

BOARD OF GOVERNORS

PUBLIC SESSION AGENDA

Thursday, November 28, 2024

Senate Chamber Room 1079

3:30 – 5:00 p.m.

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 Prince George campus is situated on the unceded traditional territory of the Lheidli T'enneh First Nation, part of the Dakelh (Carrier) peoples' territory.

1. **Chair's Remarks**

- Declarations of Conflict
- Correspondence Received

2. **Approval of Agenda**

That the Agenda for the Public Session of the November 28, 2024 meeting of the Board of Governors be approved as presented.

3. **Approval of Minutes**

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

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

(i) **October 4, 2024**

- UNBC Faculty Association Market Differentials
- Governance Report – Action Items for 2024
- Discussion on the Strategic Enrolment Plan

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

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

(i) **Audit and Risk Committee** – G. Stewart, Chair – **page 10**

a. Public Interest Disclosure Policy – K. Howitt – **page 11**

That on the recommendation of the Finance and Investment Committee and the Governance and Human Resources Committee, the Board of Governors approves the Public Interest Disclosure Policy, 2024 as presented.

- *Public Interest Disclosure Procedures – for information – page 21*

(ii) **Finance and Investment Committee** – A. Beswick, Chair – **page 31**

a. **Annual Fees schedule (2% Tuition Fees Increase)** – R. Somani – **page 37**

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

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

Now therefore, on the recommendation of the President, and in compliance with the Government of British Columbia’s Tuition Limit Policy, and the recommendation of the Finance and Investment Committee the Board approves the 2025-26 Tuition Fee Schedule for the University of Northern British Columbia as presented including a differential fee increase for international undergraduate students as presented in the fee schedule.

b. **Delegation of Authority to the President to approve fees (excluding Tuition Fees)** – R. Somani – **page 36**

Whereas the University Act grants the Board the authority to set, determine and collect fees, and whereas;

The Government of British Columbia’s Tuition Limit Policy limits domestic tuition and mandatory fee increases to the rate of inflation;

The UNBC Fees Committee reviews all fees and applications related to fees, considers submissions from interested and impacted parties, and provides advice and recommendations to the President with respect to fees, and;

Now therefore, on the recommendation of the Finance and Investment Committee, the Board delegates the authority to approve all fees for the 2025– 2026 planning and budget cycle, except for tuition fees, to the President, acting with the advice of the UNBC Fees Committee and in compliance with the Province of British Columbia’s Tuition Limit Policy, effective on approval of the Board.

c. **Classroom Technology for Flexible Learning** – R. Somani – **page 40**

That on the recommendation of the Finance and Investment Committee, the Board of Governors approves Phase 1 of the Hybrid Classroom Initiative, to be procured through an RFP process, with a maximum budget of \$600,000.

d. **New Program Approval** – PhD in Chemistry – B. Owen – **page 41**

That on the recommendation of the Finance and Investment Committee, the Board of Governors approves the new PhD in Chemistry be approved as recommended by Senate.

e. **Scholarships, Bursaries and Awards** – P. Woods-Adams – **page 60**

That on the recommendation of the Finance and Investment Committee, the Board of Governors approves the scholarships, bursaries and awards as recommended and approved by the UNBC Senate, for the period of September 2024 to October 2025, as presented.

f. **Q2 Financial Forecast** (For information) – R. Somani– **page 61**

(iii) **Governance and Human Resources Committee** – J. McKay, Chair – **page 68**

a. **Annual Review of Board Rules – Revised Board Rules** – J. McKay **page 72**

That, on the recommendation of the Governance and Human Resources Committee, the Board of Governors approves the Revised Board Rules as presented

b. **Quarterly Board of Governors Appointment Delegation Policy Report** (for information) – R. Somani– **page 108**

c. **Health and Safety Annual Report** – R. Somani– **page 112**

d. **Human Resources Annual Dashboard** – R. Somani– **page 118**

e. **Sexual Violence and Misconduct Prevention Report** – R. Somani -- **page 121**

7. **Mandatory and Standing Reports – Public Session**

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

- Regular Report – **page 123**
- Senate Update (verbal)

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

- Interim Vice-President Academic and Provost – B. Owen – **page 127**

- Notification of Upcoming Promotion and Tenure process (Verbal)
- Summary of Maclean's Magazine-**page 129**

- Vice-President, Finance and Administration – R. Somani – **page 130**

- Report on Elevating Devices Safety Regulation & Power Engineers, Boiler, Pressure Vessel, & Refrigeration Safety Regulations – **page 132**

- Vice-President, Research and Innovation – P. Wood-Adams – **page 133**

8. **Other Business**

a. **Schedule of Upcoming UNBC Events**

- Staff & Faculty Holiday Reception- December 11th from 2:30-4pm
- Next Senate meeting- Wednesday, January 22 from 3:30 to 5:30 p.m
- Next Board meeting- Thursday, January 30 from 3:30 to 5:30 p.m
- UNBC Joint Board and Senate Dinner Thursday, January 30 from 5: 30p.m to 8:00 p.m
- Employee Recognition- Wednesday, February 13 from 3:00 p.m to 4:30 p.m

For more UNBC events, please visit www2.unbc.ca/events

9. **Adjournment**

Audit and Risk Committee Report to the UNBC Board of Governors

Submitted by: Greg Stewart

Dates of meeting(s) since last report: November 13, 2024

Topics reviewed and discussed:

1. UNBC Accessibility Plan

- Will be receiving regular updates starting in Jan 2025

2. Enterprise Risk Management Report

- Good progress has been made on the Enterprise Risk Management
- Are looking at the emergence of enrollment patterns and the associated risks this poses to other programs/research programs.
- Cybersecurity risk rating is also increasing
- Discussed how the risk rating impacts the resources being made available to address the risks

3. Student Housing: Progress Update

- Reviewed the status of the project application

4. Health and Safety Annual Report

- Reviewed the Health and Safety report
- The University has seen significant improvement in its safety performance, likely attributed to increased awareness.
- There is an opportunity to further raise awareness and enhance our tracking by focusing on unsafe conditions, near misses and first aids.

5. Public Interest Disclosure Policy

- Reviewed the proposed Public Interest Disclosure Policy.
- Questions were explored around the role of supervision and what rises to a public interest disclosure.
- There will be training required for supervisors on the new policy, recognizing public interest disclosures and responding to those disclosures.
- The committee passed the motion to recommend approval of Public Interest Disclosure Policy by the Board of Governors.

6. Board Evaluations

- Reviewed the previous questions and the upcoming Board evaluation survey

REPORT TO:

UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES

Subject:	Public Interest Disclosure Policy and Procedures
Audit and Risk Committee	Meeting Date: November 13, 2024
Governance & Human Resources Committee	Meeting Date: November 18, 2024
UNBC Board of Governors	Meeting Date: November 28, 2024
Submitted By:	Kellie Howitt – University Secretary
Please note other guests to be in attendance:	
Appendices:	<ol style="list-style-type: none"> 1. Public Interest Disclosure Policy (for approval) 2. Public Interest Disclosure Procedures (for information)
Motion Number:	

1. MOTION/DISCUSSION/RECOMENDATION

That the Board of Governors approves the Public Interest Disclosure Policy.

FOR INFORMATION – The Public Interest Disclosure Procedures document is included for information.

2. BACKGROUND AND ANALYSIS

The BC government passed the [Public Interest Disclosure Act](#) (PIDA) in May 2018 in response to the BC Ombudsperson’s 2017 report, [Misfire: The 2012 Ministry of Health Employment Terminations and Related Matters](#). The legislation came into force on December 1, 2019 and initially only applied to staff in government ministries and independent offices of the legislature.

The BC government decided to bring other public sector organizations, such as Crown corporations and agencies, under PIDA, which more closely aligns B.C. with other jurisdictions in Canada. UNBC, along with the other research universities in BC, will fall under PIDA on December 1, 2024.

PIDA allows whistleblowers to confidentially disclose concerns about issues that affect the public interest to designated officers within their organizations or to the Office of the Ombudsperson. The act protects employees who participate in PIDA investigations from reprisals, such as demotion or termination, and ensures employees under investigation are treated fairly. It also fosters transparency by requiring ministries, public bodies and the ombudsperson to report the number of disclosures they receive and the results of any investigations they undertake each year.

The University Governance Team is responsible for the full implementation of the PID framework at UNBC, which includes the following:

- a communication plan following the approval of the policy and procedures;
- development of a website;
- information and training sessions;
- setting-up a confidential email account;
- disclosure form template;
- privacy impact assessment; and
- a safe/secure records management process/system.

3. ANTICIPATED FINANCIAL AND HUMAN RESOURCE IMPACT

The Office of University Governance team will be the responsible unit for PID at UNBC. Human resources in the office are limited. The team is exploring software tools that may be able to support the process.

Policy

PUBLIC INTEREST DISCLOSURE POLICY

Number: HR 3
Classification: Human Resources
Approving Authority: Board of Governors
Designated Executive Officer: President
Effective Date: December 1, 2024
Supersedes:
Date of Last Review/Revision: October 2024
Mandated Review Date: October 2031

Associated Procedures: HR 3.1 Public Interest Disclosure Procedures

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1.0 BACKGROUND

- 1.1 The BC [Public Interest Disclosure Act](#) (PIDA) provides a framework for Employees to report specific kinds of serious or systemic issues of Wrongdoing with legislated protection from Reprisal. PIDA is effective for UNBC Employees December 1, 2024.
- 1.2 Public interest Disclosures must be about a matter of public interest and Wrongdoing in or relating to the University.
- 1.3 There are specific places to go for advice and processes that need to be followed to make a Disclosure about these kinds of Wrongdoing. If Employees choose to make a PIDA Disclosure, they must do so in good faith.

2.0 PURPOSE

- 2.1 The purpose of this policy and its corresponding procedures are as follows:
 - 2.1.1 Establish a process to provide UNBC Employees a safe and legally-protected way to report or seek advice on disclosing Wrongdoing under PIDA without fear of retaliation or Reprisal.
 - 2.1.2 Describe the roles and responsibilities of all UNBC Employees under PIDA.

3.0 PRINCIPLES

- 3.1 UNBC is committed to supporting ethical conduct in its operations, including receiving, investigating, and responding to Disclosures, and by providing information about PIDA, this Policy, and the Procedures.
- 3.2 UNBC fosters a culture in which Employees are encouraged to disclose Wrongdoing.
- 3.3 Disclosures must be managed in an expeditious, fair, and proportionate manner.
- 3.3 Disclosures received under this Policy are investigated in accordance with the principles of procedural fairness.
- 3.4 UNBC does not commit or tolerate Reprisals against Employees who, in good faith, make a request for advice, make a Disclosure, cooperate in an Investigation or make a complaint about Reprisal under this Policy.

- 3.5 UNBC does not commit or tolerate Reprisals against any Service Provider which has cooperated in an Investigation under this Policy.
- 3.5 UNBC is committed to protecting the privacy of Disclosers, Respondents and those involved in Investigations in a manner that is consistent with PIDA and the *Freedom of Information and Protection of Privacy Act* (FIPPA).

4.0 SCOPE

- 4.1 This Policy and the corresponding Procedures apply
 - 4.1.1 exclusively to UNBC Employees who wish to disclose or seek advice about disclosing serious or systemic issues of Wrongdoing under PIDA at UNBC; and
 - 4.1.2 to referred Disclosures from the BC Ombudsperson.
- 4.2 This Policy does not apply to members of the public, volunteers, or students. Nor does it apply to former Employees who were not employed by UNBC at the time the Wrongdoing occurred or was discovered.

5.0 DEFINITIONS

- 5.1 **Act or PIDA** means the Public Interest Disclosure Act.
- 5.2 **Chief Executive** means the President.
- 5.3 **Designated Officer** means the senior official(s) designated to receive requests for advice and receive and investigate Disclosures under the *Act* and ensure that instructions are available to Employees about PIDA, this Policy and the Procedures.
- 5.4 **Discloser** means an Employee who makes a Disclosure of Wrongdoing or seeks advice about making a disclosure under the *Act*.
- 5.5 **Disclosure** means a Disclosure of Wrongdoing made by a Discloser in accordance with the *Act*.
- 5.6 **Employee** means current and former Employees of UNBC, and for the purpose of this Policy and its Procedures also includes current and former members of the Board of Governors.

- 5.7** **Reprisal** is defined under [section 31\(1\) of PIDA](#). A person must not take or threaten to take any of the following measures of Reprisal against an Employee, or counsel or direct that any of the following measures of Reprisal be taken against an Employee, by reason that the Employee has, in good faith, made a request for advice, a Disclosure or a complaint about a Reprisal, or cooperated with an investigation under this Act:
- a disciplinary measure;
 - a demotion;
 - a termination of employment;
 - any measure that adversely affects the Employee's employment or working conditions.
- 5.8** **Respondent** means a person alleged or found to have committed Wrongdoing.
- 5.9** **Service Provider** means a person or company retained under contract to perform services for the University.
- 5.10** **Supervisor** means:
- 5.10.1 for Employees, the administrator who oversees an employee's work.
- 5.10.2 for Board members and the President, the Chair of the Board of Governors.
- 5.11** **Wrongdoing** is defined in [section 7\(1\) of PIDA](#) as follows:
- 5.11.1 a serious act or omission that, if proven, would constitute an offence under an enactment of British Columbia or Canada;
- 5.11.2 an act or omission that creates a substantial and specific danger to the life, health or safety of persons, or to the environment, other than a danger that is inherent in the performance of an Employee's duties or functions;
- 5.11.3 a serious misuse of public funds or public assets;
- 5.11.4 gross or systemic mismanagement;
- 5.11.5 knowingly directing or counselling a person to commit a Wrongdoing described in subsections 5.11.1 to 5.11.4.

6.0 POLICY

6.1 General

- 6.1.1 Employees can seek advice and make Disclosures in good faith about wrongful or unlawful conduct without fear of retaliation or Reprisal.
- 6.1.2 UNBC is responsible for managing and investigating Disclosures, and reporting on the outcomes of the investigations.
- 6.1.3 Employees, Service Providers, and volunteers can cooperate with investigations without fear of retaliation or Reprisal.
- 6.1.4 UNBC must protect the privacy of people involved in Disclosures, investigations, and reports.
- 6.1.5 All reporting under this Policy must be compliant with PIDA and FIPPA.
- 6.2 Duties and Responsibilities
 - 6.2.1 The President is responsible for administering this Policy and assigning the role of Designated Officer.
 - 6.2.3 The Designated Officer is responsible for exercising the responsibilities assigned to them by the President under this Policy and Procedures.
 - 6.2.4 The Designated Officer may delegate their authority to a UNBC Employee or a Service Provider to assess and investigate Disclosures at their discretion and as required in the circumstances.
 - 6.2.5 All Employees are responsible for acting with honesty, integrity, and accountability, and complying with applicable law and policy in their work and dealings with others at UNBC.
 - 6.2.6 Employees can make Disclosures in good faith based on a reasonable belief that Wrongdoing has or is about to occur, in accordance with this Policy and its corresponding Procedures.
 - 6.2.7 Supervisors are responsible for responding to requests for advice from Employees, receiving Disclosures and referring Disclosures to the Designated Officer, or other senior official, as set out in the Procedures.
 - 6.2.8 Everyone involved in an Investigation must treat all related information as confidential and everyone must protect any personal information collected, used, or shared as part of a request for advice, or a Disclosure, a complaint about Reprisal or an Investigation to the extent possible under applicable legislation, policy and collective agreements.

6.2.9 Nothing in this Policy relieves those responsible for the administration and management of UNBC from their responsibilities to address Wrongdoing or other types of misconduct or improper activity that contravene good management practices and other policies, guidelines, and procedures.

6.3 Consequences of Non-compliance

6.3.1 An Employee found to have engaged in Wrongdoing may be subject to disciplinary action, up to and including termination of employment.

6.3.2 An Employee who makes a bad faith, malicious or intentionally false Disclosure may be subject to discipline, up to and including termination of employment.

6.3.3 Breach of confidentiality and privacy is a serious offence. An Employee who does not strictly protect confidentiality and privacy as required by this Policy and Procedures, UNBC's *Protection of Privacy Policy*, and applicable law, may be subject to disciplinary action, up to and including termination of employment.

6.3.4 UNBC does not tolerate any Reprisal against any person who has, in good faith, requested advice, made a Disclosure or complaint of Reprisal, or cooperated in an Investigation under this Policy, including any Service Provider who has cooperated in an Investigation. This protection does not apply to protect an Employee from the consequences of their own Wrongdoing, misconduct, or improper activity unrelated to their rights under PIDA. An Employee who engages in any such Reprisal may be subject to discipline, up to and including termination of employment.

6.3.5 In addition to disciplinary consequences, it is a provincial offence under PIDA to obstruct, make a false statement to, or mislead or attempt to mislead, a person in the performance of their duties, powers, or functions under PIDA. Such acts are punishable upon conviction by a fine.

6.4 Reprisal

6.4.1 Reprisal is prohibited under PIDA. Employees must not engage in any Reprisal against a person who has, in good faith, requested advice about making a Disclosure, has made a Disclosure or complaint about Reprisal, or has cooperated in an Investigation under this Policy.

- 6.4.2 Employees are protected from Reprisal when they do any of the following acts:
- i. Seek advice about making a Disclosure;
 - ii. Make a Disclosure; or
 - iii. Cooperate with a PIDA investigation.
- 6.4.3 This protection applies whether the Employee decides to make a Disclosure or not.
- 6.4.4 Employees are protected from any person, including Supervisors, co-workers, senior executive or alleged wrongdoers, taking adverse measures against them as a consequence for doing a Protected Act under PIDA. An adverse measure can include termination, suspension and demotion, as well as subtler measures like bullying, ostracizing, or a workplace transfer.
- 6.4.5 The [BC Ombudsperson](#) is responsible for investigating complaints of Reprisal from public bodies under PIDA's jurisdiction.

7.0 REPORTING

The President, or their Designated Officer, must prepare and publish publicly on the University's website an annual report on all Disclosures made in that year, including Disclosures made to the BC Ombudsperson. The report must include the following:

- the number of Disclosures received, including referrals;
- the number acted on and not acted on;
- the number of investigations commenced; and,
- if an investigation finds Wrongdoing, a description of the Wrongdoing, recommendations, and corrective action taken in relation to the Wrongdoing (or why no action was taken).

The report must not include any information that would invade a person's privacy or reveal the identity of a discloser or an individual who was the subject of an investigation.

8.0 AUTHORITIES AND OFFICERS

The authorities and officers for this policy are as follows:

Approving Authority: Board of Governors
Designated Executive Officer: President
Procedural Authority: President
Procedural Officer: University Secretary

9.0 RELEVANT LEGISLATION

- 9.1 [BC Human Rights Code](#) (RSBC 1996, c210)
- 9.2 [Criminal Code](#) (R.S.C., 1985, c. C-46)
- 9.3 [Freedom of Information and Protection of Privacy Act](#) (RSBC 1996, c. 165)
- 9.4 [Public Interest Disclosure Act](#) (RSBC 2018, c. 22)
- 9.5 [University Act](#) (RSBC, 1996, c.468)
- 9.6 [Workers Compensation Act](#) (RSBC 2019, c.165)

10.0 RELATED POLICIES AND OTHER ASSOCIATED DOCUMENTS

- 10.1 All Collective Agreements
- 10.2 BC Ombudsperson's PIDA Procedures (The BC Ombudsperson has distinct PIDA procedures. Employees making requests for advice or reports or Wrongdoing to the BC Ombudsperson can contact them directly for more information)
- 10.3 Board of Governors Code of Conduct
- 10.4 *Conflict of Interest Policy*
- 10.5 *Harassment and Discrimination Policy*
- 10.6 *Occupational Health and Safety Policy*
- 10.7 *Respect in the Workplace Policy and Response Procedures*
- 10.8 *Sexual Violence and Misconduct Prevention and Response Policy and Sexual Violence and Misconduct Procedures*
- 10.9 UNBC Employee Code of Conduct
- 10.10 [WorkSafe BC regulations, policies, and guidelines](#)

Procedures

PUBLIC INTEREST DISCLOSURE PROCEDURES

Number: HS 3.1
Classification: Human Resources
Procedural Authority: President
Procedural Officer: University Secretary
Effective Date: December 1, 2024
Supersedes: N/A
Date of Last Review/Revision: October 2024
Mandated Review Date: October 2031

Parent Policy: Public Interest Disclosure Policy

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1.0 PURPOSE

- 1.1 Every Chief Executive of a government body is required to develop procedures for managing Disclosures under the *Public Interest Disclosure Act* (PIDA).
- 1.2 The following procedures are established to fulfill the President's responsibilities under section 9 of PIDA.

2.0 PROCEDURES

2.1 Designated Officer

The President designates the University Secretary as the Designated Officer.

2.2 Requests for Advice

2.2.1 An Employee who is considering making a Disclosure under PIDA may seek advice about doing so from:

- i. their union representative or employee association representative as applicable;
- ii. a lawyer (at their own expense);
- iii. their Supervisor;
- iv. a Designated Officer; or
- v. the [BC Ombudsperson](#).

2.2.2 The Supervisor or Designated Officer:

- i. may require the Employee to make the request for advice in writing;
- ii. must document all requests for advice received under PIDA, and maintain a written record of the advice provided (Supervisors must forward all these records to the Designated Officer); and
- iii. must clarify that a request for advice is being made under PIDA in cases where there is ambiguity.

2.3 Making a Disclosure

2.3.1 Employees can report allegations of Wrongdoing under PIDA by making a Disclosure to their Supervisor, Designated Officer, or the BC Ombudsperson.

- 2.3.2 If a Designated Officer is the subject of the allegations, the Disclosure is made or forwarded to the other Designated Officer. Where there is not another Designated Officer, the disclosure is made and forwarded to the President.
- 2.3.3 Disclosures must be submitted in writing by Employees through one of the following methods:
- i. completing the form issued and maintained by the Designated Officer, which can be found on the [University's Public Interest Disclosure website](#), and emailing the form directly to their Supervisor or the Designated Officer; or
 - iii. reporting to the BC Ombudsperson, via their [Contact Us webpage](#).
- 2.3.4 Disclosures must include the following information, if known:
- i. a description of the Wrongdoing;
 - ii. the name(s) of the person alleged
 - a. to have committed the Wrongdoing, or
 - b. to be about to commit the Wrongdoing;
 - iii. the date(s) of the Wrongdoing;
 - iv. whether the information or conduct that is being disclosed relates to an obligation under another enactment and, if so, a reference to the enactment;
 - v. whether the Wrongdoing has already been disclosed under PIDA or another enactment; and
 - vi. the name of the person to whom the Disclosure was made and the response, if any, that has been received if subsection 2.3.3 (v) applies.
- 2.3.5 Anonymous Disclosures
- i. Requesting advice about making a Disclosure and making a Disclosure may be done anonymously.
 - ii. Employees considering anonymous Disclosures should be aware that the person receiving the Disclosure may be unable to seek clarification or further information from them, which may impact a response to the request for advice and/or Investigation of the Disclosure. Similarly, an anonymous Discloser may not be notified further about an Investigation under this Procedure.
- 2.3.6 Multiple Disclosures
- i. If multiple Disclosers come forward at the same time regarding the same alleged Wrongdoing, the Designated Officer may assess and investigate the Disclosures together as a single matter.

- ii. The fact that multiple Disclosers have come forward about the same alleged Wrongdoing is not shared with the other Disclosers.

2.4 Public Disclosures Involving Imminent Danger

2.4.1 An Employee may make a public Disclosure of Wrongdoing under limited, exceptional circumstances as described below.

