENDED MARCH 31, 2024**

<b>Name</b>	<b>Total Payment</b>
City of Prince George	65,545.00
UNBC Childcare Society	52,000.00
University of Victoria	82,759.00
Total Grants and Contributions > \$25,000	200,304.00



***Finance and Investment Committee Report to the UNBC Board of Governors***

**Submitted by: Allison Beswick**

**Dates of meetings since last report: September 19, 2024**

**Topics reviewed and discussed:**

**1. Motions to be brought forward to the Board**

- a. Five Year Capital Plan
- b. Scholarships, Bursaries and Awards
- c. UNBC Q1 2024-25 Forecast submitted to the Board for review

**2. Other Reports and Updates reviewed and discussed**

- a. UNBC Q1 2024-25 Financial Statements submitted to the Board for review
- b. [UNBC Pension Trust Standing Report](#)
- c. University Advancement Advisory Board Report
  - o [UAAB Report for 2024](#)
- d. [2024-2025 New and Revised Fees approved by the President](#)

**REPORT TO:**

**UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES**

<b>Subject:</b>	<b>UNBC 5-Year Capital Plan 2025-2030</b>
<b>Finance &amp; Investment Committee</b>	<b>Meeting Date: September 19, 2024</b>
<b>Submitted By:</b>	Rahim Somani, Vice-President, Finance and Administration
<b>Please note other guests to be in attendance:</b>	David Claus, Director Facilities/Capital Planning
<b>Appendices:</b>	1. <b>UNBC 5-Year Capital Plan 2025-2030 – with attachments</b>

# FIVE YEAR CAPITAL PLAN

2025/26 – 2029/30



UNBC –Five Year Capital Plan – August 2024

Board of Governors Approval - Pending

## **SUMMARY**

This document outlines the University's plans for the next five years for the planning and construction of new buildings and the renewal of others.

The priority capital project is a new Student Housing building on the Prince George Campus. The objective is to develop 150 new student beds, enriched with Indigenous cultures and values, situated near the Agora Dining Hall. This Provincial government has requested that UNBC submit a detailed business case that meets the goals of creating housing while confirming financial sustainability. The focus is on facilitating a smooth transition for students new to the UNBC Prince George campus by enhancing community living, student experience, support, and affordability. As this business case is already in progress with the provincial call for proposals it is not included in this capital plan.

A proposal has also been submitted to the Province for new childcare spaces to be constructed on campus. This would involve relocating the existing facility to be adjacent to the Northern Sports Centre, and would create a net new 111 spaces. This project is also not included in this capital plan.

UNBC is partnering with Northern Health, Lheidli T'enneh, UBC and others to create an Indigenous-informed, purpose-built, technology-leading health research focused building with a primary focus on developing new knowledge and celebrating, amplifying, and disseminating the world-leading health expertise that exists across northern BC. The building to house this exciting initiative is our top new priority project.

UNBC continues to include for a separate multi-use student housing building that would house 200 student beds, the dining hall, the First Nations Centre, student supports and academic programming space. The housing component of this project would continue to diversify the on-campus housing offerings.

UNBC has also been in discussion with Coast Mountain College regarding a new joint building on their Terrace campus that would house UNBC operations in that region.

UNBC's Vision 'Leading a Sustainable Future' is a key principle behind building renewal projects within the Routine Capital submission. Sustainable renewal of the Research Lab and Agora buildings are two projects that would improve the energy efficiency, resilience and accessibility of these buildings while positioning them for the next three decades of service to research and teaching.

UNBC Office of Indigenous Initiatives has partnered with Facilities Management to progress planning for a memorial to children who died in residential schools and a pilot project focused on indigenization of campus wayfinding. Both projects are currently in a design development phase.

UNBC continues to partner with the David Douglas Botanical Garden Society to develop the northern most Botanical Garden in Canada at the University of Northern British Columbia. The initial development phase is complete, with pathways, trees, a Visitor's Kiosk and irrigation in place.

Conceptual planning of new space for Student Housing and a new Childcare Facility will be a focus for the coming year. UNBC will also explore options for program expansion and other relevant capital projects that are aligned with its strategic plan and ministry priorities.

The University of Northern British Columbia (UNBC) ITS Team is embarking on a series of seven pivotal projects aimed at bolstering the digital infrastructure and accelerating transformational change across the institution. These initiatives represent a critical investment in UNBC's digital future, with the ultimate goal of empowering the

research community, enriching the student experience, and contributing positively to the broader community. Each project signifies a step forward in UNBC's mission to foster academic excellence, innovate education, and build a resilient, secure digital environment.

## **Our Priorities**

This Plan reflects UNBC's commitment to the internal priorities laid out in our Strategic Road Map.

The 2023-2028 Strategic Plan 'READY' guides the development of these projects as we seek to be ready to cultivate curiosity, act on truth and reconciliation, empower northern communities and foster local solutions for global impact.

Facilities development is guided by the Campus Master Plan, most recently updated in 2019 under the title of Destination 2040.

## **Our Progress**

UNBC has completed projects to increase nursing spaces (both Baccalaureate and Family Nurse Practitioner) in recent years. Additional Routine Capital funding has also allowed timely renewal of multiple roofs and core fibre optic systems. The current level of Routine Capital funding is sufficient to manage most building FCI at a reasonable rate, given the young age of the campus, though building renewal needs are increasing. Replacement of elevators and roofs will require a significant portion of the funding available through the Routine Capital program for the coming years. Therefore, UNBC is requesting additional Routine Capital funding to continue a multi-year investment in roofing replacements and begin to address climate risk mitigation. Energy and efficiency projects are important for institutional sustainability, and a suite of potential projects has been included under the Carbon Neutral Capital Program category.

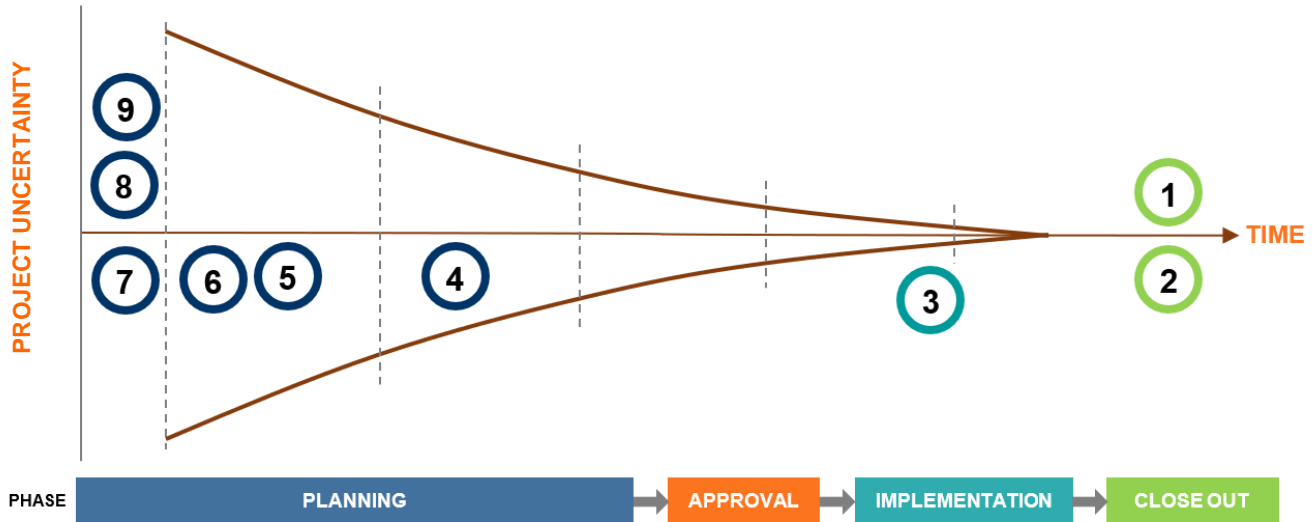
As new programs continue to grow, they will have need for expanded facilities (Civil Engineering, Environmental Engineering, Physical Therapy and Occupational Therapy are all expected to see strong enrolment in coming years).

Canada's Green University will continue to lead in the reduction of greenhouse gas emissions. We are developing plans to bring the entire Prince George campus to net zero emissions through building envelope enhancement, heat recovery via low carbon electrification, and local carbon sequestration. These plans continue to be included in capital planning and will build upon the 60% reduction in GHG emissions that UNBC has achieved to date.

## **Project Overview**

The following graphics and tables outline the Building and IM/IT projects that UNBC has in progress. The objective is to move projects forward in planning and implementation, such that resource bandwidth is not overtaxed while still serving the developing needs of the institution.

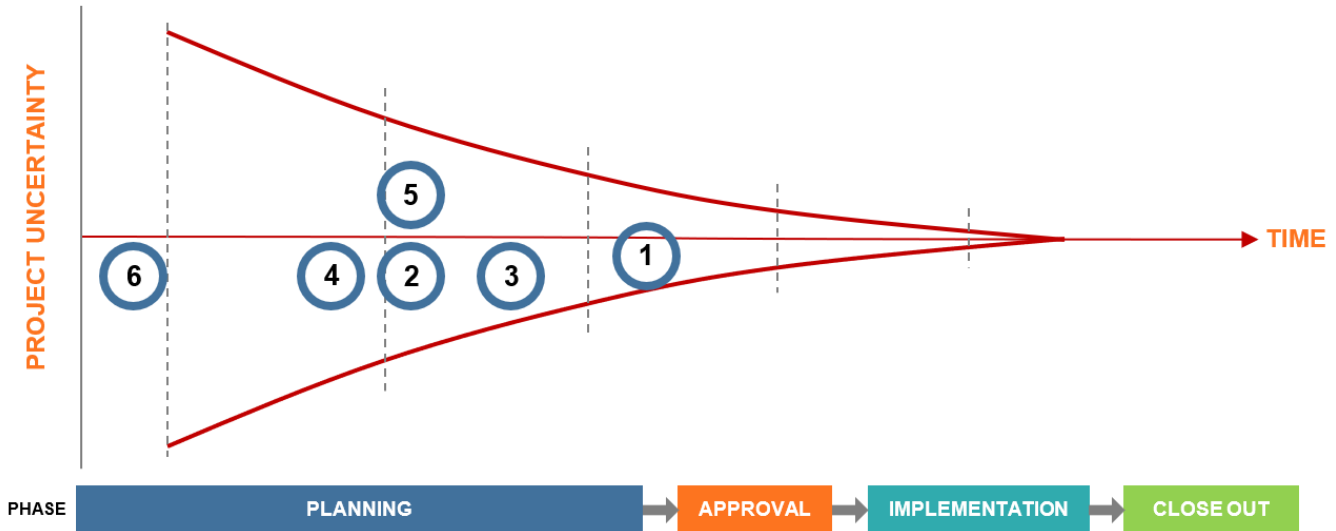
**Building and Renovation Projects**



- 1** Nursing Expansion – Prince George Campus: additional nursing seats on the Prince George campus and office spaces for faculty and staff on the 4<sup>th</sup> floor of WDIC. Construction is nominally complete and the project close-out is in progress.
- 2** David Douglas Botanical Garden Society – Gardens Expansion: the first phase of this expansion is complete and fundraising continues for future phases.
- 3** Quesnel River Research Center (QRRC) – Lab Expansion: Building expansion at the QRRC site has been approved and is currently in design for construction in 2025.
- 4** Student Housing – new 150 bed building focused on easing the transition for students who are coming to campus for the first time. Business case submission is in progress.
- 5** Northern BC Hub for Health Research - Health Research Centre focusing on urban and rural health. Partnerships are established and funding applications are in progress.
- 6** Physical Therapy/Occupational Therapy Phase 3 – Clinic: approved in principle, this project involves collaboration with Northern Health and UBC to determine the operating model. Once this is established a business case submission will be made.
- 7** Student Housing / Mixed Use: this building would house students, the cafeteria, the First Nations Centre, student supports and academic space. Planning has not moved beyond initial concept, but a recent demand study has confirmed there is adequate housing demand.
- 8** Terrace Coast Mountain College Joint Building: No activity on this project following preliminary discussions in 2020. There would be operational synergies, but the details of the co-location partnership between the two institutions will need to be worked out.
- 9** Deep Retrofits of Existing Buildings: Part of the campus decarbonisation plan would see buildings retrofitted to recovery heat, improve building envelope and reduce carbon emissions to near zero. First buildings to be examined for this include the Research Laboratory and the Agora.



**IM/IT Projects**



- 1 UNBC Hybrid Classroom Initiative:** We are just before the approval stage, with precise budget estimates and a comprehensive project understanding. Pending approval by January 1, 2025, we aim to start installations on March 1, 2025. This project will modernize classrooms to enhance accessibility and learning experiences for students across Northern British Columbia, with completion expected by 2030. Formal estimates are in place, with an average annual capital funding requirement of \$610,000 over the next five years, extending the project timeline to 2032. Operating costs will be covered by existing resources, implementing a self-service model to ensure efficiency and reduce barriers to technology use.
- 2 Core Network Security Refresh:** We are planning for approval and budget availability by October 2026, with the goal of upgrading our central firewall infrastructure to enhance network security and performance for over 3,000 students, faculty, and staff. The project timeline includes hardware ordering in February 2027, followed by a 10-week lead time, and subsequent phases of installation, integration, testing, commissioning, and cleanup. This structured approach ensures thorough preparation and execution, aiming for completion by mid-2027.
- 3 Campus Core Hardware Refresh:** We are currently just before the approval stage, with precise budget estimates and a clear understanding of the project scope. The project is scheduled to run from April 2026 to August 2026, aiming to replace existing network infrastructure with new core hardware. This upgrade will enhance network speed and security, meeting the growing demands of researchers and the UNBC community. By proactively addressing anticipated limitations of current hardware, we aim to ensure a robust and efficient network capable of supporting the University's needs well into the future.
- 4 WAN Hardware Refresh:** We are just before the approval stage, with precise budget estimates and a clear project scope. The WAN Hardware Refresh is scheduled to commence in early 2027 and complete by summer 2028. This project aims to upgrade the WAN infrastructure across all UNBC campuses to meet growing performance demands and bandwidth requirements. By ensuring a seamless transition with minimal disruption to services, the project will enhance network speed, reliability, and security, supporting the University's commitment to high-quality education, advanced research, and efficient administrative operations. Most operational changes will be conducted during spring/summer and outside typical work hours to minimize interruptions.
- 5 Diverse Path Fiber Network Expansion:** We are currently just before the approval stage, with detailed budget estimates and a comprehensive project plan in place. The project is set to enhance the fiber infrastructure at the Prince George campus by installing new conduit paths to critical buildings, improving path diversity and reducing the risk of damage. Initial planning and assessment have been completed in

collaboration with the Facilities Management department, and necessary permits and approvals are being secured. An RFP process will be used to select a suitable contractor for horizontal boring and conduit installation, ensuring the project is ready to commence upon approval.

6

**Prince George Primary Campus Diverse Path to Prince George City Hall:** We are in the initial planning phase, collaborating with City of Prince George staff to develop a diverse fiber path between the UNBC Prince George campus and City Hall. With a \$150,000 investment, this phase focuses on path planning, permit identification, and timeline estimation. Once the detailed plan is approved, a Category-D budget assessment will follow. The project aims to ensure robust and continuous connectivity for UNBC, enhancing disaster recovery and business continuity capabilities.

Attachments:

Att 2 – Five Year Capital Plan – Project Overview

***New Priority Investment Projects***

- Northern BC Hub for Health Research (NHHR)
- Engineering Building
- CMTN and UNBC Terrace Learning Centre

***Student Housing***

- New Mixed Use Student Housing, Academic Programs, Connection Hub and Food Services Building

***Routine Capital***

- Lecture Theatre Seating
- Campus Accessibility Improvement Program
- Roofing Replacements
- Climate Risk Mitigation Program
- CCTV System Replacement
- Agora Renewal
- Research Lab Renewal

***Carbon Neutral Capital Program***

- Campus Energy Upgrades Program

***IM/IT Projects***

- UNBC Hybrid Classroom Initiative
- Core Network Security Refresh
- Campus Core Hardware Refresh
- WAN Hardware Refresh
- Diverse Path Fiber Network Expansion
- Prince George Primary Campus Diverse Path to Prince George City Hall

[Att 3 - Prioritized Proposed Projects](#)

[Att 4 - Student Housing Inventory](#)

Project Overview				
Institution	Campus	Category	Priority in Category	Program Type
UNBC	Prince George	New Priority Investments	1 of 3	Health Sciences
Project Title				
Northern Hub for Health Research (NHHR)				
Brief Project Description				
Development of a health research hub that is co-led with Indigenous and health system partners to advance research to achieve health equity for rural, indigenous and northern BC. This will entail new health research infrastructure, including a 2460 m <sup>2</sup> health research building comprising collaborative spaces, research facilities, and labs.				
Project Definition				
Project Scope				
<p>Building:</p> <p>New purpose-built research building - Estimated total gross area 2460 m<sup>2</sup> . Will include:</p> <ul style="list-style-type: none"> <li>• Entrance/Main floor (~1080m<sup>2</sup>), HRI Welcome Atrium. Central circular atrium that influences the exterior of the building for informal/formal gathering and meeting. The space would include architecture and works of art acknowledging the Lheidli T'enneh and other Indigenous territories and their connection to health, wellness and healing. Physical space for the HRI reception/office space, a large circular meeting room that has flexible layout options for seminars, maker-labs, knowledge exchange workshops, break-out spaces for small group discussion/meeting. Food service space. Associated equipment and furnishing, including Indigenous works of art, display cases/signage, furniture for gathering/ independent study, moveable meeting tables, furniture, meeting room furniture.</li> <li>• Second floor (~690m<sup>2</sup>), Northern Analytical Laboratory Service for Health (NALS-H). A diagnostics arm of NALS will house analytical and diagnostic equipment that can manage small volume biomedical research samples or be optimized for specialized/academic clinical research measures not performed at UHNBC hospital labs. 4 offices for NALS (2) and HRI (2) staff. Associated equipment and furnishings: office room furniture, safety equipment and specialized research equipment.</li> <li>• Third floor (~690m<sup>2</sup>), Knowledge Synthesis and Exchange Centre. Physical space for the HRI Knowledge Synthesis Centre will include computer workstations for literature searches, desks/tables for consultations (in-person or hybrid). 4 offices for KS Centre staff/faculty. 2 dry labs/meeting space for knowledge exchange activities, equipped for hybrid meetings, workshops, partner research space, research participant interviews. Associated equipment and furnishings: Computer workstations equipped with software for knowledge synthesis, office furniture, meeting room furniture.</li> </ul> <p>Staffing:</p> <ul style="list-style-type: none"> <li>• Building specific maintenance, research safety, and security staffing will be required.</li> <li>• Additional complement of staff, including administrative assistants, IT support, research staff, etc.</li> </ul> <p><b>Governance and Leadership:</b></p> <p>To support the project, the following teams and resources are in place:</p> <ul style="list-style-type: none"> <li>• NHHR Working Group comprising administrative leaders, faculty members and researchers, and health system and Indigenous partners.</li> <li>• NHHR Project Management – Coordination and planning of related applications</li> <li>• UNBC Facilities – Support for functional planning</li> </ul>				
Project Objectives				



<p><b>Problem/Opportunity:</b></p> <p>Northern British Columbia (BC) currently lacks an Indigenous-informed, purpose-built, technology-leading health research focused building with a primary focus on developing new knowledge and celebrating, amplifying, and disseminating the world-leading health expertise that exists across northern BC. Together, the Heath Research Institute (HRI) and the Northern Centre for Clinical Research (NCCR) are proposing the creation of the Northern BC Hub for Health Research through a large infrastructure investment to collectively advance health research in northern BC. The infrastructure that will create new and reimagined research spaces and equipment will be located on Lheidli T’enneh Territory at the Prince George campus of the University of Northern British Columbia (UNBC) and at the University Hospital of Northern BC (UHNBC). This application focuses specifically on the UNBC elements of the project.</p> <p><b>Project Objectives:</b></p> <ul style="list-style-type: none"> <li>• Advancement of Clinical and Health Research to address complex health and social disparities in northern BC and beyond</li> <li>• Promote access to state-of-the-art research facilities, including diagnostics and translational research infrastructure and support</li> <li>• Increasing research infrastructure and supports to attract, retain, and advance top researchers from around the world</li> <li>• Build collaboration between academic, health, Indigenous, private, public, and not-for-profit sectors</li> <li>• Increased capacity for research training</li> </ul>
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<b>Key Risks</b>	
<b>Project Risk(s)</b>	<b>Proposed Mitigation Strategy</b>
Large scale project requiring significant investment and infrastructure	<ul style="list-style-type: none"> <li>• Potential to explore multiple streams of revenue to support project, including Canada Foundation for Innovation.</li> <li>• Active engagement and support from multiple key partners</li> </ul>
Communication and consultation about project and progress does not reach appropriate people within Northern BC	<ul style="list-style-type: none"> <li>• Consultation and communications about the project and its progress with Lheidli T’enneh, other northern communities, health providers, patients, partners and user groups remain regular, timely and meaningful and are disseminated using a variety of media and formats. Integration of Project Manager provides central coordination and support of planning activities</li> </ul>
Short timelines for funding do not align with planning/building timelines	<ul style="list-style-type: none"> <li>• Explore options for modular builds or renovations to support and facilitate alignment of the requested infrastructure with future investments in research/innovation infrastructure at UNBC and UHNBC.</li> </ul>

<b>Options Considered</b>
<p>A phased approach has been considered. The advantage of a phased approach would be the potential for reduced costs in the short term, however, this approach could also lead to increased costs over the long term. A phased approach would furthermore restrict the scope of use of the building until all phases were complete. A phased approach would also have an impact on the cohesiveness of the spaces.</p>

<b>Current Situation</b>
<p>Northern British Columbia (BC) currently lacks an Indigenous-informed, purpose-built, technology-leading health research focused building with a primary focus on developing new knowledge and celebrating, amplifying, and disseminating the world-leading health expertise that exists across northern BC.</p>

<b>Strategic Alignment</b>	
<b>Institution Priorities</b>	<b>Indigenous Reconciliation (Declaration Act)</b>



Attachment 2a: Project Overview - Priority Investments & Student Housing  
5-Year Capital Plan (2025/26 – 2029/30)

<p>The NHHR aligns well with UNBC’s Mission, Vision and Master Plan.</p> <p>UNBC facilitates learning and generates knowledge through teaching and research. How we do that is unique. We are connected to the North and the communities that call northern British Columbia home. Supporting the sustainability of these communities is why we exist – this is what drives UNBC. In service to the North, we ignite curiosity, inspire creativity, and champion excellence to help the region thrive. We lead positive change by sharing what we learn with the world.</p> <p>The NHHR aims to ‘Ignite. Inspire. Lead Change,’ by advancing clinical and health research in northern BC and beyond; promoting access to research facilities; attracting, retaining and advancing top researchers from around the world; building collaboration between academic, health, Indigenous, private, public, and not-for-profit sectors; and increasing capacity for research training.</p> <p>The NHHR aims to advance research to achieve health equity for rural, indigenous and northern BC, which aligns with UNBC’s Vision ‘Leading a Sustainable Future.’</p> <p>Project aligns directly with UNBC Strategic Plan ‘READY’ and is fully supported by UNBC Leadership</p>	<p>The UNBC Prince George campus is situated on the unceded traditional territories of the Lheidli T’enneh First Nation (LTFN), part of the Dakelh (Carrier) Peoples’ territory. The LTFN has been involved in project planning from the outset. Members of the LTFN, including the Chief, sit on the Oversight Committee.</p>
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**Environmental, Social, Governance Framework for Capital (ESGFC) Eligibility**

Eligibility: Yes	Rationale:
<b>Climate Change (CleanBC)</b>	<b>Child Care</b>
Project will pursue Passive House certification for energy efficiency and will	N/A
<b>Mass Timber &amp; Wood First</b>	<b>Labour &amp; Employment</b>
To be determined	The project will attract, retain and advance top researchers from around the world. It will increase the capacity for research training. There will be opportunities to build and employ a skilled workforce.

**Project Budget (\$ millions)**

Total Project Cost	Provincial Funding	PSI Contribution
\$61 M	\$ 61 M	\$0

**Class Level and Year of Cost Estimate:** Notional

**Capital Funding Assumptions:** Research specific equipment may be funded through federal funding applications

**Operating Funding Assumptions:** The project partners will contribute to operations

**Project Schedule**

<b>Target Business Plan Approval Date</b>	<b>Target Construction Start Date</b>	<b>Target Occupancy Date</b>
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Attachment 2a: Project Overview - Priority Investments & Student Housing  
5-Year Capital Plan (2025/26 – 2029/30)

Apr 2025	Apr 2027	Aug 2029
<p><b>Key Timing Assumptions:</b></p> <ul style="list-style-type: none"><li>- Detailed Design, Class C Cost Estimate and Procurement would be performed over a two-year period allowing for an April 2027 construction start. April is typically the soonest you can break ground in Northern BC without having to use ground thaw techniques which adds costs to civil construction.</li><li>- Construction timeline would be over a two-year and four-month period with the plan to occupy the building for the September 2029 semester.</li></ul>		



Project Overview				
Institution	Campus	Category	Priority in Category	Program Type
UNBC	Prince George	New Priority Investments	2 of 3	Sciences & Technology
Project Title				
UNBC Engineering Program expansion				
Brief Project Description				
New building to support UNBC Engineering Program expansion				
Project Definition				
Project Scope				
<p>Civil and Environmental engineering programs at UNBC continue to grow enrollment and require expanded space for both teaching labs and research space.</p> <p>Total estimated NASM for the building is 3400 m<sup>2</sup>. This includes:</p> <ul style="list-style-type: none"> <li>• 450 m<sup>2</sup> for faculty and staff offices</li> <li>• 1,000 m<sup>2</sup> for new teaching and research laboratories</li> <li>• 100 m<sup>2</sup> for meeting rooms</li> <li>• 350 m<sup>2</sup> to accommodate graduate/research students</li> <li>• 200 m<sup>2</sup> to accommodate post-doctoral fellows/visiting faculty</li> <li>• 1,000 m<sup>2</sup> for classrooms and design studios</li> <li>• 50 m<sup>2</sup> for a workshop</li> <li>• 200 m<sup>2</sup> for collaboration spaces</li> <li>• 200 m<sup>2</sup> for replacement of existing teaching laboratories</li> </ul>				
Project Objectives				
<p><b>Problem/Opportunity:</b> As the UNBC School of Engineering reaches full undergraduate program implementation and nears a full faculty complement, space limitations are becoming increasingly pressing. National and provincial trends indicate substantial demand for both graduating engineers, and program spaces for prospective students.</p> <p>Research space requirements within Engineering have grown significantly as recently hired faculty continue to attract research funding, develop relationships with industry, and also develop joint applications with other faculty members.</p> <p><b>Project Objectives:</b> To create the teaching and research spaces required to support continued growth of UNBC Engineering programs</p>				
Key Risks				
Project Risk(s)	Proposed Mitigation Strategy			
Global supply chain and material delivery disruptions	Prioritize local components, and incorporate lead time into estimates			
Availability of skilled trades	Work with contractors well established in local market with strong connections to a broad range of trades			
Options Considered				
Existing labs and other spaces have been re-purposed and co-scheduled as an interim measure. A small annex will likely be pursued as a further measure to relieve space constraints. Partnering with local industries (particularly asphalt, and mass timber) has been explored but will not meet the needs due to specific equipment and protocol needs of the research.				



Current Situation		
<p>Space was repurposed to initiate the engineering program expansion but this didn't include research space nor all of the teaching laboratories needed for a fully developed program.</p> <ul style="list-style-type: none"> <li>Engineering program capacity is 35 FTE Civil and 35 FTE Environmental per cohort</li> <li>If not funded UNBC may lose faculty to other opportunities due to lack of research space. Existing teaching labs are at risk of damage due to experiments being conducted for which the space was not designed (concrete and asphalt work in particular)</li> </ul>		
Strategic Alignment		
Institution Priorities	Indigenous Reconciliation (Declaration Act)	
Continued growth of new programs supports expanding engineering will boost enrollment and these spaces will support fulfilling student learning journeys.	UNBC coordinates all development on campus with the Lheidli T'enneh	
Environmental, Social, Governance Framework for Capital (ESGFC) Eligibility		
Eligibility: Yes	Rationale:	
Climate Change (CleanBC)	Child Care	
Passive House certification for energy emissions, connection to low carbon district heating loop	N/A	
Mass Timber & Wood First	Labour & Employment	
UNBC favours mass timber implementation but recognizes that structural engineering laboratory requirements will likely require a primarily concrete structure.	Contractors will be encouraged to employ apprentices and will track the labour data.	
Project Budget (\$ millions)		
Total Project Cost	Provincial Funding	PSI Contribution
\$54.0 M	\$54.0 M	\$0
<p><b>Class Level and Year of Cost Estimate:</b> Notional</p> <p><b>Capital Funding Assumptions:</b> N/A</p> <p><b>Operating Funding Assumptions:</b> Operating funding is expected to primarily come from the operating budgets of the engineering program.</p>		
Project Schedule		
Target Business Plan Approval Date	Target Construction Start Date	Target Occupancy Date
April 2028	April 2030	April 2032
<p><b>Key Timing Assumptions:</b> To be determined as project plan is further developed.</p>		

Project Overview				
Institution	Campus	Category	Priority in Category	Program Type
UNBC	Terrace	New Priority Investments	3 of 3	Arts & Sciences
Project Title				
CMTN UNBC Terrace Learning Centre				
Brief Project Description				
New joint building for UNBC Terrace campus on the Coast Mountain Campus site				
Project Definition				
Project Scope				
<p>At a conceptual level this would be nominally 11,000 m<sup>2</sup> in gross area and of mass timber construction.</p> <p>Programs include Nursing, Social Work and Education from UNBC, and Early Childhood Education, Social Work and Nursing from CMTN.</p>				
Project Objectives				
<p><b>Problem/Opportunity:</b> The primary reason for considering this is to provide an enhanced learning environment for our students in North Western BC, and ensure that our students have the supports they need to succeed. This would create operational efficiencies especially around facilities and expand the support systems for students (many of which UNBC shares with CMTN now, even though we are not on the same site).</p> <p><b>Project Objectives:</b> UNBC is exploring the idea of moving our operations out of UNBC’s existing facility in Terrace and disposing of both the land and the building.</p>				
Key Risks				
Project Risk(s)	Proposed Mitigation Strategy			
The project is at the concept development stage; key risks will be developed as the Functional Planning is completed (Fall 2025).	The project is at the concept development stage; proposed mitigation strategies will be developed as the Functional Planning is completed (Fall 2025).			
Options Considered				
The primary alternative option would be to maintain the status quo of each institution within their existing facilities on separate sites while the buildings continue to age.				
Current Situation				
<p>UNBC will continue to strengthen our partnerships with the colleges that operate in the North, particularly where there are synergies in facility utilization and program delivery. The aim is to provide better pathways for our students wherever possible.</p> <p>The UNBC Terrace campus is a single 1,314 m<sup>2</sup> building with an FCI of 0.44 that is owned by UNBC. Due to challenges associated with operating a single remote building, and a desire to provide better pathways for students in the Northwest region, UNBC and Coast Mountain College are proposing combining programming into a single site and a new building.</p> <p>The Terrace campus accommodates roughly 80 FTE.</p> <p>The expectation is that the existing Terrace UNBC campus building and land would be sold.</p>				
Strategic Alignment				

Attachment 2a: Project Overview - Priority Investments & Student Housing  
5-Year Capital Plan (2025/26 – 2029/30)

<b>Institution Priorities</b>		<b>Indigenous Reconciliation (Declaration Act)</b>	
<ul style="list-style-type: none"> <li>Supports UNBC's regional campus goals, and supporting students in rural areas of the province.</li> <li>Cost effectiveness would be achieved through combined building services. On the broader campus level there would be shared usage of existing CMTN facilities including housing and the First Nations Longhouse.</li> <li>Videoconference classroom for remote support of the Nursing program, and joint delivery of programs between the University and the College as a means to meet the educational needs to rural regions of the province.</li> <li>Space utilization would be improved through co-location of student services between the two institutions. Shared services within the building would include the Cafeteria and Food Services.</li> </ul>		<p>Student and local First Nations consultation will be a strong component of the design development. This project will build on and complement the Indigenous forms and spaces of the recently completed student housing project at the Coast Mountain College site. It is expected that students and faculty from the Frieda Diesing School of Northwest Coast Art will have opportunities to contribute art towards the project.</p> <p>Better integration with the College, and stronger service delivery in the home regions will improve the access to education for Aboriginal learners.</p>	
<b>Environmental, Social, Governance Framework for Capital (ESGFC) Eligibility</b>			
Eligibility: Yes		Rationale:	
<b>Climate Change (CleanBC)</b>		<b>Child Care</b>	
Energy efficiency of a new building constructed to Energy Step 4 is expected to reduce emissions by approximately 75% relative to comparable institutional buildings. Operating a single combined building (rather than two buildings on separate sites) will achieve additional efficiencies.		No additional childcare spaces would be created as part of this project.	
<b>Mass Timber &amp; Wood First</b>		<b>Labour &amp; Employment</b>	
Mass timber is expected to be the primary construction methodology, subject to confirmation during detailed design.		Contractors will be encouraged to employ apprentices and will track the labour data.	
<b>Project Budget (\$ millions)</b>			
<b>Total Project Cost</b>	<b>Provincial Funding</b>	<b>PSI Contribution</b>	
\$160 M	\$160 M	\$0	
<p><b>Class Level and Year of Cost Estimate:</b> Estimate is notional, based on square footage construction costs in local market. Original budget was collated in 2019 and has been inflation adjusted based on current construction schedule.</p> <p><b>Capital Funding Assumptions:</b> Funding would be provided to a single institution to develop and manage the project with stakeholders from both UNBC and CMTN.</p> <p><b>Operating Funding Assumptions:</b> The annual operating costs are anticipated to be met through reallocation of existing resources for the buildings that would be replaced.</p> <p>The existing UNBC Terrace building and land could potentially be sold – this revenue has not currently been factored into the project funding.</p>			
<b>Project Schedule</b>			
<b>Target Business Plan Approval Date</b>	<b>Target Construction Start Date</b>	<b>Target Occupancy Date</b>	
April 2027	April 2029	August 2032	
<p><b>Key Timing Assumptions:</b> The two institutions intend to proceed with functional planning in 2025 with a possible construction timeline as indicated above.</p>			



Project Overview				
Institution	Campus	Category	Priority in Category	Program Type
UNBC	Prince George	Student Housing	1 of 1	Student Housing
Project Title				
New Mixed Use Student Housing, Academic Programs, Connection Hub and Food Services Building				
Brief Project Description				
New dedicated space and Housing beds for Indigenous students, constructing new campus student Housing beds, advanced wood product use in construction, flexible space for work integrated learning and training and employment initiatives, as well as space for professional programs to be determined				
Project Definition				
Project Scope				
<p>Construct a new 8,300 m<sup>2</sup> mixed use building as the heart of the campus. A mass timber residence would be situated atop a two story conventional construction academic foundation. The housing will be single bedrooms, with central washrooms. Indoor and outdoor social spaces, expansion of our First Nations Centre, new dining hall, and an Innovation Centre incorporated in the lower two floors of the building, along with potential new academic program space.</p> <p>The location for the building is to the west of the Wintergarden, between the existing residences and the Agora/Library. UNBC Planning students put forward concepts to consider. Aspects we like are the integration of First Nations design elements, including notion of a pit house, thoughtful connections with existing buildings and outdoor space to develop thoroughfare from current Residences, and social/innovation space with views of the City (further solidifying in design the relationship with community).</p>				
Project Objectives				
<p><b>Problem/Opportunity:</b></p> <p>This building will support existing programs through the provision of space designed for connections: between program areas, faculty and students, students and community, researchers and residents. Space for upskilling and reskilling programs through Continuing Studies is a key consideration at this time. New academic programs will be integrated depending on program type.</p> <ul style="list-style-type: none"> <li>• 4,750 m<sup>2</sup> housing – 200 beds, single occupancy bedrooms with central washrooms, no kitchens and basement laundry</li> <li>• 1,200 m<sup>2</sup> food services – cafeteria and kitchen to supports 700 students on campus, plus catering for off campus staff, students and faculty. Seating for 300 in “all you care to eat” plus general access seating for another 150 learners</li> <li>• 1,000 m<sup>2</sup> new academic programs – new programs to come based on academic priorities; space is needed for labs, distance learning enabled classrooms, faculty offices and problem based learning breakout rooms</li> <li>• 500 m<sup>2</sup> new Innovation Centre –the Global North Innovation Centre will support all academic programs at UNBC. It will enhance Economic Diversification in northern British Columbia and northern Canada by: <ul style="list-style-type: none"> <li>- Working with northern and Indigenous communities to develop and enhance sustainable economic and commercial opportunities that provide employment and community building.</li> <li>- Creating partnerships with industry to research, develop, demonstrate and commercialize new and innovative processes, technologies and resource management practices that are environmentally sustainable and enhance global competitiveness;</li> <li>- Supporting the green economy, sustainability in the north and diversification of resource-based industries.</li> </ul> </li> </ul> <p>For several years prior to COVID, UNBC Housing maintained a waiting list. Market studies show demand as well.</p> <p><b>Project Objectives:</b></p> <p>This project will increase student housing available on campus, add a new unit style and shift first and second year students living on campus closer to support services. This building will provide suitable housing options for Indigenous students, and co-locates the First Nations Centre to assist with integrated programming. Priority access for former youth in care, Indigenous students, and first year</p>				

Attachment 2a: Project Overview - Priority Investments & Student Housing  
5-Year Capital Plan (2025/26 – 2029/30)

students will be key. The building will develop social space on campus, ideally incorporating elements to promote innovation and work-integrated learning in connection with research, business and industry. A new Dining Hall will allow for meal plan students from existing and new residences to take advantage of informal mentoring opportunities in an “all you care to eat” facility at the heart of campus, along with specific programs to support wellbeing and healthy living. The overall project will demonstrate mass timber construction with high supply chain integration and efficient site construction.

Drawing on our unique geographic perspective and inter-disciplinary approach to research, development, and educational program delivery, the Innovation Centre will:

- Be a catalyst for industrial partnerships that drive research, innovation and commercialization of processes and technologies that are environmentally sustainable and enhance global competitiveness while providing educational and training opportunities for coding and digital skills development to Canadian youth;
- Be a leader in applied research and teaching in civil and environmental engineering for changing northern climates and ecosystems, prepare future engineers for the emerging low-carbon, green economy and climate change, and meet the current shortfall and high forecasted demand for engineers in northern BC;
- Explore how resource-dependent communities in northern British Columbia and around the world can adapt to globalization and changing economic and environmental conditions.

**Key Risks**

Project Risk(s)	Proposed Mitigation Strategy
Multi-use building with multiple funding sources	Concerted effort to coordinate the design and ensure all funding partners’ needs are met
Tall wood and mass timber construction using prefabricated elements is still an emerging field in BC	Detailed supply chain planning and Building Information Modelling (BIM) to ensure components arrive just in time for short duration construction. BIM will also lower the long term costs of maintaining the building

**Options Considered**

One and two bedroom suites were considered, but are too low of density to be cost-effective to construct, nor does it provide an advantage to first and second year student retention.

**Current Situation**

This would be a new building on vacant land adjacent to existing buildings. Current Student Housing is one style (4-room suites) with consistent wait lists during the past 5 (non-COVID) years. Efforts are underway to integrate Housing programming more closely with Student Services on main campus, with a focus on first year experience and retention.

Dedicated space for Indigenous students within and connected to Housing is desired, along with opportunities to increase programs such as Elder in Residence. As work integrated learning matures at UNBC, space for students to innovate alongside business and industry leaders, as well as connect research to communities of practice is essential.

The work of Continuing Studies in upskilling and reskilling also requires additional space, which could be programmed flexibly to optimize space use. Finally, the existing Dining Hall is capable of supporting existing meal plan students, but could not reasonably support the needs of a new Housing development.

The existing Agora Dining Hall would be repurposed as an open access learning commons, with retail food services for Housing residents and commuters.

