

BOARD OF GOVERNORS

PUBLIC SESSION AGENDA

Thursday, November 16, 2023

Senate Chamber Room 1079

5:45 pm – 7:15 pm

Members – Ibolya Agoston, Amanda Alexander, Allison Beswick, Dakota Den Duyf, Kyndra Farrell, Joyce Henley, Darlene McIntosh, Joel McKay - CHAIR, Trevor Morrison, Phil Mullins, Geoff Payne, Michael Reed – VICE-CHAIR, Gregory Stewart, Todd Whitcombe, Catherine Wishart

1. **Acknowledgement of Territory**
2. **Chair's Remarks**
 - Declarations of Conflict
 - Correspondence Received
3. **Report from the Closed Session of the Board**
 - a. **September 15, 2023**
 - i. Annual Schedule of Board Meetings
 - ii. Indigenous Membership Verification Plan – Discussion
 - iii. Board Evaluations
 - iv. Proposals for Naming
 - v. Annual 360 Degree Performance Review of President
 - vi. Governance Action Items
 - vii. Strategic Plan Discussion
 - viii. Enrollment Management Discussion
4. **Approval of Agenda**

That, the Agenda for the Public Session of November 16, 2023, of the Board of Governors be approved as presented.
5. **Approval of Minutes**
 - a. **Public Session Minutes of September 15, 2023 – page 4**

That, the Public Session Minutes of September 15, 2023, of the Board of Governors be approved as presented.
6. **Business Arising from Previous Public Session Minutes**
7. **Reports of Committees and Related Motions**
 - (i) **Audit and Risk Committee** – G. Stewart, Chair – **page 10**
 - a. **University Policy and Procedures Annual Update** – G. Payne and K. Howitt – **page 12**
 - i. University Policies and Procedures Report – **page 14**

- (ii) **Finance and Investment Committee** – A. Beswick, Chair – **page 18**
 - a. **Q2 Financial Information** (*for information*) – R. Somani – **page 19**
 - b. **University Advancement Advisory Committee Report** – C. Wishart – **page 21**

- (iii) **Governance and Human Resources Committee** – J. McKay, Chair – **page 22**
 - a. **Annual Review of Board Rules – Revised Board Rules** – J. McKay – **page 25**
That, on the recommendation of the Governance and Human Resources Committee, the Board of Governors approves the Revised Board Rules as presented.
 - b. **Approval of Appeals to the Board of Governors Policy** – J. McKay – **page 56**
That on the recommendation of the Governance and Human Resources Committee, the Board of Governors approves of the Appeals to the Board of Governors Policy, as presented.
 - c. **Approval of Appeals to the Board of Governors Procedures** - J. McKay – **page 62**
That on the recommendation of the Governance and Human Resources Committee, the Board of Governors approves of the Appeals to the Board of Governors Procedures, as presented.
 - d. **Motion to Repeal Guideline for the Conduct of a Board Hearing into the President’s Recommendation that a Management/Exempt Employee Be Dismissed** - J. McKay – **page 68**
That on the recommendation of the Governance and Human Resources Committee, the Board of Governors repeals the Guideline for the Conduct of a Board Hearing into the President’s Recommendation that a Management/Exempt Employee Be Dismissed, as presented.
 - e. **Motion to Repeal Guideline for the Conduct of an Appeal Under Section 60(3) of the University Act** - J. McKay – **page 71**
That on the recommendation of the Governance and Human Resources Committee, the Board of Governors repeals the Guideline for the Conduct of an Appeal Under Section 60(3) of the University Act, as presented.
 - f. **Health and Safety Report** – L. Haslett - **page 73**
 - g. **Human Resources Annual Dashboard** – L. Haslett – **page 77**
 - h. **Quarterly Board of Governors Appointment Delegation Report** – June 22, 2023 to October 1, 2023 – L. Haslett – **page 81**
 - i. **Sexual Violence and Misconduct Prevention and Response Report** – L. Haslett – **page 86**

8. Primary Focus for February 2, 2024 Board of Governors Regular Meeting

- Joint Board & Senate Workshop
- Budget Presentation Assumptions and Analysis Presentation
- Consolidated Budget
- Consolidated Budget for Financial Statement Presentation
- Annual Fees Schedule (2% Tuition Fees Increase)
- Recommendations for Promotion & Tenure
- Executive Compensation Disclosure Summary

9. Board Motions

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

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

- Regular Report – **page 91**
- Senate Update (verbal)

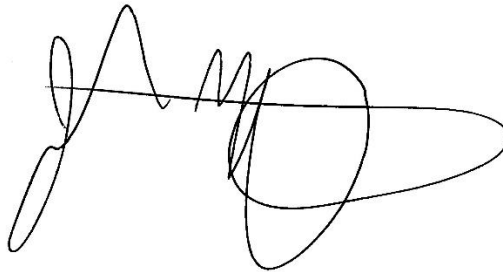
b. **Public Reports of the Vice-Presidents, written**

- Vice-President Academic and Provost – W. Rodgers – **page 96**
- Vice-President, Finance and Administration – R. Somani – **page 99**
 - o Report on Elevating Devices Safety Regulation & Power Engineers, Boiler, Pressure Vessel, & Refrigeration Safety Regulations - L. Haslett – **page 103**
- Vice-President, Research and Innovation – P. Wood-Adams – **page 104**

11. **Other Business**

12. **Adjournment**

Approved for Submission:

A handwritten signature in black ink, consisting of several loops and a long horizontal stroke, positioned above the name and title.

Joel McKay
UNBC Board Chair

Audit and Risk Committee Report to the UNBC Board of Governors

Submitted by: Greg Stewart

Dates of meeting(s) since last report: November 1, 2023

Topics reviewed and discussed:

1. 2024 Audit Presentation Schedule

- Building on the September Board discussion, the committee discussed the audit presentation schedule.
- The committee is looking at a detailed presentation at the Audit and Risk Committee meeting as well as an audit presentation in the Public Board session.
- The Audit and Risk Committee will remain responsible for making the recommendation to the Board regarding acceptance of the Audit results.
- Action: Further discuss with KPMG to finalize the expected presentation schedule.

2. Management Letters from KPMG

- Management letters were discussed in detail.
- Finance is filling open positions and adopting new systems within the department which is expected to help address most of the issues in the management letters.
- Action: Present a progress report at the March Audit and Risk Committee meeting

3. Enterprise Risk Management Update

- Reviewed the Enterprise Risk Management program and progress made to date.
 - The focus is hiring the Director to oversee and manage the program. Interviews are proceeding.
- Reporting going forward will be:
 - Quarterly updates to the Audit and Risk Committee
 - Annual review of risk ratings by the Director
 - Annual presentation to the Board of Governors
 - Three-year comprehensive review of risk ratings.
- Conversation focused on how we adjust the ratings to respond to changing conditions.
- The Enterprise Risk Management program will be a high priority for the new Director.
- Action: Presentation from the new Director to the Audit and Risk Committee and the Board of Governors no later than the March committee and Board meetings. The focus of the presentation will be the implementation of the Enterprise Risk

Management across the institution and the Governors' roles and responsibilities in the execution of the program.

4. University Policy and Procedures Annual Update

- An update on the University Policy and Procedures was provided and discussed.
- There was a question on whether there is a policy in place at UNBC that could prevent government from restricting UNBC faculty in engaging in research with universities/partners in other countries, and if that policy, or lack of one, makes UNBC vulnerable to this type of government involvement.
- Further discussions arose around the number of policies and procedures for review, whether we are positioned to review all policies and procedures within the 7-year review expectation and the Board's role in supporting the reviews.

5. Forum on Cybersecurity Risk

- Greg Stewart provided his notes and discussed the Forum on Cybersecurity Risk (hosted by BCNet in Vancouver).
- The Forum was also attended by Kellie Howitt and Dave Kubert.
- This is an important topic for further discussion.
- The Audit and Risk Committee is requesting a presentation from Dave Kubert at the January committee meeting to focus on the status of cybersecurity, the processes and procedures currently in place to prevent and mitigate an attack and the role of Governors in cybersecurity risk mitigation.
 - This presentation will also be valuable for the Board as well.
- Action: Greg Stewart to discuss next steps with Geoff Payne, Rahim Somani, Arleta Lucarelli and Lisa Haslett.

BRIEFING NOTE FOR:

UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES

Subject:	University Policies and Procedures	
Audit & Risk Committee	Meeting Date: November 1, 2023	Purpose: <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input type="checkbox"/> Approval
Finance & Investment Committee	Meeting Date:	Purpose: <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input type="checkbox"/> Approval
Governance & Human Resources Committee	Meeting Date:	Purpose: <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input type="checkbox"/> Approval
UNBC Board of Governors	Meeting Date: November 16, 2023	Purpose: <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input type="checkbox"/> Approval
Submitted By:	<i>President and Senior Governance Officer</i>	
Please note other guests to be in attendance:	N/A	
Appendices:	<i>Additional material should be included as appendices.</i> 1. <i>Attachment 1 – University Policies and Procedures Report</i>	
Motion Number:	N/A	

1.0 MOTION/DISCUSSION/RECOMMENDATION

This report is for information only.

2.0 BACKGROUND AND ANALYSIS

As per Section 6 of the [Policy on University Policies and Procedures](#), the President reports annually to the Board of Governors and the Senate on University Policies developed and reviewed during the year and the action taken or recommended.

3.0 ANTICIPATED FINANCIAL AND HUMAN RESOURCE IMPACTS:

The work of the university-wide policies and procedures review is being conducted under existing budgets. Designated Executive Officers (President and a Vice-Presidents) are working with their unit leads in reviewing current policies and procedures and developing new ones. The Office of University Governance is the official repository for University Policies and maintains records of delegations of authority by Approving Authorities that occur under the Policy on University Policies and Procedures.

4.0 OTHER CONSIDERATIONS:

- *Equity, Diversity, Inclusion*
 - *New or revised documents should employ gender neutral and inclusive language.*
 - *Policies and procedures should be written in plain language, avoiding technical terms, jargon, and Latin – everyday English equivalents are to be used.*
- *Enterprise Risk Management*
 - *Alignment of policies and collective agreements - The risk that UNBC is unable to align its policies and collective agreements with employee groups with the strategic priorities and needs of the University.*
 - *This report outlines to the Board progress made in mitigating of the risk outlined above through the University Policies and Procedures review.*

- **NEXT STEPS:**

The review and renewal of University policies and procedures will continue throughout 2023 and 2024.

REPORT TO:

UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES

Subject:	University Policies and Procedures
Audit & Risk Committee	Meeting Date: November 1, 2023
Finance & Investment Committee	Meeting Date:
Governance & Human Resources Committee	Meeting Date:
UNBC Board of Governors	Meeting Date: November 16, 2023
Submitted By:	<i>President and Senior Governance Officer</i>
Please note other guests to be in attendance:	N/A
Appendices:	N/A

REPORT:

INTRODUCTION:

University Policies establish the rules by which the University has decided to govern its affairs. University policies assign roles and responsibilities, provide guidance for the actions of members of the University Community, contribute to openness and transparency, facilitate operational continuity and consistency of decision-making, and reduce institutional risk. To be effective, University policies and their related procedures must comply with applicable law, be current, practical and useful, and readily accessible.

UNBC's Policy on University Policies and Procedures and the corresponding procedures were approved by the Senate and the Board of Governors in 2021.

As per Section 6 of the [Policy on University Policies and Procedures](#), the President reports annually to the Board of Governors and the Senate on University Policies developed and reviewed during the year and the action taken or recommended.

As the Procedural Officer, the Senior Governance Officer supports the university executive team, including the President and the vice-presidents, to develop, review and maintain policies and procedures within their respective portfolios, and helps to ensure that any changes are consistent with the University's policy framework.

UPDATE ON POLICY RENEWAL

The Office of University Governance continues to support the ongoing renewal of university policies and procedures. This renewal is guided by an institutional commitment made in 2021 to have current and relevant policies and procedures.

HIGHLIGHTS FROM 2022 – 2023

- 8 policies were developed and approved
- 4 procedure documents were developed and approved
- 27 policies and procedures were repealed.
- Approximately 175 policies and procedures still requiring completion of review – many flagged for repeal upon the approval of new documents.

University Policies and Procedures Approved in 2022 - 2023					
Number	Classification	Name	Approving Authority and Designated Executive Officer (Policy)	Procedural Authority and Procedural Officer (Procedures)	Effective Date
FM 1	Financial Management	Indirect Costs and Overhead Charges for Research and Instructional Services	Board of Governors / VPRI	N/A	November 2022
FM 2	Financial Management	Travel and Business Expense Policy	Board of Governors / VPFA	N/A	June 2023
FM 2.1	Financial Management	Travel and Business Expense Procedures	N/A	VPFA / Director, Finance	June 2023
FM 2.1 Appendix 1	Financial Management	Travel Expense Rates	N/A	N/A	June 2023
GV 2	Governance	Protection of Privacy Policy	Board of Governors/President	N/A	March 2022
GV 2.1	Governance	Responding to a Privacy Incident or Privacy Breach Procedures	N/A	President / Senior Governance Officer	July 2023
GV 2 Appendix	Governance	Appendix 1 Determining Custody and Control Standards	N/A	N/A	March 2022
GV 2 Appendix	Governance	Appendix 2 Protection of Privacy - Defining Personal Information	N/A	N/A	March 2022
GV 3.1	Governance	Vice-Presidents and Other Senior Academic Administrators Selection and Review Procedures	N/A	Board of Governors and Senate / President	March 2023
GV 4	Governance	Board of Governors Appointment Delegation Policy	Board of Governors / President	N/A	June 2023
HR 1	Human Resources	Hiring Equity Policy	Board of Governors / President		March 2023
HR 2	Human Resources	Intentional Diversity Hire Policy	Board of Governors / President		March 2023
RI 2	Research and Innovation	Animal Care and Use Policy	Vice-President, Research and Innovation/ Vice-President, Research and Innovation	N/A	March 2022
RI 3	Research and Innovation	General Research Policy	Board of Governors / Vice-President, Research and Innovation	N/A	March 2023
RI 3.1	Research and Innovation	General Research Procedures	N/A	Vice-President, Research and Innovation / Vice-President, Research and Innovation	March 2023

