

BOARD OF GOVERNORS

PUBLIC SESSION AGENDA

Friday, November 18, 2016

Senate Chambers

(Room 1079 Charles J McCaffray Hall)

8:30 AM – 11:45 AM

Members - Hon. James Moore (Chancellor), Daniel Weeks (President and Vice-Chancellor), Karin Beeler (Faculty Member – CASHS), Kathy Lewis (Faculty Member – CSAM), Katherine LaForge (Order in Council), Ryan Matheson (Order in Council – Alumni - CHAIR), Harry Nyce, Sr. (Order in Council), C.E. Lee Ongman (Order in Council), Sean Simmons (Order in Council), Simon Yu (Order in Council), Tracey Wolsey (Order in Council – Alumni – VICE-CHAIR), Julie Ziebart (Order in Council), James Bahng (Undergraduate Student), Mamie Ifem (Graduate Student), Carolee Clyne (Employee)

1. **Chair's Remarks**

2. **Approval of Agenda**

That, the Agenda for the Public Session of the November 18, 2016 meeting of the Board of Governors be approved as presented.

3. **Approval of Minutes**

- a. Public Session Minutes of September 16, 2016 - **page 3**
That, the Public Session Minutes of the September 16, 2016 meeting of the Board of Governors be approved as presented.

4. **Special Presentation – Paul Davidson, President of Universities Canada** (apx. 1 hour)

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

- a. Vision, Mission, Values & Integrated University Priorities – Update on consultation and progress – D. Ryan - **page 8**
b. **Action item:** C. Smith Clarification re: questions raised – Compass Groups
c. **Action item:** Carbon Neutral Action Report – D. Weeks to report back on use of funds that are paid to purchase emission reductions - **page 9**

6. **Motions for Approval**

- a. Custodial Service Award (Approval) – R. Knight - **page 12**
That, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the award of Custodial Services RFP to Sodexo Canada, Ltd.

7. Mandatory and Standing Reports - Public Session

- a. Quarterly Reports – R. Knight
 - (i) General Operating Fund Report to September 30, 2016 - **page 14**
 - (ii) Consolidated Financial Report to September 30, 2016 - **page 21**
 - (iii) Quarterly Forecasts - **page 25**

- b. Reports on Safety Regulations – R. Knight - **page 30**
 - (i) Elevating Devices
 - (ii) Boiler, Pressure Vessel, & Refrigeration

- c. **Report of the President – D. Weeks**
 - (i) **Reports of the Vice-Presidents**
 - Vice-President Academic and Provost
 - o Enrolment Report - **page 32**
 - o Maclean's Magazine - **page 37**
 - o Notification of Upcoming Promotion & Tenure Process – information - **page 39**
 - Vice-President Finance and Business Operations
 - Vice-President of Research
 - o Annual Update John Prince Research Forest, Aleza Lake Research Forest Annual Reports & Information on Quesnel River Research Centre
 - Vice-President University Advancement - **page 41**

- d. **Reports of Committees:**
 - (i) Human Resources Committee – C. Clyne, Chair
 - Motions approved or reports received by the Human Resources Committee on behalf of the Board.
 - (ii) Governance Committee – K. Lewis, Chair
 - Motions approved or reports received by the Governance Committee on behalf of the Board.
 - (iii) Finance and Audit Committee - S. Simmons, Chair
 - Motions approved or reports received by the Finance and Audit Committee on behalf of the Board.
 - Finance and Audit Committee approved the establishment of agreements, scholarships, bursaries and awards as recommended by the Senate, for the period of June 2016 to October 2016.

8. Other Business

9. Adjournment

BOARD OF GOVERNORS – PUBLIC SESSION

Approved for Submission:



Heather Sanford
University Secretary

3.a. Public Session Minutes of September 16, 2016

That, the Public Session Minutes of the September 16, 2016 meeting of the Board of Governors be approved as presented.

Draft Strategic Road Map: Stewarding our Resources to Support our Vision, Mission and Signature Areas

En Cha Huna
En (that person) Cha (also) Huna (lives)

Our Vision

A destination University, personal in character, that transforms lives and communities in the north and around the world.

Our Mission

To prepare leaders for tomorrow by influencing the world today.

Our Values

- Experiential learning, exploration and discovery
- Inclusiveness and diversity
- Community
- Integrity

Our Signature Areas

- Environment and Natural Resources
- First Nations and Indigenous Priorities
- Health and Quality of Life
- Northern Community Sustainability and Development
- Innovative and Quality Distributed Delivery Programs

Strategic Priorities

Attract, retain and develop outstanding students, faculty and staff

SP1

Enhance the quality and impact of academic programming and delivery

SP2

Enhance the research culture

SP3

Ensure financial accountability, sustainability and operational effectiveness

SP4

Board of Governors

Desired Outcomes 2017 - 2021

- Enroll 3,443 FTE by 2020 while ensuring a diverse, talented and engaged student body.
Increase:
 - Domestic students by 250
 - Graduate students by 50
 - Aboriginal students to 20% of the total
 - International students to 20% of the total
 - First year student retention rate to 80%.
- Promote an inclusive and vibrant community.
- Establish and implement a development strategy for faculty, staff, students and leaders.
- Promote student success.

- Ensure UNBC academic programming is relevant, engaging and of high quality.
- Ensure UNBC's pedagogical practices meet the highest standards.
- Ensure academic programming equips graduates with skills and breadth of knowledge, including those unique to the signature areas.
- Strengthen the student experience, with a particular focus on first year.

- Increase the proportion of faculty members holding external research funding by 25%.
- Increase the opportunities for student participation in scholarly activities by 25%.
- Increase the number of active international research University partnerships by 10.
- Externally fund an additional 6 Research Chairs.
- Profile the breadth and quality of research activities.
- Increase research intensity.

- Ensure resources are allocated to support the strategic priorities.
- Develop sustainable infrastructure to support the mission.
- Raise \$10 M of donations through a comprehensive campaign by 2018.
- Increase annualized fundraising by \$1 M per year.
- Ensure financial equilibrium by 2020.
- Ensure processes, policies, systems and services are efficient and add value.

Senate Committees

September 27, 2016

**5.c. Action Item: Carbon Neutral Action Report
– D. Weeks to report back on use of funds that
are paid to purchase emission reductions**

MEMO

To: UNBC Board of Governors
From: Kyrke Gaudreau – Sustainability Manager
Date: November 2, 2016

RE: Carbon Neutral Government Notes

Dear all,

I am writing to provide a brief note on the Carbon Neutral Government program, and its impact on UNBC.