**Strategic Alignment**

Institution Priorities	Indigenous Reconciliation (Declaration Act)
A signature building that champions Indigenization, sustainability and mass timber construction, and connection to community fits UNBC’s vision to be Canada’s leading destination University, supports our identity as Canada’s Green University, and models	Existing supports for Indigenous students will be enhanced through purpose build housing and social space.  Flexible space for work integrated learning and training/skills development programs will enhance existing academic programs





Attachment 2a: Project Overview - Priority Investments & Student Housing  
5-Year Capital Plan (2025/26 – 2029/30)

our signature areas such as Indigenous priorities and Northern Community Sustainability and Development. The 2019 Campus Master Plan identified the proposed location as a key spot for enhancing the community and culture of the campus.	and provide connections for students to research and communities of practice.	
<b>Environmental, Social, Governance Framework for Capital (ESGFC) Eligibility</b>		
Eligibility: Yes	Rationale:	
<b>Climate Change (CleanBC)</b>	<b>Child Care</b>	
As a passive house project this building will use 90% less heat than existing buildings on campus, and will be heated by the Bioenergy facility to further reduce greenhouse gas emissions	N/A	
<b>Mass Timber &amp; Wood First</b>	<b>Labour &amp; Employment</b>	
Mass timber passive house construction will result in lower life cycle costs and GHG emissions. Fast site works will lower overall construction costs.	Contractors will be encouraged to employ apprentices and will track the labour data.	
<b>Project Budget (\$ millions)</b>		
<b>Total Project Cost</b>	<b>Provincial Funding</b>	<b>PSI Contribution</b>
\$112.75 M	\$110 M	\$2.75 M
<p><b>Class Level and Year of Cost Estimate:</b> Notional</p> <p><b>Capital Funding Assumptions:</b> N/A</p> <p><b>Operating Funding Assumptions:</b> Annual operating costs will be cost recovery for the housing and food services portions of the project, new funding sought from government for the operations of the academic programs. The funding for the First Nations Centre will be maintained through internal operating budgets.</p>		
<b>Project Schedule</b>		
<b>Target Business Plan Approval Date</b>	<b>Target Construction Start Date</b>	<b>Target Occupancy Date</b>
April 2028	April 2030	April 2032
<b>Key Timing Assumptions:</b> To be determined as project plan is further developed.		



Project Overview				
Institution	Campus	Category	Priority in Category	Program Type
UNBC	Prince George	Routine Capital	1 of 7	Other
Project Title				
Lecture Theatre Seating				
Brief Project Description				
Tiered Lecture Theatre seating renewal to address accessibility and maintenance while maintaining classroom capacity				
Project Definition				
Project Scope				
<p>The large tiered lecture theatres that were part of the original campus construction (1994) are still equipped with their original fixed tablet seating. This project would replace the seating with swing seats and fixed tables in a manner that preserves seating capacity.</p> <p>Lecture theatres include:</p> <ul style="list-style-type: none"> <li>• 6-306 Canfor Theatre (capacity 350)</li> <li>• 7-212 Lecture theatre (capacity 167)</li> <li>• 7-238 Weldwood theatre (capacity 167)</li> </ul>				
Project Objectives				
<p><b>Problem/Opportunity:</b> Existing tiered lecture theatre seating is at end of life, but fixed seating is required for safety reasons in a tiered theatre. Cannot be converted to a flat floor classroom due to tiers being cast in place concrete and part of the overall structure. Original spacing of seats is too close, making it uncomfortable or not possible to use the seats with some body shapes. Provision for seating those with mobility aids is either very limited or non-existent.</p> <p><b>Project Objectives:</b> Replace seating with more broadly accessible chairs while maintaining overall capacity and increasing spaces for those with mobility aids.</p>				
Key Risks				
Project Risk(s)	Proposed Mitigation Strategy			
Unknown conditions uncovered while conduction renovation work in existing theatre	Exploratory investigation as part of design and planning			
Cost escalation	Secure vendor price guarantee early in project			
Options Considered				
Would fund through Routine Capital funding envelope if not identified for specific funding.				
Current Situation				
Tiered lecture theatres contain seating that is no longer able to be repaired (parts availability issues) and the seats pose an accessibility barrier for certain body shapes				

Strategic Alignment		
Institution Priorities	Government Priorities	
Maintaining assets and reducing barriers to education	Maintaining assets and reducing barriers to education	
Project Budget (\$ millions)		
Total Project Cost	Provincial Funding	PSI Contribution
\$0.6 M	\$0.6 M	\$0.00
<p><b>Level and Year of Cost Estimate:</b> Class D estimate prepared in 2024 based on vendor pricing for similar seating installed in smaller theatres.</p> <p><b>Capital Funding Assumptions:</b> N/A</p> <p><b>Operating Funding Assumptions:</b> No operational funding required.</p>		
Project Schedule		
Target Approval Date	Target Start Date	Target Completion Date
April 2025	May 2025	Aug 2025
<p><b>Key Timing Assumptions:</b> Describe project timing assumptions, including key milestones such as targeted approvals, anticipated start/end dates, phasing, etc.</p>		

Project Overview				
Institution	Campus	Category	Priority in Category	Program Type
UNBC	Prince George	Routine Capital	2 of 7	Public Safety / Security
Project Title				
Campus Accessibility Improvement Program				
Brief Project Description				
Multi-year construction program to support campus accessibility improvements				
Project Definition				
Project Scope				
Installation of auto openers on existing doors to improve accessibility on campus. Scope includes 65 washroom doors and 40 building exterior doors. Includes 4 push buttons per door, and exterior envelope restoration as required for exterior doors.				
Project Objectives				
<p><b>Problem/Opportunity:</b> Access barriers within the existing campus buildings pose a challenge for members of the campus community.</p> <p><b>Project Objectives:</b> In response to the Accessible BC Act, the UNBC Accessibility Plan aims to reduce accessibility barriers and challenges.</p>				
Key Risks				
Project Risk(s)	Proposed Mitigation Strategy			
Shifting priorities for accessibility upgrades	Frequent coordination with Accessibility Committee			
Options Considered				
This initiative will continue beyond door access phase and will seek grants, internal funding and other sources to improve campus accessibility.				
Current Situation				
Campus accessibility is based on building code from time of construction. Each building has at least one accessible exterior access equipped with an auto operator to assist those with reduced mobility. Many washrooms have barrier free entrance but some buildings include washrooms with doors equipped with auto closures.				



Strategic Alignment		
<b>Institution Priorities</b>		<b>Government Priorities</b>
Increasing access to education is a key priority, and is coupled with decreasing physical barriers		Accessible BC Act
Project Budget (\$ millions)		
<b>Total Project Cost</b>	<b>Provincial Funding</b>	<b>PSI Contribution</b>
\$5.0 M	\$5.0 M	\$0.00
<p><b>Level and Year of Cost Estimate:</b> Class D estimate completed in 2024 by UNBC Facilities.</p> <p><b>Capital Funding Assumptions:</b> Assumes that most of the installation is contracted out, rather than relying on in-house crews being available to complete this work.</p> <p><b>Operating Funding Assumptions:</b> Operational funding will be redirected to support the ongoing maintenance and refurbishment of this additional campus infrastructure.</p>		
Project Schedule		
<b>Target Approval Date</b>	<b>Target Start Date</b>	<b>Target Completion Date</b>
April 2025	May 2025	Aug 2035
<p><b>Key Timing Assumptions:</b> Project will proceed with design and planning in the first year, followed by implementation over a number of years to distribute the access impediments of construction.</p>		

Project Overview				
Institution	Campus	Category	Priority in Category	Program Type
UNBC	Prince George	Routine Capital	3 of 7	Other
Project Title				
Roofing Replacements				
Brief Project Description				
Roofing renewals for main campus buildings				
Project Definition				
Project Scope				
Replacement of roofs on existing original campus buildings. Roofing condition assessment was completed and identified priority order for replacements.				
2025	Agora Wintergarden South	\$600,000		
2026	Conference Centre	\$650,000		
2027	CJMH Building	\$600,000		
2028	Power Plant	\$275,000		
2029	Teaching Lab	\$675,000		
2030	Medical Building	\$475,000		
Project Objectives				
<b>Problem/Opportunity:</b> Roofs on original campus buildings have reached the point that they require either a complete re-roof or substantial refurbishment				
<b>Project Objectives:</b> Replace roofs based on prioritized need as part of a multiple year initiative				
Key Risks				
Project Risk(s)			Proposed Mitigation Strategy	
Availability of skilled trades – only two RCABC qualified roofing contractors in this market			Post procurement documentation early so that contractors load their summer schedule with this project	
Options Considered				
Individual roof areas can be incorporated into existing Routine Capital funding but will take many years to complete all required areas. There are efficiencies in handling several areas in a single season and the work can stay ahead of roof failures.				
Current Situation				
<ul style="list-style-type: none"> <li>Original campus roofs consist of SBS, some green roof and standing seam metal.</li> </ul>				



Strategic Alignment		
Institution Priorities	Government Priorities	
Maintenance of existing facilities	N/A	
Project Budget (\$ millions)		
Total Project Cost	Provincial Funding	PSI Contribution
\$3.275 M	\$3.275 M	\$0
<p><b>Level and Year of Cost Estimate:</b> Costs prepared by roofing consultant in 2023</p> <p><b>Capital Funding Assumptions:</b> Each roof has been estimated as a stand-alone project, so any combination of them could be bundled together.</p> <p><b>Operating Funding Assumptions:</b> No impact on operating costs</p>		
Project Schedule		
Target Approval Date	Target Start Date	Target Completion Date
April 2025	June 2025	Aug 2030
<p><b>Key Timing Assumptions:</b> Due to need to procure in advance of the construction season, approval for work in each year is required by December of the prior year.</p>		

Project Overview				
Institution	Campus	Category	Priority in Category	Program Type
UNBC	Prince George	Routine Capital	4 of 7	Other
Project Title				
Climate Risk Mitigation Program				
Brief Project Description				
Risk Mitigation Program including Student Housing A/C, infrastructure upgrades, and exterior building sprinkler system/storm water detention pond pumps study.				
Project Definition				
Project Scope				
<ul style="list-style-type: none"> <li>- Research Lab EnerPHit Upgrade                             <ul style="list-style-type: none"> <li>o \$30,000,000</li> <li>o Full envelope and ventilation upgrade, targeting EnerPHit standard.</li> </ul> </li> <li>- Cooling System for Housing Buildings                             <ul style="list-style-type: none"> <li>o \$2,500,000</li> <li>o Design and installation of a new system to cool the existing housing buildings during the summer.</li> </ul> </li> <li>- QRRR Access Road Upgrade                             <ul style="list-style-type: none"> <li>o \$1,000,000</li> <li>o Upgrade the existing road to mitigate landslide risk. The road is currently at risk of a slide, which would block off access to the site.</li> </ul> </li> <li>- Cooling Tower Replacement                             <ul style="list-style-type: none"> <li>o \$1,000,000</li> <li>o Replacement of the existing cooling tower that is nearing end of life.</li> </ul> </li> <li>- Server Room UPS Upgrades                             <ul style="list-style-type: none"> <li>o \$500,000</li> <li>o Replacement of critical UPS equipment and batteries that are at end of life in the server room.</li> </ul> </li> <li>- District Cooling Optimization                             <ul style="list-style-type: none"> <li>o \$500,000</li> <li>o Optimization of plant side district cooling system, including variable speed pumps and control optimization.</li> </ul> </li> <li>- Energy Storage Project                             <ul style="list-style-type: none"> <li>o \$500,000</li> <li>o Potentially paired with new solar generation and demand-side management, this would entail the installation of an energy storage system for use in case of emergencies or peak load reduction.</li> </ul> </li> <li>- QRRR Diesel Generator Replacement                             <ul style="list-style-type: none"> <li>o \$300,000</li> <li>o Replacement of diesel generator system that is at end of life.</li> </ul> </li> <li>- Bioenergy Plant Magnetic Separation System                             <ul style="list-style-type: none"> <li>o \$250,000</li> <li>o Install new magnetic separation system to remove harmful metal objects from the fuel feed and prevent them from damaging process equipment and causing unexpected outages.</li> </ul> </li> </ul>				

- Research Lab Basement Ventilation Upgrade
  - o \$200,000
  - o Upgrade ventilation systems in basement lab areas.
  
- Essential Power for Housing
  - o \$150,000
  - o Design and install essential power to the existing Housing buildings.
  
- Study for Exterior Building Sprinkler System
  - o \$150,000
  - o Conduct study to investigate best approach for fire risk mitigation using a temporary or permanent exterior building sprinkler system. This would include investigating the use a new pumping system for supplying water from the storm water detention ponds in the event that there is no water supply from the city.
  
- Terrace Campus Controls Upgrade
  - o \$75,000
  - o Upgrade outdated and discontinued building system controls architecture with new parts and wiring.

**Project Objectives**

**Problem/Opportunity:** With the increase in climate risks such as wildfire, there are various opportunities to improve aging campus infrastructure while helping to mitigate these risks.

**Project Objectives:** Mitigate climate risks and improve key campus infrastructure.

**Key Risks**

Project Risk(s)	Proposed Mitigation Strategy
Delays due to availability of skilled trades	Develop and post procurement documentation early so that contractors can load projects into their schedules earlier
Delays due to availability of equipment	Develop and post procurement documentation early so that equipment can be procured earlier

**Options Considered**

Projects could be integrated into larger building or site renewals; however, these will likely take many years to develop and complete, and are likely to be done one at a time. There is a timeline and cost benefit to tackling these upgrades separately.

If no actions are taken, key infrastructure will be more susceptible to climate risks.

**Current Situation**

Aging physical infrastructure, in most cases not renewed since original construction, and not designed for the increasingly severe climate risks.

**Strategic Alignment**

Institution Priorities	Government Priorities
Maintenance and improvement of existing facilities; climate risk mitigation.	Climate risk mitigation.

**Project Budget (\$ millions)**

Total Project Cost	Provincial Funding	PSI Contribution
\$37.125 M	\$37.125 M	\$0



**Level and Year of Cost Estimate:** Notional estimates in 2024.

**Capital Funding Assumptions:** Each project has been estimated as a stand-alone project, so any combination of them could be bundled together. There may be other projects that could overlap and if already funded or in progress would partially reduce the funding requirement.

**Operating Funding Assumptions:** A net reduction in operating and maintenance costs is expected due to newer and more efficient mechanical systems.

**Project Schedule**

Target Approval Date	Target Start Date	Target Completion Date
April 2025	May 2025	April 2036

**Key Timing Assumptions:** Each project will require varying levels of design and planning work ahead of construction. Larger and more complex projects may span multiple financial years.

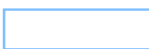
Project Overview				
Institution	Campus	Category	Priority in Category	Program Type
UNBC	Prince George	Routine Capital	5 of 7	Public Safety / Security
Project Title				
CCTV System Replacement				
Brief Project Description				
New CCTV system on main campus				
Project Definition				
Project Scope				
Implement new CCTV system to support security personnel at the Prince George campus. Will include: <ul style="list-style-type: none"> <li>- New networked cameras in fixed locations (entrances, retail establishments, research areas with accreditation requirements)</li> <li>- Data collection point on campus but all data stored in data cloud off site</li> <li>- Monitoring station in campus security office to permit surveillance of remote areas on campus</li> <li>- Interface and access protocols for retrieval of archived footage</li> </ul>				
Project Objectives				
<b>Problem/Opportunity:</b> Existing CCTV system is out of date and no longer functional. Local union is requesting CCTV to support the work of campus security officers in monitoring remote parts of the campus. <b>Project Objectives:</b> Procure and install a cloud based security camera system that can be scaled as additional locations are identified				
Key Risks				
Project Risk(s)	Proposed Mitigation Strategy			
Privacy and security breach or unacceptable impact	Data security protocols, appropriate retention schedule			
Lack of skilled trades for both installation and maintenance	Procurement to focus on available workforce and inherent complexity of system			
Options Considered				
Existing system refurbishment was explored but is not viable due to age of equipment, need for local technician and limitations of original (1994) system design.				
Current Situation				
Cameras and data video recorders were installed in distributed locations on campus but most of them are no longer operational. Footage of security incidents is not available on request, despite visible presence of cameras. Security personnel are only able to monitor the area of campus that is within line of site of their location while conducting periodic patrols.				

Strategic Alignment		
<b>Institution Priorities</b>	<b>Government Priorities</b>	
Providing a safe learning and working environment and equipping campus security with the tools to conduct their work	Preservation of assets and providing a safe environment	
Project Budget (\$ millions)		
<b>Total Project Cost</b>	<b>Provincial Funding</b>	<b>PSI Contribution</b>
\$1.0 M	\$1.0 M	\$0
<p><b>Level and Year of Cost Estimate:</b> Notional estimate based on scope (number of cameras) at present. Deployment is scalable to meet available budget.</p> <p><b>Capital Funding Assumptions:</b></p> <p><b>Operating Funding Assumptions:</b> Operating costs (licensing and storage) will be covered within the existing operating budget of UNBC.</p>		
Project Schedule		
<b>Target Approval Date</b>	<b>Target Start Date</b>	<b>Target Completion Date</b>
April 2025	Sept 2025	March 2026
<p><b>Key Timing Assumptions:</b> Timeline assumes qualified respondents to procurement.</p>		



Project Overview				
Institution	Campus	Category	Priority in Category	Program Type
UNBC	Prince George	Routine Capital	6 of 7	Other
Project Title				
Agora Renewal				
Brief Project Description				
Whole building renewal including: building envelope, HVAC efficiency upgrades and finishes				
Project Definition				
Project Scope				
This project will involve an evaluation, repair and upgrade to the mechanical and electrical systems, stabilization of concrete retaining walls, substantial roof repairs (green, BUR, concrete pavers, etc.), and architectural interior work including glazing, doors, accessibility upgrades and access control.				
Project Objectives				
<p><b>Problem/Opportunity:</b> The building has been in service for 30 years and replacement requirements are increasing. There are synergies in addressing multiple items at one time, and an opportunity to mitigate carbon emissions and potential future climate impacts.</p> <p><b>Project Objectives:</b> The primary objective of the project would be to repair and/or replace aging infrastructure prior to any further damage taking place. Several of the upgrades will also have energy savings opportunities.</p>				
Key Risks				
Project Risk(s)		Proposed Mitigation Strategy		
The project will need to be completed while the campus is operational		Close cooperation with the scheduling office, night work and swing spaces		
Renovation work has the potential to uncover unknown conditions		Exploratory checks during design and contingency budgeting		
Options Considered				
The only option available is to try to address small parts of this project with the yearly Routine Capital funding. Given the project management resources available and the volume of work required, this would take up to ten years to complete and is not a viable option.				
Current Situation				
<p>One of the original five campus buildings, the Agora was constructed in 1994 and contains Lecture Theatres, Main Entrances, Lobby, Offices and Food Services. It connects all the original buildings and behind all these services is the Utilidor that contains all the campus utility infrastructure.</p> <p>The exterior of the building includes cast-in-place concrete walls, stone and brick cladding finishing's and pre-cast concrete elements. The roof includes adhered built-up-roof with concrete interlocking pavers, metal roof assemblies and green roofs.</p> <p>With a high FCI (at 0.54), and being the heart of the campus, this building has been deemed the highest maintenance priority. According to VFA there are \$31.9 million worth of requirements identified in the next five years.</p>				

The Agora will continue to serve as the heart and hub of campus – connecting most of the building while providing essential student services and classroom space.		
<b>Strategic Alignment</b>		
<b>Institution Priorities</b>	<b>Government Priorities</b>	
<p>Sustainability and efficient provision of campus space are strategic university goals. Maintenance of key campus buildings is a central tenet of the campus master plan. Describe how the project aligns with government priorities investment in new training and employment opportunities</p> <p>Improved building envelope and advanced heat recovery will enable low carbon electrification of the building heating systems.</p> <p>Campus infrastructure services would be upgraded to current standards as part of the renewal.</p> <p>Repairing and renewing the building at this stage in its life is more cost effective than deferring until catastrophic failures occur.</p> <p>Provides high quality and safe learning environment.</p> <p>Upgrades to HVAC, lighting, heat recovery and building envelope will be included to further reduce the emissions resulting from operating this building.</p>	<p>The Agora hosts the First Nations Centre, which will be enhanced as it is included within the scope. Consultation for design and planning will include the staff and participants in the First Nations Centre, as well as the UNBC Office of Indigenous Initiatives. The main campus entrance will enhance the Elder’s welcome area and aims to incorporate elements to increase the welcome for Indigenous members of our campus community.</p>	
<b>Project Budget (\$ millions)</b>		
<b>Total Project Cost</b>	<b>Provincial Funding</b>	<b>PSI Contribution</b>
\$31.75 M	\$31.75 M	\$0
<p><b>Level and Year of Cost Estimate:</b> Notional, based on VFA requirements as listed in 2024.</p> <p><b>Capital Funding Assumptions:</b> Assumes this project is funded as a stand-alone initiative. Campus accessibility, carbon emissions reduction and roof replacement projects would all overlap with this project and if already funded or in progress would partially reduce the funding requirement.</p> <p><b>Operating Funding Assumptions:</b> A net reduction in operating and maintenance costs is expected due to newer and more efficient mechanical systems.</p>		
<b>Project Schedule</b>		
<b>Target Approval Date</b>	<b>Target Start Date</b>	<b>Target Completion Date</b>
April 2027	April 2029	August 2031
<p><b>Key Timing Assumptions:</b> A renovation of an existing building such as this requires significant design and planning work ahead of construction. The timeline is based on planning and exploratory investigation in the first year of funding and construction in the second.</p>		



Project Overview				
Institution	Campus	Category	Priority in Category	Program Type
UNBC	Prince George	Routine Capital	7 of 7	Sciences & Technology
Project Title				
Research Lab Renewal				
Brief Project Description				
Whole building renewal including: building envelope, HVAC efficiency upgrades and finishes				
Project Definition				
Project Scope				
This project will involve an evaluation, repair and upgrade to the mechanical and electrical systems, Fire Alarm system renewal, exhaust system renewal (fume hoods), substantial roof repairs (green, BUR, concrete pavers, etc.), and architectural interior work including glazing, doors, accessibility upgrades and access control.				
Project Objectives				
<p><b>Problem/Opportunity:</b> The building is aging and many systems require replacement. This provides an opportunity to re-envision the thermal and energy functions of the building to simultaneously restore peak functionality and dramatically reduce greenhouse gas emissions. This project also includes the first functional planning exercise for this building since the adjacent Teaching Lab was built in 2002/2004 and the use of this original lab building changed.</p> <p><b>Project Objectives:</b> The primary objective of the project would be to repair and/or replace aging infrastructure prior to any further damage taking place. A number of the upgrades will also have positive energy savings opportunities.</p>				
Key Risks				
Project Risk(s)		Proposed Mitigation Strategy		
Renovation work has the potential to uncover unknown conditions. Exploratory checks during design and contingency budgeting will reduce this to a manageable level.		The project will need to be completed while the campus is operational – close cooperation with the scheduling office, night work and swing spaces will be utilized to mitigate impacts.		
Options Considered				
The only option available is to try to address small parts of this project with the yearly Routine Capital funding. Given the project management resources available and the volume of work required, this would take up to ten years to complete and is not a viable option.				
Current Situation				

Attachment 2b Project Overview – Routine Capital, Carbon Neutral, & IM/IT  
5-Year Capital Plan (2025/26 – 2029/30)

One of the original five campus buildings, this building is a four-storey building with approximately 7,581 square meters of floor space. The “Research Lab” was originally built as the only lab on campus and housed, teaching labs, research labs and graduate space. This building is now used solely for Research and Graduate students and contains a variety of research labs, a greenhouse, an archaeology lab, DNA sequencing lab, loading bay, Chemical Stores, multiple specialized labs and substantial associated mechanical and electrical systems.

With UNBC’s highest FCI (at 0.69) this building has been deemed a high maintenance priority.

According to VFA there are \$34.4 million worth of requirements identified in the next five years.

The Research Lab will continue to provide lab space for research and office space for faculty and graduate students

**Strategic Alignment**

Institution Priorities	Government Priorities
<p>Sustainability and efficient provision of campus space are strategic university goals. Maintenance of key campus buildings is a central tenet of the campus master plan.</p> <p>Repairing and renewing the building at this stage in its life is more cost effective than deferring until catastrophic failures occur.</p> <p>Improved building envelope and advanced heat recovery will enable low carbon electrification of the building heating systems.</p> <p>Campus infrastructure services would be upgraded to current standards as part of the renewal.</p> <p>Provides high quality and safe learning environment.</p>	<p>Indigenous engagement and consultation for this project will focus on enhancing the Indigenous welcome and sense of place through the interior finishes revitalization.</p>

**Project Budget (\$ millions)**

Total Project Cost	Provincial Funding	PSI Contribution
\$41.75 M	\$41.75 M	\$0

**Level and Year of Cost Estimate:** Notional, based on VFA requirements as listed in 2024.

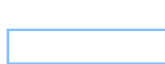
**Capital Funding Assumptions:** Assumes this project is funded as a stand-alone initiative. Campus accessibility, carbon emissions reduction and roof replacement projects would all overlap with this project and if already funded or in progress would partially reduce the funding requirement.

**Operating Funding Assumptions:** A net reduction in operating and maintenance costs is expected due to newer and more efficient mechanical systems.

**Project Schedule**

Target Approval Date	Target Start Date	Target Completion Date
April 2027	April 2029	August 2031

**Key Timing Assumptions:** A renovation of an existing building such as this requires significant design and planning work ahead of construction. The timeline is based on planning and exploratory investigation in the first year of funding and construction in the second.



Project Overview				
Institution	Campus	Category	Priority in Category	Program Type
UNBC	Prince George	Carbon Neutral Capital Programs	1 of 1	Other
Project Title				
Campus Energy Upgrades Program				
Brief Project Description				
Campus Energy Upgrades Program including various energy efficiency and decarbonization projects.				
Project Definition				
Project Scope				
<ul style="list-style-type: none"> <li>- Bioenergy Plant Revitalization                             <ul style="list-style-type: none"> <li>o \$5,000,000</li> <li>o Replacement/rebuild of key equipment such as gasifier and oxidizer.</li> </ul> </li>   <li>- District Heating Electrification Project                             <ul style="list-style-type: none"> <li>o \$2,500,000</li> <li>o Replace an existing boiler in central plant with heat pump system or electric boiler.</li> </ul> </li>   <li>- NSC Low Carbon Heating Conversion                             <ul style="list-style-type: none"> <li>o \$2,000,000</li> <li>o Convert existing gas heating systems to low carbon (electric) systems.</li> </ul> </li>   <li>- Research Lab Strobic System Conversion                             <ul style="list-style-type: none"> <li>o \$1,500,000</li> <li>o Convert to strobic exhaust system and potentially implement other advanced exhaust ventilation (e.g. Aircuity).</li> </ul> </li>   <li>- Teaching Lab Strobic System Optimization                             <ul style="list-style-type: none"> <li>o \$750,000</li> <li>o Implement improved exhaust system to reduce energy usage.</li> </ul> </li>   <li>- Kitchen Exhaust DCV and Heat Recovery                             <ul style="list-style-type: none"> <li>o \$350,000</li> <li>o Install demand-controlled kitchen exhaust fan with integrated sensors. Install heat recovery system for exhaust air.</li> </ul> </li>   <li>- QRRC Pumping Optimization                             <ul style="list-style-type: none"> <li>o \$300,000</li> <li>o Improve efficiency of existing pumping systems with piping and equipment modifications.</li> </ul> </li>   <li>- Cooling Coil Control Valve Replacement                             <ul style="list-style-type: none"> <li>o \$250,000</li> <li>o Complete replacement of aging three-way cooling coil control valves with new two-way valves to allow for variable speed pumping.</li> </ul> </li>   <li>- Bioenergy Plant Soot Blower System                             <ul style="list-style-type: none"> <li>o \$250,000</li> <li>o Install new soot blower system for Bioenergy Plant boiler to automatically clean tubes and prevent ash build-up. This will increase efficiency and reduce outages.</li> </ul> </li> </ul>				

Attachment 2b Project Overview – Routine Capital, Carbon Neutral, & IM/IT  
5-Year Capital Plan (2025/26 – 2029/30)

Project Objectives		
<p><b>Problem/Opportunity:</b> There are various opportunities to improve aging infrastructure that will lead to reduction in energy usage and GHG emissions.</p> <p><b>Project Objectives:</b> Renew aging infrastructure, improve energy efficiency, and decrease GHG emissions.</p>		
Key Risks		
Project Risk(s)	Proposed Mitigation Strategy	
Delays due to availability of skilled trades	Develop and post procurement documentation early so that contractors can load projects into their schedules earlier	
Delays due to availability of equipment	Develop and post procurement documentation early so that equipment can be procured earlier	
Options Considered		
Projects could be integrated into larger building renewals; however, these will likely take many years to develop and complete, and are likely to be done one at a time. There is a timeline and cost benefit to tackling these system upgrades separately from whole building renewals.		
Current Situation		
Aging inefficient physical infrastructure, in most cases not renewed since original construction.		
Strategic Alignment		
Institution Priorities	Government Priorities	
Maintenance and improvement of existing facilities; energy conservation; GHG emissions reduction.	Energy conservation; GHG emissions reduction.	
Project Budget (\$ millions)		
Total Project Cost	Provincial Funding	PSI Contribution
\$12.9 M	\$12.9 M	\$0.00
<p><b>Level and Year of Cost Estimate:</b> Notional estimates in 2024.</p> <p><b>Capital Funding Assumptions:</b> Each project has been estimated as a stand-alone project, so any combination of them could be bundled together. There may be other projects that could overlap and if already funded or in progress would partially reduce the funding requirement.</p> <p><b>Operating Funding Assumptions:</b> A net reduction in operating and maintenance costs is expected due to newer and more efficient mechanical systems.</p>		
Project Schedule		
Target Approval Date	Target Start Date	Target Completion Date
April 2025	May 2025	August 2030
<p><b>Key Timing Assumptions:</b> Each project will require varying levels of design and planning work ahead of construction. Larger and more complex projects may span multiple financial years.</p>		



Project Overview				
Institution	Campus	Category	Priority in Category	Program Type
UNBC	All Campus Locations	IM/IT - Increased Delivery Demand	1 of 6	Other
Project Title				
UNBC Hybrid Classroom Initiative				
Brief Project Description				
The UNBC Hybrid Classroom Initiative upgrades classrooms with advanced hybrid learning technologies. Over five years, it aims to enhance accessibility for all students, including those in remote areas, ensuring consistent technology in every classroom for improved teaching and learning experiences.				
Project Definition				
Project Scope				
<p><b>Renewal and Replacement:</b> Replace aging projectors, outdated screens, and other incompatible equipment with new projectors, projector screens, high-quality webcams, and ceiling microphones.</p> <p><b>Expansion:</b> Implement these upgrades across all classrooms to ensure uniform technology access, supporting flexible and inclusive learning for students throughout Northern British Columbia.</p> <p><b>Program and FTE Support</b></p> <p><b>Programs Supported:</b> All academic programs at UNBC will benefit from the upgraded learning environments, providing a consistent and modern educational experience across disciplines.</p> <p><b>FTE Support:</b> This project will support the entire student population, ensuring that all students have access to high-quality, hybrid learning environments.</p> <p>The UNBC Hybrid Classroom Initiative will involve replacing outdated classroom equipment with advanced hybrid learning technologies, ensuring cost-efficient, high-quality learning experiences. This expansion will enhance UNBC’s ability to reach more students across the north and provide greater flexibility in teaching and learning approaches for faculty.</p>				
Project Objectives				
<p><b>Problem/Opportunity:</b> The current classroom technology at UNBC is outdated and incompatible with modern devices, hindering educational experiences. Upgrading to modern technology will enhance accessibility, especially for students in remote areas, and meet labor market demands for a well-educated workforce in these rural and remote areas.</p> <p><b>Project Objectives</b></p> <ol style="list-style-type: none"> <li>1. <b>Modernize Technology:</b> Replace aging projectors and screens with new projectors, screens, webcams, and ceiling microphones.</li> <li>2. <b>Enhance Accessibility:</b> Provide hybrid learning options for remote and rural students.</li> <li>3. <b>Improve Learning Experience:</b> Facilitate interactive and engaging learning environments.</li> <li>4. <b>Increase Enrollment:</b> Attract more students with flexible learning options.</li> <li>5. <b>Support Faculty:</b> Ensure consistent technology in all classrooms.</li> <li>6. <b>Cost Efficiency:</b> Implement a cost-effective, high-quality solution.</li> </ol>				
Key Risks				
Project Risk(s)			Proposed Mitigation Strategy	
Potential lack of capacity at UNBC to install all required technology.			Subcontract some installations, carefully schedule to avoid resource constraints, augment staffing to include more deployment roles, and train staff for installation tasks.	
Risk of exceeding the allocated budget due to inflationary pressures.			Implement strict budget management, regularly review expenditures, and adjust plans to account for inflation.	



Attachment 2b Project Overview – Routine Capital, Carbon Neutral, & IM/IT  
5-Year Capital Plan (2025/26 – 2029/30)

Students in remote areas may lack reliable internet connections.	Promote the use of Starlink, a proven solution with a successful track record in the north. While the cost is borne by students, it significantly reduces the need for relocation (student housing) and associated expenses, providing overall cost savings.	
<b>Options Considered</b>		
<p><b>Status Quo (No Hybrid Delivery)</b></p> <ul style="list-style-type: none"> <li><b>Advantages:</b> No immediate financial investment required, maintains current operations without disruption.</li> <li><b>Disadvantages:</b> Does not align with UNBC's strategic plan, limits accessibility for remote and rural students, misses opportunities to modernize and enhance learning experiences.</li> </ul> <p><b>Sophisticated Single-Purpose Rooms</b></p> <ul style="list-style-type: none"> <li><b>Advantages:</b> High-quality, dedicated spaces for hybrid learning with advanced features.</li> <li><b>Disadvantages:</b> Creates scheduling problems and limited access, more complex and expensive than necessary, and restricts flexibility for faculty and students.</li> </ul>		
<b>Current Situation</b>		
<p><b>Number of FTEs and Programs Currently Accommodated:</b></p> <p>UNBC currently supports approximately 3,500 FTEs across various undergraduate and graduate programs. These programs span multiple disciplines, including arts, sciences, health, and engineering.</p> <p><b>Current Infrastructure Condition:</b></p> <p>The classroom infrastructure at UNBC is aging, with many projectors, screens, and other equipment nearing the end of their useful life. There is a need for significant upgrades and replacements to maintain functional and modern learning environments.</p> <p><b>Impact if Project Not Funded:</b></p> <ul style="list-style-type: none"> <li><b>Limited Accessibility:</b> Students in remote and rural areas will continue to face barriers to accessing quality education.</li> <li><b>Reduced Enrollment:</b> Potential students may choose other institutions with more modern and flexible learning options.</li> <li><b>Outdated Learning Environment:</b> UNBC will struggle to provide a competitive and engaging educational experience.</li> <li><b>Scheduling Challenges:</b> The continued use of outdated single-purpose rooms will exacerbate scheduling difficulties and limit faculty flexibility.</li> </ul>		
<b>Strategic Alignment</b>		
<b>Institution Priorities</b>	<b>Government Priorities</b>	
The UNBC Hybrid Classroom Initiative aligns with the University's Strategic Plan 2023-2028 by supporting its mission to ignite curiosity, inspire creativity, and lead positive change. The project enhances academic excellence, experiential learning, inclusiveness, and community by upgrading classroom technology for flexible and inclusive learning. It empowers Northern communities, supports reconciliation goals, and fosters innovative educational solutions for local and global challenges. Additionally, the initiative is part of UNBC's digital transformation efforts and aligns with capital planning priorities, ensuring the University remains competitive and prepared for the future.	The UNBC Hybrid Classroom Initiative aligns with key BC government priorities, particularly in service expansion and increasing enrollment. By upgrading classroom technology and offering hybrid learning options, this initiative improves access to high-quality education for students in remote and rural areas, supporting the government's goal of expanding educational services. This aligns with the BC government's emphasis on building resilient communities, supporting people and families, and fostering inclusive growth. The initiative enables UNBC to attract more students and provide flexible learning opportunities, contributing to the overall goal of creating a more inclusive and sustainable economy	
<b>Project Budget (\$ millions)</b>		
<b>Total Project Cost</b>	<b>Provincial Funding</b>	<b>PSI Contribution</b>
\$3.043 M	\$3.043 M	\$0



**Level and Year of Cost Estimate**

We have formal estimates, and the orders for the equipment are ready to go immediately. The planned installations will commence as soon as possible.

**Capital Funding Assumptions**

**Key assumptions include:**

- The capital funding required for the project is based on formal cost estimates obtained recently.
- The orders for the necessary equipment are ready to be placed immediately, ensuring a swift start to the project.
- The total capital funding required is approximately an average of \$610,000 annually for the next five years.
- The timeline to complete all classrooms is greater than 5 years (7 years), as such the larger project will likely continue for 2 more years after this into 2032.

**Operating Funding Assumptions**

- The operating costs associated with the improved infrastructure will be supported by our existing resources that currently support classroom technologies.
- We will implement a self-service model to maintain efficient operations and eliminate the need for mobile video conferencing technologies that require setup and takedown for each lecture.
- Ensuring the technology is permanently available in classrooms will reduce barriers to use and support.

**Project Schedule**

Target Approval Date	Target Start Date	Target Completion Date
Jan 1, 2025	Mar 1, 2025	Jan 1, 2030

**Project Timing Assumptions**

1. **Approval Process:** Secure necessary approvals by January 1, 2025, to ensure timely commencement.
2. **Project Start:** Begin installations on March 1, 2025, following the approval.
3. **Phased Implementation:**
  - a. Phase 1 (2025): Pilot installations in select classrooms to test and refine the technology setup. Rooms 5-121, 5-122, 6-305, 6-306, 6-307, 8-362, 10-3034, 8-417, 8-420, 8-421, 8-424, and theatres 7-212 and 7-238.
  - b. Phase 2 (2026-2027): Expand installations to additional classrooms, incorporating feedback and improvements from Phase 1. Rooms 10-4034, 10-4044, 10-4072, 10-4520, 10-4588, 10-4560, WIDC 260.
  - c. Phase 3 (2027-2028): 3-1007, 3-1069, 3-1084, 5-123, 8-118, 8-127, 8-129, 10-2522, 10-4068
  - d. Phase 4 (2028 – 2029): 5-154, 5-158, 5-173, 5-175, 8-164, 8-166, 10-3518
  - e. Phase 5 (2029 – 2030): 5-153, 5-171, 5-174, 5-177, 5-178, 5-183, 5-184, 8-160, 8-161, Terrace 103/104
4. **Completion:** Finalize all installations and ensure full operational status by January 1, 2030.

These key milestones ensure a structured and manageable implementation process, allowing for continuous assessment and improvement throughout the project’s duration.



Project Overview				
Institution	Campus	Category	Priority in Category	Program Type
UNBC	All Campus Locations	IM/IT - Security & Privacy	2 of 6	Other
Project Title				
Core Network Security Refresh				
Brief Project Description				
UNBC's core network security platform is due for refresh in 2027.				
Project Definition				
Project Scope				
<p>UNBC's core network security devices are critical for protecting the network infrastructure relied upon by over 3,000 FTE students, 1,200 employees, and numerous community members and visitors. The current Palo Alto equipment, which went End-Of-Sale on August 31, 2023, will be supported until Summer 2028 per Palo Alto's End-Of-Life (EOL) policy. This project aims to replace the existing Palo Alto hardware with the latest generation from the same manufacturer by 2027.</p> <p><b>Renewal and Replacement Aspects</b></p> <ul style="list-style-type: none"> <li>Renewal: Upgrade to current-generation Palo Alto hardware to ensure continued protection and performance.</li> <li>Replacement: Replace end-of-life Palo Alto equipment to maintain robust network security.</li> </ul> <p><b>Expansion Aspects</b></p> <ul style="list-style-type: none"> <li>Consolidation and Optimization: Continue to leverage the benefits of Palo Alto's platform for optimized security operations.</li> <li>Enhanced Security: Ensure ongoing security enhancements with new features and capabilities of the latest hardware.</li> </ul> <p><b>Rationale for Staying with Palo Alto</b></p> <ul style="list-style-type: none"> <li>Substantial Training Investment: UNBC has heavily invested in training its technical staff on the Palo Alto platform.</li> <li>Experience and Expertise: UNBC's technical staff have extensive experience with Palo Alto, ensuring smooth operation and management.</li> <li>Vendor Support: Palo Alto has provided reliable support, contributing to the secure and efficient operation of UNBC's network.</li> <li>Avoiding High Costs and Effort: Switching to a different vendor would require significant time and financial investment for evaluation, integration, and commissioning of a new platform</li> </ul>				
Project Objectives				
<p><b>Problem/Opportunity:</b> UNBC's existing core network appliance is End-of-Life as of August 31 2028. It should be replaced before its End-of-Life, during a time of the year that is minimally disruptive to students and faculty.</p> <p><b>Project Objectives:</b> Risk avoidance (running end of life network), Enhanced service capability (increased bandwidth)</p>				
Key Risks				
Project Risk(s)	Proposed Mitigation Strategy			
Identify key project risks and proposed mitigation strategies.				
Downtime During transition from Existing to new hardware	UNBC's architectural design is highly available; in addition, major cutover events will happen in the evening to further reduce the likelihood of observable network connectivity outages.			