University Policies and Procedures Repealed in 2022 - 2023

Name	Unit of Responsibility	Approving Authority for Repeal	Repeal Approval Date
Appendix 1A: UNBC Animal Care and Use Policy (2013)	Research and Innovation	Senate	April 27, 2022
Carry Forward from University Research Operating Contributions to Canada Research Chairs	Research and Innovation	PEC	November 16, 2022
Computer Teaching Lab Use - General	Information and Technology Services	PEC	November 16, 2022
Cost Recovery Methodology for the North to the Future Campaign and the Development Office	Research and Innovation	PEC	November 16, 2022
General Research	Research and Innovation	PEC	May 23, 2023
Helicopter Landing	Facilities	PEC	July 26, 2022
Indirect Costs and Overhead Charges for Research and for Instructional Services Surpluses Policy	Research and Innovation	Board of Governors	November 17, 2022
Internal Procedures for the Receipt and Notifications of Donations, Sponsorships Received by the Development Office	Research and Innovation	PEC	November 16, 2022
Nightly Computer Shutdown Policy	Information and Technology Services	PEC	November 16, 2022
Overhead Policy	Research and Innovation	Board of Governors	November 17, 2022
Policies and Procedures Manual Policy	Provost	PEC	July 6, 2022
Policy Statement on Research	Research and Innovation	PEC	November 16, 2022
Privacy and Access to Information Policy	University Governance	Board of Governors	March 19, 2022
Procedure to Expend Endowment Interest and Capital Funds	Research and Innovation	PEC	November 16, 2022
Regional Tuition Fee Supplement	Deans	Board of Governors	November 2022
Review of a College Dean Prior to Reappointment - TOR		Senate and Board of Governors	March 22 & 30, 2023
Review of the Dean of Graduate Programs Prior to Reappointment - TOR		Senate and Board of Governors	March 22 & 30, 2023
Review of the Vice-President (Academic) and Provost Prior to Reappointment - TOR		Senate and Board of Governors	March 22 & 30, 2023
Review of the Vice-President (Research) Prior to Reappointment		Senate and Board of Governors	March 22 & 30, 2023
Search Committees for Academic Vice-Presidents and Other Senior Administrators		Senate and Board of Governors	March 22 & 30, 2023
Software Acquisitions Policy	Information and Technology Services	PEC	November 16, 2022
Student Emergency Loan Policy	Office of the Registrar	PEC	July 6, 2022
Telecommunications Policy	Information and Technology Services	PEC	November 16, 2022
Telecommunications Procedures	Information and Technology Services	PEC	November 16, 2022
Travel Reimbursement	Finance	PEC	June 22, 2023
UNBC Faculty and Staff Email Policy	Information and Technology Services	PEC	November 16, 2022
Video Surveillance Policy	Risk and Safety Management	Board of Governors	March 19, 2022
Volunteer Expenditures		Senate and Board of Governors	March 22 & 30, 2023

Some of the New University Policies and Procedures Under Development or Identified Need

Name	Unit of Responsibility	Status
Appointment and Reappointment of the President	Office of University Governance / Board's G&HR Committee	Drafted - requires review
Committee for Review of the President Prior to Reappointment	Office of University Governance / Board's G&HR Committee	Revised - requires review
Search and Recommendation for the Selection of the President Procedures	Office of University Governance / Board's G&HR Committee	Drafted - requires review
Review of the President Policy and Presidential Reviews Procedures	Office of University Governance / Board's G&HR Committee	Drafted - requires review
Disclosure of Personal Information in Emergency or Compelling Circumstances Procedures	Office University Governance	Drafted - requires review
Records Management Policy and Procedures	Office of University Governance	Drafted - requires review
Privacy Impact Assessment Procedures	Office of University Governance	Draft in progress
Public Interest Disclosure Procedures	Office of University Governance	Beginning stages of drafting
Indigenous Identity Policy and Procedures	Office of Indigenous Initiatives	In process of drafting
Indigenous Equity and Inclusion Policy	Office of Indigenous Initiatives	Drafted - requires review
Use of University Information and IT Resources	Information and Security	
Research Chairs	Research and Innovation	
Integrity in Research Policy and Procedures	Research and Innovation	Drafted - consultation stage
Postdoctoral Fellows	Research and Innovation	
Access and Correction of Personal Information Policy	University Governance	Drafted - requiring review
New - Gift Acceptance Policy and Procedures	Research and Innovation	Drafted - requiring review
Fraud Policy and Procedures to Follow if Fraud is Identified	Financial Services	
Fundraising and Gift Acceptance Policy and Procedures	Vice President, Research and Innovation	New policy and procedures drafted - under review
Naming of Physical Assets Policy and Procedures	President	New policy and procedures drafted - under review

Finance and Investment Committee Report to the UNBC Board of Governors

Submitted by: Allison Beswick

Dates of meetings since last report: November 2, 2023

Topics reviewed and discussed:

1. Motions to be brought forward to the Board

- a. UNBC Land Development Corporation: Re-appointment of Directors

2. Other Reports and Updates reviewed and discussed

- a. Discussion Q2 Financial Information
 - o Chair of FIC signed the report for submission to the Ministry.
- b. Discussion on the Investment Advisory Committee's Terms of Reference and Committee Composition
 - o Terms of Reference to be revised.
 - o Renew membership and work to recruit new members and fill vacancies.
 - o Schedule zoom meeting for end of 2023
 - o Quarterly meetings to be scheduled for 2024.
- c. Received and reviewed the University Advancement Committee Report.

REPORT TO: FINANCE AND INVESTMENT COMMITTEE

UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES

Subject:	UNBC Q2 2023-24 Forecast
Finance & Investment Committee	Meeting Date: November 2, 2023
Submitted By:	Rahim Somani, Vice-President, Finance and Administration
Please note other guests to be in attendance:	Kiran Kullar, Director of Finance
Appendices:	UNBC Q2 2023-24 Forecast Confirmation for signature

Based on the updated quarter 2 forecast, we now expect the annual deficit for 2023-24 to be \$0.6 million, which is an improvement compared to the initially approved deficit of \$2 million. This positive change is primarily due to the following reasons:

1. The contribution from the province is \$6.5 million higher than the original budget. This relates to the approved General Wage Increases in line with the Shared Recovery Mandate. This will help offset the costs of salary increases as per the ratified collective agreements and approved salary increments.
2. While international tuition and fees are trending higher than expected, domestic and MBA tuition and fees are anticipated to be lower than budgeted. As a result, the overall forecast for annual tuition and fees is lower than the budget. However, lower tuition revenue is partially offset by higher interest income, driven by current market conditions and increased interest rates. Consequently, we anticipate interest income for the year to be 2.3 times the original budget.
3. We also have cost savings in our expenditures due to job vacancies and not utilizing budgeted contingency funds.

We will continuously assess these factors and refine our forecast as we move towards quarter 3, providing a more accurate prediction compared to the current quarter 2 projection.

Considering this quarter 2 forecast, we will open discussions with the Ministry to explore the possibility of deferring a portion of provincial contributions for use in future years, especially for high-priority strategic projects related to digital transformation and information technology infrastructure.

The complete file with eleven worksheets has been submitted to the Ministry as part of regular reporting. The confirmation sheet, which is attached herewith, will be resubmitted once signed by the Chair of the Finance and Investment Committee, after approval by the Finance and Investment Committee. For those interested in more detailed information, the complete file that has been submitted to the Ministry can be provided upon request.

Post-Secondary Institution: Forecast Confirmation

Institution Name: University of Northern British Columbia UNBC

Entity Code: U05

Forecast Date: Quarter 2, 23/24
(e.g., Quarter 1, 23/24)

Forecast Summary:

	Forecast <u>2023/24</u>	Forecast <u>2024/25</u>	Forecast <u>2025/26</u>	Forecast <u>2026/27</u>
----- \$thousands -----				
Statement of Operations				
Total revenue	(141,458)	(143,515)	(145,213)	(147,243)
Total expenditure	142,030	143,920	144,700	145,490
Net (Revenues)/Expenses **	572	405	(513)	(1,753)
(Gain) loss on sale of capital assets	-	-	-	-
Unallocated Pressures (use in Q1 only)	-	-	-	-
Operating Net (Income) Loss (for Ministry)	572	405	(513)	(1,753)
Endowment (restricted asset) contributions	(1,541)	(1,564)	(1,586)	(1,609)
Net (Income) Loss	(969)	(1,159)	(2,099)	(3,362)

I confirm that I have reviewed the financial forecast and key underlying assumptions provided to the Ministry for the 2021/22, 2022/23, 2023/2024 and 2024/25 fiscal years as summarized in this schedule. This financial forecast represents, in all material respects, the post-secondary institution's best estimate of operating results and financial position by the year end. I also confirm that I will review the information provided to the Ministry with the Board.

Audit and Finance Committee Chair:

Name: _____

Signature: _____

***University Advancement Advisory Board
Report to the UNBC Finance & Investment Committee
and the Board of Governors***

Submitted by: Catherine Wishart, UAAB chair

Date(s) of meetings since last report: October 30, 2023

This was the inaugural meeting of the UAAB. Six of the seven external members were able to attend. The focus was getting to know each other, developing an informed understanding of the past and current work of the Philanthropy and Engagement Team at UNBC, and to begin discussing key issues in advancement.

Background material on the new Strategic Plan, UNBC finances and endowment, and the mandate letter and Institutional Accountability and Planning Report were provided to members in advance.

Discussion included:

- The Strategic Plan, next steps for implementing it and anticipated priorities and metrics as they will relate to advancement goals
- Presentation by Mark Barnes and Tara Mayes (Philanthropy and Engagement Team) on:
 - past and current structure of advancement work at UNBC
 - donor types, and where funds have been directed
 - government and Indigenous relations
 - industry partnerships and link to research
 - alumni engagement
 - donor stewardship and recognition
 - initiation of an Advancement Strategic Plan
- Further discussion was around the key questions posed by the Philanthropy and Engagement Team:
 - What might a major campaign look like?
 - What are donors interested in funding and how do we know?
 - How can we build a culture of philanthropy?
 - And around:
 - Pan-northern engagement
 - Educating donors on what the government does and doesn't fund, and why philanthropy is needed at universities
 - The impact of philanthropy for smaller institutions
 - Alumni engagement strategies

The next meeting of the UAAB is January 30, 2024.

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

Submitted by: Joel McKay

Date(s) of meetings since last report: November 2, 2023

Topics reviewed and recommendations made:

1. Governance

- Reviewed Board agendas.
- Reviewed annual Board schedule.
- Reviewed Competency Matrix for Governing Board in preparation for filling upcoming vacancies.
- Reviewed proposed governance actions and priorities for 2023-2024
- Discussed Indigenous Membership Verification Plan (interim and long-term)
- Reviewed Board of Governors' attendance for 2023. No concerns identified.
- Discussed the Joint Session for the Board and Senate
- Discussed the Strategic Student Enrollment Engagement Session – scheduled for December 12, 2023
- Reviewed the Draft Presidential Related Policies and Procedures – further review required.
- Recommendations to the Board:
 - Revised Board Rules

2. Human Resources

- Reviewed Health and Safety Report
- Reviewed Human Resources Dashboard
- Reviewed Quarterly Board of Governors Appointment Delegation Report
- Reviewed Sexual Violence and Misconduct Prevention and Response Report
- Discussed Organizational Charts
- Discussed the Annual Performance Review of President

Board of Governors: Governance Action Items Update

November 2023

Action Item	Current Status
1. Complete new Strategic Plan and Vision	Complete. Approved by Senate in August and the Board in September 2023. The Plan rolled out to the University Community on October 5. This is now in the implementation phase.
2. A Board orientation and development site be developed to include materials readily available to BOG members. In particular, information on fiduciary responsibility and the university bi-cameral system will be included. As per the 2020 Lewis report, a statement of the duties and responsibilities of BOG members inside and outside the boardroom and examples of actual and apparent conflicts of interest should be included.	<p>Continuing. Initiated with transfer of existing materials to Teams site. BOG sessions on bi-cameral governance, university finances, academic matters, and student enrolment have been recorded and posted to the Teams site for on-going use. A similar session about PSEC will take place in the winter.</p> <p>Several board members participated in the April 2023 provincial Post-Secondary Board Governance Workshops, hosted by the Ministry of Post-Secondary Education and Future Skills.</p> <p>The provincial government has updated their general certificate units for board members, and the Ministry of Post-secondary Education and Future Skills updated its orientation for Board members.</p>
3. In consultation with the Board, the President determines how individual Board Members can advance the University's vision, mission, and reputation within the communities the University serves, and works with the Members to implement strategies.	Not yet begun. Will likely connect to the University Advancement Advisory Board work, which began in fall 2023.
4. Each September the Board holds an in-depth engagement session on its priorities and accountability mechanisms, the University's financial situation, the internal and external risk landscape, and other topics essential for informed decision making on matters expected to come to the Board in the governance year.	Complete and on-going. Held October 2022 with discussions about the northern economic situation, national and global post-secondary trends, northern Indigenous issues, and northern social development issues. The next session will be on Strategic Student Enrolment Management in late 2023.