Basics of Carbon Neutrality

Carbon neutrality involves measuring operational greenhouse gas emissions, planning and taking action to reduce emissions, offsetting the remainder, demonstrating leadership through annual public reporting of these achievements and undergoing independent verification to ensure completeness and accuracy. Since 2010, BC universities have been required to be carbon neutral, alongside core government, crown corporations, colleges, health authorities, health affiliates and school districts. This requirement stems from the Carbon Neutral Government legislation.

Purchasing and retiring offsets

UNBC's carbon emissions and offset payments (rounded to the nearest \$500) for the past three years are shown in the following table:

Year	CO _{2eq} (tonnes)	Offset payments
2013	2,108	\$55,500
2014	2,278	\$60,000
2015	1,583	\$41,500

Given our relatively small size, UNBC is considered a 'Small Emitter'. As such, we pay the government, who then purchases and retires carbon offsets on our behalf. The Small Emitter program helps maintain the quality of the offsets, and saves us from the burden of undertaking verification and validation of the carbon offsets.

The Carbon Neutral Capital Program

While UNBC is required to purchase offsets, the costs are effectively returned to us as part of the Carbon Neutral Capital Program (CNCP), which UNBC joined in

2014. The stated purpose of the CNCP is to help public sector organizations finance capital investments to reduce energy costs, lower greenhouse gas emissions and improve the efficiency of public service delivery. The CNCP is designed such that, on average, a PSO will receive funding equal to, or greater than, the amount paid each year for offsets. The following table outlines the funding UNBC has received from the CNCP since we joined in in 2014, as well as projects submitted for this intake:

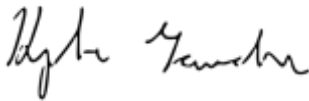
Granted Funding			
Year	CNCP Funding	Project	Total Project Cost
2014/15	\$48,661	Power Plant Combustion Air Modulation	\$65,276
		Conference Centre/NUSC Air Handler Hot	
2015/16	\$9,900	Water Conversion	\$12,589
2015/16	\$44,700	Street Lighting Retrofit	\$65,174
Submitted Proposals			
2016/17	\$25,000	Process control upgrade to the natural gas boilers.	N/A
2016/17	\$40,000	Replace T8 fixtures with LED technology – Phase 1.	N/A

Conclusion

The process of measuring, reporting and offsetting our emissions has helped UNBC to improve our operations, all the while demonstrating leadership in sustainability and energy management. The refunding of offset costs through the CNCP has also ensured little-to-no financial burden from our Carbon Neutral Government requirements.

We would be pleased to respond to any further information requests you may have.

Sincerely,



Kyrke Gaudreau
UNBC Sustainability Manager

Contact Information:

David Claus – Assistant Director Facilities Management – David.Claus@unbc.ca ext. 5590

Amanda Drew – Energy Technician – Amanda.Drew@unbc.ca ext. 5790

Kyrke Gaudreau – Sustainability Manager – Kyrke.Gaudreau@unbc.ca ext. 6623

AGENDA ITEM BRIEFING NOTE

Date:	November 18, 2016			
Agenda Item:	6.a. Custodial Service Award (Approval)			
Prepared For:	<input type="checkbox"/> In-Camera Session		<input checked="" type="checkbox"/> Public Session	
Purpose:	<input type="checkbox"/> Information	<input type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction	<input checked="" type="checkbox"/> Approval
Prepared By:	Leslie Burke, Purchasing Agent			
Reviewed By:	Robert Knight, Vice-President Finance and Business Operations			

Material:

Issue: Recommendation for Approval

The Prince George campus Custodial Services Request for Proposal (RFP) Evaluation Committee is seeking approval of the recommendation to award Sodexo Canada, Ltd. the four (4) year contract with the option to renew for one (1) addition year.

Background:

Custodial/Janitorial (Custodial) services are currently provided by Sodexo Canada, Ltd. under a contract issued May 2010 for a total four (4) year fee amount of \$3,720,681.00 before tax.

Year 1 \$896,006 Year 2 \$918,406 Year 3 \$941,368 Year 4 \$964,901

The contract was amended to reduce scope at the Residences and to extend the contract term for another two (2) years.

Year 5 \$946,901 Year 6 \$946,901

Amendments were signed in the Spring and Fall of 2016 to extend the contract to January 31, 2017.

In 2016, the Manager of the Northern Sports Centre and the Manager of Conference and Event Services worked with UNBC Facilities Management reviewing the scope of work and specifications of the

current contractual arrangement in preparation for Contracts & Supply Chain Management to issue a RFP and award a new contract for February 1, 2017.

The RFP closed October 4, 2016 with six proposals being submitted.

The proposals were evaluated by a committee comprised of Shelley Rennick (Director, Facilities Management), Maegan Clark (Manager, Charles Jago Northern Sports Centre), Deb van Adrichem (Manager, Conference and Event Services), Leslie Burke (Purchasing Agent, Contract & Supply Chain Management) and Mandy Plimmer (Office Administrator, Facilities Management).

Based primarily on the staffing proposal and most reasonable overall pricing for a total of four (4) year fee amount of \$3,654,360 before tax, and the lack of any increase in fees until year 3 at 2% per year, the evaluation committee unanimously selected Sodexo Canada, Ltd. to recommend for UNBC Board of Governor approval.

Year 1	\$900,000	Year 2	\$900,000	Year 3	\$918,000	Year 4	\$936,360
--------	-----------	--------	-----------	--------	-----------	--------	-----------

Motion:

That, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the award of Custodial Services RFP to Sodexo Canada, Ltd.

Recommendation Approved: **Not Approved:** **Date:**

Remarks/Next Steps:

AGENDA ITEM BRIEFING NOTE

Date:	November 18, 2016		
Agenda Item:	7.a. Quarterly Reports (i) General Operating Fund Report to September 30, 2016		
Prepared For:	<input type="checkbox"/> Closed Session	<input checked="" type="checkbox"/> Public Session	
Purpose:	<input type="checkbox"/> Information	<input checked="" type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction <input type="checkbox"/> Approval
Prepared By:	Colleen Smith, Associate Vice President, Financial Services		
Reviewed By:	Robert Knight, Vice-President Finance and Business Operations		

Material: Report Attached.