Compatibility Issues	This is unlikely because we plan on staying with the same vendor. It has been UNBC's experience that migrating between different models of hardware from the same vendor has been simple.	
<b>Options Considered</b>		
Option 1: Do Nothing		
<ul style="list-style-type: none"> <li>Advantages: No immediate financial investment required.</li> <li>Disadvantages: Not a viable option as it would be negligent to ignore the need for updating core network security appliances. Failure to upgrade would leave the network vulnerable to security breaches and compromise the protection of data for students, staff, faculty, and visitors.</li> </ul>		
Option 2: Migrate to a Different Vendor		
<ul style="list-style-type: none"> <li>Advantages: Potential for exploring newer technologies and features from other vendors.</li> <li>Disadvantages: This option significantly increases the complexity of the migration process, extending the project timeline from weeks to over a year. It requires substantial effort in qualifying, evaluating, integrating, and commissioning a new vendor's platform. Additionally, supporting the existing platform while learning a new one increases workload and risks improper configurations that could lead to security regressions.</li> </ul>		
Option 3: Upgrade to Current Generation Palo Alto Hardware (Proposed Solution)		
<ul style="list-style-type: none"> <li>Advantages: Ensures continuity and leverages the existing investment in training and expertise. The upgrade process will be straightforward, minimizing disruption and maintaining a high security posture with familiar technology. Vendor support remains consistent, reducing the risk of configuration errors and security issues.</li> <li>Disadvantages: Requires financial investment for the new hardware.</li> </ul>		
The proposed solution to upgrade to the current generation Palo Alto hardware provides the best balance of security, efficiency, and cost-effectiveness, aligning with UNBC's operational needs and strategic goals.		
<b>Current Situation</b>		
This project supports the entire UNBC student and employee community, along with all those that visit campus and connect to the digital infrastructure. The existing infrastructure, as already discussed is End of Sale with a End of Life approaching in 2028. While it is currently operational and meeting the needs, it is required to be replaced before it reaches its end of life from the vendor. Should this not be funded UNBC will need to shut down all campus networks.		
<b>Strategic Alignment</b>		
<b>Institution Priorities</b>	<b>Government Priorities</b>	
Aligned with UNBC's Strategic Plan 2023 to 2028, this firewall replacement enhances our digital infrastructure, bolstering network security against modern threats and improving speed and capabilities for academic and research activities. The initiative supports over 3,000 students, faculty, and staff, ensuring a secure, resilient environment. It embodies 'En Cha Huná by safeguarding the digital experiences of all individuals, fostering local solutions with global impact, empowering northern communities, and reinforcing inclusiveness, diversity, and integrity. This upgrade is essential for maintaining UNBC's competitiveness and readiness for future challenges.	The replacement of UNBC's network firewall aligns with the Government of British Columbia's priorities by enhancing cybersecurity, supporting educational excellence, driving innovation, preparing a skilled workforce, and strengthening Indigenous relations. This strategic upgrade not only helps to secure UNBC's digital environment but also reinforces the University's commitment to contributing positively to the Province's broader goals.	
<b>Project Budget (\$ millions)</b>		
<b>Total Project Cost</b>	<b>Provincial Funding</b>	<b>PSI Contribution</b>
\$0.75 M	\$0.75 M	\$0



**Level and Year of Cost Estimate:** budgetary quote in progress – should have quote estimates by August 2024

**Capital Funding Assumptions:** Capital costs are a portion of this project. Approximately 30%, all other costs are licensing, and UNBC Finance department has indicated that licensing is not a capitalizable item

**Operating Funding Assumptions:** This new hardware will be licensed similarly to existing hardware. The vendor controls the price, which has typically seen a 10% lift year over year. In addition, with the hardware being more performant it is expected that the price of the support will go up accordingly beyond just the standard amount for the first support time window.

**Project Schedule**

Target Approval Date	Target Start Date	Target Completion Date
October 2026	May 2027	October 2027

**Key Timing Assumptions:**

Approval / Budget availability by October 2026

Hardware Order – February 2027

Hardware Lead time – 10 weeks

Installation – 2 weeks

Integration – 8 weeks

Testing – 4 weeks

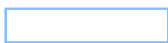
Commissioning – 4 weeks

Cleanup – 2 weeks.





Project Overview				
Institution	Campus	Category	Priority in Category	Program Type
UNBC	Prince George	IM/IT - Security & Privacy	3 of 6	Other
Project Title				
Campus Core Network Refresh				
Brief Project Description				
Refresh UNBC’s campus core network infrastructure to support increased speeds, enhanced capabilities, and improve security.				
Project Definition				
Project Scope				
<p>This project aims to replace existing under-provisioned network hardware at the Prince George campus of UNBC. It will support all networks at this location, including the Wood Innovation Research Laboratory, Wood Innovation Design Centre, Northern Sports Centre, and various buildings on campus at 3333 University Way, Prince George.</p> <p>The project will address connectivity, throughput, and the capability to support an increasing number of connected devices. Current hardware is expected to exceed its capabilities by 2027-28, necessitating proactive replacement to meet growing on-campus requirements. The new core networking equipment will be appropriately sized to meet both current and future needs of the University.</p> <p>Supported Programs and FTEs</p> <p>This project will support all network-dependent programs and approximately 3,000 FTE students, as well as faculty, staff, and community members utilizing the network infrastructure at the Prince George campus.</p>				
Project Objectives				
<p><b>Problem/Opportunity:</b> UNBC’s campus core is projected to reach the limits of its capabilities on or before 2028. With existing planned upgrades to other areas of the network and network infrastructure, there is an opportunity for a single investment to dramatically increase the capabilities and services delivered by the campus core network.</p> <p><b>Project Objectives:</b> reduction in the number of active devices on the network, reduction in the complexity of network management, increase in network performance, increase in network segmentation capabilities</p>				
Key Risks				
Project Risk(s)		Proposed Mitigation Strategy		
Identify key project risks and proposed mitigation strategies.				
Vendor Supply chains and lead time extending		Order equipment 4 months prior to it being required to arrive allowing flexibility in the supply chain. In addition, working with a VAR through BCNet to determine what lead times for this equipment is realistically expected		
Outages during the upgrade		UNBC’s network is designed to be highly available. Initial assessment suggests that the upgrade will be able to be done with virtually no observable impact by the UNBC community		
Options Considered				



Do nothing: Continue with the existing network infrastructure. This option is not viable due to the current networks' projected inability to meet the University's needs within the next 4 years.

If the network situation becomes critical UNBC would have to expend internal funding, which may impact other operational priorities.

**Current Situation**

- Approx 3000 FTEs and all programs on the Prince George campus are supported by this infrastructure.
- Should this project not be funded UNBC's campus network will experience performance degradation and service delivery challenges, which will impact delivery of programs at UNBC including instructional remote delivery with the Northern Medical Program.

**Strategic Alignment**

Institution Priorities	Government Priorities
Upgrading the campus core network infrastructure aligns closely with UNBC's Strategic Plan 2023 to 2028, particularly under the theme of "Empower Northern Communities" and the foundational goal of supporting fulfilling student learning journeys. By enhancing network capabilities, UNBC strengthens its capacity to deliver high-quality education and research experiences essential for preparing students and fostering community resilience in a rapidly evolving digital landscape. This initiative also contributes to the university's commitment to innovation and sustainability, supporting local solutions with global impact. As articulated in the strategic plan, UNBC is poised to lead positive change by leveraging technological advancements to better serve its diverse community and advance its mission of leading a sustainable future through education, research, and community impact.	Upgrading campus core network infrastructure at UNBC aligns strategically with key priorities of the Government of British Columbia. By enhancing digital infrastructure, this initiative supports the government's objectives to expand connectivity across the province, promote innovation and technology development, and strengthen educational and workforce capabilities. Improved network capabilities at UNBC facilitate advanced research collaborations and educational opportunities, contributing to a more resilient and inclusive community infrastructure statewide. This alignment underscores UNBC's role in advancing provincial goals of economic growth, digital equity, and innovation leadership through enhanced digital connectivity and educational excellence

**Project Budget (\$ millions)**

Total Project Cost	Provincial Funding	PSI Contribution
\$0.5 M	\$0.5 M	\$0

**Level and Year of Cost Estimate:** Budgetary pricing was obtained in early 2024. The pricing reflected represents predicted inflationary pressures and changes in costs for the products.

**Capital Funding Assumptions:** If the network situation becomes critical UNBC would have to expend internal funding, which may impact other operational priorities.

**Operating Funding Assumptions:** Operational costs for existing campus core hardware are similar to that of the new hardware, any change should be able to be accommodated by UNBC operational funds

**Project Schedule**

Target Approval Date	Target Start Date	Target Completion Date
September 2025	April 2026	August 2026

**Key Timing Assumptions:**

This is a single-phase project. UNBC's network is designed to be highly-available as such most of this work will be transparent to the campus community. Lead-time for this equipment is currently twelve weeks, projected timelines accommodate that lead-time.



Project Overview				
Institution	Campus	Category	Priority in Category	Program Type
UNBC	Prince George	IM/IT - Security & Privacy	4 of 6	Other
Project Title				
WAN hardware Refresh				
Brief Project Description				
Refresh of UNBC’s WAN hardware to prepare for increased performance expectations and bandwidth demands.				
Project Definition				
Project Scope				
<p>This project aims to upgrade the Wide Area Network (WAN) infrastructure for UNBC, supporting over 3,000 FTE students and 1,200 faculty and staff members. The scope includes the procurement, installation, configuration, and commissioning of new WAN hardware components. These upgrades are essential to meet the growing performance demands and bandwidth requirements of academic, research, and administrative operations.</p> <p>Key aspects of the project include:</p> <ul style="list-style-type: none"> <li>• Assessment: Evaluate current network capabilities to identify optimal hardware solutions.</li> <li>• Procurement and Installation: Acquire and install new WAN hardware to replace outdated components.</li> <li>• Configuration and Commissioning: Configure the new hardware and commission it for operational use.</li> <li>• Security Enhancements: Implement robust security measures to safeguard network integrity.</li> <li>• Testing and Integration: Conduct thorough testing and integration to ensure a seamless transition and minimal disruption to University services.</li> <li>• Operational Timing: Most changes will be made during spring/summer and outside typical work hours to reduce interruptions.</li> </ul> <p>By enhancing our WAN infrastructure, this project supports UNBC’s commitment to delivering high-quality education, facilitating advanced research activities, and effectively supporting the University’s administrative functions.</p>				
Project Objectives				
<p><b>Problem/Opportunity:</b> the existing WAN infrastructure, while functional, is not ready to support the projected demands for speed expected at remote sites spread throughout the northern part of the Province. UNBC’s locations at Ft. St. John, Terrace, Quesnel, Pr. Rupert, and Likely (QRRRC) sites are all seeing more activity in the last few years, with some sites getting additional investments to increase capabilities and research outputs.</p> <p><b>Project Objectives:</b> Outline key objectives</p>				
Key Risks				
Project Risk(s)	Proposed Mitigation Strategy			
Identify key project risks and proposed mitigation strategies.				
Disruption to Service	Evening and weekend work during critical stages. Planning and communication with the groups will ensure that this is minimized if not eliminated.			
Options Considered				



<p>There are different architectural designs that UNBC has considered. At a high level one option is to run each site as its own location with independent but centrally managed security devices. This option was considered as it reduces dependence on central service and central connectivity, at the expense of increased cost (additional hardware, licensing, and maintenance) and management complexity. The increased costs and complexity was found to be higher than reasonable both fiducially and operationally. Another option considered was to increase use of BCNet services to leverage proposed managed firewall services. This option is not yet mature enough for it to be viable from a security standpoint.</p>		
<b>Current Situation</b>		
<p>UNBC’s current WAN infrastructure can meet the short-term needs of the University sites in terms of throughput (bandwidth) and reliability (redundant individual devices). UNBC ITS has seen a 40% increase year-over-year in demand for connectivity services for the last 5 years. Combining the increased demands for bandwidth with UNBC ITS’s cloud adoption strategy the demands on connectivity and reliability will further emphasize the demand on these services.</p>		
<b>Strategic Alignment</b>		
<b>Institution Priorities</b>	<b>Government Priorities</b>	
<p>The WAN hardware refresh project at UNBC aligns strategically with the university’s overarching goals as outlined in its Strategic Plan 2023 to 2028. By upgrading the Wide Area Network infrastructure, the project supports UNBC’s commitment to fostering educational excellence and advancing research capabilities. This initiative directly contributes to cultivating a culture of curiosity and expanding experiential learning opportunities for students and faculty. Additionally, enhancing network capabilities strengthens UNBC’s role in empowering northern communities by improving access to educational resources and supporting community-based research initiatives. Moreover, the project underscores UNBC’s dedication to innovation and sustainability, enabling the university to lead positive change locally and globally. By ensuring robust network performance and operational efficiency, the WAN hardware refresh project reinforces UNBC’s mission to provide a supportive learning environment and celebrate achievements across its campuses in northern British Columbia</p>	<p>The WAN hardware refresh project at UNBC closely aligns with the strategic priorities of the Government of British Columbia. By upgrading the university’s Wide Area Network infrastructure, the project supports the province’s commitment to advancing digital infrastructure development. This initiative enhances broadband access and reliability, crucial for supporting education, healthcare, and economic growth statewide. Furthermore, the project promotes innovation and technological advancement by enabling UNBC to foster research collaborations and attract tech industries. It contributes to enhancing educational opportunities and preparing a skilled workforce, aligning with provincial goals for education and workforce development. Moreover, by improving network resilience and promoting inclusivity, particularly in remote and underserved communities, the project supports community resilience and economic inclusivity objectives. Overall, the WAN hardware refresh project at UNBC plays a pivotal role in advancing British Columbia’s strategic priorities for digital infrastructure, innovation, education, and economic sustainability</p>	
<b>Project Budget (\$ millions)</b>		
<b>Total Project Cost</b>	<b>Provincial Funding</b>	<b>PSI Contribution</b>
\$0.25 M	\$0.25 M	\$0
<p><b>Level and Year of Cost Estimate:</b> Budgetary pricing was obtained in early 2024. The pricing reflected represents predicted inflationary pressures and changes in costs for the products.</p> <p><b>Capital Funding Assumptions:</b> If the WAN situation becomes critical UNBC would have to expend internal funding, which may impact other operational priorities.</p> <p><b>Operating Funding Assumptions:</b> Operational costs for existing WAN hardware are similar to that of the new units; any change should be able to be accommodated by UNBC operational funds</p>		
<b>Project Schedule</b>		
<b>Target Approval Date</b>	<b>Target Start Date</b>	<b>Target Completion Date</b>
October 2026	January 2027	August 2027
<p><b>Key Timing Assumptions:</b> Assumption – hardware lead time is 12 weeks or less</p>		

Assumption – each site will take two weeks to complete, but will only take on-site technical staff one evening worth of work. Most work can be completed at the central location (Prince George)

Local testing can be achieved before shipping/travel is booked

Project Overview				
Institution	Campus	Category	Priority in Category	Program Type
UNBC	Prince George	IM/IT - Emerging Priority	5 of 6	Other
Project Title				
Diverse Path Fiber Network Expansion				
Brief Project Description				
UNBC ITS is working on updating the fiber infrastructure at the Prince George campus. Part of this project has identified critical buildings that lack sufficiently diverse fiber paths, increasing the risk of damage. This project will employ contractors to perform horizontal boring and install conduit along new paths, enhancing the diversity and reliability of the network infrastructure.				
Project Definition				
Project Scope				
<p>This project aims to enhance the network reliability and performance by installing a diverse path fiber connection between two existing buildings at the UNBC Prince George campus. It will support the connectivity needs of 3,000 FTE students and 1,200 faculty and staff members, ensuring robust and uninterrupted network services.</p> <p>The scope includes:</p> <ul style="list-style-type: none"> <li>• Contractor Employment and Equipment Use: Engage contractors with specialized equipment to install buried conduit along a diverse path identified by network operations staff as critical for service path diversity.</li> <li>• Initial Planning and Assessment: Collaborate with the Facilities Management department to determine optimal routes, ensuring the new path maintains appropriate distances from other utilities. Obtain necessary permits and approvals during the planning and design phase.</li> <li>• Request for Proposal (RFP) Process: Conduct an RFP to select a vendor that provides excellent value and is well-equipped for the project.</li> <li>• Stage 1: Installation of Buried Conduit: <ul style="list-style-type: none"> <li>○ Tasks: Install buried conduit and service points at each end using specialized equipment.</li> <li>○ Requirements: Specialty equipment and materials for conduit and service entry points installation.</li> </ul> </li> <li>• Stage 2: Installation of High-Capacity Fiber-Optic Cable: <ul style="list-style-type: none"> <li>○ Tasks: Install high-capacity fiber-optic cable for the Northern Sports Centre building, ensuring high service availability and path diversity.</li> <li>○ Requirements: Fiber media, connector housings, connectors, termination, and certification to ensure usability and functionality.</li> </ul> </li> </ul> <p>By enhancing network redundancy and reliability, this project supports UNBC's commitment to providing robust and resilient network infrastructure, essential for academic, research, and administrative operations.</p>				
Project Objectives				
<p><b>Problem/Opportunity:</b> This project is designed to reduce risk of connectivity failures to the Northern Sports Centre.</p> <p><b>Project Objectives:</b> Identify Diverse Path, install conduit, install fibre, put fibre into service</p>				
Key Risks				
Project Risk(s)	Proposed Mitigation Strategy			
Environmental assessments may discover additional items that need to be accommodated or designed.	ITS will work with Facilities to determine how to integrate the assessment into the RFP. The selected contractor will be required to do an assessment of the site and provide a work plan as part of the RFP process.			
Initial proposed path may not be suitable	Alternative paths will be explored as required			



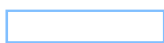
Attachment 2b Project Overview – Routine Capital, Carbon Neutral, & IM/IT  
5-Year Capital Plan (2025/26 – 2029/30)

Physical Damage during installation process	Reduce these risks through careful planning and coordination with UNBC's Facilities Management department	
<b>Options Considered</b>		
UNBC has considered the acceptance of the existing diverse path. It has been determined that accepting this risk is not compatible with the campus plan and projected campus development projects. This diverse path needs to be completed in the next three years to reduce the risk to acceptable levels		
<b>Current Situation</b>		
<ul style="list-style-type: none"> <li>The current situation is such that the diversity of the path is reduced to zero for more than 225M. This means that a single event can result in loss of connectivity for the building for a duration as long as required to repair.</li> <li>Should this project not get funding UNBC will need to choose to accept the risk, or will be required to find funding sources to complete this project.</li> </ul>		
<b>Strategic Alignment</b>		
<b>Institution Priorities</b>	<b>Government Priorities</b>	
Installing a diverse path of fibre on campus aligns with UNBC's Strategic Plan 2023-2028 by ensuring robust, reliable digital infrastructure that supports our commitment to academic excellence, community engagement, and reconciliation with Indigenous Peoples. This initiative enhances our ability to facilitate cutting-edge research and experiential learning, reflecting our value of curiosity and innovation. It strengthens our digital resilience, essential for preparing for a rapidly changing future and addressing global challenges locally. Moreover, it underscores our dedication to inclusiveness and diversity by providing equitable access to digital resources, thereby fostering a more inclusive and accessible university community.	It enhances digital infrastructure development by expanding broadband access, crucial for education, healthcare, and economic growth. This investment also promotes innovation and technological advancement, attracting tech industries and supporting research institutions. Moreover, it contributes to sustainability goals by improving network resilience and reducing service disruptions. Enhanced connectivity fosters educational opportunities and community access to digital resources, aligning with the government's objectives for equitable social development and inclusive growth across the province.	
<b>Project Budget (\$ millions)</b>		
<b>Total Project Cost</b>	<b>Provincial Funding</b>	<b>PSI Contribution</b>
\$350 M	\$350 M	\$0
<p><b>Level and Year of Cost Estimate:</b> This is a notional estimate.</p> <p><b>Capital Funding Assumptions:</b> This is one-time funding,</p> <p><b>Operating Funding Assumptions:</b> No additional operating expenses will be incurred because of this project being funded or completed</p>		
<b>Project Schedule</b>		
<b>Target Approval Date</b>	<b>Target Start Date</b>	<b>Target Completion Date</b>
February 2025	March 2026	October 2026
<p><b>Key Timing Assumptions:</b>            Funding approval will initiate RFP.            RFP will need to be conducted over spring/summer 2025 to allow site-visits            RFP will take 4 months from initial publication to award (completed by October 2025)            Permits (if required) expected to take up to 6 months (completed by May 2026)            Staging of equipment and installation of conduit expected to take 8 weeks (completed by August 2026)            Installation of fibre, termination, certification, and commissioning expected to take 4 weeks. (Completed by October 2026)</p>		



Attachment 2b Project Overview – Routine Capital, Carbon Neutral, & IM/IT  
5-Year Capital Plan (2025/26 – 2029/30)

Project Overview				
Institution	Campus	Category	Priority in Category	Program Type
UNBC	Prince George	IM/IT - Emerging Priority	6 of 6	Other
Project Title				
Prince George Primary Campus Diverse Patch to Prince George City Hall.				
Brief Project Description				
UNBC ITS will work with the City of Prince George to identify, plan, scope, install, and commission a diverse fibre path between the Prince George Primary campus (3333 University Way) and City of Prince George City Hall (1100 Patricia Boulevard)				
Project Definition				
Project Scope				
<p>This project supports diverse connections for most of the enrollment at UNBC, benefiting approximately 3,000 FTE students. It ensures that all UNBC campus locations remain connected in the event of a service disruption in Prince George.</p> <p>The project is part of UNBC ITS’s Disaster Recovery and Business Continuity planning process. It involves collaboration with Prince George City staff to develop an initial path plan for diverse fiber connections between the UNBC Prince George campus and Prince George City Hall. The City of Prince George will be responsible for creating a detailed plan, including path, installation type, and service delivery details.</p> <p>The project will require an initial investment of \$150,000 for UNBC to support the City of Prince George in developing the plan and working with city planners, engineers, and civil departments. This phase will identify necessary permits, approvals, and assessments, along with estimated timelines for completion.</p> <p>Upon acceptance of the detailed plan by UNBC ITS and the City of Prince George, a Category-D budgetary assessment will be completed. Following funding approval, the second phase will commence, with the City of Prince George managing the RFP and installation process, including obtaining approvals, permits, and notifications.</p> <p>The City of Prince George will handle installation, verification, and certification, while UNBC will commission the link once it is ready for use.</p> <p>Current Status of the Prince George Primary Campus Diverse Path to Prince George City Hall</p> <p>We are currently in the initial planning phase, collaborating with the City of Prince George to develop the path plan. The project aims to ensure robust and continuous connectivity for UNBC’s primary campus, supporting disaster recovery and business continuity efforts. Once the detailed plan and budget are approved, the installation process will proceed, managed by the City of Prince George with funding from UNBC.</p>				
Project Objectives				
<p><b>Problem/Opportunity:</b> UNBC ITS is adopting a variety of cloud-based services, and has a focus to move critical systems to cloud-based carriers such as Amazon’s AWS and Microsoft’s Azure to increase the durability of the systems compared to on-premise infrastructure. In order to maximise the availability of those services to those working on-campus and students on-campus UNBC ITS has identified an opportunity to increase the durability of the fibre infrastructure connectivity by implementing a diverse path in conjunction with the City of Prince George.</p> <p><b>Project Objectives:</b> The primary objective of this project is to reduce the risk of a single point of failure, that being the connection between the Prince George Primary campus location, and the Prince George City Hall location, where BCNet has its infrastructure located.</p>				
Key Risks				
Project Risk(s)			Proposed Mitigation Strategy	
Identify key project risks and proposed mitigation strategies.				



Attachment 2b Project Overview – Routine Capital, Carbon Neutral, & IM/IT  
5-Year Capital Plan (2025/26 – 2029/30)

Failure to fund project	Work with the City to determine if there are alternative funding opportunities that can be explored	
Failure to find suitable diverse path that meets UNBCs expectations	Continued work with City Staff to determine suitable alternatives	
<p><b>Options Considered</b></p>		
<p>List and describe alternative options for program delivery and project solutions, including advantages/disadvantages of each (e.g., status quo, lease, phased approach, build new, distance learning, use/rental of vacant or under-utilized public assets, sublease of existing facilities, partnership with industry).</p> <p>Status quo is an option for this project. If this was the chosen option UNBC leadership would need to accept the risk initially while working to find alternatives that would reduce the risk to acceptable levels. While not an ideal situation this would leave UNBC vulnerable to single points of failure for primary campus service delivery</p> <p>Alternatives such as wireless connections have been considered, however at the recommendation of the network team they have been deprioritized because those options increase risks rather than reducing risks</p>		
<p><b>Current Situation</b></p>		
<p>Describe the current situation including:</p> <ul style="list-style-type: none"> <li>Currently UNBC uses a single path between Primary Campus (3333 University Way) and Prince George City Hall. This is not ideal as it puts UNBC at risk of a single point of failure for primary campus service.</li> </ul>		
<p><b>Strategic Alignment</b></p>		
<p><b>Institution Priorities</b></p>	<p><b>Government Priorities</b></p>	
<p>Installing a diverse path of fibre to key service provider infrastructure aligns with UNBC’s strategic plan, "Ready. UNBC's Strategic Plan 2023 to 2028," by enhancing our technological foundation to support our mission of leading a sustainable future through education, research, and community impact. This upgrade ensures robust, high-speed connectivity, facilitating advanced research and learning opportunities, which are essential for fostering a culture of curiosity and innovation. Additionally, this infrastructure improvement supports our commitment to Truth and Reconciliation by enabling better collaboration and communication with Indigenous communities. It also empowers northern communities by providing reliable access to digital resources, fostering local solutions with global impact. By investing in cutting-edge technology, we demonstrate our readiness to adapt to a rapidly changing world, ensuring that UNBC remains a leader in education, research, and community engagement.</p>	<p>The installation of a diverse path of fibre for key university systems supports the Government of British Columbia's priorities by enhancing digital connectivity, fostering economic development, advancing education, and ensuring infrastructure resilience and sustainability.</p>	
<p><b>Project Budget (\$ millions)</b></p>		
<p><b>Total Project Cost</b></p>	<p><b>Provincial Funding</b></p>	<p><b>PSI Contribution</b></p>
\$2.5	\$2.5	\$0



Attachment 2b Project Overview – Routine Capital, Carbon Neutral, & IM/IT  
5-Year Capital Plan (2025/26 – 2029/30)

**Level and Year of Cost Estimate:** The pricing proposed is a nominal estimate based on proposed fibre path and distance, and brief market analysis of price-per-kilometre installation. This pricing exercise was completed in Summer 2024. There is some contingency planned as well as accommodations for materials costs increases, labour cost increases, and market force adjustments.

**Capital Funding Assumptions:** UNBC is asking for an initial \$150,000 to be allocated in 2027 to allow for sufficient time for planning and project scoping to occur. UNBC will adjust the budget for the project based on the category-d estimates once obtained.

**Operating Funding Assumptions:** There will be no operational requirements because of this project and its completion

\*Please note: the forecasted project cashflow is to be detailed on Attachment 3: Prioritized Proposed Projects

**Project Schedule**

Target Approval Date	Target Start Date	Target Completion Date
January 2027	March 2029	October 2029

**Key Timing Assumptions:** Describe project timing assumptions, including key milestones such as targeted approvals, anticipated start/end dates, phasing, etc.

Initial Approval – January 2027

Design, assessment, planning – completed by April 2028

Re-submit accurate budget request based on initial assessment pricing April 2028

Phase 2 Approval April 2028

RFP, award, installation, completion – completed by October 2029



**BRIEFING NOTE FROM SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES  
UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES**

<b>Subject:</b>	<b>Scholarships, Bursaries and Awards</b>	
<b>Finance &amp; Investment Committee</b>	<b>Meeting Date:</b>	<b>Purpose:</b> <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input checked="" type="checkbox"/> Approval
<b>UNBC Board of Governors</b>	<b>Meeting Date:</b>	<b>Purpose:</b> <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input checked="" type="checkbox"/> Approval
<b>Submitted By:</b>	Chair Senate Committee on Scholarships and Bursaries, VP Research & Innovation	
<b>Appendices:</b>	<b>NEW Awards</b> <ol style="list-style-type: none"> <li>1. <b>Engineers and Geoscientist BC Scholarship</b></li> <li>2. <b>Association of Women in Finance and Wells Fargo Award</b></li> <li>3. <b>Tom Covello Civil Engineering Memorial Award</b></li> <li>4. <b>Chuck and Marc Bock Health Award</b></li> <li>5. <b>CIM North Central BC Branch Award</b></li> <li>6. <b>Dorothy Friesen Scholarship for Women</b></li> <li>7. <b>Dr. Vincent Budac Memorial Award</b></li> <li>8. <b>Elizabeth Anne McQuarrie Siddall Nursing Award</b></li> </ol> <b>REVISED Awards</b> <ol style="list-style-type: none"> <li>9. <b>Central Interior Branch Engineering &amp; Geoscience Memorial Award</b></li> <li>10. <b>BC Council of Garden Clubs Award</b></li> <li>11. <b>Chancellor Iona Campagnolo Memorial Scholarship</b></li> <li>12. <b>Tom Dennett Memorial Scholarship</b></li> </ol>	
<b>Motion Number:</b>		

**1.0 MOTION**

*That on the recommendation of the Finance and Investment Committee, the Board of Governors, the approves of the scholarships, bursaries and awards as recommended and approved by the UNBC Senate, for the period of June 2024 to August 2024, as presented.*

**2.0 SCHOLARSHIPS, BURSARIES AND AWARDS RECOMMENDED BY THE SENATE FOR THE PERIOD OF MARCH 2024 TO MAY 2024**

NEW Awards

1. Engineers and Geoscientist BC Scholarship
2. Association of Women in Finance and Wells Fargo Award
3. Tom Covello Civil Engineering Memorial Award
4. Chuck and Marc Bock Health Award
5. CIM North Central BC Branch Award
6. Dorothy Friesen Scholarship for Women

7. Dr. Vincent Budac Memorial Award
8. Elizabeth Anne McQuarrie Siddall Nursing Award

REVISED Awards

9. Central Interior Branch Engineering & Geoscience Memorial Award
10. BC Council of Garden Clubs Award
11. Chancellor Iona Campagnolo Memorial Scholarship
12. Tom Dennett Memorial Scholarship



Motion Number (assigned by SCS): \_\_\_\_\_

**SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)**

**PROPOSED MOTION**

**Motion:** That the new Terms and Conditions for the Engineers and Geoscientist BC Scholarship be approved.

**Rationale:** To activate the Engineers and Geoscientist BC Scholarship commencing the 2024-2025 Academic Year.

**Proposed By:** Harpreet Kaur, Scholarships Awards and Internal Grants Officer

**Research & Innovation Contact:** Harpreet Kaur, Scholarships Awards and Internal Grants Officer

**Faculty/Academic Department:** N/A

**Indigenous Content:** No

**Date to SCSB:** May 15, 2024

**TO BE COMPLETED AFTER SCSB MEETING**

**Brief Summary of Committee Debate:** .

**Motion No.:** SCSB20242606.02

**Moved by:** Stathers

**Seconded by:** Somani

**Committee Decision:** CARRIED

**Attachments:** 2 pages

**Approved by SCSB:** June 26, 2024

**Date**

  
\_\_\_\_\_  
**Chair's Signature**

**For Information of Senate & Board**



**AWARDS GUIDE INFORMATION:**

**Award Category:** In-course

**Award Name:** Engineers and Geoscientists BC Scholarship

**Awards Guide Description/Intent:** Engineers and Geoscientists British Columbia (EGBC) is a professional regulation organization that oversees the protection of the public interest by setting and maintaining high academic, experience and professional practice standards for over 40,000 registrants. Only individuals and firms licensed by EGBC are permitted by law to undertake and assume responsibility for engineering and geoscience projects in BC.

**Donor:** Engineers and Geoscientists British Columbia (EGBC)

**Value:** \$2,500

**Number:** Three

**Award Type:** Scholarship

**Eligibility:** One scholarship will be available to the student with the highest cumulative GPA entering their third year of study in the UNBC Civil Engineering Program.

One scholarship will be available to the student with the highest cumulative GPA entering their third year of study in the UNBC Environmental Engineering Program.

One scholarship will be available to the student with the highest cumulative GPA entering their third year of study in the UNBC/UBC Environmental Engineering Program.

**Criteria:** Academic excellence

**Effective Date:** Established 2024

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



Motion Number (assigned by SCSB): SCSB20240828.05

**SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)**

**PROPOSED MOTION**

**Motion:** That the new Terms and Conditions for the Association of Women in Finance and Wells Fargo Award be approved.

**Rationale:** To activate the Association of Women in Finance and Wells Fargo Award commencing the 2024-2025 Academic Year.

**Proposed By:** Harpreet Kaur, Scholarships, awards, and Internal Grants Officer, Office of Research, and Innovation

**Research & Innovation Contact:** Harpreet Kaur, Scholarships, awards, and Internal Grants Officer, Office of Research, and Innovation

**Faculty/Academic Department:** N/A

**Indigenous Content:** No

**Date to SCSB:** Aug 8, 2024

**TO BE COMPLETED AFTER SCSB MEETING**

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

**Motion No.:** SCSB20240828.05

**Moved by:** Neil Hanlon

**Seconded by:** Kim Stathers

**Committee Decision:** CARRIED.

**Attachments:** 1 Page

**Approved by SCSB:** August 28, 2024

**Date**

**Chair's Signature**

**For Information of Senate & Board**

**AWARDS GUIDE INFORMATION:**

**Award Category:** General

**Award Name:** Association of Women in Finance and Wells Fargo Award

**Awards Guide Description/Intent:** Led by a group of professionals, the Association of Women in Finance (AWF) is a nonprofit organization devoted to supporting the advancement of women in finance. Wells Fargo supports housing affordability, small business growth, financial health, and a low-carbon economy, demonstrating its desire to build a sustainable, inclusive future for all. Both organizations are committed to helping women in finance succeed.

**Donor:** Association of Women in Finance and Wells Fargo

**Value:** \$3,500

**Number:** One

**Award Type:** Award

**Eligibility:** Available to a part-time or full-time undergraduate student, who identifies as a woman and is enrolled in the Bachelor of Commerce Program.

**Criteria:** Demonstrated financial need and satisfactory academic standing

**Effective Date:** Established 2024

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



Motion Number (assigned by SCSB): SCSB20240828.06

**SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)**

**PROPOSED MOTION**

**Motion:** That the new Terms and Conditions for the Tom Covello Civil Engineering Memorial Award be approved.

**Rationale:** To activate the Tom Covello Civil Engineering Memorial Award commencing the 2024-2025 Academic Year.

**Proposed By:** Harpreet Kaur, Scholarships, awards, and Internal Grants Officer, Office of Research, and Innovation

**Research & Innovation Contact:** Harpreet Kaur, Scholarships, awards, and Internal Grants Officer, Office of Research, and Innovation

**Faculty/Academic Department:** N/A

**Indigenous Content:** No

**Date to SCSB:** July 23, 2024

**TO BE COMPLETED AFTER SCSB MEETING**

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

**Motion No.:** SCSB20240828.06

**Moved by:** Neil Hanlon

**Seconded by:** Kim Stathers

**Committee Decision:** CARRIED

**Attachments:** 1 Page

**Approved by SCSB:** August 28 2024

**Date**

**Chair's Signature**

**For Information of Senate & Board**

## **AWARDS GUIDE INFORMATION:**

**Award Category:** Entrance

**Award Name:** Tom Covello Civil Engineering Memorial Award

**Awards Guide Description/Intent:** In memory of Tom Covello (1927-1965), a UBC '54 civil engineering graduate, originally from Thorold, Ontario, dedicated to his work in structural design projects across western Canada with RJC Engineers. Tom's wife Dorothy was born in Vanderhoof and graduated from high school in Prince George. She went on to complete her Bachelor of Science in Pharmacy at UBC. Tragically, they both lost their lives in the CP Flight 21 crash at 100 Mile House in July 1965. To honour Tom's memory, this award has been established to support outstanding domestic students entering Civil Engineering, encouraging them to pursue their dreams with the same passion and commitment that he exemplified.

**Donor:** The Covello Family Charitable Fund

**Value:** \$8,000

**Number:** One

**Award Type:** Award

**Eligibility:** Available to a domestic full-time undergraduate student enrolled in the Civil Engineering Program who has demonstrated active participation in extracurricular activities. First preference will be given to a student entering the program from a northern BC high school, specifically Prince George, Vanderhoof, or 100 Mile House.

**Criteria:** Demonstrated financial need and academic excellence

**Effective Date:** Established 2024

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



Motion Number (assigned by SCSB): SCSB20240828.07

**SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)**

**PROPOSED MOTION**

**Motion:** That the new Terms and Conditions for the Chuck and Marc Bock Health Award be approved.

**Rationale:** To activate the Chuck and Marc Bock Health Award commencing the 2024-2025 Academic Year.

**Proposed By:** Harpreet Kaur, Scholarships, awards, and Internal Grants Officer, Office of Research, and Innovation

**Research & Innovation Contact:** Harpreet Kaur, Scholarships, awards, and Internal Grants Officer, Office of Research, and Innovation

**Faculty/Academic Department:** N/A

**Indigenous Content:** No

**Date to SCSB:** June 26,2024

**TO BE COMPLETED AFTER SCSB MEETING**

**Brief Summary of Committee Debate:** The Committee endorsed the motion. Harpreet to contact donor regarding criteria language – as Committee found “in the north” too broad and revise accordingly.

**Motion No.:** SCSB20240828.07

**Moved by:** Neil Hanlon

**Committee Decision:** CARRIED.

**Approved by SCSB:** August 28, 2024

**Date**

**Seconded by:** Kim Stathers

**Attachments:** 1 Page

**Chair’s Signature**

**For Information of Senate & Board**

**AWARDS GUIDE INFORMATION:**

**Award Category:** Graduate

**Award Name:** Chuck and Marc Bock Health Award

**Awards Guide Description/Intent:** In memory of Marc's parents, Yvette and Dollard Bock, who were long-time residents of Prince George; Marc, with the help of artist and chef Chuck, created this award to honour Yvette's vision of supporting students in the UNBC Northern Medical Program. Marc drew inspiration from First Nations Elder Veronica Rose (Prince) Rossetti's wisdom on native medicine and her philosophy of "don't fight the wind."

**Donor:** Chuck and Marc Bock

**Value:** \$2,500

**Number:** one

**Award Type:** Award

**Eligibility:** Available to a full-time graduate student enrolled in the Northern Medical Program. First preference will be given to a resident of northern British Columbia. Second preference will be given to a student who plans on practicing medicine in northern communities.

**Criteria:** Academic proficiency and plans to practice medicine in the north

**Effective Date:** Established 2024

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





Motion Number (assigned by SCSB): SCSB20240828.08

**SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)**

**PROPOSED MOTION**

**Motion:** That the new Terms and Conditions for the CIM North Central BC Branch Award be approved.

**Rationale:** To activate the CIM North Central BC Branch Award commencing the 2024-2025 Academic Year.

**Proposed By:** Harpreet Kaur, Scholarships, awards, and Internal Grants Officer, Office of Research, and Innovation

**Research & Innovation Contact:** Harpreet Kaur, Scholarships, awards, and Internal Grants Officer, Office of Research, and Innovation

**Faculty/Academic Department:** N/A

**Indigenous Content:** No

**Date to SCSB:** June 13, 2024

**TO BE COMPLETED AFTER SCSB MEETING**

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

**Motion No.:** SCSB20240828.08

**Moved by:** Neil Hanlon

**Seconded by:** Kim Stathers

**Committee Decision:** CARRIED

**Attachments:** 1 Page

**Approved by SCSB:** August 28, 2024

**Date**

**Chair's Signature**

**For Information of Senate & Board**

**AWARDS GUIDE INFORMATION:**

**Award Category:** In-course

**Award Name:** CIM North Central BC Branch Award

**Awards Guide Description/Intent:** The North Central British Columbia (NCBC) Branch of the Canadian Institute of Mining, Metallurgy and Petroleum (CIM) opened in the fall of 1997 to support professionals working in the north. With this award, they would like to encourage Environmental Engineering or Geology students in northern BC who are interested in a career in the mining industry.