<p>5. The Board sets annual goals for the President against which presidential progress is measured.</p>	<p>Complete for 2022-23 academic year; set in June 2022. To be reported on in June 2023, with goals for 2023-24 developed and presented for review.</p>
<p>6. Specific Board-related policies be reviewed, revised, or developed as necessary, including: Procedures for Presidential Review; the President Search Procedures; Search Committees for Academic Vice-Presidents and other Senior Academic Administrators Procedures; Appointment of Senior Academic and Administrative Officers of the University, and of Faculty Policy; standard policy for inclusive search processes for administrators; whistle blower or safe disclosure policy; delegation of Board authority; Administrator employment standards; policy on appeals to the Board of Governors; policy on the acceptance of gifts.</p>	<p>Underway. Policy schedule will be updated for 2024. Four first drafts (presidential review, president search procedures, delegation of Board authority, board appeals) went to Governance & Human Resources Committee in January 2023 and are in the consultation stage.</p> <p>Policies on employment equity, intentional diversity hiring, and procedures for academic vice-presidents and other senior academic administrator selection and review, along with the updated exempt handbook (administrator employment standards) were approved by the Board in March 2023. The Board approved the Appointment Delegation Policy in June 2023.</p>
<p>7. The Audit and Risk Committee develops a process for annual evaluation of the function and functioning of the Board and its committees.</p>	<p>Complete. Committee developed a draft survey process and tested it in May 2023. The results went to the Board in September 2023. There will be opportunities for continued improvement around integration of the renewed strategic plan, enhancing relationships with external parties and oversight of succession planning and development. The next survey will be conducted December 2024/January 2025 to allow the Board to act on the results of the survey.</p>
<p>8. Re-instate the Advisory Committee on Advancement, with a northern focus and an updated mandate.</p>	<p>Complete. Terms of reference for the University Advancement Advisory Board approved at January 2023 Board meeting. Recommended membership was approved by the Board at the June 2023 meeting. The Chair of UAAB has been appointed, and UAAB began meeting in late October 2023.</p>
<p>9. Advance the UNBC Land Trust structure and governance model.</p>	<p>Underway. Work continues between administration and the Land Development Corporation. Information on the Land Trust is readily available to Board members on the SharePoint site.</p>

UNBC Board of Governors Rules

Board of Governors Rules

Table of Contents

GOVERNING LEGISLATION	4
1. AUTHORITY TO ENACT RULES	4
2. INTERPRETATION – THE UNIVERSITY ACT AND ROBERT’S RULES OF ORDER ...	4
3. BOARD MEMBERSHIP	4
Duty to Act in the Best Interests	4
Attendance and Preparation	5
Removal from the Board	5
4. ELECTION AND ROLE OF THE CHAIR AND VICE-CHAIR	5
Election Process	6
Role and Authority of the Board Chair:	7
Role and Authority of the Vice-Chair:	7
5. BOARD SECRETARY AND RECORDING SECRETARY	7
6. POWERS AND DUTIES OF THE BOARD	8
7. DELEGATION OF AUTHORITY AND SIGNING RESOLUTIONS	8
8. CONFLICT OF INTEREST AND CONFIDENTIALITY	9
9. MEETINGS OF THE BOARD - REGULAR AND SPECIAL MEETINGS	9
Public, Closed and In-Camera Sessions	10
10. NOTICE OF MEETINGS	10
Waiver of Notice	10
11. AGENDAS AND MATERIALS	10
12. PRESENTATIONS TO THE BOARD	11
Recognizing Speakers from the Gallery at a Public Board Meeting	12
Orderly Conduct of Business	12
13. QUORUM	12
Failure to Achieve Quorum	12
Loss of Quorum During a Meeting	12
14. MOTIONS	13

	Methods of Voting	13
15.	RECORDINGS and MINUTES	14
16.	BOARD STANDING COMMITTEES – GENERAL PROVISIONS APPLICABLE TO ALL STANDING COMMITTEES	14
	Purpose and Authority	14
	Accountability to the Board	14
	Membership and Committee Chairs	15
	Frequency and Conduct of Committee Meetings	15
17.	BOARD STANDING COMMITTEES	16
	Membership, Duties and Authority of Each Committee:	16
	17.2 Governance and Human Resources Committee	16
	17.3 Audit & and Risk Committee	18
	17.4 Finance & and Investment Committee	20
18.	ADVISORY BOARDS	21
19.	ANNUAL REVIEW OF BOARD RULES	21

GOVERNING LEGISLATION

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

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

1. AUTHORITY TO ENACT RULES

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

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

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

3. BOARD MEMBERSHIP

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

Duty to Act in the Best Interests

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

Attendance and Preparation

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

Removal from the Board

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

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

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

Commented [KH1]: There has been a change of the wording in the *University Act*.

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

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

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

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

Election Process

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

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

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

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

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

- 4.5 A Chair or a Vice-Chair may not serve for more than three (3) consecutive terms in their respective roles.
- 4.6 In the event that both the Chair and Vice-Chair are absent for a meeting, the Board may appoint one of the other Order in Council Members to Chair the meeting.
- 4.7 The Board may, by a two-thirds vote, at any time terminate the appointment of a Chair or Vice-Chair. In such a case, the Chancellor, or in

their absence the President, or in their absence the Provost, will immediately open nominations for a new Chair or Vice Chair.

Role and Authority of the Board Chair:

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

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

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

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

Role and Authority of the Vice-Chair:

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

5. BOARD SECRETARY AND RECORDING SECRETARY

- 5.1 The Senior Governance Officer acts in the role of the Board Secretary, and oversees the Office of University Governance's responsibilities for the organization and administration of the Board of Governors and organization governance records, including governance compliance

matters. The Senior Governance Officer has custody of all records of the Board and of the University Seal. The Senior Governance Officer provides guidance and advice to the Board Chair and Board Committee Chairs on meeting protocols, governance requirements, and related matters. The Senior Governance Officer is appointed by and reports to the President for operational matters, while working closely with the Board Chair on best practice governance processes.

- 5.2 The Governance Officer is the Recording Secretary-of the Board.
- 5.3 The President may appoint an Acting Board Secretary in the absence of the Senior Governance Officer.

6. POWERS AND DUTIES OF THE BOARD

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

7. DELEGATION OF AUTHORITY AND SIGNING RESOLUTIONS

- 7.1 The Board may, by resolution in writing, approved by two-thirds of the voting members, delegate any of its powers with respect to the operation, management and business affairs of the University to the President and Administration, on either an ongoing or ad hoc basis, and may designate and authorize an Officer or Officers of the University to sign legally binding documents on behalf of the University. The Board may, by resolution in writing approved by two-thirds of the voting members, amend or revoke any such delegation or authorization in the Board's discretion.
- 7.2 The Senior Governance Officer will ensure that any such resolutions are published with the Board Rules.

8. CONFLICT OF INTEREST AND CONFIDENTIALITY

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

9. MEETINGS OF THE BOARD - REGULAR AND SPECIAL MEETINGS

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

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

Public, Closed and In-Camera Sessions

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

10. NOTICE OF MEETINGS

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

Waiver of Notice

- 10.2 If all Members are present and waive notice, a special or extraordinary meeting of the Board or of a Committee may be convened at any time. A meeting may also be convened without proper notice if all members present waive notice **and** written consent or waiver can be obtained from those members who are absent.
- 10.3 If Notice is properly given, non-receipt by a Member does not invalidate any resolution passed or action taken at the meeting in question.

11. AGENDAS AND MATERIALS

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

12. PRESENTATIONS TO THE BOARD

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

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

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

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

Recognizing Speakers from the Gallery at a Public Board Meeting

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

Orderly Conduct of Business

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

13. QUORUM

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

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

Commented [KH2]: This is meant to address issues of quorum when there is a number of Board members in conflict of interest for a particular vote.

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

Failure to Achieve Quorum

13.3 If quorum is not achieved within fifteen (15) minutes of the time set for the start of a meeting, the meeting will be cancelled, unless the majority of the members present agree to allow an additional brief amount of time for absent members to arrive. If quorum is not achieved at the expiration of the additional time allowed, the meeting will be cancelled.

Loss of Quorum During a Meeting

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

14. MOTIONS

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

Methods of Voting

- 14.3 Voting at the Board will be by voice or show of hands. However, if any member of the Board requests a recorded vote, prior to the vote being taken, the vote shall be recorded showing votes for, against and abstentions, without attribution. And, if any member of the Board requests a secret ballot, the vote shall be conducted by secret ballot. Balloted voting or elections shall be conducted by the Chancellor, or in their absence the President, or in their absence, the Provost or the Senior Governance Officer.
- 14.4 Members may participate in a meeting and in voting, via tele, video or web conference provided the technology allows them to hear everyone who is speaking, and provided they can be heard, and seen when using video or web conference (the Chair can use discretion if technological difficulties arise), by everyone else present and participating. The Office of University Governance is responsible for managing remote meeting technology, and ensuring a technological process exists to provide Board Members with secret ballots where needed and if requested.

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

15. RECORDINGS and MINUTES

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

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

Purpose and Authority

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

Accountability to the Board

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

Membership and Committee Chairs

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

Frequency and Conduct of Committee Meetings

- 16.7 The Governance and Human Resources Committee should meet six times a year at minimum, and Committees related to Finance, Audit, Risk, and Investment should meet quarterly at minimum, and as often as deemed necessary by the Committee Chair.
- 16.8 Additional or special Committee meetings may be called as deemed necessary by the Board Chair or the Committee Chair, or, if any two (2)

voting members of a Committee request in writing that a special meeting of the Committee be convened, the Committee Chair will call a meeting.

- 16.9 Board Committee meetings are Closed and meeting materials are to be treated as confidential. The Chair of a Committee may also, at their discretion, or at the request of a member, conduct a meeting, or portion of a meeting in-camera (as defined in the General Provisions of these Rules).
- 16.10 Board Members are entitled to attend any meeting of a Committee of the Board and to have access to the materials for that Committee, regardless of whether or not they are assigned as a voting member of the Committee, except those who may have a conflict with a specific item on an agenda.
- 16.11 Committees will follow the General Rules for Voting and for the Conduct of Meetings, followed by the Board.
- 16.12 Committees are authorized, as outlined below, to receive and review reports, provide advice and forward motions to the Board for either the Regular or Consent Agendas. A Committee may, in limited circumstances if expressly authorized by the Board to do so, make decisions on behalf of the Board, provided that the Committee informs the Board of decisions made on delegated authority.

17. BOARD STANDING COMMITTEES

17.1 The following are the Standing Committees of the Board of Governors:

- Governance and Human Resources Committee
- Audit & Risk Committee
- Finance & Investment Committee
- Investment Advisory Committee (sub-committee of Finance & Investment)
- Board of Governors Appeals Committee

Membership, Duties and Authority of Each Committee:

17.2 Governance and Human Resources Committee

Membership – 6 voting members – quorum 3

Board Chair
Vice Chair
President

3 additional members approved by the Board.

Meeting Frequency

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

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

Duties and Responsibilities

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

- Board Rules
- Governance and human resources policies and procedures and other policies and procedures that are not within the scope of the Audit and Risk Committee or the Finance and Investment Committee
- University policies requiring Board approval
- Institutional relational agreements that require Board approval
- Form, substance, and frequency of execution of the *Board Code of Ethical Conduct*
- Board Member orientation and training
- Annual Board meeting schedule
- Board evaluation forms, substance and practices
- Recommendations to the Ministry with respect to the Board competency matrix and postings
- Collective Bargaining strategy and desired outcomes
- Collective Agreements and policies relating to terms and conditions of employment
- Labour relations environment, including arbitrations or litigation
- Policy and procedures for annual Presidential reviews and for reviews prior to re-appointment
- Form, substance and frequency of Human Resources Complement and similar Reports
- Institutional Human Resources Policies
- Management structure and succession plans at the senior executive level
- Procedures for search and recommendation of candidates for President, Deans, University Librarian, Registrar & other Senior Academic Administrators

- Appointment of Vice Presidents
- Compensation models and adjustments
- President's recommendations for Promotion & Tenure
- Adjustments to President and Executive Compensation

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

17.3 **Audit and Risk Committee**

Membership – 7 voting members – quorum 4

Board Chair

President

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

Meeting Frequency

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

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

Duties and Responsibilities

1) *Audit*

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

- The integrity of the University's financial reporting process and system of internal controls regarding financial reporting and accounting compliance.
- The qualifications and independence of the University's external auditors.
- The performance of the external auditors and the internal auditor if applicable.
- The University's compliance with legal, statutory and regulatory requirements.

- The management of the principal risks that could impact the financial statements.
- Review and ensure that procedures are in place for the receipt, retention and treatment of complaints received by the University regarding accounting, internal accounting controls or audit matters.
- The selection and hiring of the external auditors.

2) *Risk*

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

- Oversee, review, and approve the management's approach to risk management regularly or as significant changes in the business environment dictate.
 - Ensure risk assessments are performed regularly.
 - Ensure the University has and maintains an effective on-going risk assessment process – risk identification, risk quantification, and risk evaluation.
 - Ensure the process identifies risk and opportunities.
 - Measures the potential impact and the likelihood of occurrence.
- Determine the risk appetite and tolerance.
- Review management's comprehensive framework, assessment and response to major risks facing the University.
- Review and recommend to the Board for approval appropriate policies and procedures relating to risk management governance, risk management practices, and risk control infrastructure.
- Ongoing monitoring of the University's compliance to the risk limit structure, policies, and procedures.
- Evaluate the effectiveness of the risk management process which may include the use of internal or external assurance providers.
- Oversee and ensure timely implementation of corrective actions to address risk management deficiencies.
- Review UNBC Board of Governors and its committees' roles and responsibilities pertaining to risk management and propose

changes (structural or scope) to ensure risk identification and communication is appropriately addressed.

Authority

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

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

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

17.4 Finance and Investment Committee

Membership – 7 voting members – quorum 4

Board Chair

President

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

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

- Financial decisions that are consistent with the University's strategic vision and priorities
- The University's financial operations, forecasts, projections and results
- The Annual Operating and Capital Budgets for approval
- Capital planning, construction and maintenance reports
- Contracts in accordance with the Board's Signing Resolutions and the University's Purchasing Policies, excluding externally funded research contract purchases.
- Annual Fees Schedule
- Signing resolutions and designation of the Signing Officers of the University
- Terms of Reference for an Investment Advisory Committee and Members to serve on the Investment Advisory Committee
- Finance and Investment Policies, on the recommendation of the Investment Advisory Committee
- Reports on Performance of Funds

- Terms of Reference for the Investment Advisory Committee and the University Advancement Advisory Board, which are attached to these Rules as Appendix I and shall be considered part of these Rules, and as such, require notice of motion and two-thirds support for amendment.
- University Advancement Advisory Board reports and membership recommendations.

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

18. ADVISORY BOARDS

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

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

- ~~Advisory Board on~~ University Advancement Advisory Board

~~18.3 The Terms of Reference for the Advisory Board on University Advancement Advisory Board are attached to these rules as Appendix II and shall be considered part of these Rules, and as such require notice of motion and two-thirds support for amendment.~~

Commented [KH3]: Moved under 17.4, second to last bullet.

19. ANNUAL REVIEW OF BOARD RULES

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



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

INVESTMENT ADVISORY COMMITTEE

1. **The Investment Advisory Committee** (the IAC) is a standing committee of the Finance & Investment Committee of the Board of Governors.

2. **Chair** – the IAC will be convened and chaired by the President, or by the Vice-President Finance and Administration, and will meet at least two (2) times a year. Additional meetings may be called on an as-needed basis at the discretion of the Chair.

