



University
of Victoria

Senate Committee on
Planning

MEMO

Date: November 16, 2022

To: Senate

From: Senate Committee on Planning

Re: **Proposal to add a new stream in Master of Business Administration in Advancing Reconciliation to the existing Master of Business Administration program**

At its meeting on November 2, 2022, the Senate Committee on Planning considered the proposal to add a new stream in Master of Business Administration in Advancing Reconciliation to the existing Master of Business Administration program.

The proposed MBA in Advancing Reconciliation stream will be offered in partnership the BC Association of Aboriginal Friendship Centres (BCAAFC) and will be able to meet the needs of Indigenous communities in a way that was previously not available.

The cohort design will include both Indigenous and non-Indigenous students to create opportunities for learning, bonding and understanding each other's world views.

The following motion is recommended:

Motion: that Senate approve, and recommend to the Board of Governors that it also approve the proposal to add a new stream in Master of Business Administration in Advancing Reconciliation to the existing Master of Business Administration program, as described in the document "Master of Business Administration in Indigenous Reconciliation", and that this approval be withdrawn should the program not be offered within five years of the granting of approval.

Respectfully submitted,

2022-2023 Senate Committee on Planning

Dr. Elizabeth Adjin-Tettey, Chair	Ms. Alyssa Jackson
Dr. Evanthia Baboula	Dr. Michelle Lawrence
Dr. Rustom Bhiladvala	Dr. Annalee Lepp
Dr. Alexandrine Boudreault-Fournier	Dr. Kin Fun Li
Dr. Alexandre Brolo	Dr. Cynthia Milton
Dr. Jo-Anne Clarke	Dr. Ulrich Mueller
Dr. Adam Con	Dr. Joban Raiwal
Ms. Andrea Giles	Ms. Ada Saab
Dr. Robin Hicks	Ms. Wendy Taylor
Dr. Cindy Holder	Dr. Jie Zhang
Dr. Sandra Hundza	Ms. Sandra Duggan (Secretary)

UNIVERSITY OF VICTORIA
PROGRAM CHANGE TO AN EXISTING GRADUATE PROGRAM TEMPLATE

[Master of Business Administration in Advancing Reconciliation]

Indicate the type of change being proposed:

- ☐ Double or dual degree programs involving existing degrees
- ☐ Programs involving partnerships or agreements with other institutions
- ☐ Changes to a program degree or title
- ☒ Significant changes to program focus, content, structure, **new stream within existing program** or requirements (e.g. moving from a project-based to a course-based masters)
- ☐ Other, please specify

Submitted by:	Name and title	Email
Contact person	Sheryl Karras, Admin Director Gill Grad	mgbdiradmin@uvic.ca
Dean or designate	Saul Klein, Dean	bizdean@uvic.ca

Please provide dates of all approvals

Required approvals	Date
Pre-consultation with AVPAP (by contact person and Dean/designate)	18 August 2022
Departmental approval	
Faculty Curriculum Committee approval	29 September 2022
*Faculty Council approval (or <u>indicate</u> equivalent Faculty voting body)	21 September 2022
Faculty of Graduate Studies Council approval	14 October 2022

Please complete all rows with date or N/A

Consultations (as applicable; see notes below) *supporting documentation required for all consultations	Date (or N/A)	Supporting Documentation Attached (Y/N)
Libraries – Jonathan Bengtson, University Librarian bengtson@uvic.ca (Lisa Goddard)	26 Sep 2022	Y
Executive Director, Co-operative Education and Career Services – Andrea Giles, agiles@uvic.ca	n/a	
Office of the Registrar – please submit consult request to OREGSCPConsultation@uvic.ca	16 Sep 2022	Y
Indigenous Academic and Community Engagement – Qwul'sih'yah'maht (Robina Thomas), PhD, VP Indigenous	2 Nov 2022	Y
Non-standard Tuition	Yes* or N/A	Non-standard form attached (Y/N)
Proposed program change involves non-standard tuition *If you answered Yes, complete the UVic Non-standard Tuition Template	n/a	