2.4.2 Before making a public Disclosure, the Employee must:

- i. reasonably believe the alleged Wrongdoing poses an imminent risk of danger to the life, health, or safety of persons, or to the environment;
- ii. consult with the relevant protection officials as follows:
 - a. in respect of a health-related matter, the Provincial Health Officer;
 - b. in respect of an environmental matter, the provincial administrator defined in section 1(1) of the [Emergency and Disaster Management Act](#); or
 - c. in any other case, the appropriate police force.
- iii. receive direction from the protection official about whether to make the Disclosure, and if so, on what conditions;
- iv. make the Disclosure in accordance with any conditions the protection official imposes if the protection official approves the Disclosure. If the direction from the protection official is that the Employee should not make the Disclosure, the Employee must not make the Disclosure to the public.

2.4.3 When making a public Disclosure, Employees must not share information that is subject to a restriction under an enactment of BC or Canada. This means Employees must not share information that they are prohibited from sharing under a statutory oath or any statute or other regulation.

2.4.4 In addition, PIDA does not authorize the release of information in a public Disclosure that is:

- i. Protected by solicitor-client privilege
- ii. Protected by any common law rule of privilege, or
- iii. Subject to public interest immunity, including cabinet privilege.

2.4.5 Immediately after making a public Disclosure, the Employee must:

- i. advise their Supervisor or the Designated Officer about the public Disclosure; and
- ii. make a Disclosure per Section 2.3 of these Procedures, to their Supervisor, Designated Officer, or the BC Ombudsperson.

2.4.6 If the Designated Officer investigates a Disclosure following a public disclosure involving imminent danger, they must contact the protection official to gather information regarding the steps taken in response to the subject matter of the Disclosure, and use this information to assess whether further investigation is warranted.

2.5 Referring, Receiving and Reviewing Disclosures

2.5.1 If an Employee makes a Disclosure to their Supervisor, the Supervisor must forward it to the Designated Officer by email as soon as possible.

2.5.2 The Designated Officer confirms receipt of a Disclosure to the Discloser within five business days and must ensure that the Disclosure is reviewed in a timely manner in accordance with this Procedure.

2.5.3 The Designated Officer assesses the Disclosure to:

- i. confirm that the Discloser is or was an Employee and that the Discloser was an Employee at the time the alleged Wrongdoing occurred;
- ii. determine whether the allegations in the Disclosure would, if substantiated, meet the definition of Wrongdoing;
- iii. confirm whether the alleged Wrongdoing occurred in or relating to UNBC;
- iv. confirm that contents of the Disclosure meet the requirements of this Procedure;
- vi. evaluate the risk of Reprisal against the Disclosure; and
- vii. evaluate whether the Disclosure reveals information that gives rise to an imminent risk.

2.5.4 If the Designated Officer reasonably believes that a Disclosure reveals information that gives rise to an imminent risk, they may make a report to the appropriate protection official.

2.5.5 In performing this assessment, the Designated Officer may seek further information from the Discloser, as needed.

2.5.6 The Designated Officer must assess each Disclosure received for the risk of Reprisal against the Discloser (regardless of whether the Disclosure is investigated).

2.6 Determination of Whether an Investigation is Warranted

- 2.6.1 The Designated Officer decides within 20 business days of receiving the Disclosure whether an Investigation is required and the form of the Investigation.
- 2.6.2 The Designated Officer must not investigate a Disclosure, or must suspend an in-progress investigation of a Disclosure, if the Designated Officer reasonably determines that the Disclosure:
- i. was not made by an Employee;
 - ii. contains allegations that, if substantiated, would not meet the definition of Wrongdoing;
 - iii. alleges Wrongdoing that did not occur at or does not relate to UNBC;
 - iv. relates primarily to:
 - a. a dispute between an Employee and UNBC about their employment;
 - b. a matter relating to law enforcement;
 - c. a matter relating to the prosecution of an offence; or
 - d. an adjudicative function of a court, tribunal or other statutory decision maker, including decision, or the processes or deliberations that have led to or may lead to a decision, by the court, tribunal or other statutory decision maker.
- 2.6.3 The Designated Officer may refuse to investigate a Disclosure, or suspend an in-progress investigation of a Disclosure, if the Designated Officer reasonably determines that:
- i. the Disclosure does not provide sufficient details or particulars about the Wrongdoing;
 - ii. the Disclosure is frivolous or vexatious;
 - iii. the Disclosure was not made in good faith;
 - iv. an investigation of the Disclosure would serve no useful purpose or could not be reasonably conducted because of the length of time that has passed between the date of when the subject matter of the Disclosure arose and the date of the Disclosure;
 - v. the Disclosure relates solely to a public policy decision;
 - vi. the Disclosure has been referred to another appropriate authority for investigation;
 - viii. the Disclosure has already been or is being appropriately investigated by an appropriate authority (including by the University pursuant to another applicable University policy or process);

- ix. the Disclosure would more appropriately be addressed under another University policy or process, in which case, the Designated Officer either refers the Discloser to the applicable policy or process or notifies the Discloser and will forward the Disclosure to the appropriate University office(s) for that policy or process; or
 - x. PIDA requires or allows the Designated Officer to refuse to investigate or suspend an in-progress investigation.
- 2.6.4 Additionally, the Designated Officer may postpone or suspend an investigation if the Designated Officer:
- i. reports to a law enforcement agency an alleged offence they have reason to believe has been committed in relation to the Disclosure;
 - ii. considers that the Investigation may compromise another investigation being undertaken at the University or elsewhere; or
 - iii. the alleged Wrongdoing is also being investigated for the prosecution of an offence.
- 2.6.5 The Designated Officer, in consultation with the President, may refer a Disclosure to the BC Ombudsperson considering factors such as:
- i. whether the subject matter of the Disclosure would be more appropriately dealt with by another authority;
 - ii. the complexity of the subject matter of the Disclosure;
 - iii. whether a real or perceived conflict of interest exists;
 - iv. the resources and expertise required to conduct a fair and effective Investigation; and
 - v. if the subject matter relates to an individual with authority over the Designated Officer.
- 2.6.6 Where the President is the implicated party of an alleged offense, the Designated Officer, in consultation with the Board Chair, may refer the Disclosure to the BC Ombudsperson and/or law enforcement.
- 2.6.7 The Designated Officer must notify the Discloser in writing whether an investigation will proceed, and if so, who will undertake it. If the Designated Officer has declined to investigate or has stopped or suspended an investigation, they will provide notice with written reasons and confirm whether the Disclosure will be referred to another authority as described in these procedures, unless the Designated Officer reasonably believes that such notice would compromise another investigation.

- 2.6.8 The Designated Officer provides notice of any decision to investigate to the President, or the Board Chair if the President is alleged to be responsible for the alleged Wrongdoing, and the Respondent(s). Notice may be delayed until an appropriate time if the Designated Officer believes that notification may compromise the investigation or expose the Discloser to Reprisal, provided that Respondents in all cases receive notice of the allegations prior to being interviewed.
- 2.6.9 If an investigation is initiated, the Designated Officer implements measures to safeguard the anonymity of the Discloser throughout the process and ensure risks of Reprisal are managed to the extent reasonably possible.
- 2.6.10 The Discloser always has the right to directly make a Disclosure to the Office of the BC Ombudsperson at any time.

2.7 Investigations

- 2.7.1 Investigations carried out under these procedures must:
- i. be undertaken promptly and diligently, and be as thorough as necessary, given the circumstances;
 - ii. be objective, conducted in accordance with the principles of procedural fairness, and impartial to both the Discloser and the Respondent(s) when evaluating the alleged Wrongdoing;
 - iii. comply with all relevant provisions in any applicable collective agreement;
 - iv. be sensitive to the interests of all parties involved and maintain confidentiality to the extent possible under the circumstances.
- 2.7.2 Subject to Section 2.6.1 of these procedures, where multiple Disclosures contain significant factual overlap, the Designated Officer may decide to investigate the Disclosures together as stated in section 2.3.6
- 2.7.3 Investigations are normally completed, and a draft report prepared within four months from the decision to investigate. The Designated Officer may amend this timeline (by extension or shortening) depending upon the nature and complexity of the allegations in the Disclosure.
- 2.7.4 Everyone involved in an investigation must treat all related information as confidential and protect any personal information

collected, used or shared as part of a request for advice, Disclosure, complaint about Reprisal, or Investigation to the extent possible under applicable legislation, policy, and collective agreements.

2.8 Investigation Reports

- 2.8.1 Upon conclusion of an investigation, the Designated Officer prepares an investigation report, which includes findings of Wrongdoing, reasons to support the findings, and any recommendations to address the findings, as applicable.
- 2.8.2 The investigation report is provided to the President, unless they are implicated in founded Wrongdoing. If the President is implicated in founded Wrongdoing, the report will be provided to the Chair of the Board of Governors.
- 2.8.3 Subject to the University's obligations under FIPPA, the Designated Officer provides a summary of the investigation report to the Discloser. Where practicable, the Designated Officer also provides a summary of the investigation report to any person alleged or found to be responsible for Wrongdoing.

2.9 Reprisal

- 2.9.1 Reprisal is unacceptable and prohibited conduct that, if found to have occurred, may result in a range of corrective measures and disciplinary sanctions indicated in the Public Interest Disclosure Policy.
- 2.9.2 If an Employee believes that a Reprisal has been taken against them, they may contact the [BC Ombudsperson's Office](#) to make a complaint.
- 2.9.3 Reprisal complaints made to a Supervisor or the Designated Officer are forwarded to and investigated by the BC Ombudsperson's Office.

2.10 Access to Information, Confidentiality and Protection of Privacy

- 2.10.1 The information and records made and received to administer the Policy and these Procedures are subject to the protection of privacy provisions of FIPPA and the University's *Protection of Privacy Policy* and *Records Management Policy*. To the extent possible, the

information and records are treated in a confidential manner, in compliance with FIPPA and with applicable University policies.

- 2.10.2 Everyone involved in a request for advice, Disclosure, complaint about Reprisal, or Investigation must protect confidentiality and privacy.
- 2.10.3 Employees must take reasonable precautions to ensure that personal information is not disclosed in a request for advice, Disclosure, or complaint about Reprisal beyond what is reasonably necessary.
- 2.10.4 Employees must maintain strict confidentiality with respect to all personal information, including the identity of those involved related to a request for advice, Disclosure, complaint about Reprisal, or Investigation under the Policy and Procedures, and must not disclose such information. If Employees have any questions about their confidentiality obligations, they are encouraged to ask the Designated Officer.
- 2.10.5 Supervisors and the Designated Officer must advise Employees who request advice, make a Disclosure or complaint about Reprisal, or participate in an Investigation about these obligations.
- 2.10.6 Supervisors and the Designated Officer must only collect, use, and disclose personal information, particularly if it may reveal the identity of a Discloser or Respondent, necessary to fulfill their responsibilities under PIDA or as otherwise permitted by PIDA, including to comply with other applicable laws and agreements and ensure a fair and appropriate Investigation.

Finance and Investment Committee Report to the UNBC Board of Governors

Submitted by: Allison Beswick

Dates of meetings since last report: November 14, 2024

Topics reviewed and discussed:

1. Motions to be brought forward to the Board

- a. Annual Fees schedule
- b. Delegation of Authority to the President to approve fees (excluding Tuition Fees)
- c. Classroom Technology for Flexible Learning
- d. New Program Approval – PhD in Chemistry

Action: *Moving forward all future new program proposals will need to ensure that budget form is submitted.*

- e. Scholarships, Bursaries and Awards

2. Other Reports and Updates reviewed and discussed

- a. [UNBC Q2 Financial Forecast](#)
- b. [UNBC Pension Trust Standing Report](#)
- c. Investment Advisory Committee Update - Committee met in October (verbal)

3. Other Business

- a. [Student Housing – Progress Update](#)
- b. [UNBC Land Trust – Progress Update on the Agreement to Lease](#)

BRIEFING NOTE FOR:

UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES

Subject:	Proposed 2025-26 Tuition	
Finance & Investment Committee	Meeting Date: 14 Nov 2024	Purpose: <u>For making recommendation to BOG for Approval</u>
UNBC Board of Governors	Meeting Date: 28 Nov 2024	Purpose: <u>For Approval</u>
Submitted By:	Bill Owen, Interim Vice President, Academic and Provost Rahim Somani, Vice President, Finance and Administration	
Please note other guests to be in attendance:	N/A	
Appendices:	1. Proposed Motions 2. Tuition Fee Schedule	
Motion Number:		

1.0 Preamble

1.1 UNBC is dedicated to providing high-quality experience for all students, with a strong focus on a "student-first" approach, prioritizing student safety, educational quality, effective recruitment practices, institutional accountability, and alignment with the socio-economic priorities of the UNBC community. The proposed tuition increase is designed to achieve several key outcomes:

- ⇒ **Progress Towards Funding Parity:** Move incrementally toward funding parity for international students by aligning their tuition with the total funding levels provided for domestic students, which includes domestic tuition and fees along with provincial funding.
- ⇒ **Transparency and Competitiveness:** Provide incoming international students with clear cost expectations, narrow tuition gaps with peer institutions, and gradually reach a competitive "sticker price."
- ⇒ **Financial Accessibility:** Allow for tuition relief, scholarships, and bursaries to enhance accessibility for students in need.

1.2 This proposal also aims to create a stable revenue stream to support international student services, uphold high service standards for UNBC's "Recognized Institution" status, and strengthen the university's financial resilience. Through balanced tuition structures, UNBC can maintain strong support for both international and domestic students while continuing to prioritize teaching excellence and knowledge creation.

2.0 Overview of Provincial Tuition Limit Policy

2.1 The Provincial Government introduced the Tuition Limit Policy in 2005, with an extension in 2007 to include institutional and program mandatory fees. This policy mandates public post-secondary institutions to keep programs and courses accessible and affordable. Within this framework, post-secondary boards are responsible for setting, determining, and collecting tuition and fees in line with the tuition limit policy and applicable legislation.

3.0 Comparative Tuition Rates

3.1 UNBC's tuition rates remain in the lower quartile relative to comparable institutions in B.C., adhering to the 2% cap for domestic students under the Provincial Tuition Limit Policy. However, other institutions have implemented higher tuition increases for international students, whose education is not subsidized by the government. Table 1 outlines comparative tuition rates across B.C. research universities:

Table 1: Comparative Undergraduate Tuition Rates (Source: UNBC Viewbook)

Canadian Dollars	Domestic				International			
	Minimum		Maximum		Minimum		Maximum	
	Amount	Index	Amount	Index	Amount	Index	Amount	Index
UNBC	5,985	100%	7,185	100%	26,750	100%	32,105	100%
SFU	6,235	104%	7,485	104%	33,045	124%	39,655	124%
UVic	6,290	105%	7,810	109%	31,720	119%	35,900	112%
UBC-O	5,960	100%	9,520	132%	31,570	118%	58,985	184%
UBC	5,960	100%	11,525	160%	39,415	147%	73,275	228%

Note: Annual tuition are based on the average per year for a four-year degree (30-36 credits annually). Variances in minimum and maximum tuition costs depend on credit count and program fee differentials.

SFU: Simon Fraser University

UVic: University of Victoria

UBC-O: University of British Columbia-Okanagan

UBC: University of British Columbia

4.0 Proposed Tuition Increases

Domestic Undergraduate and Graduate Students

4.1 Tuition fee increase is limited to the amount allowed under the Province of British Columbia Tuition Limit Policy, currently set at 2%.

International Undergraduate Students

4.2 For students commencing studies prior to September 2021, the proposed tuition fee increase is 2%, consistent with domestic students.

4.3 For students commencing studies after August 31, 2021, the proposed tuition fee increase is 8% for 2025-26, consistent with projections from the 2024-25 budget, and up to 8% annually for the following three years (2026-27 to 2028-29).

- 4.4 This increase aims to provide international students with certainty in financial planning. The projected annual international tuition for a 30-credit full-time course load will increase from \$26,753 in 2024-25 to \$28,893 in 2025-26 and \$36,397 by 2028-29.

MBA Program International Tuition Adjustment

- 4.5 The MBA Program is being strategically aligned to reflect UNBC's core pillars, integrating initiatives such as expanded community engagement, regional participation, and partnerships with Indigenous communities to support Truth and Reconciliation and foster sustainable regional impact. However, maintaining and expanding these initiatives requires sufficient funding.
- 4.6 The program proposes an increase in international tuition to better align with operational costs and market standards, addressing a historical gap where the approved 1.4x multiplier and necessary differential increases were not consistently applied.
- 4.7 Currently, UNBC's international MBA tuition is the lowest among comparable programs in B.C. and Alberta, with rates at least 20% below peer institutions. This gap in tuition pricing impacts the program's perception and competitiveness.
- 4.8 To better align with peer institutions and attract high-caliber students, the MBA Program proposes setting international tuition at \$54,163 for the incoming cohort starting in Fall 2025, representing a \$10,000 increase with a multiplier slightly above 1.4x. Domestic tuition is proposed to increase to \$38,570, reflecting a 2% adjustment.
- 4.9 Going forward, international MBA tuition will be reviewed and adjusted annually based on program needs and market benchmarks, moving away from a fixed multiplier. The anticipated adjustments over the next 3-4 years range from a minimum 4% to a maximum 8% annually, with rates determined by market conditions and program priorities.
- 4.10 Additionally, a proposal to increase the MBA deposit for newly accepted students from \$2,000 to \$5,000 has been submitted to the Fees Committee. This increase aims to strengthen student commitment and reduce opportunity loss for both students and the program. Once tuition better reflects operational costs, the program plans to reinvest in student support, with potential funding allocated to awards and bursaries to help mitigate financial barriers for students.

5.0 Average Financial Impact

- 5.1 The annual financial impact of the proposed 2025-26 tuition fee increase, based on current FTE enrollment levels at UNBC, is approximately \$0.8M. This amount falls short of covering the obligated unfunded contractual increases and projected inflationary pressures.

5.2 The average monthly impact of the increase, based on a full-time course load of 30 credits over eight months, is expected to be:

- ⇒ Domestic undergraduate students: \$15/month
- ⇒ International undergraduate students (pre-September 2021): \$50/month to \$60/month
- ⇒ International undergraduate students (September 2021 onwards): \$270/month

6.0 Historical and Projected International Tuition Adjustments

6.1 Historically, UNBC maintained a 3.5x multiplier for international tuition, with a 2% annual increase. This multiplier was raised in 2020 to 3.98x, followed by successive 2% increases. Since 2022, UNBC has implemented higher percentage increases. Between 2022 and 2024, international tuition rose by 4% annually, with an 8% increase introduced for 2025, projected to continue at up to 8% for the next four years.

Rationale for Differential International Tuition Increases

6.2 UNBC's tuition increases for international students are designed to reduce the funding gap between domestic and international education costs, given that international education is not subsidized by the government. Based on current funding assumptions, UNBC's cost-per-student analysis indicates that international tuition would need to match the combined tuition, fees, and provincial grants allocated to domestic students to achieve parity. However, even with the projected increases, international tuition will remain below the funding required for parity.

Cost Comparison for Funding Parity (Based on Current Assumptions)

- Average Domestic Tuition and Fees: \$6,500
- Average Provincial Grant per Domestic Student: \$32,000
- International Office Services per Student: \$3,000
- **Total Required for Parity: \$41,500**
- Current International Tuition and Fees: \$27,500
- **Shortfall per International Student: \$14,000**
- International Tuition and Fees (after 4 years of 8% annual increases): \$37,000

6.3 Even after four years of 8% annual increases, international tuition and fees would remain approximately \$4,500 below the parity level required under current funding assumptions.

7.0 Conclusion

7.1 The differential increases for international tuition enable UNBC to enhance student services, align with regional tuition standards, and support institutional goals in academic and research excellence. This approach ensures sustained quality for both domestic and international students while helping bridge the funding gap per student.

Appendix 1: PROPOSED MOTIONS

2025-26 UNBC Tuition Fees

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

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

Now therefore, on the recommendation of the President, and in compliance with the Government of British Columbia's Tuition Limit Policy, and the recommendation of the Finance and Investment Committee the Board approves the 2025-26 Tuition Fee Schedule for the University of Northern British Columbia as presented including a differential fee increase for international undergraduate students as presented in the fee schedule.

Effective on approval of the Board.

Delegation of Authority to the President to Approve Fees

Whereas the University Act grants the Board the authority to set, determine and collect fees, and whereas;

The Government of British Columbia's Tuition Limit Policy limits domestic tuition and mandatory fee increases to the rate of inflation;

The UNBC Fees Committee reviews all fees and applications related to fees, considers submissions from interested and impacted parties, and provides advice and recommendations to the President with respect to fees, and;

Now therefore, on the recommendation of the Finance and Investment Committee, the Board delegates the authority to approve all fees for the 2025-26 planning and budget cycle, except for tuition fees, to the President, acting with the advice of the UNBC Fees Committee and in compliance with the Province of British Columbia's Tuition Limit Policy, effective on approval of the Board.

Effective on approval of the Board.