Issue:

Background:

Motion:

Recommendation Approved: **Not Approved:** **Date:**

Remarks/Next Steps:



GENERAL OPERATING FUND REPORT

FOR THE PERIOD ENDED SEPTEMBER 30, 2016



Submitted by: Robert Knight
Vice President, Finance & Business Operations

	2016/2017 Approved Budget	2016/2017 Revised Budget	Actual YTD	Variance from Budget	
	(000's) (Note 1)	(000's) (Note 2)	(000's)	(000's)	%
<u>OPERATING FUND REVENUES</u>					
Revenue Generated					
Provincial Government Grants	47,500	47,499	23,722	(23,777)	-50.06%
Federal Government Grant	1,145	1,075	538	(538)	-50.00%
Student Fees (Note 3)	17,748	17,748	9,732	(8,017)	-45.17%
Interest, Miscellaneous & Other	925	924	635	(289)	-31.25%
Ancillary Services (Note 4)	1,074	1,170	664	(506)	-43.28%
Internal Cost Recoveries	326	326	103	(224)	-68.54%
Total Operating Revenues	68,717	68,743	35,393	(33,349)	-48.51%

Comments on Revenue Variances:

The University of Northern British Columbia's fiscal year is April 1 - March 31. At September 30, it is expected that the variance from budget for most revenues would be in the range of 40% - 70%.

Provincial Government Grants	Within expected range.
Federal Government Grant	Within expected range. Indirect Cost of Research Grant is received in 4 instalments.
Student Fees	Within expected range.
Interest, Miscellaneous & Other	Within expected range. Interest income slightly higher than expected due to higher than predicted cash balances relating to research funding and the Northern Medical Program.
Ancillary Services	Within expected range.
Internal Cost Recoveries	Within expected range.

	2016/2017 Approved Budget	2016/2017 Revised Budget	Actual YTD	Committed	Budget Remaining	
	(000's) (Note 1)	(000's) (Note 2)	(000's)	(000's) (Note 5)	(000's)	%
<u>OPERATING EXPENDITURES</u>						
Salaries & Benefits (Note 5)						
President's Office / Executive Services	630	631	333	335	(37)	-5.9%
University Advancement	1,086	1,161	529	577	55	4.7%
Academic Services	7,556	6,117	2,923	2,642	553	9.0%
Research & Graduate Programs	833	1,152	514	482	156	13.5%
Academic Programs	31,686	32,522	14,519	14,521	3,482	10.7%
Student Recruitment	2,498	2,635	1,220	1,172	243	9.2%
Administrative Services	5,497	6,905	3,539	3,396	(29)	-0.4%
University Operations (Note 6)	2,749	1,730	578	55	1,098	63.5%
Total Salaries and Benefits **	52,534	52,854	24,154	23,181	5,519	10.4%
Operating Expenditures						
President's Office / Executive Services	223	206	150	2	54	26.3%
University Advancement	269	269	117	22	130	48.5%
Academic Services	792	675	351	12	311	46.1%
Research & Graduate Programs	175	224	96	18	110	49.2%
Academic Programs	2,274	2,226	1,065	122	1,040	46.7%
Student Recruitment	816	380	171	(1)	210	55.1%
Administrative Services	776	1,446	667	135	644	44.5%
University Operations (Note 6)	8,529	8,297	4,404	916	2,977	35.9%
Total Operating Expenditures **	13,853	13,724	7,021	1,226	5,477	39.9%
Transfers to Other Funds (Note 8)	2,989	2,904	2,441	-	463	15.9%
Transfers from Other Funds (Note 9)	(2,419)	(2,499)	(1,739)	-	(760)	-30.4%
Total Operating Expenditures and Transfers	66,957	66,983	31,877	24,407	10,699	16.0%

	2016/2017 Approved Budget	2016/2017 Revised Budget	Actual YTD	Committed	Budget Remaining	% Remaining
	(000's) (Note 1)	(000's) (Note 2)	(000's)	(000's)	(000's)	
<u>CAPITAL EXPENDITURES</u>						
Library Acquisitions	1,760	1,760	1,760	-	-	0.0%
Capital Equipment Replacement Reserve	-	-	-	-	-	0.0%
Total Capital Expenditures	1,760	1,760	1,760	-	-	0.0%
2016/17 Total Budget	68,717	68,743	33,637	24,407	10,699	15.6%

Comments on Expenditures, Labour & Transfers:

The University of Northern British Columbia's fiscal year is April 1 - March 31. At September 30, it is expected that the variance from budget for most expenditures would be in the range of 40% - 60%. However, since many expenses do not occur evenly during the year, eg. hydro, individual departments are reviewed to identify potential problem areas. Based on this review, no issues requiring Board attention were identified. Because not all expenses have committed values, it is difficult to project the exact totals to year end.

Salaries and benefits are committed to March 31st. However, costs such as casual wages, sick leave replacement, sessional instructor contracts, and overtime vary due to circumstances in each area and are difficult to predict to year end.

Transfers to and from other funds are recorded at various points during the year, with most occurring at the beginning of the year. No issues have been identified in the transfer accounts that will have a significant impact on the total annual financial results.

The budget and actuals shown above reflect the portfolio reorganization that was rolled out over the summer of 2016 and the restructuring of graduate programs that was announced in the Fall.

GLOSSARY

All salary, benefit and non-salary expenditures are included in the following groupings:

President's Office/ Executive Services:	University Secretariat and President's Office
University Advancement:	Vice President University Advancement, Communications, Alumni, and University Development
Academic Services:	Provost's Office, Registrar's Office, Convocation, Library, Information Technology Services, and Teaching, Learning & Technology
Research & Graduate Programs:	Vice President Research & Graduate Programs, Research Services & Partnerships, Northern Health Sciences Research Facility, and Graduate Programs
Academic Programs:	College of Arts, Social & Health Sciences, College of Science & Management (which includes the Laboratory), Regional Operations, and Master of Business Administration
Student Recruitment:	Vice Provost Student Recruitment, First Nations Centre, Student Affairs, Enrolment Services (including Financial Aid, Admissions & Advising, and Student Recruitment), and International Education
Administration:	Vice President Finance & Business Operations, Finance & Budgets, Facilities, Purchasing, Contracts & Risk Management, Human Resources, and Athletics & Recreation
University Operations:	All expenditures made and revenues collected centrally. Examples: tuition fees, tuition waivers, utilities, legal fees and audit fees

