

## SENATE MEETING OPEN SESSION AGENDA

September 22, 2021

3:30 – 5:30 PM

Zoom Only

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### 1.0 Acknowledgement of Territory

### 2.0 S-202109.01

#### Approval of the Agenda †

Page 1

That the agenda for the September 22, 2021 Open Session of Senate be approved as presented.

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

### 3.0 Presentation - Welcome to 2021-2022 Academic Year and Return to Campus

### 4.0 Approval of the Minutes

#### S-202109.02

#### Approval of the Minutes

Page 5

That the Minutes for the August 25, 2021 Open Session of Senate be approved as presented.

### 5.0 Business Arising

5.1 Update on the Notice of Motions from the June 2021 Meeting of Senate – Structure and Governance

5.2 Vice Chair

### 6.0 President's Report (10 minutes)

Payne

### 7.0 Report of the Provost (5 minutes)

Dale

### 8.0 Report of the Registrar (5 minutes)

Annear

### 9.0 Question Period (10 minutes)

#### 9.1 Written questions submitted in advance

No written question submitted in advance.

9.2 Questions from the floor

10.0 Approval of Motions on the Consent Agenda Payne  
No consent agenda items.

11.0 Committee Reports

11.1 Senate Committee on Appeals Klassen-Ross

11.2 Senate Committee on Academic Affairs Dale

11.3 Steering Committee of Senate Payne

Page 11 11.3.1 Ad Hoc Governance Review Committee – Recommendations

**For Approval Items:**

**S-202109.03**

**Senate Committee Structure**

That Senate's committee structure be reviewed with priority given to the purpose and function of committees' mandates.

- Senate's committee structure is reviewed with consideration given to reducing the number of committees by combining their mandates.
- Consideration of where the Senate Committee on University Budget (SCUB) or alternative standing committee belongs on the Senate process.

Page 14 Effective: Upon approval of Senate

**S-202109.04**

**Senate Principles and Guidelines**

That Senate creates a set of principles and guidelines to convey the responsibilities of Senate and Senators.

Page 15 Effective: Upon approval of Senate

**S-202109.05**

**Senate Committee Guidelines**

That Senate committees establish guidelines addressing the qualifications and commitment needed of its members based on the nature of the committee work and the expected time commitment in a governance year.

Page 16 Effective: Upon approval of Senate

**S-202109.06**

**University Governance**

That the President ensures that the University community understands how the University is governed and the difference between governance and administration.

- Continued effort to maintain and improve collegial relationships.
- Ensure that Senators are provided with continual orientation, training and networking opportunities with the Board and University Community

Page 17 Effective: Upon approval of Senate

**For Discussion Items:**

**Recommendation**

That the Senate orientation materials be expanded to provide more guidance to Senators with additional sessions and workshops.

**Recommendation**

That Senate review how meeting packages are presented

Page 18 11.3.2 UNBC Governance Review (Senate Only) – Harriet Lewis (for information)

## 11.4 Senate Committee on Nominations

### For Approval Items:

Regular **S-202109.07**

#### **Recommendation of Senate Committee Members to Senate**

That, barring further nominations from the floor of Senate, the following candidates, who have met all eligibility requirements to serve on Senate committees as indicated, be appointed as proposed.

Effective date: August 25, 2021

#### **SENATE COMMITTEE POSITION TO BE FILLED**

#### **CANDIDATE**

(except as otherwise noted, all terms begin immediately)

Regular

**S-202109.08**

#### **Recommendation of Faculty to the Search Committee for the President and Vice-Chancellor**

Faculty of Business and Economics

Faculty of Environment

Faculty of Indigenous Studies, Social Sciences and humanities

Faculty of Human and Health Sciences

Faculty of Science and Engineering

11.5 Senate Committee on Curriculum and Calendar	Annear
11.6 Senate Committee on Admissions and Degrees	Annear
11.7 Senate Committee on First Nations and Aboriginal Peoples	Harder
11.8 Senate Committee on Honorary Degrees and Special Forms of Recognition	Payne
11.9 Senate Committee on Scholarships and Bursaries	Lewis

### For Information Items:

**SCSB20210825.03** *(approved)*

#### **Governor General's Gold Medal Revision**

That the revised Selection Criteria and Procedures for the Governor General's Gold Medal be approved.

Effective Date: 2021-2022 Academic Year

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**SCSB20210825.04** *(approved)*

#### **Governor General's Silver Medal Revision**

That the revised Selection Criteria and Procedures for the Governor General's Silver Medal be approved.

Effective Date: 2021-2022 Academic Year

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**SCSB20210825.05** *(approved)*

#### **UNBC Scholars Award – Procedures Revision**

That the revised Awards Procedures for the UNBC Scholars Award be approved.

Effective Date: 2021-2022 Academic Year

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**SCSB20210825.06** *(approved)*

#### **District of Houston Bursary**

That the new Terms and Conditions for the District of Houston Bursary be approved.

Effective Date: 2021-2022 Academic Year

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**SCSB20210825.07** *(approved)*

#### **Vi Lambie Memorial Award**

That the new Terms and Conditions for the Vi Lambie Memorial Award be approved.

Effective Date: 2021-2022 Academic Year

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**SCSB20210825.08** *(approved)*

**Morrison Undergraduate Scholarship in History (Revised - Morrison History Scholarship)**

That the revised Terms and Conditions for the Morrison Undergraduate Scholarship in History, with a name change to Morrison History Scholarship be approved.

Effective Date: 2021-2022 Academic Year

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**SCSB20210825.09** *(approved)*

**Tajuddaula Sadruddin Somani Equity, Diversity & Inclusion Award for Varsity Athletes**

That the revised Terms and Conditions for the Tajuddaula Sadruddin Somani Equity, Diversity & Inclusion Award for Varsity Athletes be approved.

Effective Date: 2021-2022 Academic Year

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**11.10 Senate Committee on University Budget**

**Deo**

**12.0 Information**

**12.1 Chancellor Search**

**13.0 Other Business**

**14.0 S-202109.09 (10 minutes)**

**Move to the Closed Session**

That the meeting move to Close Session.

**15.0 S-202109.15**

**Adjournment**

That the Senate meeting be adjourned.

## MEMORANDUM

TO: Geoff Payne, Interim President and Chair of Senate, Steering Committee of Senate

FROM: Ad Hoc UNBC Committee on Senate Governance

DATE: May 14, 2021

RE: Priorities and Recommendations from the Ad Hoc Committee on Senate Governance

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### **Participants:**

Laura Parent	Undergraduate Student
Sloane Zogas	Undergraduate Student
Lydia Troc	Graduate Student
Paul Siakaluk	Faculty Member
Janice Allen	Lay Senator
Deanna Nyce	Representative of the WWN
Bert Annear	Registrar and Secretary of Senate
Kellie Howitt	Senior Project Consultant
Shari Hoff	Governance Officer
Alexandra Parent	Governance Officer

The committee last met to review the recommendations on May 10, 2021.

### **1.0 Priorities and Recommendations from the Ad Hoc Committee on Senate Governance**

#### **Recommendation #1 \*\*\*high priority**

**Senate's committee structure be reviewed with priority given to the purpose and function of committees' mandates.**

- Consideration of Recommendation #19 from the Governance Report
  - Senate's committee structure is reviewed with consideration given to reducing the number of committees by combining their mandates.
- Consideration of where the Senate Committee on University Budget (SCUB) or alternative standing committee belongs on the Senate process.
  - Consideration of Recommendation #20 from the Governance Report
    - The Committee on the University Budget is disbanded and budget advisory responsibility under s.37(1)(e) of the Act is assigned to the Committee on Academic Affairs.
- Further consultation with the Senate Committees and the larger University community required.

#### **Recommendation #2 \*\*\*high priority**

**The Senate creates a set of principles and guidelines to convey the responsibilities of Senate and Senators.** (Recommendation #18 from the Governance Report)

- Consideration of Recommendation #21 from the Governance Report
  - The committees establish guidelines addressing the qualifications and commitment needed of its members based on the nature of the committee work and the expected time commitment in a governance year.

**Recommendation #3**\*\*\*high priority

**The President ensures that the University community understand how the University is governed and the difference between governance and administration.** (Recommendation #25 from the Governance Report)

- Continued effort to maintain and improve collegial relationships.
- Ensure that Senators are provided with continual orientation, training and networking opportunities with the Board and University Community.

**Recommendation #4**

**That the Senate orientation materials be expanded to provide more guidance to Senators with additional sessions and workshops.**

- Consider offering orientation sessions of various governance topics throughout the year.
- Formal Robert's Rules Training.
- Consider offering orientation sessions to all Senators on how to chair a meeting.
  - Consideration of Recommendation #23 from the Governance Report
    - When committees can choose their chair, they choose from the committee's elected members. Committee chairs are provided with guidance on chairing their committees.

**Recommendation #5**

**That Senate review how meeting packages are presented.**

- Consider revising motion forms.
- Consider how Consent Items are presented.
- Consider delegating authority or having Consent packages submitted to Senate from the Faculties for minor calendar revisions.

**2.0 Additional Notes from the Ad Hoc Committee on Senate Governance**

- i) Engagement of Senators in Senate and Senate Committees
  - a. Senators should attend at least one Board meeting and Board members attend at least one Senate meeting.
    - i. This suggestion can be immediately added to the orientation materials
    - ii. Board meeting announcements can be sent to all Senators.
  - b. Vacancy lists can be sent to the Deans and Faculty Councils.
- ii) Recommendation # 22 from the Governance Report is not applicable.
  - Senate implements a more formal process for election of a Vice Chair for a 2- year term.

According to the *Act* a vice chair must be elected annually. There is no requirement to do the election from the floor of Senate it can be done via the same process that is

used for elections.

- iii) Recommendation # 24 from the Governance Report is not applicable.
  - Senate normally meets and acts in open session and moves *in camera* only in rare circumstances.