UNIVERSITY OF NORTHERN BRITISH COLUMBIA

Proposed 2025/26 Tuition Fees

(proposed to the Board of Governors November 28, 2024)

	For Approval				For information			
	2024/25	2025/26	Change	Change	2026/27	2027/28	2028/29	2029/30
			(\$)	(%)				
UNDERGRADUATE								
Basic Tuition Per Credit Hour								
- Domestic	199.63	203.62	3.99	2.0%	207.69	211.84	216.08	220.40
- International								
▪ Commencing Studies Between May 1, 2005 and August 31, 2019	698.71	712.68	13.97	2.0%	726.93	741.47	756.30	771.43
▪ Commencing Studies between September 1, 2019 and August 31, 2021	794.53	810.42	15.89	2.0%	826.63	843.16	860.02	877.22
▪ Commencing Studies September 1, 2021 Onward	891.76	963.10	71.34	8.0%	1,040.15	1,123.36	1,213.23	1,310.29
Other Undergraduate Tuition Related Charges and Information								
- Course Challenge Fee	99.82	101.82	2.00	2.0%	103.86	105.94	108.06	110.22
- Co-operative Education Work Term Fees	598.90	610.88	11.98	2.0%	623.10	635.56	648.27	661.24
- BC Residents 65 and older								
▪ BC residents aged 65 or older eligible for admission, receive a waiver of tuition, subject to space availability								
- Withdrawal & Tuition Refund								
▪ 50% of tuition up to the date of withdrawal without academic penalty								
GRADUATE								
Minimum Program Fees								
Unless otherwise noted, the minimum total program fee for Masters level programs is:								
▪ For full-time studies, 3 (three) full-time tuition fee units								
▪ For part-time studies, 9 (nine) part-time tuition fee units								
International students								
▪ Full-time studies, 3 (three) full-time tuition fee units required.								
Maximum 9 (nine) semesters of study charged at full-time rates								
- All Masters level programs not specifically noted								
▪ Full-time unit	1,856.54	1,893.67	37.13	2.0%	1,931.54	1,970.17	2,009.57	2,049.76
▪ Part-time unit	981.31	1,000.94	19.63	2.0%	1,020.96	1,041.38	1,062.21	1,083.45
▪ Full-time unit - International (Fall 2022 and onwards new admissions)	2,599.15	2,651.13	51.98	2.0%	2,704.15	2,758.23	2,813.39	2,869.66
- Master of Arts in Disability Management, Master of Science in Health Sciences, and Master of Science in								
▪ Full-time unit	2,355.12	2,402.22	47.10	2.0%	2,450.26	2,499.27	2,549.26	2,600.25
▪ Part-time unit	1,236.43	1,261.16	24.73	2.0%	1,286.38	1,312.11	1,338.35	1,365.12
▪ Full-time unit - International (Fall 2022 and onwards new admissions)	3,297.17	3,363.11	65.94	2.0%	3,430.37	3,498.98	3,568.96	3,640.34
- Master of Science in Nursing - Family Nurse Practitioner								
▪ Full-time per credit hour effective 2024-25 and onward	286.26	291.99	5.73	2.0%	297.83	303.79	309.87	316.07
▪ Full-time unit - International per credit hour effective for new admissions 2024-25 and onwards	387.90	395.66	7.76	2.0%	403.57	411.64	419.87	428.27
- Master of Education								
▪ Full-time unit	2,536.26	2,586.99	50.73	2.0%	2,638.73	2,691.50	2,745.33	2,800.24
▪ Part-time unit	1,331.54	1,358.17	26.63	2.0%	1,385.33	1,413.04	1,441.30	1,470.13
▪ Full-time unit - International (Fall 2022 and onwards new admissions)	3,550.76	3,621.78	71.02	2.0%	3,694.22	3,768.10	3,843.46	3,920.33

UNIVERSITY OF NORTHERN BRITISH COLUMBIA

Proposed 2025/26 Tuition Fees

(proposed to the Board of Governors November 28, 2024)

	For Approval				For information			
	2024/25	2025/26	Change (\$)	Change (%)	2026/27	2027/28	2028/29	2029/30
- Master of Engineering in Integrated Wood Design								
▪ Full-time per credit hour effective 2024-25 and onward	512.00	522.24	10.24	2.0%	532.68	543.33	554.20	565.28
▪ Full-time unit - International per credit hour effective for new admissions 2024-25 and onwards	716.80	731.14	14.34	2.0%	745.76	760.68	775.89	791.41
- Master of Applied Science - Engineering								
▪ Full-time unit	1,856.54	1,893.67	37.13	2.0%	1,931.54	1,970.17	2,009.57	2,049.76
▪ Full-time unit - International (Fall 2022 and onwards new admissions)	2,599.15	2,651.13	51.98	2.0%	2,704.15	2,758.23	2,813.39	2,869.66
- Master of Social Work								
▪ Full-time unit	2,173.95	2,217.43	43.48	2.0%	2,261.78	2,307.02	2,353.16	2,400.22
▪ Part-time unit	1,141.32	1,164.15	22.83	2.0%	1,187.43	1,211.18	1,235.40	1,260.11
▪ Full-time unit - International (Fall 2022 and onwards new admissions)	3,043.53	3,104.40	60.87	2.0%	3,166.49	3,229.82	3,294.42	3,360.31
- Special Education Graduate Certificate								
▪ Full-time unit	2,610.88	2,663.10	52.22	2.0%	2,716.36	2,770.69	2,826.10	2,882.62
▪ Full-time unit - International (Fall 2022 new admissions)	3,655.24	3,728.34	73.10	2.0%	3,802.91	3,878.97	3,956.55	4,035.68
This certificate program is full-time, with a minimum program fee of 3 (three) full-time units								
- Master of Business Administration (Note)								
▪ MBA Program Tuition - Domestic	787.81	803.56	15.75	2.0%	819.63	836.02	852.74	869.79
▪ MBA Program Tuition - International	920.07	1,128.40	208.33	23.0%	1,218.67	1,316.16	1,421.45	1,535.17
▪ MBA Program Fee - Domestic and International	469.23	478.61	9.38	2.0%	488.18	497.94	507.90	518.06
▪ Pre-MBA Program Course Fee - Domestic	700.11	714.11	14.00	2.0%	728.39	742.96	757.82	772.98
▪ Pre-MBA Program Course Fee - International	805.13	821.23	16.10	2.0%	837.65	854.40	871.49	888.92
This program is full-time, with a minimum program fee of 5 (five) full-time units								
Note: Effective from 2025-26, program tuition will shift to a per-credit hour basis. Tuition for 2024-25 has been calculated as a per credit basis for comparison purposes.								
In addition, a proposal has been put forward to increase international tuition for the five semester program by around \$10,000 for 2025-26 to align with other BC institutions. This has been factored in the figures above.								
The anticipated adjustments over the next 3-4 years range from a minimum 4% to a maximum 8% annually, with rates determined by market conditions and program priorities. The figures above reflect an 8% annual increase.								
Masters Time Extension - Per Semester - Domestic Only Except Where Noted								
- All Masters level programs not specifically noted	1,856.54	1,893.67	37.13	2.0%	1,931.54	1,970.17	2,009.57	2,049.76
- Master of Arts in Disability Management, Master of Science in Health Sciences, and Master of Science in Nursing	2,355.12	2,402.22	47.10	2.0%	2,450.26	2,499.27	2,549.26	2,600.25
- Master of Education	2,536.26	2,586.99	50.73	2.0%	2,638.73	2,691.50	2,745.33	2,800.24
- Master of Applied Science - Engineering	1,856.54	1,893.67	37.13	2.0%	1,931.54	1,970.17	2,009.57	2,049.76
- Master of Social Work	2,173.95	2,217.43	43.48	2.0%	2,261.78	2,307.02	2,353.16	2,400.22
- Master of Business Administration	1,400.23	1,428.23	28.00	2.0%	1,456.79	1,485.93	1,515.65	1,545.96
- Master of Business Administration - International	1,610.25	1,642.46	32.21	2.0%	1,675.31	1,708.82	1,743.00	1,777.86
Other Graduate Tuition Related Charges and Information								
- Continuing Registration Fee - Domestic Only	653.82	666.90	13.08	2.0%	680.24	693.84	707.72	721.87
- Non-Degree Graduate Students	1,032.64	1,053.29	20.65	2.0%	1,074.36	1,095.85	1,117.77	1,140.13
- Non-Degree Graduate Students - International	1,445.70	1,474.61	28.91	2.0%	1,504.10	1,534.18	1,564.86	1,596.16
- Graduate - Late Registration Fee	100.00	100.00	0.00	0.0%	100.00	100.00	100.00	100.00
- BC Residents 65 and older								
▪ BC residents aged 65 or older eligible for admission, receive a waiver of tuition, subject to space availability								

UNIVERSITY OF NORTHERN BRITISH COLUMBIA

Proposed 2025/26 Tuition Fees

(proposed to the Board of Governors November 28, 2024)

	For Approval				For information			
	2024/25	2025/26	Change	Change	2026/27	2027/28	2028/29	2029/30
			(\$)	(%)				
DOCTORAL								
Minimum Program Fees								
- Unless otherwise noted, the minimum total program fee for PhD level programs is 9 (nine) full-time units The time extension fee for domestic students is equal to the basic full time unit, per semester								
- PhD basic full-time unit	1,856.54	1,893.67	37.13	2.0%	1,931.54	1,970.17	2,009.57	2,049.76
- PhD basic full-time unit - International (Fall 2022 and onwards new admissions)	2,599.15	2,651.13	51.98	2.0%	2,704.15	2,758.23	2,813.39	2,869.66
Other Doctoral Tuition Related Charges and Information								
- Continuing Registration Fee - Domestic Only	653.82	666.90	13.08	2.0%	680.24	693.84	707.72	721.87
- Graduate - Late Registration Fee	100.00	100.00	0.00	0.0%	100.00	100.00	100.00	100.00

BRIEFING NOTE FOR:

UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES

Subject:	Classroom Technology for Flexible Learning	
Finance & Investment Committee	Meeting Date: 14 Nov 2024	Purpose: <u>For making recommendation to BOG for Approval</u>
UNBC Board of Governors	Meeting Date: 28 Nov 2024	Purpose: <u>For Approval</u>
Submitted By:	Rahim Somani, Vice President, Finance and Administration	
Motion Number:		

1.0 Action Requested

1.1 Approve Phase 1 of the Hybrid Classroom Initiative, to be procured through an RFP process, with a maximum budget of \$600,000. The Board will be informed of the final outcome once the order is placed.

2.0 Background Context

2.1 The Hybrid Classroom Initiative aligns with UNBC’s strategic priorities, addressing the growing demand for flexible learning by updating technology in key classrooms. This investment enhances accessibility, particularly for students from remote areas, fostering an inclusive and advanced educational environment.

3.0 Phase 1 (2025-26): Project Scope

3.1 Classroom installations in Rooms 6-305, 6-306, 6-307, 8-362, 10-3034, 10-4044, 10-4072, 8-417, 8-420, 8-421, 8-424, and theatres 7-212 and 7-238, and if budget allows 3-3026. Upgrades will include projectors, screens, high-quality webcams, and ceiling microphones, improving accessibility for all students, including those in remote areas.

4.0 Procurement Plan and Anticipated Timelines

4.1 The equipment will be procured through a Request for Proposal (RFP) process, set to begin in November 2024. Upon successful completion of the RFP, the order is expected to be placed in December 2024 or January 2025. Implementation will be managed primarily by internal ITS staff, with specialized subcontracting as needed.

4.2 Scheduling will depend on classroom availability and equipment delivery, with installations beginning in May 2025. The goal is to complete most classrooms before Fall 2025 classes commence. Some rooms may require additional time, and the team will work to finalize these during academic breaks, aiming for full project completion by March 2026.

SENATE COMMITTEE ON ACADEMIC AFFAIRS

NEW ACADEMIC PROGRAM PROPOSAL

Motion: That the new PhD in Chemistry be approved as proposed.

A. General Information

Program Title: PhD, Chemistry

Program Objectives: Upon completion of the program, the student will:

1. Be familiar with the critical review and analysis of the literature
2. Be accustomed to the design of a research program, performing the relevant experiments and data analysis required
3. Demonstrate competency in oral, written and electronic modes of communication
4. Have made an original contribution to chemistry.

Credential upon Completion of the Program: Doctor of Philosophy in Chemistry

Program Offering the Degree: Department of Chemistry and Biochemistry

Proposed Start Date: Sept 2025

Suggested Institutional Priority: High. With the restructuring of the institution into five faculties and the deconstruction of the MCPMS program, graduate studies has devolved in the Faculty of Science and Engineering to a departmental responsibility. This means that previous mechanisms for supporting Ph.D. level students (through NRES or Health Sciences) are increasingly problematic. In addition, with the renewal of faculty in the program which will occur over the next few years, having a Ph.D. degree option will be an essential recruiting tool in order to attract and retain highly qualified personnel and for new faculty to be able to build strong, robust, externally funded research programs.

Relationship of Proposed Program to the Mandate of the Institution: The University mandate for serving the north means that UNBC should be a full-service university with degree programs ranging across the full spectrum. Further, with the institutional focus on sustainability and health, a Ph.D. in Chemistry will serve both of these missions. From a health perspective, it is well recognized within the chemical and medical communities that a number of drugs are becoming increasingly ineffective in addressing maladies. There are a number of reasons for this, such as over-prescribing, but there is a strong drive to explore new compounds and sources for antibiotic and other compounds. The northern boreal forests is a relatively unexplored and untapped source of novel compounds and students pursuing a Ph.D. will be on the forefront of research exploring the possibilities. With respect to sustainability, everything in the environment – whether naturally occurring or introduced – are chemical compounds and many of the problems facing our planet (i.e. microplastics, heavy metal toxicity) are chemically based. Chemistry plays a pivotal role in addressing present environmental needs and for finding alternative sources of materials critical to a sustainable economy. Having skilled scientists with advanced degrees in chemistry is critical to the development of solutions to address many of the issues facing society.

Implications for the Cooperative Education Option: Ph.D. programs do not usually include a cooperative education option but collaboration with industrial partners may be part of the overall research program.

Specialties within Program: none.

Related Programs at Other Institutions: Most research universities offer a Ph.D. in Chemistry. Within British Columbia, UBC-V, SFU, UBC-O, and UVic all offer a Ph.D. in Chemistry.

Relation to Existing Programs: As a PhD program this will be similar to other PhD programs and the students will be encouraged to interact with other PhD students on campus through social events, the graduate students' society, and through both internal and external seminars. None of the existing programs will have significant overlap with the proposed degree.

Articulation Arrangement: There are no articulation arrangements.

Consultations with Other Institutions: To be done.

B. Program Description

General Calendar Description: The PhD in Chemistry at UNBC provides students with a breadth of experience across a range of experimental techniques and procedures. PhD students conduct advanced research and gain an experiential education preparing graduates for future careers as research scientists in either academia, government, or industry.

The objective of the PhD program in Chemistry is to develop scholars and researchers who can contribute to the larger body of scientific knowledge in all of the sub-disciplines of chemistry and advance our understanding of the fundamental role chemistry plays across a broad spectrum of interests.

Curriculum: The PhD is a research degree, developed for students coming in with a rich background in the foundational knowledge required for chemistry. The supervisory committee assesses the student's readiness to conduct research and recommends coursework. These courses may be offered on campus by faculty, through the Western Dean's or other institutional agreements, or through reputable on-line learning platforms such as EdX.

Courses:

CHEM 804-3 Graduate Seminar

CHEM 890-12 Dissertation

Other courses or professional development credits as deemed necessary by the supervisory committee (not to exceed a total of 9 academic credits)

Candidacy: Students entering the Ph.D. program with a Master's degree must complete the candidacy exam within 18 months from entry, while students transferring from the M.Sc. in Chemistry to the Ph.D. program must complete the exam within 24 months from the beginning of their graduate program. The candidacy examination consists of a grant-style proposal written by the student on their proposed research and an oral defence of the proposal with questions along with any other questions the supervisory committee deems necessary. Students must pass both the oral and written components.

Other requirements: Students must continuously register full-time in three terms per year. No part-time graduate program is available for this degree. Students normally undertake a teaching assistantship within the department.

Dissertation: Students must have an identified supervisor at the time of application. Within 6 months of admission, a supervisory committee consisting of their supervisor and three faculty members (one of whom should be an external faculty member from a related academic discipline) must be created. Students are expected to work with their supervisor and committee in the development and execution of their research. Students are expected to publish the results of their research in credible refereed scientific journals and present them at conferences.

Oral Examination: The final, written dissertation will be evaluated by the supervisory committee and an external examiner (from outside of the University) chosen by the Graduate Committee in consultation with the supervisor and approved by the Dean of the Faculty of Science and Engineering. The dissertation must be publicly presented and defended in an oral exam.

Program Length: 4 years if entering with a completed M.Sc. or 6 years with direct entry or by transferring from an M.Sc. program.

C. Need for Program

UNBC currently has two relevant doctoral degrees, one in Health Sciences and one in Natural Resources and Environmental Studies. Many students interested in pursuing a doctoral degree in Chemistry do not see themselves within the descriptions of either program.

A PhD program is a research degree. For the researchers studying chemistry, it fits well within UNBC's mandate for a sustainable, healthy future. Further, such a degree program will assure new faculty have the opportunity to fully develop their research potential. Working with HQP, particularly at the doctoral level, is a critically important aspect of research for faculty members in the sciences and highly educated HQP are extremely important component of the Canadian research development Sector.

Enrolment Projections:

It is anticipated that the program would typically accept 3 new students every year and given the duration of the degree, enrolment would be between 10 and 15 students at any given time.

Cultural, Social and Economic Needs: As Canada's population increases and global connectedness advances, the need for chemical research across a broad range of societal sectors - health science, agricultural, energy, environmental science, etc. - will be in greater and greater demand. For example, the constant search for new and more effective drugs to sustain health requires an understanding and expertise in synthetic and analytical chemistry. Chemistry, in all its sub-disciplines, lies at the heart of the development of these compounds from isolation and design to lab bench synthesis to pilot plant scale production and testing to manufacturing. The Pharmaceutical industry is one of the largest industries in North America. Economic diversification is dependent upon having a diverse workforce and the degree program would likely open new opportunities in the north.

Labour Market Demands: Making predictions about labour market demand is always fraught with difficulties. However, job sites presently say there are 12 positions in the lower mainland area seeking candidates with a Ph.D. in Chemistry. The chemical industry itself is the fifth largest component of the Canadian economy and a significant contributor to agriculture/foods, petroleum/energy, forestry, and mining sectors, suggesting there will be a perpetual market for graduates. Northern British Columbia has many industries which rely upon chemists for continued success and growth, and provides opportunities for research and innovation.

Other Benefits:

D. Faculty

Faculty list:

Nikhil Aravindakshan
Kaila Fadock
Margot Mandy

Kalindi Morgan
Umesh Parshotam
Kerry Reimer
Jacob Walsh
Todd Whitcombe

(Note: pending the formalization of the graduate study agreement with TRU, we would be adding faculty eligible to supervise Ph.D. students.)

Expected Teaching Loads:

The supervision of graduate students falls under Category II teaching. Faculty members determine how many graduate students they can successfully supervise. A level of 3-5 graduate students (a combination of PhD and Masters) in different stages of their programs is typical, although some faculty may have more.

The Department of Chemistry & Biochemistry intends to include one Category I graduate course as part of the teaching load of each Tenured or Tenure-Track faculty member (depending on demand). These courses will be organized by the faculty members in alignment with their individual expertise and the needs of the graduate students. The graduate seminar (CHEM 804-3) will be run concurrently with the CHEM 714-3 course (and possibly in conjunction with the corresponding BCMB courses) which is already offered annually as part of regular teaching loads.

Research Funding:

Research funding is on the order of \$6 million over a three-year period.

E. Program Delivery

As described above in the teaching loads section, some courses will be offered by faculty within the department on an annual basis. Note that these courses will be available to all graduate students within the program and in cognate disciplines. Other courses, as appropriate, may be offered in separate Ph.D. degree programs.

Distance Learning Components:

Students will also be allowed to take advantage of any courses offered through any reputable educational delivery organization, principally through the Western Deans agreement.

Class Size and Structure:

Class size will typically be geared towards classes of 3-10. Some classes may include Master's students as well.

Experiential Learning:

The PhD is a research degree. At its core is experimentation and the analysis of the resulting data, both of which are key components of experiential learning. Course work is intended to support the student's research while expanding their knowledge of the discipline from both a theoretical and practical aspect.

F. Program Resources

Operating Requirements:

The Department of Chemistry and Biochemistry is willing to support all operational requirements for this program. Most faculty have externally funded research programs. Laboratory space is also required but can be managed within the existing space allocation structure. As the program grows, it may require additional research space but that is not unique to this particular degree.

Special Resource Requirements:

G. Library Resource Requirements

(New Program Library form to be completed by mid-September)

H. Evaluation

Academic Quality of Program:

The academic quality of the PhD program will be evaluated using multiple methods.

1. Course feedback from students to professors.
2. Program feedback from students and professors in a yearly "program review" meeting.
3. Collection and analysis of program outputs (student led publications and conference presentations, student success in the employment market, etc.)

Methods of Internal Institutional Review:

We will follow the internal UNBC DQAB program review policy and procedure.

Relevant External Program Experts:

Part of the internal DQAB review process. It would be anticipated that the first review by External Reviewers would occur shortly after the first graduates have successfully completed the program.

I. Miscellaneous None

Special Features: none.

Attachment Pages (in addition to required Library Form): 0 pages

J. Authorization

SCCC Review: September 17, 2024

Faculty (ies): FSE

Faculty Council Motion Number(s): FSE FC 2024.09.24.03

Faculty Council Approval Date(s): September 24, 2024

INFORMATION TO BE COMPLETED AFTER SENATE COMMITTEE ON ACADEMIC AFFAIRS MEETING

Brief Summary of Committee Debate:

Motion No.: SCAAF 202410.04

Moved by: Nicole Neufeld

Seconded by: Trina Fyfe

Committee Decision: CARRIED

Approved by SCAAF: Oct. 09, 2024
Date


Chair's Signature

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

Library Resource Requirements and Consultation Form
(to be submitted with SCAAF New Academic Program Proposal Motion Form)

Completing the Library Resource Requirements and Consultation Form is a critical step in ensuring that the Library can support the program through its resources, teaching, and services. The Library is committed to identifying existing and needed resources that support students in their educational journeys at UNBC.

This form must be submitted to the Library **21 days (3 weeks)** prior to SCAAF New Program Approval deadline.

NEW ACADEMIC PROGRAM PROPOSAL *(to be completed by Faculty Member/Chair/Dean)*

Name of proposed Program or degree: PhD in Chemistry

Anticipated start date of program: Sept 2025

Anticipated enrolment: 3 students / yr with 10-15 at any given time

Are the SCAAF Program forms attached: YES NO

Please provide keywords associated with the discipline:

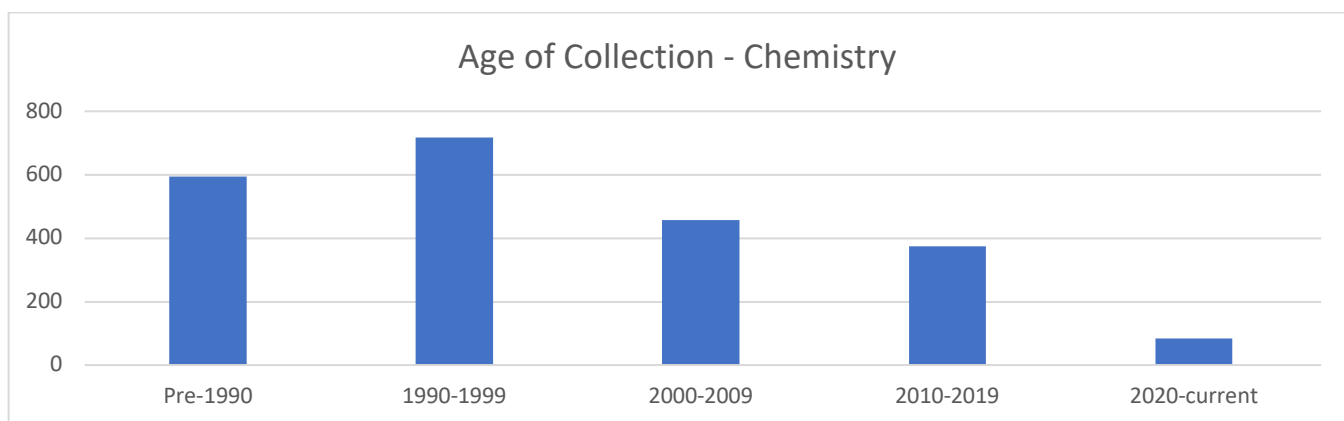
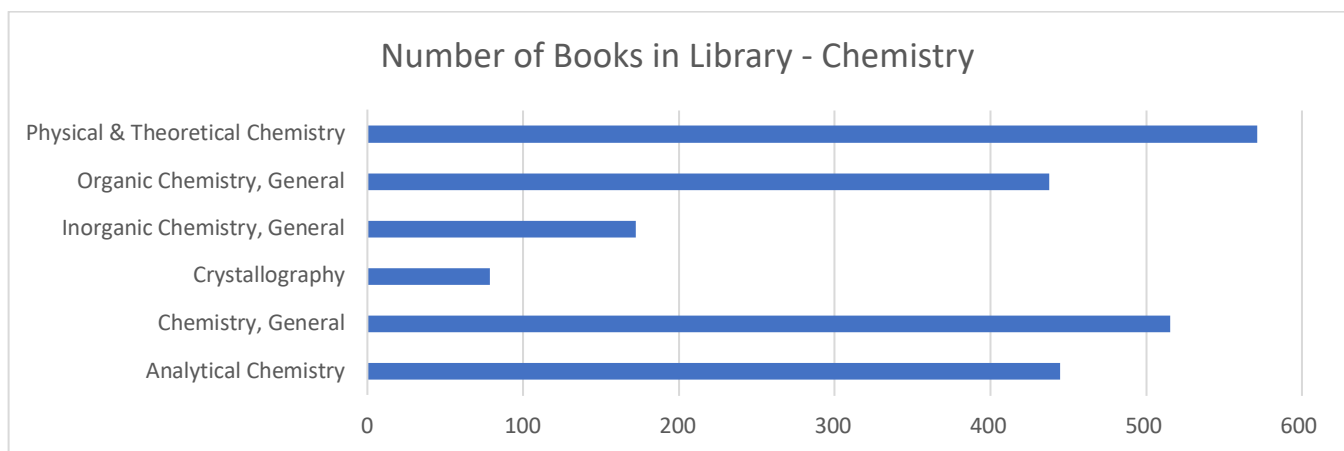
Mass spectroscopy, Nuclear Magnetic Resonance (NMR) Spectroscopy, Synthesis, Analysis, Mechanism, Mushrooms, Beetles, Agrichemicals, Click Chemistry, Nanostructures, Metal Organic Frameworks, Crystallography

Library Resource Requirements *(to be completed by Librarians)*

Please describe the impact of the following Library service(s) or resource(s):

1. Collections:

- a) Required and/or recommended readings and course reserves.
None indicated.
- b) Depth of the collection in relevant areas.
- Monographs: LCSH
 - Acceptable number of books to support this program both in terms of content and age of collection. It is likely that books will not be highly desired in support of the PhD program as journal literature is more crucial.