NOTES TO THE OPERATING STATEMENT

1. The 2016/17 Approved Budget comprises the amounts approved at the March 18, 2016 Board meeting.
2. The 2016/17 Revised Budget comprises the approved budget plus reallocations and transfers that occur during the fiscal year.
3. Student fee revenue represents revenue recorded when a student registers. It does not mean that the fees have been collected. Over the fiscal year the system adjusts student fee revenue as students add or drop courses. At year end an assessment is made to determine whether outstanding fees are collectible. Where they are determined to be doubtful the amount is recorded as bad debt.
4. This revenue represents the rent paid to UNBC by Compass Group Canada and National Collaborating Centre for Aboriginal Health for on-campus space, and by other agencies renting space at the University. As well, it includes the chargeback for personnel services provided to the Northern Sport Centre, the 4% of gross sales administration fee charged to Ancillary operations, and 15% of gross revenue administration fee charged to the Master of Business Administration program for the administrative and operational (heat, light and power) services provided to them, and an additional \$205,000 contribution from Ancillary operations.
5. The budget for salaries and benefits includes \$1,033,348 in salary savings prorated amongst the various operating areas. The committed amount includes benefits on contractual salaries estimated at 8 to 21.5%.
6. Salary budget in University Operations includes estimated costs of: tuition waivers for employees, increases occurring May 1 and July 1 2016, and other items under the various employee agreements (e.g. previous year amounts not yet reallocated to units pending conclusion of employee group negotiations), long term leaves such as maternity/parental leaves, and new positions approved in the 2016/17 budget but not yet allocated to the appropriate unit(s), pending completion of the hiring process. This budget is reallocated to the operational areas incurring the expenses during the year. The spending under this category represents the cost of tuition waivers for staff and faculty, any employee severance pay, and administrative leaves.
7. The University Operations budget includes the plant operation costs of \$3,181,047.
8. Transfers to other funds include such items as transfers to capital, sponsored research, professional development and scholarship funds, as included in the 2016/17 approved budget. These transfers occur at various points during the year.
9. Transfers from other funds include such items as transfers from endowments, research funds and the Northern Medical Program, as included in the 2016/17 approved budget. These transfers occur at various points during the year.

AGENDA ITEM BRIEFING NOTE

Date:	November 18, 2016		
Agenda Item:	7.a. Quarterly Reports (ii) Consolidated Financial Report to September 30, 2016		
Prepared For:	<input type="checkbox"/> Closed Session	<input checked="" type="checkbox"/> Public Session	
Purpose:	<input checked="" type="checkbox"/> Information	<input type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction <input type="checkbox"/> Approval
Prepared By:	Colleen Smith, Associate Vice President, Financial Services		
Reviewed By:	Robert Knight, Vice-President Finance and Business Operations		

Material: Report Attached.

Issue:

Background:

Motion:

Recommendation Approved: **Not Approved:** **Date:**

Remarks/Next Steps:

UNBC UNIVERSITY OF NORTHERN BRITISH COLUMBIA

CONSOLIDATED FINANCIAL REPORT FOR THE PERIOD ENDED SEPTEMBER 30, 2016



Submitted by: Robert Knight
Vice President, Finance & Business Operations

UNIVERSITY OF NORTHERN BRITISH COLUMBIA
STATEMENT OF FINANCIAL POSITION
AS AT SEPTEMBER 30, 2016

(unaudited)
(thousands of dollars)

	2016		2015
ASSETS			
CURRENT ASSETS			
Cash and temporary investments	\$ 53,527	\$	51,550
Accounts receivable	3,966		4,299
Inventory	1,538		1,452
Prepaid and deferred charges	662		1,392
	59,693		58,693
INVESTMENTS AND RESTRICTED CASH	62,661		64,152
CAPITAL ASSETS	212,187		213,925
	\$ 334,541	\$	336,770
LIABILITIES & NET ASSETS			
CURRENT LIABILITIES			
Accounts payable and accrued liabilities	\$ 7,910	\$	6,151
Unearned revenue	7,042		6,944
	14,952		13,095
DEFERRED CONTRIBUTIONS	27,700		28,189
LONG-TERM DEBT	(22)		5
UNAMORTIZED DEFERRED CAPITAL CONTRIBUTIONS	161,978		166,986
NET ASSETS	129,933		128,495
	\$ 334,541	\$	336,770

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA
 DETAILED SCHEDULE OF OPERATIONS
 FOR THE QUARTER ENDED SEPTEMBER 30, 2016
 (Unaudited)**

(thousands of dollars)

	Total	
	<u>2016</u>	<u>2015</u>
REVENUE		
Government grants		
Provincial government	\$ 25,148	\$ 24,105
Other govt/univ/college	2,612	2,685
Federal government	2,508	2,483
Tuition	4,467	4,455
Other fees	324	374
Investment	3,195	4,256
Misc	3,124	3,009
Sales	3,515	3,175
Amortization of deferred capital contributions	3,325	3,301
	48,218	47,843
EXPENSES		
Salaries and benefits	31,524	29,728
Operating expense	15,489	15,442
Amortization	4,400	4,444
Debt service costs	135	135
Cost of goods sold	340	512
	51,888	50,261
Excess (deficiency) of revenue over expenses	\$ (3,670)	\$ (2,418)

AGENDA ITEM BRIEFING NOTE

Date:	November 18, 2016		
Agenda Item:	7.a. Quarterly Reports (iii) Quarterly Forecasts		
Prepared For:	<input type="checkbox"/> Closed Session	<input checked="" type="checkbox"/> Public Session	
Purpose:	<input type="checkbox"/> Information	<input checked="" type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction <input type="checkbox"/> Approval
Prepared By:	Colleen Smith, Associate Vice President, Financial Services		
Reviewed By:	Robert Knight, Vice-President Finance and Business Operations		

Material: Report Attached.

Issue:

Background:

Motion:

Recommendation Approved: **Not Approved:** **Date:**

Remarks/Next Steps:

Please enter amounts received as positive amounts
and amounts amortized to revenue as negative.