**Donor:** CIM North Central BC Branch

**Value:** \$1,000

**Number:** One

**Award Type:** Award

**Eligibility:** Available to a full-time undergraduate student enrolled in Environmental Engineering or Geology who has completed 30 credit hours. First preference will be given to a British Columbia resident, from William's Lake and north, interested in pursuing a career in the mining industry. Second preference will be given to a student with a family member in the mining industry.

**Criteria:** Demonstrated financial need, academic proficiency

**Effective Date:** Established 2024

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



Motion Number (assigned by SCSB): SCSB20240828.09

**SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)**

**PROPOSED MOTION**

**Motion:** That the new Terms and Conditions for the Dorothy Friesen Scholarship for Women be approved.

**Rationale:** To activate the Dorothy Friesen Scholarship for Women commencing the 2024-2025 Academic Year.

**Proposed By:** Harpreet Kaur, Scholarships, awards, and Internal Grants Officer, Office of Research, and Innovation

**Research & Innovation Contact:** Harpreet Kaur, Scholarships, awards, and Internal Grants Officer, Office of Research, and Innovation

**Faculty/Academic Department:** N/A

**Indigenous Content:** No

**Date to SCSB:** June 26, 2024

**TO BE COMPLETED AFTER SCSB MEETING**

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

**Motion No.:** SCSB20240828.09

**Moved by:** Neil Hanlon

**Seconded by:** Kim Stathers

**Committee Decision:** CARRIED

**Attachments:** 1 Page

**Approved by SCSB:** August 28, 2024

**Date**

**Chair's Signature**

**For Information of Senate & Board**

**AWARDS GUIDE INFORMATION:**

**Award Category:** In-course

**Award Name:** Dorothy Friesen Scholarship for Women

**Awards Guide Description/Intent:** In 1990, the UNBC Act, signed by 16,000 individuals, was passed in the BC Legislative Assembly creating the University of Northern British Columbia. Dorothy was one of those 16,000 UNBC Founders who championed the strong belief in education. With this award, Dorothy is ensuring our future medical students get the support they need to continue their studies.

**Donor:** Dorothy Friesen

**Value:** \$3,000

**Number:** One

**Award Type:** Scholarship

**Eligibility:** Available to a full-time or part-time undergraduate student who has completed 90 credit hours and intends to enter the Northern Medical Program. First preference will be given to a woman who has graduated from a secondary school in northern British Columbia, excluding Prince George.

**Criteria:** Academic excellence and the intention of entering the Northern Medical Program

**Effective Date:** Established 2024

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



Motion Number (assigned by SCSB): SCSB20240828.10

**SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)**

**PROPOSED MOTION**

**Motion:** That the new Terms and Conditions for the Dr. Vincent Budac Memorial Award be approved.

**Rationale:** To activate the Dr. Vincent Budac Memorial Award commencing the 2024-2025 Academic Year.

**Proposed By:** Harpreet Kaur, Scholarships Awards and Internal Grants Officer

**Research & Innovation Contact:** Harpreet Kaur, Scholarships Awards and Internal Grants Officer

**Faculty/Academic Department:** N/A

**Indigenous Content:** Yes/No (Determined by the Scholarships Awards and Internal Grants Officer)

**Date to SCSB:** July 4, 2024

**TO BE COMPLETED AFTER SCSB MEETING**

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

**Motion No.:** SCSB20240828.10

**Moved by:** Neil Hanlon

**Seconded by:** Kim Stathers

**Committee Decision:** CARRIED

**Attachments:** 1 Page

**Approved by SCSB:** August 28, 2024  
Date

  
Chair's Signature

**For Information of Senate & Board**

## **AWARDS GUIDE INFORMATION:**

**Award Category:** General

**Award Name:** Dr. Vincent Budac Memorial Award

**Awards Guide Description/Intent:** This award has been established in memory of Dr. Vincent Gabriel Budac who passed away suddenly on June 7, 2023, at the age of 35. Dr. Budac graduated from the University of Northern British Columbia (UNBC) in 2009 with Bachelor of Science in Biochemistry & Molecular Biology. During his time as a student, Dr. Budac was one of the first members of the UNBC underwater hockey team, the Timberwhales.

Following his studies at UNBC, Dr. Budac went on to become an Optometrist and opened the True North Optometry clinic in Prince George. Dr. Budac was passionate about volunteerism. He regularly volunteered at St. Vincent de Paul and participated in "Volunteer Optometric Services to Humanity". In memory of Dr. Budac, this award will support students pursuing studies at UNBC who demonstrate their dedication to volunteerism.

**Donor:** Family and friends of Dr. Vincent Budac and the UNBC Timberwhales Club

**Value:** \$1,000

**Number:** One

**Award Type:** Award

**Eligibility:** Available to a full-time or part-time undergraduate or graduate student who demonstrates their passion for volunteerism. First preference will be given to a student who has participated in the UNBC Timberwhales Club. Second preference will be given to a student who has an interest in becoming an optometrist following their studies.

**Criteria:** Demonstrated financial need and satisfactory academic standing

**Effective Date:** Established 2024

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



Motion Number (assigned by SCSB): SCSB20240828.11

**SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)**

**PROPOSED MOTION**

**Motion:** That the new Terms and Conditions for the Elizabeth Anne McQuarrie Siddall Nursing Award be approved.

**Rationale:** To activate the Elizabeth Anne McQuarrie Siddall Nursing Award commencing the 2024-2025 Academic Year.

**Proposed By:** Harpreet Kaur, Scholarships, awards, and Internal Grants Officer, Office of Research, and Innovation

**Research & Innovation Contact:** Harpreet Kaur, Scholarships, Awards, and Internal Grants Officer, Office of Research, and Innovation

**Faculty/Academic Department:** N/A

**Indigenous Content:** No

**Date to SCSB:** July 18, 2024

**TO BE COMPLETED AFTER SCSB MEETING**

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

**Motion No.:** SCSB20240828.11

**Moved by:** Neil Hanlon

**Seconded by:** Kim Stathers

**Committee Decision:** CARRIED

**Attachments:** 1 Page

**Approved by SCSB:** August 28, 2024

**Date**

**Chair's Signature**

**For Information of Senate & Board**



**AWARDS GUIDE INFORMATION:**

**Award Category:** In-course

**Award Name:** Elizabeth Anne McQuarrie Siddall Nursing Award

**Awards Guide Description/Intent:** This award was established through Aqueduct Foundation with the "Elizabeth Anne McQuarrie Siddall Foundation" fund established by George Siddall for his wife, Elizabeth Anne McQuarrie Siddall. Aqueduct Foundation is a public foundation with donor-advised funds based in Vancouver, British Columbia.

**Donor:** Elizabeth Anne McQuarrie Siddall Foundation

**Value:** \$5,250

**Number:** Eight

**Award Type:** Award

**Eligibility:** Available to a full-time undergraduate student enrolled in the Northern Baccalaureate Nursing Program in Prince George who has completed 90 credit hours. First preference will be given to a resident of northern British Columbia.

**Criteria:** Demonstrated financial need and academic proficiency

**Effective Date:** Established 2024

**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 **Central Interior Branch Engineering & Geoscience Memorial Award** Scholarship be approved.

**Rationale:** To revise the **Central Interior Branch Engineering & Geoscience Memorial Award** commencing the 2024-2025 Academic Year.

**Proposed By:** Harpreet Kaur, Scholarships, awards, and Internal Grants Officer, Office of Research, and Innovation

**Research & Innovation Contact:** Harpreet Kaur, Scholarships, awards, and Internal Grants Officer, Office of Research, and Innovation

**Faculty/Academic Department:** N/A

**Indigenous Content:** No

**Date to SCSB:** 29, May 2024

**TO BE COMPLETED AFTER SCSB MEETING**

**Brief Summary of Committee Debate:**

**Motion No.:** SCSB20242606.03

**Moved by:** Stathers

**Seconded by:** Somani

**Committee Decision:** CARRIED

**Attachments:** 2 pages

**Approved by SCSB:** June 26, 2024

**Date**

  
\_\_\_\_\_  
**Chair's Signature**

**For Information of Senate & Board**

## **AWARDS GUIDE INFORMATION:**

**Award Category:** In-course

**Award Name:** ~~Vladimir Pasicnyk Scholarship for UNBC Engineering Undergraduates~~ Central Interior Branch Engineering & Geoscience Memorial Award ~~EGBC Central Interior Branch Memorial Award~~

**Awards Guide Information:** ~~The Central Interior Branch of Engineers and Geoscientists BC established this award in 2007 to support northern students in engineering and geoscience programs at UNBC. The award is based on academic standing and extracurricular activities of the applicants. This award was established through Estate gifts left by engineers in the region and continues to be supported by donations from individuals and companies. Engineers and Geoscientists BC's (EGBC) Central Interior Branch established this award to support northern students in engineering and geoscience programs at the University of Northern British Columbia (UNBC). The award is awarded based on academic standing and extracurricular activities.~~

~~The award scholarship was set up at the time when the engineering program at UNBC was being established. The award scholarship was established by legacies that were left by several engineers in the region and continues to be supported by donations from individuals and companies.~~

**Donor:** ~~Central Interior Branch of the Association of Professional Engineers and Geoscientists of BC~~ Central Interior Branch of Engineers and Geoscientists BC

**Value:** ~~\$500~~ 1,000

**Number:** One

**Award Type:** Scholarship Award

**Eligibility:** Available to a full-time undergraduate student enrolled in an Engineering or Geoscience Program who has completed 30 credit hours enrolled in their second year of studies in the Environmental Engineering (BASc) program and who demonstrates community involvement. First preference will be given to a resident of northern British Columbia.

**Criteria:** ~~Academic excellence.~~ Academic proficiency and community involvement

**Effective Date:** Established 2011, revised 2024

**Recipient Selection:** Senate Committee on Scholarships and Bursaries on recommendation by the ~~Central Interior Branch of the Association of Professional Engineers and Geoscientists of BC~~ Faculty of Science and Engineering.



Motion Number (assigned by SCSB): SCSB20240828.12

**SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)**

**PROPOSED MOTION**

**Motion:** That the revised Terms and Conditions for the BC Council of Garden Clubs Award be approved.

**Rationale:** To revise the BC Council of Garden Clubs Award commencing the 2024-2025 Academic Year.

**Proposed By:** Harpreet Kaur, Scholarships, awards, and Internal Grants Officer, Office of Research, and Innovation

**Research & Innovation Contact:** Harpreet Kaur, Scholarships, awards, and Internal Grants Officer, Office of Research, and Innovation

**Faculty/Academic Department:** N/A

**Indigenous Content:** No

**Date to SCSB:** 27, May 2024

**TO BE COMPLETED AFTER SCSB MEETING**

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

**Motion No.:** SCSB20240828.12

**Moved by:** Julius Bankole

**Seconded by:** Neil Hanlon

**Committee Decision:** CARRIED

**Attachments:** 1 Page

**Approved by SCSB:** August 28, 2024

**Date**

**Chair's Signature**

**For Information of Senate & Board**

## **AWARDS GUIDE INFORMATION:**

**Award Category:** In-course

**Award Name:** BC Council of Garden Clubs Award

**Awards Guide Description/Intent:** This award has been established by the BC Council of Garden Clubs to assist students in furthering their education in the fields of horticulture, agriculture, and plant sciences. The BC Council of Garden Clubs was established in 1943 and is an umbrella organization for more than 180 garden clubs in the province.

**Donor:** BC Council of Garden Clubs

**Value:** \$1,400

**Number:** One per annum

**Award Type:** Award

**Eligibility:** Available to a full-time undergraduate Canadian student who is a resident of BC and has completed 60 credit hours in BSc FEM (Forest Ecology and Management), Forestry Major, specializing in Silviculture; or BSc FEM (Forest Ecology and Management), Biology Major, specializing in Botany/Mycology.

**Criteria:** Academic proficiency and demonstrated financial need, student must be pursuing a career in the field of horticulture

**Note:** This award is renewable for 2 years, subject to the recipient maintaining the award criteria of academic proficiency and demonstrated financial need

**Effective Date:** Established 2003, Revised 2024

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



Motion Number (assigned by SCSB): SCSB20240828.13

**SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)**

**PROPOSED MOTION**

**Motion:** That the revised Terms and Conditions for the **Chancellor Iona Campagnolo Memorial Scholarship** be approved.

**Rationale:** To revise the **Chancellor Iona Campagnolo Memorial Scholarship** commencing the 2024-2025 Academic Year.

**Proposed By:** Harpreet Kaur, Scholarships, awards, and Internal Grants Officer, Office of Research, and Innovation

**Research & Innovation Contact:** Harpreet Kaur, Scholarships, awards, and Internal Grants Officer, Office of Research, and Innovation

**Faculty/Academic Department:** N/A

**Indigenous Content:** No

**Date to SCSB:** 29, May 2024

**TO BE COMPLETED AFTER SCSB MEETING**

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

**Motion No.:** SCSB20240828.13

**Moved by:** Julius Bankole

**Seconded by:** Neil Hanlon

**Committee Decision:** CARRIED

**Attachments:** 1 Page

**Approved by SCSB:** August 28, 2024

**Date**

**Chair's Signature**

**For Information of Senate & Board**

## **AWARDS GUIDE INFORMATION:**

**Award Category:** Entrance

**Award Name:** Chancellor Iona Campagnolo ~~Endowed~~ Memorial Scholarship

**Awards Guide Description/Intent:** Iona Campagnolo, the first chancellor of the University of Northern British Columbia, ~~is~~ was a distinguished Canadian and British Columbian. She ~~is~~ was an integral part of this institute's vision, declaring that "The University of Northern British Columbia will be a welcoming place for all students, not grudgingly, or in spite of their colour, race, gender or place of origin, but in frank celebration of it. "

**Donor:** Friends of Chancellor Campagnolo and UNBC

**Value:** ~~\$750~~ \$3,500

**Number:** One

**Award Type:** Scholarship

**Eligibility:** Available to a new full-time undergraduate student enrolled in Health and Human Sciences, Political Science, International Studies, First Nations Studies, or Women's Studies. The scholarship will be awarded in even years to a woman and in odd years to a man. First preference will be given to a resident of northern British Columbia and will be distributed evenly, when possible, amongst the differing sub-regions.

**Criteria:** Academic excellence, social excellence, community service

**Note:** Successful applicants must complete the Community Involvement section of the Online Awards Application and have two referees submit a reference letter via [awards@unbc.ca](mailto:awards@unbc.ca).

**Effective Date:** Established 1992, revised 2024

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





Motion Number (assigned by SCSB): SCSB20240828.15

**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 2024-2025 Academic Year.

**Proposed By:** Harpreet Kaur, Scholarships, Awards, and Internal Grants Officer, Office of Research, and Innovation

**Research & Innovation Contact:** Harpreet Kaur, Scholarships, Awards, and Internal Grants Officer, Office of Research, and Innovation

**Faculty/Academic Department:** N/A

**Indigenous Content:** No

**Date to SCSB:** July 4, 2024

**TO BE COMPLETED AFTER SCSB MEETING**

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

**Motion No.:** SCSB20240828.15

**Moved by:** Julius Bankole

**Seconded by:** Neil Hanlon

**Committee Decision:** CARRIED

**Attachments:** 1 Page

**Approved by SCSB:** August 28, 2024

**Date**

**Chair's Signature**

**For Information of Senate & Board**

**AWARDS GUIDE INFORMATION:**

**Award Category:** ~~Entrance~~In-course

**Award Name:** Tom Dennett Memorial Scholarship

**Awards Guide Description/Intent:** This scholarship was established in memory of a chemistry professor~~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 is the top student in who has transferred to UNBC from Langara College and is enrolled in Chemistry 101, 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 ProficiencyExcellence

**Effective Date:** Endowed 2015, revised 2022~~24~~

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

**REPORT TO: FINANCE AND INVESTMENT COMMITTEE**

**UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES**

<b>Subject:</b>	UNBC Q1 2024-25 Financial Statements
<b>Finance &amp; Investment Committee</b>	September 19, 2024
<b>Submitted By:</b>	Rahim Somani, Vice-President, Finance and Administration
<b>Please note other guests to be in attendance:</b>	Kiran Kullar, Director of Finance
<b>Appendices:</b>	UNBC Q1 2024-25 Financial Statements for review

The quarter 1 Consolidated Statement of Financial Position and the Consolidated Statement of Operations and Accumulated Surplus are attached for review. Explanations for material variances have been provided.

**Consolidated Statement of Financial Position at June 30, 2024 with comparative figures at March 31, 2024**

**Assets**

1. **Cash and Cash Equivalents:** Decreased by \$5.7M due to increased vendor payments made after year-end.
2. **Accounts Receivable:** Decreased by \$2.9M primarily due to receiving the Q4 Northern Medical receivable after year-end.

**Liabilities**

1. **Accounts Payable and Accrued Liabilities:** Decreased by \$7.1M mainly due to the timing of vendor payments with increased payments made after year-end. Also due to lower salaries and wages payable at the end of June compared to the end of March simply because of payroll dates relative to month end.
2. **Deferred Revenue and Deferred Contributions:** Decreased by \$6.6M and increased by \$5M respectively due to a reclass between the two accounts, no net impact. The difference of \$1.6M decrease is due to the recognition of revenue for expenditures incurred.

**Consolidated Statement of Operations and Accumulated Surplus for the 3 months ended June 30, 2024 with comparative figures for June 30, 2023**

1. **Operating Surplus/Deficit:** The operating surplus for Q1 2025 is \$0.2M compared to Q1 2024 operating deficit of \$4.9M.
2. **Total Revenue:** Increased by \$6.5M compared to the prior year, attributed to increases in:

- a. Provincial grant revenue (\$1.2M) due to increased funding for mandated salary increases.
  - b. Gifts, bequests, non-government grants and contracts (\$3.1M) due to timing of payments received by end of June this year as compared to early July last year.
  - c. Investment income (\$0.8M) due to improved market conditions.
3. **Tuition:** Both domestic and international tuition increased by \$0.3M each as compared to prior year, corresponding to the enrollment.
  4. **Total Expenses:** Increased by \$1.3M compared to the prior year due to an increase in professional and contracted services and scholarships as well as fellowships and bursaries.

Year to date revenue and expenses are about 24% of budgeted figures which provides a positive outlook for the remainder of the year given that expenses will be incurred consistently throughout the year but there will be an increase in tuition revenue and sale of goods and service revenue during the fall and winter semesters.

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA**

## Consolidated Statement of Financial Position

June 30, 2024, with comparative figures for March 31, 2024 (in thousands of dollars)

	June 2024	March 2024
<b>Financial assets</b>		
Cash and cash equivalents	\$ 49,855	\$ 55,567
Operating investments	22,910	22,808
Accounts receivable	8,642	11,562
Inventories for resale	460	526
Portfolio investments	36,641	36,395
	<b>118,508</b>	<b>126,858</b>
<b>Liabilities</b>		
Accounts payable and accrued liabilities	11,820	18,991
Deferred revenue	546	7,108
Deferred contributions	73,658	68,662
Deferred capital contribution	149,797	150,645
	<b>235,821</b>	<b>245,406</b>
<b>Net debt</b>	<b>(117,313)</b>	<b>(118,548)</b>
<b>Non-financial assets</b>		
Tangible capital assets	201,010	201,030
Inventories held for use	136	127
Endowment investments	73,211	73,199
Prepaid expenses	2,561	3,550
	<b>276,918</b>	<b>277,906</b>
<b>Accumulated surplus</b>	<b>\$ 159,605</b>	<b>\$ 159,358</b>

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA**

Consolidated Statement of Operations and Accumulated Surplus

For the Three months ended June 30, 2024, with comparative figures for June 30, 2023 (in thousands of dollars)

	Budget 2025 12 months	June 2024 3 months	June 2023 3 months
<b>Revenues</b>			
Government grants			
Provincial government	\$ 78,683	\$ 19,422	\$ 18,245
Federal government	9,500	2,960	2,748
Tuition - Domestic	16,494	2,805	2,531
Tuition - International	10,830	1,696	1,425
Other fees	2,076	358	351
Sales of goods and services	9,535	1,645	1,320
Gifts, bequests, non-government grants and contracts	16,794	4,912	1,776
Investment income	4,100	1,545	718
External cost recovery and other income	573	1	
Revenue recognized from deferred capital contributions	8,000	1,955	1,683
	156,585	37,299	30,797
<b>Expenses</b>			
Ancillary operations	7,459	1,773	1,540
Facilities operations and maintenance	18,419	4,556	4,489
Instruction	60,734	13,558	12,810
Institutional support	49,373	11,297	12,936
Sponsored research	5,500	4,111	3,451
Special purpose	14,600	1,757	519
	156,085	37,052	35,745
<b>Annual operating surplus (deficit) before restricted contributions</b>	500	247	(4,948)
<b>Restricted endowment contributions</b>	1,500		211
<b>Annual surplus (deficit)</b>	2,000	247	(4,737)
<b>Accumulated surplus, beginning of year</b>	158,655	159,358	159,623
<b>Accumulated surplus, end of year</b>	\$ 160,655	\$ 159,605	\$ 154,886

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA**

Notes to Consolidated Financial Statements

Quarter ended June 30, 2024, with comparative figures for June 30, 2023 (in thousands of dollars)

**1. Expense by object**

The following is a summary of expenses by object:

	<b>June 30, 2024</b>	<b>June 30, 2023</b>
Salaries and wages	\$ 20,320	\$ 20,131
Benefits	4,083	3,559
Operational supplies and expenses	4,031	5,071
Professional and contracted services	1,913	1,037
Scholarships, fellowships and bursaries	1,207	476
Renovations, alterations and maintenance	987	1,052
Utilities	642	560
Cost of goods sold	266	236
Equipment, furnishings and rent	415	347
Travel and personnel costs	550	699
Amortization of tangible capital assets	2,638	2,577
Balance, end of year	<b>\$ 37,052</b>	<b>\$ 35,745</b>



**REPORT TO: FINANCE AND INVESTMENT COMMITTEE**

**UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES**

<b>Subject:</b>	<b>UNBC Q1 2024-25 Forecast</b>
<b>Finance &amp; Investment Committee</b>	<b>September 19, 2024</b>
<b>Submitted By:</b>	Rahim Somani, Vice-President, Finance and Administration
<b>Please note other guests to be in attendance:</b>	Kiran Kullar, Director of Finance
<b>Appendices:</b>	UNBC Q1 2024-25 Forecast Confirmation for signature

The quarter 1 forecast is in line with the 2024-2025 budget. The anticipated annual surplus for 2024-2025 is \$0.5 million as compared to the prior year annual budgeted deficit of \$2 million. The increase of \$2.5 million is contributed to the following:

- \$8.13 million increase in the provincial operating grant due to approved mandated salary increases
- \$0.33 million decrease in tuition and student fees
- \$5.95 million increase in other grants and income which includes provincial routine capital, federal grants, donations, investment income. It is expected that these are steady sources of funding.
- \$7.89 million increase in employee costs due to approved mandated increases, new positions, and filling vacant positions
- \$3.36 million increase in operating costs due to new programs and the general rising cost of goods and services

We will continue to monitor UNBC's financial performance and refine our forecast as we move towards quarter 2

The entire file has been submitted to the Ministry as part of our regular reporting. The confirmation sheet, attached herewith, will be resubmitted upon being signed by the Chair of the Finance and Investment Committee, after approval by the Committee. For those seeking more detailed information, the complete file submitted to the Ministry is available upon request.

**Post-Secondary Institution: Forecast Confirmation**

Institution Name: University of Northern British Columbia UNBC Prepared by: Kiran Kullar  
 Entity Code: U05 Phone #: 250-960-5519  
 Forecast Date: \_\_\_\_\_ E-mail: kiran.kullar@unbc.ca  
 (e.g., Quarter 1, 24/25)

**Forecast Summary:**

	Forecast <u>2024/25</u>	Forecast <u>2025/26</u>	Forecast <u>2026/27</u>	Forecast <u>2027/28</u>
----- \$thousands -----				
<b>Statement of Operations</b>				
Total revenue	(156,528)	(159,575)	(162,754)	(167,357)
Total expenditure	156,085	159,094	162,075	166,526
<b>Net (Revenues)/Expenses **</b>	<b>(443)</b>	<b>(481)</b>	<b>(679)</b>	<b>(831)</b>
(Gain) loss on sale of capital assets	-	-	-	-
Unallocated Pressures (use in Q1 only)	-	-	-	-
<b>Operating Net (Income) Loss (for Ministry)</b>	<b>(443)</b>	<b>(481)</b>	<b>(679)</b>	<b>(831)</b>
Endowment (restricted asset) contributions	(1,500)	(2,000)	(2,000)	(2,000)
<b>Net (Income) Loss</b>	<b>(1,943)</b>	<b>(2,481)</b>	<b>(2,679)</b>	<b>(2,831)</b>

*I confirm that I have reviewed the financial forecast and key underlying assumptions provided to the Ministry for the 2024/25, 2025/26, 2026/27, and 2027/28, fiscal years as summarized in this schedule. This financial forecast represents, in all material respects, the post-secondary institution's best estimate of operating results and financial position by the year end. I also confirm that I will review the information provided to the Ministry with the Board.*

**Audit and Finance Committee Chair:**

Name: Allison Beswick

Signature: \_\_\_\_\_

***Governance and Human Resources Committee  
Report to the UNBC Board of Governors***

**Submitted by: Joel McKay**

**Date(s) of meetings since last report: September 19, 2024**

**Topics reviewed and recommendations made:**

**1. Governance**

- Reviewed Board agendas.
- Reviewed proposed governance actions and priorities for 2024-2025.
- Recommendations to the Board:
  - Deletion of Program – Post-Diploma Baccalaureate Nursing Program
  - Cedars Christian School and UNBC TekX Dual Credit program
  - UNBC and School District 57's Dual Credit agreement
  - Termination of Agreement – Dorset College Agreement Termination
  - Lheidli T'enneh Tuition Initiative Agreement
  - UNBC Board of Governors – 2025 Meeting Date

**2. Human Resources**

- Quarterly Appointment Delegation Policy Report
- Recommendations to the Board:
  - UNBC Faculty Association Market Differentials
  - Executive Compensation for Vice Presidents
  - Executive Compensation for the President and Vice Chancellor
  - Exempt Handbook Update – Professional Development Funds

**Board of Governors: Governance Action Items Update**

**September 2024**

Action Item	Current Status
1. Complete new Strategic Plan and Vision	Complete. Approved by Senate in August and the Board in September 2023. The Plan rolled out to the University Community on October 5. This is now in the implementation phase.
2. A Board orientation and development site be developed to include materials readily available to BOG members. In particular, information on fiduciary responsibility and the university bi-cameral system will be included. As per the 2020 Lewis report, a statement of the duties and responsibilities of BOG members inside and outside the boardroom and examples of actual and apparent conflicts of interest should be included.	<p>Continuing. Initiated with transfer of existing materials to Teams site. BOG sessions on bi-cameral governance, university finances, academic matters, and student enrolment have been recorded and posted to the Teams site for on-going use. A session about PSEC took place in January 2024.</p> <p>Several board members participated in the June 2024 provincial Post-Secondary Board Governance Workshop, hosted by the Ministry of Post-Secondary Education and Future Skills. A couple of Board members attended the Governing in the Public Interest Workshop hosted by the Crown Agencies and Board Resourcing Office in April 2024.</p> <p>The provincial government has updated their general certificate units for board members, and the Ministry of Post-secondary Education and Future Skills updated its orientation for Board members.</p> <p>Joint CNC Board Cybersecurity session planned for spring 2025.</p>
3. In consultation with the Board, the President determines how individual Board Members can advance the University's vision, mission, and reputation within the communities the University serves, and works with the Members to implement strategies.	The University Advancement Advisory Board began meeting in fall 2023 and are looking at this work.
4. Each September the Board holds an in-depth engagement session on its priorities and accountability mechanisms, the University's financial situation, the internal and external risk landscape, and other topics essential for informed decision making on	<p>Complete and on-going:</p> <ul style="list-style-type: none"> <li>• October 2022 - discussions about the northern economic situation, national and global post-secondary trends, northern Indigenous issues, and northern social development issues.</li> <li>• December 2023 - presentations and discussions about Strategic Enrolment Management.</li> </ul>

<p>matters expected to come to the Board in the governance year.</p>	<ul style="list-style-type: none"> <li>• Fall 2024 session TBD.</li> </ul>
<p>5. The Board sets annual goals for the President against which presidential progress is measured.</p>	<p>Complete:</p> <ul style="list-style-type: none"> <li>• 2022-23 academic year - set June 2022 and reported June 2023.</li> <li>• 2023-24 academic year – set June 2023 and reported June 2024.</li> </ul> <p>Continuing:</p> <ul style="list-style-type: none"> <li>• 2024-25 academic year - set through the 2023 Strategic Plan and President’s annual report (June 2024).</li> <li>• Key priorities for the President over the next five years set in June 2024 through the review prior to reappointment process.</li> </ul>
<p>6. Specific Board-related policies be reviewed, revised, or developed as necessary, including: Procedures for Presidential Review; the President Search Procedures; Search Committees for Academic Vice-Presidents and other Senior Academic Administrators Procedures; Appointment of Senior Academic and Administrative Officers of the University, and of Faculty Policy; standard policy for inclusive search processes for administrators; whistle blower or safe disclosure policy; delegation of Board authority; Administrator employment standards; policy on appeals to the Board of Governors; policy on the acceptance of gifts.</p>	<p>Underway.</p> <ul style="list-style-type: none"> <li>• In 2023, the Board approved the Hiring Equity Policy; Intentional Diversity Hire Policy; Vice-Presidents and Other Senior Academic Administrators Selection and Review Procedures; Appointment Delegation Policy; Appeals to the Board of Governors Policy; and the updated exempt handbook (administrator employment standards).</li> <li>• The Presidential policies and procedures related to appointment, reappointment, search and recommendation, and annual reviews were approved by the Board in March 2024.</li> </ul>
<p>7. The Audit and Risk Committee develops a process for annual evaluation of the function and functioning of the Board and its committees.</p>	<p>Complete. Committee developed a draft survey process and tested it in May 2023. The results went to the Board in September 2023. There will be opportunities for continued improvement around integration of the renewed strategic plan, enhancing relationships with external parties and oversight of succession planning and development. The next survey will be conducted December 2024/January 2025 to allow the Board to act on the results of the survey.</p>
<p>8. Re-instate the Advisory Committee on Advancement, with a northern focus and an updated mandate.</p>	<p>Complete. Terms of reference for the University Advancement Advisory Board approved at January 2023 Board meeting. Recommended membership was approved by the Board at the June 2023</p>

	meeting. The Chair of UAAB has been appointed, and UAAB began meeting in late October 2023.
9. Advance the UNBC Land Trust structure and governance model.	Underway. Work continues between administration and the Land Development Corporation. Information on the Land Trust is readily available to Board members on the SharePoint site.

**SENATE COMMITTEE ON ACADEMIC AFFAIRS**

**PROPOSED REVISION OF CALENDAR ENTRY**

**Motion:** That the Post-Diploma Baccalaureate Nursing Program, on page 178 of the PDF 2023/2024 UNBC Undergraduate Calendar, be cancelled as proposed.

1. **Effective date:** January 2025

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

Post-Diploma BNP students are Registered Nurses who are actively employed in nursing practices and taking courses part-time to meet the requirements of a BScN degree. Many of the required courses are shared with the Northern Collaborative Baccalaureate Nursing Program (NCBNP), which has at times required “last minute” course adjustments (switching delivery modes, adding an additional section, finding an additional clinical placement) to accommodate a Post-Diploma BNP student taking a single course in a semester.

Between the academic years of 1996-97 and 2022-23, 247 students have enrolled in the Post-Diploma Baccalaureate Nursing Program (BNP), while only 81 students have completed and been conferred degrees. In the past 5 academic years, only 13 students have enrolled, and 4 degrees have been conferred.

Given the increased interest in the Rural Nursing Certificate Program (RNCP) (30 – 40 students per semester on average) and its BScN Completion, the RN First Call Certified Practice, Remote Nursing Certified Practice and newly developed Safe Prescribing for RNs with Certified Practice, there appears to be more need for this type of post nursing diploma education by Registered Nurse students than the traditional Post-Diploma BNP. For those Registered Nurse students wishing to pursue a BScN, the RNCP BScN Completion offers that option with the additional benefit of skills, knowledge, and experience in remote and rural nursing practice.

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

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

**Post-Diploma Baccalaureate Nursing Program**

The minimum requirement for completion of the Post-Diploma Baccalaureate Nursing Program BScN is 45 credit hours with 24 of these required credit hours in nursing. Admission occurs in September and January. The fulfillment of admission requirements does not guarantee admission to the post-diploma program and is based on available space.

**Transfer Credit**

Students who have completed a Registered Nurse Diploma at a recognized post-secondary institution may be eligible to receive up to 60 credit hours towards the Post-Diploma Baccalaureate Nursing Program.



In addition to block credit awarded for the diploma, a maximum of 15 credit hours from other recognized institutions may be transferred into the Post-Diploma Baccalaureate Nursing Program. Nursing courses, or their equivalents, must have been completed within five years prior to the semester of admission to be eligible for transfer credit into the Nursing Program.

### Admission Requirements

Applicants must:

- meet UNBC admission requirements;
- submit official transcript(s) from diploma program;
- provide evidence of active and continuing registration as a nurse in British Columbia. Annual documentation of current, practising BCCNM licensure is required while enrolled in the program.

Once accepted to the Post-Diploma Baccalaureate Nursing Program, all students must complete and submit the specified immunization forms prior to commencing a course with a clinical component. Failure to do so may result in the student not being allowed to practice in the clinical setting.

In order to meet the graduation requirements for the BScN, the post-RN student must successfully complete the following courses:

### Program Requirements Lower-Division Requirement

#### 200 Level

STAT 240-3                      Basic Statistics, or equivalent

#### Upper-Division Requirement

#### 300 Level

NURS 304-3                      Introduction to Nursing Knowledge  
NURS 306-3                      Introduction to Epidemiology

#### 400 Level

NURS 403-3                      Introduction to Nursing Research  
NURS 408-3                      Nursing Leadership  
NURS 415-3                      Introduction to Community Health and Nursing  
\*or NURS 418-7                      Introduction to Community Health and Nursing  
NURS 451-3                      Health Assessment and RN First Call  
\*\*or NURS 458-6                      Remote Nursing Certified Practice  
POL5 403-3                      Social and Health Policy and Administration

\*Students wishing to take NURS 420-6 or NURS 422-6 as their Clinical Concentration should take NURS 418-7 which substitutes for NURS 415-3 and 4 credit hours towards the list below.

\*\*Students who have successfully completed NURS 458-6 receive credit for NURS 451-3 and NURS 459-3.

#### A minimum of 9 credit hours selected from the following:

ANTH 201-3                      Medical Anthropology  
ANTH 213-3                      Peoples and Cultures  
COMM 230-3                      Organizational Behaviour  
HHSC 311-3                      Nutrition

HHSC 473-3	Health Promotion
NURS 412-3	Women and Health
NURS 452-6	Chronic Disease Management, Palliative Care and Wound Care
NURS 453-3	Nursing Practice with Older Persons
NURS 454-6	Perinatal Care
NURS 455-6	Foundations in Emergency and Trauma Nursing
NURS 456-3	Mental Health and Addictions
NURS 457-3	Living and Working in a Rural Community
NURS 459-3	Remote Nursing Clinical Reasoning

Note: Students wishing to take NURS 422-6 as their clinical concentration cannot take NURS 457-3 from the list above.

At least **one** of the following areas of clinical concentration:

NURS 420-6	Community Health Nursing
NURS 422-6	Indigenous Health and Nursing
NURS 426-6	Acute Care Nursing
NURS 432-6	Mental Health and Addictions Nursing
NURS 435-6	Pediatric Nursing
NURS 454-6	Perinatal Care
NURS 455-6	Foundations in Emergency and Trauma Nursing
NURS 497-6	Specialty Focus in Nursing

### Elective Requirement

Six credit hours chosen to ensure completion of a minimum of 45 credit hours and fulfillment of the following requirements:

- Three credit hours of First Nations Studies at any level.
- Three additional credit hours in Nursing at the 200 level or above, or 3 credit hours at the 200 level or above in a subject related to Nursing (with permission of the Program).

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

### ~~Post-Diploma Baccalaureate Nursing Program~~

~~The minimum requirement for completion of the Post-Diploma Baccalaureate Nursing Program BScN is 45 credit hours with 24 of these required credit hours in nursing. Admission occurs in September and January. The fulfillment of admission requirements does not guarantee admission to the post-diploma program and is based on available space.~~

### ~~Transfer Credit~~

~~Students who have completed a Registered Nurse Diploma at a recognized post-secondary institution may be eligible to receive up to 60 credit hours towards the Post-Diploma Baccalaureate Nursing Program.~~

~~In addition to block credit awarded for the diploma, a maximum of 15 credit hours from other recognized institutions may be transferred into the Post-Diploma Baccalaureate Nursing Program. Nursing courses, or their equivalents, must have been completed within five years prior to the semester of admission to be eligible for transfer credit into the Nursing Program.~~

## Admission Requirements

Applicants must:

- meet UNBC admission requirements;
- submit official transcript(s) from diploma program;
- provide evidence of active and continuing registration as a nurse in British Columbia. Annual documentation of current, practising BCCNM licensure is required while enrolled in the program.

— Once accepted to the Post-Diploma Baccalaureate Nursing Program, all students must complete and submit the specified immunization forms prior to commencing a course with a clinical component. Failure to do so may result in the student not being allowed to practice in the clinical setting.

— In order to meet the graduation requirements for the BScN, the post-RN student must successfully complete the following courses:

## Program Requirements

### Lower-Division Requirement

#### 200-Level

— STAT 240-3 ————— Basic Statistics, or equivalent

### Upper-Division Requirement

#### 300-Level

NURS 304-3 ————— Introduction to Nursing Knowledge

NURS 306-3 ————— Introduction to Epidemiology

#### 400-Level

NURS 403-3 ————— Introduction to Nursing Research

NURS 408-3 ————— Nursing Leadership

NURS 415-3 ————— Introduction to Community Health and Nursing

— \*or NURS 418-7 ————— Introduction to Community Health and Nursing

NURS 451-3 ————— Health Assessment and RN First Call

— \*\*or NURS 458-6 ————— Remote Nursing Certified Practice

POLS 403-3 ————— Social and Health Policy and Administration

\*Students wishing to take NURS 420-6 or NURS 422-6 as their Clinical Concentration should take NURS 418-7 which substitutes for NURS 415-3 and 4 credit hours towards the list below.

\*\*Students who have successfully completed NURS 458-6 receive credit for NURS 451-3 and NURS 459-3.

### A minimum of 9 credit hours selected from the following:

ANTH 201-3 ————— Medical Anthropology

ANTH 213-3 ————— Peoples and Cultures

COMM 230-3 ————— Organizational Behaviour

HHSC 311-3 ————— Nutrition

HHSC 473-3 ————— Health Promotion

NURS 412-3 ————— Women and Health

NURS 452-6 ————— Chronic Disease Management, Palliative Care and Wound Care

NURS 453-3 ————— Nursing Practice with Older Persons

NURS 454-6 ————— Perinatal Care

~~NURS 455-6 Foundations in Emergency and Trauma Nursing~~  
~~NURS 456-3 Mental Health and Addictions~~  
~~NURS 457-3 Living and Working in a Rural Community~~  
~~NURS 459-3 Remote Nursing Clinical Reasoning~~

~~Note: Students wishing to take NURS 422-6 as their clinical concentration cannot take NURS 457-3 from the list above.~~

~~At least **one** of the following areas of clinical concentration:~~

~~NURS 420-6 Community Health Nursing~~  
~~NURS 422-6 Indigenous Health and Nursing~~  
~~NURS 426-6 Acute Care Nursing~~  
~~NURS 432-6 Mental Health and Addictions Nursing~~  
~~NURS 435-6 Pediatric Nursing~~  
~~NURS 454-6 Perinatal Care~~  
~~NURS 455-6 Foundations in Emergency and Trauma Nursing~~  
~~NURS 497-6 Specialty Focus in Nursing~~

### **Elective Requirement**

~~— Six credit hours chosen to ensure completion of a minimum of 45 credit hours and fulfillment of the following requirements:~~

- ~~• Three credit hours of First Nations Studies at any level.~~
- ~~• Three additional credit hours in Nursing at the 200 level or above, or 3 credit hours at the 200 level or above in a subject related to Nursing (with permission of the Program).~~

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

**Program / Academic / Administrative Unit:** School of Nursing

**Faculty(ies):** FHHS

**Faculty Council Motion Number(s):** FHHS.2024.06.20.04

**Faculty Council Approval Date(s):** June 20, 2024

**Senate Committee on Indigenous Initiatives Motion Number:** Not Applicable

**Senate Committee on Indigenous Initiatives Meeting Date:** Not Applicable

### **7. Other Information**

**Attachment Pages:**     #     pages

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

**Brief Summary of Committee Debate:**

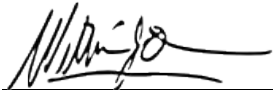
**Motion No.:** SCAAF202407.03

**Moved by:** Todd Whitcombe

**Seconded by:** Ron Camp

**Committee Decision:** CARRIED

**Approved by SCAAF:** July 10, 2024  
**Date**

  
**Chair's Signature**

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

Motion Number (assigned by  
Steering Committee of Senate): S-202407.05

## SENATE COMMITTEE ON ACADEMIC AFFAIRS

### PROPOSED MOTION

**Motion:** That the proposed agreement to add Cedars Christian School as a secondary school partner for the UNBC TekX Dual Credit program be approved as proposed.