- Electronic resources (*Will the addition of this program impact the electronic resources required and licenses, ex. impact on simultaneous users, contract considerations:*)
- Available Databases:

Name	Description	Current Subscription Cost
Academic Search Complete	Multidisciplinary resources that includes full text for most of the publications in its index	~\$28,000/yr
American Chemical Society	American Chemical Society journals	~\$48,000/yr
Canadian Centre for Occupational Health and Safety	Access to MSDS, CHEMINFO, RTECS, and other chemical safety information	Provided to entire campus by UNBC ChemStores
CRC Handbook of Chemistry and Physics	Reference source for chemical and physical information	~\$1400/yr
Merck Index	Reference source for chemical, pharmaceutical and biomedical information	One-time purchase in 2020
PubChem		Freely available
Royal Society of Chemistry	Royal Society of Chemistry journals	~\$4200/yr

Science Direct	Elsevier journals, including selected Cell Press titles	~\$220,000/yr
Scifinder	Access to the Chemical Abstracts Service (CAS) database	~\$33,000/yr
SpringerLink	Springer journals	~\$96,000/yr
Web of Science	Current and retrospective bibliographic information, author abstracts, and cited references	~\$26,000/yr

- Number of available online journals by subject:

Chemistry, General	184 online journals
Crystallography	22 online journals
Inorganic Chemistry, General	31 online journals
Organic Chemistry, General	84 online journals
Physical & Theoretical Chemistry	116 online journals

UNBC's journal collection is adequate to support the proposed PhD program in chemistry. According to JCR data, UNBC has access to most of the most highly cited journals in organic, inorganic, and physical chemistry. For titles where UNBC does not have access, ILL is a viable option, especially given the speed of fulfilment currently (often 1-2 days).

Top highest impact journals in Chemistry, Organic (from JCR based on 2023 JIF)

Journal Title	UNBC Availability
Carbohydrate Polymers	1995-present
Natural Product Reports	1997-present
Biomacromolecules	2000-present
Organic Letters	1999-present
Bioinorganic Chemistry and Applications	2003-present
Organic Chemistry Frontiers	2014-present
Bioorganic Chemistry	1993-present
Advanced Synthesis and Catalysis	2001-present
Bioconjugate Chemistry	1990-present
Journal of Organic Chemistry	1936-present

Top highest impact journals in Chemistry, Inorganic & Nuclear (from JCR based on 2023 JIF)

Journal Title	UNBC Availability
Coordination Chemistry Reviews	1995-present
Progress in Solid State Chemistry	1995-present
Inorganic Chemistry Frontiers	2014-present
Chinese Journal of Structural Chemistry	2022-present

Bioinorganic Chemistry and Applications	2003-present
Inorganic Chemistry Communications	1998-present
EJNMMI Radiopharmacy and Chemistry	2017-present
Inorganic Chemistry	1962-present
Reviews in Inorganic Chemistry	No access to this title
Journal of Inorganic Biochemistry	1995-present

Top highest impact journals in Chemistry, Physical (from JCR based on 2023 JIF)

Journal Title	UNBC Availability
Nature Catalysis	No access to this title
Joule	2017-1 year ago
Nature Materials	2004-2015
Advanced Materials	1998-present
Interdisciplinary Materials	2022-present
Advanced Energy Materials	2011-present
Applied Catalysis B: Environment and Energy	1995-present
Carbon Energy	2019-present
ACS Energy Letters	2016-present
Energy Storage Materials	2015-present

- Are there discipline or subject specific resources (databases, software) required for pedagogical and/or accreditation purposes? Yes ___ No X
 - If yes, provide name of resource(s) required and total cost:

2. Human Resources:

a) Instruction (*i.e. research guide development, online tutorials, embedded instruction, tours, etc*): Currently, the instruction support for the Chemistry program is good with regular library instruction sessions in the first year CHEM prerequisite courses and a libguide. The PhD program is not expected to add additional instruction sessions. However, any additional requested sessions can be accommodated within the current support.

It is anticipated that one-on-one, in-depth research support from a librarian will be required by most PhD students as it is in other doctoral programs. Those would have an increased impact on the current librarian's time.

b) The level of expertise required to support the program (*please provide rationale*):

X Generalist

X Subject Specialist (*i.e. specific skills and/or knowledge are required to support the program*)

Most of the existing library support work (ad hoc instruction sessions, purchasing resources as

needed, providing library or research-related advice, etc.) to support the chemistry program is being done by a Generalist librarian who has competing priorities. The additional of ~3-10 graduate students can be minimally accommodated within the current ad hoc support. However, if the chemistry program would like a more comprehensive bibliographic instruction program, tied to curricular needs or there is an expectation that PhD students will do in-depth research projects or evidence-based analysis, then additional subject specialist support will be needed. The Faculty of Science and Engineering has provided annual funding to help support the library and it is anticipated that the funding will be put toward a part-time subject specialized librarian position that can further support STEM programs. The library is currently seeking further funding to ensure that this is a full-time position (with additional responsibilities) for recruitment purposes and to meet the growing needs of the library.

c) Reference assistance (*i.e. individual or group support, ongoing support*)

Reference assistance for the Chemistry program is currently provided by the main Library reference desk. It is expected that this will continue with the proposed PhD. However, additional subject specialist support may be needed to ensure that students are supported at the level of specialization that is required.

3. Physical space (*i.e. sufficient collaborative study space, individual study areas in the library, etc*):

Students in the proposed PhD program will compete with other students for space in the library. Group study and collaboration space is likely to be the most desirable.

4. Collaboration with other libraries or institutions (*i.e. regional programs, distributed programs, libraries in the community, etc*):

Unknown

5. Other (*i.e. special equipment and/or software*):

Unknown

Library's recommendation (*check one option*):

Proposal has an impact on the Library and can be supported within the Library's current budget.

Proposal cannot be supported without additional budgetary resources; see details above or appended.

Proposal has no impact on the Library.



University Librarian (or designate) signature

September 13, 2024

Date



Motion Number (assigned by SCSB): SCSB20240925.03

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the new Terms and Conditions for the Coast Hotel Sustainability Student Award Scholarship be approved.

Rationale: To activate the Coast Hotel Sustainability Student 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 30, 2024

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: The Committee endorsed the motion

Motion No.: SCSB20240925.03

Moved by: Jianhui Zhou

Seconded by: Maik Gehloff

Committee Decision: Carried

Attachments: 1 Page

Approved by SCSB: September 25th 2024

Date

Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: In-course

Award Name: Coast Hotel Sustainability Student Award

Awards Guide Description/Intent: As an eco-friendly company, the Coast Prince George Hotel by APA uses hotel-wide green practices like energy-efficient lighting, botanical bath amenities in large format containers, and recycled paper. With this award, the Coast Hotel will support students pursuing a career in environmental sustainability.

Donor: Coast Prince George Hotel by APA

Value: \$1,000

Number: One

Award Type: Award

Eligibility: Available to a full-time or part-time undergraduate student enrolled in the Environmental and Sustainability Studies Program who has completed 60 credit hours. First preference will be given to a resident of northern British Columbia. Second preference will be given to a student intending to work in the hospitality industry.

Criteria: Demonstrated financial need, satisfactory academic standing

Effective Date: Established 2024

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



Motion Number (assigned by SCSB): SCSB20240925.04

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the new Terms and Conditions for the **Dr. Jim Campbell Memorial Award** Scholarship be approved.

Rationale: To activate the **Dr. Jim Campbell 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: **Aug 22,2024**

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate:

Motion No.: SCSB20240925.04

Moved by: Maik Gehloff

Seconded by: Harpreet Kaur

Committee Decision: **Carried**

Attachments: 1 Page

Approved by SCSB: September 25th 2024

Date

Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: General

Award Name: Dr. Jim Campbell Memorial Award

Awards Guide Description/Intent: Throughout his distinguished career in Social Work across B.C., Jim made a lasting impact on many lives and communities, particularly in rural and Indigenous health and wellness, mental health and substance use, and child welfare. This award was established to support students in furthering their studies in Social Work and continuing to make a difference in the field that Jim was so passionate about.

Donor: Family and friends of Dr. Jim Campbell

Value: \$1,000

Number: One

Award Type: Scholarship

Eligibility: Available to a full-time or part-time graduate or undergraduate student enrolled in the Social Work Program. First preference will be given to a resident of northern British Columbia.

Criteria: 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 SCSB): SCSB20240925.05

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the new Terms and Conditions for the Selen and Anita Alpay Leadership Award Scholarship be approved.

Rationale: To activate the Selen and Anita Alpay Leadership 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: Sep 3, 2024

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: The committee endorsed the motion

Motion No.: SCSB20240925.05

Moved by: Maik Gehloff

Seconded by: Neil Hanlon

Committee Decision: Carried

Attachments: 1 Page

Approved by SCSB: September 25th, 2024

Date

Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: In-course

Award Name: Selen and Anita Alpay Leadership Award

Awards Guide Description/Intent: The UNBC Athletics Department is proud to present an award established in honour of Selen and Anita Alpay, long-time supporters of and generous donors to the University of Northern British Columbia. This award seeks to recognize an individual who exemplifies outstanding leadership and a deep commitment to community involvement. Selen and Anita, both dedicated advocates for the Prince George community, aim to acknowledge those who share their passion for helping others and making a positive impact.

Donor: UNBC Timberwolves Legacy Event

Value: \$1,000

Number: Four

Award Type: Award

Eligibility: Available to graduate students or undergraduate students who have completed 30 credit hours and who demonstrate leadership and community involvement.

Criteria: satisfactory academic standing

Effective Date: September 2025

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



Motion Number (assigned by SCSB): SCSB20241024.02

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the Varsity Athletic Home Games Tuition Waiver be approved.

Rationale: To activate the the waivers commencing the 2024-2025 Academic Year.

Proposed By: Geoff Payne, President and Vice-Chancellor

Research & Innovation Contact: N/A

Faculty/Academic Department: Office of the President

Indigenous Content: No

Date to SCSB: October 23, 2024

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: The Committee endorsed the motion

Motion No.: SCSB20241024.02

Moved by: Maik Gehloff

Seconded by: Jianhui Zhou

Committee Decision: Carried

Attachments: 2 pages

Approved by SCSB: October 28th, 2024

Date

Chair's Signature

For approval of Senate & Board

Varsity Athletic Home Games Tuition Waiver

Rationale and Anticipated ROI:

The Varsity Athletic Home Games Tuition Waiver aligns with the President's Student First focus, prioritizing student engagement and success. This initiative is designed to encourage greater student attendance at varsity home games, fostering a stronger sense of community, school spirit, and connection to UNBC athletics. By offering tuition waivers as an incentive, the program aims to enhance the student experience, create a deeper bond between students and their university, and provide tangible support to those actively participating in campus life. The anticipated return on investment includes increased game attendance, a more vibrant campus environment, and a positive impact on student satisfaction and retention.

Timing, Amount, and Quantity:

The tuition waiver will be awarded through a draw held at each home game for men's and women's basketball and soccer throughout academic calendar. A draw will only take place if a predetermined number of students attend the game. The exact number of home games will be confirmed each season, and the program will be reassessed annually to ensure it continues to meet its goals. Each waiver will be valued at \$500 and will be applied toward the student's tuition. In cases where a student already holds a full tuition waiver, an equivalent \$500 credit will be offered for use at the UNBC Bookstore. If the required number of student attendees is not met at a particular game, the draw will not take place for that event.

Criteria for Awarding the Credit:

The tuition waiver will be awarded to current students who attend a designated number of varsity home games throughout the term. Attendance will be tracked through student ID scans or game check-ins.

Process for Awarding the Credit:

1. **Tracking:** Student attendance will be tracked using their student ID cards scanned at the entrance to each home game.
2. **Award Process:** At the end of the game, eligible students who have met the attendance criteria will be entered into a random draw to determine the winner.
3. **Notification:** Athletics will collect the name, student number, the academic semester they want the credit applied to and email address of the winner. The President's Office will then notify Finance with the information.
4. **Claiming:** The waiver will be applied directly to the student's account.
5. **Tracking Winners:** The Athletics and Recreation Department, in collaboration with the President's Office, will maintain a record of winners to ensure the tuition waiver is properly awarded and credited to the student's account.

University Fund or Donor Contributions:

The waivers will be billed against the President's Office budget. Additional donor contributions may be sought to expand the program or increase the number of awards offered in future terms.

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

Subject:	Scholarships, Bursaries and Awards	
Finance & Investment Committee	Meeting Date:	Purpose: <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input checked="" type="checkbox"/> Approval
UNBC Board of Governors	Meeting Date:	Purpose: <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input checked="" type="checkbox"/> Approval
Submitted By:	Chair Senate Committee on Scholarships and Bursaries, VP Research & Innovation	
Appendices:	<ol style="list-style-type: none"> 1. Coast Hotel Sustainability Student Award 2. Dr. Jim Campbell Memorial Award 3. Selen and Anita Alpay Leadership Award 4. Varsity Athletic Home Games Tuition Waiver 	
Motion Number:		

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 September 2024 to October 2024, as presented.

2.0 SCHOLARSHIPS, BURSARIES AND AWARDS RECOMMENDED BY THE SENATE FOR THE PERIOD OF SEPTEMBER TO OCTOBER 2024

NEW Awards

5. Coast Hotel Sustainability Student Award
6. Dr. Jim Campbell Memorial Award
7. Selen and Anita Alpay Leadership Award
8. Varsity Athletic Home Games Tuition Waiver

BRIEFING NOTE FOR:

UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES

Subject:	Q2 Financial Forecast and Financial Statements	
Finance & Investment Committee and Board of Governors	Meeting Date: 14 Nov 2024	Purpose: <u>For Information</u>
	Meeting date: 28 Nov 2024	
Submitted By:	Rahim Somani, VP Finance and Administration	

Q2 Financial Forecast

The Q2 forecast indicates a surplus of \$132K, which is lower than the budgeted surplus of \$500K. The decline is primarily attributed to a reduction in tuition revenue forecasts, particularly from international students and the MBA program.

However, this shortfall has been partially offset by higher-than-expected investment earnings and lower expenditures, in part due to the non-utilization of budgeted contingency funds.

All other elements of the forecast remain relatively in line with the Q1 forecast, which was based on the 2024-2025 budget. We will continue to closely monitor UNBC's financial performance and refine our projections as we approach Q3.

Full financial submission has been provided to the Ministry as part of our regular reporting process. The confirmation sheet, attached herewith, will be resubmitted once signed by the Chair of the Finance and Investment Committee following the Committee's approval. For those interested in further details, the complete submission provided 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: Quarter 2 24/25 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 -----			
Statement of Operations				
Total revenue	(156,432)	(160,032)	(163,214)	(167,537)
Total expenditure	156,300	159,719	162,850	167,151
Net (Revenues)/Expenses **	(132)	(313)	(364)	(386)
(Gain) loss on sale of capital assets	-	-	-	-
Unallocated Pressures (use in Q1 only)	-	-	-	-
Operating Net (Income) Loss (for Ministry)	(132)	(313)	(364)	(386)
Endowment (restricted asset) contributions	(1,500)	(2,000)	(2,000)	(2,000)
Net (Income) Loss	(1,632)	(2,313)	(2,364)	(2,386)

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.

Finance and Investment Committee Chair:

Name: Allison Beswick

Signature: _____

Q2 Financial Statements

Quarter 2 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 September 30, 2024, with comparative figures on March 31, 2024

Assets

1. Cash and Cash Equivalents:

Increase in cash by \$2.1M due to increased revenues and collection of accounts receivables outstanding at year end.

2. Accounts Receivable:

Decrease in accounts receivable by \$5.7M primarily due to payments of \$4M received from the Province of BC and \$1.9M collected from UBC for the Northern Medical Program.

3. Portfolio Investments:

Increase in portfolio investments by \$2.1M due to favourable market conditions.

Liabilities

1. Accounts Payable and Accrued Liabilities:

Accounts payable and accrued liabilities decreased by \$2.6M due to the timing of vendor payments, with increased payments made after year-end.

2. Deferred Revenue and Deferred contributions:

Deferred revenue increased by \$8.1M due to increased deferred tuition fees. Tuition fees of \$9M were deferred at the end of September 30, 2024, compared to \$1M on March 31, 2024. These fees will be recognized in Q3.

Deferred contribution decreased by \$3.6M due to recognition of revenue for expenses incurred to date.

Consolidated Statement of Operations and Accumulated Surplus for the period months ended September 30, 2024, with comparative figures for September 30, 2023

1. Operating Surplus/Deficit:

The operating deficit for Q2 2025 is \$3.4M compared to Q2 2024 operating deficit of \$2.1M.

2. Total Revenue: Increased by \$9.2M compared to the prior year, attributed to:

- a. Provincial grant revenue increased by \$1.5M due to increased funding for mandated salary increases.
- b. Gifts, bequests, non-government grants and contracts increased by \$3.5M due to timing of payments received by end of September this year as compared to 2023.
- c. Investment income increased by \$3.6M due to improved market conditions.
- d. Tuition: Both domestic and international tuition increased by a total of \$1.2M compared to the prior year, corresponding to increased tuition fees.

3. Total Expenses: Increased by \$10.5M compared to the prior year primarily due to the mandated salary increases, including retroactive pay and filling vacant positions.

Half-way through the year, revenue is slightly lower than budgeted, primarily due to the timing of fall semester tuition revenue, which has been deferred and will be recognized as revenue in Q3. Expenses are about 50% of budgeted figures, which provides a positive outlook for the remainder of the year.

UNIVERSITY OF NORTHERN BRITISH COLUMBIA

Consolidated Statement of Financial Position

September 30, 2024, with comparative figures for March 31, 2024 (in thousands of dollars)

	Sept 2024	March 2024
Financial assets		
Cash and cash equivalents	\$ 57,727	\$ 55,567
Operating investments	23,231	22,808
Accounts receivable	5,855	11,562
Inventories for resale	449	526
Portfolio investments	38,493	36,395
	125,755	126,858
Liabilities		
Accounts payable and accrued liabilities	16,349	18,991
Deferred revenue	15,204	7,108
Deferred contributions	65,030	68,662
Deferred capital contribution	151,381	150,645
	247,964	245,406
Net debt	(122,209)	(118,548)
Non-financial assets		
Tangible capital assets	202,208	201,030
Inventories held for use	139	127
Endowment investments	73,263	73,199
Prepaid expenses	2,600	3,550
	278,210	277,906
Accumulated surplus	\$ 156,001	\$ 159,358

UNIVERSITY OF NORTHERN BRITISH COLUMBIA

Consolidated Statement of Operations and Accumulated Surplus

For the period ended September 30, 2024, with comparative figures for September 30, 2023 (in thousands of dollars)

	Budget 2025 12 months	Sept 2024 6 months	Sept 2023 6 months
Revenues			
Government grants			
Provincial government	\$ 78,683	\$ 38,856	\$ 37,360
Federal government	9,500	5,641	4,893
Tuition - Domestic	16,494	4,491	3,789
Tuition - International	10,830	2,799	2,312
Other fees	2,076	544	1,120
Sales of goods and services	9,535	3,078	3,991
Gifts, bequests, non-government grants and contracts	16,794	8,613	5,101
Investment income	4,100	5,207	1,575
External cost recovery and other income	573	3	2
Revenue recognized from deferred capital contributions	8,000	3,933	3,813
	156,585	73,165	63,954
Expenses			
Ancillary operations	7,459	3,502	4,188
Facilities operations and maintenance	18,419	8,550	8,725
Instruction	60,734	26,835	24,889
Institutional support	49,373	25,460	18,565
Sponsored research	5,500	7,962	6,820
Special purpose	14,600	4,276	2,949
	156,085	76,585	66,136
Annual operating surplus (deficit) before restricted contributions	500	(3,420)	(2,182)
Restricted endowment contributions	1,500	64	223
Annual surplus (deficit)	2,000	(3,356)	(1,959)
Accumulated surplus, beginning of year	158,655	159,358	159,623
Accumulated surplus, end of year	\$ 160,655	\$ 156,002	\$ 157,664

UNIVERSITY OF NORTHERN BRITISH COLUMBIA

Notes to Consolidated Financial Statements

Period ended Sept 30, 2024, with comparative figures for Sept 30, 2023 (in thousands of dollars)

1. Expense by object

The following is a summary of expenses by object:

	<u>Sept 30, 2024</u>	<u>Sept 30, 2023</u>
Salaries and wages	\$ 43,186	\$ 33,946
Benefits	8,514	7,326
Operational supplies and expenses	7,767	9,166
Professional and contracted services	3,202	2,648
Scholarships, fellowships and bursaries	3,163	2,267
Renovations, alterations and maintenance	1,916	2,113
Utilities	942	951
Cost of goods sold	645	546
Equipment, furnishings and rent	811	727
Travel and personnel costs	1,131	1,051
Amortization of tangible capital assets	5,308	5,395
Balance, end of year	<u>\$ 76,585</u>	<u>\$ 66,136</u>

**Governance and Human Resources Committee
Report to the UNBC Board of Governors**

Submitted by: Joel McKay

Date(s) of meetings since last report: November 18, 2024

Topics reviewed and recommendations made:

1. Governance

- Reviewed Board agendas.
- Reviewed proposed governance actions and priorities for 2024-2025.
- Board Attendance Report – [BOG Attendance All Meetings.xlsx](#)
- [Annual Schedule of Board Meetings](#)
- Recommendations to the Board:
 - Annual Review of the Board Rules
 - Public Interest Disclosure Policy

2. Human Resources

- Quarterly Appointment Delegation Policy Report
- Health and Safety Annual Report
- Human Resources Annual Dashboard
- Sexual Violence and Misconduct Prevention Report
- Recommendations to the Board:
 - The President's Contract

Next Governance & HR Committee meeting scheduled before the November Board meeting.

Board of Governors: Governance Action Items Update

November 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"> • October 2022 - discussions about the northern economic situation, national and global post-secondary trends, northern Indigenous issues, and northern social development issues. • December 2023 - presentations and discussions about Strategic Enrolment Management.