This is already the practice and addressed in the Senate Handbook 3 (q) and 3 (t). It is consistent with the *Freedom of Information and Protection of Privacy Act of B.C.* If there are concerns that this practice is not being adhered to, they should be directed to the Steering Committee of Senate.

## **ATTACHMENTS**

### **For Information:**

- Governance Review UNBC final for release to Board of Governors and Senate



Motion Number (assigned by SCS): S-202109.03

**STEERING COMMITTEE OF SENATE**

**PROPOSED MOTION**

**Motion:** That Senate’s committee structure be reviewed with priority given to the purpose and function of committees’ mandates.

- Senate’s committee structure is reviewed with consideration given to reducing the number of committees by combining their mandates.
- Consideration of where the Senate Committee on University Budget (SCUB) or alternative standing committee belongs on the Senate process.

**Effective Date:** Upon approval of Senate

**Proposed by:** Steering Committee of Senate

**Rationale:** On the recommendation of the Ad Hoc Committee on Senate Governance, further consultation with the broader university community is needed to consider Senate and Senate Committee structure.

**Attachments:** Ad Hoc Governance Review Committee Recommendations and the Governance Report

**Authorization:** Geoff Payne, Chair of Senate

**Program / Academic / Administrative Unit:** Office of University Governance

**Faculty:**

**TO BE COMPLETED AFTER SCS MEETING**

**Brief Summary of Committee Debate:**

**Motion No.:** SCS202109.03

**Moved by:** S. Zogas

**Seconded by:** J. Bankole

**Committee Decision:** CARRIED

**Approved by SCS:** September 15, 2021  
Date

\_\_\_\_\_  
Chair’s Signature

**For recommendation to**  **, or information of** \_\_\_\_\_ **Senate.**





Motion Number (assigned by SCS): S-202109.04

**STEERING COMMITTEE OF SENATE**

**PROPOSED MOTION**

**Motion:** That Senate creates a set of principles and guidelines to convey the responsibilities of Senate and Senators.

**Effective Date:** Upon approval of Senate

**Proposed by:** Steering Committee of Senate

**Rationale:**

On the recommendation of the Ad Hoc Committee on Senate Governance, a set of principles and guidelines would useful to convey the responsibilities of Senate and Senators.

**Attachments:** Ad Hoc Governance Review Committee Recommendations and the Governance Report

**Authorization:** Geoff Payne, Chair of Senate

**Program / Academic / Administrative Unit:** Office of University Governance

**Faculty:**

**TO BE COMPLETED AFTER SCS MEETING**

**Brief Summary of Committee Debate:**

**Motion No.:** SCS202109.04

**Moved by:** S. Zogas

**Seconded by:** J. Bankole

**Committee Decision:** CARRIED

**Approved by SCS:** September 15, 2021  
Date

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

**For recommendation to**  **, or information of** \_\_\_\_\_ **Senate.**



Motion Number (assigned by SCS): S-202109.05

**STEERING COMMITTEE OF SENATE**

**PROPOSED MOTION**

**Motion:** That Senate committees establish guidelines addressing the qualifications and commitment needed of its members based on the nature of the committee work and the expected time commitment in a governance year.

**Effective Date:** Upon approval of Senate

**Proposed by:** Steering Committee of Senate

**Rationale:** On the recommendation of the Ad Hoc Committee on Senate Governance, guidelines addressing the qualifications and commitment for Senate Committees will help provide information for new members.

**Attachments:** Ad Hoc Governance Review Committee Recommendations and the Governance Report

**Authorization:** Geoff Payne, Chair of Senate

**Program / Academic / Administrative Unit:** Office of University Governance

**Faculty:**

**TO BE COMPLETED AFTER SCS MEETING**

**Brief Summary of Committee Debate:**

**Motion No.:** SCS202109.05  
**Moved by:** S. Zogas

**Seconded by:** J. Bankole

**Committee Decision:** CARRIED

**Approved by SCS:** September 15, 2021 \_\_\_\_\_  
**Date** **Chair's Signature**

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



Motion Number (assigned by SCS): S-202109.06

**STEERING COMMITTEE OF SENATE**

**PROPOSED MOTION**

**Motion:** That the President ensures that the University community understands how the University is governed and the difference between governance and administration.

- Continued effort to maintain and improve collegial relationships.
- Ensure that Senators are provided with continual orientation, training and networking opportunities with the Board and University Community

**Effective Date:** Upon approval of Senate

**Proposed by:** Steering Committee of Senate

**Rationale:** On the recommendation of the Ad Hoc Committee on Senate Governance, ensuring that the University community understands how the governance of the university works is important to maintaining collegial relationships.

**Attachments:** Ad Hoc Governance Review Committee Recommendations and the Governance Report

**Authorization:** Geoff Payne, Chair of Senate

**Program / Academic / Administrative Unit:** Office of University Governance

**Faculty:**

**TO BE COMPLETED AFTER SCS MEETING**

**Brief Summary of Committee Debate:**

**Motion No.:** SCS202109.06

**Moved by:** S. Zogas

**Seconded by:** J. Bankole

**Committee Decision:** CARRIED

**Approved by SCS:** September 15, 2021  
Date

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

**For recommendation to**  **, or information of** \_\_\_\_\_ **Senate.**

University of  
Northern British  
Columbia  
Governance Review

Presentation to UNBC  
Senate

Harriet Lewis  
8-1-2020

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<i>Not released in Senate Public Package. Under consideration by the     Board of Governors.</i>	
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## 1. INTRODUCTION:

### 1.1 The Context of this Review

In early February 2020, Dr. Geoff Payne, the Interim President of the University of Northern British Columbia (“UNBC” or “the University”), and Ms. Lee Ongman, Chair of the Board of Governors of UNBC, (“the Board”), approached me to conduct a review of the governance practices at the University.

They recognized that the collegial relationship among the internal constituent parts of UNBC’s governance framework, (the Board, Senate and Administration as represented by the immediate past President), had been damaged by multiple factors leading to a culture of widespread discontent on campus. These included labour conflict, the controversial appointment of a previous Chancellor, institutional financial difficulties and attendant layoffs, enrolment problems, historically truncated presidencies, Board vacancies, academic restructuring and a host of other issues. They were anxious to learn whether weaknesses in the structure or policy framework of UNBC’s Board governance contributed to the problem. They hoped that by understanding “best practices” in university governance and, if necessary, refining UNBC’s governance framework accordingly, the University could restore internal collegiality and move forward with its vision to be “Canada’s leading destination University, personal in character, that transforms lives and communities in the North and around the world”.

What follows is the outcome of that review. I hope that the observations, suggestions and recommendations made here will contribute to improving the UNBC community’s respect for its governance system and enhance trust and confidence among those tasked with governance responsibilities.

### 1.2 The Approach to the Review

Given the urgency of the issues and lacking the ability to attend on campus to learn about the culture of the institution, I was lucky to be provided with a guide in the person of Dr. Charles Jago, UNBC’s president emeritus and governance advisor.

The University Secretariat and the Office of Strategic Planning provided us with a great deal of the material which constitutes UNBC’s policy and procedural framework. At the outset of this exercise we poured over hundreds of pages of documents, both historical and current. Given the mandate, we did not dwell on all of that record, but through observations and discussions, noted what essential material was already in place, what might be “tweaked” in a way that

might make a difference, and what was missing that would, if created, strengthen or better communicate the University's governance practices.

Dr. Payne hoped we would benefit from the experience of a number of people who have served on UNBC's governing bodies. We therefore had telephone conversations with individuals who shared with us their views of the strengths and shortcomings of UNBC governance as it is practiced. We asked each of them to provide some suggestions for positive change, however incremental.

We were able to observe UNBC 's Senate and Board of Governors in action by attending on-line video meetings of the Senate and Board of Governors over the last few months. As guests, we received full agenda packages for each, as well as minutes of key meetings of the Board and Senate over the past governance year. Notwithstanding the unusual circumstances, by attending the meetings we gained some additional understanding about the choreography of the meetings and the interactions of the participants.

For purposes of comparison and in search of examples of best practice, I have viewed some on-line governance materials of some sister universities, a list of which is Appendix 1. These institutions were chosen for various reasons: because of their structural similarity to UNBC; because of their comparable size and their positions within their provincial university systems or their importance to the communities they serve; and some because in my opinion, there is something about their governance structure or practice that may be useful for UNBC to consider.

## 1.3 Definitions and Principles

### 1.3.1 What is Governance?

Not all problems are governance problems. While a robust governance framework is necessary for the effective operation of a university, it is not sufficient to ensure smooth operations or maintain trust and collegiality. A great deal depends on the stress caused by external factors, and the commitment of those responding, to keep lines of communication cordial and open notwithstanding.

In this context, "governance" is the assignment and exercise of authority within the institution, and the processes which prescribe and describe how the authority is to be exercised. Importantly, it is also the relationship among the parties who have been given such authority, and their accountability to the communities they serve.

Universities in the western world cherish and defend their autonomy to govern themselves through boards and senates – an autonomy that is being encroached upon by legislative fiat and by calls for greater accountability. To justify their self-governing privileges, it is incumbent



upon them to govern themselves professionally, competently and with an interest in contributing to the public good.

### 1.3.2 The Principles Underlying This Review:

Dr. Jago and I approached this task with the following governance principles in mind:

- As one of the province's research universities, UNBC is one corporate entity, with a bi-cameral collegial governance structure; governed by a Board of Governors and a Senate. Each of those bodies has its exclusive powers and responsibilities as well as the responsibility in certain circumstances to consult or seek the approval of the other body when making a decision.
- The University is a charitable corporation: a designation which imposes on those who serve on its governing bodies a fiduciary duty: a relationship of trust which imposes the obligation to avoid conflicts of interest and commitment and requires participants in Board and Senate to act in the best interests of the University. That high level of duty is the basis on which it retains its autonomy: the ability to govern itself.
- A commitment to collegial self-governance requires the active engagement of its participants and respect for both the system and its participants.
- Trust and respect for the University's governance bodies is generated by transparency and good communication between the governing bodies and among them and the administration, led by the President. It is also based on the institution's communications with and accountability to the communities which support it and which it serves.
- Effective governance also depends on the common understanding of the participants that while statutes, policies, procedures, and structures provide a framework to guide the decision making and functional operation of the institution, a written framework cannot (and should not) replace the thoughtful and transparent exercise of judgement.