Creation of a new stream within existing degree

SUMMARY of PROPOSED CHANGE

Name, Location, Academic units (Faculties, departments, or schools) offering the new Master's degree	New stream within MBA: Master of Business Administration, <u>in Advancing Reconciliation</u>
Anticipated change start date *Note – the program <u>must not be</u> advertised/offered until all approvals are finalized.	March 2023
Name, title, phone number and e-mail address of contact person	Sheryl Karras, Director of Admin, Gill Graduate Programs 250-721-6433, mgbdiradmin@uvic.ca
A. Please identify the type of change being proposed (e.g., double or dual degree programs involving existing degrees, programs involving partnerships or agreements with other institutions, changes to a program degree or title, significant changes to program focus, content, structure, new stream within an existing program, or requirements (e.g. moving from a project-based to a course-based masters)	
<p>Creation of a new stream within our existing MBA degree program</p> <p>MBA in Advancing Reconciliation</p> <p>Program structure in terms of required courses will follow the existing modular delivery format. The new stream will contextualize all courses, however, to apply them to a targeted group of students and to reflect a focus on issues related to reconciliation. Assignments and projects will all be designed with such a focus.</p>	

B. Provide a summary of the proposed change, and clearly articulate how the proposal aligns with current institutional plans and priorities. (maximum 1 page)

- UVic has committed to taking action on truth, respect and reconciliation. The following commitments are included in UVic's [Strategic Framework](#):
 - Implement and advance the applicable calls to action of the Truth and Reconciliation Commission and the goals of our own [Indigenous Plan](#).
 - Develop new pathways for access to higher education for Indigenous students.
 - Increase the number and success of Indigenous students, faculty, staff and leaders at UVic by developing priority recruitment strategies across the university, along with programs to support success.
 - Implement transformative programs to provide a welcoming, inclusive campus environment for all, and include the entire university community in Indigenous-engaged learning to promote mutual understanding and respect.

Foster respectful partnerships with Indigenous communities, governments and organizations—developing and supporting educational and research programs that align community needs and priorities with UVic's strengths and capabilities.

This MBA stream will be an example of UVic's commitment to partner with and support Indigenous communities and organizations. It will be offered for and in partnership with the BC Association of Aboriginal Friendship Centres (BCAAFC), a critical support service provider for urban Indigenous communities, that will strengthen our relationships with Indigenous communities and agencies and help to build much needed capacity within Indigenous and social service agencies to support the important work that they are doing. Because this MBA stream is being co-developed and contextualized in partnership with the BCAAFC, this program will be responsive to and meet the needs of Indigenous communities in a way that we have not been able to do before.

Though a pilot program, we expect this stream to be part of our regular offerings with the long term vision of perhaps opening this model to other groups as BC and Canada work to foster reconciliation, decolonization and capacity building for Indigenous communities. The structure of the program follows our existing modular format that has been delivered for Telus since 2017.

The cohort design will include both Indigenous and non-Indigenous students to create opportunities for learning, bonding and understanding each other's world views.

C. What are the current labour market indicators to support the proposal?

- This new stream is a response to a direct appeal from the BCAAFC who have determined there is a strong need for this type of program.

D. How is the proposed change aligned with, or is distinct from related graduate programs in other BC post-secondary institutions?

- This stream in Advancing Reconciliation is believed **to be the first of its kind in the world.**
- The stream will help build stronger Indigenous participation in the broader economy in the spirit of true reconciliation, by fostering more exposure and understanding of business and management.
- Learning through a lens of reconciliation is critical for non-Indigenous and Indigenous leaders alike. The program will help empower Indigenous and non-Indigenous leaders in BC to bring a perspective of reconciliation to their careers and lives.

E. How are the admission requirements affected by the proposed change?

- This is a closed enrolment cohort with students nominated by the Province of BC and by the BCAAFC.
 - Province of BC candidates will be identified through the social-sector, non-profit or public-sector organizations in BC.
- Nominated candidates will follow the UVic/FGS/Gustavson regular admission process to be admitted to this cohort. All candidates will have the necessary background and preparedness to succeed in the program.

Cohort size: 25

F. Areas of specialization and evidence of adequate faculty complement (Include a table showing anticipated faculty supervision and committee service taking into account faculty leaves for research-based graduate programs). (Include short faculty CVs in an appendix)

This stream will draw on existing faculty resources as well as opportunity to hire faculty to teach in this program. The understanding that faculty members have developed in our extensive offerings of non-degree programs that have been delivered in Indigenous communities over the past eight years and our experience working with social sector organizations. Lead faculty members, who are involved in developing this stream include both Gustavson indigenous scholars and allies.