	Forecast	Projections		
	2016/17	2017/18	2018/19	2019/20
Operating Contributions				
From Ministries				
Contributions deferred from previous years	1,806	1,806	1,806	1,806
plus: Operating contributions from AVED	48,621	48,534	49,317	49,317
plus: Operating contributions from other Ministries	1,612	1,612	1,612	1,612
plus: Routine Capital (received through EFT) recognized as revenue	128	128	128	128
minus: Amounts amortized to revenue	(50,361)	(50,274)	(51,057)	(51,057)
Deferred contribution balance at the end of the year	1,806	1,806	1,806	1,806
From Other Service Delivery Agencies				
Contributions deferred from previous years	2,693	1,793	761	(406)
plus: Contributions received in the current year	5,718	5,718	5,718	5,718
minus: Amounts amortized to revenue	(6,618)	(6,750)	(6,885)	(7,023)
Deferred contribution balance at the end of the year	1,793	761	(406)	(1,711)
From the Federal Government				
Contributions deferred from previous years	1,964	1,964	1,964	1,964
plus: Contributions received in the current year	5,000	5,200	5,408	5,624
minus: Amounts amortized to revenue	(5,000)	(5,200)	(5,408)	(5,624)
Deferred contribution balance at the end of the year	1,964	1,964	1,964	1,964
From Other Sources				
Contributions deferred from previous years	9,339	8,639	8,639	8,639
plus: Contributions received in the current year	2,500	2,600	2,704	2,812
minus: Amounts amortized to revenue	(3,200)	(2,600)	(2,704)	(2,812)
Deferred contribution balance at the end of the year	8,639	8,639	8,639	8,639
Endowment Deferred Contributions				
Opening Balance	8,070	8,070	8,183	8,326
New endowment spend contribution (Endowment Matching)				
Unrealized gains/(losses)				
Realized gains/(losses)				
Transfers (to)/from Capitalization	800	1,013	1,043	1,074
Transfers to Stmt of Remeasurement				
Amortized/Transferred to revenue	(800)	(900)	(900)	(900)
Balance at end of period	8,070	8,183	8,326	8,500
Deferred Capital Contributions				
From Ministries: Cash				
Contributions deferred from previous years	139,817	134,596	128,923	123,307
plus: Certificates of Approval (COAs) received	409	-	-	-
plus: other (please specify nature in Notes)	100			
minus: Amounts amortized to revenue	(5,730)	(5,673)	(5,616)	(5,560)
Deferred capital contribution balance at the end of the year	134,596	128,923	123,307	117,747
From Ministries: Depreciable Assets				
Contributions deferred from previous years		-	-	-
plus: Contributions received in the current year				
minus: Amounts amortized to revenue				
Deferred capital contribution balance at the end of the year				
From the Federal Government: Cash				
Contributions deferred from previous years	11,029	11,138	11,251	11,368
plus: Contributions received in the current year	500	500	500	500
minus: Amounts amortized to revenue	(391)	(387)	(383)	(379)
Deferred contribution balance at the end of the year	11,138	11,251	11,368	11,489
From Other Sources: Cash				
Contributions deferred from previous years	14,379	14,109	13,844	13,584
plus: Contributions received in the current year	250	250	250	250
minus: Amounts amortized to revenue	(520)	(515)	(510)	(505)
Deferred capital contribution balance at the end of the year	14,109	13,844	13,584	13,329
From Other Sources: Depreciable Assets				
Contributions deferred from previous years		-	-	-
plus: Contributions received in the current year				
minus: Amounts amortized to revenue				
Deferred capital contribution balance at the end of the year				
Contributed Surplus				
Cash				
Contributed surplus from previous years		-	-	-
plus: Contributions received in the current year				
minus: Amounts amortized to revenue				
Contributed surplus balance at the end of the year				
Non-depreciable Assets				
Contributed surplus from previous years		-	-	-
plus: Contributions received in the current year				
minus: Amounts amortized to revenue				
Contributed surplus balance at the end of the year				
Externally Restricted Assets				
Opening balance	49,340	50,640	52,153	53,696
plus: Contributions received in the current year	500	500	500	500
Endowment transfers (to)/from other institutions/entities				
Transfers to/(from) Deferred Endowment Contributions to Stmt of Remeasurement Gains/Losses				
Transfers to/(from) Deferred Endowment Contribution (income permanently restricted for inflation protection)	800	1,013	1,043	1,074
Closing balance at the end of the year	50,640	52,153	53,696	55,270

Please report all debits as positive numbers and credits as negative numbers

	Forecast	Projections		
	<u>2016/17</u>	<u>2017/18</u>	<u>2018/19</u>	<u>2019/20</u>
----- \$thousands -----				
Revenue - (credits)				
Amortization of contributions:				
Operating contributions from Provincial Ministries	(50,361)	(50,274)	(51,057)	(51,057)
Operating contributions from Provincial Crown Corps & Agencies	(6,618)	(6,750)	(6,885)	(7,023)
Operating contributions from the Federal Government	(5,000)	(5,200)	(5,408)	(5,624)
Operating contributions from other sources	(3,200)	(2,600)	(2,704)	(2,812)
Deferred capital contributions from Province	(5,730)	(5,673)	(5,616)	(5,560)
Deferred capital contributions from Federal Government	(391)	(387)	(383)	(379)
Deferred capital contributions from Other Sources	(520)	(515)	(510)	(505)
Contributed surplus	-	-	-	-
Sales of goods and services to Provincial Ministries (including contracts)				
Sales of goods and services to Crown Corps & Agencies (including contracts)				
Sales of goods and services to others (contracts and other sales)		-	-	-
Sales of goods and services to others (Ancillary Services)	(8,850)	(9,204)	(9,572)	(9,955)
Domestic Tuition and Mandatory Fees	(16,700)	(17,452)	(18,586)	(19,887)
International Tuition and Mandatory Fees	(2,500)	(2,613)	(2,783)	(2,978)
Recognition of endowment investment income	(800)	(900)	(900)	(900)
Realized investment earnings (gains)/losses	-	-	-	-
Earnings from commercial subsidiaries (GBE's)				
Investment Earnings (not included above)	(1,200)	(1,248)	(1,298)	(1,350)
Other revenue (not included above)	(4,000)	(4,160)	(4,326)	(4,499)
Total Revenue	(105,870)	(106,976)	(110,028)	(112,529)
Expenses - debits				
Salaries and benefits	66,700	67,367	68,041	68,721
Cost of goods sold	1,770	1,788	1,806	1,824
Operating costs paid to Provincial Ministries				
Operating costs paid to Provincial Crown Corps & Agencies				
Other operating costs (less amortization & debt servicing)	28,000	28,224	28,506	28,791
Capital asset amortization expense	9,000	9,090	9,181	9,273
Capital asset write-downs				
Grants to Crown corporations and agencies				
Grants to third parties (Scholarships)	3,050	3,081	3,112	3,143
Grants to third parties (Foundations and Other)				
Debt service costs (net of sinking fund earnings)	270	270	270	270
Amortization of debt issue costs				
Other				
Total Expense	108,790	109,820	110,916	112,022
Net (Revenues)/Expenses before extraordinary items	2,920	2,844	888	(507)
(Gain) loss on sale of capital assets	-	-	-	-
Net (Revenues)/Expenses	2,920	2,844	888	(507)
Unallocated Pressures (use in Q1 only)	-	-	-	-
Operating Net (Income) Loss (for Ministry)	2,920	2,844	888	(507)
Endowment (restricted asset) contributions	(1,300)	(1,513)	(1,543)	(1,574)
Net (Income) Loss (PSI)	1,620	1,331	(655)	(2,081)