## 2. THE EXTERNAL CONTEXT OF UNBC GOVERNANCE

There are a number of external factors that influence and limit how and by whom the UNBC is managed and governed.

### 2.1 The University Act, RSBC 1996, chapter 468 (The Act)

With the enactment of the University Act in 1996, UNBC was continued and included in the statutory framework of the Act. The Act establishes the powers and duties of the constituent parts of the governance framework: Chancellor and Convocation, the Board of Governors, the Senate, the Faculties, the President /Vice Chancellor and the Registrar.

The Board is given authority over the “management, administration and control of the property, revenue, business and affairs of the university.”. Although the Act lists specific examples of matters within the Board’s authority, it also specifies certain circumstances when the Board is required to consult with or seek approval from the Senate.

Similarly, the Senate is vested with responsibility for the “academic governance of the university”. The Act provides an extensive list of the Senate’s powers, but is clear that some actions require interaction, (through meetings, recommendations and approvals), with the President and the Board.

Although the Act is highly prescriptive in some areas it is not prescriptive in others. It establishes the membership of the Board, the length of the members’ terms and the source and the method of their appointment. It establishes the term for a board chair but assigns the incumbent no specific duties, and suggests only limited qualifications for the chair’s selection (that it be an OIC appointee and be selected by a vote of members).

The Act also specifies a core *ex officio* membership of Senate, and dictates the balance of faculty members to that of others serving on the body. It names the President as Chair of Senate and the Registrar as Secretary. It establishes a very detailed nomination process for those wishing to be elected to Senate, but does not prescribe a ceiling on the number of senators, requiring only that the set numerical balance of faculty members to others be maintained.

The Act gives each of these bodies the authority to establish committees, but does not dictate a committee structure nor specify committee membership.

In those areas not specified by the Act, it is the prerogative of the University to establish processes and protocols to flesh out and illustrate its Board and Senate organization and its standards of conduct for fulfilling its responsibilities.

## 2.2. Crown Agencies and Board Resourcing Office (CABRO):

This British Columbia government office is responsible for overseeing the recruitment and recommendation of the Order in Council appointees to the UNBC Board. It “provides support, guidelines and best practices for public sector organizations” including the province’s universities. The office is tasked to “develop policies to support an open, transparent, and merit-based public appointment process and help ensure appointees receive public sector governance orientation and development resources including ethical code of conduct.”

In accordance with its mandate, the office has developed a competency matrix which assists the institutions in identifying skills needed for their boards. It also has created appointee application forms, “General Conduct Principles for Public Appointees”, and a “Performance

Appraisal” form to be used by the universities in recommending (or not), the renewal of appointed board members.

The office has also produced a comprehensive set of training modules for members of public boards. It has held one or more in-person director training sessions and promises that the materials used for that training will be available on-line within the next year.

These materials are a helpful framework for identifying, training and evaluating board members. However, they do not preclude the University from adding its own substance to flesh out the provided structure.

### 2.3 The Ministry of Advanced Education, Skills and Training Mandate Agreements

British Columbia’s government prepares and issues an annual Mandate Agreement in letter form, addressed to the universities’ board chairs. The letter communicates the government’s expectations of each institution, by setting out government’s “over- arching priorities” and confirming that those priorities “will inform your institution’s “policies and programs, as well as specific direction on priorities and expectations for the coming fiscal year”. The board members of each university sign their agreement to the priorities, committing the school to incorporate the priorities into their planning and to disclose their performance measures and progress against those measures in an annual “Accountability Plan and Report”. Insofar as the Mandate Agreements direct the University’s academic priorities, its autonomy over academic programs is constrained.

### 2.4 British Columbia Public Sector Compensation and Expense Policies (PSEC)

While acknowledging that public sector organizations such as its universities “are often in the best position to manage employee compensation in a way that optimized their service delivery”, the province has taken “a proactive centralized approach to ensure the myriad of individual compensation decisions are aligned ...”. To that end it has established a PSEC Secretariat to govern and manage the financial parameters of collective bargaining with, (among others), university unions.

### 2.5 Collective Agreement with the UNBC Faculty Association

Over the course of its history of collective bargaining with its faculty association, a number of governance matters have been incorporated into the collective agreement between the Board of Governors of the University and the Faculty Association, constraining the exercise of the board’s otherwise exclusive and unfettered authority in certain matters in favor of agreed-upon processes outlined in the collective agreement.

### 3. BEST PRACTICES IN GOVERNANCE

Despite the framework mandated by its government and its agreements, the University retains a considerable degree of autonomy and flexibility in how it defines and conducts its governance. This review attempts to identify and suggest some acceptable and realistic additions, changes or improvements within the governance structure and practice that are consistent with best practice as I know it.

The “best practice” for any institution is shaped by the nature and culture of that institution and its resources at a given point in time. As noted, UNBC has an extensive set of administrative and governance policies and practices. The focus here will be on commenting on whether certain ones contribute to the consistency, accountability, transparency and effectiveness of the University’s governance, or whether changes might be helpful.

Because of the limited resources available to support UNBC’s governance, some attention has also been given to addressing how the University’s governance practices might be simplified to alleviate some pressure on all of the parties involved. Focus is on those areas which appeared most important to Dr. Jago and to me or were of most concern to Dr. Payne and the other community members with whom we spoke.

### 4. THE BOARD OF GOVERNORS

*Not released in Senate Public Package. Under consideration by the Board of Governors.*

## 5. THE SENATE

At UNBC as at most universities, it is the Senate which has responsibility for the core business of the university: creating the academic program and overseeing its quality and integrity. Through a process of consideration of proposals from Faculties, it determines the curriculum. It sets the criteria for admission and the standards for the granting of degrees. The Act (s. 37) enumerates many specific duties of senates and in several cases, requires the Board's concurrence with its actions before they can take effect.

During the period of recent faculty contract negotiations, the Senate floor became the locus for expressing frustration and for challenging the administration. Dr. Jago and I were told that some Senators were intimidated by the tone in the room and reticent to speak. This was attributed to the behaviour of fellow Senators and to the perceived disrespect projected by the former president both by his absence from Senate and also when in his role as Senate Chair.

The creation of a "faculty caucus" by active union members has exacerbated tensions and divisions among Senate members. While some see the caucus as a way to review and understand Senate business in advance of the meeting, others see the caucus as a tactic by which the faculty union exerts pressure on senators to vote as a block to advance a union agenda.

Senate meetings have been one of the few occasions at UNBC that bring faculty, staff and students together. It is therefore not surprising that tensions within the community would play out in the Senate chamber. However, with the strike having ended, the recently approved Academic Restructuring Plan now in implementation, the consequences of the COVID 19 pandemic requiring a modified delivery of all or part of the curriculum, and a search for the next President about to begin, Senate must return its focus to its duties and responsibilities if the University is to meet its challenges.

### 5.1 Senate Powers and Responsibilities

As noted, the UNBC Senate is the body tasked with creation and oversight of the academic work of the University. It is in the Senate and its committees that the collegium gathers to "determine all questions relating to the academic qualifications of applicants" and to "consider, approve and recommend to the board the revision of courses of study, instruction and education" among other duties.

As is the case with the Board, Senate's membership structure is proscribed by the Act. Some of its duties and powers are to be shared with the Board through recommendations and approvals. Some decisions are also constrained or directed by provincial mandates or collective agreements.

The President/Vice Chancellor is the named Chair of Senate, and the president's role in leading the institution academically as well as administratively is made clear by s. 59 of the Act: "the president is to be the chief executive officer and must generally supervise and direct the academic work of the university". The role requires the incumbent to preside over Senate's deliberations and also to serve as a member of each of Senate's standing committees and Faculty councils. Through appointments to both Senate and the Board, the president forms an important bridge between the parts of the University's bicameral system and the President's full engagement with both bodies illustrates the office's respect for collegial self-governance and the bi-cameral system.

#### 5.1.1 Senators' Roles and Responsibilities

While the Act sets out Senate's powers in detail, it says nothing about an individual Senator's role or responsibilities. The exceptions are for the President whose central role is as noted, and the Registrar who is Senate's non-voting Secretary, responsible for keeping Senate and Board records and performing the duties "that the board or senate may require."

As it stands, UNBC Senators have authority for taking action on matters within their purview, but no expressed accountability for their engagement or behaviour in Senate meetings. We did not observe un-collegial behaviour in the video conference meetings Dr. Jago and I attended, but we did observe some procedural irregularities in that proscribed process was not followed. We formed the impression that Robert's Rules were generally not understood by the Senators, and that in the absence of a University Secretary, no one had been assigned responsibility for providing advice to the Chair on procedural matters during the meeting. The Registrar, as official Secretary of Senate, has not assumed that responsibility. For that reason, a review and simplification of Senate procedures is warranted.

York University's Senate has established stand-alone rules for its senate proceedings which I consider best practice. Importantly, they begin with principles that "inform the rules of Senate and their application".

The principles are as follows: (emphasis added)

- Senate shall provide Senators with **due notice of matters** to be decided at a meeting
- **Senate is open** to the University community **unless it duly resolves to move into closed session**
- Senators have a **duty to attend meetings** of the Senate **and to vote on resolutions** which come before the Senate. In doing so, Senators **have an obligation to act with civility and decorum.**

- Senate shall provide Senators with the opportunity to debate issues under consideration before a decision is made.
- Unless specifically indicated otherwise, Senate shall make its decisions on the basis of a simple majority of those Senators present and voting at a duly constituted meeting.
- All Senators have the **same rights and obligations** under Senate rules.

The sections which follow provide that the chair, (elected in York's case), "**shall enforce the rules in the spirit of these principles and in doing so, will act fairly and impartially.**" The rules are intended to be comprehensive with no reference to outside authorities. If an issue arises which is not foreseen by the rules, the chair is to act "in keeping with the principles outlined in the preamble" above.