<p>matters expected to come to the Board in the governance year.</p>	<ul style="list-style-type: none"> • Fall 2024 session is postponed to winter 2025.
<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"> • 2022-23 academic year - set June 2022 and reported June 2023. • 2023-24 academic year – set June 2023 and reported June 2024. <p>Continuing:</p> <ul style="list-style-type: none"> • 2024-25 academic year - set through the 2023 Strategic Plan and President’s annual report (June 2024). • Key priorities for the President over the next five years set in June 2024 through the review prior to reappointment process.
<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"> • 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). • The Presidential policies and procedures related to appointment, reappointment, search and recommendation, and annual reviews were approved by the Board in March 2024. • UNBC falls under the PIDA (provincial whistleblower legislation) on December 1, 2024. UNBC’s PID Policy and Procedures are currently moving through the approval process.
<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 meeting. The Chair of UAAB has been appointed, and UAAB began meeting in late October 2023.</p>
<p>9. Advance the UNBC Land Trust structure and governance model.</p>	<p>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.</p>

REPORT TO:

UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES

Subject:	Annual Review of Board Rules
Governance & Human Resources Committee	Meeting Date: November 18 2024
UNBC Board of Governors	Meeting Date: November 28, 2024
Submitted By:	Office of University Governance

AGENDA ITEM:

Motion:	<i>That, on the recommendation of the Governance and Human Resources Committee, the Board of Governors approves the Revised Board Rules as presented.</i>
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The Governance and Human Resources recommends the following amendments to the Board Rules.

Changes indicated by strike through and underline.

1. University Advancement Advisory Board (page 4)

These Board Rules replace former Board Rules (~~January 2022~~November 2023). Terms of Reference for the *Investment Advisory Committee* and the ~~Advisory Board on University Advancement~~University Advancement Advisory Board are dealt with separately and are attached to these *Rules* as ~~Schedules~~Appendices I and II respectively. (page 4)

In addition to chairing meetings of the Board, the Board Chair sits as a voting member of all Board Committees and Advisory Boards including: Investment Advisory sub-Committee, and the ~~Advisory Board on Advancement~~University Advancement Advisory Board. The Chair serves as the spokesperson for the Board and is a signing Officer authorized to approve the President's expenses. (page 7)

2. University Advancement Advisory Board noted as Appendix II instead of I (page 21).

3. The title of the Senior Governance Officer has changed to University Secretary (throughout the document; noted 10 times in the document).
4. Link to the Appeals to the Board of Governors Policy included with the Board of Governors Appeals Committee.
5. The Board has delegated the following authorities:

Noted as Appendix III of the Board rules.

6. Election Process for Chair and Vice-Chair (pages 6-7)

- 4.4 Prior to the June Board meeting, the University Secretary will but out a call for nominations and set the election date. Chancellor, or in their absence the President, or in their absence the Provost, as the Chair of the Nominating Committee, will strike a Committee consisting of three or more Board members, including the Chancellor, who are either not eligible to run for election or who clearly communicate they will not run for election.

Advance nominations must be submitted in writing to the ~~Nominating Committee Chair~~University Secretary no later than ~~four~~two weeks prior to the election date.

The ~~Chair of the Nominating Committee~~ University Secretary will confirm that nominees are willing to stand for the position prior to the election and ask them to submit a short written statement to the Board.

Before the last regular scheduled June Board meeting, the Office of University Governance will conduct the election of Chair and Vice Chair using the approved electronic survey tool, with the nominees' short statements to the Board being uploaded to the survey tool. Voting will be conducted by secret ballot. All voting members of the Board, including nominees, are eligible to vote. Advance voting is not permitted.

The results of the election will be declared at the last regular scheduled June Board meeting and noted in the minutes. The Chair and Vice Chair elect will assume their roles following the June meeting.

- 4.5 A Chair or a Vice-Chair may not serve for more than three (3) consecutive terms in their respective roles.
- 4.6 In the event that both the Chair and Vice-Chair are absent for a meeting, the Board may appoint one of the other Order in Council Members to Chair the meeting.

4.7 The Board may, by a two-thirds vote, at any time terminate the appointment of a Chair or Vice-Chair. In such a case, the ~~Chancellor, or in their absence the President, or in their absence the Provost~~ University Secretary, will immediately open nominations for a new Chair or Vice Chair.

Amendments to these Rules, including amendments to Committee or Advisory Board Terms of Reference, requires support of two-thirds of the voting members of the Board, present.

UNBC

Board of Governors

Rules

Board of Governors Rules

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GOVERNING LEGISLATION

The University of Northern British Columbia was established under the *University of Northern British Columbia Act [SBC 1990] c.28, (July 1990)*. The UNBC Act was repealed July 15, 2002, after which time UNBC was, and is, governed under the provisions of the *University Act [RSBC 1996] c.468 (“the Act”)*.

These Board Rules replace former Board Rules (~~January 2022~~ November 2023). Terms of Reference for the *Investment Advisory Committee* and the ~~*Advisory Board on University Advancement*~~ *University Advancement Advisory Board* are dealt with separately and are attached to these *Rules* as ~~Schedules~~ Appendices I and II respectively.

1. AUTHORITY TO ENACT RULES

- 1.1 These Rules are enacted by the Board under the authority granted in the *University Act [s. 27(2)(a)]*.
- 1.2 Amendments to these Rules require proper notice of Motion as provided herein and require two-thirds support of the Members present and voting.

2. INTERPRETATION – THE UNIVERSITY ACT AND ROBERT’S RULES OF ORDER

- 2.1 In the event of a conflict or discrepancy between these Rules and the provisions of *the Act*, *the Act* will prevail.
- 2.2 If any procedural matter is not addressed, or is not adequately addressed by these Procedures, the Board will rely on Robert’s Rules of Order (latest edition), unless the Board Chair proposes reasonable alternate procedure(s) which are acceptable to at least two-thirds of the voting members present.

3. BOARD MEMBERSHIP

- 3.1 Membership on the Board is determined by *the Act [s. 19(1)]*.

Duty to Act in the Best Interests

- 3.2 Board Members must act in the best interests of the University [s.19.1].

Attendance and Preparation

- 3.3 Board Members are expected to prepare for and attend all Board Meetings, and all meetings of any Committee(s) to which they have been assigned. The *Act* provides [s.22(2)] that, unless excused by resolution of the Board, a member who does not attend at least half of the regular meetings of the Board in any year is deemed to have vacated his or her seat. The Governance and Human Resources Committee in its Terms of Reference is tasked with monitoring Member attendance.
- 3.4 Board Members are expected to respond to notices of meetings, and to indicate when they are not able to attend a meeting in person, or via video or teleconference.
- 3.5 Voting or attendance by proxy is not permitted.

Removal from the Board

- 3.6 Removal from the Board is addressed in s. 22 of *the Act*, which includes at s. 22(1), provision for the removal of a Board Member for cause, and at 22(2) the provision that:

Unless excused by resolution of the board, a member who does not attend at least half of the regular meetings of the board in any year is deemed to have vacated the member's seat.

- 3.7 In the event that any member is subject to the provisions of s. 22(2), the Board Chair will contact the Member to determine whether the Member wishes to continue to serve. If the Member wishes to continue to serve, a resolution will be taken to the Board to determine whether the Member's absences may be excused.

4. ELECTION AND ROLE OF THE CHAIR AND VICE-CHAIR

- 4.1 The Chair and Vice-Chair of the Board will be elected annually from among the Order in Council appointees, in June using an approved electronic survey tool or other emerging technologies deemed appropriate by the Governance and Human Resources Committee. The result of the election(s) will be announced at the last regular scheduled Board meeting in June each year [s.19.2(1)].
- 4.2 In the event of a Chair resigning or being unable to fulfill the duties of Chair at any time during their term, the Vice-Chair will temporarily assume the role of Chair, and the Board shall hold an election for Chair as soon as

is practical to do so. A Chair elected under this section will hold the office for the duration of the term remaining of the Chair being replaced. A new election will then be held on the usual schedule as provided in s. 4.1 above.

- 4.3 In the event of a Vice-Chair being unable to fulfill the duties of Vice-Chair at any time during their term, the Board will hold an election for Vice-Chair as soon as practical to do so.

Election Process

- 4.4 Prior to the June Board meeting, the University Secretary will but out a call for nominations and set the election date. ~~Chancellor, or in their absence the President, or in their absence the Provost, as the Chair of the Nominating Committee, will strike a Committee consisting of three or more Board members, including the Chancellor, who are either not eligible to run for election or who clearly communicate they will not run for election.~~

Advance nominations must be submitted in writing to the ~~Nominating Committee Chair~~University Secretary no later than ~~four~~two weeks prior to the election date.

The ~~Chair of the Nominating Committee~~ University Secretary will confirm that nominees are willing to stand for the position prior to the election and ask them to submit a short written statement to the Board.

Before the last regular scheduled June Board meeting, the Office of University Governance will conduct the election of Chair and Vice Chair using the approved electronic survey tool, with the nominees' short statements to the Board being uploaded to the survey tool. Voting will be conducted by secret ballot. All voting members of the Board, including nominees, are eligible to vote. Advance voting is not permitted.

The results of the election will be declared at the last regular scheduled June Board meeting and noted in the minutes. The Chair and Vice Chair elect will assume their roles following the June meeting.

- 4.5 A Chair or a Vice-Chair may not serve for more than three (3) consecutive terms in their respective roles.
- 4.6 In the event that both the Chair and Vice-Chair are absent for a meeting, the Board may appoint one of the other Order in Council Members to Chair the meeting.

- 4.7 The Board may, by a two-thirds vote, at any time terminate the appointment of a Chair or Vice-Chair. In such a case, the ~~Chancellor, or in their absence the President, or in their absence the Provost~~ University Secretary, will immediately open nominations for a new Chair or Vice Chair.

Role and Authority of the Board Chair:

- 4.8 In addition to chairing meetings of the Board, the Board Chair sits as a voting member of all Board Committees and Advisory Boards including: Investment Advisory sub-Committee, and the ~~Advisory Board on Advancement~~ University Advancement Advisory Board. The Chair serves as the spokesperson for the Board and is a signing Officer authorized to approve the President's expenses.

The Chair maintains regular communication with the President and works to guide Board activities, oversee the setting of Board agendas and to create and respond to Board correspondence.

The Chair communicates with the Government of British Columbia's Crown Agencies and Board Resourcing Office to ensure vacancies on the Board are filled in a timely manner and, in consultation with the Governance and Human Resources Committee of the Board, reviews the Board Competency Matrix to ensure the Board maintains a necessary range of expertise and diversity.

The Chair works with the Governance and Human Resources Committee to provide performance feedback to the President.

Role and Authority of the Vice-Chair:

- 4.9 The Vice-Chair serves in the place of the Chair when the Chair is absent or unable to act. The Board Chair may delegate any of the usual duties of the Chair, to the Vice-Chair, on an ad hoc basis, as appropriate or necessary.
- 4.10 Should the Board Chair wish to delegate any of the usual duties of the Chair to the Vice-Chair on a regular or continual basis, the Chair must provide notice of such delegation to the Board.

5. BOARD SECRETARY AND RECORDING SECRETARY

- 5.1 The ~~Senior Governance Officer~~University Secretary acts in the role of the Board Secretary, and oversees the Office of University Governance's responsibilities for the organization and administration of the Board of Governors and organization governance records, including governance compliance matters. The ~~Senior Governance Officer~~University Secretary has custody of all records of the Board and of the University Seal. The ~~Senior Governance Officer~~University Secretary provides guidance and advice to the Board Chair and Board Committee Chairs on meeting protocols, governance requirements, and related matters. The ~~Senior Governance Officer~~University Secretary is appointed by and reports to the President for operational matters, while working closely with the Board Chair on best practice governance processes.
- 5.2 The Governance Officer is the Recording Secretary-of the Board.
- 5.3 The President may appoint an Acting Board Secretary in the absence of the ~~Senior Governance Officer~~University Secretary.

6. POWERS AND DUTIES OF THE BOARD

- 6.1 The powers and duties of the Board are outlined in *the Act* [s. 27(1) & (2)].
- 6.2 *The Act* creates a bi-cameral system of governance for the University in which the Board has authority for the management, administration and control of the property, revenue, business and affairs of the university and Senate has authority for academic governance. Shared powers and the duty and responsibility to consult with the UNBC Senate, and to jointly decide certain matters with, and to approve certain actions and recommendations by, the Senate, are also outlined in *the Act* [s. 37 (1) & s. 38].

7. DELEGATION OF AUTHORITY AND SIGNING RESOLUTIONS

- 7.1 The Board may, by resolution in writing, approved by two-thirds of the voting members, delegate any of its powers with respect to the operation, management and business affairs of the University to the President and Administration, on either an ongoing or ad hoc basis, and may designate and authorize an Officer or Officers of the University to sign legally binding documents on behalf of the University. The Board may, by resolution in

writing approved by two-thirds of the voting members, amend or revoke any such delegation or authorization in the Board's discretion.

- 7.2 The ~~Senior Governance Officer~~University Secretary will ensure that any such resolutions are published with the Board Rules.

8. CONFLICT OF INTEREST AND CONFIDENTIALITY

- 8.1 Standards and expectations with respect to Conflict of Interest and Confidentiality are outlined in the Board Code of Ethical Conduct, reviewed and approved by the Board annually, and generally at the March meeting.
- 8.2 All members of the Board are required to review and sign the Code of Ethical Conduct annually.
- 8.3 *Declarations of Conflict* will be a standing item at the start of all Board and Board Committee Agendas.

9. MEETINGS OF THE BOARD - REGULAR AND SPECIAL MEETINGS

- 9.1 *The Act* requires that the Board meet at least once every three months [s. 26]. The ~~Senior Governance Officer~~University Secretary will present a proposed annual schedule of meetings for the Board's consideration, generally at the June meeting. The schedule will be included as a standing item for review at each regular meeting of the Governance and Human Resources Committee.
- 9.2 If the President, or any three (3) or more members of the Board submit a written request for a special meeting of the Board, outlining the general nature and purpose of such meeting, and providing the text of any motion(s) the President or members wish to have considered at that meeting, the Board Chair will convene a meeting within two weeks of receipt of such a request.
- 9.3 Special or extraordinary meetings may also be called at the discretion of the Board Chair.
- 9.4 Board Committee meetings will be scheduled as needed by the Committee Chair and in consideration of Committee Members' availability.

The dates for the regular Committee meetings will be included in the proposed annual schedule of meetings.

The Finance & Investment and Audit & Risk committees should meet quarterly at a minimum. The Governance and Human Resources Committee should meet six times per year at a minimum.

Public, Closed and In-Camera Sessions

- 9.5 Public sessions are open to the public. Closed sessions include Board Members and invited advisory staff or members of administration. In-Camera meetings are for Board Members only, with the ~~Senior Governance Officer~~ University Secretary and Governance Officer present. The President is a voting member of the Board pursuant to *the Act* [s. 19(1) (b)] and will recuse themselves from regular in-camera meetings pertaining to their performance. The ~~Senior Governance Officer~~ University Secretary will also recuse themselves from an in camera meeting when the Board discusses the President's performance unless otherwise indicated by the Board Chair.
- 9.6 At the discretion of the Chair, Board meetings may begin, and/or end with brief in-camera session(s), and the balance of the meeting will be divided into a Public and Closed Session.
- 9.7 Board Committee meetings will be conducted in Closed Sessions, unless otherwise specifically directed by the Board.

10. NOTICE OF MEETINGS

- 10.1 At least three (3) clear days' notice will be given to each Member, of the date, time and location of any meeting of the Board or a Board Committee. Notice will be deemed to have been given if communicated through the usual email address provided by UNBC to the Member for Board business, or if the Member has been contacted verbally by the Board Chair, the Office of University Governance, or appropriate Committee Chair by phone or in person.

Waiver of Notice

- 10.2 If all Members are present and waive notice, a special or extraordinary meeting of the Board or of a Committee may be convened at any time. A meeting may also be convened without proper notice if all members present waive notice **and** written consent or waiver can be obtained from those members who are absent.

- 10.3 If Notice is properly given, non-receipt by a Member does not invalidate any resolution passed or action taken at the meeting in question.

11. AGENDAS AND MATERIALS

- 11.1 Agenda items for Board or Committee Meetings should be submitted to the Office of University Governance at least two weeks prior to the meeting at which they are to be addressed. Materials for meetings will be circulated to Board or Committee members at least seven (7) days prior to a meeting.
- 11.2 Agendas for Board Meetings may include both a Regular and a Consent Agenda. If a Board Committee determines that an item is routine and does not require debate at the full Board, the Committee may recommend that the item or motion be placed on the Consent Agenda for the full Board. Prior to approval of the Consent Agenda, if any member of the Board requests that an item be removed and placed on the Regular Agenda, it will be removed.

12. PRESENTATIONS TO THE BOARD

- 12.1 If members of the public or members of the University Community wish to make a presentation to the Board, they must submit a written request to the Board Chair via the Office of University Governance at least five (5) business days prior to a scheduled meeting of the Board. The requestor must indicate clearly the subject or issue the person or group wishes to address, and the name(s) and title or position, if applicable, of the intended speaker(s).

The Board Chair will consider *inter alia*, the relevance of the matter to the work and authority of the Board, the upcoming meeting agenda and priorities and, whether or not the Board has already addressed the issue. The Chair will determine whether and when a presentation will occur, whether the presentation will be heard in a Public or Closed session of the Board, the time to be allocated, and the number of speakers permitted. As a general rule, five (5) to ten (10) minutes will be allocated and one (1) speaker will present.

At the discretion of the Chair, a brief amount of time may be allowed at the meeting, for questions from the Board, to the Presenter(s). Presenters may include questions to the Board in their presentation, or leave materials or questions with the Board, but neither the Board Chair, nor Members of the Board will respond to questions from a Presenter at the

time of the presentation. The Board Chair, in consultation with the Board, will determine whether and how to respond.

The Chair will report any requests that are refused and provide a copy of the reasons for the refusal to the full Board, during the in-camera session of the Board meeting.

Recognizing Speakers from the Gallery at a Public Board Meeting

12.2 In exceptional circumstances, the Board Chair may recognize a speaker from the gallery during a public session of the Board, at the Chair's sole discretion. As with presentations arranged under section 12.1 above, the Board Chair may limit the time allowed for such a presentation and limit the number of speakers, and neither the Board Chair nor members of the Board will respond to questions from guests at the time of the presentation.

Orderly Conduct of Business

12.3 The Board Chair may, in the interests of ensuring the orderly and respectful conduct of Board Business, and in the interests of ensuring a meeting environment that is free of harassment or intimidation, order any person or persons removed from the gallery, or may direct that any Public meeting move into a Closed or In-Camera session at any time.

13. QUORUM

13.1 Quorum required for meetings of the Board is set by *the Act* [s.26(2)].

13.2 When a Board member(s) has a conflict of interest for a particular agenda item, and must not take part in the discussion of the matter or vote on any questions or decisions in respect of the matter, the member may be still counted in the quorum present for the vote.

13.3 Rules with respect to quorum for Committees may be set by the Board, and require two-thirds support to change. Requirements for quorum cannot be amended or suspended to address an absence of required quorum at a meeting.

Failure to Achieve Quorum

13.3 If quorum is not achieved within fifteen (15) minutes of the time set for the start of a meeting, the meeting will be cancelled, unless the majority of the

members present agree to allow an additional brief amount of time for absent members to arrive. If quorum is not achieved at the expiration of the additional time allowed, the meeting will be cancelled.

Loss of Quorum During a Meeting

- 13.4 If quorum is lost during a meeting, the Board Chair may either adjourn the meeting or suspend the meeting for fifteen (15) minutes, to allow the return or arrival of a sufficient number of members of the Board to restore quorum. If quorum cannot be restored in the time allotted, the meeting will be adjourned.
- 13.5 No Board official business may be conducted or decisions made, and no minutes or records will be kept for any time period during which a meeting does not have quorum.

14. MOTIONS

- 14.1 Notice of motions to be voted on in a Board or Committee meeting must be provided in advance, in meeting agendas. Motions may be introduced on the floor during a meeting if there are no objections from Members present. However, should *any* member raise an objection, a motion to allow the motion to be presented without notice, must pass with the support of two-thirds of the voting members present, or the motion must be postponed to the next meeting of the Board.
- 14.2 Motions require the support of the majority of Board or Committee members present at a meeting, unless otherwise provided in these Procedures.

Methods of Voting

- 14.3 Voting at the Board will be by voice or show of hands. However, if any member of the Board requests a recorded vote, prior to the vote being taken, the vote shall be recorded showing votes for, against and abstentions, without attribution. And, if any member of the Board requests a secret ballot, the vote shall be conducted by secret ballot. Balloted voting or elections shall be conducted by the Chancellor, or in their absence the President, or in their absence, the Provost or the ~~Senior Governance Officer~~ University Secretary.
- 14.4 Members may participate in a meeting and in voting, via tele, video or web conference provided the technology allows them to hear everyone who is speaking, and provided they can be heard, and seen when using video or

web conference (the Chair can use discretion if technological difficulties arise), by everyone else present and participating. The Office of University Governance is responsible for managing remote meeting technology, and ensuring a technological process exists to provide Board Members with secret ballots where needed and if requested.

- 14.5 The Board Chair has the same right to vote as other members of the Board, and in an equality of votes for and against a matter, the question is resolved in the negative, and the Chair shall so declare [s.26(3)].
- 14.6 A resolution in writing signed and approved by all members of the Board or a Committee entitled to vote on the resolution or motion at a meeting of the Board is as valid as if it had been passed at a meeting.

15. RECORDINGS and MINUTES

- 15.1 Minutes will be taken by the Governance Officer - in accordance with the University's standards and best practices for minute taking. Motions and action items are to be recorded, as well as a brief summary of key points of debate and rationale. Any member may request that a specific point of concern or an objection be included in the minutes. Notation of approximate time spent discussing agenda items is recommended.
- 15.2 Audio and/or video of Board meetings may be recorded by the Governance Officer for the purpose of reference in completing the meeting minutes. Once meeting minutes have been approved, recordings will be deleted unless otherwise determined by a majority of the Board. However, at the discretion of a majority of Board members, recordings of open session meetings of the Board may be regularly or irregularly broadcast or otherwise made available to the public.

16. BOARD STANDING COMMITTEES – GENERAL PROVISIONS APPLICABLE TO ALL STANDING COMMITTEES

Purpose and Authority

- 16.1 *The University Act* [RSBC 1996] c. 468 (*the Act*), authorizes the Board of Governors to appoint committees it considers necessary to carry out the Board's functions, and to confer on those committees the power and authority to act for the Board.

Accountability to the Board

- 16.2 Board Committees have no authority to direct Management, to speak on behalf of the Board, or to commit UNBC, unless specifically authorized to do so through the Board Rules, a Board motion or resolution, or other express directive from the Board.

Membership and Committee Chairs

- 16.3 The Board Chair and President are voting members of each Board Committee and count for quorum. When the Audit & Risk Committee is fulfilling its audit functions, the President may participate, but should recuse themselves from voting. The Chancellor is an ex-officio non-voting member of each Committee and does not affect quorum. The Board Chair will appoint members to serve on Committees as outlined below.
- 16.4 Members are appointed to Committees for unspecified terms, having regard for the balance and complement of expertise of members and the mandates of each Committee. The Board Chair will also consider availability, participation and attendance when making and revising Committee assignments. The Board Chair may review and amend committee membership at any time, but will review the membership of all Committees at least annually.
- 16.5 The Board, on the recommendation of the Chair or the Governance and Human Resources Committee may appoint an external non-voting member to a standing or ad hoc Committee of the Board to enhance Committee expertise or diversity of perspectives. Any such appointment requires the support of two-thirds of the voting members of the full Board, and will be for a set term, not exceeding one year, renewable a maximum of three times. Appointments under this section may be terminated at any time by a two-thirds vote of the Board. These external members may be drawn from within or outside of the University, and must sign a Code of Conduct and Confidentiality agreement prior to participating in a Committee meeting and prior to being provided with any Committee meeting materials.
- 16.6 The Board Chair will appoint a Chair of each Committee, and may alter Chair assignments at any time having regard for the considerations outlined above. The Chair will review Chair assignments at least annually.