**Effective Date:** January 2025

**Rationale:** In early 2024, an agreement involving UNBC, College of New Caledonia (CNC), and School District 57 (SD 57) was approved to deliver the Dual Credit Technology Exploration (TekX) program, beginning in Fall 2024. Since, Cedars Christian School, an independent K-12 school located in Prince George, BC have expressed interest in making the TekX program available to their high school students. The current partners have received approval from the BC Ministry of Post Secondary Education and Future Skills, who provided start-up funding for the initial TekX program/agreement, to add an independent school partner such as Cedars Christian School, and that attached draft agreement outlines Cedars Christian School's addition as a partner.

**Motion proposed by:** Dennis Stark, Marlina Hawes, Shahadat Hossain, Deborah Roberts

**Academic Program:** Computer Science

**Implications for Other Programs / Faculties?** None

**College:** Faculty of Science & Engineering

**College Council / Committee Motion Number:** not applicable

**College Council / Committee Approval Date:** not applicable

**Attachment Pages (if applicable):** 9 pages

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

**Brief Summary of Committee Debate:**

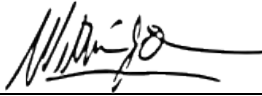
**Motion No.:** SCAAF 202407.05

**Moved by:** Clarence Hofsink

**Seconded by:** Katerina Standish

**Committee Decision:** CARRIED

**Approved by SCAAF:** July 10, 2024  
Date

  
Chair's Signature

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



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# **TECHNOLOGY EXPLORATION DUAL CREDIT AGREEMENT**

BETWEEN

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA**  
(herein referred to as "UNBC")

And

**COLLEGE OF NEW CALEDONIA**  
(herein referred to as "CNC")

And

**CEDARS CHRISTIAN SCHOOL**  
(herein referred to as the "Cedars")

## **WHEREAS**

- I. The Ministry of Education and Child Care's *Earning Credit through Equivalency, Challenge, External Credentials, Post-Secondary Credit and Independent Directed Studies Policy* allows students to earn credits toward Grade 12 graduation in a variety of ways, including earning credits for courses at specific post-secondary institutions; and
- II. The Ministry of Education and Child Care's *Recognition of Post-Secondary Transition Programs for Funding Purposes Policy* defines post-secondary transition programs as educational programs that "combine secondary and post-secondary courses, and that lead to Grade 12 graduation as well as help students make smooth transitions to further education or training"; and
- III. UNBC is a university as defined in the British Columbia University Act, offering various programs and courses at the undergraduate, graduate, and doctoral level; and
- IV. CNC is a college as defined in the College and Institutes Act R.S.B.C. 1996, c52 as amended; and

- 
- V. Cedars is an independent school regulated by the Independent School Act R.S.B.C. 1996, c216 as amended.

**THEREFORE, THE PARTIES AGREE AS FOLLOWS:**

UNBC, CNC and Cedars agree to collaborate to provide a Technology Exploration program on a dual credit basis for Cedars students. Said program will herein be referred to as the “TEKX Dual Credit Program”.

**PURPOSE:**

The purpose of this agreement is to outline the policies and processes by which the parties will execute the implementation and delivery of the TEKX Dual Credit Program.

**A. BACKGROUND**

- A.1. UNBC and CNC each offer existing dual credit programs for secondary school students (“Student(s)”). This agreement relates to the separate and independent TEKX Dual Credit Program, whereby students recommended by Cedars take a set number of predetermined mandatory courses.
- A.2. The TEKX Dual Credit Program has received funding from British Columbia’s Ministry of Post-Secondary Education and Future Skills as part of the expansion of tech-relevant programming at public post-secondary institutions.
- A.3. Course delivery methods may include scheduled in-person classes, scheduled online (synchronous) classes, unscheduled online (asynchronous) classes, Hyflex classes, or a combination of the above.
- A.4. Such students who successfully complete courses in the TEKX Dual Credit Program receive UNBC or CNC credit for those courses.
- A.5. UNBC and CNC will offer courses (“TEKX Dual Credit Courses”) for the TEKX Dual Credit Program that articulate to each respective institute (i.e., via BCCAT).
- A.6. TEKX Dual Credit Program courses are subject to change on an annual basis.
- A.7. The TEKX Dual Credit Program is available to Students from within Cedars, and in particular those preparing to take the program during their grade 11 year.

**B. TERMS OF THE AGREEMENT**

- B.1. UNBC agrees to:

- 
- B.1.1. Designate a representative to be responsible for inter-institutional cooperation and oversight and implementation of the TEKX Dual Credit Program and this Agreement, and compliance with this Agreement.
  - B.1.2. Designate a representative(s) at its campus to be the on-campus contact point for students participating in the TEKX Dual Credit Program.
  - B.1.3. Prepare and offer to Cedars for comment any promotional material relevant to participation in this Agreement.
  - B.1.4. Review received and completed application-for-admission forms for the TEKX Dual Credit Program. This review will be completed in consultation with the other parties. Students approved to participate in the TEKX Dual Credit Program will be notified by UNBC's Registrar's Offices as will the other parties.
  - B.1.5. Work with the other parties to ensure students are registered for the Program and will send a confirmation of enrolment to both the student and the other parties.
  - B.1.6. Work with the other parties to determine the minimum number of applications and/or registrations required to effectively offer the program in any given year, or for any given semester.
  - B.1.7. Provide official transcripts without charge to Cedars at the end of each school year that has had students participate in the TEKX Dual Credit Program.
  - B.1.8. Pay the mandatory UNBC student fees (including any course fees) for students that participate in the TEKX Dual Credit Program.
  - B.1.9. At the start of each semester, independently invoice Cedars for the tuition due based on the list of registered students in the TEKX Dual Credit Program.
  - B.1.10. Participate in and provide information to the program evaluation as referenced in section D.
  - B.1.11. Work with the other parties to come to an agreement and resolution in writing regards any necessary deviation to this agreement in the course of its implementation, insofar as is reasonable.
  - B.1.12. Assess CNC TEKX classes for transfer to UNBC.
- B.2. CNC agrees to:
- B.2.1. Designate a representative to be responsible for inter-institutional cooperation and oversight and implementation of the TEKX Dual Credit Program and this Agreement, and compliance with this Agreement.
  - B.2.2. Designate a representative(s) at its campus to be the on-campus contact point for students participating in the TEKX Dual Credit Program.

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- B.2.3. Prepare and offer to Cedars for comment any promotional material relevant to participation in this Agreement.
  - B.2.4. Review received and completed application-for-admission forms for the TEKX Dual Credit Program. This review will be completed in consultation with the other parties. Students approved to participate in the TEKX Dual Credit Program will be notified by CNC's Registrar's Offices as will the other parties.
  - B.2.5. Work with the other parties to ensure students are registered for the Program and will send a confirmation of enrolment to both the student and the other parties.
  - B.2.6. Work with the other parties to determine the minimum number of applications and/or registrations required to effectively offer the program in any given year, or for any given semester.
  - B.2.7. Provide official transcripts without charge to Cedars at the end of each school year that has had students participate in the TEKX Dual Credit Program.
  - B.2.8. Pay the mandatory CNC student fees (including any course fees) for students that participate in the TEKX Dual Credit Program.
  - B.2.9. At the start of each semester, independently invoice Cedars for the tuition due based on the list of registered Students in the TEKX Dual Credit Program.
  - B.2.10. To participate in and provide information to the program evaluation as referenced in section D.
  - B.2.11. Work with the other parties to come to an agreement and resolution in writing regards any necessary deviation to this agreement in the course of its implementation, insofar as is reasonable.
  - B.2.12. Assess UNBC TEKX classes for transfer to CNC.
  - B.2.13. Issue a credential to students who successfully complete the program.
  - B.2.14. Report to the Ministry of Post-Secondary Education and Future Skills as required.
- B.3. Cedars agrees to:
- B.3.1. Designate a representative to be responsible for inter-institutional cooperation and oversight and implementation of the TEKX Dual Credit Program and this Agreement, and compliance with this Agreement.
  - B.3.2. Designate a representative(s) at the student's School to be the contact point for students participating in the TEKX Dual Credit Program.
  - B.3.3. Actively promote the TEKX Dual Credit Program to current students.

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- B.3.4. Provide opportunities for representatives of UNBC and CNC to visit appropriate forums to disseminate information about the TEKX Dual Credit Program, and to promote the purposes of this Agreement, namely, the opportunity to participate in the TEKX Dual Credit Program in relevant marketing materials including online media and relevant websites.
  - B.3.5. Provide nomination forms for interested and qualified students for consideration for the TEKX Dual Credit Program, based on the criteria established by the institutional representatives, as referenced in section B.1.1, B.2.1, and B.3.1.
  - B.3.6. Work with the other parties to ensure questions and/or issues around a student's application and/or registration are resolved in a timely manner.
  - B.3.7. Work with the other parties to determine the minimum number of applications and/or registrations required to effectively offer the program in any given year, or for any given semester.
  - B.3.8. Pay the tuition costs for its students that participate in the TEKX Dual Credit Program.
  - B.3.9. To participate in and provide information to the program evaluation as referenced in section D.
  - B.3.10. Work with the other parties to come to an agreement and resolution in writing regards any necessary deviation to this agreement in the course of its implementation, insofar as is reasonable.

### **C. MUTUAL GRANT OF RIGHTS**

- C.1. Each party grants to the other party a non-exclusive, non-transferable, revocable, royalty-free license during the term of the Agreement to use the trademark of the other party, as supplied by that Party for promotional purposes relevant to this Agreement provided that such use is reviewed by the other party before promotion begins and does not 1) contravene the other Party's policy or practice as to proper use of its mark, or 2) in the opinion of the other Party, damage its reputation or goodwill.

### **D. EVALUATION**

- D.1. Cedars, UNBC, and CNC shall conduct an evaluation of the operation of this Agreement on the first and each subsequent anniversary of the signing of the Agreement. Where possible this evaluation will consist of both parties examining:
  - D.1.1. The number of student applications and admissions into the TEKX Dual Credit Program the prior year.
  - D.1.2. The success rates of students in the TEKX Dual Credit Program on an annual basis.

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D.1.3. Admission procedures, program planning, course offerings, timelines and special requirements; and/or

D.1.4. Recommendation for types and times of promotion efforts.

## **E. TERM AND EARLY TERMINATION OF THE AGREEMENT**

- E.1. This Agreement will become effective on the date of signing (as referenced in Section G.5.) and have an initial term of three (3) years. The term shall be extended on a year-by-year basis unless any party notifies the others in writing at least three (3) months before the end of the then-current term of its desire to terminate the Agreement. Any party can terminate this Agreement for any reason at any time upon giving three (3) months prior written notice to the other parties.
- E.2. In the event of the termination of this Agreement under Section E.1, all parties acknowledge and agree that all students enrolled and currently participating in the TEKX Dual Credit Program as at the date of the written notice of such termination shall be entitled to complete the courses in which they are enrolled or were planning to enroll in per the terms of their Dual Credit offer of admission and sponsorship form.
- E.3. Each party hereto agrees to use its best efforts to cause any disputes or disagreements between the parties to be considered, negotiated in good faith, and resolved as soon as practicable. Disputes or disagreements not resolved within a month will be referred to arbitration.

## **F. CONFIDENTIALITY**

- F.1. The parties may wish to disclose confidential information, knowledge or material that is non-public, confidential, or proprietary in nature to each other to facilitate work under this Agreement (“Confidential Information”). UNBC, CNC, and Cedars agree to keep confidential and not disclose to others information designated as “confidential” and supplied by them for the purposes of this Agreement. The parties agree to advise and notify the other as to which information disclosed, if any, constitutes Confidential Information. All written materials disclosed, and all materials disclosed in electronic form, shall be clearly marked as “confidential”, while any oral disclosures shall be followed by a written memorandum (which may be in electronic form) outlining the information disclosed and its confidential nature within five (5) days of disclosure.
- F.2. Confidential Information shall be safeguarded and not disclosed to anyone without a “need to know” within UNBC, CNC, or Cedars or to third parties unless prior written authority is obtained from the disclosing party.
- F.3. The obligation to keep confidential shall not apply to information which is already known to the party to which it is disclosed; becomes part of the public domain without breach of this Agreement; is independently developed by the recipient party by someone without access to or use of the Confidential Information; is obtained from third parties that have no

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obligation of confidentiality to the parties to this Agreement; or is required by law to be disclosed.

- F.4. Cedars will facilitate any parent's request for access to information and discussion about the child's progress with this program. The Cedars representative recommending that a child will participate in the program will inform that child that a third-party authorization form must be completed and submitted to UNBC and CNC to authorize UNBC and CNC to directly release any information to parents.

## **G. GENERAL**

- G.1. Notwithstanding anything in this Agreement otherwise expressed or implied, the parties have entered into the Agreement for the purpose of collaborating for the purposes expressed herein only and it is not the intention of the parties to create a partnership and the parties shall not be or deemed to be partners.
- G.2. For the purposes of this Agreement, any notice or other communication between the parties may be delivered by courier, mail, facsimile or electronic mail to the respective addresses of the parties set out below:

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA**

3333 University Way

Prince George, BC

V2N 4Z9

Attention: \_\_\_\_\_

**COLLEGE OF NEW CALEDONIA**

3320

22nd Ave

Prince George BC

V2N 1P8

Attention: \_\_\_\_\_

**CEDARS CHRISTIAN SCHOOL**

600 Preston Road

Prince George, BC, V2K 1A8

Attention: \_\_\_\_\_

- G.3. This Agreement shall be construed in accordance with the laws of the Province of British Columbia and any legal proceedings with respect to this Agreement will be brought in Prince George, BC.
- G.4. This Agreement constitutes the entire agreement of the parties with respect to the subject matter set out herein and may only be amended in writing signed by the parties.



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G.5. This agreement will come into effect upon signature by the three parties.

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**UNIVERSITY OF NORTHERN BRITISH COLUMBIA**

Per: \_\_\_\_\_  
NAME  
TITLE

Date: \_\_\_\_\_  
(Day / Month / Year)

**COLLEGE OF NEW CALEDONIA**

Per: \_\_\_\_\_  
NAME  
TITLE

Date: \_\_\_\_\_  
(Day / Month / Year)

**CEDARS CHRISTIAN SCHOOL**

Per: \_\_\_\_\_  
NAME  
TITLE

Date: \_\_\_\_\_  
(Day / Month / Year)

**SENATE COMMITTEE ON ACADEMIC AFFAIRS**

**PROPOSED MOTION**

**Motion:** That the renewal agreement outlining UNBC and School District 57's Dual Credit agreement be approved as proposed.

**Effective Date:** retroactive to September 2020

**Rationale:** UNBC and School District 57 (SD 57) signed its inaugural five-year Dual Credit agreement in 2015, which expired in 2020. This agreement enables senior students studying at SD 57 to be nominated and admitted to take UNBC courses for credit towards high school graduation and postsecondary in their senior year of high school, with UNBC covering the student fees, and the School District being invoiced for the tuition costs by way of the BC Ministry of Education & Childcare's funding for [Dual Credit](#). An active agreement between parties is one of the requirements for Ministry funding. The attached draft agreement is meant to commence retroactively from the expiration of the original agreement and extend five years into the future, expiring in 2029.

**Motion proposed by:** Dennis Stark, Marlina Hawes

**Academic Program:** N/A

**Implications for Other Programs / Faculties?** Yes, in that this allows for high school students to enroll in approved 100-level courses across all programs/faculties in their senior years of high school.

**College:** not applicable

**College Council / Committee Motion Number:** not applicable

**College Council / Committee Approval Date:** not applicable

**Attachment Pages (if applicable):**  11  pages

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

**Brief Summary of Committee Debate:**

**Motion No.:** SCAAF202407.06

**Moved by:** Ron Camp

**Seconded by:** Clarence Hofsink

**Committee Decision:** CARRIED

**Approved by SCAAF:** July 10, 2024  
Date

  
Chair's Signature

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

## **UNBC DUAL CREDIT AGREEMENT**

BETWEEN

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA**  
(herein referred to as “UNBC”)

And

**BOARD OF EDUCATION OF SCHOOL DISTRICT #57 (“PRINCE GEORGE”)**  
(herein referred to as the “District”)

### • **BACKGROUND**

- A.1 UNBC is a fully-accredited and degree-granting university operating at Prince George, B.C. UNBC offers various programs and courses at the undergraduate, graduate, and doctoral level.
- A.2 UNBC offers a dual credit program for secondary students (“Student(s)”), whereby Students recommended by their home District are able to take select UNBC courses in a distance delivery or in-class format. Such Students who successfully complete the pre-selected UNBC Course(s) receive UNBC credit for that course(s).
- A.3 UNBC currently offers preselected courses (“UNBC Dual Credit Courses”) for the UNBC Dual Credit program as listed in Appendix A of this Agreement.
- Subject to section C.2 of this Agreement, UNBC Dual Credit Courses are subject to change on an annual basis.

### **C PROCEDURE**

#### **C.1 Student Recommendation**

The District agrees to provide nomination forms for interested and qualified Students for consideration for the UNBC Dual Credit program based on the criteria established by the institutional representatives, as referenced in section C.10 below.

#### **C.2 Registration Procedure**

Students recommended by the District representative to participate in the UNBC Dual Credit program will be required to complete the designated UNBC application-for-admission form. UNBC will review the completed application-for-admission form. This review may be completed in consultation with the District. Students approved to participate in the UNBC Dual Credit program will be notified by UNBC’s Registrar’s Office as will the District. UNBC will register the Student and send a

confirmation of enrolment to both the Student and the District. Upon the publication of the full semester course schedule, an approved Dual Credit course list will be developed by UNBC and shared with the District for approval prior to distribution.

**C. 3 Transcripts**

UNBC agrees to provide unofficial transcripts without charge to the District at the end of each semester that has had Students participate in the UNBC Dual Credit program. Students wishing to obtain an official UNBC transcript will be subject to normal fees and processes.

**C. 4 Fees**

The District agrees to pay the tuition costs for its students that participate in the UNBC Dual Credit program. The District shall be subject to all relevant UNBC policies concerning tuition refund.

UNBC agrees to pay student fees charged to Students while participating in the UNBC Dual Credit program.

Unless otherwise arranged and agreed upon, Students that participate in the UNBC Dual Credit program shall be responsible for all relevant non-tuition course fees.

A breakdown of these costs are provided in Appendix E.

**C. 5 Invoicing**

UNBC shall invoice the District for the tuition due based on the list of registered Students provided by UNBC.

**C. 6 Mutual Grant of Rights**

Each party grants to the other party a non-exclusive, non-transferable, revocable, royalty-free license during the term of the Agreement to use the trademark of the other party as shown in Appendices B and C for promotional purposes relevant to this Agreement provided that such use is reviewed by the other party before promotion begins and does not 1) contravene the other party's policy or practice as to proper use of its mark, or 2) in the opinion of the other party, damage its reputation or goodwill.

**C. 7 Promotion by the District**

The District agrees to make information about this Agreement available to current students. The District agrees to provide opportunities for representatives of UNBC to visit appropriate forums at their organization to disseminate information about the UNBC Dual Credit program, and to promote the purposes of this Agreement, namely, the opportunity to participate in the UNBC Dual Credit program in relevant marketing materials including online media and relevant websites.

**C. 8 Preparation of promotional material by UNBC**

The University agrees to prepare and offer to the District for comment any promotional material relevant to participation in this Agreement.

**C. 9 Evaluation**

The District and UNBC shall conduct an evaluation of the operation of this Agreement on the first and each subsequent anniversary of the signing of the Agreement. Where possible this evaluation will consist of both parties examining:

The number of Student applications and admissions into the UNBC Dual Credit program the prior year;

The success rates of Students in the UNBC Dual Credit program on an annual basis;

Admission procedures, program planning, course offerings, time lines and special requirements; and/or

Recommendation for types and times of promotion efforts.

**C.10 Contact**

Each of the District and UNBC will designate a representative at its respective campus to be responsible for inter-institutional administrative implementation of this Agreement and compliance with this Agreement.

**D TERM AND EARLY TERMINATION OF THE AGREEMENT**

D.1 This Agreement will become effective **retroactive to the date of the previous agreement's expiration** and have an initial term of five (5) years into the future, ending on **August 1, 2029**. The term shall be extended on a year-by-year basis unless either party notifies the other in writing at least three (3) months before the end of the then-current term of its desire to terminate the Agreement. Either party can terminate this Agreement for any reason at any time upon giving three (3) months prior written notice to the other party.

D.2 In the event of the termination of this Agreement under Section D.1, both parties acknowledge and agree that, subject to Section C.3 above, all Students enrolled in the UNBC Dual Credit program as at the date of the written notice of such termination shall be entitled to complete the courses in which they are enrolled or were planning to enroll in per the terms of their Dual Credit offer of admission and sponsorship form.

D.3 Each Party hereto agrees to use its best efforts to cause any disputes or disagreements between the Parties to be considered, negotiated in good faith, and resolved as soon as practicable. Disputes or disagreements not resolved within a month will be referred to arbitration.

**F CONFIDENTIALITY**

The Parties may wish to disclose confidential information, knowledge or material that is non-public, confidential or proprietary in nature to each other to facilitate work under this Agreement (“Confidential Information”). UNBC and the District agree to keep confidential and not disclose to others information designated as “confidential” and supplied by them for the purposes of this Agreement. The Parties agree to advise and notify the other as to which information disclosed, if any, constitutes Confidential Information. All written materials disclosed, and all materials disclosed in electronic form, shall be clearly marked as “confidential”, while any oral disclosures shall be followed by a written memorandum (which may be in electronic form) outlining the information disclosed and its confidential nature within five (5) days of disclosure.

Confidential information shall be safeguarded (in the case of UNBC, to the same extent that UNBC uses for its own similar confidential information) and not disclosed to anyone without a “need to know” within UNBC or the District or to third parties unless prior written authority is obtained from the disclosing party.

The obligation to keep confidential shall not apply to information which is already known to the party to which it is disclosed; becomes part of the public domain without breach of this Agreement; is independently developed by the recipient party by someone without access to or use of the Confidential Information; is obtained from third parties that have no obligation of confidentiality to the parties to this Agreement; or is required by law to be disclosed.

As a university, UNBC is not subject to sections 7 and 9 of British Columbia’s School Act or equivalent requirements in other jurisdictions. The District will facilitate any parent’s request for access to information and discussion about the child’s progress with this program. The District representative recommending that a child with participate in the program will inform that child that a third party authorization form must be completed and submitted to UNBC to authorize UNBC to directly release any information to parents.

## **G GENERAL**

- G.1 Notwithstanding anything in this Agreement otherwise expressed or implied, the parties have entered into the Agreement for the purpose of collaborating for the purposes expressed herein only and it is not the intention of the parties to create a partnership and the Parties shall not be or deemed to be partners.
- G.2 For the purposes of this Agreement, any notice or other communication between the Parties may be delivered by courier, mail, facsimile or electronic mail to the respective addresses of the Parties set out below:

**University of Northern British Columbia**  
Office of the Registrar  
3333 University Way  
Prince George, BC



V2N 4Z9  
Attention: University Registrar

**Board of Education of School District No. 57 (“Prince George”)**  
2100 Ferry Avenue  
Prince George, BC, V2L 4R5  
Attention: **NAME TITLE**

- G.3 This Agreement shall be construed in accordance with the laws of the Province of British Columbia and any legal proceedings with respect to this Agreement will be brought in Prince George, BC.
- G.4 This Agreement constitutes the entire agreement of the Parties with respect to the subject matter set out herein and may only be amended in writing signed by the Parties.

DATED the **XX** day of **MONTH**, 2024

**UNIVERSITY OF NORTHERN BRITISH  
COLUMBIA**

**BOARD OF EDUCATION OF SCHOOL  
DISTRICT NO. 57 (“Prince George”)**

Per: \_\_\_\_\_  
Kimberly Read  
University Registrar

Per: \_\_\_\_\_  
Duly Authorized Signatory

Date: \_\_\_\_\_  
(Day / Month / Year)

Date: \_\_\_\_\_  
(Day / Month / Year)

## Appendix A

### List of Current UNBC Courses Available<sup>1</sup>

Course Lists will be provided for each eligible semester after the publication of the full course schedule for the UNBC community.

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<sup>1</sup> UNBC Courses are pre-determined by the institutional representatives and are subject to change on an annual basis.

**Appendix B**

**UNBC Logo**



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**Appendix C**

**SD 57 Logo**

DRAFT

**Appendix D**

**Grading Scales and Conversion**

**Undergraduate Grading System  
(effective September 2005)**

UNBC Grade Point	Letter Grade	Percentage	Definition/ Standing
4.33	A+	90 -100%	Excellent
4.00	A	85-89.9%	
3.67	A-	80-84.9%	
3.33	B+	77-79.9%	Good
3.00	B	73-76.9%	
2.67	B-	70-72.9%	
2.33	C+	67-69.9%	Satisfactory
2.00	C	63-66.9%	
1.67	C-	60-62.9%	Marginal
1.33	D+	57-59.9%	
1.00 0.67	D D-	53-56.9% 50-52.9%	
0.00	F	0 -49.9%	Failure

UNBC Dual Credit Courses	
Letter Grade Percentage Conversion	
UNBC Letter Grade	SD 57 %
A+	100
A	89
A-	84
B+	79
B	76
B-	72
C+	69
C	66
C-	62
D+	59
D	56
D-	50
F	0-49

## Appendix E

### Tuition and Fees Detail

#### School District 57:

Tuition: up to four credit hours per semester (2024/25 undergraduate tuition rates: \$199.63/credit domestic; \$891.76/credit international)

Lab Fees, Course Fees, Field Trip Fees: up to \$75/semester

#### University of Northern British Columbia:

UNBC will be responsible for all associated Ancillary and Northern Undergraduate Student Society (NUGSS) fees at the same rate as other UNBC students, including (as per <https://www2.unbc.ca/finance/accounts-receivable/fees-unbc>):

Student ID Card

Student Services Fee

WUSC Refugee Fee

Intramural Recreation & Fitness Fee

Intersarsity & Junior Varsity Fee

NUGSS Building Fee

NUGSS Society Fee

PGPIRG Fees

CFUR Radio Fee

Over the Edge Newspaper Fee

U-Pass Fee

Note: some fees are not charged if the student is participating in an online course.

#### Costs for Students:

Dual Credit students will be responsible to pay all associated costs for textbooks and other course supplies at the same rate as other UNBC students.

## Appendix F

### UNBC Student Services Detail

Dual Credit students will have full access to UNBC's services, including but not limited to:

- Student Advising
- Library Services
- Academic Success Centre
- Access Resource Centre\*
- Student Life
- Health & Wellness Services

Dual Credit students will be considered UNBC students and as such will have the same access to UNBC facilities as other UNBC students and are full members of the Northern Undergraduate Student Society.

#### \* Access for Students with Disabilities

UNBC and School District 57 recognize that they have a shared responsibility to ensure that all students have access to the Dual Credit program. As such, each school in the District and the UNBC Access Resource Centre agree to work together to provide services for those students with documented disabilities.

Students with disabilities must be able to work within the support structures at UNBC. The UNBC Access Resource Centre staff will consult with District personnel on a case-by-case basis to ensure a coordinated effort to provide resources, services, and supports to students is provided, as appropriate.

Parents/Guardians of District students with disabilities will be encouraged to provide a copy of the student's Individual Education Plan (IEP) in order to facilitate a seamless transition of services and supports to UNBC.

Motion Number (assigned by  
Steering Committee of Senate): S-202408.06

## SENATE COMMITTEE ON ACADEMIC AFFAIRS

### PROPOSED MOTION

**Motion:** That the termination of the agreement between Dorset College and UNBC in relation to the Dorset UNBC Science Foundation Program be approved as proposed.

**Effective Date:** As per the agreement... 'At the end of the academic term in which notice is given, providing written notice to terminate is given to Dorset College 90 days prior to the end of that academic term.'

**Rationale:** The agreement was established to provide opportunities for international students to attend specific programs at UNBC. Signed in 2012, the initial term of the agreement was for 5 years, with automatic renewal thereafter unless one of the Parties provides written notice of termination to the other. The number of students that have attended UNBC through this program is not tracked though is understood to be few if any, especially so in recent years. Communications between UNBC and Dorset College have not led to any clear plan on future engagement or enrollment strategy. UNBC are now looking to formal terminate the agreement.

**Motion proposed by:** Dr. Bill Owen, Vice-President, Academic and Provost

**Academic Program:** Not applicable

**Implications for Other Programs / Faculties?** None

**College:** Faculty of Science and Engineering

**College Council / Committee Motion Number:** Not applicable

**College Council / Committee Approval Date:** Not applicable

**Attachment Pages (if applicable):** 6 pages



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

**Brief Summary of Committee Debate:**

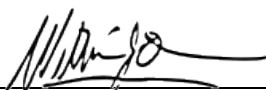
**Motion No.:** SCAAF 202407.08

**Moved by:** Todd Whitcombe

**Seconded by:** Katerina Standish

**Committee Decision:** CARRIED

**Approved by SCAAF:** July 10, 2024  
Date

  
Chair's Signature

For recommendation to ✓, or information of \_\_\_\_\_ Senate.



Motion Number (assigned by Steering Committee of Senate): S-201202.04

**SENATE COMMITTEE ON ACADEMIC POLICY AND PLANNING**

**PROPOSED MOTION**

**Motion:** That the new Dorset UNBC Science Foundation Program between UNBC and Dorset College be approved as proposed.

**Effective Date:** September 2012

**Made by:** Dan Ryan, Dean

**College / Academic Department:** College of Science & Management

**Program:** Not Applicable

**Implications for Other Programs / Faculties?** None

**Rationale:** To provide opportunities for international students to attend specific programs at UNBC.

**College Council / Committee Motion Number:** CSAMCC 2011:12:08:04

**College Council / Committee Approval Date:** December 8, 2011

**Attachment Pages (if applicable):** 5

**INFORMATION TO BE COMPLETED AFTER SENATE COMMITTEE ON ACADEMIC POLICY AND PLANNING MEETING**

**Brief Summary of Committee Debate:**

**Motion No.:** SCAPP201202.03

**Moved by:** I. Hartley **Seconded by:** K. Smalcel Pederson

**Committee Decision:** CARRIED.

**Approved by SCAPP:** February 1, 2012  
**Date**

*MRTD*  
**Chair's Signature**

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

**THIS AGREEMENT** dated this \_\_\_\_\_ day of \_\_\_\_\_ 2011.

**BETWEEN:**

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA  
("UNBC")**

Prince George, British Columbia

**-and-**

**DORSET COLLEGE ("Dorset")**

Vancouver, British Columbia

**WHEREAS** UNBC and Dorset College ("Dorset") wish to establish the Dorset-UNBC Science Foundation Programme (the "Programme") to facilitate the entry of Dorset students into the second year of UNBC's Bachelor of Science program.

**NOW THEREFORE** in consideration of the mutual covenants contained herein, and other good and valuable consideration, the parties agree as follows:

**First Year – Dorset**

1. Dorset students who have successfully completed their first year of study, who are interested in continuing studies in: Computer Science, Mathematics or Physics in UNBC's Bachelor of Science Program, are eligible to participate in the Programme if they meet the regular admission requirements for a Bachelor of Science as set out in the UNBC calendar for the relevant academic year.
2. Dorset agrees to actively recruit students into the Programme. Any advertising of the Programme by Dorset which will include the UNBC name and trademarks must be approved in advance in writing by UNBC.
3. Approved courses for block transfer are listed in Appendix "A", and identified as required and elective.
4. Courses may be added or deleted from Appendix "A" by mutual written agreement between UNBC and Dorset. Prior to removal, UNBC and Dorset will review the courses, and work together to ensure Dorset's course curriculum is adequate to facilitate success at UNBC.
5. UNBC and Dorset agree to provide copies of their respective course syllabi to each other at the time of execution of this Agreement. Any material changes to a course syllabus shall be forwarded to the other party within a reasonable time prior to the commencement of the next academic term.

6. Programme classes will be taught at Dorset by Dorset faculty members who are approved in advance in writing by UNBC's Dean of the College of Science and Management.

### **Second Year – Entry to UNBC**

7. Dorset students will be admitted into UNBC's Bachelor of Science program if they meet the following requirements:
  - a) A minimum grade of C as defined by UNBC, in both of Dorset's two English-language skills classes – English 100 and SCIE 100, with a minimum grade of B (75%) in one of the two courses;
  - b) Successful completion of all required courses and one elective course as listed in Appendix A. Successful completion being defined as the attainment of a grade point average of at least C with a grade of no less than C- in any one class.

UNBC will transfer credit for each of the Programme classes outlined in Appendix A taught at Dorset, except in relation to the English-language skills courses

8. Dorset students applying for admission to UNBC under this Agreement must follow the regular application process as set out in UNBC's calendar for the relevant academic year, and meet the relevant entrance requirements. UNBC's Registrar's Office will be available to assist Dorset students in navigating this process.
9. Although there is no pre-set limit on the number of students who may be admitted to continue studies in UNBC's College of Science and Management under the terms of this Agreement, UNBC reserves the right to limit the number of students admitted to second-year studies based on available space in programs.
10. Dorset and UNBC will agree on a process for submitting, reviewing and notifying students of the status of their application.

### **Student Obligations**

11. Dorset students admitted to and registered at UNBC under this Agreement will be required to comply with all UNBC regulations, policies, rules and procedures.
12. Dorset students admitted to UNBC will be responsible for all costs related to their attendance at UNBC, including, but not limited to tuition fees, international student differential fees, food, housing, health insurance, travel, books and other fees.

## **Graduation**

13. Students registered at UNBC under this Agreement will be awarded the UNBC Bachelor of Science degree on successful completion of all program and graduation requirements.

## **Term and Termination**

14. This Agreement shall have an initial Term of five (5) years and shall be automatically renewed on a year to year basis thereafter, unless one of the Parties provides written notice of termination to the other. Such notice must be given no later than ninety (90) days prior to the end of the current academic term, and shall be effective at the end of the then current academic term. Notwithstanding the foregoing, UNBC will accept Dorset students under this Agreement if they meet the admission requirements set out in paragraph 8, above, within 16 months following the academic term in which notice was given.

## **Notices**

15. Any notices under this Agreement shall be sent to the following addresses of the parties unless changed by written notice:

if to UNBC:

Dean, College of Science and Management  
University of Northern British Columbia  
3333 University Way  
Prince George, B.C. V2N 4Z9

and if to Dorset:

Director  
Dorset College  
200 East Heritage, 555 West 12<sup>th</sup> Avenue.  
Vancouver, B.C. V5Z 3X7

## **General**

16. Neither of the parties shall have the right to assign its rights and/or obligations under this Agreement without the prior written consent of the other.
17. This Agreement shall be governed and construed in accordance with the laws of the Province of British Columbia and the laws of Canada applicable therein.

18. No amendment of this Agreement will be valid unless such amendment is in writing and signed by all the parties.

**IN WITNESS WHEREOF** the parties execute this Agreement effective the date above first written.

**DORSET COLLEGE**

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Mr. Eddy Cheng  
Director

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA**

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President

## **Appendix A**

List of Dorset College courses comprising the Dorset-UNBC Science Foundation Programme. Required courses are noted.

Students are required to complete all nine required courses and one elective course with a minimum grade of C- (as defined by UNBC) and a minimum average C (as defined by UNBC).

### **Required Courses:**

1. Math 100: Calculus I
2. Math 155: Calculus II
3. Phys 100: Introduction to Physics I
4. Phys 150: Introduction to Physics II
5. Comp150: Computer Science I
6. Comp 155: Computer Science II
7. Math 200: Discrete Math
8. Engl 100: Writing and Research I
9. SCIE 100: Scientific Writing

### **Elective Courses**

1. Engl 150: Writing and Research II
2. Phil 100: Critical Thinking
3. Econ 100: Principles of Microeconomics
4. Econ 150: Principles of Macroeconomics
5. Psyc 100: Introduction to Psychology I
6. Psyc 150: Introduction to Psychology II

### **Optional UNBC Orientation:**

A one or two day orientation session will be offered to students who wish to visit the UNBC campus in Prince George. Prospective students will be offered a tour of the Campus, and will have the opportunity to meet students, staff and faculty. Presentations by faculty and staff will help prospective students identify successful strategies for transferring to UNBC. Student guides will be assigned for the tour, and where possible, guides will be former Dorset College students who have successfully transferred to UNBC.

**SENATE COMMITTEE ON ACADEMIC AFFAIRS**

**PROPOSED MOTION**

**Motion:** That the UNBC – Lheidli T’enneh Tuition Initiative agreement be approved as proposed.

**Effective Date:** January 2025

**Rationale:** Building upon a Memorandum of Understanding signed between UNBC and the Lheidli T’enneh First Nation (LTFN) in 2015, the pilot UNBC – Lheidli T’enneh Northern Promise Partnership was approved in 2019 for a four-year pilot term, which expired in October of 2023. Since, UNBC and LTFN have honoured the terms of the agreement in good faith while a renewal agreement could be drafted. The attached draft incorporates learnings from the pilot agreement which, among other things, provides clearer purpose through the agreement’s new title, simplifies the process, and better aligns LTFN’s contributions to LTFN’s new Postsecondary Education Funding Policies. The term of the proposed agreement matches the term duration for these policies, ensuring mutual update and continued alignment. Attached to this motion are both the original pilot agreement (for reference) and the proposed final draft of the new Lheidli T’enneh Tuition Initiative.

**Motion proposed by:** Dennis Stark, Penina Sara-Lynn Harding, Marlina Hawes

**Academic Program:** not applicable

**Implications for Other Programs / Faculties?** None

**College:** not applicable

**College Council / Committee Motion Number:** not applicable

**College Council / Committee Approval Date:** not applicable

**Attachment Pages (if applicable):** 4+7=11 pages



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

**Brief Summary of Committee Debate:**

**Motion No.:** SCAAF

**Moved by:**

**Seconded by:**

**Committee Decision:**

**Approved by SCAAF:**

\_\_\_\_\_ **Date**

\_\_\_\_\_ **Chair's Signature**

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

## MEMORANDUM OF UNDERSTANDING Lheidli T'enneh Tuition Initiative

### 1. PARTIES

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This Memorandum of Understanding (“MOU”) is entered into by and between:

**The University of Northern British Columbia (“UNBC”)**  
3333 University Way, Prince George, BC V2N 4Z9

- and -

**Lheidli T'enneh First Nation (“LTFN”)**  
1041 Whenun Road, Prince George, BC V2K 5X8

### 2. BACKGROUND

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This Memorandum of Understanding (MOU) reaffirms the collaborative relationship between the University of Northern British Columbia (UNBC) and the Lheidli T'enneh First Nation (LTFN), founded on principles of open dialogue, mutual respect, and a shared commitment to student success. This initiative reinforces UNBC's existing ties with LTFN and honours the history that began in 1994 when UNBC first opened its Prince George campus on the traditional territory of the Lheidli T'enneh. In 2024, UNBC made a pledge of Respectful Acknowledgement recognizing the unceded ancestral lands of the Lheidli T'enneh, on whose land we live, work, and play.

Emerging from the 2019 pilot agreement, consisting of the Lheidli T'enneh Northern Promise Partnership Transition Program and the Lheidli T'enneh Northern Promise Partnership Program, this MOU solidifies a lasting responsibility to support LTFN students at UNBC. Inspired by the Truth and Reconciliation Commission's Calls to Action, this initiative aligns with institutional priorities to act on truth and reconciliation and enhance recruitment and retention outcomes for Indigenous students.

Building on the success of the pilot programs, the **Lheidli T'enneh Tuition Initiative** aims to formalize UNBC's tuition waiver for LTFN students in concert with substantial financial support from LTFN. This collaborative approach to student support underscores both parties' unwavering commitment to expanding educational opportunities for LTFN students at the undergraduate and graduate levels.