3. **Membership**

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

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

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

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

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

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

The IAC will:

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

Specifically, the IAC will:

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

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

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

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

Finance & Investment Committee of the UNBC Board of Governors

UNBC Investment Advisory Committee

CODE OF CONDUCT

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

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

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

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

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

CONFIDENTIALITY

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

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

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

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

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

CONFLICT OF INTEREST AND IMPARTIALITY

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

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

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

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

PUBLIC COMMENTS

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

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

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

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

Name: _____

Signature: _____

Date: _____

Appendix II – Terms of Reference

**University Advancement
Advisory Board (UAAB)**

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

Table of Contents

1.	MEMBERSHIP.....	1
2.	MEETING FREQUENCY	1
3.	DUTIES AND RESPONSIBILITIES	2
4.	CONDUCT AND CONFLICT OF INTEREST	2
5.	REVIEWS	3
6.	REPORTING	3
7.	COMMITTEE SUPPORT	3

1. MEMBERSHIP

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

2. MEETING FREQUENCY

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

3. DUTIES AND RESPONSIBILITIES

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

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

4. CONDUCT AND CONFLICT OF INTEREST

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

5. REVIEWS

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

6. REPORTING

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

7. COMMITTEE SUPPORT

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

BOARD OF GOVERNORS – Quarterly Regular Public Session

Meeting Date:	November 16, 2023
Agenda Item:	<p>7.iii.b. Approval of Appeals to the Board of Governors Policy</p> <p>7.iii.c. Approval of the Appeals to the Board of Governors Procedures</p> <p>7.iii.d. Motion to Repeal Guideline for the Conduct of a Board Hearing into the President’s Recommendation that a Management/Exempt Employee Be Dismissed</p> <p>7.iii.e. Motion to Repeal Guideline for the Conduct of an Appeal Under Section 60(3) of the University Act</p>
Motion:	<p><i>7.iii.b. That the Governance and Human Resources Committee recommends to the Board of Governors the approval of the Appeals to the Board of Governors Policy as presented.</i></p> <p><i>7.iii.c. That the Governance and Human Resources Committee recommends to the Board of Governors the approval of the Appeals to the Board of Governors Procedures as presented.</i></p> <p><i>7.iii.d. That the Governance and Human Resources Committee recommends to the Board of Governors the repeal of the Guideline for the Conduct of a Board Hearing into the President’s Recommendation that a Management/Exempt Employee Be Dismissed, as presented.</i></p> <p><i>7.iii.e. Motion to Repeal Guideline for the Conduct of an Appeal Under Section 60(3) of the University Act as presented.</i></p>
Material:	<p>-Appeals to the Board of Governors Policy</p> <p>-Appeals to the Board of Governors Procedures</p>

	<p>-REPEAL Guideline for the Conduct of a Board Hearing</p> <p>-REPEAL Guideline for the Conduct of an Appeal Under Section 60(3)</p>
--	---

Policy

APPEALS TO THE BOARD OF GOVERNORS POLICY

Number: GV 5

Classification: Governance

Approving Authority: Board of Governors

Designated Executive Officer: President

Effective Date:

Supersedes: Guideline for the Conduct of an Appeal Under Section 60(3) of the University Act (2002)

Date of Last Review/Revision: August 2023

Mandated Review Date: September 2030

Associated Procedures: *Appeals to the Board of Governors Procedures and Board of Governors Appeals Committee Terms of Reference*

Table of Contents

1.0	BACKGROUND	2
2.0	PURPOSE.....	2
3.0	PRINCIPLES	2
4.0	SCOPE	2
5.0	DEFINITIONS.....	3
6.0	POLICY	3
	6.1 Board of Governors Appeals Committee.....	3
	6.4 Jurisdiction.....	3
	6.5 Board Decision is Final.....	4
7.0	REPORTING	4
8.0	AUTHORITIES AND OFFICERS	4
9.0	RELEVANT LEGISLATION.....	4
10.0	RELATED POLICIES AND OTHER ASSOCIATED DOCUMENTS.....	4

1.0 BACKGROUND

- 1.1 Pursuant to section 60(3) of the *University Act* regarding an employee suspended by the president of the University, the suspended employee has the right of appeal to the Board of Governors (Board).
- 1.2 Approved policies of the University of Northern British Columbia (UNBC) may also include right of appeal to the Board.

2.0 PURPOSE

This purpose of this Policy is to ensure expeditious access to a Board appeal process, as required by legislation or University policy.

3.0 PRINCIPLES

- 3.1 The Board is a body established by statute which is granted certain statutory powers of decision. These powers must be exercised in conformity with the principles of natural justice and administrative fairness.
- 3.2 An individual or party appealing to the Board will know the case against them and have a fair and full opportunity to respond to that case before the Board reaches a decision.
- 3.3 The right of appeal under section 60(3) of the *University Act* is unconditional.
- 3.4 Appeals under University policies may be conditional or unconditional, based on the specific policy.
- 3.5 If an appeal is taken by an Employee or other Party eligible to appeal under policy, it will be heard by the Board.
- 3.6 The Board will act to hear such appeals expeditiously.

4.0 SCOPE

This policy applies to all members of the teaching and administrative staffs and any officer or employee of the University.

5.0 DEFINITIONS

- 5.1 **Principles of natural justice and administrative fairness** refer to principles and processes that are open and transparent and that ensure timely and fair investigations and hearings, well informed and unbiased decisions by qualified Decision Makers, adequate notice and access to information to be relied on or that is relevant to decisions, and the rights of a person subject to allegations to have sufficient and timely information about those allegations and the opportunity to reasonably and fully respond.

6.0 POLICY

6.1 Board of Governors Appeals Committee

6.1.1 Composition

- i. The Board of Governors Appeals Committee membership is comprised as follows:
 - a. Vice-Chair of the Board of Governors (Chair the Committee); and
 - b. Three (3) additional members of the Board.
- ii. The President cannot be a member of the Committee, participate in the Board's deliberations, nor communicate with Board members about the appeal except as established by this Policy and its corresponding Procedures.

6.1.2 Subject to the Committee having a quorum when it meets, vacancies on the Committee do not prevent it from meeting to consider an appeal.

6.1.3 Members of the Committee, other than the Chair, are appointed by the Board for a term of up to three years. Members may be re-appointed.

6.1.4 Committee members are provided appeals hearing training.

6.1.5 Terms of Reference for the Appeals Committee are established by the Board and reviewed regularly as part of policy review.

6.4 Jurisdiction

6.4.1 An appeal brought to the Committee must be based on section 60(3) of the *University Act*, or on applicable University policies or collective agreements.

6.4.2 The Committee does not re-hear matters.

6.5 Board Decision is Final

6.5.1 The Committee makes a recommendation to the Board as to the outcome of the appeal.

6.5.2 The Board's decision on an appeal is a final disposition of that appeal with no further right of appeal to any body at the University.

7.0 REPORTING

N/A

8.0 AUTHORITIES AND OFFICERS

[Required] The authorities and officers for this policy are as follows:

Approving Authority: Board of Governors

Designated Executive Officer: President

Procedural Authority: Board of Governors

Procedural Officer: Senior Governance Officer

9.0 RELEVANT LEGISLATION

[*University Act*](#), RSBC 1996 C 468

10.0 RELATED POLICIES AND OTHER ASSOCIATED DOCUMENTS

10.1 *Appeals to the Board of Governors Procedures*

10.2 *Terms of Reference for Appeals Committee*

Procedures

APPEALS TO THE BOARD OF GOVERNORS PROCEDURES

Number: GV 5.1

Classification: Governance

Procedural Authority: Board of Governors

Procedural Officer: Senior Governance
Officer

Effective Date:

Supersedes: Guideline for the Conduct of
an Appeal Under Section 60(3) of the
University Act (2002)

Date of Last Review/Revision: August 2023

Mandated Review Date: September 2030

Parent Policy: *Appeals to the Board of Governors Policy*

Table of Contents

1.0	PURPOSE.....	2
2.0	PROCEDURES.....	2
2.1	Initiating an Appeal	2
2.2	Response to Appeal	2
2.3	Reply to Response.....	2
2.4	Scheduling the Consideration of the Appeal.....	3
2.5	Appeal Record	3
2.6	Appeal Hearing Procedures	3
2.7	Committee Deliberations and Recommendation	5

1.0 PURPOSE

These Procedures provide direction and guidance to the Board of Governors Appeals Committee and any party appealing to the Board under section 60(3) of the *University Act* or a UNBC policy.

2.0 PROCEDURES

2.1 Initiating an Appeal

2.1.1 A party who wishes to file an appeal must submit a written notice and statement of appeal to the Senior Governance Officer within 30 business days of the party being informed of the decision or outcome being appealed.

2.1.2 The notice and statement of appeal must contain the following information:

- i. a statement of the suspension or other type of decision being appealed;
- ii. a summary of the background to the appeal;
- iii. a statement identifying the grounds for appeal;
- iv. a statement of the relief or remedy sought; and
- v. a list of the key documents, and copies of the documents, that are relevant to the appeal and upon which the Appellant relies.

2.1.3 The Senior Governance Officer sends the Appellant's notice and statement of appeal to the Committee Chair and to the President, within five business days of its receipt.

2.2 Response to Appeal

2.2.1 The President may elect to file a Response to the appeal. The President's Response must be submitted to the Senior Governance Officer within 10 business days.

2.2.2 The Senior Governance Officer then sends the President's Response to the Appeals Committee Chair and the Appellant promptly, within five business days of receipt.

2.3 Reply to Response

2.3.1 The Appellant may submit a Reply to any matter raised in the President's Response which the Appellant has not already

addressed in the Appellant's notice and statement of appeal. The Reply, if any, must be submitted to the Senior Governance Officer within five business days of receipt of the President's Response.

2.3.2 The Senior Governance Officer sends the Appellant's Reply to the President and the Committee Chair promptly, within five business days of receipt.

2.4 Scheduling the Consideration of the Appeal

2.4.1 After the date for receiving the Reply has passed, the Senior Governance Officer schedules a date for the appeal to be considered, taking into account the availability of the Committee members.

2.4.2 Consideration of the appeal normally takes place within three months after the notice and statement of appeal were submitted to the Senior Governance Officer by the Appellant.

2.5 Appeal Record

2.5.1 After the date for receiving the Reply has passed, the Senior Governance Officer prepares an Appeal Record, which consists of the following:

- i. the Notice and Statement of Appeal;
- ii. the Response, if any; and
- iii. the Reply, if any.

2.5.2 The Senior Governance Officer must provide each party and each member of the Committee a copy of the Appeal Record at least 10 business days in advance of the date that the Committee will consider the appeal.

2.6 Appeal Hearing Procedures

2.6.1 A quorum of the Committee is three members.

2.6.2 Unless determined otherwise by the Committee Chair, all appeals proceed based on the written materials submitted by the parties, as contained in the Appeal Record.

2.6.3 Subject to the rulings of the Committee Chair, the Committee meets to deliberate and make a recommendation to the Board on the appeal.

- 2.6.4 Members of the Committee may participate in a meeting by means of teleconference or video conference in which all members at the meeting can speak to, and hear, all other members at the meeting.
- 2.6.5 Both the President and the Appellant, in that order, are invited to make oral submissions to the Committee based on the Formal Statement and the Response. The purpose of these submissions is to ensure that both the President and the Employee have a full opportunity to present their respective cases.
- 2.6.6 In making their decision about the appeal, Committee members receive and consider only that information and those submissions which are provided to them in conformity with this Guideline. However, should Committee members decide that they need to obtain further information to make a fair and fully informed decision about the appeal,
- i. the information required and the process for obtaining that information is reviewed with the Appellant and the President before any steps are taken to obtain the information; and
 - ii. the process used for obtaining such information must comply with the principles set out in the Policy.
- 2.6.7 Once submissions have been made by the President and the Appellant, Committee members may ask any questions they have of the President and the Appellant. The President and the Appellant, in that order, are then asked to make any supplementary submissions they may have as a result of the Committee members' questions. This ends the formal hearing.
- 2.6.8 The Committee meets to review the information provided and submissions made by the President and the Appellant, to conduct its deliberations, and to make its decision.
- 2.6.9 Although the President is a member of the Board *ex officio*, they neither participate in the Committee's deliberations, nor communicate with Committee or Board members about the appeal except by using the procedures established in this document.
- 2.6.10 The Appellant must communicate with Committee members about their appeal only by using the procedures established in this document.

2.6.11 All procedures related to the appeal of a suspension will take place in a *closed* meeting.

2.6.12 The Board, the President, and the Appellant may be represented during these procedures by counsel and must communicate such an intent to the Senior Governance Officer in advance of an appeal hearing. If the Appellant chooses to use counsel, they are solely responsible for their legal costs.

2.6.13 The Committee Chair has the unfettered discretion:

- i. to extend the time limits established by this document where, in their opinion, such an extension is required in order to ensure that the general principles set out above are satisfied;
- ii. to approve a means of delivery for both the Formal Statement and any communications from the Committee to the Appellant in circumstances where delivery by courier is not practical;
- iii. to provide directions concerning the disclosure of documents by the President or the Appellant if such disclosure is required to ensure that the general principles set out above are satisfied; and
- iv. to determine whether a guest at the proceedings may speak on behalf of the appellant during the proceedings. Such a decision must be made prior to the proceedings.

2.7 Committee Deliberations and Recommendation

2.7.1 All deliberations of the Committee are confidential. Members of the Committee must not discuss the substance of an appeal other than when the Committee is meeting to deliberate and making its recommendation to the Board.

2.7.2 Meetings of the Committee are in closed meetings.

2.7.3 Recommendations of the Committee to the Board are made in closed meetings.

2.7.4 In coming to its recommendation, the Committee must limit its considerations to the Appeal Record. The onus is on the Appellant to prove that the Appeal should be successful.

2.7.5 The Committee must arrive at its recommendation by majority vote of the members of the Committee present at the Appeal Hearing.

- 2.7.6 The Committee must provide its recommendation and the reasons for its recommendation in a written report signed by the Committee Chair. The Committee recommendations must be limited to the following:
- i. dismissing the appeal; or,
 - ii. allowing the appeal and referring the decision back to the President for review or reconsideration in accordance with the reasons of the Committee.
- 2.7.7 Committee Chair provides the Senior Governance Officer the written report, who provides it to the Board for final consideration.
- 2.7.8 After the Board decides the appeal, the Senior Governance Officer must provide the Committee's report to each of the parties, along with notice of the Board's decision of the appeal.

**SUBJECT: GUIDELINE FOR THE CONDUCT OF A BOARD HEARING INTO THE
PRESIDENT’S RECOMMENDATION THAT A MANAGEMENT/EXEMPT
EMPLOYEE BE DISMISSED**

1. General Principles

The Board of Governors of the University of Northern British Columbia (“Board”) is a body established by statute which is granted certain statutory powers of decision. These powers must and will be exercised in conformity with the principles of natural justice and administrative fairness. When the Board is making a decision about the status of an employee, the law requires that the employee who will be affected by the decision knows the case against him/her and has a fair and full opportunity to respond to that case before the Board reaches a decision.

2. Dismissal of a Management/Exempt Employee

This procedure will regulate the decision to dismiss certain management/exempt employees (“Employee”) at the University. The Employees to whom this procedure applies are identified by classification in Appendix A to this Guideline. This Guideline does not apply to the dismissal of an Employee who holds a term appointment of less than one year in duration always provided the President has first approved the dismissal of the Employee. In addition, this Guideline does not apply to the dismissal of an Employee whose position has been eliminated either because of a reorganization or financial constraint always provided the President has first approved elimination of the position. In addition, this Guideline does not apply to the dismissal of an Employee during his/her probationary period always provided that the President has first approved the dismissal of the Employee.