G. Curriculum design (Include draft curriculum program and course change forms in an appendix)

Indicate the program requirements and design, including core and prerequisite courses. Identify which courses already exist at UVic and any new courses to be implemented as a result of the proposed change.

All core and prerequisite courses are the same as in our existing MBA. The unique features of this stream will be designed into the contextualization and application of concepts to provide a focus on Indigenous Reconciliation. Two examples of this include:

MBA 514 - Foundations of Sustainability

Shows how business can be sustainable, profitable and a force for social change. Explores opportunities and challenges for developing more sustainable business strategies and practices, and the changing role of business in relation to society and the environment. Introduces the business case for sustainability, sustainability reporting, socially responsible investing, First Nations/Indigenous approaches to economic development, ethics, gender equity and human rights.

Tailoring Options for MBA in Advancing Reconciliation -This course is already highly innovative and aligns to the purpose of the proposed MBA in Advancing Reconciliation. This course includes specific economic development models that have been developed in collaboration with First Nations.

MBA 555 - People and the Future of Work

Examines the contemporary workplace and its implications for people. Topics include decision-making, motivation, and trust; talent development, teams, employee engagement, HR practices (e.g. recruitment and retention, performance and compensation, layoffs, legislation).

Tailoring Options for MBA in Advancing Reconciliation -This course would be further adapted for the unique challenges for the labour market for social services, as we explore and understand the context of the for profit labour market. In other words, social services and not-for-profits have unique hiring, compensation, management and motivation retention challenges that are unique from for profit organizations.

- **Does the proposal involve changes to the curriculum design? If yes, clearly identify the existing curriculum and proposed changes.**

– same MBA requirements as the existing program with an Indigenous-specific focus.

- **Does the proposed change include opportunities for experiential learning or other forms of community engagement or research-enriched learning?**

- Describe use and anticipated outcomes of practica, Co-op, work terms, or other forms of experiential learning and the unit's plans and support to develop placement opportunities. Obtain line authority signature for any resource commitments.

-

– already incorporated in program

- Opportunities for community engaged and research-enriched learning

– already incorporated in program

- **Does the program design include plans for distance education delivery? If yes, provide details.**

The delivery format will follow the Modular MBA structure that already exists for TELUS, with week-long residencies delivered in person and a combination of synchronous and asynchronous learning online between residencies. The MBA in Advancing Reconciliation is expected to include modules delivered in different communities/location across BC.

H. Provide the policies on student evaluation, candidacy exams, and oral examinations.

Existing policies on student evaluation will apply.

I. Does your program have learning outcomes? If so, does the proposed change affect the current program learning outcomes? If yes, identify the revised program learning outcomes.

Yes, our MBA program has learning outcomes that are developed and evaluated regularly in terms of our external accreditation by AACSB. This stream will have the same learning outcomes as they focus on the acquisition of core business and management skills.

Master of Business Administration (MBA)

Competency Goal 1. Business Understanding: Gustavson MBA graduates will have a fundamental understanding of the core business disciplines.

Competency Goal 2. Global Mindset: Gustavson MBA Graduates will have a global perspective and the international business knowledge to succeed in a complex world.

Competency Goal 3. Sustainability/Social Responsibility: Gustavson MBA graduates will recognize that organizations and their members have a responsibility to the broader society of which they are a part, and act accordingly.

Competency Goal 4. Professionalism: Gustavson MBA graduates will conduct themselves professionally, communicating effectively, collaborating productively and maintaining high ethical standards.

J. Does the proposed change provide opportunities to include Indigenous perspectives and decolonization of the curriculum/program? If yes, please provide details.

This stream will focus explicitly on and incorporate content that aligns with the economic, cultural, social, and environmental challenges facing Indigenous peoples in British Columbia.

Through current and new case studies, integrated real-world projects, and reflective exercises, students will gain insight and understanding on how to be a leader in implementing change with sustainable thinking. The learning will be guided by Indigenous ways of knowing, doing and being.

K. Does the proposed change promote justice, equity, diversity and inclusion? If yes, please provide details.

Yes, the very rationale for the program is to promote equity, diversity and inclusion by building capacity for urban Indigenous communities regarding participation in business management practices within the social and not-for-profit sectors and the broader economy as part of the commitment to decolonization and reconciliation. From the selection of candidates to the contextualization of materials, there will be a strong emphasis on equity, diversity and inclusion.