### 3. PURPOSE & SCOPE

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The **Lheidli T'enneh Tuition Initiative** aims to support the educational success of eligible LTFN students through comprehensive financial assistance and academic support. The following pages outline specifics regarding application, eligibility, funding limitations, and renewal conditions.

### 3.1 Application

Applications to UNBC programs generally open on October 1. Prospective students should consult the [Undergraduate Application Deadlines](#) and [Graduate Application Intakes and Deadlines](#) to ensure the timely submission of their applications.

Once an application is submitted, prospective students may apply to the LTFN Education Department for financial support to complete their academic studies. Per the *Lheidli T'enneh First Nation Post-Secondary Policy and Application*, students planning to begin their studies in September should submit their applications by April 1 of the same year. For those planning to start in January, applications must be submitted by October 15 of the preceding year.

#### Application Waiver Code

Lheidli T'enneh First Nation members are eligible to receive a waiver code that exempts them from the application fee. Prospective students are encouraged to contact the relevant email below to arrange a meeting with a member of the Student Recruitment team. This meeting is an opportunity for prospective students to discuss their academic goals, gain insights specific to their program of choice, and receive comprehensive support during the application process, including the necessary waiver code.

- **Undergraduate Applicants:** [FutureStudents@unbc.ca](mailto:FutureStudents@unbc.ca)
- **Graduate Applicants:** [FutureGradStudents@unbc.ca](mailto:FutureGradStudents@unbc.ca)

#### Diverse Qualifications for the Admission of Undergraduate Applicants

Per the [UNBC Undergraduate Calendar](#), “UNBC recognizes the diversity of experience that students can bring to the university environment. This admissions route takes into account applicants who demonstrate life experience, excellence in other endeavours, and/or who have succeeded despite difficult circumstances.” Prospective students from LTFN who do not meet the undergraduate admission requirements may be considered based on academic potential. The decision to admit these students will be made by UNBC’s Admissions Officers, with support from the LTFN Education Manager, based on a comprehensive evaluation of the student's diverse qualifications.

#### Exceptional Admission for Graduate Applicants

Prospective students from LTFN who do not meet graduate admission requirements may be considered following a review of their application package by the program’s admission committee. Programs may admit candidates with a lower GPA or based on performance in at least 12 credits of upper-level coursework relevant to the intended field of study. Applicants interested in this pathway should contact a Graduate Admissions Officer for guidance and discussion at [graduate-admissions@unbc.ca](mailto:graduate-admissions@unbc.ca).

### 3.2 Eligibility

To qualify for the *Lheidli T'enneh Tuition Initiative*, students must meet the following criteria:

- **Community Identification:** Identified by LTFN as belonging to the LTFN community.
- **Enrollment in a Qualifying Program:** Enrolled in a full-time, credit-based undergraduate or graduate program where tuition fees are paid to the University of Northern British Columbia.
- **Completed Consent to Release Information:** Completed the *Third-Party Information Release Form*, enabling communication between LTFN’s Education Department and UNBC regarding the student’s academic progress.

### Full-Time Status

Per the *Lheidli T'enneh First Nation Post-Secondary Policy and Application* (2024, p. 2), a full-time student is defined as someone enrolled in at least 80% of a full course load as determined by the institution each semester. For the purposes of this MOU, "full-time status" is clarified in alignment with this definition and the standards set by UNBC:

- **Undergraduate Students:** Achieve full-time status by enrolling in courses totalling at least 12 credit hours per semester.
- **Graduate Students:** Achieve full-time status by enrolling in at least six credit hours per semester, or by registering for a thesis, project, dissertation, or similar scholarly work during the semester.

### Joint Programming

While UNBC collaborates with other institutions to offer a variety of joint programs, it does not have the authority to influence the tuition policies or financial decisions of these institutions. Therefore, the tuition waiver is available exclusively during periods in which students are enrolled at UNBC and tuition fees are remitted directly to UNBC.

### Program Exclusions

The Master of Business Administration (MBA) program at UNBC is excluded from the Lheidli T'enneh Tuition Initiative. Designed specifically for a professional market, the MBA has career-oriented objectives and a structure that differs significantly from traditional academic programs. Recognizing its value, we also acknowledge that career professionals pursuing an MBA generally have access to alternative supports. Therefore, excluding this program allows UNBC to focus its resources more sustainably on a broader range of academic programs aimed at supporting the recruitment and retention of Indigenous students.

## 3.3 Funding Limitations

Continued funding is subject to the limits outlined in the *Lheidli T'enneh First Nation Post-Secondary Policy and Application*. The duration and extent of financial support vary based on the academic program:

- **Undergraduate Programs:** Up to five years
- **Master's Programs:** Up to two years
- **Doctoral Programs:** Up to four years

LTFN and UNBC acknowledge that some students may require additional time to complete their degrees beyond the limits specified above. While the support provided under the ***Lheidli T'enneh Tuition Initiative*** will not extend beyond these time frames, both parties remain committed to assisting students in identifying and pursuing alternative funding opportunities. This includes exploring [Awards and Financial Aid](#) options specifically designed for Indigenous students at UNBC. Our aim is to ensure that every student receives the support needed to complete their program, regardless of the time required.

### Extraneous Courses

The Lheidli T'enneh Tuition Initiative does not extend to courses extraneous to the degree requirements. Only courses required to complete the degree are covered under the funding provisions.

### Students with Documented Disabilities

The Access Resource Centre (ARC) is committed to providing access and reasonable accommodations for students so that all may be included in every aspect of the University experience. Students with disabilities who would like to receive access and academic accommodations through the ARC need to register with the centre and submit required documentation. For those lacking the necessary documentation, ARC staff are available to assist in obtaining it. The primary goal of these accommodations is to create equitable access to education while maintaining the academic integrity of courses, programs, and activities at the university.

In cases where a student's needs necessitate adjusted program timelines and modified course loads, UNBC, in collaboration with the LTFN Education Department, may agree to extend funding limits to reflect these accommodations.

### UNBC Doctoral Tuition Award

For PhD students, the existing [UNBC Doctoral Tuition Award](#) will be utilized first. This award grants a two-year tuition waiver to new, full-time doctoral students. To maintain the award, recipients must submit a degree completion timeline by the end of their first year. The award may be extended for an additional two years if the student successfully passes their candidacy examination within the first two years and maintains a GPA of at least 3.33. To accept this award, students must sign and return the Doctoral Tuition Waiver Form within three weeks of receiving their admission letter.

Should further funding be required beyond the Doctoral Tuition Award, the ***Lheidli T'enneh Tuition Initiative*** will be available to cover additional expenses, activated only as necessary and within the limits previously outlined.

### 3.4 Renewal Conditions

Financial support is subject to annual renewal for students who maintain good academic standing, which is defined as a minimum cumulative GPA of 2.00 for undergraduate students and a minimum cumulative GPA of at least 3.00 for graduate students. Additionally, at the graduate level, students in programs that require annual progress reports must achieve satisfactory standing each year. Doctoral students must advance to candidacy within two years of registration.

Per the [UNBC Academic Calendars](#), "...Cumulative Grade Point Average (CGPA) expresses performance as a numerical average for all UNBC courses for all semesters completed. The CGPA is calculated by dividing the total number of grade points earned to date by the total number of credit hours undertaken to date. (Letter grades of P or W are not assigned a numerical value and are not used in calculating the grade point average.)"

## 4. ORGANIZATIONAL COMMITMENTS

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Both the University of Northern British Columbia and the Lheidli T'enneh First Nation acknowledge the importance of acting in concert to maximize the educational opportunities and success for LTFN students. To this end, both parties commit to fulfilling the following conditions, essential for the successful implementation of the ***Lheidli T'enneh Tuition Initiative***:

#### 4.1 Ongoing Financial Support:

- **LTFN Commitment:** LTFN agrees to provide comprehensive financial support, which includes, but is not limited to:
  - Living expenses, such as housing, food, and transportation.
  - Student and course-related fees (excluding tuition)
  - Textbooks
  - Tutoring services
- **UNBC Facilitation:** UNBC will facilitate the administration of these supports by providing necessary institutional resources and support services, including access to UNBC's financial aid office and academic advisors. The Registrar's Office will report to LTFN on cumulative GPAs once per year, following the completion of the Fall/Winter semesters.

#### 4.2 Tuition Waiver:

- **UNBC Commitment:** UNBC agrees to provide a full tuition waiver for all eligible LTFN students as outlined under the eligibility criteria of this MOU. This waiver is contingent upon students meeting the academic and administrative requirements stipulated in sections III.
- **LTFN Notification:** LTFN will annually provide UNBC's Registrar's Office with a verified list of eligible students prior to the commencement of the academic year.

#### 4.3 UNBC Indigenous Housing Guarantee

UNBC offers a priority housing guarantee to Indigenous students, including those from the Lheidli T'enneh First Nation, who meet the specified housing criteria and application deadlines. This guarantee is part of UNBC's commitment to enhance the accessibility of on-campus living and support Indigenous students' personal and academic growth.

To qualify for this guarantee, applicants from LTFN must be at least 17 years old by the end of the first semester and enrolled in at least one university-level course per semester at UNBC. Applications must be submitted by July 1 and students must respond to and formally accept their official housing offer **by August 1** to confirm their accommodation. The guarantee ensures a spot in university housing, and the associated housing fees are the responsibility of the student or their third-party sponsor.

## 5. STUDENT RESPONSIBILITIES

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LTFN students are required to meet specific responsibilities to maintain their eligibility for funding. Each student is expected to familiarize themselves with the expectations outlined in the *Lheidli T'enneh First Nation Post-Secondary Policy and Application*. Students are required to provide a monthly update to the LTFN Education Department. This includes reporting grades each semester and notifying both parties of any academic challenges or changes in their enrollment status. These responsibilities are designed to ensure that students are actively engaged in their educational journey and making effective use of the resources available to them. Timely communication enables the Nation and the university to provide necessary support or interventions that can assist the student in navigating academic difficulties.

Students are also encouraged to utilize all resources provided by UNBC, such as academic advising, tutoring services, and access to the First Nations Centre. These resources are part of a comprehensive support system designed to promote student success at the university level.



## 6. MANAGEMENT & REVIEW

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This Memorandum of Understanding (MOU) is a dynamic and living document, reflecting the commitment of both UNBC and LTFN to continuously adapt and evolve in response to the changing educational needs of students and the landscape of higher education. This MOU is structured with built-in mechanisms for its renewal and enhancement, ensuring that it remains effective and responsive to the goals it aims to achieve.

LTFN and UNBC acknowledge that this MOU is subject to the approval of their respective governing bodies and subject to the ongoing interest and financial ability of both parties to continue to support this initiative.

### 6.1 Alignment with Institutional Policies and Procedures

Both UNBC and LTFN commit to aligning the activities and terms of this MOU with their respective institutional policies and procedures. Adherence to the UNBC Academic Calendars and the *Lheidli T'enneh First Nation Post-Secondary Policy and Application* ensures that all activities under this MOU are not only effective but also compliant with the existing educational frameworks governing each entity.

### 6.2 Annual Update

An annual update of the *Lheidli T'enneh Tuition Initiative* will be conducted to refine the MOU, ensuring it reflects minor changes and developments within both institutions while steadfastly upholding the foundational goals set forth in the agreement. This may include any changes in personnel, operational terms, linked information, or minor procedural adjustments. A working group composed of representatives from both UNBC and LTFN will manage this process, focusing on preserving the integrity and alignment of the initiative's objectives without introducing major revisions.

#### Representatives from Lheidli T'enneh First Nation:

- Education Manager
- Two members of the Chief and Council

#### Representatives from University of Northern British Columbia:

- Associate Vice-President, Indigenous (or designate)
- Registrar (or designate)
- Senior Director, Enrolment Management & Strategy (or designate)

### 6.3 Comprehensive Five-Year Review

Every five years, a thorough review of the *Lheidli T'enneh Tuition Initiative* will be carried out. This review aims to evaluate the overall success and impact of the initiative, making necessary adjustments to better meet the evolving needs of students and adapt to shifts in the higher education landscape. It will include an in-depth examination of long-term outcomes and strategic objectives and may result in significant modifications to the terms of the MOU. A joint committee, composed of representatives from both UNBC and LTFN, along with additional stakeholders if needed, will oversee this process, ensuring the Tuition Initiative remains relevant and impactful.

### 6.4 Proactive Communication

The parties pledge to maintain open, honest, and respectful communication. Each party will promptly notify the other of any changes in personnel or policy that may affect their commitments

under this MOU. Furthermore, they will keep each other informed of any developments that could impact the successful implementation and ongoing efficacy of the agreement. Should either party face challenges in meeting their commitments, they will provide as much notice as possible to facilitate timely discussions and necessary adjustments. This proactive communication strategy ensures that both parties can respond effectively to changing circumstances, maintaining the integrity and purpose of the ***Lheidli T'enneh Tuition Initiative***.

## VII. SIGNATORIES

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Signed the \_\_\_\_\_ day of \_\_\_\_\_, 2024.

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**Ms. Dolleen Logan**  
Chief  
Lheidli T'enneh First Nation

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**Dr. Geoffrey Payne**  
President  
University of Northern British Columbia

DRAFT





## AGREEMENT

### Northern Promise Partnership – Supporting Student Success

**Background:** The Memorandum of Understanding (MOU - attached) governing the relationship between the Lheidli T'enneh Nation (LTN) and the University of Northern British Columbia (UNBC) sets out the mutual commitment of the parties to the advancement of education and research-related goals and initiatives, in-part through the negotiation of and support for agreements for specific activities.

Through open discussions, in the spirit of mutual respect and benefit and, in response to the Calls to Action in the *Truth and Reconciliation Report*, the LTN and UNBC have together developed a proposal for two programs to support the success of LTN students at UNBC. This Agreement outlines the respective commitments and responsibilities of the parties in offering the following support to eligible LTN students:

- (1) **The Lheidli T'enneh Northern Promise Partnership Transition Program and;**
- (2) **The Lheidli T'enneh Northern Promise Partnership Program**

Through these proposed Programs UNBC and LTN will work together to support the education and success of eligible LTN students. Specifics with respect to eligibility, monetary value and duration of support, and application process are outlined below:

#### **1. The Lheidli T'enneh Northern Promise Partnership Transition Program**

<b>Donor:</b>	UNBC and Lheidli T'enneh Nation
<b>Value:</b>	<b>From:</b> <b>UNBC:</b> Up to \$5,500 in tuition credit (for full time students to a maximum of 30 undergraduate credit hours) <b>Lheidli T'enneh Nation:</b> Financial support as needed by the student to support the student's study needs including, but not limited to: <ul style="list-style-type: none"><li>▪ Living Expenses (Housing, food, transportation);</li><li>▪ Student and lab fees (other than tuition noted above);</li><li>▪ Student Books, and;</li><li>▪ Tutoring help as required by the student.</li></ul>
<b>Number:</b>	<b>Variable.</b> For all eligible Lheidli T'enneh students, as identified by the Lheidli T'enneh Nation
<b>Eligibility:</b>	Available to Lheidli T'enneh identified students who do not meet the normal admission requirements for UNBC entrance and demonstrate strong academic promise, or wish a transition experience from HS or College to University.

1. Students must be identified by the Lheidli T'enneh Nation as belonging to the Lheidli T'enneh Nation, and be nominated by the Lheidli T'enneh Nation
2. Students will normally be close to having all the required courses for UNBC entrance requirements and will demonstrate strong academic promise
3. Students must have achieved a minimum of a 65% average from grade 12 and 2.00 semester GPA for Post-secondary applicants
4. Students must register and enroll as a full time student at UNBC.

**Criteria:** Satisfactory academic standing.

**Renewable:** On a semester basis for students who are in satisfactory academic standing (a minimum of a 2.00 semester GPA), and have continuing funding from the Lheidli T'enneh

**Application Instructions:** Prospective students apply to the Lheidli T'enneh Nation for financial support to complete academic studies at UNBC. The Lheidli T'enneh Nation will forward to UNBC names and relevant information regarding students eligible for comprehensive support by the Lheidli T'enneh Nation, and recommended for the Partnership Transition Program. UNBC will subsequently work with the Lheidli T'enneh Nation to support the students during the application and registration process at UNBC.

**Award:** UNBC commits to support for:  
A maximum of 30 credit hours for full time students annually.

Lheidli T'enneh commits to:  
Providing funding to support the student's study needs including, but not limited to:

- Living Expenses (Housing, food, transportation)
- Student and course/lab fees (other than tuition noted above)
- Textbooks
- Tutoring help as required by the student

## 2. The Lheidli T'enneh Northern Promise Partnership Program

**Donor:** UNBC and Lheidli T'enneh Nation

**Value:** **From:**  
**UNBC: Up to \$22,500 in tuition credit (for full time students to a maximum of 120 undergraduate credits hours**

**Lheidli T'enneh Nation:** Financial support as needed by the student to support the student's study needs including, but not limited to:

- Living Expenses (Housing, food, transportation);

- Student and course/lab fees (other than tuition noted above);
- Textbooks, and;
- Tutoring help as required by the student.

**Number:** For all eligible Lheidli T'enneh students, as identified by the Lheidli T'enneh Nation.

**Eligibility:** Available to students identified by the Lheidli T'enneh who also meet UNBC entrance requirements.

1. Students must be identified by the Lheidli T'enneh Nation as belonging to the Lheidli T'enneh Nation, and be nominated by the Lheidli T'enneh Nation
2. Students must register and enroll as full-time students at UNBC.

**Criteria:** Satisfactory academic standing

**Renewable:** On a semester basis for students who are in satisfactory academic standing (a minimum of a 2.00 semester GPA) and continued funding from the Lheidli T'enneh

**Application Instructions:** Prospective students apply to the Lheidli T'enneh Nation for financial support to complete academic studies at UNBC.

The Lheidli T'enneh Nation will forward to UNBC names and relevant information regarding students eligible for comprehensive support by the Lheidli T'enneh Nation, and recommended for the Partnership Program

UNBC will subsequently work with the Lheidli T'enneh Nation to support the students during the application and registration process at UNBC.

**Award:** UNBC commits to support for:  
A maximum of 120 credits hours for full time students.

Lheidli T'enneh commits to:  
Providing funding to support the student's study needs including, but not limited to:

- Living Expenses (Housing, food, transportation)
- Student and lab fees (other than tuition noted above)
- Textbooks
- Tutoring help as required by the student

The Parties acknowledge that this Agreement is subject to the approval of their respective governing bodies, and subject to the ongoing interest and financial ability of both parties to continue to support these Programs.

No commitments will be made in reliance on this Agreement and, in accordance with the MOU, no announcements about these Programs will be made until the Parties have received the required support of their governing bodies, and have communicated that support to each other's designated representatives:

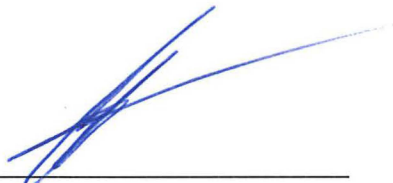
For the Lheidli T'enneh Nation:  
Mr. Vincent Joseph, Education Coordinator

For the University of Northern British Columbia:  
Dr. Daniel Ryan, Provost and Vice-President Academic

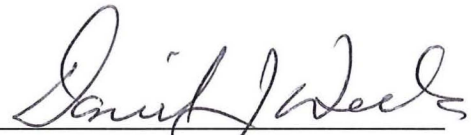
These Programs are pilot programs, intended to be in place for an initial four (4) year term. The Parties will review the success of the Programs at the end of each academic year and consider revisions. At the end of the initial four year Term, the Parties will formally review the Programs and determine whether or not to formally renew the Agreement to offer the Programs.

In accordance with the MOU the parties will maintain open and respectful communication and will keep each other informed of any developments that may impact the successful implementation and ongoing renewal of this Agreement and these Programs. The parties will provide each other with as much notice as reasonably possible should either party be unable to continue to meet their commitments under this Agreement.

Signed the \_\_\_ day of \_\_\_\_\_ 2019



Chief Clayton Pountney  
Lheidli T'enneh Nation



Dr. Daniel Weeks, President  
University of Northern British Columbia



**BRIEFING NOTE FOR: EXECUTIVE COMPENSATION FOR VICE PRESIDENTS  
UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES**

<b>Subject:</b>	<b>Executive Compensation for Vice Presidents</b>	
<b>Governance &amp; Human Resources Committee</b>	<b>Meeting Date:</b>	<b>Purpose:</b> <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input checked="" type="checkbox"/> Approval
<b>Submitted By:</b>	Geoff Payne, President and Vice-Chancellor	
<b>Please note other guests to be in attendance:</b>	Jennifer Dawson, Interim Director of Human Resources	
<b>Appendices:</b>	1. 2024-2025 Shared Recovery Mandate (SRM) Funding 2. 2024-2025 Shared Recovery Mandate General Wage Increases	
<b>Motion Number:</b>		

**1.0 MOTION/DISCUSSION/RECOMMENDATION**

That the Governance and Human Resources Committee recommend to the Board of Governors, the approval of the government funded compensation increases for the Vice-Presidents, under the 2022 Shared Recovery Mandate in fiscal year 2024/2025, effective April 1, 2024.

**2.0 BACKGROUND AND ANALYSIS**

The positions relevant to the motion include the following:

- Vice-President, Finance and Administration
- Vice-President, Research and Innovation
- Interim Vice-President, Academic and Provost

In fiscal 2024/25, unionized staff received general wage increases of 3% under the 2022 Shared Recovery Mandate. The Ministry of Post-Secondary Education and Future Skills (the Ministry) understands the need to manage the potential for compression between unionized and excluded employees through the aging of existing management and executive salary ranges. Government is committed to addressing these pressures in a sustainable, measured, and performance-based manner that supports the delivery of affordable public services across British Columbia. The Ministry recognizes the cost pressures on organizations for excluded employee salary increases and has confirmed that in addition to the funding provided for unionized wage increases, funding up to 3% has also been provided for Presidents/CEOs for 2024/25, based on the PSEC Secretariat’s April 2022 Annual Compensation Forecast.

With an effective date of no earlier than April 1, 2024, and in alignment with the performance review process, employers and Boards will be permitted to action in-range, performance-based increases of up to 3% for Executives, including Vice Presidents.

**3.0 ANTICIPATED FINANCIAL AND HUMAN RESOURCE IMPACTS:**

As indicated above, this recommendation is a government funded increase and there is no cost to the University for the wage increases as outlined in the *2023/2024 Shared Recovery Mandate (SRM) Funding* letter.

#### **4.0 LENS OF RECONCILIATION:**

N/A

#### **5.0 OTHER CONSIDERATIONS:**

- Alignment with the University Strategic Plan
  - This recommendation is in alignment with the University Strategic Plan's foundational goal of attracting and retaining outstanding people for our community. To attract and retain top talent, the University must compensate employees at all levels in recognition of their performance.
  
- Enterprise Risk Management
  - Retention of all employees at the University is a top priority. Compensation increases in recognition of employee performance can have a positive impact on employee satisfaction, retention and overall performance. At the executive level, retention issues create challenges in advancing the University's strategic plan and the ability to attract talent in the future.



June 25, 2024  
Our Ref. 134765

File No. 66710-70: Funding - Labour Market

Rahim Somani  
Vice-President, Finance and Administration  
University of Northern British Columbia  
3333 University Way  
Prince George, BC V2N 4Z9

Email Address: [rahim.somani@unbc.ca](mailto:rahim.somani@unbc.ca)

Dear Rahim Somani:

I am pleased to advise that the Ministry of Post-Secondary Education and Future Skills (the Ministry) has received approval to provide [Shared Recovery Mandate \(SRM\)](#) funding in 2024/25. This funding covers costs for a Management lift and union Cost of Living Adjustment for ratified agreements.

The funding will be paid in the next electronic funds transfer.

Employee Group	2024/25
Exempt: University of Northern BC - Exempt - Universities	\$27,152
Exempt: University of Northern BC - TAs & Student Assistants	\$4,137
Management: University of Northern BC - Directors - Universities	\$82,671
Management: University of Northern BC - Executive - Universities	\$42,133
Management: University of Northern BC - Management	\$125,754
Unionized: University of Northern BC, CUPE - Local 2278 - Non-Faculty	\$10,292
Unionized: University of Northern BC, CUPE - Local 3799 - Non-Faculty	\$232,491
Unionized: University of Northern BC, UNBCFA - Faculty	\$399,718
<b>Total Payment</b>	<b>\$924,348</b>

Note: above amounts are approved based on 2022 Annual Forecast published by PSEC Secretariat, which is derived from data collected through 2021 Compensation Base Survey and projected forward as of April 1, 2022, using known factors at point of time.

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If you would like to discuss contents of this letter, please contact Wendy Grondzil, Director, Post-Secondary Finance, at 778-974-2362, or email [Wendy.Grondzil@gov.bc.ca](mailto:Wendy.Grondzil@gov.bc.ca).

Sincerely,



Kashi Tanaka  
Executive Director  
Post-Secondary Operating and Emergency Support  
Ministry of Post-Secondary Education and Future Skills

pc: Jason Butler, Assistant Deputy Minister  
Finance, Technology and Management Services Division  
Ministry of Post-Secondary Education and Future Skills  
[PSFS.ADMFinanceTechandMgmtServs@gov.bc.ca](mailto:PSFS.ADMFinanceTechandMgmtServs@gov.bc.ca)

Wendy Grondzil, Director  
Post-Secondary Finance  
Ministry of Post-Secondary Education and Future Skills  
[Wendy.Grondzil@gov.bc.ca](mailto:Wendy.Grondzil@gov.bc.ca)

Ken Dawson, Executive Director  
Labour Strategy and Coordination  
Public Sector Employers' Council Secretariat  
[Ken.Dawson@gov.bc.ca](mailto:Ken.Dawson@gov.bc.ca)

Financial Reporting Mailbox  
Ministry of Post-Secondary Education and Future Skills  
[PSFS.FinancialReporting@gov.bc.ca](mailto:PSFS.FinancialReporting@gov.bc.ca)





Our Ref: 506631

March 21, 2024

Blair Littler  
Executive Director  
University Public Sector Employers' Association  
[Blair.Littler@rucbc.ca](mailto:Blair.Littler@rucbc.ca)

*Sent via email*

Dear Blair Littler:

I am writing today to provide an update on behalf of the Minister responsible for the *Public Sector Employers Act* regarding management and executive employee compensation in the B.C. public sector. This includes colleges, institutes and teaching universities, K-12 public education, research universities and the health sector, along with Crown corporations and the BC Public Service.

In fiscal 2024/25, unionized staff will receive general wage increases of 3% under the 2022 Shared Recovery Mandate. I understand the need to manage the potential for compression between unionized and excluded employees through the aging of existing management and executive salary ranges. Government is committed to addressing these pressures in a sustainable, measured, and performance-based manner that supports the delivery of affordable public services across British Columbia.

Aging of Salary Ranges

I am pleased to confirm that employers in the Research University sector have authority to 'age' salary ranges by up to 3% in 2024, up to and including the Vice-President ranges and employment contracts. This may be implemented effective April 1, 2024. As part of this approach, the PSEC Secretariat requests that each Research University submit their most up-to-date ranges for 2024 through the [LIGER](#) system, to be coordinated through UPSEA.

We recognize the cost pressures on organizations for excluded employee salary increases. For organizations that receive significant funding from government, I can confirm that in addition to the funding provided for unionized wage increases, funding of up to 3% will also be provided for management employees for 2024/25, based on the PSEC Secretariat's April 2022 Annual Compensation Forecast (2021 Compensation Base Survey data projected to April 2022).

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<b>Ministry of Finance</b>	Public Sector Employers' Council Secretariat	Mailing Address: PO Box 9400 Stn Prov Govt Victoria BC V8W 9V1	Location Address: 210 – 880 Douglas St Victoria BC V8W 2B7 778.698.8549
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More information will be available through your line Ministry Executive Financial Officer.

Executive Performance-Based Increases

With an effective date of no earlier than April 1, 2024, and in alignment with the performance review process of these executives, employers and Boards will be permitted to action in-range, performance-based increases of up to 3% for Presidents/Chief Executive Officers (CEOs) and Vice Presidents. In addition, the total compensation maximum for Presidents/CEOs will increase by 3% in 2024 to accommodate this change.

An update to the *B.C. Public Sector Employers' Guide to Accountable Compensation*, attached here, provides details on approved changes to compensation policy for 2024. This includes the compensation policy for management employees in your sector.

If you have any questions, please feel free to contact [Ken.Dawson@gov.bc.ca](mailto:Ken.Dawson@gov.bc.ca).

Sincerely,

John Davison,  
President & CEO  
PSEC Secretariat

pc: Bobbi Plecas,  
Deputy Minister, Ministry of Post-Secondary Education and Future Skills

Jason Butler,  
Assistant Deputy Minister & Executive Financial Officer  
Ministry of Post-Secondary Education and Future Skills

Ken Dawson,  
Executive Director, Labour Strategy and Coordination, PSEC Secretariat

Attachment: Employers' Guide (Updated 2024): *B.C. Public Sector Employers' Guide to Accountable Compensation*

<b>Ministry of Finance</b>	Public Sector Employers' Council Secretariat	Mailing Address: PO Box 9400 Stn Prov Govt Victoria BC V8W 9V1	Location Address: 210 – 880 Douglas St Victoria BC V8W 2B7 778.698.8549
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**BRIEFING NOTE FOR: EXECUTIVE COMPENSATION FOR THE PRESIDENT  
UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES**

<b>Subject:</b>	<b>Executive Compensation for the President and Vice-Chancellor</b>	
<b>Governance &amp; Human Resources Committee</b>	<b>Meeting Date:</b>	<b>Purpose:</b> <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input checked="" type="checkbox"/> Approval
<b>Submitted By:</b>	Joel McKay, Board Chair	
<b>Please note other guests to be in attendance:</b>	Jennifer Dawson, Interim Director of Human Resources	
<b>Appendices:</b>	<ol style="list-style-type: none"> <li>1. 2024-2025 Shared Recovery Mandate (SRM) Funding</li> <li>2. 2024-2025 Shared Recovery Mandate General Wage Increases</li> </ol>	
<b>Motion Number:</b>		

**1.0 MOTION/DISCUSSION/RECOMMENDATION**

That the Governance and Human Resources Committee recommend to the Board of Governors, the approval of the government funded compensation increase for the President and Vice-Chancellor, under the 2022 Shared Recovery Mandate in fiscal year 2024/2025, effective April 1, 2024.

**2.0 BACKGROUND AND ANALYSIS**

In fiscal 2024/25, unionized staff received general wage increases of 3% under the 2022 Shared Recovery Mandate. The Ministry of Post-Secondary Education and Future Skills (the Ministry) understands the need to manage the potential for compression between unionized and excluded employees through the aging of existing management and executive salary ranges. Government is committed to addressing these pressures in a sustainable, measured, and performance-based manner that supports the delivery of affordable public services across British Columbia. The Ministry recognizes the cost pressures on organizations for excluded employee salary increases and has confirmed that in addition to the funding provided for unionized wage increases, funding up to 3% has also been provided for Executives, including Presidents for 2024/25, based on the PSEC Secretariat’s April 2022 Annual Compensation Forecast.

With an effective date of no earlier than April 1, 2024, and in alignment with the performance review process, employers and Boards will be permitted to action in-range, performance-based increases of up to 3% for Executives, including Presidents.

**3.0 ANTICIPATED FINANCIAL AND HUMAN RESOURCE IMPACTS:**

As outlined above, this recommendation is a government funded increase and there is no cost to the University for the wage increases as outlined in the *2023/2024 Shared Recovery Mandate (SRM) Funding* letter.

**4.0 LENS OF RECONCILIATION:**

N/A

## **5.0 OTHER CONSIDERATIONS:**

- Alignment with the University Strategic Plan
  - This recommendation is in alignment with the University Strategic Plan's foundational goal of attracting and retaining outstanding people for our community. To attract and retain top talent, the University must compensate employees at all levels in recognition of their performance.
  
- Enterprise Risk Management
  - Retention of all employees at the University is a top priority. Compensation increases in recognition of employee performance can have a positive impact on employee satisfaction, retention and overall performance. At the executive level, retention issues create challenges in advancing the University's strategic plan and the ability to attract talent in the future.



June 25, 2024

Our Ref. 134765

File No. 66710-70: Funding - Labour Market

Rahim Somani  
Vice-President, Finance and Administration  
University of Northern British Columbia  
3333 University Way  
Prince George, BC V2N 4Z9

Email Address: [rahim.somani@unbc.ca](mailto:rahim.somani@unbc.ca)

Dear Rahim Somani:

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Sincerely,



Kashi Tanaka  
Executive Director  
Post-Secondary Operating and Emergency Support  
Ministry of Post-Secondary Education and Future Skills

pc: Jason Butler, Assistant Deputy Minister  
Finance, Technology and Management Services Division  
Ministry of Post-Secondary Education and Future Skills  
[PSFS.ADMFinanceTechandMgmtServs@gov.bc.ca](mailto:PSFS.ADMFinanceTechandMgmtServs@gov.bc.ca)

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Post-Secondary Finance  
Ministry of Post-Secondary Education and Future Skills  
[Wendy.Grondzil@gov.bc.ca](mailto:Wendy.Grondzil@gov.bc.ca)

Ken Dawson, Executive Director  
Labour Strategy and Coordination  
Public Sector Employers' Council Secretariat  
[Ken.Dawson@gov.bc.ca](mailto:Ken.Dawson@gov.bc.ca)

Financial Reporting Mailbox  
Ministry of Post-Secondary Education and Future Skills  
[PSFS.FinancialReporting@gov.bc.ca](mailto:PSFS.FinancialReporting@gov.bc.ca)



Our Ref: 506631

March 21, 2024

Blair Littler  
Executive Director  
University Public Sector Employers' Association  
[Blair.Littler@rucbc.ca](mailto:Blair.Littler@rucbc.ca)

*Sent via email*

Dear Blair Littler:

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<b>Ministry of Finance</b>	Public Sector Employers' Council Secretariat	Mailing Address: PO Box 9400 Stn Prov Govt Victoria BC V8W 9V1	Location Address: 210 – 880 Douglas St Victoria BC V8W 2B7 778.698.8549
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More information will be available through your line Ministry Executive Financial Officer.

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An update to the *B.C. Public Sector Employers' Guide to Accountable Compensation*, attached here, provides details on approved changes to compensation policy for 2024. This includes the compensation policy for management employees in your sector.

If you have any questions, please feel free to contact [Ken.Dawson@gov.bc.ca](mailto:Ken.Dawson@gov.bc.ca).

Sincerely,

John Davison,  
President & CEO  
PSEC Secretariat

pc: Bobbi Plecas,  
Deputy Minister, Ministry of Post-Secondary Education and Future Skills

Jason Butler,  
Assistant Deputy Minister & Executive Financial Officer  
Ministry of Post-Secondary Education and Future Skills

Ken Dawson,  
Executive Director, Labour Strategy and Coordination, PSEC Secretariat

Attachment: Employers' Guide (Updated 2024): *B.C. Public Sector Employers' Guide to Accountable Compensation*

<b>Ministry of Finance</b>	Public Sector Employers' Council Secretariat	Mailing Address: PO Box 9400 Stn Prov Govt Victoria BC V8W 9V1	Location Address: 210 – 880 Douglas St Victoria BC V8W 2B7 778.698.8549
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**BRIEFING NOTE FOR:**

**UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES**

<b>Subject:</b>	<b>UNBC Board of Governors – 2025 Meeting Date</b>	
<b>Governance &amp; Human Resources Committee</b>	<b>Meeting Date:</b>	<b>Purpose:</b> <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input checked="" type="checkbox"/> Approval
<b>UNBC Board of Governors</b>	<b>Meeting Date:</b>	<b>Purpose:</b> <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input checked="" type="checkbox"/> Approval
<b>Submitted By:</b>	<i>Office of University Governance</i>	
<b>Motion Number:</b>		

**1.0 MOTION/DISCUSSION/RECOMMENDATION**

*That the Governance and Human Resources Committee recommend to the Board of Governors, the approval of the UNBC Board of Governors 2025 Meeting Dates as proposed.*

*That on the recommendation of the Governance and Human Resources Committee, the Board of Governors approves of the UNBC Board of Governors 2025 Meeting Dates as proposed.*

<b>UNBC Board of Governors – 2025 Meeting Dates</b>	
<b>Type of Board Meeting</b>	<b>Board Meetings</b>
<u>Special Board Meeting</u> <u>Joint Board and Senate Dinner Session</u>	Thursday, January 30, 2025 3:00 – 5:30 p.m.
<u>Regular Quarterly Board Meeting</u>	Thursday, March 13, 2025 3:00 p.m. – 7:30 p.m.
<u>Special Meeting:</u> Approval of Financial Statements  Audit and Risk Committee meeting to receive Audit Findings Report from Audit Representatives (May 23, 2025)	Thursday, May 29, 2025 9:00 a.m. – 11:00 a.m.

<u>Regular Quarterly Board Meeting</u>	Thursday, June 26, 2025 3:00 – 7:30 p.m.
<u>Regular Quarterly Board Meeting</u> <u>(Regional – Wilp Wilxo'oskwhl Nisga', Nass Valley)</u>	Friday, September 19, 2025 8:30 – 3:00 p.m.
<u>Regular Quarterly Board Meeting</u>	Thursday, November 27, 2025 3:00 – 7:30 p.m.

**BRIEFING NOTE FOR: GOVERNANCE & HUMAN RESOURCES COMMITTEE  
UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES**

<b>Subject:</b>	<b>Exempt Handbook Update – Professional Development Funds</b>	
<b>Governance &amp; Human Resources Committee</b>	<b>Meeting Date:</b> Sept 19/24	<b>Purpose:</b> <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input checked="" type="checkbox"/> Approval
<b>Submitted By:</b>	Lisa Haslett, Associate VP, Administration	
<b>Please note other guests to be in attendance:</b>	Jennifer Dawson, Interim Director of Human Resources	
<b>Appendices:</b>	Exempt Employee Handbook	
<b>Motion Number:</b>		

**1.0 MOTION/DISCUSSION/RECOMMENDATION**

That the Governance and Human Resources Committee recommends that the Board of Governors approve the changes to the Exempt Employee Handbook as proposed.

**2.0 BACKGROUND AND ANALYSIS**

In 2023, the Exempt Employee and Directors Handbook (the “Handbook”) was updated and submitted for approval to the Board of Governors. Following the implementation of the updated Handbook it was determined the language in the Professional Development section was not a correct reflection of current practice. The following updates have been made to the Handbook to reflect relevant and current practice:

1. Section 7.1.3 Previously stated that professional development funds are based on the fiscal year. This language is incorrect as the funds are based on July 1 annual.
2. Language has been added to the allowances section to clarify that professional development funds are pro-rated in the first year of employment. This is the practice, however was not previously stated in the Handbook.

**3.0 ANTICIPATED FINANCIAL AND HUMAN RESOURCE IMPACTS:**

There is no additional cost, as these corrections are reflective of current practice.

- **NEXT STEPS:** HR will continue to review the Handbook on an ongoing basis to ensure the content aligns with current practice and applicable legislation. All future proposed changes must be approved by the Board of Governors.



# Exempt Employee Handbook

**Approving Authority:** Board of Governors

**Designated Executive Officer:** President and Vice Chancellor

**Effective Date:** April 1, 2023

**Supersedes:** November 2013

**Date of Last Review/Revision:** April 2024

**Subsequent Review Date:** April 2025



University of Northern British Columbia (“UNBC”) Exempt employees need to be familiar with the information in this Handbook as well as UNBC Policies and Procedures that may guide certain aspects of work at UNBC. UNBC Policies and Procedures are accessible online at: [unbc.ca/policy](https://unbc.ca/policy)

The terms, conditions, and benefits of employment are as per the BC Employment Standards Act (“Employment Standards Act”), the Public Sector Employers’ Act, Bill 66 and as outlined in this Handbook effective as of April 1, 2023, and are subject to change; in the future and will be reviewed upon request from UNBC or as needed.

UNBC is committed to the practice of reviewing this Handbook in consultation with Exempt employees. When there is a discrepancy between the employment contract and the terms and conditions outlined in this Handbook, the contract will prevail or the higher benefit will prevail until the contract is amended.

## Message From the President

As employees, you demonstrate an unwavering commitment to supporting UNBC’s academic mission, promoting a positive, diverse, and inclusive environment, and supporting the growth and success of students, faculty, and staff.

Your dedication to excellence and innovation does not go unnoticed, and I am grateful to be a part of the UNBC community. Your efforts to make UNBC a place where people can thrive and achieve their full potential is inspiring.