Frequency and Conduct of Committee Meetings

- 16.7 The Governance and Human Resources Committee should meet six times a year at minimum, and Committees related to Finance, Audit, Risk, and Investment should meet quarterly at minimum, and as often as deemed necessary by the Committee Chair.
- 16.8 Additional or special Committee meetings may be called as deemed necessary by the Board Chair or the Committee Chair, or; if any two (2) voting members of a Committee request in writing that a special meeting of the Committee be convened, the Committee Chair will call a meeting.
- 16.9 Board Committee meetings are Closed and meeting materials are to be treated as confidential. The Chair of a Committee may also, at their discretion, or at the request of a member, conduct a meeting, or portion of a meeting in-camera (as defined in the General Provisions of these Rules).
- 16.10 Board Members are entitled to attend any meeting of a Committee of the Board and to have access to the materials for that Committee, regardless of whether or not they are assigned as a voting member of the Committee, except those who may have a conflict with a specific item on an agenda.
- 16.11 Committees will follow the General Rules for Voting and for the Conduct of Meetings, followed by the Board.
- 16.12 Committees are authorized, as outlined below, to receive and review reports, provide advice and forward motions to the Board for either the Regular or Consent Agendas. A Committee may, in limited circumstances if expressly authorized by the Board to do so, make decisions on behalf of the Board, provided that the Committee informs the Board of decisions made on delegated authority.

17. BOARD STANDING COMMITTEES

- 17.1 The following are the Standing Committees of the Board of Governors:
- Governance and Human Resources Committee
 - Audit & Risk Committee
 - Finance & Investment Committee
 - Investment Advisory Committee (sub-committee of Finance & Investment)
 - Board of Governors Appeals Committee – [Appeals to the Board of Governors Policy](#)

Membership, Duties and Authority of Each Committee:

17.2 Governance and Human Resources Committee

Membership – 6 voting members – quorum 3

Board Chair

Vice Chair

President

3 additional members approved by the Board.

Meeting Frequency

The Governance and Human Resources Committee meets six times during the Fiscal/Academic year at minimum but may meet more often if necessary.

The meeting schedule and the duration of each meeting will depend on committee members and committee guest(s) availability and committee workload.

Duties and Responsibilities

The Governance and Human Resources Committee is authorized by the Board to receive reports, review and make recommendations to the Board with respect to:

- Board Rules
- Governance and human resources policies and procedures and other policies and procedures that are not within the scope of the Audit and Risk Committee or the Finance and Investment Committee
- University policies requiring Board approval
- Institutional relational agreements that require Board approval
- Form, substance, and frequency of execution of the *Board Code of Ethical Conduct*
- Board Member orientation and training
- Annual Board meeting schedule
- Board evaluation forms, substance and practices
- Recommendations to the Ministry with respect to the Board competency matrix and postings
- Collective Bargaining strategy and desired outcomes
- Collective Agreements and policies relating to terms and conditions of employment
- Labour relations environment, including arbitrations or litigation
- Policy and procedures for annual Presidential reviews and for reviews prior to re-appointment

- Form, substance and frequency of Human Resources Complement and similar Reports
- Institutional Human Resources Policies
- Management structure and succession plans at the senior executive level
- Procedures for search and recommendation of candidates for President, Deans, University Librarian, Registrar & other Senior Academic Administrators
- Appointment of Vice Presidents
- Compensation models and adjustments
- President's recommendations for Promotion & Tenure
- Adjustments to President and Executive Compensation

The Governance and Human Resources Committee may address other general Board matters as appropriate or as directed or referred by the Board or Board Chair.

17.3 **Audit and Risk Committee**

Membership – 7 voting members – quorum 4

Board Chair

President

5 additional members approved by the Board Chair, one of whom shall be from the Finance & Investment Committee.

Meeting Frequency

The Audit and Risk Committee meets 4 times during the Fiscal/Academic year but may meet more often if necessary.

The meeting schedule and the duration of each meeting will depend on committee members and committee guest(s) availability and committee workload.

Duties and Responsibilities

1) *Audit*

The Audit & Risk Committee is authorized by the Board to receive reports, review and make recommendations to the Board with respect to:

- The integrity of the University's financial reporting process and system of internal controls regarding financial reporting and accounting compliance.
- The qualifications and independence of the University's external auditors.
- The performance of the external auditors and the internal auditor if applicable.
- The University's compliance with legal, statutory and regulatory requirements.
- The management of the principal risks that could impact the financial statements.
- Review and ensure that procedures are in place for the receipt, retention and treatment of complaints received by the University regarding accounting, internal accounting controls or audit matters.
- The selection and hiring of the external auditors.

2) *Risk*

While the responsibility for university's risk management approach rests with the UNBC Board of Governors, the Board has authorized the Audit & Risk Committee to support management in its risk management activities, maintain oversight of the risk management program, receive, and review risk reports and make recommendations to the Board. To fulfill its mandate, the Audit and Risk Committee will:

- Oversee, review, and approve the management's approach to risk management regularly or as significant changes in the business environment dictate.
 - Ensure risk assessments are performed regularly.
 - Ensure the University has and maintains an effective on-going risk assessment process – risk identification, risk quantification, and risk evaluation.
 - Ensure the process identifies risk and opportunities.
 - Measures the potential impact and the likelihood of occurrence.
- Determine the risk appetite and tolerance.
- Review management's comprehensive framework, assessment and response to major risks facing the University.
- Review and recommend to the Board for approval appropriate policies and procedures relating to risk management governance, risk management practices, and risk control infrastructure.

- Ongoing monitoring of the University's compliance to the risk limit structure, policies, and procedures.
- Evaluate the effectiveness of the risk management process which may include the use of internal or external assurance providers.
- Oversee and ensure timely implementation of corrective actions to address risk management deficiencies.
- Review UNBC Board of Governors and its committees' roles and responsibilities pertaining to risk management and propose changes (structural or scope) to ensure risk identification and communication is appropriately addressed.

Authority

The Committee in fulfilling its audit function has the authority to conduct any investigation appropriate to fulfilling its responsibilities, and it has direct access to the internal and external auditors, as well as the management of the University.

The Committee may recommend that the Board of Governors retain special legal, accounting, consulting, or other experts the Committee deems necessary in the performance of its duties.

The Audit & Risk Committee may address other general matters as appropriate or as directed or referred by the Board or Board Chair.

17.4 Finance and Investment Committee

Membership – 7 voting members – quorum 4

Board Chair

President

5 additional members approved by the Board Chair, one of whom shall be from the Audit & Risk Committee.

The Finance & Investment Committee is authorized by the Board to receive reports, and review and make recommendations to the Board with respect to:

- Financial decisions that are consistent with the University's strategic vision and priorities
- The University's financial operations, forecasts, projections and results
- The Annual Operating and Capital Budgets for approval
- Capital planning, construction and maintenance reports

- Contracts in accordance with the Board's Signing Resolutions and the University's Purchasing Policies, excluding externally funded research contract purchases.
- Annual Fees Schedule
- Signing resolutions and designation of the Signing Officers of the University
- Terms of Reference for an Investment Advisory Committee and Members to serve on the Investment Advisory Committee
- Finance and Investment Policies, on the recommendation of the Investment Advisory Committee
- Reports on Performance of Funds
- Terms of Reference for the Investment Advisory Committee and the University Advancement Advisory Board, which are attached to these Rules as Appendix II and shall be considered part of these Rules, and as such, require notice of motion and two-thirds support for amendment.
- University Advancement Advisory Board reports and membership recommendations.

The Finance & Investment Committee may address other general related matters as appropriate or as directed or referred by the Board or Board Chair.

18. ADVISORY BOARDS

18.1 *The University Act* [RSBC 1996] c. 468 (*the Act*) [s. 34(1)], authorizes the Board of Governors (the Board) to appoint advisory boards, with both internal and external members at the Board's discretion, and as the Board considers necessary. The Board may seek advice and request reports on any subject from an advisory board, as the board considers appropriate.

18.2 Under this authority, the following Advisory Boards have been appointed:

- Invest

19. ANNUAL REVIEW OF BOARD RULES

19.1 The Governance and Human Resources Committee will review these Rules annually and recommend amendments as needed to the Board for approval. As provided herein, amendments to these Rules, including amendments to Committee or Advisory Board Terms of Reference, requires support of two-thirds of the voting members of the Board, present.

Appendix III – Delegation of Board Authority

The Board has delegated the following authorities:

1. Delegation of Authority to the President to Approve Fees – approved on an annual basis on recommendation of the Finance and Investment Committee. Report to be submitted by the Office of the President at the first meeting of the Board following the approval of the fees.
2. [Board of Governors Appointment Delegation Policy](#)

The Board of Governors delegates to the President or designate the authority to appoint:

- i. faculty requiring membership to the Faculty Association;
- ii. academic and administrative associate vice-presidents, and vice provosts;
- iii. administrative executive directors, directors and managers; and
- iv. university librarian, deans, university registrar, associate deans, and academic directors;

The Board of Governors delegates the appropriate Vice President or designate the authority to appoint the following positions:

- i. academic services;
- ii. staff requiring membership to CUPE 3799 or CUPE 2278;
- iii. exempt administrative employees; and
- iv. student employees.

Reporting is to be done quarterly to ensure information is being received and the Board's fiduciary responsibilities are being met.

3. [Protection of Privacy Policy](#)

Through this Policy, the Board of Governors designates the President as the head of the public body under the *Act*.

In accordance with section 66 of the *Act*, the President may delegate the duties of Privacy Officer to an employee or employees through a formal written document. A

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

4. Signing Authority

Generally exercise all rights, powers and authorities which the Board of Governors might or could exercise under the authority of the University of Northern British Columbia's Act and the laws governing the University of Northern British Columbia in the University's dealings with its banker.

5. Signing Authority

In special circumstances (and for limited time periods only), signing authority may be delegated to others, in strict accordance with the Procedures enacted under this Policy. Delegation must be done in writing and clearly specify the extent of authority delegated and any restrictions placed thereon. Delegation of signing authority does not alter the responsibility for expenditures.



BOARD OF GOVERNORS – FINANCE & INVESTMENT COMMITTEE
 INVESTMENT ADVISORY COMMITTEE TERMS OF REFERENCE – JUNE 2021

INVESTMENT ADVISORY COMMITTEE

1. **The Investment Advisory Committee** (the IAC) is a standing committee of the Finance & Investment Committee of the Board of Governors.
2. **Chair** – the IAC will be convened and chaired by the President, or by the Vice-President Finance and Administration, and will meet at least two (2) times a year. Additional meetings may be called on an as-needed basis at the discretion of the Chair.
3. **Membership**

Ex-Officio Members (6)	External Members (5)	Resource (Non-Voting)
President VP Finance & Administration VP Research & Innovation Chair – Board of Governors Chair – Finance & Investment Committee Associate VP, Financial Services	External Members are appointed by the Board of Governors on recommendation of the Finance & Investment Committee. External members are nominated and appointed based on their relevant and proven investment expertise and knowledge of investment concepts and activities applicable to public sector organizations	Manager Treasury Service – Committee Secretary Governance Officer (recording)

4. **Term** – *Ex-Officio* Members sit by virtue of their office, and their Term on the IAC is dependent on their incumbency in that office. The Term for External Members is three (3) years. There is no limitation on the number of renewal terms an external member may serve, but the Finance & Investment Committee will develop, update and consider an Investment Advisory Committee Competency Matrix in recommending renewals and appointments to the Board.

BOARD OF GOVERNORS – FINANCE & INVESTMENT COMMITTEE
INVESTMENT ADVISORY COMMITTEE TERMS OF REFERENCE – JUNE 2021

5. **Code of Conduct and Conflict of Interest** – Given the confidential nature of information that may be made available to the IAC, Members will be required to sign a Code of Conduct, which will include Confidentiality and Conflict of Interest provisions. Current form of the Code is attached here as Schedule A.

The Chair of the IAC has the authority to direct any member of the IAC to recuse him or herself from a meeting, or discussion within a meeting, should the Chair believe that such member has a real or potential conflict of interest with respect to any subject or material to be reviewed or addressed by the IAC.

6. **Quorum** – Quorum is a majority of the current voting members, and must include 2 External Members and 1 of either the Chair of the Board of Governors or the Chair of the Finance & Investment Committee.
7. **Mandate** – The IAC makes recommendations to the Finance & Investment Committee, which the Finance & Investment Committee, in accordance with its authority may accept, reject or recommend on to the Board of Governors for approval:

The IAC will:

- Review UNBC's Investment Policies and practices and recommend revisions and adjustments as needed
- Review reports on investment related risk assessments or asset / liability studies and recommend revisions or adjustments to policies and practices as appropriate
- Receive information on performance, at least annually
- Provide advice to the President and Board of Governors on investment strategies, and asset mix
- Investigate, raise and address responsible investment concerns

Specifically, the IAC will:

- a) Review University Policy(s) and related guidelines applicable to the investment by the University of endowment funds and other long term investment funds, including expenditure practices and policies and, recommend needed or advisable revisions;
- b) Oversee the selection process for Investment Managers and recommend the appointment of investment management;

BOARD OF GOVERNORS – FINANCE & INVESTMENT COMMITTEE
INVESTMENT ADVISORY COMMITTEE TERMS OF REFERENCE – JUNE 2021

- c) At least twice annually review the investment performance of the Investment Manager, and seek professional outside assessment of the University's investment performance as deemed appropriate or required, and;
 - d) At least once annually submit a written report to the Finance & Investment Committee.
8. **Administrative Responsibility** – The Treasury Services Manager acts as Committee Secretary, and will ensure that meetings are called as required, that terms and vacancies are monitored, agendas and meeting materials are prepared, and orientation is provided to new Committee Members.

The Board Governance Officer will serve as recording secretary and will support the Treasury Services Manager in scheduling and preparation of meeting agendas and materials. The Governance Officer will ensure that a current Membership list, including terms of appointment, is kept up to date.

**Finance & Investment Committee of the UNBC Board of
Governors**

UNBC Investment Advisory Committee

CODE OF CONDUCT

The UNBC Investment Advisory Committee (the IAC) advises the Finance & Investment Committee of the UNBC Board of Governors (the UNBC Board). In the course of their deliberations and work, IAC Members will have access to sensitive and confidential investment and financial information and may have access to other personal, proprietary and business information.

IAC Members are expected to treat all such information as confidential, and to demonstrate honesty, integrity and impartiality in carrying out their service on the IAC.

Conduct should instill confidence and trust, not bring the University into disrepute, nor in any way jeopardize vital and valued relationships with donors and others in the UNBC community.

All UNBC Employees and Board Members are subject to Codes of Conduct, and Confidentiality and Conflict of Interest Guidelines. External IAC Members are required to execute this Code of Conduct to indicate their awareness, understanding and agreement with confidentiality restrictions and conflict of interest guidelines.

This Code of Conduct may be amended from time to time on the authority of the Finance & Investment Committee of the UNBC Board of Governors.

CONFIDENTIALITY

The *BC Freedom of Information and Protection of Privacy Act* protects the privacy of personal information and the confidentiality of corporate records. It is the responsibility of IAC Members to be aware of, and adhere to the law, demonstrate best practices with respect to confidentiality and protection of privacy, and to adhere to any reasonable and related policies, guidelines and protocols specific to UNBC, which they may from time to time, be made aware of in the course of their service on the IAC.

Confidential information in any form, that Members receive through their service on the IAC, must not be disclosed, released, or transmitted to anyone other than persons who are authorized to receive that information.

The requirement for the proper treatment, handling and protection of confidential information, is applicable both within and outside of the University and continues to apply after an IAC Member's Term ends.

Confidential information that IAC Members receive through their service on the Committee must not be used for the purpose of furthering any private interest, or as a means of making personal gains.

Any IAC Member, who becomes aware of a breach of confidentiality or any loss or unauthorized sharing of personal information or corporate records, has a duty to immediately notify the Chair of the IAC.

CONFLICT OF INTEREST AND IMPARTIALITY

A conflict of interest occurs when an IAC Member's private affairs or financial interests are in conflict, or could result in a perception of conflict, with that Member's service to the University or advice to the Finance & Investment Committee of the Board of Governors.

IAC Members who find themselves in an actual, potential or perceived, conflict of interest, whether with respect to information that has been, or may be, made available to the IAC, or with respect to a discussion, initiative, investment, campaign, or otherwise, must disclose the conflict of interest, or concern, to the IAC Chair.

Best practice dictates that a Member in a perceived, potential or real conflict of interest should declare the conflict, ask the Recording Secretary to not provide them with related confidential or financial information, return any and all related information that may have been provided to them, and recuse themselves from any meeting, discussion or decision related to the conflict.

In the event a conflict is identified, and not dealt with in the manner outlined above, the IAC Chair, in consultation with the Chair of the Board of Governors and Chair of the Audit & Risk Committee, will determine the appropriate handling of the conflict and may, without limiting their discretion, ask a Member to recuse him/herself from a particular discussion or meeting.

PUBLIC COMMENTS

Only the Chair of the IAC, the Chair of the Board of Governors or the Chair of the Finance & Investment Committee are authorized to make official representations on behalf of the IAC.

The requirement to acknowledge and comply with this Code of Conduct is a condition of a Member's appointment and continued service on the IAC.

I have read, and I understand and accept the obligations contained in this Code of Conduct.

Further, I understand that my legal obligations with respect to confidentiality and the protection of privacy survive the completion of my Term on the Investment Advisory Committee, or the termination, for any reason, of my service as a Member of the Investment Advisory Committee.

Name: _____

Signature: _____

Date: _____

Appendix II – Terms of Reference

**University Advancement
Advisory Board (UAAB)**

Approving Authority: Board of Governors
Effective Date: January 27, 2023
Date of Last Review/Revision: June 2023

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1. MEMBERSHIP

- 1.1 The membership of the University Advancement Advisory Board (UAAB) consists of the following:
- Board of Governors OIC Member, appointed by the Chair of the Board of Governors (Chair of UAAB)
 - President and Vice-Chancellor
 - Senior administrator responsible for Advancement activities
 - A Member of the Alumni Council to be appointed by the Alumni Council
 - Minimum of seven and up to ten Members, who represent a diversity of regional, national, and international businesses and organizations with a demonstrated commitment to northern BC.
- 1.2 Other individuals may be invited by the UAAB Chair to attend all or any part of a meeting.
- Executive Director, Strategy and Staff (Committee Secretary)
 - Development Officer (Recording Secretary)
- 1.3 Any member of the Board of Governors (Board) or UAAB may nominate an individual for membership on the UAAB by forwarding the name of the nominee and appropriate supporting information to the UAAB Committee Secretary.
- 1.4 UAAB members must be recommended to the Finance and Investment Committee, who recommend approval to the Board.
- 1.5 The term of appointment of members of UAAB is three years, renewable for an additional two terms up to a maximum of nine years.
- 1.6 In the event that a UAAB member is also a Board member and is removed from the Board, they will be removed from the UAAB.

2. MEETING FREQUENCY

- 2.1 UAAB meets at least three times annually. Additional meetings may be called by the Chair.

3. DUTIES AND RESPONSIBILITIES

UAAB is established by the Board and is accountable to the Board through the UAAB Chair. UAAB advises and assists the Board in advancing the mission and reputation of the University through community and business relations, alumni engagement, fundraising, donor relations and stewardship, and government relations. The responsibilities of UAAB include the following:

- 3.1 provide introductions to further develop prospects in support of the strategic plan;
- 3.2 connect the University to regional, national and international individuals, businesses and organizations for the purpose of enhancing relationships, fundraising, fostering partnerships and positive connections to the University;
- 3.3 identify opportunities for the University related to fundraising, special project development, recruitment, and alumni relations;
- 3.4 provide guidance and support to ensure the University safeguards and enhances its reputation, identity, brand, and profile;
- 3.5 where appropriate, invite friends of the University to support advancement initiatives;
- 3.6 propose and evaluate fundraising initiatives;
- 3.7 provide advice on the stewardship of donors;
- 3.8 advise on the development of relevant policies; and
- 3.9 provide relevant reports for the University community and the Board.

4. CONDUCT AND CONFLICT OF INTEREST

- 4.1 Given the high-profile role of the UAAB and the confidential nature of information that may be made available to the UAAB, members are required to agree to the terms of a Code of Conduct, which includes confidentiality and conflict of interest provisions.
- 4.2 Should an individual not do so independently, the Chair has the authority to direct any member of the UAAB to recuse themselves from a meeting, or discussion within a meeting, should the Chair believe that such member has a real or potential conflict of interest with respect to any subject or material to be reviewed or addressed by the UAAB.

5. REVIEWS

UAAB conducts an annual self-assessment of its performance against these Terms of Reference and reports its findings to the Finance and Investment Committee of the Board, and may recommend amendments to the Terms of Reference to that Committee.

6. REPORTING

The UAAB provides relevant reports at a minimum twice annually to the Board through the Finance and Investment Committee.

7. COMMITTEE SUPPORT

The Executive Director, Strategy and Staff, is the Committee Secretary, and the Development Officer is the Recording Secretary and provides administrative support to UAAB.

**BRIEFING NOTE FOR: GOVERNANCE & HUMAN RESOURCES COMMITTEE
UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES**

Subject:	Quarterly Board of Governors Appointment Delegation Policy Report	
Governance & Human Resources Committee	Meeting Date: Nov 18/24	Purpose: <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input type="checkbox"/> Approval
Submitted By:	Rahim Somani, Vice-President, Finance & Administration	
Please note other guests to be in attendance:		
Appendices:	1. <i>Appointment Delegation 5.1 Report October 2024</i>	
Motion Number:		

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. Human Resources plans to achieve this data collection through our future applicant tracking system, estimated implementation early 2025, to report this information to the Board of Governors in a meaningful way. The Human Resources team is currently engaging with the Office of Equity and Inclusion to ensure we will collect this data in a suitable manner.

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 and Banner (HRIS), which is undergoing review for process and data improvement. The recent hire of an HRIS Analyst to the HR department will significantly improve HR's ability to report on this data. At this time, Human Resources can report and note the volume of positions filled in this period: 1790 positions filled. The consistently high volume does pose risks to recruitment, onboarding and data integrity due to the reliance on manual processes, however 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 October 1, 2023 to September 30, 2024)

Tenure and Tenure Track Faculty Appointments

Name	Description	Begin Date	End Date	Tenure/Tenure-Track
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
Guta, Dawit	Assist Prof - ECON	8/1/2024		Tenure-Track
Kowalski, Christopher	Assist Prof - PSYC	8/1/2024		Tenure-Track
Kong, Xiaoxue	Assist Prof - PSYC	8/1/2024		Tenure-Track

Total Positions - 18

Academic and Administrative Associate Vice-Presidents and Vice-Provosts

Name	Description	Begin Date	End Date
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
Dhillon, Manpreet	AVP, People, Equity, and Inclusion	9/1/2024	

Total Positions - 5

Deans, Academic Directors, University Librarian and University Registrar

Name	Description	Begin Date	End Date
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
Total Positions - 2			

Administrative Executive Directors, Directors and Managers

Name	Description	Begin Date	End Date
Vicente Gaspar Barreira, Claudia	Manager, Business Development	10/10/2023	
Abney, Richard	Interim Associate Director Athletics and Recreation	10/12/2023	10/13/2024
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	11/22/2024
de Leeuw, Sarah	Director NCCIH	2/1/2024	1/31/2025
Sharma, Ashutosh	Research Manager	2/1/2024	12/31/2028
Kusz, Daniel	Associate Director, Business Services	5/1/2024	11/30/2025
Daniel Moti Dyang, Ben	Director, Centre for TLT	6/1/2024	
Fuller, Margaret Ann	Manager, Employee Wellbeing and Benefits	6/3/2024	9/12/2025
Daniel Moti Dyang, Michelle	Assistant Manager - FHHS	6/24/2024	6/27/2025
Bast, David	Facilities Services Manager	6/24/2024	
Gallant, Angela	Manager, Future Students Office	6/24/2024	
Thomas, David	Acting Manager Northern Sport Centre	7/1/2024	04/17/2025
Gobbi, Mindy	Interim Manager, Equity & Inclusion	7/2/2024	5/30/2025
Umpherville, Roxanne	Manager Indigenous Student Empowerment	7/2/2024	7/2/2025
Trudel, Natasha	Manager, Retail Services	8/6/2024	2/6/2026
McVea, Holly	Manager of Indigenous Initiatives	9/9/2024	
Total Positions - 26			

All Other Administrative Positions

Total Positions - 158

All Academic Services Positions

Total Positions - 43

BRIEFING NOTE FOR:

UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES

Subject:	Health and Safety Annual Report for 2024	
Audit & Risk Committee	Meeting Date: <u>13 Nov 2024</u>	Purpose: <u>For Information</u>
Governance and HR Committee	Meeting Date: <u>18 Nov 2024</u>	Purpose: <u>For Information</u>
Prepared By:	Anne Adeniyi-Faleye, Director Enterprise Risk and Safety	
Submitted By:	Rahim Somani, VP Finance and Administration	
Motion Number:	<i>To be completed by Office of University Governance</i>	

Health and Safety Annual Report for 2024

Introduction

This report summarizes UNBC’s Occupational Health and Safety (OHS) performance, compares it against other post-secondary institutions based on WorkSafeBC metrics, highlights key initiatives implemented in 2024, and provides a forward outlook.