L. Does the proposed change provide opportunities for global engagement or perspectives? If yes, please provide details.

Yes, our MBA is designed to include a direct global experience and this stream will be no different.

M. Does the proposed change involve places for integration of teaching and research? If yes, please provide details.

n/a

N. If this is a new stream, provide an enrolment plan (Include a table of ongoing students, anticipated annual intake and graduates from start to steady state).

As noted in section: E

- This is a closed enrolment cohort with students nominated by the Province of BC and by the BCAAFC.
 - Province of BC candidates will be identified through their social-sector, non-profit or public-sector organizations in BC.
- Cohort size: 25

O. How do you plan to evaluate graduate student supervision?

This is a course-based program.

P. Resources requirements (include a table of program revenue and expenditures)

Indicate resources required for new and existing faculty and staff appointments, space and library.

n/a – for context:

- The Province is investing \$8.4 million to advance reconciliation in the B.C. community social services sector. The funding is supporting the development of a provincial reconciliation framework and action plan for the community social services sector over the coming five years.
- Part of this funding has been allocated to the MBA stream in Advancing Reconciliation, alongside financial contributions from BCAAFC and Indspire, an Indigenous national charity that invests in the education of First Nations, Inuit and Métis people.
- This stream will support those working in the sector to better understand and be able to support reconciliation efforts in their organizations and throughout the province.
- This program could lead to the amendment of systemically racist legislation, policies and practices in order to better support Indigenous peoples, communities and organizations facing disproportionate barriers.

Q. Student financial support plan (include a table of anticipated annual funding amounts and sources for each student in the program in a sample year at steady state)

n/a – for context, as noted in Section: P

Students entering the MBA stream in Advancing Reconciliation will be fully supported, including covering all expenses.

R. Evidence of support and recognition from other post-secondary institutions, and relevant regulatory or professional bodies, where applicable (Provide copies of letters of support in Appendix) n/a

Appendix:

See attached email consultation with: Indigenous Library, OREG, Indigenous Academic Community Engagement



26 September Program Change to Re BUSI - Graduate
Library consultation an Existing Graduate Program name chan

26 September
Hi Sheryl,

Happy to support the name change to MBA in Indigenous Reconciliation. Sounds like an interesting and unique offering that is well-suited to UVic's strengths. UVic Libraries are continuously working to build collections that reflect the worldviews of Indigenous communities, and to acquire materials that are authored by Indigenous peoples. I anticipate that there may be a challenge in finding Indigenous perspectives in traditional Business journals, so your instructors may have to be creative in seeking materials from outside of the discipline. Our new [Library Search](#) interface is a great discovery tool for exploring literature across disciplinary boundaries.

I am cc'ing our Business Librarian, Emily Nickerson, who will be able to provide more in-depth information about our collections, as required.

Thanks,

Lisa

Lisa Goddard (she/they)
Acting University Librarian
[University of Victoria Libraries](#)
orcid.org/0000-0002-4970-053X

We acknowledge and respect the lək'wəŋən peoples on whose traditional territory the University of Victoria stands, and the Songhees, Esquimalt and W̱SÁNEĆ peoples whose historical relationships with the land continue to this day.

From: Sheryl Karras, MGB Director Administration <mgbdiradmin@uvic.ca>
Sent: Monday, September 26, 2022 9:05 AM
To: Lisa Goddard <lgoddard@uvic.ca>
Subject: BUSI - Graduate Program name change - consultation MBA in Indigenous Reconciliation

Hello Lisa,

I am preparing a calendar name change and wanted to ensure that I have connected with you on this. We are going through the process to rename our MBA program to reflect the different streams that we deliver. While we offer an MBA in Sustainable Innovation, officially the degree credential is referred to as an MBA. As we have three different streams we are submitting name changes to reflect each stream.

For our new stream commencing in March 2023, we are submitting program name change: MBA in Indigenous Reconciliation, to reflect the new modular program developed for the Province of BC and the BCAAf.