While it may not appear obvious on first reading, these rules make important points as follows:

- **Due notice:** Matters cannot be "walked on" to the agenda during a meeting except in extraordinary circumstances and by a 2/3 vote. When they are added, they are placed at the end of the agenda under "other business", and if not reached within Senate's time line, (2 hours unless pre-scheduled for longer), are moved to the next meeting so notice can then be given to all Senators. [This is also the case at UNBC].
- **Move into closed session:** Senate is generally open. There is no regular closed session.
- **Duty to attend and vote on resolutions:** A record of attendance is kept and absenteeism is followed up. Abstentions are strongly discouraged and not recorded. The Senators are expected to take responsibility for participating in the decisions and before a vote is called, to ask questions if there are concerns or if matters are unclear.
- **Obligation to act with civility and decorum:** A reminder of the importance and responsibility of the role. Senate is open to the community. Senators are fiduciaries entrusted with the academic decisions for the university, and should be seen to be acting appropriately and in the institution's best interest.
- **Same rights and obligations:** this both addresses absenteeism (a habit of some *ex officio* members), and ensures that all Senators are addressed as such, regardless of their status within the university.

The drafting of the stand-alone rules occupied a York senate committee for more than a year, but once implemented they made a difference in the orderliness of the senate meetings. While they do not differ greatly from Robert's Rules in content, they are in plain language and do not require reference to an outside source. Every Senator is given a copy in a printed handbook and can easily download them on to devices to refer to during meetings. The vice chair and secretary are prepared with a strong mastery of the rules and confer with and advise the chair when necessary.

Because of the many other pressing issues before it, I do not recommend that UNBC's Senate immediately take on the project to create its own rules. However, the York precedent is available and I suggest that it should be carefully considered as a useful starting point for any

such future project. That said, the creation of a statement of Senate's and Senator's responsibilities is important.

**Recommendation #18: The Senate creates a set of principles and guidelines to convey the responsibilities of Senate and Senators.**

## 5.2. Senate Membership

Section 35(2) of the Act establishes that the Chancellor and a number of administrators are *ex officio* members of Senate, and the number of faculty and student members are calculated relative to them. Currently there are seats for 49 voting Senators.

Because the Academic Restructuring Plan will disband the 2 Colleges in favour of 5 Faculties, when the new structure is in place there will be 5 Deans on Senate and the number of faculty members and students on Senate will have to be adjusted accordingly: 6 more faculty members and 3 more students. If a Board Member is included among the discretionary members, a further 2 faculty members and 1 student will be eligible for appointment; an increase of fifteen members.

The committee membership, if it remains as currently defined, will also increase as a result of the change from Colleges to Faculties. Currently, several committees include members identified as being from the Colleges, and others are appointed by their Deans. (The organization of Senate committees is discussed below). Increasing the committee membership under the present committee composition may present a challenge. It is not uncommon for some Senate seats to remain vacant. Increasing the number of Senate seats will not be accompanied by an increase in the number of faculty members or students at the University who are available to fill them as neither faculty complement nor student enrolment is on the rise.

Not everyone is willing or able to sit on Senate. The protocol for elections to Senate seats established by the Act involves both a formal nomination, signed by 3 nominators, and the provision of detailed information about a candidate's qualifications. The process may well discourage some candidates, and the committee work involved in being a Senator will discourage others, particularly more junior faculty members. [ I note that the Senate Handbook provides that members of Senate may be asked to serve on "no more than" 3 committees].

It is therefore desirable that the President/Senate Chair, the Provost and the Deans, seek out and encourage the nomination of those faculty members, staff and students who have the knowledge, interest and energy to contribute to Senate's work at this important time.

As is the case with the Board, both new and continuing Senators should receive a substantive orientation at the beginning of the governance year. In addition to an overview of the duties of Senate, the obligations of Senators and the contents of the Senate Handbook, (which focusses



on committee structure and Senate rules), it would be helpful for the President to present an overview of the “state of the University” and given the implementation of the new Faculty structure, for the President, Provost and Registrar to outline an annual work plan for the committees and for Senate as a whole.

### 5.3 Committees, Their Mandates and Membership

Presently there are the equivalent of fifteen Senate committees, (4 of which are subcommittees). Some are supported by the Registrar’s office and others by the Provost of the Secretariat. They can be very roughly classified into 4 types according to the nature of their work:

- Organization and Procedure: Steering Committee,
- Policy: Academic Affairs, Curriculum and Calendar, Admission and Degrees, Academic Scheduling sub- committee, First Nations and Aboriginal Peoples
- Adjudication: Nominations, Honorary Degrees, Academic Appeals, Student Discipline Appeals, Scholarships and Bursaries), Research Ethics subcommittee, Animal Care and Use subcommittee
- Advisory: Budget

There was general agreement among those who support the committees, that in some cases their mandates overlap to the point where it would be logical to combine them or move some duties from one committee to another. For example, the membership categories for the Steering Committee and the Nominations Committee overlap to a substantial degree. The nomination and election of Senate candidates and the appointment of senators to committees would appear to be a duty easily assumed by the Steering Committee. The duties of the Committee on Admissions and Degrees, on Curriculum and Calendar, and some duties assigned to Academic Affairs (including the work of the Subcommittee on Academic Scheduling) all consider the technical requirements for a degree such that their work could be combined.

All of the universities used for comparison have a steering or executive committee, adjudicating committees for student appeals, and curriculum committees. Most had as many, if not more committees than UNBC, but the focus of the larger number of committees appears to differ from institution to institution. By way of comparison, Victoria has twelve Senate Committees, 3 which (Libraries, Planning and Learning and Teaching) fall under the Academic Affairs Committee at UNBC. Simon Fraser appears to have nineteen Senate Committees, including ones on continuing studies, international activities, and library penalty appeals. Neither have a standing committee on research or graduate studies.

Brandon University has twelve committees or subcommittees including Executive, Curriculum and Academic Planning, Graduate Studies, Research and Library. Winnipeg also has an Executive Committee, a Graduate Studies Committee and a Library Committee among its seventeen committees. Both Manitoba institutions have a Budget Committee.

York's Senate is the largest of those which I have compared with UNBC, but has the smallest number of committees. Its Senate is responsible for adjudicating student academic appeals and also tenure and promotion appeals, which occupy 3 of its 9 committees. Its Executive Committee has a sub-committee for Honorary Degrees and Ceremonials to which is delegated the authority to recommend honorary degree candidates to the Executive, which in turn has the authority to approve (or decline), nominations. The choices are then announced to its senate. It has an Awards Committee which like UNBC's reviews and adjudicates awards. But it has only 2 policy committees: an "Academic Policy, Planning and Research Committee", and an "Academic Standards, Curriculum and Pedagogy Committee". Broadly speaking the former assumes responsibility for all academic policy including the Academic Plan and Research Plan and the alignment of the work of the Faculties with the plan. It also advises on the structure of academic units and allocation of resources within the academic portfolio. The latter deals with such things as admission standards, sessional dates, degree standards, program reviews, the evaluation of teaching and learning, and the modification of degrees, programs, diplomas and certificates.

**Recommendation #19: Senate's committee structure is reviewed with consideration given to reducing the number of committees by combining their mandates.**

#### 5.3.1 : The Senate Committee on the University Budget

No one with whom we conferred is of the opinion that the Senate Committee on the University Budget functions as appears to have been intended by s.37.1 (e) of the Act: "to meet with the president and assist the president in preparing the university budget." It was suggested that the committee is reactive only, meets infrequently and may not have the appropriate membership for making useful contributions to the budgeting process at UNBC.

Currently the composition includes a faculty member from each of the 2 Colleges and 1 from a professional program; 3 students, (1 of whom is a Senator); and 1 representative from each of the employee groups: staff, exempt employees and faculty. The committee is to meet with named senior university officials to review "budgetary issues and submissions", and then to submit recommendations to the President prior to the budget being presented to Senate.

The composition differs from the same named committee at the University of Victoria which consists of 7 faculty members (2 of whom must be senators), 1 student senator, a "convocation" member of senate and the President. It is to meet 4 times a year.

Simon Fraser does not have a senate budget committee. It assigns responsibility for providing budget advice to the president through its senior standing committee, the Senate Committee on University Priorities: a committee of twenty-seven voting and non-voting members, chaired by the Vice President Academic. In addition to the chair, the committee is composed of 4 deans, the Vice President Research; 8 senators (1 from each Faculty), 4 undergraduate and 2

graduate senators and one ‘convocation senator’ all elected by Senate; plus a number of other *ex officio* senior administrators. The committee is responsible for many things including “the operation of the system of academic planning”, recommending priorities “that should be attached to the central allocation of resources” and “providing advice to the President on the annual operating budget, annual capital budget and Five Year Capital Plan”.

In setting the responsibilities of this committee, Simon Fraser is similar to York, which in the mandate of its Academic Policy Planning and Research Committee, connects academic planning with resource allocation and resource allocation with budget advice. It is logical for the mandate of the senior planning committee of senate to include its providing advice to the administration on budget. Assigning the responsibility in this way does not mean that the President and his team would not seek budget input more directly from the employee groups or student governments: a possibility that might be a more effective way of receiving their comments.

**Recommendation #20: The Committee on the University Budget is disbanded and budget advisory responsibility under 37(1)(e) of the Act is assigned to the Committee on Academic Affairs.**

### 5.3.2 Research and Graduate Studies

From questions raised at the Senate meetings we attended, and from our conversations with current and former Senators, we heard concern among UNBC faculty members that research and graduate studies do not have an obvious home within the new academic administrative structure nor an appropriate place within the committee structure of Senate. The final recommendations in the Academic Action Plan endorsed by Senate in June 2017 recommended the development of a Faculty of Graduate and Post-Doctoral Studies to provide an intellectual and administrative “home” for the programs which it was agreed “are a vital part of the university enrolment as well as its research capacity”.