Please report all debits as positive amounts and credits as negative amounts

	Forecast <u>2016/17</u>	<u>2017/18</u>	Projections	
			<u>2018/19</u>	<u>2019/20</u>
Financial assets - debits				
Cash and temporary investments	45,550	41,449	39,289	38,539
Accounts receivable (net):				
from Ministries				
from other Service Delivery Agencies				
other receivables	3,060	3,091	3,122	3,153
	<u>3,060</u>	<u>3,091</u>	<u>3,122</u>	<u>3,153</u>
Sinking Funds:				
Sinking funds on Fiscal Agency Loan program debt	3,035	3,035	3,035	-
Sinking funds on other debt		-	-	-
	<u>6,095</u>	<u>6,126</u>	<u>6,157</u>	<u>3,153</u>
Inventory held for resale	720	727	734	741
Loans, advances and mortgages receivable (net)				
Investments in commercial subsidiaries (GBE's)				
Investments - other (net)	16,000	16,320	16,646	16,979
TOTAL FINANCIAL ASSETS	<u>68,365</u>	<u>64,622</u>	<u>62,826</u>	<u>59,412</u>
Liabilities - (credits)				
Accounts payable (net):				
to Provincial Ministries				
to Provincial Crown Corporations and Agencies				
other payables (excluding current portion of debt and/or leases)	(9,200)	(9,292)	(9,385)	(9,479)
	<u>(9,200)</u>	<u>(9,292)</u>	<u>(9,385)</u>	<u>(9,479)</u>
Unfunded pension and other accrued liabilities				
Deferred income on externally restricted assets	(8,070)	(8,183)	(8,326)	(8,500)
Deferred contributions:				
deferred operating contributions - Ministries & SDAs	(3,599)	(2,567)	(1,400)	(95)
deferred operating contributions - Federal & Other	(10,603)	(10,603)	(10,603)	(10,603)
deferred capital contributions - Ministries	(134,596)	(128,923)	(123,307)	(117,747)
deferred capital contributions - Federal & Other	(25,247)	(25,095)	(24,952)	(24,818)
Deferred Tuition				
Deferred Other	(600)	(600)	(600)	(600)
Unearned lease revenue				
	<u>(174,645)</u>	<u>(167,788)</u>	<u>(160,862)</u>	<u>(153,863)</u>
Public debt (including current portion):				
Obligations under Capital Leases (including current portion)		-	-	-
P3 liabilities		-	-	-
Fiscal Agency Loan program debt	(3,000)	(3,000)	(3,000)	-
other debt		-	-	-
	<u>(3,000)</u>	<u>(3,000)</u>	<u>(3,000)</u>	<u>-</u>
TOTAL LIABILITIES	<u>(194,915)</u>	<u>(188,263)</u>	<u>(181,573)</u>	<u>(171,842)</u>
Net assets/(liabilities)	<u>(126,550)</u>	<u>(123,641)</u>	<u>(118,747)</u>	<u>(112,430)</u>
Non-financial assets - debits				
Inventory for operating purposes	95	96	97	98
Capitalized debt issue costs		-	-	-
Prepaid expenses and other deferred charges	1,467	1,482	1,497	1,512
Endowment Funds (restricted assets)	50,640	52,153	53,696	55,270
Capital assets (net of amortization)	206,333	200,564	194,766	188,940
TOTAL NON-FINANCIAL ASSETS	<u>258,535</u>	<u>254,295</u>	<u>250,056</u>	<u>245,820</u>
Accumulated (surplus)/deficit - Operating				
Share capital		-	-	-
Contributed surplus		-	-	-
Accumulated Surplus	(131,985)	(130,654)	(131,309)	(133,390)
Accumulated Remeasurement Gains and (losses)		-	-	-
TOTAL ACCUMULATED (SURPLUS)/DEFICIT	<u>(131,985)</u>	<u>(130,654)</u>	<u>(131,309)</u>	<u>(133,390)</u>
Guarantees of Third Party Debt	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

Please enter cash inflows as positive amounts and outflows as negative amounts

	Forecast 2016/17	2017/18	Projections 2018/19	2019/20
Opening balance - cash & temporary investments	52,154	45,550	41,449	39,289
Operating activities:				
Net (Income) Loss (PSI)	(1,620)	(1,331)	655	2,081
Less:				
non-cash revenue	(71,820)	(71,399)	(72,563)	(72,960)
(gain) loss sale of assets	-	-	-	-
Add:				
non-cash expenses	9,000	9,090	9,181	9,273
cash received for operating contributions	63,579	63,792	64,887	65,211
Net change in working capital	(1,000)	54	55	56
Net change in investments	(1,000)	(320)	(326)	(333)
Net change in restricted assets & Deferred Endowment Contributor	(1,400)	(1,400)	(1,400)	(1,400)
Net change in other assets	(33)	(16)	(16)	(16)
	<u>(4,294)</u>	<u>(1,530)</u>	<u>473</u>	<u>1,912</u>
Financing activities:				
Cash received for deferred capital contributions	1,259	750	750	750
Cash received for contributed surplus	-	-	-	-
Capital Leases:				
New capital leases				
Capital lease payments				
P3 liabilities:				
Liabilities incurred (i.e. capitalized contract costs)				
Reduction in liabilities (impact of unitary payments)				
Fiscal Agency Loans:				
New borrowing under Fiscal Agency Loan program				
Repayment of existing Fiscal Agency Loan program debt				(3,000)
Sinking fund instalments - Fiscal Agency Loan program debt				3,035
Other Borrowing:				
New borrowing of other debt				
Repayment of other debt				
Sinking fund instalments - other debt				
Capitalized debt issue costs				
Dividends				
	<u>1,259</u>	<u>750</u>	<u>750</u>	<u>785</u>
Capital asset activities:				
Capital assets additions (with Provincial funding)	(509)	(200)	(200)	(200)
Capital assets additions (without Provincial funding)	(3,060)	(3,121)	(3,183)	(3,247)
Capital assets additions (including P3s and capital lease assets)	<u>(3,569)</u>	<u>(3,321)</u>	<u>(3,383)</u>	<u>(3,447)</u>
Capitalized interest (including IDC on P3 projects)	-	-	-	-
Proceeds from sale of capital assets	-	-	-	-
	<u>(3,569)</u>	<u>(3,321)</u>	<u>(3,383)</u>	<u>(3,447)</u>
Closing balance - cash & temporary investments	<u>45,550</u>	<u>41,449</u>	<u>39,289</u>	<u>38,539</u>

AGENDA ITEM BRIEFING NOTE

Date:	November 18, 2016			
Agenda Item:	7.b.i. & ii. Report on Elevating Devices Safety Regulations & Power Engineers, Boiler, Pressure Vessel and Refrigeration Safety Regulation			
Prepared For:	<input type="checkbox"/> Closed Session	<input checked="" type="checkbox"/> Public Session		
Purpose:	<input checked="" type="checkbox"/> Information	<input type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction	<input type="checkbox"/> Approval
Prepared By:	Shelley Rennick, Director, Facilities Management			
Reviewed By:	Robert Knight, Vice-President, Finance and Business Operations			

1/ Power Engineers, Boiler, Pressure Vessel and Refrigeration Safety Regulation

a) Power Engineers, Boiler, Pressure Vessel Regulations:

The Power Plant and ancillary devices and the Bioenergy Plant are currently being operated within the guidelines established under the regulation.