The decision to dismiss an Employee will be made by the Board acting on a recommendation from the President of the University of Northern British Columbia (“President”). An Employee to whom this Guideline applies is entitled, at the Employee’s request, to be heard by the Board before it Board decides whether to accept the President’s recommendation. The Board will act to conduct such a hearing expeditiously.

3. Procedure for Requesting and Conducting a Hearing

3.1 If the President concludes that an Employee should be dismissed, whether with or without cause, the President will make that conclusion known in writing to the Employee and to the Chair of the Board (“Chair”) and the Secretary of the Board (“Secretary”). The President will express his/her conclusion as a recommendation to the Board (“Recommendation”). At the time the President notifies the Employee of his/her Recommendation, he/she will also provide the Employee with a copy of this Guideline. An Employee who wishes to be heard by the Board before it acts on the Recommendation must notify the Secretary in writing (“Notice”) of his/her desire for a hearing. The Employee must issue the Notice within ten working days of receipt of the Recommendation.

3.2 The Secretary, having received the Notice, will inform both the Chair and the President that the Employee wishes to be heard and provide each with a copy of the Notice. The Secretary will also acknowledge receipt of the Notice. The Chair will thereafter require the President to state in writing the grounds for the Recommendation (“Formal Statement”). The President will prepare and deliver the Formal Statement within ten (10) working days following the Chair’s request for the Formal Statement. The Formal Statement will

include a detailed description of the factual basis for the Recommendation including copies of such documents as are necessary to inform the Employee fully and fairly of the case for the Recommendation. A copy of the Formal Statement will be delivered by courier to the Employee, and by any reasonable means to both the Chair and the Secretary.

3.3 The Employee will prepare a written response (“Response”) to the Formal Statement. The Employee will deliver the Response within ten (10) working days of his/her receipt of the Formal Statement. The Response will include a detailed description of any factual dispute between the Employee and the President and will refer to and, where possible, include copies of any documents on which the Employee relies to support his/her version of the facts. The Employee will deliver the Response by any reasonable means to the President, the Chair, and the Secretary.

3.4 The Board will meet to hear the President’s case for and the Employee’s case against the Recommendation. A copy of both the Formal Statement and the Response will be provided to each Board member at the time the agenda for the meeting is distributed. Both the President and the Employee, in that order, will be invited to make oral submissions to the Board based on the Formal Statement and the Response. The purpose of these submissions is to ensure that both the President and the Employee have a full opportunity to present their respective cases.

3.5 In making their decision about the Recommendation, Board members will receive and consider only that information and those submissions which are provided to them in conformity with this Guideline. However, should Board members decide that they need to obtain further information in order to make a fair and fully informed decision about the Recommendation, the information required and the process for obtaining that information will be reviewed with the Employee and the President before any steps are taken to obtain the information. The process used for obtaining such information must comply with the principles set out in this Guideline.

3.6 Once submissions have been made by the President and the Employee, Board members may ask any questions they have of the President and the Employee. The President and the Employee, in that order, will then be asked to make any supplementary submissions they may have as a result of the Board members’ questions. The Board will then recess to review the information provided and submissions made by the President and the Employee, to conduct its deliberations, and to make its decision.

3.7 Although the President is a member of the Board *ex officio*, he/she will neither participate in the Board’s deliberations, nor communicate with Board members, about the Recommendation except by using the procedures established by this Guideline.

3.8 The Employee will communicate with Board members about the Recommendation only by using the procedures established by this Guideline.

3.9 All procedures related to the Recommendation will take place *in camera*.

3.10 The Board, the President, and the Employee may be represented during these procedures by counsel. If the Employee chooses to use counsel, he/she will be solely responsible for his/her legal costs.

3.11 The Chair, or his/her delegate, has the unfettered discretion:

3.11.1 to extend the time limits established by this Guideline where, in his/her opinion, such an extension is required in order to ensure that the general principles set out above are satisfied;

3.11.2 to approve a means of delivery for both the Formal Statement and any communications from the Board to the employee in circumstances where delivery by courier is not practical; and

3.11.3 to provide directions concerning the disclosure of documents by the President or the Employee if such disclosure is required to ensure that the general principles set out above are satisfied.

Appendix A

The provisions of the Guideline will apply to persons holding a position falling within one of the following classifications:

Vice-President Associate

Vice President Dean

Director (including the University Librarian and the Controller)

Exempt Employee

In those cases where the person who is subject to the President's recommendation that he/she be dismissed holds a faculty appointment, the recommendation will be made by the President pursuant to those provisions of the University Act which govern the dismissal of a faculty member.

SUBJECT: GUIDELINE FOR THE CONDUCT OF AN APPEAL UNDER SECTION 60(3) OF THE UNIVERSITY ACT

1. General Principles

The Board of Governors of the University of Northern British Columbia (“Board”) is a body established by statute which is granted certain statutory powers of decision. These powers must and will be exercised in conformity with the principles of natural justice and administrative fairness.

When the Board is making a decision about the status of an employee, the law requires that the employee who will be affected by the decision knows the case against him/her and has a fair and full opportunity to respond to that case before the Board reaches a decision.

2. Appeal of Suspension

An employee (“Employee”) has the right under Section 60(3) of the *University Act* (“Act”) to appeal to the Board a decision made by the President of the University of Northern British Columbia (“President”) to suspend him/her. This right of appeal is unconditional. Therefore, if an appeal is taken by an Employee, it will be heard by the Board. The Board will act to hear such appeals expeditiously.

3. Procedure for Appeal

3.1 An Employee who wishes to appeal, under section 60(3) of the *Act*, a suspension imposed by the President under section 60(1) of the *Act*, will do so by notifying in writing the Secretary of the Board (“Secretary”) of his/her appeal.

3.2 The Secretary, having received an appeal under section 60(3) of the *Act*, will notify both the Chair of the Board (“Chair”) and the President that the Board has received an appeal. The Secretary will also acknowledge receipt of the appeal and transmit a copy of this Guideline to the Employee. The Chair will thereafter require the President to state in writing the grounds for the Employee’s suspension (“Formal Statement”). The President will prepare and deliver the Formal Statement within ten (10) working days following notification by the Secretary that the Employee has appealed his/her suspension. The Formal Statement will include a detailed description of the factual basis for the President’s decision to suspend the Employee including copies of such documents as are necessary to inform the Employee fully and fairly of the case for his/her suspension. A copy of the Formal Statement will be delivered by courier to the Employee, and by any reasonable means to both the Chair and the Secretary.

3.3 The Employee will prepare a written response (“Response”) to the Formal Statement. The Employee will deliver the Response within ten (10) working days of his/her receipt of the Formal Statement. The response will include a detailed description of any factual dispute between the Employee and the President and will refer to and, where possible, include copies of any documents on which the Employee relies to support his/her version of the facts. The Employee will deliver the Response by any reasonable means to the President, the Chair, and the Secretary.

3.4 The Board will meet to hear and decide the Employee's appeal. A copy of both the Formal Statement and the Response will be provided to each Board member at the time the agenda for the meeting is distributed. Both the President and the Employee, in that order, will be invited to make oral submissions to the Board based on the Formal Statement and the Response. The purpose of these submissions is to ensure that both the President and the Employee have a full opportunity to present their respective cases.

3.5 In making their decision about the appeal, Board members will receive and consider only that information and those submissions which are provided to them in conformity with this Guideline. However, should Board members decide that they need to obtain further information in order to make a fair and fully informed decision about the appeal, the information required and the process for obtaining that information will be reviewed with the Employee and the President before any steps are taken to obtain the information. The process used for obtaining such information must comply with the principles set out in this Guideline.

3.6 Once submissions have been made by the President and the Employee, Board members may ask any questions they have of the President and the Employee. The President and the Employee, in that order, will then be asked to make any supplementary submissions they may have as a result of the Board members' questions. The Board will then recess to review the information provided and submissions made by the President and the Employee, to conduct its deliberations, and to make its decision.

3.7 Although the President is a member of the Board *ex officio*, he/she will neither participate in the Board's deliberations, nor communicate with Board members, about the appeal except by using the procedures established by this Guideline.

3.8 The Employee will communicate with Board members about his/her appeal only by using the procedures established by this Guideline.

3.9 All procedures related to the appeal of a suspension will take place *in camera*.

3.10 The Board, the President, and the Employee may be represented during these procedures by counsel. If the Employee chooses to use counsel, he/she will be solely responsible for his/her legal costs.

3.11 The Chair, or his/her delegate, has the unfettered discretion:

3.11.1 to extend the time limits established by this Guideline where, in his/her opinion, such an extension is required in order to ensure that the general principles set out above are satisfied;

3.11.2 to approve a means of delivery for both the Formal Statement and any communications from the Board to the employee in circumstances where delivery by courier is not practical; and

3.11.3 to provide directions concerning the disclosure of documents by the President or the Employee if such disclosure is required to ensure that the general principles set out above are satisfied.

**REPORT TO: GOVERNANCE & HUMAN RESOURCES COMMITTEE
UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES**

Subject:	Health and Safety Report for 2023
Governance & Human Resources Committee	Meeting Date: November 2, 2023
Submitted By:	Lisa Haslett, Associate Vice-President, Administration
Please note other guests to be in attendance:	Kerry Roberts, Director of Human Resources
Appendices:	Health and Safety Report for 2023

Health and Safety Report for 2023

Prepared by: Kerry Roberts, Director of HR, Scott McMillan, OHS Manager

Reviewed by: Lisa Haslett, Associate Vice President Administration

Date: October 12, 2023

1.0 2023 Safety Initiatives:

- 1.1 Improving safety culture through student, staff and faculty involvement and the Joint Occupational Health and Safety Committee participation and actions. This will be done by improved incident, near miss and hazard reporting via technology such as the Safety App.
- 1.2 Conducted a workforce review for Risk, Safety and Security and developed a new Health & Safety Officer position to fill identified gaps.
- 1.3 The OHS team is in the process of development/completion of an emergency response process (expected completion date November 24, 2023).
- 1.4 Updating staff and faculty onboarding training and lab training strategies for students.
- 1.5 Implementing a decomposable glove program, to retain the green initiative and minimize the costs of the current recycling glove program. This initiative will reduce to cost of gloves and the management of them by more than 75%.

2.0 Chemical Safety Reporting:

- 2.1 One incident, minor spill, no injuries.
- 2.2 Will be increasing awareness for lab safety through training process development and improved signage.

3.0 Radiation Safety Reporting:

- 3.1 No radiation spills, accidents, or exposures.
- 3.2 Our internal radiation permits are licensed until May 2024.

4.0 Biological Safety Reporting:

- 4.1 No biohazard spills, accidents, or exposures.

5.0 Field Safety Reporting:

- 5.1 Working with Faculty to improve the Wilderness Based Safety Course.

6.0 Ergonomics Reporting January 01, 2023 to October 12, 2023:

- 6.1 32 assessments have been completed, with many supporting tools such as chairs and sit stand desks deployed.

7.0 WorkSafe BC Reporting:

- ⇒ Time Lost Claims: **5**
- ⇒ Serious Injury Claims: **1 long term injury**
- ⇒ Total Workdays Lost: **538**
- ⇒ Cost of claims: **\$201,613 including health care costs**

8.0 WorkSafeBC Performance Scorecard:



Our 'Experience Rating' is high, this means that compared to other higher education institutions, our duration of time loss due to injuries is higher. This drives our premium up, we are paying 29% more than the 'base rate'. With a very effective safety and return to work program, we could see a 50% reduction in costs from the base rate.

Our Injury Rate is moderate; thus, we are trending well compared to other institutions.

20% of our injuries are considered 'serious', based on the amount of time lost, over the three year period of calculation.

The Duration indicates that the average amount of days off work due to each injury is 40 days. This is worse than our comparators and is the reason for our high costs. Note that WorkSafe charges three times the compensation costs back to the employer by increasing our Experience Rating. This cost can be controlled, though years of effort will be necessary to realize a dramatic improvement in our rate.

Our proposed strategy to improve our Experience Rating is to develop and implement an OHS and Return to Work Program. Specifically, for Return to Work, we will consider the following strategies:

- The 'day one' concept, developed in the Construction Industry of BC, arranges an agreement with a Physiotherapy practitioner such that we send injured workers to Physio on the day of their injury. The practitioner conducts an assessment of their abilities and develops a stay at work plan with our Return to Work professional and

Office of the Vice President, Finance and Administration

the worker's supervisor. The injured worker remains at work, and light duties are part of their recovery process.

Offering appropriate light duties to workers who have been off work for a period of time is a way to expedite their return to work. We will need to develop a job bank such that we can offer one of a number of light duty tasks to an injured worker.

9.0 Year to date incident comparison:

	<u>YTD 2020</u>	<u>YTD 2021</u>	<u>YTD 2022</u>	<u>YTD 2023</u>
First Aid only (UNBC)	10	6	11	12
First Aid only (NSCL)	0	0	1	0
First Aid requiring medical (UNBC)	0	1	0	3
First Aid requiring medical (NSCL)	0	0	0	0
First Aid with time loss (UNBC)	0	3	5	3
First Aid with time loss (NSCL)	0	1	0	2
Fire Alarm Evacuation (UNBC)	3	3	2	6
Fire Alarm Evacuation (NSCL)	0	0	0	0
Safety Investigation (UNBC)	4	2	3	4
Safety Investigation (NSCL)	0	0	1	0
Near Miss Investigation (UNBC)	3	2	1	0
Near Miss Investigation (NSCL)	0	0	0	0
Other Incidents (UNBC)	10	9	7	11
Other Incidents (NSCL)	1	6	2	5

If you have any questions regarding the information above please reach out.