The mandate of the Academic Affairs Committee of Senate includes the oversight of undergraduate and graduate research and the recommendation of the establishment of Research Chairs. The Vice President Research is the committee’s Vice Chair and the university’s Librarian is a member. The committee also has policy responsibility for both undergraduate and graduate academic regulations. This inclusion of graduate studies within the academic affairs committee is not inconsistent with most of comparator universities, Brandon being the exception as noted above. It is unclear how Senate’s structure could or should be altered to alleviate the concerns we heard, but it is clear that some attention to situating graduate policy oversight and administration within the new academic structure of the University is warranted.

### 5.3.3 Committee Membership

Given my recommendation that the work of the committees be rationalized and the number reduced, I do not have specific recommendations as to how membership in each be determined. However, I observe that if the work of the Deans in the new structure is to be focussed more on their Faculty and on fundraising, they are unlikely to have time to serve in person on Senate committees as they do now and their delegates will have to be identified.

Because of the importance of Senate's responsibilities, committee members must have the understanding necessary to fulfill their committee responsibilities. The committee(s) that address curriculum, calendar and scheduling, need members who enjoy the detailed work that such committees require. Academic Affairs needs members with a broad understanding of the institution, its vision and mission. Adjudicating committees, particularly the Committee on Academic Appeals, are time consuming and often stressful. Members must be committed to spend the time required by the committee's heavy work load at certain times of the year.

**Recommendation #21: The committees establish guidelines addressing the qualifications and commitment needed of its members, based on the nature of the work of the committee and the expected time commitment in a governance year.**

## 5.4: Senate Policies and Practices

This review of the UNBC Senate focusses on some practical suggestions for improving the engagement of its members and their interactions with Administration and the Board of Governors. The report contains little if any comment on Senate policies, which are the purview of that body, but focusses instead on practices. Below are some suggestions and recommendations on Senate practice for consideration.

### 5.4.1 : Vice Chair of Senate

As noted earlier, Part 9 of the Act contains a detailed multi-step election process for Senate including nominations, elections and voting. Despite its small size, UNBC is required to follow this detailed process, overseen by the Registrar, for all Senate elections. That is, all elections except for Vice Chair of Senate, where Senate has the power to determine the process for election of that officer. Neither the Act nor the Senate Handbook designate the senior academic administrator (usually the Provost/Vice President Academic) to serve as Vice Chair of Senate and chair Senate in the absence of the President. The rules do provide that if neither the chair nor vice-chair are present, the President shall appoint a "Senior Academic Administrator and Senator" as chair.

UNBC's Senate elects its Vice Chair "at least annually". Under the Act, a Vice Chair can serve for 2 years. A regularized 2 - year term would allow the UNBC Vice Chair to master Senate's rules

and provide additional support to the Chair during meetings. I therefore suggest that the longer term is best practice.

As I understand the UNBC process, the candidates for the Vice Chair are nominated “from the floor” and without advance notice of the candidates. This does not encourage candidates to stand, nor provide Senators with the ability to consider the qualifications of the nominees, both of which would be preferable.

Like UNBC, Simon Fraser holds an annual election of its Senate Vice Chair and also like UNBC, its election rules provide no guidance as to how the election take place. No information on the University of Victoria’s practice is available on its web site.

York has both an elected chair and vice chair, each elected for two years. In normal circumstances, the vice chair ascends to the chair.

**Recommendation #22: Senate implements a more formal process for election of a Vice Chair of Senate for a 2-year term.**

#### 5.4.2 Committee Chairs

The Senate Handbook notes that the President, as Chair of Senate, is also *ex officio* the Chair of Senate’s Steering Committee, Nominations and Honorary Degrees committees. The Provost is *ex officio* Chair of the Academic Affairs Committee and the Committee on First Nations and Aboriginal Peoples. The Vice Provost chairs the Committee on Scholarships and Bursaries. Each of the other committees and most of the sub-committees are to appoint their own chairs from their members.

I understand that those UNBC committees which can choose a chair, frequently choose the senior administrator on the committee because of a reluctance on the part of other members to assume the chair. Best practice would have elected senators take responsibility for chairing some of the committees, and as such, act as the movers of the motions arising from their committees when they reach the Senate floor. Their doing so empowers the elected members, properly assigns some level of accountability to them and illustrates the essential role that persons other than senior administrators play in collegial self- governance.

Mastering the procedure for chairing a meeting may seem intimidating or onerous as might a chair’s additional responsibility for the agenda, minutes and speaking at Senate. The Secretariat has prepared forms of motions and other documentation to assist, but there is more that could be done. York University’s Secretariat has created a “Chairing Manual” which is posted on its web site. The manual outlines both principles and practicalities for chairing; such as how to prepare for meetings, the basics of conducting meetings, pointers for promoting plain language in motions and minutes and more. It is based on the assumption that committees make decisions by consensus, and that their meetings are not bogged down by formal procedures.

**Recommendation #23: When committees can choose their chair, they choose from the committee's elected members. Committee chairs are provided with guidance on chairing their committees.**

## 5.5. Senate Meetings and Agendas

### 5.5.1 Meeting Schedule

Senate rules provide for a two-hour meeting of Senate at a fixed time and on a fixed day each month, August through November and January through June. If there is not enough business, a meeting may be cancelled. Extra or special meetings may be called when required.

The Secretariat has shared that there are frequent occasions when there are not enough action items to warrant a meeting. If there were fewer meetings, there would be more reason for the committees and administrators to meet important deadlines for business coming to Senate. Whether there are too many meetings and whether business is arriving last minute or later than required by guidelines, are matters to be determined and monitored by the Steering Committee and I suggest that they give this some early consideration.

York University's Senate meets the fourth Thursday of the month but does not meet in either July or August. Its Senate Executive has "summer authority" to act on urgent Senate business during the break; authority that is rarely used. As its committees do not meet over the summer, the September meeting is often cancelled.

Even with fewer meetings, Senate can remain a venue for connection between its members and for the exchange of information between the administrative members, the faculty, staff and students. I understand that at UNBC, until recently, it was the only opportunity for community members to question the senior administration. I cannot overstate the value of Senate as a forum for the President and team to bring important information to the rest of the collegium. For that reason, it is appropriate to have the President report at the meeting on ongoing and new matters touching Senate's work and deliver other University news. It is equally appropriate that Senators have an opportunity to ask questions of the President on matters relevant to Senate business or items presented for information. This is best done within a fixed time slot on the Agenda at the beginning of the meeting and the time taken for the item strictly enforced so the remainder of Senate's business can be addressed.

### 5.5.2. Meeting Agenda and Minutes

The order of Senate's agenda is fixed in the Handbook. It provides for meetings to "normally" be divided into two sessions: open and closed. The closed session, (described in the Minutes as being *in camera*), is designed to address business deemed to be confidential. Best practice is

that Senate normally meet in open session, and that a closed session be used only in extraordinary cases, the nature of which can be enumerated within the Handbook.

It is assumed from a review of past Minutes that the instances in which *in camera* sessions have been held are those where Senate is asked to approve a committee's adjudication of candidates for academic awards or honorary degrees or when a list of graduands is provided and the awarding of their degrees is approved. There are only a very few other occasions when highly confidential or difficult matters need to be discussed and the observers are asked to withdraw.

I have already noted that at York, the honorary degree candidates are proposed by the adjudicating committee to Senate Executive for discussion, vetting and approval; following which they are announced at Senate. The degree of confidentiality required in considering candidates for honorary degrees is very high and disclosure of the discussion of candidates is a reputational risk to be managed. For that reason, I believe it is best practice to delegate that responsibility to the Honorary Degrees committee with a second look by the Steering Committee, not the full Senate.

Senate as a whole is not in a position to debate a committee's choice for academic awards. I see no reason why adjudicative authority should not best be given to the Awards Committee which would then report the winners to Senate.

If graduands have been vetted through a degree audit, there should be no need for formal approval of them as individuals by Senate, nor would Senators be able to say that any one student should or should not graduate. Individual approval is certainly impossible at larger universities with thousands of annual graduates. A motion to approve "those graduates who have been deemed qualified to graduate by a degree audit" should be sufficient.

**Recommendation #24: Senate normally meets and acts in open session and moves *in camera* only in rare circumstances.**

The organization of the Agendas and Minutes could be simplified in other ways to make the actions of Senate clearer and more transparent. The suggestions made about the Board agenda and minutes are equally applicable for Senate. Examples include:

- Unless a request is made to move them to be debated with another item or added under "Other Business", items suitable to go on consent appear in the Consent Agenda at the end of the Agenda. Having been "set" the Consent Agenda need not be approved.
- Rather than full motion wording, only a brief description of the matter for approval appears on the Agenda.
- Matters very similar in nature or from a single source, (such as new courses or course description changes), are bundled and heard as one consolidated motion.
- Items for action are listed and included as part of the committee reports.

- Supporting material is carefully vetted by the committee and not all material before the committee need go to the Senate. Additional materials can be posted as background for those who are interested.
- Minutes can be shorter and executive style.

## 5.6 Relationships and Communications

I have noted that a cross-over in membership between the Board and Senate is a practice at other universities. If implemented at UNBC, this might generate trust and open up better communication between the two governing bodies.

I have also suggested that Board meeting synopses be prepared, circulated to the other body and published, and I suggest the same be done for Senate. This would provide the community at large, timely information about Senate’s deliberations and decisions.

Despite the fact that the program for the annual gathering of Senate and Board members may need attention and refinement, the gathering itself is a valuable opportunity for members to interact with each other and affirm their common interest in supporting and advancing the University and should be continued in some form.

## 6. THE PRESIDENT AND ADMINISTRATION:

The hard work of the daily running of the University rests on the shoulders of the President and through the President, on the administration at all levels. Implicit in the commentary and recommendations made in this report is an assumption that the President embodies and reflects the values of Senate to the Board, and the values of the Board to Senate.