The MBA in Indigenous Reconciliation is delivered of 24 months. Students will complete a fixed curriculum of coursework in six academic terms delivered with a blended learning model of intensive face-to-face delivery in different locations and online learning. Through current case studies, integrated

real-world projects, and reflective exercises, students will gain insight, understanding and develop their leadership skills in implementing change through a sustainable lens in an indigenous context. The learning will be guided by Indigenous ways of knowing, doing and being. I hope that we will be able to take advantage of library acquisitions and resources focused on indigenous scholarship, within our MBA in Indigenous Reconciliation.

If you have any questions or require any additional information, please let me know. I hope that this name change will be fully supported.

Sincerely,

Sheryl

Sheryl Karras, Med, Director of Administration Pre-experience Master Programmes, Acting Director of Administration MBA Programmes

Gill Graduate School | Gustavson School of Business | University of Victoria

PO Box 1700 STN CSC Victoria BC V8W 2Y2

mgbdiradmin@uvic.ca | T: 250.721.6433 | Room BEC 288 uvic.ca/Gustavson

Pronouns: she/her

We acknowledge and respect the lək'wəŋən peoples on whose traditional territory the university stands and the Songhees, Esquimalt and WSÁNEĆ peoples whose historical relationships with the land continue to this day.



Gustavson
School of Business
University of Victoria
GILL GRADUATE SCHOOL

From: [Sheryl Karras, MGB Director Administration](#)
To: [OREG SCP Consultation](#)
Subject: Program Change to an Existing Graduate Program: Gustavson MBA change requests
Date: September 16, 2022 11:18:00 AM
Attachments: [image001.jpg](#)

I am preparing three calendar name change requests and wanted to ensure that OREG has been consulted on this.

We are going through the process to differentiate our MBA program to reflect the different streams that we deliver. The request follows the Program Change to an Existing Graduate Program Template. In summary the three requested changes are as follows:

1. New stream/title within our existing MBA degree program

For our new stream commencing in March 2023, we are submitting program name change: MBA in Indigenous Reconciliation, to reflect the new modular program developed for the Province of BC and the BCAAF.

The MBA in Indigenous Reconciliation is delivered of 24 months. Students will complete a fixed curriculum of coursework in six academic terms delivered with a blended learning model of intensive face-to-face residencies and online learning. Through current case studies, integrated real-world projects, and reflective exercises, students will gain insight and understanding on how to be a leader in implementing change with sustainable thinking. The learning will be guided by Indigenous ways of knowing, doing and being.

2. New title within our existing MBA degree program

MBA in Sustainable Innovation

The proposed new title reflects the current program content and direction of the program. The program design incorporates sustainability and innovation within each delivery block whether through an integrated project, cases, or other contextualized content. The requested change provides the opportunity for second order differentiation on parchments. As the current program content is designed and focused on sustainable innovation we would like to provide current students with a degree parchment reflecting the new title starting this fall.

3. New title within our existing MBA degree

MBA in Strategic Leadership

The proposed new title reflects the current contextualized program content within our existing modular delivery format. The requested change provides the opportunity for second order differentiation on parchments.

These changes are making their way through the faculty approval process. If you have any questions, comments or require additional information, please do not hesitate to let me know.

Many thanks,

Sheryl

Sheryl Karras, Med, Director of Administration Pre-experience Master Programmes, Acting Director of Administration MBA Programmes

Gill Graduate School | Gustavson School of Business | University of Victoria

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Pronouns: she/her

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Vice-President Indigenous

Michael Williams Building Room A220, PO Box 1700 STN CSC Victoria BC V8W 2Y2 Canada
T 250-472-5510 | F 250-721-8654 | vpi@uvic.ca

November 2, 2022

To Whom It May Concern,

I am writing in support of the Masters of Business Administration in Advancing Reconciliation. This program is a culmination of years of work in partnership between the Gustavson School of Business and the BC Association of Aboriginal Friendship Centres (BCAAFC). The Office of the Vice-President Indigenous acknowledges this program as another key step in the broader project of advancing Indigenous Reconciliation.

This MBA program will build capacity among leaders working in Indigenous non-profit and in Indigenous-facing public sector portfolios. Increasing the ability of these sectors to deliver respectful, responsive and relevant programming is crucial for advancing the ongoing work of reconciliation, particularly with respect to the urban Indigenous population, which remains the fastest-growing Indigenous demographic in the country.

This partnership between the University of Victoria and the BCAAFC will benefit many communities and is a powerful example of the critically important programming that is achievable when we follow the *lək'wəŋən* teaching *nə ʔə māt gwens čey'i* (working together).