Key Highlights of Statistics

UNBC has achieved reductions in incident rates, lost-time days, and claim costs, but rising incident durations indicate a need to improve the return-to-work process. In 2025, key metrics like return-to-work cases and modified days will be tracked for effectiveness. Engagement efforts, including increased Safety Committee attendance, Crew Talks, and UNBC Safe App subscriptions, aim to foster a proactive safety culture. Improvements in Total Recordable Incident Rates and plans to track Modified Duty Frequency further support this progress.

UNBC’s 2024 safety metrics show both challenges and improvements, with high Experience and Injury Rates due to lingering effects from a 2022 injury. However, WorkSafeBC projects a significant Experience Rating improvement to 24.1% in 2025. Benchmarking against other institutions shows a positive injury rate trend since 2023, providing actionable insights for further safety enhancements. Detailed statistics are in the Appendix.

Summary of Key Activities

In 2024, UNBC advanced its safety culture through initiatives like the monthly safety newsletter, Exempt Leadership Forum updates, and Ministry-directed Naloxone kit installations. Key upgrades included the UNBC Safe App's incident reporting feature, Student Lab Safety Orientation, and Field Safety processes. Improvements in lab safety and renewed radiation safety protocols further strengthened UNBC's safety framework.

Looking Ahead

Focusing on return-to-work and injury prevention aims to reduce absence durations and costs, enhancing the experience rating. Expanding the Security team and implementing the Working Alone feature in the UNBC Safe App and the TrackTik application will further support safety and compliance with new WorkSafeBC First Aid regulations.

Appendix

UNBC OHS Statistics

Section 1

UNBC OHS Statistics			
UNBC Total	2022	2023	2024 YTD
Exposure Hours	1,187,601	1,259,857	1,002,264
Lost Time Incidents	10	2	3
Lost Time Days	470	678	185
Medical Treatments	3	3	1
First Aids	13	20	15
Modified Duties	To be measured in 2025		
Modified Days	To be measured in 2025		
Injury Duration	31	35	37
Total Claim Cost	\$124,658	\$231,890	\$48,281

UNBC has made progress in reducing incidents, lost-time days, and claim costs. However, the increasing duration of incidents indicates a need to improve the return-to-work process. Starting in 2025, return-to-work cases and modified days will be tracked to evaluate incident management effectiveness.

Section 2

UNBC OHS Statistics			
UNBC Total	2022	2023	2024 YTD
Near Misses	1	1	1
Potential Hazards	38	96	65
% of JOHSC Quorum	100%	75%	89%
Crew Talks held	765	765	570
Safe App Subscribers	1586	2267	2537

Near-miss and hazard reporting remain low, indicating a need for further education and awareness within the UNBC community. Enhanced engagement efforts aim to encourage more reporting, strengthening the safety culture. Strong Safety Committee attendance, daily Crew Talks by Facilities teams, and the growing subscriber base for the UNBC Safe App reflect our commitment to a proactive safety approach.

Section 3

UNBC OHS Statistics			
UNBC Total	2022	2023	2024 YTD
OHS Inspections	12	15	18
WSBC Inspections	1	5	1
WSBC Orders	0	3	0
JOHSC Investigations	9	4	11
Fire Drills	26	23	26

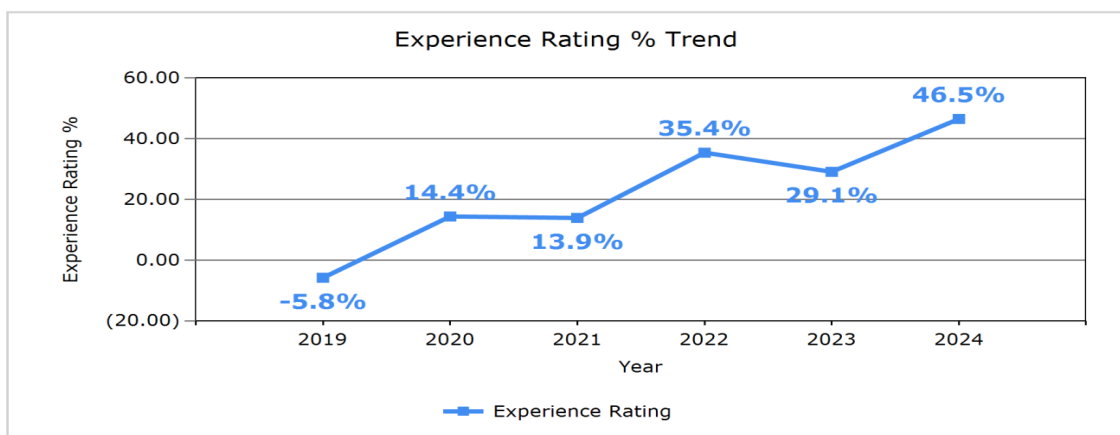
All scheduled OHS inspections for 2024 have been completed, with ongoing lab inspections. A robust inspection and drill schedule, alongside minimal WSBC orders, indicates strong compliance and safety focus.

Section 4

UNBC OHS Statistics			
UNBC Total	2022	2023	2024 YTD
Total Recordables	13	5	4
LT Severity	79.15	107.63	36.92
LT Frequency	1.68	0.32	0.60
TRIR	2.19	0.79	0.80
MD Frequency Rate	To be measured in 2025		

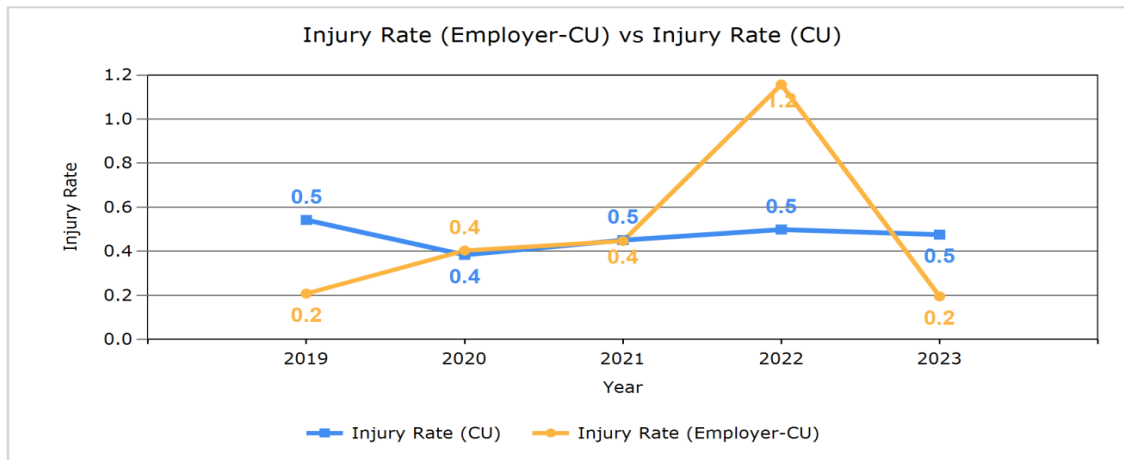
Total recordable incidents, including Lost Time and Medical Incidents, continue to improve, with decreases in Lost Time (LT) Severity and Frequency. The TRIR remains steady, and a new Modified Duty Frequency Rate metric will be introduced in 2025 to enhance tracking of modified duty cases.

WorkSafeBC Benchmarking



Performance Scorecard						
Measure	Period	Actual	Rank	Better	Comparison vs. Peers	Worse
Experience Rating	2024	46.5%	39 / 41			
Injury Rate	2021-2023	0.6	23 / 32			
% Serious Injury	2021-2023	12.5%	10 / 25			
Duration	2021-2023	23.6	9 / 32			

In 2024, UNBC's experience rating and injury rate remained high due to a prolonged absence following a 2022 injury, as the matrix is based on three-year average. However, WorkSafeBC projects a substantial improvement in our 2025 Experience Rating to 24.1% from 46.5% in 2024. This positive trend reflects ongoing reductions in claim costs and is expected to continue as rates stabilize.



The charts provide benchmarks against other post-secondary institutions ("CU" for Classification Unit), comparing UNBC's Injury Rate (yellow) with the average of other institutions (blue). While UNBC's injury rate was above average in 2022 due to a serious incident, it fell below the benchmark in 2023 and continues to show improvement in 2024.

	2019	2020	2021	2022	2023
Excess Injuries	-3	0	0	6	-3
Injury Rate (Employer-CU)	0.2	0.4	0.4	1.2	0.2
Injury Rate (CU)	0.5	0.4	0.5	0.5	0.5
Serious Injury Rate	0.0	0.1	0.1	0.1	0.0
% Serious Injury	0%	25%	25%	10%	0%
Long Recovery Sprains and Strains Rate	0.0	0.0	0.1	0.2	0.0
% Long Recovery Sprains and Strains	0%	0%	50%	33%	0%

Key metrics include:

- **Excess Injuries:** Annual injury count at UNBC relative to similar institutions.
- **Injury Rate (Employer-CU):** Rate of injuries relative to hours worked, compared to the post-secondary sector.
- **Serious Injury Rate:** Long-term time-loss injuries per hours worked.
- **Percentage of Serious Injuries:** Serious injuries as a proportion of total reportable incidents.
- **Long Recovery Statistics:** Tracking of time-loss injuries due to musculoskeletal issues, such as lifting or ergonomic strains.

These metrics help UNBC target areas for continued safety improvements and track recovery outcomes.

BRIEFING NOTE FOR:

UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES

Subject:	HR Annual Dashboard	
Governance and HR Committee	Meeting Date: <u>18 Nov 2024</u>	Purpose: <u>For Information</u>
Submitted By:	Rahim Somani, VP Finance and Administration	

Human Resources Annual Dashboard 2024

Employee Groups (Note 1)	Employee Headcount (Note 11)					Planned FTE Count 2024	Actual FTE Count 2024	Average Age	Salary (Note 2)		
	2021	2022	2023	2024	Female %				Minimum	Average	Maximum
Faculty (Note 3)											
- Professor	72	69	71	65	34%	260	65	61	137,939	165,749	206,016
- Associate Professor	49	47	49	54	48%		54	51	106,061	134,556	222,771
- Assistant Professor	58	56	57	62	50%		62	43	85,473	107,991	163,010
- Lecturer/Instructor	12	12	13	16	81%		16	42	68,942	92,957	127,270
- Sr. Instructor	12	12	16	18	44%		18	53	88,293	122,598	153,493
- Sr. Lab Instructor	32	27	28	31	68%		28	47	82,272	107,894	128,540
- Librarian	8	8	8	8	88%		7	43	88,840	115,035	185,000
- Sessional (Note 4)	138	139	157	141	35%	n/a	29			See Note 5	
Sub-Total	381	370	399	395	45%		279	48	68,942	129,022	222,771
CUPE 3799 (Note 6 /7)	290	289	314	322	70%	308	303	42	51,288	71,060	101,566
Leadership Team	25	24	25	32	56%	115	119	50	119,845	157,679	300,623
Exempt Employees	67	70	74	92	67%			44	52,000	87,337	123,600
Senior Executives	4	4	4	4	50%	4	4	56	219,820	256,840	333,060
Academic Services (Note 8)	80	68	89	83	71%	n/a	60	40			See Note 5
Total (Note 9)	847	825	905	928	59%	Note 10	765	46	51,288	126,583	333,060

Note 1: Previous year's numbers have been reclassified, where applicable, to ensure consistency with the current year's classification.

Note 2: The salary information relates to full-time employees and excludes casual, part-time and sessional to avoid data skewness.

Note 3: Faculty salaries include base salary, stipend and market differential.

Note 4: Any existing employee working as sessional has been counted separately to be consistent with previous years' data.

Note 5: Given the part-term and term nature of the employment the salary information is not included to avoid data skewness.

Note 6: CUPE 3799 head count and FTE excludes casual employees and employees on leave (total = 111, 23 On Leave 88 Casuals)

Note 7: Effective October 16, 2024 CUPE 3799 Headcount includes PT regular and FT regular positions. CUPE 3799 Actual FTE Count 2024 includes only FT regular FTE's.

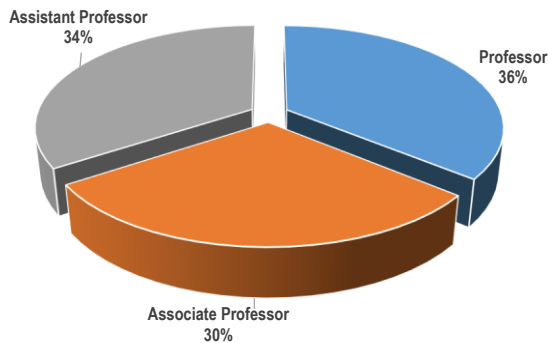
Note 8: Academic services includes externally/grant funded research staff employed on a term contract.

Note 9: Excludes Teaching Assistant (CUPE 2278) and Student Assistant Contracts, which are usually seasonal and / or term based (total = 446).

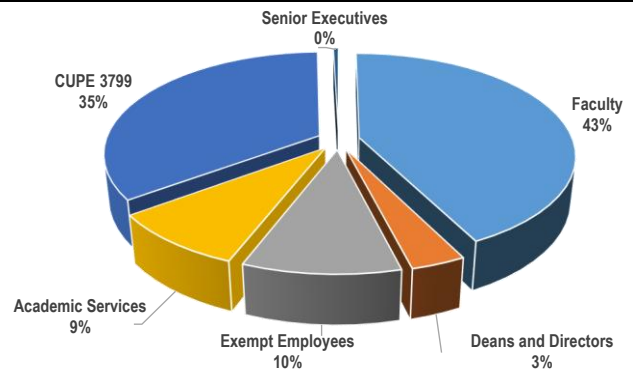
Note 10: Planned FTE count only includes General Operating, Northern Medical Program and Ancillary Services.

Note 11: Data for 2021, 2023, and 2024 was pulled in October, Data for 2022 was pulled in December.

Faculty by Rank



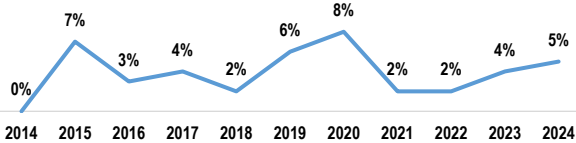
Employee Head Count



Employee Turnover

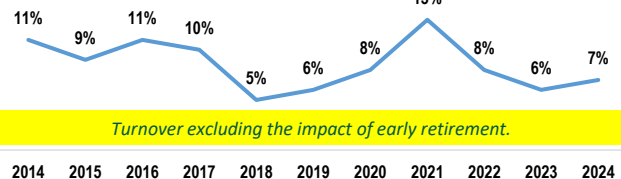
Faculty

Turnover excluding the impact of early retirement.



CUPE 3799

Ranging from 22/year to 48/year - Average 36/year



Turnover excluding the impact of early retirement.

**BRIEFING NOTE FOR: GOVERNANCE & HUMAN RESOURCES COMMITTEE
UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES**

Subject:	Sexual Violence and Misconduct Prevention	
Governance & Human Resources Committee	Meeting Date: Nov 18/24	Purpose: <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input type="checkbox"/> Approval
Submitted By:	Rahim Somani, Vice-President, Finance & Administration	
Please note other guests to be in attendance:		
Appendices:	Memorandum October 2024 Board Report – Sexual Violence and Misconduct Prevention	
Motion Number:		

MEMORANDUM

TO: The Board of Governors

FROM: Jennifer Dawson, Interim Director, Human Resources, and
Justin Foster, Director, Student Success

DATE: October 25, 2024

RE: Sexual Violence and Misconduct Prevention

This report was developed on the traditional Territory of the Lheidli T'enneh. Below you will find key updates related to sexual violence and misconduct at UNBC. Although all activities have been led by or flow-through the Response and Support Team (RST), this work would not be possible without the contributions and collaboration of many other departments, including: Northern Women's Center, Restorative Relations and Student Supports, Student Health and Wellness, Office of Equity and Inclusion, Housing and Residence Life, Human Resources and Communications and Marketing.

The RST has maintained strong and consistent service delivery despite structural changes due to staff turnover and extended leaves. Building capacity through new membership and formal training is a priority for the RST this coming year. Sexual violence and misconduct prevention remains a key priority at UNBC.

Education, Resources and Training

- A working group focused on consent and sexual violence prevention met throughout the summer and fall of 2024 to design and deliver the Consent Campaign at UNBC. This included various educational events, print materials, information campaigns and tabling. Hundreds of students and staff have engaged and participated in Consent Campaign activities this fall.
 - Planning has begun for the delivery of synchronous and asynchronous training resources made available through BCcampus on Preventing and Responding to Sexualized Violence. Offerings will begin in Winter 2025.
 - A presentation was given at Senate in Winter 2024 regarding sexual violence and misconduct 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.
 - In August 2024, 13 Residence Assistants, the Senior Residence Assistant and the Community Assistant received training on crisis intervention, consent and sexual violence prevention, supporting survivors and how to receive and respond to disclosures.
-

- Information and resources about consent and sexual violence are provided to all students during Housing Orientation (first weekend in September) and within the printed Housing Handbook.
- All UNBC staff and faculty are provided with a mandatory onboarding module on the Sexual Violence and Misconduct Policy and Procedure.

Reporting

- UNBC has partnered with REES (Respect, Educate, Empower Survivors), an organization that designs online reporting platforms, to provide our 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 Sexual Violence and Misconduct). REES is an addition to UNBC’s existing reporting options and support services. The REES tool is customized for UNBC and has been live since August 2024.

Policy Review

- The Sexual Violence and Misconduct Prevention policy and procedures are 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 winter of 2024/2025 and include legal counsel, students, staff and faculty. We anticipate the approval of the revisions to occur by fiscal year end.

Website

- The Sexual Violence and Misconduct Prevention website is being completely redesigned to ensure increased accessibility to information for students, faculty and staff. Some of the key focal areas are the ease of navigation, added clarity on process and procedures (which will include flow charts and a visual map), and designing the content from the perspective of someone who has experienced harm.

Reporting October 2023 to October 2024

- The RST has received three (3) formal reports from students during this period
 - One led to a formal investigation (completed)
 - One did not meet the threshold of a violation of policy
 - One could not be investigated as it was against a non-UNBC person, but actions were taken to prevent future risk to students
- The RST has also received seven (7) disclosures from students during this period
 - All students were provided with and/or received UNBC supports
 - Two disclosures were anonymous
 - One disclosure was made by a third party
 - One disclosure is in progress and may turn into a report and subsequent formal investigation
- The RST received zero (0) formal reports or disclosures from staff during this period

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: October 2024-November 2024

Overview

Outlined below are a number of those key areas of focus that have been active during the period since my last report that was provided during the October Board of Governors meeting in Fort St. John. As we continue with the implementation of READY and our progress planning and budget cycle the major institutional priorities for this coming year will be:

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 myself and the team have been evaluating the broader post-secondary ecosystem to ensure the University is achieving its goals but also allocating resources appropriately.

Summary

Through the past eight weeks and highlighted in the reports received from the Vice-Presidents and direct reports within my portfolio there has been progress however there are areas that need attention and support. On key area that continues to impact the University is the ongoing challenges we are seeing in regard to international student policy at the federal level and the potential to result in significant impacts if solutions and mitigation strategies are not implemented. Additionally, my focus continues to be more University wide and externally focused in specific areas as Alumni engagement and Government and Donor relationships that are critical to our ongoing success.

President's Office

In addition to the Vice President's as direct reports the President, the President's Office continue to align reports to better support the direction of my office. also has the following units reporting through their directors and receiving support and direction from myself. Highlighted are some of the of key accomplishments from those departments over the period of the report

- Office of Indigenous Initiatives (OII)
- Office of University Governance
- Office of University Athletics

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

Over the last few months, the University Governance Office has been working on several initiatives. The University's Records Management Program is in the implementation phase, and the office has started working with units in reviewing their records and developing retention schedules. An Information Security Policy has been drafted, and information on the privacy impact assessment (PIA) process is now available on the University's website, including a [PIA workflow process map](#) and the University's public [Privacy Impact Assessment Directory](#). Thus far in 2024, 33 PIAs have been completed and an additional 24 are active and under review.

The office has been working on UNBC's Public Interest Disclosure framework, with the required policy and procedures currently moving through the approval process. The framework will be in place by December 1, 2024, with communication, information sessions, and the launch of a website to follow. The meeting management software RFP is sitting in the queue, and University Governance is exploring other tools to support their work. The University Secretary continues to work on the development of the Ombudsperson Office and work with counsel on the Trevor Angus Wolf trademark filing.

The Office of Indigenous Initiatives

FNC:

- Hosted the FNC Open House Garden Party – attended by approximately 150 people over 4 hours.
- Cousins, all student leaders completed an FNC Orientation together in September 2024.
- Weekly cultural connections programming started in the new FNC Cultural Connections Studio in September.
- Monthly potlucks are planned between Sept 2024 – April 2025
- Completed an FNC Student Engagement session in Lhuhuhwhezdel to ensure plans for services offered align with student needs and vision.
- The FNC is providing frontline support to Indigenous identifying students as its number one priority.

OII:

- Manager of Indigenous Initiatives, Holly McVea, started her new position with the OII on September 9, 2024.
- Posted the Indigenous Liaison Coordinator position on October 25, 2024, closes on November 1, 2024.
- Creating a shared Indigenous Youth Coordinator role to support UNBC's Active Minds, youth science camps and Indigenous youth science camps are supported by the OII. This position will be partially funded by the Aboriginal Service Plan and the UNBC Office of Research & Innovation.