### 6.1 The President’s Statutory Responsibilities

Not every university Act gives the president specific powers, but in British Columbia the Act (s.59–63), specifies a number of distinct presidential powers and duties. Specifically, the president of a university “is to be the chief executive officer and must generally supervise and direct the academic work of the university”. That clause and the appointment of the president as chair of Senate, situates that office in the centre of academic as well as administrative governance through the power to make recommendations and the requirement to report in various ways to the Board, the Minister and the community.



In addition to the formal and central role the President plays in governance, I suggest it is the President's responsibility to ensure that there is an understanding among the University's academic and administrative staff about the role of the governing bodies.

It is not unusual that community members, even those of long standing, know little about how the University is governed and the respective roles of the Board, Senate and the Presidential team. Many do not know how items come to the governing bodies for consideration, and few have attended a meeting of either governance body. It is not unusual for long-serving staff and faculty to perceive that the actions of the Board and Senate unduly interfere with their day-to-day running of the institution.

Educating the University community about UNBC 's governance, inviting them to observe the process, and encouraging consistency in governance practices at every level, builds respect for what might otherwise seem like unnecessary or irrelevant extra work in supporting the governance system and creating and following policies and procedures.

To help with a basic understanding of university governance, several universities have prepared a "Governance at a Glance" chart, using the requirements of the applicable legislation to illustrate the various parties' governance responsibilities. The chart illustrates the shared and unique powers of the Chancellor, Board, Senate/Academic Council and President, specifying those which require consultation with or approval from another body or bodies. I understand that at one time, UNBC may have had such a document, but we did not see it. York 's chart is posted on the Secretariat website.

An overview of and how by whom the UNBC is governed, and why adhering to the policies and procedures approved by these bodies is important for managing the institution, can be part of an on-boarding session for new employees.

**Recommendation #25: The President ensures that the University community understands how the University is governed and the difference between governance and administration.**

## 6.2 The President's Additional Responsibilities

In addition to the statutory responsibilities outlined in the Act, the President has the responsibility of creating and maintaining relationships between the University and outside bodies. This includes governments (Provincial and Federal) from whom the University receives support and to which it owes its existence and charitable status.

It also includes relationships with other universities and colleges either through formal contractual relationships or collegial associations. These take the time and attention of the UNBC President and sometimes require the President to be off campus. This is not always understood by the community when they notice the President's absence.

The President is a key player in the search for philanthropic contributions, without which the University would not have many of its student supports and research collaborations. The Board, Members, the research faculty and alumni are important partners in achieving success in securing these funds, but the cultivation of the relationships which lead to financial support rest largely with the President.

Given the vision and mission of UNBC, the President must also be a principal liaison with the community it serves: in Prince George, in the other campus locations and in all of Northern British Columbia. Of particular importance at this time is the University's relationship with the Indigenous communities of the area and the President has to be fully committed to maintaining links with these communities and conveying their value as supporters of UNBC's vision and mission.

Every president must balance time on campus with the time spent off campus to build and nurture important connections. Regular communications to the University community about the off-campus activity, helps to clarify the true extent of the President's responsibilities.

## 7: CONCLUSION

As implied at the outset of this report, the governance structure and practices of UNBC are not alone responsible for the discord that has affected its community. The issues that have engendered disunity and distrust among members of the University and led to the concern about poor governance, have arisen over time and for many reasons, including a scarcity of resources, uneven leadership, political forces from outside of the institution, and poor communication about the role of the governing bodies and those who participate in them.

In an exercise such as this it is inevitable that a reviewer will discover practices that would benefit from changes or improvements. I have made twenty-five recommendations and several additional suggestions. For convenience, the recommendations are listed in Appendix 3. Some are more important or more easily implemented than others. Some will have no resonance at all with the University's culture, but all are based on my understanding of best practices.

I consider it a privilege to have had the opportunity to delve in to the University from afar in this review, and I trust that the comments and findings will be of some assistance in addressing the changes and the challenges ahead.

## 8. ACKNOWLEDGMENTS

I am grateful to Ms. Ongman and Dr. Payne for asking that I take on this task, and to Dr. Max Blouw for suggesting they do so. All three provided helpful background for the review. Dr. Payne made it a priority for Dr. Jago and I to attend the Senate and Board meetings and to

make himself available to us on several occasions. The Office of Integrated Resource Planning and the University Secretariat worked quickly and in difficult circumstances to compile and convey the documentary record which forms the backbone of the University's governance, saving us the arduous task of finding it ourselves and from a distance. We both enjoyed and benefitted from the conversations with individuals, who without exception, gave us their time, answered our questions and shared their experiences. All appear to have a commitment to the University's vision and mission and hope for its future. Of course, I am particularly grateful to Dr. Jago. His knowledge of and affection for UNBC and his governance wisdom helped me understand the University and its issues more deeply and made this challenging assignment a pleasure.

UNIVERSITY OF NORTHERN BRITISH COLUMBIA GOVERNANCE REVIEW 2020

APPENDIX #1: COMPARATOR UNIVERSITIES

**BRANDON UNIVERSITY**

**MEMORIAL UNIVERSITY**

**MT. ALLISON UNIVERSITY**

**SIMON FRASER UNIVERSITY**

**UNIVERSITY OF LETHBRIDGE**

**UNIVERSITY OF TORONTO**

**UNIVERSITY OF VICTORIA**

**UNIVERSITY OF WINNIPEG**

**YORK UNIVERSITY**

## UNIVERSITY OF NORTHERN BRITISH COLUMBIA GOVERNANCE REVIEW 2020

### APPENDIX #2: ORIENTATION AND CONTINUING EDUCATION MATERIALS AND TOPICS

[Note: this list was based on one compiled by the author and Bonnie Patterson for another review and is reproduced with permission]

#### **BOARD HANDBOOK ITEMS**

- The University Act
- Board Rules
- Duties and expectations of members
- Process for appointment to committees
- Committee mandates and membership
- Presidential evaluation process
- Conflict of interest policy, procedure and declaration form
- Confidentiality guidelines
- Board and committee meeting annual schedule
- Names of members, short bio, picture, date of first and renewal appointment(s) and committee service
- Campus map
- Organization chart: general university structure
- Organization chart: senior administration with names of office holders
- Contact information for board members and senior administrators
- Links to essential information: accountability reports, mandate letter, recent financial statements, budget, university strategic plan, academic and research plans

#### **ORIENTATION AND CONTINUING EDUCATION TOPICS**

##### **University Sector Knowledge:**

- The structure of the B.C. post-secondary system
- The differences among universities in the system
- Sources of funds for public universities
- The importance and consequences of an enrollment plan: how enrollment goals are determined and achieved
- University budgets and financial statements: how they differ from corporate documents
- How tuition is set and government tuition policy

- Roles and responsibilities of the board, senate and president in a bi-cameral system
- Main issues facing universities in B.C., Canada and elsewhere
- Key government policies with compliance requirements (e.g. Freedom of Information, Federal Contractors Program, Canada Research Chairs)
- “University autonomy” as an institutional value and its constraints
- Academic freedom: what is it and what does it mean in practice
- Interplay between labour relations and “collegial self-governance”
- “Full time” and “part time” faculty: differences
- Tenure and promotion: how is it managed, what does it mean for budgets, reputation etc.
- Inclusivity and diversity and what they mean for universities
- Balancing research, teaching, student services and creating “job ready graduates”
- The Board’s role in crisis management
- The role of technology in post- secondary institutions and what are the financial and security risks

### **Institutional Knowledge:**

- The basics of the University Act and Board Rules
- Organization of the University
- UNBC’s place in the University system
- Campuses and their characteristics
- Specific roles and responsibilities of the senior administration and deans
- Board’s role in oversight of the President
- Strategic Plans: e.g. Resource Plan, Research Plan, Mandate Agreement, Faculty Strategic plans, enrolment plan, capital plans, deferred maintenance plans
- Risk Register
- Fundraising Plans: ambitions and members’ role if any
- Alumni Association organization and responsibilities
- Nature and status of the pension plan(s)
- Recruitment of students, faculty and staff
- Relationships and initiatives with Indigenous communities
- UNBC’s Financial situation and how operational and capital budget are created
- Senate and its culture and interactions with the Board
- Opportunities and limits on Board members’ community engagement outside the board room
- Strategic communications plan and Board member’s role in a crisis
- UNBC’s relationships and issues with governments (municipal, provincial, federal)
- UNBC’s relationships with other post- secondary institutions

**Other Resources:**

- B.C. Crown Agencies and Board Resources Office, guidelines and training modules
- Canadian University Boards' Association annual conference
- University Affairs Magazine
- "Academica" on-line news feed
- The Chronicle of Higher Education
- Association of Governing Boards (U.S.) publications

## APPENDIX #3: RECOMMENDATIONS

### The Senate

18. The Senate creates a set of principles and guidelines to convey the responsibilities of Senate and Senators. Page 33
19. Senate's committee structure is reviewed with consideration given to reducing the number of committees by combining their mandates. Page 35
20. The Committee on the University Budget is disbanded and budget advisory responsibility under s.37(1)(e) of the Act is assigned to the Committee on Academic Affairs. Page 36
21. The committees establish guidelines addressing the qualifications and commitment needed of its members based on the nature of the committee work and the expected time commitment in a governance year. Page 37
22. Senate implements a more formal process for election of a Vice Chair for a 2- year term. Page 38
23. When committees can choose their chair, they choose from the committee's elected members. Committee chairs are provided with guidance on chairing their committees. Page 39
24. Senate normally meets and acts in open session and moves *in camera* only in rare circumstances. Page 40
25. The President ensures that the University community understand how the University is governed and the difference between governance and administration. Page 42





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

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

**PROPOSED MOTION**

**Motion:** That the revised Selection Criteria and Procedures for the Governor General’s Gold Medal be approved.

**Effective Date:** 2021-2022 Academic Year

**Rationale:** To provide programs and the selection committee with clearer criteria and application guidelines.

**Proposed By:** Dr. Kathy Lewis, Acting Vice President of Research & Innovation

**Research & Innovation Contact:** N/A

**Faculty/Academic Department:** Office of Research & Innovation

**First Nations Content:** No

**Date to SCSB:** August 25, 2021

**TO BE COMPLETED AFTER SCSB MEETING**

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

**Motion No.:** SCSB20210825.03

**Moved by:** Hanlon

**Seconded by:** Zogas

**Committee Decision:** CARRIED

**Attachments:** 3 Pages

**Approved by SCSB:** August 25, 2021

**Date**

**Chair’s Signature**

**For Information of Senate & Board**

## Revised - Governor General Gold Medal Criteria

### Eligibility

---

- Every graduate program will normally make one nomination for the Gold Medal, upon receipt of nominations from various supervisors to the graduate program.
- The nomination must be made by, and supported by, the Chair of the Graduate Program or Graduate Committee if NRES, MCPMS or IDIS.
- Graduation GPA should normally be above 4.10.