The MBA in Advancing Reconciliation will join other important programs that UVic offers, such as the Indigenous Language Revitalization BEd, MA and PhD, and the world's first JD/JID, UVic's joint degree in Indigenous legal orders and Canadian common law. UVic is uniquely positioned to provide this critical program in partnership with the BCAAFC and local Indigenous communities. We hope that this will be a model for a permanent Indigenous MBA program in the future.

Sincerely,

A handwritten signature in cursive script that reads "R. Thomas".

Qwul'sih'yah'maht (Robina Thomas), PhD
Vice President, Indigenous
University of Victoria





Tricorp ☐
PO Box 339
Prince Rupert, B.C. V8J 3P9
Phone: (250) 624-3535
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Toll Free: 1-800-665-3201
Email: tricorp@citywest.ca

October 18, 2022

To: Elizabeth Adjin-Tetty and the UVIC Senate

Re: Uvic's MBA in Advancing Reconciliation

On behalf of the Tribal Resource Investment Corporation, I am pleased to send this letter of support to the University of Victoria, for the MBA in Advancing Reconciliation.

TRICORP's mandate is to provide funding and support for training and business activities which increase the number of permanent jobs, reduce unemployment, and facilitate business ownership among First Nations people. The MBA degree program ticks all these boxes, providing much needed capacity training for band village managers, economic development officers, and Indigenous project managers.

TRICORP Employment, Skills & Training Services (TESTS) is an integrated approach to Indigenous labour market programming. TESTS links training to labour market demand and ensures that Canada's Indigenous people can fully participate in economic opportunities.

Under this strategy, TESTS is designed to deliver employment programs and services best suited to the unique needs of our clients. TESTS focuses on three priorities:

- supporting demand-driven skills development;
- fostering partnerships with the private sector and the provinces and territories; and
- placing emphasis on accountability and results.

TESTS is designed to help Indigenous people prepare for and find high-demand jobs quickly, as well as keep them in the long term. All Indigenous people, regardless of status or location, may access its programs and services, which include:

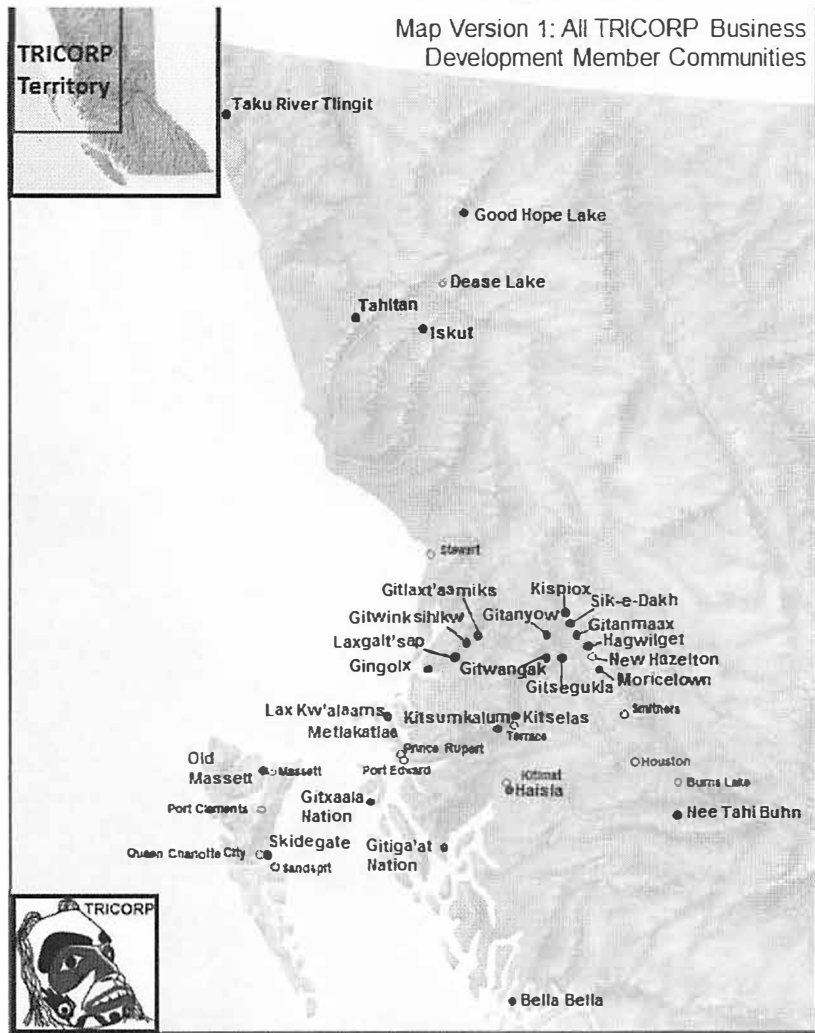
- skills development;
- training for high-demand jobs;
- job finding;
- programs for youth;
- programs for urban and Indigenous people with disabilities; and
- access to child care.