You are key to our success and the executive team values you as a member of our diverse team. Your leadership, guidance, and support are deeply appreciated, and I look forward to continuing to work with you to create a bright and successful future for UNBC that is aligned with our vision, mission, and goals.

Dr. Geoff Payne, UNBC President and Vice-Chancellor

## UNBC’s Motto

**‘En Cha Huná (‘En = he/she/they; Cha = also; Huná = lives)**

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.

UNBC’s Location Statement, Vision, Mission, and Values can be found on the UNBC website.

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# 1.0 Scope

This Handbook applies to University of Northern British Columbia (“UNBC”) employees who are exempt from bargaining unit membership and is intended to provide information about UNBC’s terms, conditions, practices, and procedures as they relate to this group of employees.

# 2.0 Definitions

**(a) Employee** for the purposes of this Handbook, refers to employees who are exempt from membership in a bargaining unit by virtue of their job duties. This group includes managers, directors, deans, associate vice presidents, and other exempt professionals. This group does not include executives (President and Vice-Presidents) or Academic Services employees (research-funded staff).

**(b) Immediate Family Member** for bereavement leave, family responsibility leave, and compassionate leave, shall be defined as per the Employment Standards Act.

**(c) Supervisor** is a generic term that refers to the employee authorized by UNBC to direct the work of an employee and to whom the employee reports.

# 3.0 Terms And Conditions Of Employment

## 3.1 Employment Status

An employee’s employment status (regular, term, or casual) is outlined in their individual UNBC employment contract.

## 3.2 Probationary Period

All new employees are subject to a probationary period of six (6) months. If, despite best efforts, the employee’s performance is not satisfactory, the probationary period may be extended, or the employment ended by UNBC at its discretion.

## 3.3 Trial Period

For employees who apply for and are successful in their application for a new internal exempt position at UNBC, there is a trial period of six (6) months. During this trial period, the employee’s performance will be carefully reviewed by their direct supervisor. The trial period is also the employee’s opportunity to evaluate the job and the work environment. During the trial period, if it becomes evident to UNBC that the employee will not satisfy the job requirements, or the employee decides not to continue in the position, the trial period may be ended.

## 3.4 Hours of Work

The normal work week for a full-time employee is five (5) days per week and an average of seven (7) hours per day. The normal work week may vary depending on each unit’s operating hours.

Due to the nature of work for exempt employees, flexibility is required to accommodate varying workloads and operational needs. These employees are normally expected to be self-directing concerning their job function, and may sometimes find it necessary to work more than an average work week to meet outcomes and accountabilities.

### **3.5 Travel Time**

Subject to advance approval to travel outside of your normal location of work by your supervisor, regular travel time will be recognized as part of work schedules. “Travel time” means time spent traveling from point to point. UNBC may determine the most expedient means of such travel.

## **4.0 Benefits Information**

### **4.1 Health Benefits**

Regular full-time and part-time employees who work a minimum of 18 hours per week (=0.51 full-time equivalent) will receive the following benefits:

- Basic Life Insurance
- Optional Life Insurance, Optional Spousal Life Insurance, Optional Critical Illness Insurance
- Accidental Death & Dismemberment Insurance
- Voluntary Accidental Death & Dismemberment Insurance
- Long-Term Disability (employee paid)
- Dental Benefits
- Extended Health
- Employee & Family Assistance Program

Part-time employees who work 0.51 to 0.74 of a full-time equivalent are entitled to the above benefits on a cost-shared basis (75% employer and 25% employee). Term employees with a term length of six (6) months or greater are eligible for some of the benefits listed above.

Detailed information regarding benefit eligibility can be found on the Human Resources website. [unbc.ca/human-resources/employee-benefit](https://unbc.ca/human-resources/employee-benefit)

### **4.2 Defined Contribution Pension Plan**

Regular full-time and part-time employees who work a minimum of 18 hours per week (.51 full-time equivalent) will be enrolled in UNBC’s Pension Plan on their date of hire.

Detailed information regarding the pension plan can be found on the Human Resources website. [unbc.ca/human-resources/unbc-pension-plan](https://unbc.ca/human-resources/unbc-pension-plan)



### 4.3 Northern Sport Centre Membership

#### 4.3.1 Annual Membership

When an employee purchases basic membership at the Northern Sport Centre and participates in twenty (20) visits over a three (3) month period, 100% of the membership dues paid will be refunded to the employee. In addition, the remainder of the year's basic membership dues will be paid by UNBC.

All refunded and exempted dues are a taxable benefit and are subject to applicable statutory deductions.

#### 4.3.2 Drop-In

If an employee prefers to use the facility on an occasional basis, UNBC will pay the drop-in fee. UNBC will pilot a drop-in program until Dec. 31, 2023, to further understand the costs of the program and needs of our employees. This will be reviewed in January 2024.

#### 4.3.3 Term Employee Eligibility

Both options are available for term employees for the length of their term.

## 5.0 Vacation And Other Holidays

### 5.1 Annual Vacation

In the first year of employment, regular and term employees will receive a pro-rated amount of vacation days until Dec. 31 of that year.

Employment Length	Exempt Employees and Managers	Directors (including assistant/ associate directors) / Registrar/ Deans/AVP
1 <sup>st</sup> to 4 <sup>th</sup> Year	20 days	25 days
5 <sup>th</sup> to 9 <sup>th</sup> Year	25 days	30 days
10 <sup>th</sup> to 19 <sup>th</sup> Year	30 days	35 days
20+ Years	35 days	35 days

Term employees with terms of one year or less receive eight percent (8%) pay on their bi-weekly salary. If an extension should carry an employee beyond one year, vacation accrual commences on the 1st pay period following the date of the extension.

Exempt casual employees receive six percent (6%) vacation pay on their bi-weekly wages.

Annual vacation is taken within the year in which it is earned and arranged with their

supervisor. If a full allotment of vacation time cannot operationally be scheduled in the year in which it was earned, it will be rolled into the next year; if not taken in the next year, it will be paid out. Employees are encouraged and should strive to take a minimum of three (3) weeks' vacation. All vacation will be pro-rated in the first year.

## **5.2 President's Discretionary Days**

When the President declares an official University holiday between Christmas and New Year's Day, employees will receive such days as paid days off, with no deduction from their vacation bank.

## **5.3 Statutory Holidays**

Regular and term employees receive the following statutory holidays:

New Year's Day	BC Day
Family Day	Labour Day
Good Friday	Thanksgiving Day
Easter Monday	Remembrance Day
Victoria Day	Christmas Day
Canada Day	Boxing Day

and any other provincially or federally designated statutory holiday.

# **6.0 Absence From Work**

## **6.1 Sick Leave**

UNBC recognizes that unavoidable absences may occur because of illness or accident and for this reason, provides a sick leave benefit that provides income protection during these situations.

All regular full-time and part-time employees on sick leave receive one hundred percent (100%) of their salary for a maximum of sixty (60) calendar days each calendar year of short-term disability. In a situation where absence due to illness spans calendar years, the maximum period for that illness of leave with full pay is sixty (60) calendar days.

Term employees receive six (6) working days of sick leave per year.

An employee unable to work because of illness or accident must inform the employee's direct supervisor as soon as reasonably possible.

For any absence due to sickness or disability greater than five (5) consecutive working days, the employee may be required to provide clear, current, and credible medical information that satisfies UNBC's need to provide a safe and productive work and learning environment. Lack of such documentation may result in the absence being treated as leave without pay. The cost of the documentation is borne by UNBC.

Where there has been a pattern or high usage of sick leave, UNBC may request clear, current, and credible medical information that satisfies UNBC's need to provide a safe and productive work and learning environment.

## **6.2 Worker's Compensation**

If the cause of absence from work is illness or accident compensable under the Workers' Compensation Act, the employee will apply for compensation under the provisions of the legislation. If the employee receives such compensation, UNBC, for a maximum period of sixty (60) calendar days, will pay the difference between one hundred percent (100%) of the employee's net salary and the compensation received under the Workers' Compensation Act.

## **6.3 Bereavement Leave**

In the case of bereavement of an immediate family member, regular and term employees, not on leave of absence without pay, are eligible to receive bereavement leave of up to five (5) working days at their regular rate of pay.

Such leaves are normally taken within one (1) week of the death of the family member. Where circumstances do not allow the leave to be taken within one (1) week, exceptions may be granted by the supervisor.

Employee requests for an extended absence from work due to bereavement will be taken as vacation time or an unpaid leave of absence.

## **6.4 Family Responsibility Leave**

Employees may take up to five (5) days with pay during a calendar year to provide for the medical needs of an immediate family member during an illness.

Employee requests for an extended absence from work due to family responsibilities will be taken as vacation time or an unpaid leave of absence. Employees may wish to review eligibility for Family Caregiver Benefits offered through Employment Insurance (EI).

## **6.5 Compassionate Care Leave**

Employees may take up to five (5) days with pay during a calendar year to attend to an immediate family member who has a life-threatening injury or illness.

Employee requests for an extended absence from work due to compassionate care of an immediate family member will be taken as vacation time or an unpaid leave of absence. Employees may wish to review eligibility for Compassionate Care Leave benefits under the Employment Standards Act which allows for compensation through Employment Insurance (EI).

## **6.6 Court Leave**

Exempt employees who are summoned to be a witness or juror by a court or anybody with the power of subpoena must notify their supervisor of the summons as soon as possible if their attendance requires them to be absent from their scheduled responsibilities. The employee must supply a copy of the summons, providing the court appearance is not occasioned by the employee's private affairs. UNBC maintains all salary, benefits, and pension contributions of employees who have been summoned. Any monies received by the employee during the court duties must be surrendered to UNBC.

## **6.7 Cultural Leave for Indigenous Employees**

UNBC will allow Indigenous employees reasonable leave of absence with pay for up to two (2) days per calendar year, to attend Indigenous ceremonial gatherings or cultural activities in fulfillment of cultural obligations. The employee will seek approval of leave from their supervisor. Such leave requests will not be unreasonably denied.

## **6.8 Leave of Absence without Pay**

**6.8.1** All regular employees may apply for an unpaid leave of absence after two (2) years of continuous service at UNBC. UNBC will make reasonable efforts to comply with such requests within one (1) month of employees submitting the request.

**6.8.2** Upon employee request, UNBC may, at its sole discretion, grant a leave of absence without pay as follows:

- i. Education leaves for a period not exceeding twenty-four (24) consecutive months.
- ii. General leaves for a period not exceeding twelve (12) consecutive months.
- iii. Leave of absence extensions beyond twenty-four (24) consecutive months.

**6.8.3** Upon return from such leave, employees are reinstated in their previous position and at their former salary plus scale changes applicable to that job classification.

**6.8.4** Employees must request a leave of absence in writing and submit the request to their direct supervisor as far in advance of the leave as possible. Employees must also forward a copy of the request to the Director of Human Resources who will make every effort to ensure requests receive equitable treatment throughout UNBC.

**6.8.5** The levels of approval for a leave of absence are as follows:

- i. Less than one (1) month—approval by the direct supervisor in consultation with the Director of Human Resources.
- ii. Greater than one (1) month—approval by the direct supervisor, the appropriate Dean/Director/Vice President/President, and the Director of Human Resources.

**6.8.6** Depending on the length of the leave, the maintenance of the benefit premiums are as follows:

- i. Leaves of one (1) month or less—both UNBC and the employee continue to pay their portion of the benefit premiums and pension contributions.
- ii. Leaves greater than one (1) month—UNBC portion of benefit premiums and pension contributions terminates at the end of the first month of the employee's leave. Employees will be offered to maintain their benefits premiums subject to the group benefits provider's approval.
- iii. If an employee chooses not to maintain the premiums, or is not approved by the group benefits provider, proof of insurability and the applicable waiting period may result upon return to work.

**6.8.7** Vacation entitlements will not be accrued while an employee is on an approved leave of absence without pay.

## **6.9 Maternity Leave Benefit**

**6.9.1** In addition to the applicable sections of the Employment Standards Act, regular full-time and regular part-time employees are eligible for maternity leave benefits offered by UNBC.

**6.9.2** Term employees are entitled to maternity leave as per the British Columbia Employment Standards Act but not the UNBC maternity leave benefits.

**6.9.3** To qualify for UNBC maternity leave benefits, employees must submit the following:

- i. A leave form to their supervisor at least four (4) weeks before the commencement of the leave; and
- ii. A certificate from a duly qualified medical practitioner to Human Resources certifying that the employee is pregnant and specifying the estimated date of birth of the child.

**6.9.4** Upon receipt of an application for maternity leave, UNBC will grant maternity leave to employees consistent in timing and duration with the British Columbia Employment Standards Act.

**6.9.5** Eligible employees with more than one (1) year of service, who have applied for, and received EI benefits under the Employment Insurance Act, are eligible to receive a maternity leave benefit allowance, paid by UNBC, as follows:

- i. First one (1) week—employees receive one hundred percent (100%) of their weekly salary at the time of going on leave.
- ii. The remainder of the maternity leave and up to fifteen (15) weeks during which employees collect EI—employees receive payments equivalent to the difference between Employment Insurance benefits they are receiving and one hundred percent (100%) of their weekly salary at the time of going on leave.

**6.9.6** Employees and UNBC continue to contribute to the group pension and benefit plans based on one hundred percent (100%) of salary.

**6.9.7** Records of Employment are filed electronically with Service Canada within the time period per the current requirement of Service Canada.

**6.9.8** Employees' vacation entitlements continue to accrue during the maternity leave.

## **6.10 Parental Leave Benefit**

**6.10.1** In addition to the applicable sections of the Employment Standards Act, regular full-time and regular part-time employees are eligible for UNBC parental leave benefits.

**6.10.2** Term employees are entitled to parental leave in accordance with the British Columbia Employment Standards Act but not UNBC's parental leave benefit allowance.

**6.10.3** Employees who become the natural parent of a child, adopt a child or have adopted a child are entitled to parental leave benefit provided the following:

- i. They have submitted a leave form to their direct supervisor no later than four (4) weeks prior to the commencement of the leave, or if four (4) weeks' notice is not possible due to unforeseeable circumstances, the request is submitted as soon as the need for parental leave becomes known; and
- ii. The written application advises the supervisor of the expected date of delivery/adoption, the intent for taking parental leave, the anticipated commencement date, and the expected duration of such leave.

**6.10.4** Upon receipt of a parental leave application, UNBC grants parental leave to employees consistent with timing and duration outlined in the British Columbia Employment Standards Act, including, but not limited to, with the following provisions:

- i. The parents may choose between two options:
  - a. Standard parental leave
  - b. Extended parental leave

The choice made determines the number of weeks and the weekly amount of Employment Insurance that may be received.

- ii. The parents may take their leaves at the same time or at different times.
- iii. Parental leave benefits for biological parents and their partners are payable from the child's birthdate, and for adoptive parents and their partners from the date the child is placed with them.
- iv. Parental leave benefits are only available within the 52 weeks following the child's birth, or for adoptive parents within the 52 weeks from the date the child is placed with the employee's family.
- v. For employees taking parental leave up to thirty-five (35) weeks, UNBC provides employees with a bi-weekly parental leave top-up of 100% of the employee's compensation at the time of going on leave, minus the EI benefit for the entire length of parental leave, upon confirmation of the employee's EI benefit.
- vi. For employees taking extended parental leave greater than thirty-five (35) and up to sixty-one (61) weeks, UNBC will provide the employee with the total top-up dollar amount calculated as one-hundred percent (100%) of thirty-five (35) weeks of the employee's compensation at the time of going on leave minus the EI standard upon confirmation of the employee's EI benefit.

**6.10.5** Contributions to the pension and benefit plans continue on the part of the employee and UNBC based on one-hundred percent (100%) of salary at the time of going on leave

**6.10.6** For employees not utilizing maternity leave, the following process must be adhered to before commencement of the Parental Leave Allowance as defined above:

- i. Employees must submit a leave form approved by their direct supervisor to human resources.
- ii. Employees must submit a certificate from a duly qualified medical practitioner certifying that either the employee or partner is pregnant and specifying the estimated birth date, or documenting the actual date of birth of the child.

**6.10.7** Records of Employment are filed electronically with Service Canada within the period per the current requirement of Service Canada.

**6.10.8** To receive the Parental Leave Benefit allowance defined above, employees must supply UNBC with proof of application to Employment Insurance.

**6.10.9** Employees' vacation entitlements continue to accrue during the parental leave.

**6.10.10** Any extension of parental leave utilizing accrued vacation must be submitted and approved by the supervisor in advance.

**6.10.11** Regular employees must return to work for one (1) year of continuous service following parental leave. If a regular employee leaves UNBC before completing one (1) year of service, they will be required to re-pay a prorated amount of the top up and one (1) week bridging benefits based on the number of days worked since the employee's return from leave.

#### **6.11 Self-Funded Leave Plan**

UNBC provides all members of the Exempt Employees Group with a self-funded leave plan as qualifies under the Income Tax Act and the UNBC Self-Funded Leave Plan policy (Appendix "B").

## **7.0 Professional Development (PD)**

UNBC is committed to providing professional development opportunities for employees as part of a leadership development strategy. UNBC recognizes that ongoing professional development is required for employees to be current in their field of expertise, and to continue to enhance performance, ability, engagement and effectiveness. UNBC encourages and supports continued learning and development and asks that supervisors commit to conversations with their employees that facilitate professional development opportunities.

#### **7.1 Professional Development Fund**

**7.1.1** Employees (term greater than six (6) months and minimum eighteen (18) hours per week, except those on unpaid leave) are eligible for PD allowances as follows:

<b>Position (examples but not limited)</b>	<b>Salary Ranges</b>	<b>Annual Allowance</b>
Associate Vice Presidents	SL2	\$5,000.00
Executive Directors, Directors, CIO, Registrar	SL1, L3	\$2,500.00
Assistant Directors, Associate Directors, Associate Registrars, Senior positions (HR, Finance, Purchasing, etc.), Chief Engineer, Managers	L3, L2, L1, SP3	\$1,500.00
Specialized Staff	SP2, SP1	\$800.00
Administrative Staff, EA's	OA2, OA1	\$600.00

**Note: Professional development funds are pro-rated in the first year of employment.**

**7.1.2** The PD fund is to be used for the purchase of items related to the performance of an employee’s UNBC-related professional duties. Subject to documentation in accordance with UNBC requirements, UNBC reimburses employees up to the maximum sum as stipulated in the above table. Expenditures that can be classified as UNBC career-related include, but are not limited to, the following:

- i. Books
- ii. Subscriptions
- iii. Courses
- iv. Equipment directly related to professional activities
- v. Travel-related expenses not covered by or over other travel grants.

**7.1.3 Effective July 1st of each year,** unused PD funds are carried forward to the employee's PD fund for the next year and can be rolled over for four (4) years.

In the case where an employee has four (4) years of unused funds, the excess funds will be rolled into an exempt pooled fund that will be used to support exempt employees in need of additional funds for PD.

The pooled fund (when funds are available) will be distributed on a case-by-case basis. Employees wanting to access this pooled fund must apply their PD funds first. If the remaining funds can be covered by the pooled fund then the employee requesting the additional funds will submit a request to the Director of Human Resources who will make a final decision in consultation with the Vice President, Finance and Administration. The Director of Human Resources will communicate to the employee if additional PD funds will be applied.

Items purchased under “Professional Development” are deemed to be the property of UNBC.



**Specific to the Exempt Handbook rollout** \*\*\* Effective July 1, 2023, if an employee's PD fund is in excess of four (4) years of allocation, based on new allocation amounts, no further amount will be added to the fund. Effective July 1, 2024, any amount in excess of the four (4) year total will be placed in the pooled fund.\*\*\*

## **7.2 Membership Dues in Professional Associations**

**7.2.1** UNBC pays for membership dues that are directly related to a professional certification or designation required for a position (e.g., Certified Professional Accountant) for regular employees and term employees greater than one (1) year.

**7.2.2** Where membership in a professional association is not required by UNBC, a membership may be paid from the employee's PD allowance. The employee's supervisor is responsible for reviewing their request and approving eligibility.

## **7.3 President's Leadership Initiative (Master of Business Administration (MBA) Tuition Subsidy Program)**

UNBC provides a tuition subsidy for enrolment in the MBA Program for up to three (3) employees per year whose professional goals are aligned with UNBC's strategic direction and operational objectives. Please refer to the President's Leadership Initiative document for terms and conditions (Appendix "A"), which UNBC reserves the right to amend from time to time.

## **7.4 Continuing Studies Public Courses**

UNBC will pay for up to three (3) exempt employees to partake in Continuing Studies public courses per annum (maximum of one course per employee per year). These courses support opportunities for personal and professional development by enabling employees to prepare for promotional advancement, upgrade their present skills, and develop new skills and competencies. Intake is on a first-to-register basis with the supervisor's and the Director of Human Resources' approval to ensure requests are within the allocated budget.

## **7.5 Professional Development Leave (Associate Vice Presidents (SL2), Executive Directors, Directors, CIO, Registrar (SL1, L3))**

UNBC recognizes that its continuing capacity to respond to new priorities and challenges depends on a knowledgeable administrative group with transferable skills. Professional Development Leaves serve the objectives and goals of UNBC by providing directors with a regular opportunity to engage in professional activities at intervals frequent enough to enable them to maintain and enhance their professional effectiveness. For every three (3) years of service, a director is eligible to apply for leave equivalent to one semester (13 weeks).

The purposes for which a Professional Leave may be granted are the following:

- i. The acquisition of skills and knowledge in an area related to their responsibilities.

**ii.** The development of new areas of specialization relevant to UNBC.

**iii.** Completion of a formal course of studies leading to an advanced degree.

The non-degree related activities undertaken for the purposes outlined above would normally be for a minimum period of one (1) month and would include activities such as short-credit and non-credit courses, special training programs and workshops, and on-site training experiences. Normally, the activities will be offered through another institution.

Directors holding permanent appointments and with at least three years of service at UNBC are eligible and may apply for Professional Development Leave. Leave may be applied to be taken all at once or be divided into smaller units. Directors shall receive full pay while on Professional Development Leave. Directors granted Professional Development Leave will sign a return-of-service agreement with UNBC for twenty-four (24) months.

Application shall be made to the executive no less than four (4) months prior to the commencement of the leave. The application will be reviewed by the Executive and they will render a decision no later than one (1) month after receiving the application. Such application shall include the following:

- i.** The program of study, the name of the educational institution and verification that the Director has been accepted into the program of study.
- ii.** Research program or professional activity proposed.
- iii.** The duration of the proposed activity.
- iv.** The justification and the specific benefit for UNBC.
- v.** Detailed report on how to manage their proposal in their absence.
- vi.** The amount of time requested for the leave.
- vii.** Detailed estimates of the costs as noted below.

UNBC, upon approval of the leave, will sponsor 100% of the following costs of the program at another accredited college or university:

- i.** Tuition
- ii.** Required text books
- iii.** Non-discretionary student fees

All other costs shall be the responsibility of the Director.

Directors shall be covered by UNBC's benefit plan on the same basis, including payment of premiums of contributions by both the Director and UNBC as a Director on equivalent standing who is not on leave.

In the event that the leave is not approved, the Executive shall advise the Director of the reason(s) as soon as possible. The executive will assist the Director to identify appropriate alternatives.

## **7.6 Internal and External Secondment**

- 7.6.1** Following two (2) years of service in a continuing position, exempt employees may apply to take advantage of secondment to positions external to another University subject to the approval of UNBC, through the offices of the appropriate Vice President or the President.
- 7.6.2** Exempt employees may also be seconded to another internal position, with approval from the offices of the appropriate Vice President or President.
- 7.6.3** External/internal secondments are normally no longer than twenty-four (24) months and an individual is normally not eligible for another secondment until a period of twenty-four (24) months has elapsed following their return to their regular position. When secondments are approved for a full-time visiting appointment at another University, and upon evidence being adduced of the dates and responsibilities of the appointment to the satisfaction of UNBC, the period spent on the full-time visiting appointment is counted as time in service to UNBC.

## **7.7 Internal Job Postings**

- 7.7.1** UNBC's goal is to fill positions with the best available candidates who have the appropriate combination of education, experience, skills, abilities, and suitability to successfully perform the duties of the position. UNBC has policies on employment equity and hiring to ensure that equal opportunity is afforded to all applicants for positions at UNBC.
- 7.7.2** Although UNBC typically posts new or vacant positions, UNBC may occasionally fill positions through other means (e.g., directly promoting employees where their current performance, qualifications and abilities meet the needs of new positions).

## **7.8 Tuition Fee Waiver**

- 7.8.1** Regular full-time and part-time employees, their spouses (including common-law spouses), and their children are eligible for a waiver of the tuition fee for UNBC courses. Tuition fee waivers are treated by applicable Canada Revenue Agency guidelines on the reporting of taxable benefits.
- 7.8.2** The admission requirements set by UNBC must be met by those applying for a tuition waiver before it is granted.
- 7.8.3** Credit and non-credit courses offered at UNBC that are based on a cost-recovery model are not eligible for the tuition waiver. This includes Continuing Studies and MBA courses when not enrolled in the President's Leadership Initiative or in cases such as article 9.4.
- 7.8.4** If the course for which an employee has a tuition waiver occurs during work hours, the employee and the direct supervisor need to make arrangements to make up the time spent in the course.
- 7.8.5** Regular employees, their spouses, and their child(ren) may apply the tuition waiver to auditing courses.
- 7.8.6** In the event of the death of a regular exempt employee, the spouse and children retain their eligibility for the tuition waiver for a period of twenty (20) years (subject

to the above limitations). At the time of retirement, the employee, spouse and children can retain their eligibility for the tuition waiver for a period of eight (8) years (subject to the above limitations). The period commences from the employee's last day of employment with UNBC. For the purposes of this section, retirement shall be defined as a minimum of 50 years of age plus a minimum of 5 continuous years of service with UNBC.

**7.8.7** If the eligibility for the tuition waiver is terminated during an academic semester in which an employee, an employee's spouse, or an employee's child(ren) is enrolled at UNBC, the tuition waiver is deemed to be in effect until the end of the semester.

## **7.9 Performance Feedback**

**7.9.1** UNBC believes that it is important for the performance of each employee to be evaluated at least once each calendar year. This evaluation is intended to enable employees to receive feedback on all areas of their job profile, to assist them to become more effective in their jobs and to discuss professional development opportunities. The performance feedback will be used to assist leadership in assessing pay for performance. The tools used to assist in providing feedback will change from time to time.

**7.9.2** In preparation for such a conversation, employees are encouraged to objectively assess their performance over the past year and develop a personal development plan. Goals, possible performance improvements, and career development should all be considered by employees. Employees should identify actions they need to take and ways that their supervisor might be able to assist.

# **8.0 Compensation**

## **8.1 Framework**

**8.1.1** The compensation framework, which is subject to change from time to time at the sole discretion of UNBC, was developed with the following objectives:

- i. Align with the strategic priorities of UNBC by supporting recruitment and retention of outstanding leadership, while adopting a prudent approach.
- ii. Manage financial affordability and sustainability.
- iii. Reward career growth and development by allowing for progression through the ranges based on proficiency and performance.
- iv. Ensure long-term market competitiveness by targeting the 50th percentile of the market.
- v. Ensure equity and follow Public Sector Employers Council (PSEC) guidelines.

A document outlining the compensation framework in further detail will be available online and will be amended from time to time.

## **8.2 Additional Duties Pay :**

Policy can be found at:

[our.unbc.ca/sites/Policies/development/Policy/Additional%20Duties%20Pay.pdf#search=additional%20duties%20pay](https://our.unbc.ca/sites/Policies/development/Policy/Additional%20Duties%20Pay.pdf#search=additional%20duties%20pay)

Forms to submit can be found at:

[unbc.ca/sites/default/files/sections/human-resources/20211216adpform.pdf](https://unbc.ca/sites/default/files/sections/human-resources/20211216adpform.pdf)

## **8.3 Acting Pay**

**8.3.1** Acting pay is applied in alignment with professional development opportunities for employees, and may be awarded for assuming significant responsibilities and the principal duties for a higher-level job for a period of two (2) consecutive weeks, but of no more than six (6) months.

**8.3.2** Acting pay is to compensate an employee who has been asked to temporarily substitute in, or perform the principal duties of, a position in a higher salary grade. Acting pay ceases at the end of the temporary assignment.

**8.3.3** All requests for acting pay must be submitted to the Director of Human Resources (or approved delegate) for approval.

**8.3.4** When Acting Pay is approved, the exempt employee is placed at the bottom of the salary range for the senior position or an additional twelve percent (12%) to their current salary, whichever is greater. In no case will the employee be paid above the top of the range.

# **9.0 Leaving UNBC**

## **9.1 Resignation**

When employees decide to leave UNBC, they are encouraged to provide UNBC with a reasonable amount of notice, so their supervisor and colleagues can arrange a smooth transition. A longer notice is desirable.

## **9.2 Retirement**

**9.2.1** When employees decide to retire, UNBC encourages them to provide UNBC with several months of written notice, so that appropriate planning can occur.

**9.2.2** There is no mandatory retirement age; however, for employees' who plan to work past the age of 65, their benefits coverage is impacted. More information can be found on the Human Resources website.

## **10.0 Reimbursements**

### **10.1 Cancelled Personal Plans**

Situations may arise when urgent UNBC business interferes with an employee's personal plans.

When a vacation has been approved in advance and is cancelled by UNBC, or when overtime is required, and when an employee has made arrangements and incurred personal costs that cannot be recouped, UNBC reimburses these costs in full to the employee.

# Appendix A

## The President's Leadership Initiative

### 1. Purpose

The purpose of the President's Leadership Initiative is to provide an approved tuition subsidy for up to three (3) regular, exempt employees (each academic year) to the Master of Business Administration (MBA) Program at UNBC, when space is available.

### 2. Scope

This Program applies to all regular, exempt employees.

### 3. Program

The University of Northern British Columbia (UNBC) is committed to providing professional development opportunities for employees as part of a leadership development strategy. The University will provide a tuition subsidy for enrolment in the MBA Program for up to three (3) employees per year whose professional goals are aligned with the University's strategic direction and operational objectives. Applications will be placed in priority order based on the decision criteria outlined in the process. Acceptance into the President's Leadership Initiative Program is subject to seat availability within the MBA Program. The employee is responsible for familiarizing themselves with the UNBC Graduate Calendar, and is expected to abide by the Student Code of Conduct and all other applicable regulations and policies. Employees who receive the tuition subsidy will be required to sign a return of service commitment of twenty-four (24) months beginning the date the employee graduates from the program. The return of service commitment is a retention tool designed to provide leadership continuity within the University, and to generate a return on investment for our commitment to growing the skillset of our exempt staff.

### 4. Process

First, the employee must apply and be accepted to the MBA Program through the Office of the Registrar. To apply for acceptance into the President's Leadership Initiative, the employee must submit an application to the Eligibility Committee by April 1, prior to the start of the MBA Program in August. The employee's application package must be submitted to Human Resources for review by the Eligibility Committee. The application package must include:

- a. Proof of acceptance into the MBA Program;
- b. A one to two (1-2) page Letter of Intent, signed by the employee and their immediate supervisor outlining the following:
  - i. Why the employee is a good candidate for the MBA Program;
  - ii. How the employee will manage workload while attending the program;
  - iii. How the employee will maintain accountabilities of their position and meet program demands of the MBA Program;

iv. How the employee's career goals fit within the program in relation to the University's strategic direction and operational objectives;

v. How the employee's involvement with the MBA Program will benefit the future of UNBC.

c. A Tuition Subsidy Application Form (see Appendix I) signed and approved by the immediate supervisor and Director, Senior Leader or designate.

The Eligibility Committee will notify the employee of their acceptance into the President's Leadership Initiative by May 30, prior to the start of the MBA Program in August. The Eligibility Committee will send the approved application package to Human Resources and Finance for processing. The employee's approved application package will be filed in their official personnel file in Human Resources. Please note, if the employee is not accepted, the applicant can reapply to the President's Leadership Initiative the subsequent years following the same process, or register for the MBA Program at the full cost.

## **5. Application Process**

a. The tuition subsidy will not be disbursed until a Tuition Subsidy Application Form has been properly completed and authorized by the employee's Director, Senior Leader, or designate (including the Return of Service Commitment section);

b. Employees must submit the appropriate form and applicable supporting documentation for authorization to the Eligibility Committee after acceptance into the program, and by April 1, prior to the start of the MBA Program.

## **6. Eligibility Committee**

The purpose of the Eligibility Committee is to review employee applications for strategic fit and alignment with organizational goals and succession plans. The committee will be comprised of a Human Resources representative, the MBA Director, and a representative from the Senior Leadership team (or designate). The Eligibility Committee will consider the following decision criteria when approving applications:

a. The future benefit to the University;

b. The alignment of the education with the employee's professional development plan, in addition to the University and department's strategic priorities;

c. The employee's performance;

d. Potential for leadership continuity;

e. The existence of plans to encourage the application of knowledge and skills learned;

f. The current availability of resources to mitigate operational impact.

The University reserves the right to limit the number of employees (and students) accepted into the MBA Program.



## **7. Financial Responsibility**

- a. Each employee accepted into the program will pay \$1,500 per semester for five (5) semesters (21 months) plus applicable student fees and textbooks. The employee paid portion will be assessed each year and will be reconsidered based on tuition and program cost increases. The University reserves the right to increase or decrease program costs;
- b. The employee is entitled to use their professional development funds towards the cost of the program;
  - i. The employee must pay the amount owing personally, complete a Professional Development Claim form, and submit the form to Finance for reimbursement.
- c. The employee will receive a T2202A for the amount of the employee paid portion only.

## **8. Unsuccessful Completion**

Should an employee fail to complete the MBA Program or meet the required academic standards as outlined in the Graduate Calendar, the employee will not be reimbursed for the employee paid portion of tuition.

## **9. Return of Service Commitment**

- a. The University requires a twenty-four (24) month return of service commitment from employees who receive tuition subsidy to the MBA Program;
- b. The approved costs and the expected return of service commitment will be shown on the approved Tuition Subsidy Application Form;
- c. Human Resources will file the application form in the employee's official personnel file;
- d. The return of service commitment period will start immediately following graduation from the MBA Program;
- e. The length of the commitment will be the same for both part-time and full-time employees;
- f. If an employee resigns from their position within twenty-four (24) months of graduation from the MBA Program within the return of service commitment period, the employee will reimburse the University for the employer cost of the MBA Program on the basis of 1/24th for each unserved month of employment;
- g. The employee will repay the calculated employer cost of the MBA Program within 30 days of their resignation date.

**10. Eligibility for the President's Leadership Initiative**

- a. Regular full-time or regular part-time exempt employees;
- b. This tuition subsidy does not apply to dependents.

**11. Contact Information**

If you have any questions or for a copy of the Tuition Subsidy Application Form, please contact a Human Resources Advisor.

# Appendix B

## Self-Funded Leave Plan Policy

The following sets out the terms of the Self-Funded Leave Plan for the Exempt Employees of the University of Northern British Columbia,

### 1. Definitions

“Accrued Interest” means the amount of interest earned in accordance with clause 3.3 on the monies retained by UNBC on behalf of the employee, calculated from:

- a. the first day any of such monies has been received by the eligible financial institution or
- b. the last date to which interest has been paid in accordance with clause 3.5, whichever is later.

“Contract Year” means the twelve (12) month period from July 1 to June 30.

“Current compensation amount” means the total compensation payable by UNBC to the employee for the contract year, including his/her proper salary and all allowances in accordance with the terms and conditions of employment.

“Deferral Period” shall be the number of years not to exceed six (6) years for which compensation is deferred in accordance with clause 3.1, including the years referred to in clauses 4.4 and 4.5, if applicable. To allow for the possible application of these clauses, the original deferral period should not exceed five (5) years.

“Deferred compensation amount” means the portion of the current compensation amount that is retained by UNBC for an employee in each year in accordance with clause 3.1 and augmented from time to time by interest thereon calculated in accordance with clause 3.3 but less all interest paid to the employee in accordance with clause 3.4.

“Eligible employee” means an employee of UNBC in continuing full-time employment with at least three (3) years of service at University of Northern British Columbia.

“Eligible financial institution” means any Canadian chartered bank, any trust company authorized to carry on business in the Province of British Columbia, and any financial institution participating in the Federal Deposit Insurance Plan authorized to carry on business in the Province of British Columbia.

“Leave of absence” means the period described in clause 4.1.

“Memorandum of agreement” means the agreement described in Schedule “A”.

“Employee” means an eligible employee who has completed a memorandum of agreement and whose application for participation in the Plan has been approved by UNBC in accordance with clause 2.2

“Plan” means the Self-Funded Leave Plan set out in this Plan and includes all amendments thereto.

## **2. Application**

### **Formal Application:**

**2.1** In order to participate in the Plan, an eligible employee must make written application by way of Schedule "A" to the direct Supervisor at least three months prior to the requested commencement of deferrals under the Plan or at a date otherwise agreed between UNBC and the employee, stating the date when the eligible employee wishes the deferrals to commence.

### **Approval:**

**2.2** The approval of each application made under clause 2.1 will be considered by the direct Supervisor, who will forward it to the Director or Dean, who will then present it to the appropriate Executive for final approval at President's Council. The President's Council will, at least one month prior to the requested commencement of deferrals under the Plan or at a date otherwise agreed between UNBC and the employee, advise each applicant of approval or disapproval of the application, and if the latter, an explanation thereof.

**2.3** It is understood that the total number of exempt employees on leave of absence under the Plan in any one year will not exceed three (3) full-time equivalent exempt employees on staff.

### **Date of Participation:**

**2.4** If the President's Council gives approval in accordance with clause 2.2, the participation of the eligible employee in the Plan will become effective on the date requested by the eligible employee, or if such date is not agreed to by the President's Council then on a date that is agreed to by the President's Council and the eligible employee.

## **3. Funding For Leaves of Absence**

### **Funding for leave of absence shall be as follows:**

#### **Compensation Deferred:**

**3.1** During each year of the deferral period, the employee will receive the employee's current compensation amount, less the percentage amount that the employee has specified in the memorandum of agreement that is to be retained by UNBC and less statutory deductions and other withholdings. Such percentage amount may be varied, subject to clause 3.2, by giving written notice to UNBC at least one (1) month prior to July 1 in any year for the next or subsequent years.

#### **Maximum Percentage Deferred:**

**3.2** The percentage of the annual current compensation amount deferred by the employee cannot exceed thirty-three and one-third (33 1/3%) per cent.

### **Investment of Deferred Compensation:**

**3.3** The monies retained by UNBC for each employee, in accordance with clause 3.1, including interest thereon (until paid out in accordance with clause 3.4) shall be pooled and shall be invested and reinvested by UNBC in investments offered from time to time by an eligible financial institution. The monies retained shall be forwarded to the eligible financial institution within fifteen (15) calendar days.

### **Payment of Accrued Interest:**

**3.4** The eligible financial institution will pay the accrued interest on each Dec. 31 to the employee.

### **Reporting to Employees:**

**3.5** UNBC will make, no later than July 31 of each year, an annual report to each employee as to the deferred compensation amount held as of June 30.

## **4. Taking of Absence**

### **The taking of a leave of absence shall be governed by the following provisions:**

**4.1** The leave of absence will begin and end on dates mutually agreed upon between the employee and UNBC. The period of leave will be from a minimum of six (6) to a maximum of twelve (12) consecutive months.

### **Manner of Payment during Leave:**

**4.2** The time and manner of payment to the employee during the leave of absence will be in accordance with a plan determined by the employee prior to the commencement of leave, but in any event payments shall not be more frequently than provided for the payment of regular salaries and all amounts payable shall be paid to the employee no later than the end of the first taxation year that commences after the end of the deferral period.

### **Amount of Payment during Leave:**

**4.3** The total of the payments to be made to an employee in accordance with clause 4.2 during a leave of absence shall be the deferred compensation amount retained by UNBC, but less any monies required by law and subject to Revenue Canada rules and regulations to be paid by UNBC for or on behalf of an employee. The employee will not receive any salary from UNBC or from any other person or partnership with whom UNBC does not deal at arm's length during the leave other than the deferred compensation amount.

### **University's Right to Refuse Leave:**

**4.4** If UNBC is unable to obtain a suitable replacement for an employee for the period of a leave of absence specified in the memorandum of agreement, UNBC, upon not less than six (6) months' notice prior to the scheduled date for the commencement of the leave, may in its discretion defer the leave of absence, on one occasion only, for one year. In such case, the employee may choose to remain in the Plan or may withdraw from the Plan.

#### **Employee's Right to Defer Leave:**

4.5 Notwithstanding the period of leave specified in the memorandum of agreement, an employee may, on one occasion only, with the consent of the President's Council given not less than six (6) months' notice prior to the scheduled date for the commencement of the leave, postpone such leave for one year. If the employee does not take a leave of absence in the designated period the deferred amount must be paid to the employee in the first year that commences after the end of the deferral period.