Regulation Changes:

There are no new regulation changes this period that affect our operations.

Note: New regulations are coming in which all Power Engineers in the province of BC will be required to pay fees to maintain their certification.

b) Refrigeration Safety Regulation

UNBC does not employ anyone with Refrigeration Certification therefore all required work continues to be contracted out to a qualified contractor. A blanket order is currently in place with Inland Controls to carry out any work required.

2/ Elevating Devices Safety Regulations

The University is operating within the guidelines established under the provincial regulation.

Recent Activity:

UNBC installed two elevators in the Teaching & Learning building in 2006. In July of this year the BC Safety Authority performed an inspection and discovered that these particular elevators did not meet current code and ordered UNBC to shut them down for safety reasons. This was the first inspection in 3 + years (due to a lack of SA inspectors in the region). As of November 08, 2016 under a Safety Order by the Safety Authority, and working with our current contracted elevator company (KONE), new rope grippers and governors were installed, tested and signed off by BC Safety Authority. These elevators are now back in service and code compliant.

All other UNBC elevating devices were also inspected on Nov 03, 2016. A few minor Safety Orders will be issued and we will have a 30 day time limit to comply, but will not affect operations.

Recommendation Approved: **Not Approved:** **Date:**

Remarks/Next Steps:

**7.c.i. Vice-President Academic and Provost
Enrolment Report**

November 1st Snapshot FTE Summary 2016 vs. 2015 and Fall Applications 2016 vs. 2015

The following summary compares Fall 2016 Full Time Equivalents (FTE) and headcounts as of November 1, 2016 to Fall 2015 numbers. Fall 2016 application numbers are also compared to Fall 2015 numbers as of the November 1st snapshots.

Executive Summary:

Fall 2016 FTE summary:

- Total FTE (excluding international fee paying FTE) up 5.2% (128.2)
 - At 78.8% of estimated fall portion of ministry FTE targets
 - At 99.5% of Measure (M)
- Overall registrations up 4.8% (157hc)
 - At 81.0% of estimated fall portion of head count needed to meet ministry FTE targets
 - At 98.4% of Measure (M)

Winter 2017 FTE summary:

- Total FTE (excluding international fee paying FTE) up 11.5% (192.1)
 - At 59.2% of estimated winter portion of ministry FTE targets
 - At 75.7% of Measure (M)
- Overall registrations up 10.0% (206)
 - At 55.1% of estimated winter portion of head count needed to meet ministry FTE targets
 - At 70.0% of Measure (M)

Winter 2017 applications summary:

- Total applications up 121.2% (555 h.c.) from Winter 2016.
 - At 157.2% of Measure (M).
- Total admissions up 144.0% (298 h.c.) from Winter 2016.
 - At 126.0% of Measure (M).
- Total registrations up 39.3% (24 h.c.) from Winter 2016.
 - At 33.6% of Measure (M).

November 1st snapshot FTE Summary Fall 2016 vs. Fall 2015

More detailed:

Full Time Equivalents (FTE)

Overall

- Undergraduate FTE up 6.4% (131.3).
 - At 73.7% of estimated fall portion of ministry FTE targets³.
 - At 101.4% of Measure (M).
- Graduate FTE down -3.9% (-21.0).
 - At 107.4% of estimated fall portion of ministry FTE targets.
 - At 89.2% of Measure (M).
- Continuing Studies FTE down -32.4% (-9.2).
 - At 121.5% of estimated fall portion of ministry FTE targets.
 - At 44.9% of Measure (M).

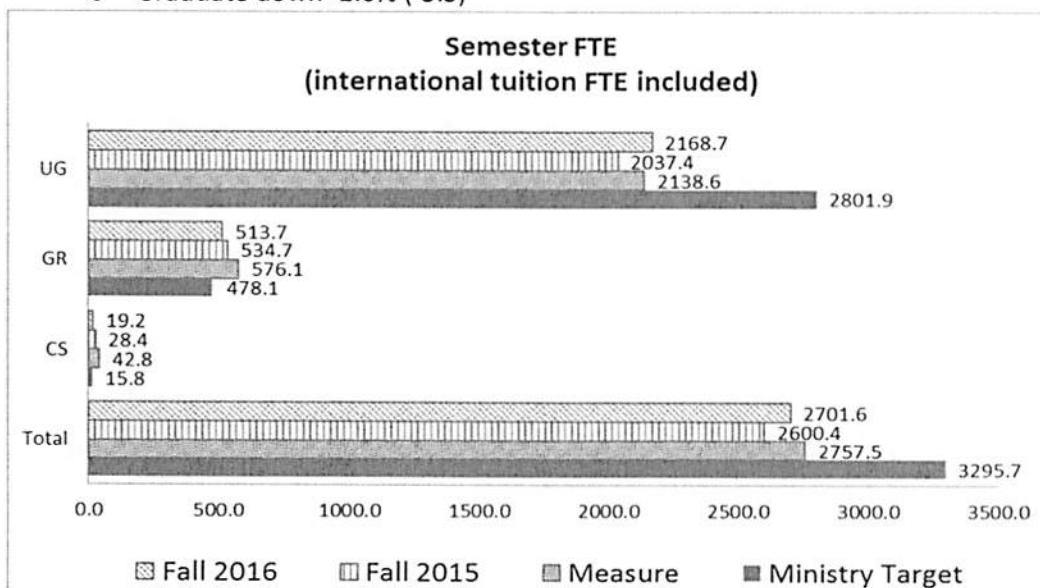
Included in above numbers:

- International (domestic tuition paying) FTE up 19.6% (21.9).
 - At 106.8% of Measure (M).
- International (international tuition paying) FTE down -20.8% (-27.1).
 - At 70.7% of Measure (M).