Head Office ☐
Lot 1, Grassy Bay Lane
Wlnakancaud Indian Reserve #3
Prince Rupert, BC V8J 3Y1

The Tribal Resources Investment Corporation (TRICORP) provides a wide range of financial and Employment, Skills & Training Services to 24 First Nations in Northwestern British Columbia.

While each community is unique and all are united in their effort to improve the quality of life of Canada's Indigenous people and to protect and preserve Indigenous culture. However, across Indigenous organizations, entry level and middle management positions have gone unfilled by Indigenous community members, requiring these organizations to search outside of their membership to fill these positions.

Below is a map of our service area; we look forward to supporting the communities of Northwest BC through this Uvic's MBA in Advancing Reconciliation.



Legend ● Member Communities ○ Urban Communities

The overall objective of this MBA program is to prepare Indigenous members, both unemployed and underemployed, for management positions and economic opportunities within BC, ultimately building capacity and creating prosperity in their communities.

We like the fact that this program would offer unique opportunities for mentorship, collaboration, and inter-cultural relationship building experiences enabling Indigenous and mainstream not for profit sector to move the priority commitment of reconciliation forward. Key aspects of collaboration include modeling the framework of reconciliation in our social services sector, addressing the need for training, capacity development, social policy development and key cultural shifts.

We have had the pleasure of knowing Dr. Brent Mainprize since 2000 when the CEO of Tribal Resources Investment Corporation (TRICORP), Frank Parnell, approached Dr. Mainprize with his vision of a collaborative program for Indigenous economic development. TRICORP has had a long and successful relationship with Dr. Mainprize and we are more than pleased to write this letter of engagement for Uvic's MBA in Advancing Reconciliation.

TRICORP CEO, Frank Parnell, invited Dr. Mainprize to co-design the highly successful Aboriginal Canadian Entrepreneur (ACE) program in 2010. In 2013, TRICORP invited the Gustavson School of Business at the University of Victoria, with Dr. Mainprize as Program Director, as the key education delivery partner for our program. Since its inception, the ACE Program has expanded to provide award winning experiential entrepreneurship education to communities all throughout British Columbia, growing stronger and having a breadth of impact we could have only imagined when it all started. The program provides prospective Aboriginal entrepreneurs with in-community business education that combines practical and theoretical learning built around the individual needs of each entrepreneur in each community. In 2014 the program was expanded to include a program in Haida Gwaii called Haida Owned and Operated, and in 2016 a program was started in the Okanagan Lakes District called LD-ACE. In this last year the program has expanded further, with sister programs created in the Nisga'a Nation and a program devoted entirely to entrepreneurship opportunities for artists called ACE for Artists. The amazing growth of this original program is continuing, with many exciting partnerships and ACE programs yet to be announced in many other regions of British Columbia and across Western Canada. The growth and success are due, in large part, to the work and leadership the Gustavson School of Business. The ACE program has been delivered in 45 Indigenous communities in BC, Saskatchewan and Ontario

graduating over 50 cohorts of 700+ Indigenous entrepreneurs who are now successfully running 230 businesses. I am confident any project, including this special MBA program, would flourish under from UVic and the Gustavson School of Business.

TRICORP enthusiastically supports the MBA in Advancing Reconciliation, designed to inspire all citizens (Indigenous and non-Indigenous) through collaboration, social innovation and positive cultural identity to feel confident as in roles as managers in our communities. We look forward to participating in the successful delivery of the proposed program.

If you require any further information, please do not hesitate to reach out.

Sincerely,

Original signed by Jacquie Ridley
Jacquie Ridley
Chief Executive Officer
TRICORP