Sincerely,



Kerry Roberts
Director of Human Resources

Scott McMillan

Scott McMillan
Occupational Health and Safety Manager

**REPORT TO: GOVERNANCE & HUMAN RESOURCES COMMITTEE
UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES**

Subject:	Human Resources Annual Dashboard 2023
Governance & Human Resources Committee	Meeting Date: November 2, 2023
Submitted By:	Lisa Haslett, Associate Vice-President, Administration
Please note other guests to be in attendance:	Kerry Roberts, Director of Human Resources
Appendices:	Human Resources Annual Dashboard 2023

Human Resources Annual Dashboard 2023

Employee Groups (Note 1)	Employee Headcount (Note 11)					Planned FTE Count 2023	Actual FTE Count 2023	Average Age	Salary (Note 2)		
	2020	2021	2022	2023	Female %				Minimum	Average	Maximum
Faculty (Note 3)											
- Professor	67	72	69	71	38%	251	71	59	93,095	153,904	197,466
- Associate Professor	45	49	47	49	49%		49	48	93,574	129,095	219,228
- Assistant Professor	55	58	56	57	49%		57	44	83,475	107,076	160,113
- Lecturer/Instructor	15	12	12	13	69%		13	42	65,044	86,388	115,307
- Sr. Instructor	-	12	12	16	44%		16	56	85,793	113,381	135,651
- Sr. Lab Instructor	30	32	27	28	68%		28	49	78,542	103,728	119,056
- Librarian	6	8	8	8	88%	7	39	83,237	96,282	175,719	
- Sessional (Note 4)	145	138	139	157	69%	n/a	30	46	See Note 5		
Sub-Total	363	381	370	399	58%		271	48	65,044	123,949	219,228
CUPE 3799 (Note 6 / 7)	303	290	289	314	66%	318	280	44	44,153	67,636	98,613
AVPS, Deans, Directors	26	25	24	25	63%	28	24	48	116,355	155,136	237,646
Exempt Employees	67	67	70	74	64%	69	70	44	50,000	86,140	124,438
Senior Executives	6	4	4	4	50%	4	4	55	219,820	263,307	333,060
Academic Services (Note 8)	74	80	68	89	85%	n/a	89	39	See Note 5		
Total (Note 9)	839	847	825	905	60%	Note 10	738	46	44,153	126,583	333,060

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

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

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

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

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

Note 6: CUPE 3799 head count and FTE excludes casual employees and employees on leave (total = 35)

Note 7: Effective October 7, 2023 CUPE 3799 Headcount includes PT regular and FT regular positions. CUPE 3799 Actual FTE Count 2023 includes only FT regular FTE's.

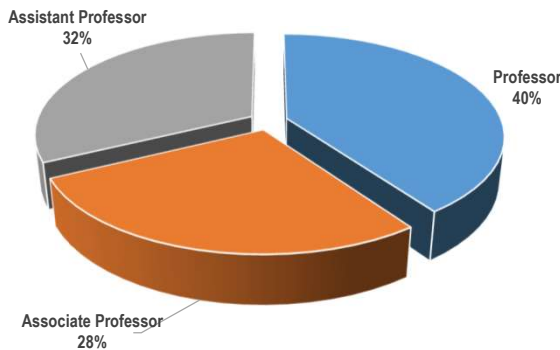
Note 8: Academic services includes externally/grant funded research staff employed on a term contract.

Note 9: Excludes Teaching Assistant (CUPE 2278) and Student Assistant Contracts, which are usually seasonal and / or term based (total = 436).

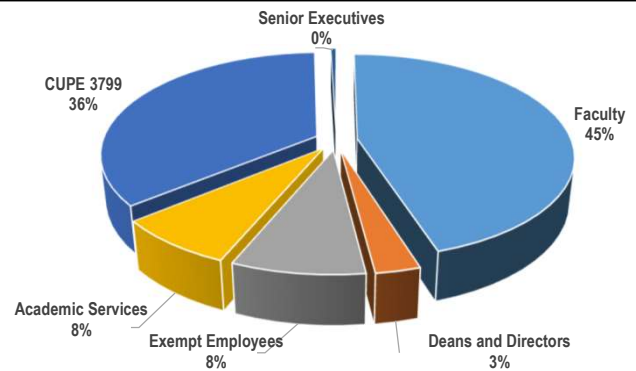
Note 10: Planned FTE count only includes General Operating, Northern Medical Program and Ancillary Services.

Note 11: Data for 2020, 2021, and 2023 was pulled in October, Data for 2022 was pulled in December.

Faculty by Rank



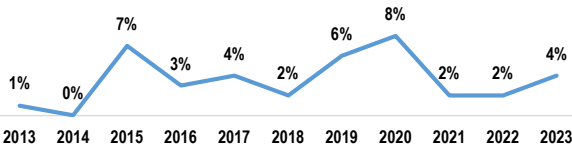
Employee Head Count



Employee Turnover

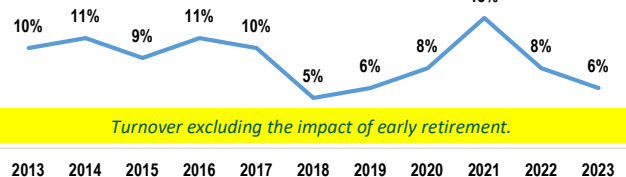
Faculty

Turnover excluding the impact of early retirement.



CUPE 3799

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



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

Subject:	Quarterly Board of Governors Appointment Delegation Policy Report	
Governance & Human Resources Committee	Meeting Date: November 2, 2023	Purpose: <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input type="checkbox"/> Approval
Submitted By:	Lisa Haslett, Associate VP, Administration	
Please note other guests to be in attendance:	Kerry Roberts, Director of Human Resources	
Appendices:	1. <i>Appointment Delegation Report November 2023</i> 2. <i>Appointment Delegation Details November 2023</i>	
Motion Number:	<i>To be completed by Office of University Governance</i>	

1.0 MOTION/DISCUSSION/RECOMMENDATION

This report is for information only.

2.0 BACKGROUND AND ANALYSIS

This report is a requirement of the Appointment Delegation Policy and provides data on the recruitment of Staff, Faculty, Students, Graduate Teaching Assistants (GTAs), and Senior Administrators of the University. The report is generated using available data from recruitment teams and UNBC’s Human Resource Information System (HRIS) and supports the Board of Governors to understand recruitment successes and challenges, direction, and volume at UNBC.

3.0 ANTICIPATED FINANCIAL AND HUMAN RESOURCE IMPACTS:

N/A

4.0 LENS OF RECONCILIATION:

The Appointment Delegation Policy requires EDI data to be gathered, and HR is working towards gathering and reporting this data through the implementation of an applicant tracking system. This supports UNBC to make data-driven decisions to improve Indigenous faculty and staff representation.

5.0 OTHER CONSIDERATIONS:

Human Resources is working towards providing additional information requested in the policy surrounding EDI, numbers of applicants applying, and self-identification numbers. The Human Resources team is currently engaging with the Office of Equity, Diversity, and Inclusion to ensure we are collecting this data in a suitable manner. Human Resources is working towards achieving this data collection through our future applicant tracking system to report this information to the BOG in a meaningful way.

Of note in the detailed reports is sheer volume: 723 positions filled. This volume is not unusual for the period of time, but as systems, processes or people changes occur, the significant volume presents risk. For example, a short leave by one position in HR at a high-volume period can significantly impact the workflow and recruitment times. A new applicant tracking system, digitization of HR processes, and structural changes in HR are planned mitigations.

There are no other considerations of note.

Appointment Delegation Report

Submitted by: Kerry Roberts, Director of Human Resources

Date: Oct 12, 2023

Introduction:

This report is a requirement of the Appointment Delegation Policy and provides data on the recruitment of Staff, Faculty, Students, Graduate Teaching Assistants (GTAs), and Senior Administrators of the University. The report is generated using available data from recruitment teams and UNBC's Human Resource Information System (HRIS) and supports the Board of Governors to understand recruitment successes and challenges, direction, and volume at UNBC.

Recruitment at a Glance (from June 01, 2023 – October 12, 2023)

The following positions have been appointed since June 1, 2023:

- ⇒ Vice President of Research and Innovation (Dr. Paula Wood-Adams)
- ⇒ Director of Finance (Kiran Kullar)
- ⇒ Director, Centre of Teaching, Learning, and Technology (Dr. Ben Daniel)
- ⇒ Vice Provost Graduate and Post-Doctoral Studies (Dr. Katerina Standish)
- ⇒ 56 Staff positions (CUPE 3799 & Exempt)
- ⇒ 123 Graduate Teaching Assistants (CUPE 2278)
- ⇒ 244 Faculty and Sessional Contracts across the five faculties
- ⇒ 265 Student agreements
- ⇒ 35 new Academic Services Contracts & 46 extensions

These competitions are in process:

- ⇒ Associate Vice President Indigenous (employment offer in negotiations)
- ⇒ Director of Institutional Research, Analysis, and Performance
- ⇒ University Librarian
- ⇒ Director of Enterprise Risk and Safety
- ⇒ 49 Staff and Exempt (excluding Directors, AVPs, and Vice Provosts)
- ⇒ 100 Graduate Teaching Assistant contracts remaining for the January semester
- ⇒ 8 Faculty
- ⇒ 58 Sessional contracts remaining to be processed for the January semester
- ⇒ 20 Student Contracts
- ⇒ 15 Academic Services

Office of the Vice President, Finance and Administration

Policy Reporting (Section 5 of the Appointment Delegation Policy)

Human Resources utilized data pulled from our HRIS (Banner) to compile the report for the period of June 1, 2023, to October 12, 2023.

Attached in Appendix 2 are three sets of details:

5.1 Report: Positions Filled

- Tenure and Tenure-Track Faculty appointments
- All other regular or ongoing faculty appointments
- Academic and Administrative Associate Vice-Presidents and Vice-Provosts
- Deans, Academic Directors, University Librarian and University Registrar
- Administrative Executive Directors, Directors, and Managers
- All other administrative positions (CUPE and Exempt)
- All Academic services positions

5.2.1 Summary

- Amalgamated information for all positions reported in Tab 1

5.2.2 Vacant and New Positions

- Number of positions vacated
- Number of new positions created
- Number of positions filled total
- Number of difficult to fill permanent positions
 - At this point in time, Human Resources does not have the data in a useful form to inform the BOG which positions are difficult to fill. We are currently designing reporting functions and will include in subsequent reports.
- In this reporting timeframe, all senior positions have followed standard search procedures as per policy and past practice.

5.2.3 EDI Information by amalgamated appointment group outlined in section 5.1:

Human Resources is working towards providing additional information requested in the policy surrounding EDI, numbers of applicants applying, and self-identification numbers. The Human Resources team is currently engaging with the Office of Equity, Diversity, and Inclusion to ensure we are collecting this data in a suitable manner. Human Resources is working towards achieving this data collection through our future applicant tracking system to report this information to the BOG in a meaningful way.

Human Resources is committed to improving data management to ensure reporting is accurate, timely, and accessible.

Appointment Delegation

5.1 Report: Positions Filled (start date June 1, 2023 to October 12, 2023)

Tenure and Tenure Track Faculty Appointments

Name	Description	Begin Date	End Date	Tenure/Tenure-Track
Benoit, Shendah	Lecturer - EDUC	15/07/2023		Tenure-Track
Campana, Christine	Lecturer - ENGL	7/1/2023		Tenure-Track
Cherian, Chinchu	Assist Prof - Geotechnical ENG	7/1/2023		Tenure-Track
Crandall, Joanie	Assistant Professor - EDUC	7/15/2023		Tenure-Track
El-Hakim, Mohab	Assoc. Prof - Transportation	7/1/2023		Tenured
Erasmus, Daniel	Assistant Professor - BIOCHEM	7/1/2023		Tenured
Hamon, Michael	Assistant Professor - HIST	7/1/2023		Tenure-Track
Hossain, Shahadat	Professor - CPSC	9/1/2023		Tenured
Joly, Tara	Assist Prof - FNST	6/15/2023		Tenure-Track
K C, Luna	Asst Prof - INTS	7/1/2023		Tenure-Track
Kazemian, Hossein	Assistant Professor - NALS	7/1/2023		Tenured
Koper, Nicola	Professor - ESM	8/1/2023		Tenured
Litz, David	Assist Prof - EDUC	7/15/2023		Tenure-Track
Maurice, Sean	Assistant Professor - NMP	7/1/2023		Tenured
Rea, Roy	Assistant Professor - ESM	7/1/2023		Tenured
Reid, Jeffrey	Assistant Professor - PSYC	8/1/2023		Tenure-Track
Saha, Sajal	Assistant Prof - CPSC	8/1/2023		Tenure-Track
Wood-Adams, Paula	Professor - FSE	9/1/2023		Tenured
Total Positions - 18				

Academic and Administrative Associate Vice-Presidents and Vice-Provosts

Name	Description	Begin Date	End Date
Wood-Adams, Paula	VP Research and Innovation	9/1/2023	
Total Positions - 1			

Deans, Academic Directors, University Librarian and University Registrar

Name	Description	Begin Date	End Date
Read, Kimberly	University Registrar	6/22/2023	
Koper, Nicola	Dean, Faculty of Environment	8/1/2023	7/31/2028
Daniel, Ben	Director of Centre of Teaching and Learning Technology	6/1/2024	4/30/2029
Standish, Katerina	Vice Provost Graduate and Post Doctoral Studies	12/1/2023	12/31/2028
Total Positions - 4			

Administrative Executive Directors, Directors and Managers

Name	Description	Begin Date	End Date
Ray, Christie	Acting Director Business Services	8/9/2023	2/07/2025
Kullar, Kiranjit	Director of Finance	7/24/2023	
Abney, Richard	Interim Associate Director Athletics and Recreation	10/12/2023	09/08/2024
Total Positions - 3			

All Other Administrative Positions

Total Positions - 56

All Academic Services Positions

Total Positions - 35

Appointment Delegation

5.2.1 Summary (June 1, 2023 - October 12, 2023)

Tenure and Tenure Track Faculty Appointments

Total Positions - 18

All Other Regular or On-Going Faculty Appointments

Total Positions - 198

Academic and Administrative Associate Vice-Presidents and Vice-Provosts

Total Positions - 1

Deans, Academic Directors, University Librarian and University Registrar

Total Positions - 4

Administrative Executive Directors, Directors and Managers

Total Positions - 3

All Other Administrative Positions (CUPE and Exempt)

Total Positions - 56 (37 CUPE, 19 Exempt)

Academic Services Positions

Total Positions - 35

Appointment Delegation

5.2.2 Vacant and New Positions (June 1, 2023 - October 12, 2023)

Vacant Positions *Some positions may be closed, pending a position audit and confirmation

Total Vacant Positions - 114 (Faculty, CUPE 3799, Exempt)

New Positions

Total New Positions - 34 (Faculty, CUPE 3799, Exempt)

Positions Filled

Total Filled Positions - 723 (Faculty, CUPE 3799, Exempt, Academic Services, GTAs, Students)

**REPORT TO: GOVERNANCE & HUMAN RESOURCES COMMITTEE
UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES**

Subject:	Sexual Violence and Misconduct Prevention
Governance & Human Resources Committee	Meeting Date: November 2, 2023
Submitted By:	Lisa Haslett, Associate Vice-President, Administration
Please note other guests to be in attendance:	Kerry Roberts, Director of Human Resources
Appendices:	Memorandum October 12, 2023 – Sexual Violence and Misconduct Prevention

MEMORANDUM

TO: The Board of Governors

FROM: Kerry Roberts, Director of Human Resources (Response and Support Team)

DATE: October 12, 2023

RE: **Sexual Violence and Misconduct Prevention**

Sexual Violence and Misconduct prevention has remained a top priority at UNBC throughout the past three years. The Response and Support Team (RST) has gone through structural changes due to turnover and position changes in staff but has maintained a consistent service delivery. The RST has a strong supportive team culture with a problem solving, mentoring, and well-trained team which has been able to address concerns and disclosures/reports that have been brought forward. The RST is finding that the move to a larger team model has eliminated a single point of failure and has promoted a collaborative problem-solving approach to concerns and projects related to Sexual Violence and Misconduct.