#### **Leave of Absence:**

4.6 The leave of absence shall immediately follow the deferral period.

### **5. Withdrawal**

#### **Termination of Employment:**

5.1 An employee who ceases to be employed by UNBC also terminates participation in the Plan.

#### **Withdrawal from Plan:**

5.2 An employee may withdraw from the Plan upon giving written notice of withdrawal not less than six (6) months prior to the date on which the leave of absence is to commence. Withdrawal from the plan is contemplated only in the case of financial or other undue hardship.

#### **Payment:**

5.3 Upon termination of employment and/or withdrawal from the Plan, UNBC will pay to the employee the deferred compensation amount, including any unpaid interest within sixty (60) days or, at the option of the employee, at a later date but no later than the end of the first taxation year that commences after the end of the deferral period. Upon such payment being made UNBC will have no further liability to the employee.

#### **Upon Death:**

5.4 Should an employee die, UNBC will within sixty (60) days of notification of such death pay any deferred compensation amount retained at the time of death to the employee's estate, subject to UNBC receiving any necessary clearances and proofs normally required for payment to estates.

### **6. Termination or Amendment of Plan**

6.1 The Plan shall not be terminated or amended without agreement of the Exempt Employees Group during the term of this Handbook.

### **7. General**

7.1 UNBC will bear the administrative expenses of the Plan.

- 7.2** An employee's fringe benefits will be administered by UNBC during the leave of absence; however, the full premium costs of all fringe benefits shall be paid by the employee through payroll deduction.
- 7.3** It is understood that during the leave of absence no sick leave credits will be earned or used.
- 7.4** The employee shall be required to register an intent to participate in the Self-Funded Leave Plan a minimum of one (1) month prior to commencement of salary deferral.
- 7.6** Upon resumption of duties, the employee will be assigned either to the same position or an equivalent position.

**BRIEFING NOTE FOR: GOVERNANCE & HUMAN RESOURCES COMMITTEE  
UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES**

<b>Subject:</b>	<b>Quarterly Board of Governors Appointment Delegation Policy Report</b>	
<b>Governance &amp; Human Resources Committee</b>	<b>Meeting Date:</b> Sept 19/24	<b>Purpose:</b> <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input type="checkbox"/> Approval
<b>Submitted By:</b>	Lisa Haslett, Associate VP, Administration	
<b>Please note other guests to be in attendance:</b>	Jennifer Dawson, Interim Director of Human Resources	
<b>Appendices:</b>	1. <i>Appointment Delegation 5.1 Report August 2024</i>	
<b>Motion Number:</b>		

**1.0 MOTION/DISCUSSION/RECOMMENDATION**

This report is for information only.

**2.0 BACKGROUND AND ANALYSIS**

This report is a requirement of the Appointment Delegation Policy and provides data on the recruitment of Staff, Faculty, Students, Graduate Teaching Assistants (GTAs), and Senior Administrators of the University. The report is generated using available data from recruitment teams and UNBC’s Human Resource Information System (HRIS) and supports the Board of Governors to understand recruitment successes and challenges, direction, and volume at UNBC.

**3.0 ANTICIPATED FINANCIAL AND HUMAN RESOURCE IMPACTS:**

N/A

**4.0 LENS OF RECONCILIATION:**

The Appointment Delegation Policy requires EDI data to be gathered, and HR is working towards gathering and reporting this data through the implementation of an applicant tracking system. This supports UNBC to make data-driven decisions to improve Indigenous faculty and staff representation.



## **5.0 OTHER CONSIDERATIONS:**

Human Resources is working towards providing additional information requested in the Policy section 5.2.3 surrounding EDI, numbers of applicants applying, and self-identification numbers. The Human Resources team is currently engaging with the Office of Equity and Inclusion to ensure we are collecting this data in a suitable manner. Human Resources is working towards achieving this data collection through our future applicant tracking system, estimated implementation early 2025, to report this information to the BOG in a meaningful way.

Human Resources is also working towards providing the information requested in the Policy section 5.2.2. Amalgamated information for all positions. This data will be collected through the future applicant tracking system. At this time, Human Resources can report and note the volume of positions filled in this period: 1390 positions filled. The consistently high volume does pose risks to recruitment, onboarding and data integrity due to the reliance on manual processes and HR staffing. However, recent structural changes in HR, including the hiring of an additional Talent Acquisition Coordinator will move towards reducing risks. Additionally, a new applicant tracking system, and digitization of HR processes are planned mitigations.

There are no other considerations of note.

## Appointment Delegation

### 5.1 Report: Positions Filled (start date August 1, 2023 to July 31, 2024)

#### Tenure and Tenure Track Faculty Appointments

Name	Description	Begin Date	End Date	Tenure/Tenure-Track
Koper, Nicola	Professor - ESM	8/1/2023		Tenured
Reid, Jeffrey	Assistant Professor - PSYC	8/1/2023		Tenure-Track
Saha, Sajal	Assistant Prof - CPSC	8/1/2023		Tenure-Track
Hossain, Shahadat	Professor - CPSC	9/1/2023		Tenured
Wood-Adams, Paula	Professor - FSE	9/1/2023		Tenured
Standish, Katerina	Associate Professor - GIS	12/1/2023		Tenured
Hirt, Andreas	Assist Professor - CPSC	1/1/2024	12/31/2026	Tenure-Track
Chandra, Shruti	Assist Professor - ENGR	5/1/2024		Tenure-Track
Perry, Gretchen	Assoc Prof - SOCW	7/1/2024		Tenured
Senthanar, Sonja	Assist Prof - Health Sciences	7/1/2024		Tenure-Track
Morphett, Taylor	Assist Prof - ENGL	7/1/2024		Tenure-Track
Blatchford, Barrie	Assist Prof - HIST	7/1/2024		Tenure-Track
Gai, Chunyi	Assist Prof - MATH	7/1/2024		Tenure-Track
Tavares Queiroz de Almeida, Pedro Henrique	Assist Prof - MOT-N	7/1/2024		Tenure-Track
Kilius, Erica	Lecturer - ANTH	7/1/2024		Tenure-Track
Avoumatsodo, Komla	Lecturer - ECON	7/1/2024		Tenure-Track
Agboji, Aderonke	Lecturer - NURS	7/1/2024		Tenure-Track
Huynh, Ngoc	Lecturer - NURS	7/1/2024		Tenure-Track
Roters, Jennifer	Lecturer - PSYC	7/1/2024		Tenure-Track
Sato, Christa	Lecturer - SOCW	7/1/2024		Tenure-Track

**Total Positions - 20**

#### Academic and Administrative Associate Vice-Presidents and Vice-Provosts

Name	Description	Begin Date	End Date
Haslett, Lisa	Assoc. Vice Pres. Administration	08/08/23	2/7/2025
Wood-Adams, Paula	VP Research and Innovation	9/1/2023	
Tipler, Megan	Associate VP - Indigenous	12/11/2023	
Owen, William	Interim VP Academic & Provost	4/10/2024	
Banner-Lukaris, Davina	Interim AVP, Research and Operations	5/1/2024	10/31/2025
Harding, Sara-Lynn	Interim AVP - Indigenous	7/2/2024	12/31/2025

**Total Positions - 6**

### Deans, Academic Directors, University Librarian and University Registrar

Name	Description	Begin Date	End Date
Koper, Nicola	Dean, Faculty of Environment	8/1/2023	7/31/2028
Standish, Katerina	Vice Provost Graduate and Post Doctoral Studies	12/1/2023	12/31/2028
Parkes, Margot	Interim Dean, Faculty of Human & Health Sciences	7/1/2024	6/30/2025
<b>Total Positions - 3</b>			

### Administrative Executive Directors, Directors and Managers

Name	Description	Begin Date	End Date
Ray, Christie	Acting Director Business Services	8/9/2023	2/07/2025
Abney, Richard	Interim Associate Director Athletics and Recreation	10/12/2023	8/9/2024
Vicente Gaspar Barreira, Claudia	Manager, Business Development	10/10/2023	
Mayes, Tara	Manager, Philanthropy and Engagement	11/13/2023	
Durau, Barbara	FHHS Assistant Manager, Nursing	11/13/2023	
Kandiah, Akalya	Research Manager	11/30/2023	8/31/2024
Adeniyi-Faleye, Anne Adedoyin	Director, Enterprise Risk and Safety	12/4/2023	
Balliet, Nicole	Manager, Research Administration	12/4/2023	
White, Sarah	Finance Director - CTAABC	1/2/2024	3/30/2025
Duong, Ann	Sustainability Manager	1/2/2024	
Smedley, Amanda	Admin Manager - PT & OTP	1/2/2024	
Kusz, Daniel	Manager, Retail Services	1/15/2024	
Dawson, Jennifer	Interim Director, Human Resources	1/25/2024	9/27/2024
de Leeuw, Sarah	Director NCCIH	2/1/2024	1/31/2025
Sharma, Ashutosh	Research Manager	2/1/2024	12/31/2028
Thomas, David	Acting Manager Northern Sport Centre	7/1/2024	04/17/2025
Daniel Motidyang, Michelle	Assistant Manager - FHHS	6/24/2024	6/27/2025
Kusz, Daniel	Associate Director, Business Services	5/1/2024	11/30/2025
Bast, David	Facilities Services Manager	6/24/2024	
Fuller, Margaret Ann	Interim Manager, Employee Wellbeing and Benefits	6/3/2024	9/12/2025
Gobbi, Mindy	Interim Manager, Equity & Inclusion	7/2/2024	5/30/2025
Umpherville, Roxanne	Manager Indigenous Student Empowerment	7/2/2024	7/2/2025
Gallant, Angela	Manager, Future Students Office	6/24/2024	
<b>Total Positions - 23</b>			

### All Other Administrative Positions

**Total Positions - 155**

### All Academic Services Positions

**Total Positions - 55**

**Office of the President and Vice Chancellor**

***Report to the UNBC Board of Governors***

**Submitted by: Dr. Geoffrey Payne, President and Vice-Chancellor**  
**For the Period: June 2024-September 2024**

**Overview**

Outlined below are key areas of focus that have been active since my last report, which was presented at the June 2024 Board of Governors meeting as part of my annual update for the 2023-2024 year. As we continue to build on the launch of READY and advance in our planning and budget cycle, the major institutional priorities for the upcoming year will include:

1. Supporting student learning journeys
2. Attracting and retaining outstanding people
3. Valuing and leveraging UNBC's connections to place and people to address local and global challenges

To achieve these priorities along with other sub goals, we will continue to collect relevant data facilitating informed decisions to ensure the University is achieving its goals and allocating resources appropriately. The executive team and through their units have been working on dashboards and metrics that will track trends and key performance indicators to highlight actions coming from the annual planning/budget cycle to support the strategic plan READY.

**Summary**

Over the summer, and as outlined in the reports from the Vice-Presidents and my direct reports, we have seen significant progress in several areas. However, there are areas that require attention and additional support. We are actively working on solutions to address these challenges, as they are essential to the University's overall functioning.

Through our regular weekly President's Executive Council meetings, as well as one-on-one discussions, I remain updated and collaborate closely with the Vice-Presidents, the Executive Director, and the Senior Executive Administrator to ensure we support the University as a whole. Additionally, my focus continues to be more University wide and externally focused, as I represent and advocate for the University through my engagements across the North, provincially, nationally, and internationally.

**President's Office**

In addition to the Vice Presidents as direct reports to the President, the President's Office continues to align its reporting structure to better support the strategic direction of my office. The following units also report through their respective directors, receiving guidance and direction from me. Below are some key accomplishments from these departments during the reporting period:

- **Office of Equity and Inclusion (OEI)**
- **Office of Indigenous Initiatives (OII)**

- **Office of University Governance**
- **Office of University Athletics**

These offices have made significant contributions, and their work continues to play a crucial role in advancing the University's mission and priorities.

### **Office of Equity and Inclusion**

Over the past quarter, the focus has been on preparing for September initiatives and advancing strategic goals. The recruitment of the Associate Vice-President of People, Equity, and Inclusion (AVP, PEI) and the Equity and Inclusion Specialist was successfully completed. Oversight of the Office of Equity and Inclusion has transitioned from Arleta Lucarelli, Executive Director in the Office of the President, to the AVP, PEI under the Vice-President, Finance and Administration. The EDIA Educational Framework was developed, and its implementation plan finalized. A Gratitude Lunch was held to celebrate the launch of UNBC's Accessibility Plan. Collaborations with Dr. Haque and Dr. Groulx led to the development of an Accessibility Compliance Portal, and we created guidelines for accessible documents, emails, and meetings. Preparations for our quarterly Accessibility Committee meeting in September are ongoing.

### **Office of University Athletics**

Spring and summer saw an active and engaging season for programming. In May and June, SD57 school visits focused on physical activity sessions, successfully promoting fitness and well-being across the district. Summer camps were also a highlight, with soccer and basketball camps offered in Prince George, Williams Lake, and Terrace. Additionally, Active Mind and Active Body camps were hosted in Prince George, fostering a holistic approach to health through physical activity and mental wellness. Athletics was proud to nominate Carey Price for a UNBC Honorary Degree and welcomed him to campus during the May convocation ceremonies. Exciting developments at the Charles Jago Northern Sport Center include the completion of the court re-surfacing project. This project also secured a naming sponsorship for the main court, now known as Brownridge Court, through a six-year agreement between Brownridge, UNBC, CPG, and Athletics. On the national stage, U SPORTS announced that Rich Abney was appointed as the Manager of Communications for the 2025 FISU Winter Games in Italy. He will oversee U SPORTS communication strategies during the 10-day event. Meanwhile, varsity athletes have returned to campus, kicking off the Canada West soccer season.

### **Office of University Governance**

The Office of University Governance has been focused on several initiatives over the last few months. Two new employees have been recruited to support the Privacy and Records Management portfolio. The new *Records Management Policy* and *Responding to Requests for Access to or Correction of Information Procedures* were approved, and the Records Classification Levels document was finalized. Work began on identifying records management best practices, and in the fall, University Governance will begin working with units on developing record retention schedules. An online Privacy training course was developed for all employees to complete annually. Thus far in 2024, 17 Privacy Impact assessments have been completed and an additional 13 are in progress. University Governance supported the Board's review of the President and Chancellor prior to reappointment processes. The RFP process has begun for the meeting management platform and University Governance is exploring

other tools to support the office. The Senior Governance Officer is working with counsel on the Trevor Angus Wolf trademark, and a Request for Public Notice of a Prohibited Mark has been filed with the Canadian Intellectual Property Office. Work continues on the *Public Interest Disclosure Act* framework for UNBC as well as the development of an Ombudsperson position.

### **The Office of Indigenous Initiatives**

Penina Harding was appointed Interim Associate Vice President (AVP) Indigenous on July 2, 2024, and has focused on advancing several key initiatives to strengthen the Office of Indigenous Initiatives (OII) in collaboration with the First Nations Centre (FNC). The Office has achieved full staffing for the first time in several years, allowing it to better support students and implement its programs effectively. Two rooms have been reallocated as the Cultural Connections Studio and FNC Research Studio, providing spaces for Indigenous gatherings, teachings, and cultural sharing with students and the broader University community.

The AVP-I is also leading the development of an action plan to advance the goals outlined in UNBC's READY plan, particularly the Truth & Reconciliation theme. The OII and FNC co-hosted a successful welcoming Garden Party for students and the community in early September.

Efforts to advance Indigenous language translation initiatives on campus continue, led by the late Elder Edie Frederick, with support from her mother, the late Elder Josie Paul. Edie and Josie were instrumental in revitalizing the Lheidli T'enneh translation project, which UNBC is committed to completing. Additionally, new exhibit display cases have been created to showcase ceremonial chairs and talking sticks crafted by Dr. Ron Sebastian, providing a platform to highlight and preserve important cultural artifacts and traditions.

The AVP-I is preparing to engage meaningfully with Indigenous faculty, staff, and students for the revitalization of the UNBC S.A.G.E. (Supporting Aboriginal Graduate Enhancement) program which will be delivered from the FNC Research Studio space.

### **READY Annual Planning and Budget Development for 2025-2026**

Our annual planning for READY and the 25-26 budget is well underway. This will be co-led by the Provost and VP Finance and Administration.

### **Engagement**

Connections both within and outside our university community continue to be established and strengthened. This remains a key growth area within the portfolio, aimed at benefiting the University through various opportunities, partnerships, and integral relationships. Below is a selected report of key meetings and engagements that have taken place during this period, highlighting important developments for the Board and the University community.

- June 28<sup>th</sup>, Chaired the University Investment Advisory committee meeting

- July 22<sup>nd</sup>-24<sup>th</sup>, continued planning with “UNBC in Prince Rupert including meetings with Mayor, Council and Staff. Also, meetings with the Prince Rupert Port Authority
- July 25<sup>th</sup>, Lunch engagement with long time UNBC supporters, Dorothy Friesen and Bob Little.
- July 26<sup>th</sup>, Meeting of the University Advancement Advisory Board.
- July 31<sup>st</sup>, Lunch engagement with long time UNBC supporters, Ken and Rhonda McIntosh.
- July 31<sup>st</sup>, Recognition event for the Chantelle and Warren Grafton adaptive Bike in partnership with Selen Alpey of Canadian Tire.
- August 1<sup>st</sup>, Meeting with CNC President, Cindy Heitman to discuss opportunities.
- August 6<sup>th</sup>, Leadership team visit to GoodSir Nature park to support 2024 Honorary Degree recipient, Dr. Jim Good.
- August 8<sup>th</sup>-9<sup>th</sup>, Visit to Terrace to visit community and launch foundational week for year 1 and 2 MBA students.
- August 14<sup>th</sup>-16<sup>th</sup>, Faculty and President Listening meetings (8 hours) to discuss important topics with some of our faculty.
- August 16<sup>th</sup>, Meeting with Mayor Yu on connections to City of Prince George
- August 19<sup>th</sup>, Celebration of for UNBC Alumni, Brandon Greenall, receiving the McCall MacBain Scholarship at McGill University.
- August 19<sup>th</sup>, BC Council for International Education Strategy Day (Vancouver)
- August 21<sup>st</sup>, Government Relations Strategy Dinner with Stephanie Mitton and Andrew Dafoe
- August 27<sup>th</sup>, Engagement lunch with donors Gord and TR Brownridge for the Naming of the NSC Floor.
- September 3<sup>rd</sup>, MLA Shirley Bond’s Press Conference
- September 3<sup>rd</sup>, Orientation Day Remarks
- September 3<sup>rd</sup>, Caden Fanshaw’s CKPG Today’s Show on Fall 2024 Term
- September 4<sup>th</sup>, Northern Post-Secondary President’s meeting
- September 9<sup>th</sup>-12<sup>th</sup>, Meetings in Victoria and Vancouver to discuss and promote Health Research Hub Initiative.
- September 13<sup>th</sup>, Research Universities Council of BC President’s Meeting.
- September 16<sup>th</sup>-18<sup>th</sup>, Union of BC Municipalities meeting (Vancouver).
- September 19<sup>th</sup>-20<sup>th</sup>, President’s Summit on Philanthropy (Denver).
- September 23<sup>rd</sup>, Research Universities Council of BC President visit to UNBC.
- September 24<sup>th</sup>, Meeting and tour with Northern Health Authority CEO, Ciro Panessa
- September 26<sup>th</sup>, Health Research BC Board meeting.

### **Leadership Searches**

The new Associate Vice-President of People, Equity, and Inclusion has begun her tenure at UNBC, and the community is thrilled to have her as part of the team. As the University continues to fulfill its mission and implement the READY initiative, leadership needs will be regularly assessed to ensure the institution remains well-positioned for success.

### **Labour Relations**

Positive relationships with the three main labour groups on campus remain strong. Continued collaboration with these groups will be essential in building a bright and exciting future for UNBC.

## Report to the Board of Governors

Dr. Bill Owen, Interim Vice-President Academic and Provost

June 1, 2024 – September 4, 2024

The Vice President Academic and Provost Office's primary role is to oversee comprehensive strategic planning and development of academic matters in collaboration with academic units, governance, administrative, research, finance and other service areas of the University. The Office of the Provost ensures that the needs of students, faculty and staff are met, and that UNBC delivers excellence in academic programs and research initiatives.

### **Core activities – Academic Matters:**

- The Advisory and Working Group have begun planning out and actioning the refreshing of the Academic Plan.
- UNBC is developing an International Strategy that meets and exceeds the Ministry requirements for designated EQA status, with a key emphasis on international student experience.
- The Office is re-establishing the Provost Committee on Pedagogical Practice and establishing the Provost Committee on Strategic Enrolment – Retention. Both committees will work to address characteristics of the academic and student experience related to retention.

### Vice Provost Graduate and Postdoctoral Studies

- Creation and launch of Graduate Student Services UNBC webpage to improve communication of UNBC student support services: <https://www.unbc.ca/current-students/graduate/student-services>
  - Created pan-university (undergrad and graduate) current service themes.
- Launch of the Graduate Studies Faculty Ambassador Program (GSFA): A pilot initiative focused on peer-to-peer sharing of UNBC graduate resources, enhancing professional development for ambassadors through direct engagement with academic leadership (deans), and providing peer student support.

### Faculty of Business and Economics

- MBA Foundation Week – we made a strategic change to the program to increase student understanding of business leadership in remote/rural contexts of BC. All students from the 1<sup>st</sup> and 2<sup>nd</sup> year cohorts in both Prince George and Vancouver locations were taken to Terrace for a “Foundation Week”. We are planning to replicate this format going forward, alternating visits and projects with the four UNBC campuses (Prince George, Terrace, Ft St John, and Quesnel). This will allow us to enhance students’ understanding of business and economic development in northern BC and to build stronger relationships with businesses, municipalities, and Indigenous communities.
- We have initiated program reviews for the BComm and MBA programs. Information gained from these reviews will be used in making strategic adjustments to both programs to better align us with the UNBC vision of “Leading a Sustainable Future”.
- We have welcomed two new faculty members who will start teaching this fall: Dawit Guta and Komla Avomatsodo.

### Faculty of Environment

- We successfully filled positions for three new Faculty members in Landscape Conservation, Plant Biology and Disturbance Ecology, plus filled a 3-year Term in Disturbance Ecology. A number of



Faculty were successful in NSERC and SSHRC grants, including Lisa Woods' 1.5million NSERC Alliance with Indigenous partners.

- Over the summer, several faculty members shared their expertise with local and national media related to regional issues with national / global significance (e.g., Mount Polley tailings breach, the burst landslide dam, the impacts of climate change and human activity on salmon habitat).
- Innovative New Geography Course in collaboration with Wilp Wilxo'oskwhl Nisga'a Institute: Harry Nyce Jr. (NRES PhD candidate) spoke with CBC Radio West about our new GEOG 298 Sii Aks Volcano course which ran in July at Wilp Wilxo'oskwhl Nisga'a Institute campus & on the land in and around Gitwinksihlkw, B.C. <https://www.cbc.ca/listen/live-radio/1-96/clip/16082216>

#### Faculty of Human and Health Sciences

- Dr. Margot Parkes became the interim Dean for the Faculty on July 1. UNBC is currently engaged with Boyden to seek a Dean starting July 1, 2025. The academic chairs were confirmed for the School of Social Work, starting July 1<sup>st</sup>, meaning all five units (Education, Health Sciences, Nursing, Psychology, Social Work) now have ongoing Chairs;
- September 2024 marked the start of the first full academic year for new faculty members across all units whose Promotion and Tenure is supported by FHHS (DMS, Education, Health Sciences, Nursing, Psychology, Social Work). New member roles include Lecturer, Senior Instructor, Senior Lab Instructor, Assistant Professor and Associate Professor. Recruitment is proceeding to fill Tenure Track positions in Education, Social Work and Nursing, including regional campus positions.
- Alongside ongoing accreditation processes for Professional Programs, we are preparing for two Degree Program Reviews within the current structure: hosting external/internal reviewer teams in September (Psychology: BSc Psychology, MSc Psychology, MEd. Counselling, PhD Psychology) and October (Nursing: Northern Collaborative Baccalaureate Nursing Program – BScN, BSCN completion Program, and Rural Nursing Certificate Program).

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

- Recent start (July 1) of three new faculty members in English, History, and Anthropology; hiring plans for another position in English have begun; targeted hiring for a Chair in FNST is still ongoing, with a delayed response from the BC Office of Human Rights Commissioner. Recently received external review reports for the academic programs of Anthropology and Political Science; 'action plans' to follow in the Fall semester. Preparations for History review continue, with a planned on-site visit in early 2025. Busy semester ahead: Orientation, Chairs' Council, Welcome BBQ, Faculty Council, and upcoming Chairs Retreat at the House of Ancestors to map out the academic year and beyond. Renewed focus on the adoption and implementation of a FISSSH framework, with a clear mission and vision.

#### Faculty of Science and Engineering

- Math, Chemistry, and Computer Science have rearranged their course offerings to offer more of the courses that have the lowest success rates in the first and second year in both of the long terms and stay within their budgets. FSE faculty and staff organized SPARK summer internships where high school students came to campus and the SPARK lab to participate in science and engineering research. FSE, the research office, facilities, and UNBC communications organized a community event to acknowledge the successful reconstruction and recommissioning of the WIRL building and made a video documenting the fire and reconstruction process. The video highlighted how the passive house construction enhanced the resilience of the all wood building.

### Library

- The library recently released its new website on August 27, 2024. The website features improved navigation, a more consistent design to UNBC's website, highlighting key services, and using more plain language. We appreciate the collaborative efforts of the library team, particularly Annelise Dowd who was the project lead, the Communications Team, and ITS for supporting us throughout this massive project.
- To support retention efforts related to primarily graduate students, the Library has initiated a Research Commons Steering Committee. Planning for a Research Commons will ensure we develop services, programs and space that is student-centred and will improve retention.

### Centre for Teaching Learning and Technology

- UNBC welcomed the new Director, Dr. Ben Daniel, as of June 1, 2024. Dr. Daniel has been immersed in learning more about UNBC, the professional development needs of faculty, and actioning supports that aim to improve student retention via enhanced academic environments.
- The Centre held its 19<sup>th</sup> annual teaching and learning conference in August, with over 100 attendees from UNBC and northern colleges. Conference themes were selected to align with UNBC's READY Strategic Plan.
- The Fall CTLT Newsletter, outlining many new initiatives can be found here: <https://sway.cloud.microsoft/rAvnSHSCQzz2D2Ae?ref=email>

### Continuing Studies

- Continuing Studies has secured \$408,465 through the StrongerBC future skills grant to help British Columbians quickly acquire the skills necessary for the current and future job markets. Student enrollment has been robust, with several key programs already reaching capacity.
- In collaboration with the Faculty of Environment, Continuing Studies is supporting the development of the Sustainable Forest Management Micro-credentials and Certificate Program. This initiative aims to address critical industry needs identified by the Forest Professionals of BC (FPBC) and to meet the growing demand for Registered Professional Foresters.
- Since April, Continuing Studies has conducted over 75 Wildlife Dangerous Tree Assessor courses, training more than 900 individuals. This initiative supports BC contractors in their efforts to effectively respond to wildfires and ensure safety in forest operations, parks, and recreational areas.

### Student Success

- The Student Success teams are working on a variety of retention initiatives and priorities. The creation of a new Foundational Skills Coordinator (funded by the Council of Deans) will support the development and implementation of proactive and remedial co-curricular and extra-curricular programming that will enhance foundational skills, improve retention, and foster academic resilience at UNBC. We are working on an Early Alert program that will allow faculty and staff to identify concern for a student (academic or non-academic in nature), make referrals and support early intervention.
- We have launched myUNBC, a new go-to mobile app and web platform designed for students to help them access a variety of personalized information, UNBC services, and popular links.
- UNBC has partnered with REES (Respect, Educate, Empower Survivors) to provide our students with a trauma-informed, survivor-centered sexual violence and misconduct reporting tool.

## Report to the UNBC Board of Governors

Submitted by: Rahim Somani, Vice President, Finance and Administration (VPFA)

Meeting Date: October 4, 2024

### 1.0 Introduction

1.1 This report provides an overview of key initiatives, risks, and opportunities within the VPFA portfolio, focusing on digital transformation, service excellence, sustainability, capacity building, and planning. Our efforts align with the UNBC Strategic Plan, *Ready*, prioritizing governance improvements, data-informed decision-making, and continuous employee engagement. I extend my gratitude to the entire Finance and Administration Services (FAS) team for their dedication, which has been critical in advancing these initiatives.

### 2.0 Planning and Budgeting

2.1 The Cascade Planning Project, launched in May, aims to align unit plans with UNBC's strategy. One-on-one "Plan for Planning" sessions will be held to standardize plans, focusing on student learning, talent attraction, and leveraging UNBC's connections to address local and global challenges.

2.2 *Risk & Opportunity:* Aligning planning and budgeting enhances transparency but misalignment could hinder effectiveness. Continued engagement will mitigate this risk.

### 3.0 Capacity Building and Organizational Design

3.1 The restructuring within FAS continues, with key appointments, including AVP, People Equity and Inclusion, Managers of Retail Services and Strategy and Transformation. Recruitment for critical roles, such as Manager of Contract and Supply Chain Management, HR Advisor, and Director of People and Culture, is ongoing.

3.2 As teams stabilize, the focus shifts to clarifying the Shared Services model and future organizational design, emphasizing service excellence, lean and effective operations.

3.3 *Risk & Opportunity:* Capacity constraints are a challenge, but recruitment and streamlined organizational design will address these gaps and promote operational efficiency and effectiveness, exceptional service and user experience.

### 4.0 Service Excellence and Employee Engagement

4.1 We continue to foster service excellence, with employee engagement surveys scheduled for October. Wildly Important Goals (WIGs) show positive results, and new service-related Key Performance Indicators (KPIs) are being developed to drive continuous improvement.

4.2 *Risk & Opportunity:* KPIs will elevate engagement, but incomplete KPIs may lead to misalignment. Ensuring robust metrics is critical.

## **5.0 Digital Transformation and Data Governance**

- 5.1 Advances in digital transformation include system upgrades and planning for AWS cloud adoption. Governance enhancements with InfoTech are in progress to align decision-making with the digital strategy.
- 5.2 *Risk & Opportunity:* Cloud-based infrastructure will boost efficiency, but delays in security protocols like multi-factor authentication (MFA) pose risks. Timely implementation is crucial to mitigate vulnerabilities.

## **6.0 Campus Operations and Accessibility**

- 6.1 *Space Utilization:* The Admin Office Principles document is being tested through a pilot project for Charles J. McCaffray Hall. This initiative aims to optimize space and provide flexible staffing solutions.
- 6.2 *Accessibility Initiatives:* The Accessibility Committee is engaging with units on the action plan. Educational sessions will support managers on accommodations, and awareness campaigns will highlight accessibility benefits.
- 6.3 *Accessible Parking:* Two new accessible parking spaces have been added near the Admin Building, with further campus-wide accessibility improvements under review.

## **7.0 Sustainability and Energy Efficiency**

- 7.1 UNBC remains a leader in sustainability, achieving a 60% reduction in GHG emissions since 2007. The in-vessel composter is now operational, converting waste into soil amendments.
- 7.2 *Risk & Opportunity:* UNBC's leadership attracts partnerships, but balancing long-term sustainability goals with immediate operational needs requires careful management.

## **8.0 Capital Projects and Indigenous Engagement**

- 8.1 We met with the Lheidli T'enneh First Nation Chief and Council to discuss UNBC's capital projects on their unceded traditional territory. Ongoing engagement will ensure alignment with their values and support reconciliation efforts.
- 8.2 *Student Housing and Childcare Expansion:* Business cases for student housing and childcare expansions are progressing, with updates expected in coming months.
- 8.3 *Land Trust:* Progress continues on legal agreements, resolving the Reverter Clause, and an Affiliation Agreement for student housing.

## **9.0 Conclusion**

- 9.1 The VPFA portfolio is advancing key initiatives in digital transformation, service excellence, sustainability, capacity building, and accessibility. Challenges in workforce capacity and cybersecurity remain, but proactive measures are positioning UNBC for long-term success. We are committed to fostering a high-performance culture aligned with UNBC's vision to Ignite. Inspire. Lead Change. for a Sustainable Future.

## **UNBC BOARD OF GOVERNORS REPORT:**

### **Vice-President Research and Innovation – September 2024**

**PM Wood-Adams**

#### **Message from the VPRI**

While my first year at UNBC ends, I have taken time to reflect on the unique strengths of UNBC and high-caliber scholarly work happening in our community. Our commitment to the North, to the people and places in our beautiful region, guides everything we do at UNBC. This is expressed in our research excellence and especially in our partnerships with communities. I am grateful to be here at UNBC, on the ancestral territory of the Lheidli T'enneh, and to be serving the researchers. We are looking forward to a busy and exciting academic year with many new projects on the go. I can't wait to see what's next.

#### **Strategic Updates**

a. Mission and Vision Alignment: As we implement UNBC's new Strategic Plan "Ready", we continue to align our research and innovation strategies with our mission and vision, focusing on fostering academic excellence, promoting inclusivity, enhancing research impact, and nurturing a vibrant campus community.

b. Cascade planning for READY: Early cascade planning is underway in the sector, and we have conducted team meetings to review READY, identify existing areas of alignment, and to co-develop priorities for the coming years.

c. Strategic Research Plan: UNBC's Strategic Research Plan will be renewed in 2025, with planning being led by Dr. Davina Banner-Lukaris, Interim Associate Vice-President, Research Operations. We have convened an Advisory Committee and engaged Prime Strategy Planning as a consulting team to support communication, engagement, and other activities.

#### **Research**

##### **Research Funding**

A total of \$2.47 M in research funding was brought into UNBC by our researchers, comprising \$0.96 M from provincial or community public sector or foundations, \$1.41 M from the federal government and \$90 K from industrial partners.

##### **Grant Development Workshop (Aug. 13-15)**

41 researchers (faculty, postdocs, research staff, and graduate students) registered for at least one workshop session over 3 days.

## Innovation

### Innovation Ecosystem

The university is making strides in fostering innovation and entrepreneurship, with a focus on developing the necessary supports and infrastructure to effectively translate research innovations into societal benefits.

- a. Lab to Market Applications. Three applications for \$11M were submitted to the federal government (in partnership with other institutions) aimed at accelerating the commercialization of research outcomes and enhancing our impact beyond academia.
- b. Canada Foundation for Innovation (CFI) application. A CFI application is in preparation to support a new health research hub for northern BC, led by UNBC and with partners, including Northern Health and Lheidli T'enneh. Functional planning is underway. Engagement with government, potential donors, and other research funding organizations is also underway.
- c. Provincial innovation networking. We are leveraging external resources and expertise through multiple networks. This positions the university as a key player in the regional innovation ecosystem, enhancing our capacity to support researchers in bringing their ideas to market.
- d. Impact Canada – Oil Spill Response Challenge. Dr. Jianbing Li is one of five finalists for his project titled “A nano/micro bubble gas flotation and adsorption-based oil recovery system.” He received \$1 Million for scale-up and demonstration of his solution. Prototype testing will take place this fall. A Grand Prize winner will be selected and announced in winter 2025.

### Internal Funding Competitions

- a. RSIG Quarter 2 Results: Out of 9 applications received, 7 were funded.
- b. Graduate Student Travel Award: Out of 17 applications, we were able to fund 12, for a total of \$12 K. This allows our graduate students to present their work on the national and international stage.

## Research Operations

### Research Ethics – Human

UNBC is supporting research ethics approvals at colleges in northern BC allowing applied research at those institutions.

- a. A new MOU is being prepared for REB coverage for Northern Lights College. MOU renewals for Coast Mountain Collage and College of New Caledonia are underway.

### Laboratory Safety

- a. Inspections of research and teaching labs started in late August and will continue through October 2024.
- b. Biological Safety Cabinet (BSC) Yearly inspection of 14 BSCs was completed in August. Three BSC's did not pass certification and will be repaired.



## **Animal Care**

- a. A response to a Canadian Council on Animal Care Interim Assessment is due November 2024. Improvements to Standard Operating Procedures, policies and processes are underway. UNBC Facilities and ORI / Animal Care are collaborating to ensure that the serious recommendation (fish research lab) is fully addressed.
- b. Repurposing of previous Containment Level 2 Suite in the Northern Health Science Research Facility, Rodent Unit, is underway to allow for a Containments Level 1 Suite for all rodent animal users to use.

## **Philanthropy and Engagement**

### **Alumni Relations**

- a. Industry Nights will be hosted from September 2024 - March 2025. Alumni panelists will speak about their experiences, education and careers
- b. A new Mentorship Program will be piloted from the end of October 2024.

### **Donor Relations & Community Engagement**

- a. \$670K in donations this fiscal year to date with an additional \$100 K pending. This represents 1300+ total gifts.

### **Marketing and Communications**

- a. A review has been completed, resulting in recommendations we are now implementing. These changes will enhance our strategic communication efforts and ensure alignment with the university's broader goals. The team will soon be rolling out several initiatives aimed at raising the profile of the institution, both within the academic community and with external stakeholders. These initiatives include targeted campaigns, enhanced digital presence, and strategic partnerships highlighting the university's strengths and achievements.
- b. Tool Development. To further support our internal community, the team is also developing a suite of tools and templates that will streamline communication processes while ensuring consistency with our brand identity. These resources will empower departments across the university to communicate more effectively and maintain a strong, cohesive brand presence.

### **Youth and Student Engagement**

- a. Classroom Workshops: Held coding/engineering workshops for 72 grade K-4 students at Nak'albun Elementary School, an independent school operated by Nak'azdli Whuten. Also, 18 workshops were offered for School District 57 youth, reaching ~360 youth.
- b. Prince George Summer camps: We ran 2 Active Minds camps every week for 9 weeks in July and August offering science, technology, engineering, arts, and math summer activities. Approximately 354 youth participated, ages 6 to 12. Cost recovery of \$97,865 attained. Hired 8 full-time instructors (UNBC undergraduate/graduate students) and 2 part-time coordinators

(UNBC Education students). Mentored 9 high school students through our Junior Leaders volunteer Program.

- c. Black Youth in STEM: Free program (held two events, July 6 and 13) with a focus on mentoring, skills development, and community connection. Each session is led by a Black identifying UNBC faculty member who highlights a science career pathway by way of engaging presentations and activities. We had 30 youth participants. Contributing Faculty: Dr. Oliver Iorhemen, Dr. Theresa Adesanya, Dr. Samuel Bartels, Dr. Kennedy Boateng and Dr. Taru Manyanga
- d. Spark Discovery Pilot Program: Offered grade 9-12 students a free, week-long internship experience in university research labs. In the pilot, students gained hands-on experience in civil and environmental engineering, optics and photonics, and natural product chemistry research. The program was a collaboration between UNBC Spark Lab, the School of Engineering, the Department of Physics, and the Department of Chemistry and Biochemistry. We had 6 participants. Contributing Faculty: Dr. Chinchu Chen, Dr. Matt Reid, Dr. Kalindi Morgan, Dr. Wenbo Zheng and Dr. Oliver Iorhemen.
- e. Nisga'a Summer Camps - Partnership with Wilp Wilxo'oskwhl Nisga'a Institute (WWNI): Free Summer Science camps ran from July 29 to August 9 with ~15 participants ages 6-12.
- f. Terrace Summer Camp – Partnership with Skeena Wild (local nonprofit): We had 36 participants ages 6-12. Camps are run by 2 Active Minds instructors and 3 Skeena Wild Instructors. Ran July 29 – Aug 2, on UNBC Terrace campus

## Future Outlook

Our team is engaging in broad outreach across the UNBC communities, working to understand strengths, opportunities, needs and priorities to create and renew the UNBC Strategic Research Plan. We will work to develop cascading planning that allows for short, medium, and long-term research growth. These processes will be instrumental in guiding ongoing innovation and impact and will position us to meet the strategic priorities of UNBC, as outlined in READY.

Over the next reporting period, our team will:

- 1) Execute a fulsome engagement strategy to support the development of the UNBC Strategic Research Plan. Expected launch of UNBC Strategic Research Plan – April 01, 2025.
- 2) Initiate the development of an institutional Strategic Marketing and Communications Plan.
- 3) Continued review and stabilization of the ORI workforce, optimizing role clarity and contributions and providing access to additional support and training.
- 4) Planning for enhanced support for early career and new faculty members at UNBC, recognizing the recent hiring of a large cohort of new faculty.
- 5) Review and renewal of processes to support the award and administration of UNBC awards for graduate students.
- 6) Ongoing outreach to support advancement, innovation, and external relations.