**Note:** *The GPA calculation will not include: transfer credit; any courses over and above the approved minimum degree requirements or otherwise taken as 'extra' to the degree; any courses that are below the degree level being attained (e.g. undergraduate courses taken during the course of a student's UNBC Master's or Doctoral degree).*

### Committee

---

The selection committee will comprise of the Deans of the five faculties and chaired by Vice President of Research and Innovation.

### Selection Criteria

---

The nomination of the Graduate Program (or Committee) Chair will include an evaluation of the following criteria:

1. ~~The result of the oral examination for project, thesis, or dissertation, which should normally be 'Clear Pass.'~~ Quality and significance of the project/thesis/dissertation (60%);
2. ~~The quality of the project, thesis, or dissertation and the significance of the results.~~ Professional activity of the candidate (e.g., conference participation, publication record, additional research, etc.) (20%); and
3. ~~The quantity and quality of publications and/or awards and/or conference presentations accrued during the nominee's time as a registered graduate student at UNBC in the degree program for which they are being nominated.~~ GPA (20%).

The GGGM Review Committee will also consider/request the following information:

1. ~~The decision of the oral examination and a list of the revisions required by the examining committee.~~
2. ~~An evaluation by the external examiner, if available.~~
3. ~~An independent review of the significance of the research.~~
4. ~~The time taken to complete the graduate program.~~

**Note:** The weighting of specific criteria may differ according to the nature of the graduate degree (e.g. PhD, professional Master's) in order that every nominee is given the fairest consideration.

### Required Documents

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- A complete nomination package will contain the following:
  - A joint letter from the internal supervisory committee that outlines clearly and succinctly the quality and impact of the nominee's research (1-2 pages maximum).
- A supporting letter from the external examiner that speaks to the potential of the nominee's work (1-2 pages maximum); and

Office of Research and Innovation  
3333 University Way, Prince George, BC, Canada, V2N 4Z9

- An annotated CV.
- 

**Tiebreaker:**

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~~In the event of a tie, the deciding vote will be that of:~~

- ~~1. The Dean of the appropriate faculty if the tied students are from the same faculty;~~
- ~~2. The Vice President Research and Innovation as Chair of the review committee.~~



# Information Sheet

Office of Graduate Programs  
University of Northern British Columbia  
3333 University Way, Prince George, BC V2N 4Z9  
Telephone: (250) 960-5007 Facsimile: (250) 960-5362  
World Wide Web: [www.unbc.ca](http://www.unbc.ca)

## Clean Copy REVISED - Governor General Gold Medal

### Eligibility

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- Every graduate program will normally make one nomination for the Gold Medal, upon receipt of nominations from various supervisors to the graduate program.
- The nomination must be made by, and supported by, the Chair of the Graduate Program or Graduate Committee if NRES, MCPMS or IDIS.
- Graduation GPA should normally be above 4.10.  
*Note: The GPA calculation will not include: transfer credit; any courses over and above the approved minimum degree requirements or otherwise taken as 'extra' to the degree; any courses that are below the degree level being attained (e.g. undergraduate courses taken during the course of a student's UNBC Master's or Doctoral degree).*

### Committee

---

The selection committee will comprise of the Deans and the Vice President Research and Innovation. The committee is chaired by the Vice President Research and Innovation.

### Selection Criteria

---

The nomination of the Graduate Program (or Committee) Chair will include an evaluation of the following criteria:

1. Quality and significance of the project/thesis/dissertation (60%);
2. Professional activity of the candidate (e.g., conference participation, publication record, additional research, etc.) (20%); and
3. GPA (20%).

Note: The weighting of specific criteria may differ according to the nature of the graduate degree (e.g. PhD, professional Master's) in order that every nominee is given the fairest consideration.

### Required Documents

A complete nomination package will contain the following:

- A joint letter from the internal supervisory committee that outlines clearly and succinctly the quality and impact of the nominee's research (1-2 pages maximum).
  - A supporting letter from the external examiner that speaks to the potential of the nominee's work (1-2 pages maximum); and
  - An annotated CV.
- 
- |
-



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

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

**PROPOSED MOTION**

**Motion:** That revised Selection Criteria and Procedures for Governor General's Silver Medal be approved.

**Effective Date:** 2021-2022 Academic Year

**Rationale:** To provide students and the selection committee with guidelines regarding the process for breaking a tie.

**Proposed By:** Linda Fehr

**Research & Innovation Contact:** N/A

**Faculty/Academic Department:** Awards and Financial Aid

**First Nations Content:** No

**Date to SCSB:** August 25, 2021

**TO BE COMPLETED AFTER SCSB MEETING**

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

**Motion No.:** SCSB20210825.04

**Moved by:** Zogas

**Seconded by:** Gehloff

**Committee Decision:** CARRIED

**Attachments:** 1 Page

**Approved by SCSB:** August 25, 2021

**Date**

**Chair's Signature**

**For Information of Senate & Board**

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA  
GOVERNOR GENERAL'S ACADEMIC MEDALS**

**Selection Criteria and Procedures**

*GOVERNOR GENERAL'S SILVER MEDAL*

**Calendar Description**

Number	1
Value:	Silver Medal
Eligibility:	Awarded in the final year to the undergraduate student who achieves the highest academic standing upon graduation from a Bachelor degree program. All students (full-time and part-time) are eligible.
Criteria:	Academic excellence.
Note:	The Senate Committee on Scholarships and Bursaries will determine the final recipient. The award will be presented to the recipient at the convocation ceremony in May.

**Selection Criteria**

The Silver Medal will be awarded on the basis of the highest GPA over the student's program. **Note: The GPA calculation will not include transfer credit.**

**In the case of a tie, the recipient will be determined on the basis of GPA based upon the last 60 credit hours of UNBC course work. If a tie still exists consideration will be given to the number of: courses completed, course withdrawals, and courses repeated.**



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

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

**PROPOSED MOTION**

**Motion:** That revised Awards Procedures for the UNBC Scholars Award be approved.

**Effective Date:** 2021-2022 Academic Year

**Rationale:** To provide students with clearer information regarding the process for requesting a deferral.

**Proposed By:** Linda Fehr

**Research & Innovation Contact:** N/A

**Faculty/Academic Department:** Awards and Financial Aid

**First Nations Content:** No

**Date to SCSB:** August 25, 2021

**TO BE COMPLETED AFTER SCSB MEETING**

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

**Motion No.:** SCSB20210825.05

**Moved by:** Gehloff

**Seconded by:** Mayes

**Committee Decision:** CARRIED

**Attachments:** 1 Page

**Approved by SCSB:** August 25, 2021

**Date**

**Chair's Signature**

**For Information of Senate & Board**

## UNBC SCHOLARS AWARD PROCEDURES

NOTE: You may be eligible for additional awards. Please consult the Scholarships, Bursary & Awards Guide: [www.unbc.ca/financial-aid](http://www.unbc.ca/financial-aid)

1. **Conditions** – UNBC Scholars Awards are conditional on students proceeding with and completing an 80% course load (24 credit hours) at the University of Northern British Columbia in the 2021/2022 academic year. UNBC Scholars must be enrolled as full-time students in each of the September and January Semesters (taking a minimum of 12 credit hours in each semester). Failure to meet these conditions will result in forfeiture of the award.
2. **Registration** – A deadline to register for your classes for September 2021 Semester to secure your UNBC Scholars Award will be communicated to you in early Spring 2021. NOTE: “register” means you must pick the classes you wish to enroll in and register for them online using UNBC’s MyUNBC portal via [www.unbc.ca](http://www.unbc.ca).
3. **Grade Attainment** – Recipients of the UNBC Scholars Award will be expected to achieve a final admission average of no lower than 80% (B average) in order to receive their award.
4. **Replacement** – Any award administered by the University of Northern British Columbia is subject to replacement by an award of equal or greater value. The UNBC Scholars waiver **replaces** all other UNBC tuition waivers of lesser value (e.g. Academic Achievers, Springboard to Success, etc.).
5. **Multiple Awards** – The University reserves the right to limit the amount of money awarded to any student and, if necessary, to reassign awards to other students by reversion. The Senate Committee on Scholarships and Bursaries will generally recommend that no individual student receive an award or combination of UNBC awards exceeding a determined value.
6. **Deferral** – ~~This award may be deferred for one semester only, at the discretion of the Awards and Financial Aid Unit, a written request must be received no later than the last day of the first month of the semester in which the award is tenable. Under certain circumstances, students may request a deferral of their award for up to one academic year. Requests for deferral must be submitted in writing to the Awards and Financial Aid Unit no later than the last day of the first month in which the award is tenable. Deferral requests for more than one semester will be forwarded to the Senate Committee on Scholarships and Bursaries for approval. For more information on how to request a deferral, students are advised to contact [awards@unbc.ca](mailto:awards@unbc.ca).~~
7. **Payment** – The UNBC Scholars Award covers the cost of tuition only, and will be granted in the form of a tuition waiver at the beginning of each semester. The Awards and Financial Aid Unit must confirm that the student is registered in the appropriate course load before the tuition waiver can be processed.
8. **Fee Deadline** – You should be aware that any ancillary fees owing (i.e. student union fees, student services fees, medical plan, athletics and recreation fees, etc.) are due on the first day of classes each semester. UNBC Scholars are responsible for paying all ancillary fees and any applicable UNBC Residence costs.
9. **Residence** – To be guaranteed a space in the UNBC Residences, you must apply on-line at [www.unbc.ca/housing/](http://www.unbc.ca/housing/), and submit your Residence Application Fee no later than March 1, 2021.
10. **Renewal Criteria** – This award is renewable annually, provided that the recipient:
  - a) Completes an 80% course load (24 credit hours); and b) Maintains at least a “B” average (minimum grade point average 3.00) each academic year.
11. **Taxation** – The full amount of scholarships, bursaries, awards and/or tuition waivers that are received by you as a student with respect to your enrolment in a program that entitles you to claim the education amount are not taxable and are no longer reported as income on your tax return. If you are not eligible for the education amount, report on your tax return only the amount that is more than \$500. T4A’s will be available via Student Online Services late February each year.
12. **Student Loans** – The onus is on students who are receiving awards, and who are currently receiving financial aid in the form of student loans and grants, to notify their provincial agencies as soon as possible about the change in their financial circumstances.