Interim AVP Indigenous (AVPI):

- Joined the committees for the hiring of the new First Nations Studies Department Chair, UNBC's Strategic Research Plan, and the Academic Refresh Planning process.
- Continued committee work includes Inspiring Women Among Us (IWAU), Weaving Words Planning Committee
- Onboarded Interim Manager of Indigenous Student Empowerment to manage the First Nations Centre, and the Manager of Indigenous Initiatives to manage the Office of Indigenous Initiatives.
- Completed the return of spaces to the First Nations Centre – rooms 5-122 and 5-121.
- Collaborating with the Privacy Department to integrate Indigenous Data Sovereignty into privacy procedures.
- Worked with the Province of BC to retain upwards of \$700,000.00 of Aboriginal Service Plan (ASP) funding from 2021-25 and am establishing an ASP Working Group made up of Indigenous faculty at UNBC to complete reports and planning for the responsible use of these funds. The ASP Working Group will also need to plan for the 2025-26 academic year.
- Worked with our President's Office and Librarian to bring two screenings of SUGARECANE, a National Geographic documentary film, in the Canfor Theatre. Estimated 300+ members of the public, Indigenous Survivors of the Canadian Indian Residential School System, Indigenous Students, UNBC staff and faculty attended one of the two screenings offered.

READY Annual Planning and Budget Development for 2025-2026

Our annual planning for READY and the 25-26 budget is underway.

Engagement

I continue to make connections both within and external to our university community. This will continue to be a growth area within my portfolio to benefit the University through a variety of connections, opportunities and integral relationships. Below is a selected report of key meetings and engagements that have occurred during this period to bring the following to the attention of the Board and the University Community.

- October 9th, Attended the Launch of the Commonwealth 75th Anniversary book (London, UK)
- October 12th, Attended the Celebration of Life for UNBC Founder Horst Sander
- October 13th, Government of BC and Northern Post-Secondary Council meeting (Vancouver)
- October 17th, Northern Climate Action meeting
- October 21st, Meeting with Donna Flood (Hospice House) on Partnership with UNBC
- October 21st, Screening of Sugarcane movie
- October 22nd, Potluck at CNC

- October 25th, Donor lunch with Marc Bock and Chuck
- October 28th-30th, Universities Canada Fall meeting (Ottawa)
- October 28th, Dinner with Canada Senate Standing Committee on Indigenous Peoples (Ottawa)
- October 29th, Meeting with Federal University Champion, Jeff Labonte (Ottawa)
- October 29th, Ottawa UNBC Alumni Dinner
- October 29th, Meeting MP Zimmer
- October 30th, Meeting MP Doherty
- November 1st, Event for Shirley Bond
- November 2nd, UNBC Student event with Prince George Spruce Kings
- November 4th, Interview with Student Newspaper Over the Edge
- November 6th, Empowering Connections Lunch with students and alumni
- November 7th, Remarks and UNBC & Northern Health Education Day
- November 7th, President Townhall
- November 9th, President Series on Strategic Plan with Alex Cuba Concert
- November 13th, Indigenous Partnership meeting with CNC
- November 15th, President's engagement Day and Office Hours
- November 20th, Empowering Connections Lunch with students and alumni
- November 20th, Remarks at National Day stopping Violence against Women
- November 21st, UNBC Legacy Event with Brian Burke
- November 22nd, Research Universities Council of BC Meeting (Vancouver)
- November 26th, Cultivating Safe Spaces meeting

Leadership Searches

Early in 2025 I will be launching the search for UNBC's next Provost and I will be changing the scope of the role back to the original Provost and Vice Academic focus. I will continue to assess the leadership needs for UNBC as we fulfil our mission and implement READY and where appropriate implement new, re-aligned and rescoped structure to meet the evolving needs of the University.

Labour Relations

I continue to be very excited with our positive relationships with our three main labour groups on campus and looking forward to upcoming collective bargaining in 2025 as we collectively build together an exciting future of UNBC!

Summary

Overall, it continues to be a busy and exciting time for UNBC and the start of the fall term is always exciting. I continue to work with the UNBC community to establish a positive foundation to move UNBC forward in a strategic and pro-active direction that supports the continued success in achieving the University's renewed mission and mandate.

Report to the Board of Governors

Dr. Bill Owen, Interim Vice-President Academic and Provost

September 4 – November 1, 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.

Faculty of Business and Economics

- In September the FBE held several networking events to enhance community building and student experience within the Faculty. These included a graduate student social and networking event that brought together MA Economic Development, MSc Business Administration, and MBA students with faculty and staff in the FBE, as well as a School of Economics Economic Development Forum that brought in economic development officers and community leaders to meet with UNBC students interested in a career in economic development.
- The School of Business is proceeding with our external program review. The Chair of the School of Business is currently working with the MBA Director to develop an appropriate and effective data gathering and reporting template for the process. Results of the review will be fed into anticipated strategic changes in the BComm program.

Faculty of Environment

- In October the Department of Ecosystem Science and Management co-hosted an international delegation of Forestry professionals, in collaboration with Natural Resources Canada and Forestry Innovation Investment, a BC Crown agency. The visit highlighted UNBC's expertise in sustainable forestry and wood innovation.
- UNBC's Quesnel River Research Centre Open House & Research Showcase was held to highlight one of the largest grants in UNBC history - \$5 million – led by PI Dr. Ellen Petticrew and QRRC Manager Dr. Jason Raine. The grant will support research projects in partnership with the Upper Fraser Fisheries Conservation Alliance.
- Dr. Catherine Nolin and a group of 11 students co-authored a Perspectives piece for the *Journal of Latin American Geography* based on a UNBC service-learning field school:
<https://muse.jhu.edu/pub/15/article/939022>

Faculty of Human and Health Sciences

- Search Committee is currently in the hiring process for the Dean FHHS. We expect the process to be completed by December, with the successful candidate being welcomed for July 1, 2025.

Faculty of Indigenous Studies, Social Sciences, and Humanities

- Hiring proceeds for a Chair in First Nations Studies, an Assistant Professor in Film and Television Studies (English), and an Assistant Professor in Political Philosophy (Political Science).
- A newly-formed FISSSH Teaching & Learning Committee is working to develop and implement a mandatory first-year course designed to introduce students to Social Sciences and Humanities, to aid recruitment and retention efforts, to assist with transition to University and skills development, and overall to feed into and strengthen the Faculty's composite academic programs.

- Submission of the ANTH and POLS external review Action Plans for Senate information and implementation over the next three years (2024-27).

Faculty of Science and Engineering

- The FSE held two well attended student events: Mathematics and Statistics Department held a Math Pizza Pie event and the Engineering Department held a GoEng Girl event.
- Two undergraduate students participated in the 2024 Canadian Undergraduate Physics Conference. One student won an award for his poster presentation on a "Review of time-dependent Majorana mean-field theory".
- CPSC, Nature4All: A SSHRC funded project which is working seamlessly in the cloud. The aim is to conduct and report on accessibility compliance in northern BC parks.

Library

- In October, three of our librarians began offering Research Help hours in the First Nation Centre. The goal is to help the students in a space that they are comfortable using.
- The Library supported the screening of Sugarcane by facilitating the purchase of the film for screening at UNBC, both for the community and for staff and faculty. The Head Archivist participated as a panelist for the discussion on the Truth and Reconciliation Commission of Canada's Calls to Action at UNBC.

Office of the Registrar

- The Office of the Registrar and International have been working collaboratively with the Vice Provost, Graduate & Post-doctoral, Senior Director, SEM and Communications & Marketing on recent IRCC announcements and impacts to the Provincial Attestation Letter (PAL) program. We recently reassessed our undergraduate international admissions deposit to support admissions conversion and PAL optimization. UNBC is also chairing the Western Deans' ad-hoc group brought together to discuss the impact of PALs on graduate studies across western institutions.
- The CRM for undergraduate admissions has successfully launched. Examples of changes introduced to support our applicants and students via the CRM are: overhauling coding and rules; automating received dates for documents; developing supportive websites; and building reports to relay information to agents. The CRM system shows applicants outstanding documents and requirements needed for a full assessment; standardizes decision letters that are friendly and welcoming; and automates email communications.

Continuing Studies

- This year, our team has prioritized empowering Northern communities by partnering with local and Indigenous groups in BC. We've delivered 66 custom courses to over 750 students, including 26 courses in UNBC regions, reaching 280 students. Six more programs are underway, expected to enroll 100 students. Regional marketing has also driven over 500 additional enrollments in public and online courses.
- In fostering campus-wide learning, Continuing Studies is working with Faculties to develop new Micro-Credentials, leading to the re-establishment of the Micro-credential Working Group. This group will establish a framework to approve and recognize industry-relevant, credit-applicable programs that uphold UNBC's standards.

Regional Operations

- Staff and faculty in Fort St. John spent a day with each candidate for the tenure-track Social Work faculty position located at the Northeast campus. Candidates were introduced to the campus team, given a UNBC/NLC campus tour and shown around the City of Fort St. John. This faculty position is expected to bring stability to the program in the Peace region which has not had local faculty in 2 years.
- The Northwest Regional Campus has reignited its community speaker series and hosted world-renowned artist Dempsey Bob for National Day of Truth and Reconciliation. Mr. Bob spoke about his experience evading residential school, growing up at a Prince Rupert cannery, and founding the Freda Diesing School of Northwest Coast Art. Next up in the series will be a presentation from the Kitselas First Nation Treaty negotiation team on November 14th.

Maclean's Magazine University Rankings Over Time

Rankings

↓ = Fall in ranking

→ = Ranking stayed the same

↑ = Ranking improved

	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013
Overall (out of 20 Universities)	2 →	2	2	1	5	2	2	2	1	1	2	3
Students who have won national awards	1 →	1	3	1	1	1	2	1	1	2	3	3
Student/Faculty Ratio	1 →	1	1	2	2	2	2	3	3	3	3	2
Faculty who have won national awards	4 →	4	8	2	11	12	6	5	5	4	4	4
SSHRC Grants	11 ↓	10	4	9	8	7	12	5	7	6	7	10
NSERC/CIHR Grants	8 →	8	7	8	7	8	13	14	13	10	9	8
Citations	N/A	N/A	N/A	N/A	N/A	4	10	8	7	10	N/A	N/A
Total Research Dollars	3 →	3	3	3	4	4	4	7	3	2	5	3
Operating Budget	4 ↓	2	3	3	3	1	1	1	6	4	6	5
Library Expenses	19 ↓	8	6	8	11	11	2	4	4	5	3	6
Library Acquisitions	6 ↑	11	6	1	9	9	9	1	2	2	1	10
Scholarships and Bursaries (% of expenses)	20 →	20	19	8	15	15	16	T15	15	16	15	16
Student Services (% of expenses)	6 ↑	T8	6	9	10	10	12	10	10	11	9	8
Reputational Survey (UNBC's category only)	10 ↓	T6	4	11	10	6	7	7	8	9	9	11
National Reputational Ranking (out of 49 universities)	40 ↓	36	32	41	40	34	35	34	37	37	37	39
Most Innovative (out of 49)	39 ↓	34	31	35	39	28	33	28	30	36	34	39
Leaders of Tomorrow (out of 49)	29 ↓	28	28	39	36	28	32	26	34	33	26	30

Report to the UNBC Board of Governors

Submitted by: Rahim Somani, Vice President, Finance and Administration (VPFA)

Meeting Date: November 28, 2024

1.0 Introduction

- 1.1 This report provides an update on key initiatives and strategic priorities within the VPFA portfolio, with a short-term focus on finalizing the organizational design and roadmap for a lean and effective portfolio. The objective is to deliver exceptional service and user experiences while fostering meaningful community engagement. These efforts align with UNBC's vision to *Ignite. Inspire. Lead Change.* and the *Ready* Strategic Plan.
- 1.2 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 To supplement the one-on-one "Plan for Planning" sessions, the Finance team is conducting unit-level financial review sessions to discuss current financial performance and gather input for the budget process. These sessions ensure transparency and align financial planning with institutional priorities.

3.0 Capacity Building and Organizational Design

- 3.1 In collaboration with Nous Group, we are finalizing a modernization blueprint for administrative services. This includes a clear vision, detailed organizational structures, and a practical implementation plan. The design emphasizes a lean and effective portfolio focused on delivering exceptional service and user experiences.
- 3.2 Workforce capacity remains a critical risk, with active recruitment underway for key positions. Strategies to address recruitment gaps include implementing a lean and effective organizational design, introducing a shared services model, and progressing with the planned Applicant Tracking System to enhance recruitment workflows.

4.0 Service Excellence and Employee Engagement

- 4.1 Service surveys concluded in November with a 70% participation rate. Results will be benchmarked in December to guide improvements. Planning for the service recognition program is underway, and Finance 101 cross-training efforts are in development. ITS successfully completed its first Wildly Important Goal (WIG) cycle with full participation, setting a standard for other units currently at varying stages of implementation.

5.0 Digital Transformation and Enhancements

- 5.1 PayMyTuition is in the testing phase; Microsoft Co-Pilot testing is planned for selected administrative users to evaluate its capabilities and alignment with privacy regulations; Implementation planning for the Applicant Tracking System is progressing to streamline hiring processes.
- 5.2 Key advancements include multi-factor authentication (MFA) protocols, cloud migration initiatives, and a privacy compliance framework. These measures address rising cybersecurity risks identified in the Enterprise Risk Management (ERM) report.

6.0 Campus Operations and Accessibility

- 6.1 **Equity, Diversity, and Inclusion:** Key initiatives include the Consent Campaign, leadership equity surveys, and the REES reporting tool for trauma-informed, survivor-centered incident reporting. These efforts underscore UNBC's commitment to fostering an inclusive and supportive campus environment.
- 6.2 **Accessibility:** Nine working groups are advancing their mandates, with the Accessibility Compliance Portal under development. Educational sessions and awareness campaigns are ongoing to support accommodations and highlight accessibility benefits.
- 6.3 **Occupational Health and Safety:** Improvements in occupational health and safety metrics include reduced lost-time days and enhanced incident reporting through the UNBC Safe App. Future initiatives will focus on strengthening return-to-work processes and reducing injury durations.

7.0 Capital Projects

- 7.1 **Student Housing:** The draft business case for the new student housing project has been submitted. The project emphasizes energy-efficient design, enhanced student experience, and Indigenous engagement, aligning with UNBC's strategic goals.
- 7.2 **Land Trust:** The Agreement to Lease framework is being finalized to support the development of a master-planned community on Trust Lands. Progress continues on resolving the Reverter Clause, securing infrastructure right of way, and advancing the Affiliation Agreement for a potential student housing project.

8.0 Conclusion

- 8.1 The VPFA portfolio is actively advancing its short-term priority of finalizing an effective and lean organizational design. Progress across strategic areas; including service excellence, digital transformation, and inclusion; demonstrates alignment with UNBC's mission. Despite challenges such as workforce capacity and cybersecurity risks, ongoing initiatives position the VPFA portfolio for success in delivering exceptional service and transformative outcomes.

SAFETY COMPLIANCE AND MODERNIZATION REPORT 2024

Prepared By: David Claus, Director Facilities Management and Capital Planning
Submitted By: Rahim Somani, Vice President, Finance and Administration
Submitted On: 13 November 2024

Purpose: Standing report to the Board of Governors indicating compliance status, issues related to safety regulations and major upcoming changes to these systems.

Equipment Compliance with Safety Regulations

Power Engineers, Boiler, Pressure Vessel, and Refrigeration Safety Regulation (B.C. Reg. 104/2004)

All equipment is currently operated within the regulatory guidelines. An internal review identified several safety relief valves that had exceeded their rated service lifespan. Replacement of these valves is underway, with 66% completed to date, and all replacements are expected by January 2025. A safety relief monitoring program has been established to ensure ongoing compliance.

Elevating Devices Safety Regulations (B.C. Reg. 101/2004)

Recent regulatory changes by Technical Safety British Columbia (TSBC) require the installation of a new controller in the Library South elevator. This work is scheduled for completion by a qualified contractor in November 2024.

Electrical Safety Regulation (B.C. Reg. 100/2004)

All electrical installations are compliant with the regulation, and operations are overseen by a certified Field Safety Representative.

Elevator Modernization

Modernization of the two elevators in Charles J. McCaffray Hall and the Conference Centre was completed in August 2024. All necessary certificates of inspection have been submitted, and both elevators are approved for operation by TSBC. The Research Lab elevator is scheduled for modernization next, with stakeholder consultations and scheduling currently under review.

UNBC BOARD OF GOVERNORS REPORT:

Vice-President Research and Innovation - NOVEMBER 2024

PM Wood-Adams

Message from the VPRI

The fall busy season is passing quickly with many grant applications coming in, continued engagement around the strategic research plan, the continuing development of a strategic communications and marketing plan, preparation for various events including the Timberwolves Legacy Night, and leadership travel to our other campuses, Ottawa and Vancouver. I will be representing UNBC at the Canadian Science Policy Conference along with Nicola Koper, Dean of Environment and researchers Tristan Pearce and Raquel De Castro Portes. This conference, which attracts leadership from many federal government ministries and the tri-council, is part of our reputation building and outreach activities in Ottawa. We will all have earned a good rest and some family fun by the time the holidays arrive!

On behalf of the Research and Innovation Sector, I wish all a wonderful holiday season.



Research

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 engaged an Advisory Committee and have conducted a wide range of engagement activities. Further events are planned, and our team is working with Prime Strategy Planning to support communication, engagement, and other activities. Activities to date include: 1) six engagement sessions (Ft. St. John (Oct. 3); Quesnel (Oct. 15); Prince George (Oct. 10, 16 and 17) and Terrace (Nov. 6).; and 2) **ORI in the Wild!** One session was held Oct. 31 with more sessions to come. Our team is now finalizing a UNBC community survey for distribution in early November.

Research Funding

The ORI has had a busy fall with many new grant applications being processed and submitted for approval. In the last reporting period (Sept. 1-Oct. 31, 2024), \$1.6M in funding has been awarded, including Tri-Agency and other external research funding. (This amount does not include RSF or endowments). The year-to-date (Apr. 1-Oct. 31, 2024) research funding awarded is \$6.7M (this includes Tri-Agency as well as other external research funding, but it does not include RSF or endowments). Recent successes include a Mitacs Accelerate grant by Shahadat Hossein and NSERC Alliance by Thomas Tannert.

Internal funding opportunities continue and highlight our ongoing commitment to supporting academic excellence and research and innovation. The UNBC RSIG (Quarter 3) competition is complete. Out of nine applications received, six were funded. Graduate Student Travel Award: Out of 15 applications, we were able to fund 13, for a total of \$13,000. This allows our graduate students to present their work on the national and international stage.

Research Events

The ORI has been supporting a range of research events, including an ORI Meet and Greet (Oct. 08), “Research at UNBC” Orientation Sessions (Sept. 24 & Oct. 17), and Wildfire Friday (Oct. 25).

Research Operations

Administrative Efficiency

A new casual AA, Research Finance and Contracts position has been introduced to provide support for the Research Finance and Research Contracts teams. The position has been filled with a part-time casual employee (Kaelin Benty). The Research Grants Officer, Post Award (term) position has been filled, Carrie Bayes will begin her position November 18.

Research Ethics Board – Human

The UNBC REB conducted a full board meeting October 24th, 2024, reviewing two minimal reviews. Three new board members attended virtually from Coast Mountain College (CMC) and Northern Lights College (NLC). New external members were appointed to the Board through MOUs with UNBC. In addition, the REB Process - Workshop Series on research sessions for graduate students was offered on October 17, 2024. 29 students registered and the session was well attended.

Laboratory Safety

Laboratory Inspections of research and teaching labs are ongoing, with 47% of the research and teaching laboratories completing their inspections. Biological Safety Cabinet (BSC) Certification is ongoing, three BSC’s that failed in August were repaired and the BSC that was affected by a fire in September 2024 was recertified for use.

Animal Care

Canadian Council on Animal Care (CCAC) Interim Assessment process is ongoing. UNBC has replied to the CCAC Serious Recommendation of December 12th, 2023 concerning the construction of the new Aquatic Animal Holding Facility.

The Animal Care and Use Committee has reviewed key information related to policies and the committee. A new website has been developed to replace the old “animal subjects” page, with reviews by ORI leadership. Planned launch December 2024. The revised information will align with the newly released CCAC Transparency policy. The ACUC was represented in the ORI research information sessions and two representatives conducted a visit to the Quesnel River Research Centre to observe hatchery activities and to check in on current animal research.

Ongoing animal care facility updates are progressing well, including the Containment Level 2 Suite renovation in the Northern Health Science research facility. Old equipment is being cataloged and prepared for reassignment. Further infrastructure renovations are planned.

Innovation

Innovation Ecosystem

The university is making significant strides in fostering innovation and entrepreneurship, with a focus on developing the necessary supports and infrastructure to effectively translate scientific innovations into societal benefits. A number of key projects are underway, including CFI Innovation Fund application for the Northern Hub for Health Research, and CFI JELF applications, including Joseph Shea “An Observation Network for Snow Mass, Energy Exchanges, and Experimentation” and Lisa Wood “Food security, mining reclamation, and wholistic forestry: Managing for climate change and sustainability in the North”. UNBC’s first spinoff company is being registered while the patenting process is underway.

Philanthropy and Engagement

Alumni Relations

Two industry nights were held in October, in collaboration with the Career Centre. Planning for a holiday reception for our first ~10 years of graduates is underway.

Advancement

Since April 2024, we have agreements/contracts in place for \$2M+ in pledged donations via estate gifts and award pledges, including 1885 gifts for \$1.8M.

Donor Relations & Community Engagement

Efforts are ongoing to establish, nurture, and grow relationships with donors, promoting opportunities for Awards, Estate gifts, Gifts of securities, and Grants. Other events are noted, with ORI supporting the Koh-Learning Celebration in Vanderhoof, Islamic Center Open House, UNBC 10th Timberwolves Legacy Event through registration & silent and live auctions, and Gift Agreements for various UNBC donor funded programs.

Marketing and Communications

Increasing social media presence for research and academic programming, including the recent QRRC Open House event.

Sponsorship

Legacy Event: New all-time high for sponsors. Total of \$52,500 in sponsorship and an additional \$14,500 In-Kind. The event is sold out.

Departmental/Athletics Sponsorships: Wolf Club Memberships have been renewed by all returning members and new members. Sideboard renewal completed and ready for basketball season. Basketball game-day sponsors secured (Pride Game, Nats’ilnik, etc.)

Programs: Main summer Active Minds programming completed, Go ENG girl still to come. All sponsorship for 2024 has been completed, meetings planned to discuss sponsor renewals and new

prospects for 2025. The Northern Family Support Program (NFSP) course is coming into its final month. Students have begun their final assignments of cold reach outs to prospective donors.

Youth and Student Engagement

Over this reporting period, the annual report was prepared for Actua and team members attended the Annual Director's Meeting. \$70K in grant funding was received from Actua this year, including \$44K from the Strategic Science Fund. Team members are also collaborating with the UNBC Office of Indigenous Initiatives to enhance programming and support for Indigenous youth in our region, with a focus on expanding resources and opportunities.

Six new Research Ambassadors were recruited to serve from September 2024 to April 2025. These ambassadors, with diverse experience in sciences, health sciences, social sciences, and humanities, serve as advocates for research at the university.

The team continues to support UNBC students and enthusiastic community members at Spark Lab, providing an innovative space and resources that foster entrepreneurship, innovation, and collaboration. Other youth engagement events include: 1) Community STEAM Event in Beverly reaching 28 youth and 25 adults (Sept. 14, 2024), 2) Computer Science Club engaged 12 youth (ages 9-12), held every other Saturday through Nov. 2024, and 3) Go ENG Girl for 19 youth (Grades 7-10), hosted at UNBC (Oct. 5, 2024).

Future Outlook

Our team is engaging in broad outreach across the UNBC communities, working to understand strengths, opportunities, needs and priorities. As part of this process, we will work alongside the UNBC community to create and renew the UNBC Strategic Research Plan and 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. Complete outreach engagement activities for the UNBC Strategic Research Plan. Expected launch of UNBC Strategic Research Plan – April 01, 2025.
2. Initiate 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.