UNBC had three members managing the RST's responsibilities who were fully trained, we now have four team members and an additional two members trained to cover for holidays, leaves, and turnover. The team now consists of the following:

RST Members

1. Kerry Roberts, Director of Human Resources
2. Justin Foster, Director of Student Success
3. Marlene Cannon, Manager of Security & Parking
4. Fiona Mo, Manager of Residence & Restorative Relations

Supplemental Members

1. Lisa Haslett, Associate Vice President Administration
2. Jennifer Dawson, Associate Director of Human Resources

The RST is currently focusing on:

1. Updating and reviewing Terms of Reference;
2. Development of reporting and disclosure training program, with the hope of this being trained out to all staff and faculty;
3. Continuing to build connections with BC Campus open resources and BC Sexual Violence and Misconduct Community of Practice as well as Rural Institutions and Ministry of Advanced Education to best utilize the University's capacity;
4. Utilizing approved grant funding, implementing a Student Supports Team rooted in Restorative Justice practices to better support students with complex needs such as those that have experienced trauma;
5. Preparing ongoing consent education training for faculty, students and staff for the next semester start in 2024;
6. Creating a visual map to explain the procedure when reporting sexual violence and or misconduct, which will be built into the Terms of Reference and put on the Website;
7. Engaging in a review of the policy and procedures; and
8. Creating an online mechanism for survivors/persons affected by Sexual Violence or Misconduct to anonymously disclose their experiences to the University, so that the University has a record of what happened but not the identity of the person making the Disclosure.

Reporting June 01, 2023, to October 11, 2023:


In this reporting time frame the RST has enacted the Response and Support team twice. The first case was resolved and the second is still active and is currently being managed.

Moving forward:

The RST will be working over the next year on the above list, community engagement, training, and knowledge transfer/mentorship amongst the RST, as this will ensure UNBC is ready to act and support when an occurrence of sexual violence and/or misconduct is disclosed or reported.

If there are any questions regarding the above, please feel free to reach out.

Sincerely,



Kerry Roberts

Director of Human Resources

SUBJECT: GUIDELINE FOR THE CONDUCT OF AN APPEAL UNDER SECTION 60(3) OF THE UNIVERSITY ACT

1. General Principles

The Board of Governors of the University of Northern British Columbia (“Board”) is a body established by statute which is granted certain statutory powers of decision. These powers must and will be exercised in conformity with the principles of natural justice and administrative fairness.

When the Board is making a decision about the status of an employee, the law requires that the employee who will be affected by the decision knows the case against him/her and has a fair and full opportunity to respond to that case before the Board reaches a decision.

2. Appeal of Suspension

An employee (“Employee”) has the right under Section 60(3) of the *University Act* (“*Act*”) to appeal to the Board a decision made by the President of the University of Northern British Columbia (“President”) to suspend him/her. This right of appeal is unconditional. Therefore, if an appeal is taken by an Employee, it will be heard by the Board. The Board will act to hear such appeals expeditiously.

3. Procedure for Appeal

3.1 An Employee who wishes to appeal, under section 60(3) of the *Act*, a suspension imposed by the President under section 60(1) of the *Act*, will do so by notifying in writing the Secretary of the Board (“Secretary”) of his/her appeal.

3.2 The Secretary, having received an appeal under section 60(3) of the *Act*, will notify both the Chair of the Board (“Chair”) and the President that the Board has received an appeal. The Secretary will also acknowledge receipt of the appeal and transmit a copy of this Guideline to the Employee. The Chair will thereafter require the President to state in writing the grounds for the Employee’s suspension (“Formal Statement”). The President will prepare and deliver the Formal Statement within ten (10) working days following notification by the Secretary that the Employee has appealed his/her suspension. The Formal Statement will include a detailed description of the factual basis for the President’s decision to suspend the Employee including copies of such documents as are necessary to inform the Employee fully and fairly of the case for his/her suspension. A copy of the Formal Statement will be delivered by courier to the Employee, and by any reasonable means to both the Chair and the Secretary.

3.3 The Employee will prepare a written response (“Response”) to the Formal Statement. The Employee will deliver the Response within ten (10) working days of his/her receipt of the Formal Statement. The response will include a detailed description of any factual dispute between the Employee and the President and will refer to and, where possible, include copies of any documents on which the Employee relies to support his/her version of the facts. The Employee will deliver the Response by any reasonable means to the President, the Chair, and the Secretary.

3.4 The Board will meet to hear and decide the Employee's appeal. A copy of both the Formal Statement and the Response will be provided to each Board member at the time the agenda for the meeting is distributed. Both the President and the Employee, in that order, will be invited to make oral submissions to the Board based on the Formal Statement and the Response. The purpose of these submissions is to ensure that both the President and the Employee have a full opportunity to present their respective cases.

3.5 In making their decision about the appeal, Board members will receive and consider only that information and those submissions which are provided to them in conformity with this Guideline. However, should Board members decide that they need to obtain further information in order to make a fair and fully informed decision about the appeal, the information required and the process for obtaining that information will be reviewed with the Employee and the President before any steps are taken to obtain the information. The process used for obtaining such information must comply with the principles set out in this Guideline.

3.6 Once submissions have been made by the President and the Employee, Board members may ask any questions they have of the President and the Employee. The President and the Employee, in that order, will then be asked to make any supplementary submissions they may have as a result of the Board members' questions. The Board will then recess to review the information provided and submissions made by the President and the Employee, to conduct its deliberations, and to make its decision.

3.7 Although the President is a member of the Board *ex officio*, he/she will neither participate in the Board's deliberations, nor communicate with Board members, about the appeal except by using the procedures established by this Guideline.

3.8 The Employee will communicate with Board members about his/her appeal only by using the procedures established by this Guideline.

3.9 All procedures related to the appeal of a suspension will take place *in camera*.

3.10 The Board, the President, and the Employee may be represented during these procedures by counsel. If the Employee chooses to use counsel, he/she will be solely responsible for his/her legal costs.

3.11 The Chair, or his/her delegate, has the unfettered discretion:

3.11.1 to extend the time limits established by this Guideline where, in his/her opinion, such an extension is required in order to ensure that the general principles set out above are satisfied;

3.11.2 to approve a means of delivery for both the Formal Statement and any communications from the Board to the employee in circumstances where delivery by courier is not practical; and

3.11.3 to provide directions concerning the disclosure of documents by the President or the Employee if such disclosure is required to ensure that the general principles set out above are satisfied.

REPORT TO:

UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES

Subject:	President's Quarterly Written Report
Audit & Risk Committee	Meeting Date:
Finance & Investment Committee	Meeting Date:
Governance & Human Resources Committee	Meeting Date:
UNBC Board of Governors	Meeting Date: November 16, 2023
Submitted By:	<i>President & Vice Chancellor</i>
Please note other guests to be in attendance:	
Appendices:	<p><i>Additional material should be included as appendices.</i></p> <ol style="list-style-type: none"> <i>1. Number and list all attached documents by title here.</i> <i>2. Provide all attachments as a single PDF.</i>

REPORT:

President's Quarterly Written Board Report

Report to the UNBC Board of Governors

Submitted by: Dr. Geoffrey Payne, President and Vice-Chancellor
For the Period: September 2023-November 2023

Overview

Outlined below are a number of those key areas of focus that have been active during the period since my last report that was provided during the September 2023 Board of Governors meeting in Quesnel. The executive team and through their units are working on a dashboards and metrics that will track trends and key performance indicators to highlight actions coming from the renewed Strategic Plan.

Summary

Through the past two months and as detailed in the reports received from the Vice-Presidents and direct reports within my portfolio, there has been much progress however there are areas that need attention and support. We are working on solutions to support these areas as they are critical to the functioning of the University. I continue to be updated and work with the Vice-Presidents and the Executive Director, Office of the President to support the University on a whole. Additionally, my focus continues to be more University wide and externally focused as I support the University through my engagements throughout the North, provincially, nationally and internationally.

President's Office

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

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

Office of Equity, Diversity & Inclusion & Office of Indigenous Initiatives

Here is a short and high-level list of work completed since the last report to the Board of Governors. These initiatives were jointly led by staff of the First Nations Centre and in the Office of Indigenous Initiatives:

- Relationship building with Terry Luggi and the Indian Residential School Survivors Society (IRSSS)
- Lejac site visit on September 30, 2023
- Roots for Reconciliation workshop/Returning to Spirit
- Indigenous 101 series led by Dr. Daniel Sims
- Cash Honorariums launch with training
- Visiting Māori Elder and Artist - Te'Aturangi
- Relaunch of the 1000 Raven's for Reconciliation project
- The Blanket Exercise
- 4 Campus Cousins in the 2023-24 academic year
- Continuation of previous food security initiatives for Indigenous students, have noticed a marked uptick of International students accessing the food provided to students through the FNC
- Participated in the launch of the 2023-2028 UNBC Strategic Plan

- BC Network Environment for Indigenous Health Research has scheduled another Application workshop for Indigenous graduate students to help them prepare to apply for the annual BC NEIHR Masters, Doctoral, and Post-Doctoral scholarships they offer
- Hiring of several positions are on going and at different stages.

Office of University Athletics

The MOU with Caledonia Ski Club is looking to be approved by the end of October with the possibility of skiers representing UNBC in university races this winter.

Academic All Canadian Reception will be held November 17th with 34% of our student athletes being recognized and the top team GPA award going to Women’s Basketball with an overall GPA of 3.75

In collaboration with Student Life and Housing we hosted our first ever tailgate party during orientation week. It was a massive success with students being bussed to Masich to hear live music, get a free burger and watch our soccer team beat TRU. Intramurals are up and running with over 450 participants and we have expanded our offerings to include some off-site experiences.

MBA in Sport and Recreation Management student from UNB will be beginning an internship with Athletics and Recreation for the January – April semester.

Office of Communications and Marketing

The communications and marketing team was heavily invested in the successful launch of *Ready: UNBC’s Strategic Plan 2023-2028*. The team developed a visual identity for the plan that captures the excitement of the plan and uses the University’s motto En cha Huná to great effect. A new [home page for UNBC’s website](#) was developed that incorporates the themes and language used throughout the plan. A series of five videos were created, one overarching video and one for each theme. Introductory versions were presented at the launch; these are being refined and will be posted to social media over the coming weeks. A social media strategy was developed and implemented to support the launch. A variety of print materials were created, including the full plan, a fold-out version, and a quick reference one-pager.

The website project has moved into the migration phase, which is a significant milestone. The “back-end” resources are being migrated into the new system, which paves the way for content migration. Moving the University’s homepage into the new Drupal environment was a significant achievement and the first of the content migrations to be completed. We are also working with the library team to transition their website to a new Drupal environment.

UNBC’s investment in social media is paying off. We continue to measure our results based on industry expectations for the education sector. We’re seeing particular success on Instagram, which is perhaps one of our most important channels for prospective student attraction; we exceed benchmarks by 3.5 times for profile impressions (people seeing our content) and saw an average 8.05% engagement rate (people clicking, sharing etc.—2.57% is the benchmark). This focus is drawing staff resources from other areas, but it is worth it in support of raising awareness of the UNBC brand.

We also continue to support a wide variety of operations across the University; we are working on materials supporting emergency communications, are in the midst of determining next best steps for an improved internal communications strategy, and are preparing to work with the new VP Innovation and Research on activities that can help further raise the profile of UNBC’s research endeavours.

Office of University Governance

The Office of University Governance team has been focused on a number of initiatives this fall. This includes developing competency-based privacy and records management training materials for staff and faculty and providing the University community with resources and guidance around the use of AI and the University's obligations to protect the privacy of individuals whose information it manages. The team has been working closely with senior administration on agenda and work planning for the governing bodies. They have developed a report and briefing note template that will provide the Board with foundational information to help them understand how recommendations and/or outcomes are reached. They are also supporting the Board with the coordination of the President's annual review. Work continues on the Board of Governors records management and digitization project. The team continues to look for opportunities to strengthen communication and engagement with internal units and student groups regarding governance, and they are planning on introducing a meeting management platform later this fall.

University Governance has been developing new, or substantially revising current, governance related policies and procedures. Some of this work includes: drafting a *University Records Management Policy and Procedures* and *Access Procedures*; working on *Privacy Impact Assessments Procedures*; supporting work on a new *Naming of Physical Assets Policy and Procedures*; supporting the Board on finalizing the *Appeals to the Board of Governors Policy and Procedures* and on drafting new presidential related policies and procedures - recommendation/selection of candidates, appointment/reappointment, and annual reviews. The team will begin developing a university-wide *Public Interest Disclosure Act* related strategy and framework this fall.

Budget 2024-25

The executive team is working with the Finance Department in developing the draft framework for the upcoming budget. They aim to finalize this draft by the end of November, allowing focused discussions on directions and actions with the university's units and departments. The draft budget framework will be presented to Board in January and following feedback will begin working through the appropriate committees for Board approval in March 2024.

Strategic Plan

One major accomplishment was the launch of the UNBC renewed Strategic Plan culminating on October 5th following a year long consultation process. This was extremely well received and work is now under way in terms of the action plan, metrics and outcomes.

Engagement

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

- September 22: Research Universities Council of BC President's Meeting (Vancouver)
- September 25 : Joint meeting of UBC, UNBC NHA on the Northern Medical Program/Division of Medical Sciences.
- September 26: Indigenous Chancellors Circle
- September 27: Welcome to delegation of German Scientists.
- September 28: Truth and Reconciliation Ravens Event

- September 30: Truth and Reconciliation Lheidli T'enneh Memorial Park
- October 5: Strategic Plan Launch Day
- October 6: Quarterly meeting with Chief Logan and Lheidli T'enneh First Nation
- October 10: Fort St. John Community Engagement Forum (Fort St. John)
- October 12: Ministry meeting on international and high school partnerships (Vancouver)
- October 12: Dinner with long-time donors George and Betty Stevens (Vancouver)
- October 17: BC Council of International Education Board Meeting (Victoria)
- October 19: BC Business Council Board Meeting (Vancouver)
- October 20: Pizza Lunch with Board Chair and students
- October 23-25: Universities Canada Presidents' Meeting (Ottawa)
- October 27: Keynote at United Nations event in Prince George
- November 1: B.C. Cabinet & First Nations Leaders Event (Vancouver)
- November 5-7: Conference of the Americas on International Education (Las Vegas)
- November 9: UNBC Timberwolves Legacy Event

Leadership Searches

I am excited to report that the inaugural Associate Vice President Indigenous has been appointed and Megan Tipler, formerly of the University of Alberta, will begin her tenure at UNBC in December. This position fulfils a busy past number of years of completing the executive team.