(Cut below)

-----  
 Please sign this portion and return it to the Awards and Financial Aid Unit by: XXX X, 20XX

### NOTIFICATION OF AWARD ACCEPTANCE

I, \_\_\_\_\_, declare that I have read and understood the foregoing  
 (print name)

UNBC Scholars Award procedures and wish to accept the award assigned to me. By accepting this award, I hereby grant the University of Northern British Columbia the irrevocable and unrestricted right to use, re-use and/or publish my: (1) name, city of residence, testimonials and/or, (2) any photographs of me taken by the University to promote and support the University of Northern British Columbia. By signing this consent form I give consent to use this material in any and all publications of UNBC and I waive all rights to inspect and/or approve the finished product in which the testimonial and/or photograph will be published.

Name of Award: UNBC SCHOLARS AWARD [ ] Tick if applying for BScN Collaborative Program

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Return By: Preferable Method is Scan/Email: [awards@unbc.ca](mailto:awards@unbc.ca)





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

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

**PROPOSED MOTION**

**Motion:** That the new Terms and Conditions for the District of Houston Bursary be approved.

**Effective Date:** 2021-2022 Academic Year

**Rationale:** To activate the District of Houston Bursary commencing the 2022-2023 Academic Year.

**Proposed By:** Tara Mayes, Development Officer – Donor Relations

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

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

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

**Date to SCSB:** July 9, 2021

**TO BE COMPLETED AFTER SCSB MEETING**

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

**Motion No.:** SCSB20210825.06

**Moved by:** Zogas

**Seconded by:** Hanlon

**Committee Decision:** CARRIED

**Attachments:** 1 Page

**Approved by SCSB:** August 25, 2021

**Date**

**Chair's Signature**

**For Information of Senate & Board**

**AWARDS GUIDE INFORMATION:**

**Award Category:** General

**Award Name:** District of Houston Bursary

**Awards Guide Description/Intent:** The community of Houston is nestled in the beautiful Bulkley Valley amongst some of BC's finest outdoor recreational opportunities. Strategically located halfway between the hub cities of Prince George and Terrace, Houston is home to the outdoor enthusiast. The District of Houston is proud to support a student with this award who is from the District of Houston or a community in the Regional District of Bulkley-Nechako.

**Donor:** District of Houston

**Value:** \$1,000

**Number:** One

**Award Type:** Bursary

**Eligibility:** Available to a full-time undergraduate student. First preference will be given to a student from the District of Houston. Second preference will be given to a student from a community in the Regional District of Bulkley-Nechako.

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

**Effective Date:** Established 2021

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



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

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

**PROPOSED MOTION**

**Motion:** That the new Terms and Conditions for the Vi Lambie Memorial Award be approved.

**Effective Date:** 2021-2022 Academic Year

**Rationale:** To activate the Vi Lambie Memorial Award commencing the 2021-2022 Academic Year.

**Proposed By:** Tara Mayes, Development Officer – Donor Relations

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

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

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

**Date to SCSB:** July 14, 2021

**TO BE COMPLETED AFTER SCSB MEETING**

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

**Motion No.:** SCSB20210825.07

**Moved by:** Gehloff

**Seconded by:** Zhou

**Committee Decision:** CARRIED

**Attachments:** 1 Page

**Approved by SCSB:** August 25, 2021

**Date**

**Chair's Signature**

**For Information of Senate & Board**

**AWARDS GUIDE INFORMATION:**

**Award Category:** General

**Award Name:** Vi Lambie Memorial Award

**Awards Guide Description/Intent:** Violet (Vi) Lambie was a driving force behind the Mackenzie Nature Observatory and the Mugaha Marsh Banding Station. She dedicated nearly 25 years to bird work at the station along with countless hours of volunteer time. Vi's passion for Ornithology will be remembered by many, and continue to influence bird conservation in Canada for many, many years to come. With this award, Vi's family and friends would like to support a student with a shared passion for bird work.

**Donor:** John D. Lambie

**Value:** \$1,000

**Number:** One

**Award Type:** Award

**Eligibility:** Available to a full-time student enrolled in the Ecosystem Science & Management Program or Natural Resources and Environmental Studies Program who demonstrates passion and enthusiasm toward Ornithology. First preference will be given to a graduate student pursuing research or a career in Ornithology. Second preference will be given to an undergraduate student pursuing research in Ornithology.

**Criteria:** Academic proficiency.

**Effective Date:** Established 2020

**Recipient Selection:** Senate Committee on Scholarships and Bursaries on recommendation by the Chair of the Ecosystem Science & Management Program.



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

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

**PROPOSED MOTION**

**Motion:** That the revised Terms and Conditions for the Morrison Undergraduate Scholarship in History, with a name change to Morrison History Scholarship be approved.

**Effective Date:** 2021-2022 Academic Year

**Rationale:** To revise the Morrison Undergraduate Scholarship in History commencing the 2021-2022 Academic Year.

**Proposed By:** Tara Mayes, Development Officer – Donor Relations

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

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

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

**Date to SCSB:** July 14, 2021

**TO BE COMPLETED AFTER SCSB MEETING**

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

**Motion No.:** SCSB20210825.08

**Moved by:** Hanlon

**Seconded by:** Palmer

**Committee Decision:** CARRIED

**Attachments:** 1 Page

**Approved by SCSB:** August 25, 2021

**Date**

**Chair's Signature**

**For Information of Senate & Board**

## **AWARDS GUIDE INFORMATION:**

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

**Award Name:** ~~Morrison Undergraduate Scholarship in History~~Morrison History Scholarship

**Awards Guide Description/Intent:** This scholarship has been established to mark the service to UNBC of Dr. William R. Morrison, founding Dean of Research and Graduate Studies, and member of the History Department. To be awarded annually to an outstanding student. Dr. Morrison wishes to recognize an outstanding student in the History Program at UNBC.

**Donor:** ~~William Morrison~~Dr. William R. Morrison

**Value:** ~~\$250~~\$500

**Number:** One

**Award Type:** Scholarship

**Eligibility:** Available to the top fourth-year History major as selected by the History Department. If there is no suitable undergraduate candidate, a scholarship may be awarded to an outstanding graduate student as selected by the History Department.

**Criteria:** Academic excellence

**Note:** ~~If there is no suitable undergraduate candidate, two graduate scholarships may be awarded, or one at \$500 (see Morrison Graduate Scholarship in History).~~

**Effective Date:** Established 2010

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



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

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

**PROPOSED MOTION**

**Motion:** That the revised Terms and Conditions for the Tajuddaula Sadruddin Somani Equity, Diversity & Inclusion Award for Varsity Athletes be approved.

**Effective Date:** 2021-2022 Academic Year

**Rationale:** To revise the Tajuddaula Sadruddin Somani Equity, Diversity & Inclusion Award for Varsity Athletes commencing the 2021-2022 Academic Year.

**Proposed By:** Tara Mayes, Development Officer – Donor Relations

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

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

**First Nations Content:** Yes – But minor edit to criteria not requiring re-submission to SCFNAP (Determined by the Development Officer)

**Date to SCSB:** August 16, 2021

**TO BE COMPLETED AFTER SCSB MEETING**

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

**Motion No.:** SCSB20210825.09

**Moved by:** Stathers

**Seconded by:** Palmer

**Committee Decision:** CARRIED

**Attachments:** 1 Page

**Approved by SCSB:** August 25, 2021

**Date**

**Chair's Signature**

**For Information of Senate & Board**

## **AWARDS GUIDE INFORMATION:**

**Award Category:** Athletic

**Award Name:** Tajuddaula Sadruddin Somani Equity, Diversity and Inclusion Award for Varsity Athletes

**Awards Guide Description/Intent:** To support UNBC's varsity student-athletes and the Equity, Diversity and Inclusion (EDI) efforts at UNBC, the Somani Family has established an endowed EDI award for student athletes from the First Nations, Métis or Inuit groups, visible minorities, and other underrepresented groups. The notion of accepting diversity and differences as strengths and nurturing compassion is pivotal for peace, prosperity and societal development, which resonates well and aligns with UNBC's motto "En Cha Huna". Integrating equity, diversity and inclusion (EDI) is critical for achieving UNBC's long-term aspirations and its ambitious and inspiring vision to transform the lives of communities through excellence, inclusivity, and compassion. Moreover, student athletes play a critical role in societal development as responsive and ethical citizens, future leaders and compassionate human beings.→

**Donor:** Tajuddaula Sadruddin Somani and Family represented by Rahim Somani

**Value:** \$500

**Number:** One

**Award Type:** Award

**Eligibility:** Available to a full-time undergraduate female or male student-athlete who is a member of a Timberwolves varsity team self-identifying as First Nations, Metis, Inuit, Person of Colour, visible minority or a member of an under-represented group.

**Criteria:** Demonstrated financial need and ~~academic excellence~~[academic proficiency](#).

**Effective Date:** Endowed 2021

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