Summary

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

REPORT TO: UNBC BOARD OF GOVERNORS
UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES

Subject:	Vice President Academic and Provost Written Board Report
Audit & Risk Committee	Meeting Date:
Finance & Investment Committee	Meeting Date:
Governance & Human Resources Committee	Meeting Date:
UNBC Board of Governors	Meeting Date: November 16, 2023
Submitted By:	<i>Office of the Vice President Academic and Provost</i>
Please note other guests to be in attendance:	
Appendices:	

REPORT: Vice President Academic and Provost Written Board Report

Board Report: Vice President Academic & Provost – September 2023 – November 2023

The September to November reporting period included considerable travel both in achieving external representation as well as our regional visits. Critical foci continue to be enhanced budgeting and resource distribution, faculty relations, strategic enrolment management, international strategy (including student support), digital transformation, and otherwise supporting academic excellence.

We made an excellent start on leadership development with our Academic Leadership Development Retreat for Deans and Chairs in late August.

I continue to try to move the university forward on what I regard as essential structural initiatives – primarily the digital infrastructure initiative that will support enhanced and less error prone processes – and to reduce cumbersome, multi-step processes that are inefficient and expensive. I am also working on pathways of achieving the strategic goals of the university which include involving the deans in more strategic, pan-faculty, and pan-university initiatives, as well as national and international engagement to both elevate the reputation of UNBC and to ensure that UNBC programs, policies and practices are national & international calibre.

In terms of serving northern communities, we continue to review our community engagement activities. We learn something new with each effort. We are particularly focused on strengthening relationships with our college partners, reviewing our programs, and reviewing recruitment and enrolment at all our campuses.

Key Activities in reporting period	Outcomes	Future Actions
Travel & Representation	Global positioning	Partnerships in Singapore
	Regional – Community Advisory Forums	Develop year round visit structure focused on program development and community relationships
	Scholarship & Service: Panel on Research Ethics Canadian Council of Academies	UNBC gains some visibility from my participation in national initiatives; I translate insights
Strategic Enrolment Management	Team attending key conferences & workshops Sr. Director re-engaged advisory group	Development of the strategy Backfill recruitment position still vacant after restructure

International strategy development	International enrolment is positive – focus is on ensuring robust and appropriate undergrad enrolment.	Create robust strategy: national diversity; strong learner experience; staff and professoriate support; with associated revenue distribution.
Program Development	Stronger community relevance Focus on recruitment and retention	Address excessive administrative bulk at program levels
Digital Infrastructure Transformation	Going well – with implementations scheduled for Finance Oct 31 and HR January. AVP Haslett taking stronger role to fully engage Admin portfolio	Critical to ensuring robust, error-proof processes resilient of personnel changes.
Faculty Relations	Many process challenges right now	Supporting positive communications and enhanced and timely processes.

REPORT TO UNBC BOARD OF GOVERNORS

Subject:	Office of the Vice President, Finance and Administration - Executive Report for Board of Governors
UNBC Board of Governors	Meeting Date: November 16, 2023
Submitted By:	Rahim Somani, Vice President Finance and Administration
Appendices:	1. UNBC Q2 2024 Overall Financial Summary

Report to the UNBC Board of Governors

Submitted by: Rahim Somani, Vice President, Finance and Administration

Meeting Date: November 16, 2023

1.0 Introduction

- 1.1 As UNBC advances its new strategic plan, '**Ready**,' this report provides a concise overview of the evolving landscape within the Finance and Administrative Services (FAS) portfolio for the reporting period.
- 1.2 In presenting this report, I acknowledge and appreciate the unwavering dedication, commitment, and hard work of the entire FAS leadership team and all team members, whose commitment underpins the progress and achievements reflected in this report.

2.0 Financial Summary

- 2.1 Based on the Q2 forecast, the 2023-24 annual deficit is expected to be \$0.6 million, down from the approved \$2 million deficit. We are actively monitoring these factors and will provide a more accurate Q3 forecast. Discussions have been initiated with the Ministry for deferring provincial contributions for strategic projects and priorities.

3.0 Reorganization and Transformation

- 3.1 In FAS portfolio, every unit is undergoing structural updates along with a budget review to optimize the allocation of essential resources.
- 3.2 As part of Service Excellence Strategy, leadership training is complete and baseline Employee Engagement and Service Culture surveys are in progress.
- 3.3 The AVP Administration and the Acting Director, Business Services completed the Prosci Change Management Certification, and the VPFA leadership team participated in the Active Leadership course organized through UNBC Continuing Studies.

4.0 Human Capacity

- 4.1 Key appointments: two Senior Financial Analysts, a Financial Services Officer, a Treasury Services Officer, a Manager for Business Development, and a Human Resources Coordinator for Faculty Relations. The recruitment for the Director, Enterprise Risk and Safety, the Sustainability Manager, and other vacant positions across FAS are in progress.

5.0 Digital Transformation

- 5.1 The digital transformation function under Business Services is progressing and the AVP Administration co-leads the digital transformation efforts with the Vice President, Academic and Provost.
- 5.2 Digitization projects in progress include electronic approvals for P-Cards, CaseWare financial reporting tool, and Banner diagnostics and enhancements. Plans are underway for PayMyTuition and streamlining Human Resources Information system.

5.3 We are also in the process of establishing a team to provide guidance for the administrative and practical application of Artificial Intelligence (AI) at UNBC beyond traditional teaching and pedagogy.

5.4 UNBC is partnering with Amazon Web Service (AWS) for cloud adaptation, a significant step in our digital transformation and long-term sustainability.

5.5 Multi-factor Authentication has been implemented on most of our key information systems, enhancing data security.

6.0 Campus Planning and Operations

6.1 Surveys for student housing demand and childcare have been completed, with feedback informing the business case. The draft business case for the UNBC Land Trust is being updated by incorporating the concept of affordability.

6.2 Our Emergency Response Plan, including the Emergency Operations Centre and Emergency Communications Plan, is ready for consultation with the Collaborative Leadership Forum.

7.0 Engagement and Outreach

7.1 I participated as a panelist in a discussion on "Financial Resiliency in Challenging Times" during the Administrative Services Collaborative Conference, organized by the Ministry of Post-Secondary Education and Future Skills.

7.2 I continue to be an active member of the Administrative Services Collaborative Steering Committee, the BCNET Procurement Services Committee, and the Boards of the Prince George Public Library, and the Prince George Community Foundation.

8.0 Conclusion

8.1 As the FAS continues to evolve, these actions and transformative measures enable us to move toward a future defined by excellence, innovation, and resilience. Our commitment to service excellence, digital transformation, and enhanced human capacity ensures our agility and adaptability in a dynamic organizational context. Progress remains ongoing in our journey towards a more efficient and effective Finance and Administration Services for the UNBC community.

8.2 In a personal-professional capacity, I successfully defended my dissertation proposal titled "Fostering Organizational Development for People's Success" and passed the comprehensive exam for the Doctor of Education (EdD) in Leadership and Innovation at Arizona State University. Building upon the previous two cycles of my study, the dissertation will examine coaching's influence on participants' attitudes, self-efficacy, personal and professional growth, as well as productivity and effectiveness within the organization with the expected completion by August 2024.

Year-To-Date Quarter 2: April to September 2023

\$ in Millions	2021 A	2022 A	2023 A	2024 B	YTD Q2 2023	YTD Q2 2024	2024 F
Tuition and Student Fees	20.60	21.53	23.35	27.69	14.20	15.79	25.87
Provincial and Federal Grants	67.67	71.41	76.88	72.33	37.37	39.51	79.82
Other Grants and Income	23.77	23.72	26.76	24.07	9.90	9.80	25.10
Ancillary Revenue	5.39	8.96	10.64	11.22	6.36	5.59	10.66
Total Revenues	117.43	125.62	137.63	135.31	67.83	70.69	141.45
Employee Costs	75.73	82.74	88.93	87.15	40.91	41.99	93.32
Other Expenses	38.43	41.23	43.36	50.16	27.56	31.13	48.73
Total Expenses	114.16	123.97	132.29	137.31	68.46	73.11	142.05
Balance before Restricted Contributions	3.27	1.65	5.34	(2.00)	(0.63)	(2.42)	(0.60)
Restricted Endowment Contributions	3.52	1.81	2.35	1.54	0.22	0.52	1.54
Surplus / (Deficit)	6.79	3.46	7.69	(0.46)	(0.41)	(1.90)	0.94
Accumulated Surplus: Opening	141.67	148.47	151.93	159.62	151.93	159.62	159.62
Accumulated Surplus: Closing	148.46	151.93	159.62	159.16	151.52	157.72	160.56

A: Annual Actual B: Budget F: Forecast YTD Q2: (April to September)

- 1.1 In reporting period, revenues increased by 4%, and expenses by 7% compared to 2022-23.
- 1.2 Tuition and fees increased by 11%, driven by undergrad (12%), grad (10%), and other fees (12%). International tuition revenue increased by 40%, with 43% from international undergrads and 30% from international grads, but MBA and domestic tuition marginally declined.
- 1.3 Provincial grant increased due to approved wage increases in line with Shared Recovery Mandate to offset salary costs per collective agreements and approved increases.
- 1.4 Higher employee costs are due to Shared Recovery Mandate implementation, while increase in other expenses relate to software licensing, amortization, and employee travel.
- 1.5 Q2 forecast anticipates a \$0.6 million annual deficit for 2023-24, down from the approved \$2 million. We are actively monitoring and exploring deferring provincial contributions for strategic projects.
- 1.6 Financial information format is interim until CaseWare implementation. The report will align with annual financial statement summary format starting from Q3 of 2023-24.

REPORT TO UNBC BOARD OF GOVERNORS

Subject:	Report on Elevating Devices Safety Regulation & Power Engineers, Boiler, Pressure Vessel, & Refrigeration Safety Regulation
UNBC Board of Governors	Meeting Date: November 16, 2023
Submitted By:	Lisa Haslett, Associate Vice-President, Administration
Please note other guests to be in attendance:	David Claus, Director Facilities Management and Capital Planning

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

REPORT:

- 1.1 All equipment is currently being operated within the guidelines established under the regulations related to:
 - ⇒ Power Engineers, Boiler, Pressure Vessel and Refrigeration Safety Regulation (B.C. Reg. 104/2004)
 - ⇒ Elevating Devices Safety Regulations (B.C. Reg. 101/2004)
 - ⇒ Electrical Safety Regulation (B.C. Reg. 100/2004)

- 1.2 The elevator in Charles J. McCaffrey Hall is slated for modernization during the summer of 2024. Planning is currently underway for that work, with procurement of the parts to be completed this coming winter. Contingency plans will be developed for access during the construction, as this is the only elevator serving this building.

REPORT TO: UNBC BOARD OF GOVERNORS
UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES

Subject:	Vice President Research and Innovation Written Board Report
Audit & Risk Committee	Meeting Date:
Finance & Investment Committee	Meeting Date:
Governance & Human Resources Committee	Meeting Date:
UNBC Board of Governors	Meeting Date: November 16, 2023
Submitted By:	<i>Office of the Vice President Research and Innovation</i>
Please note other guests to be in attendance:	
Appendices:	

REPORT: Vice President Research and Innovation Written Board Report

Board of Governors Report – November 2023
Paula Wood-Adams, Vice-President Research and Innovation

A. New research grants and awards

- Dr. Lisa Wood and team, **NSERC Alliance** Grant \$1.5 million over 5 years. Dr. Wenbo Zheng, **NSERC Alliance International Catalyst** Grant \$25,000. **Mitacs Accelerate**: Dr. Che Elkin with BC Conservation Foundation, \$30,000. Dr. Heather Bryan with Chu Cho Environmental (Tsay Keh Dene Nation), \$60,000. Dr. Jianhui Zhou with Deadwood Innovations Ltd. \$120,000. Dr. Heather Bryan with EcoLogic Consultants Ltd. \$53,333. Dr. Jianhui Zhou with Western Archrib Inc. \$15,000. **Mitacs Accelerate International**: Drs. Fei Tong and Thomas Tannert with Tipping Structural Engineers \$90,000. MSHRBC Scholar Award (\$450,000 over 5 years) Dr. Annie Duchesne. MSHRBC Convening and Collaborating Grants (2) (\$15,000 each over 1 year) Dr. Davina Banner-Lukaris, Dr. Taru Manyanga. Dr. Rheanna Robinson **Health Arts Research Centre (HARC)** Grant (\$15,000 over 1 year). Dr. Shannon Freeman **NRC Collaborative R&D Initiative** Project (\$300,000 over 2 years). Dr. Sarah de Leeuw **CIHR Project Grant** Priority Announcement (\$100,000 for 1 year). Dr. Margo Greenwood was elected as a Fellow to the **Royal Society of Canada**. Dr. Jacqueline Holler **SSHRC Connection** Grant for \$24,964 (results under embargo until announced by SSHRC). Dr. Tristan Pearce – Tier 2 CRC renewal submitted in October. 2 CFI JELF applications submitted for the October deadline. Total new grants: \$2,063,297

Funding Agency	
Mitacs	\$368,333
NSERC	\$1,525,000
CIHR	\$100,000
SSHRC	\$24,964
MSHRBC	\$30,000
HARC	\$15,000
Total	\$2,063,297

B. Outreach

- ORI hosted 42 Delegates on Wednesday, September 27th who travelled to UNBC as part of a German Research Foundation-funded international match-making program that aims to link researchers in North America (and other countries) with researchers from Universities of Applied Sciences in Germany. The day-long event was a great success, and we anticipate a number of collaborations coming out of this opportunity. Social Media stats related to this event from Communications follow: Facebook: Reached 3,076 accounts and got about 305 engagements (about double what we see from similar posts). Instagram: reached 8,084 accounts, 779 engagements (About a 7% engagement rate of our total Instagram audience – industry benchmark is 2.58%). X (Twitter): 22 engagements. LinkedIn: 2,800 impressions and a 7.71% engagement rate (above 2% is considered “great.”)
- P. Wood-Adams, M. Barnes and T. Mayes attended the CEF sessions in the regions and hosted research presentations that generated interest with local communities.
- P. Wood-Adams attended TRIUMF AGM in Vancouver. UNBC is one of the only small institutions who are members of the national research facility.
- P. Wood-Adams attended Agewell/Envisage meeting in Toronto. UNBC is one of four national innovation centres for Envisage a federally funded (\$47M) agency for collaborative research with agetechnology industry.