Total FTE change with international tuition paying FTE removed is up 5.2% (128.2).

College breakdown (FTE)

- CASHS
 - Overall FTE up 8.6% (105.6)
 - Undergraduate up 13.9% (125.9)
 - Graduate down -6.4% (-20.3)
- CSAM
 - Overall FTE down -0.9% (-11.5)
 - Undergraduate down -0.6% (-6.1)
 - Graduate down -2.6% (-5.3)



** estimated portion of the ministry yearly annualized target needed to meet final FTE target

Registrations (hc)

Overall

- Undergraduate registrations up 7.2% (180hc).
 - At 76.1% of estimated fall portion of head count needed to meet ministry FTE targets.
 - At 102.0% of Measure (M).
- Graduate registrations down -0.8% (-5hc).
 - At 104.0% of estimated fall portion of head count needed to meet ministry FTE targets.
 - At 91.7% of Measure (M).
- Continuing Studies registrations down -9.6% (-18hc).
 - At 106.3% of estimated fall portion of head count needed to meet ministry FTE targets.
 - At 75.1% of Measure(M).

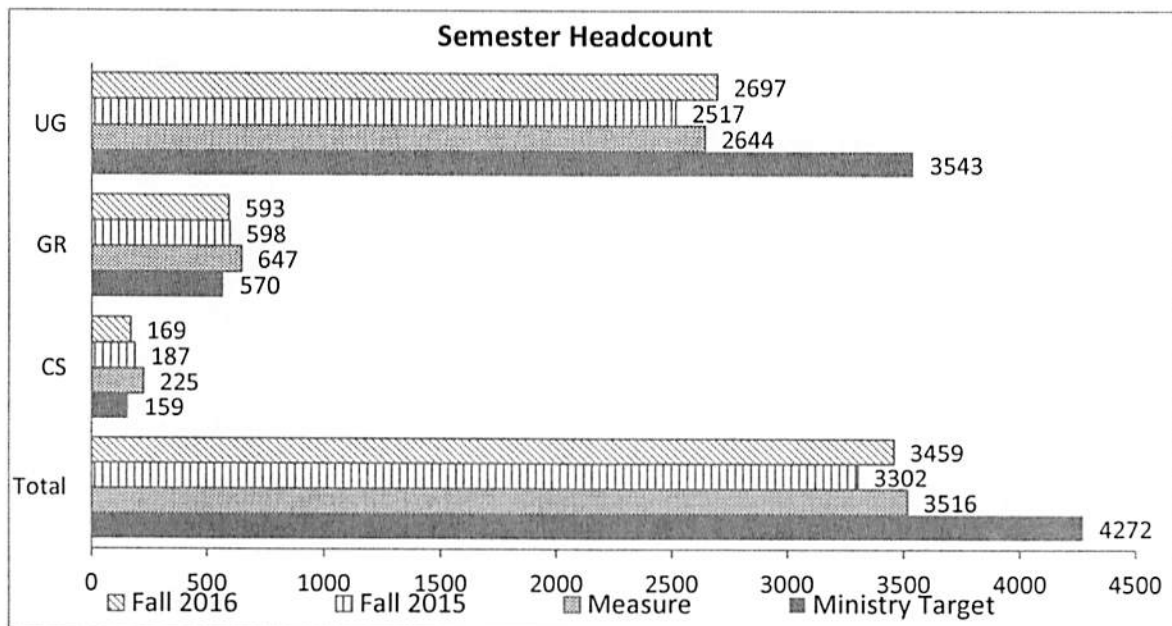
Included in above numbers:

- International (domestic tuition paying) registrations up 20.8% (25hc).
 - At 108.5% of Measure (M).
- International (international tuition paying) registrations down -13.0% (-21hc).
 - At 74.0% of Measure (M).

Total registration up 4.8% (157hc)

College Breakdown (hc)

- CASHS
 - Overall hc up 11.2% (167)
 - Undergraduate up 15.3% (170)
 - Graduate down -0.8% (3)
- CSAM
 - Overall hc down -0.2% (-3)
 - Undergraduate up 0.1% (1)
 - Graduate down -1.9%(-4)



Notes:

- 1. Measure (M) is a comparator number derived from the average of the last three years official final numbers for the semester being reported on. For example the Measure (M) for a summer 2011 FTE report would be based on the official numbers from the summer 2010, 2009 and 2008 terms.**
- 2. Ministry targets are based on final year end annualized numbers; in order to come up with estimated term targets the ministry target was broken down based on the average split of FTE UNBC sees between summer, fall and winter terms. Further to this the estimated headcount targets were determined by using the average number of students it takes to generate 1FTE in a given semester and at a given student level.**
- 3. International tuition group UG FTE are not included in the % of estimated ministry target calculations.**
- 4. The ministry targets proved to UNBC includes a portion of "undesignated" FTEs; for the purpose of this report these "undesignated" FTE are used as the targets for continuing studies.**

7.c.i. Vice-President Academic and Provost

Maclean's Magazine

Maclean's – 2017 University Rankings November 2016

UNBC is ranked number 1 for the second year in the Primarily Undergraduate category. Maclean's ranking takes a measure of the undergraduate experience, comparing universities in three peer groupings. Those in the Primarily Undergraduate category are largely focused on undergraduate education, with relatively few graduate programs.

	Category	2017	2016	2015	2014	2013	2012	2011	2010	2009
Students	Student Awards	1*	2	3	3	3	3	3	3	3
	Student/Faculty Ratio	3	3	3	2	2	2	2	8	6
	Student Satisfaction	4	8							
Faculty	Awards Per Full-Time Faculty	5	4	4	4	4	3	3	2	3
	Social Sciences & Humanities Grants	7*	6	7	10	8	3	10	4	1
	Medical/Science Grants	13	10	9	8	7	4	7	7	4
	Citations	7*								
Resources	Total Research Dollars	3	2	5	3	1	6	1	1	1
	Operating Budget	6	4	6	5	4	6	6	7	2
Student Support	Scholarships & Bursaries (% of Budget)	15	16	15	16	12*	14	17	17	16
	Student Services (% of Budget)	10*	11	9	8	6*	8	10	14	11
Library	Expenses	4	5	1	6	6	3	7	4	4
	Acquisitions	2	2	1	10	2	6	3	5	3
Reputation	Reputational Survey (Best Overall)	8	9	9	11	7	9	9	11	8

* indicated a tie

The overall ranking is composed of a weighted score:

- 28% Students, including success of students winning national academic awards over the previous five years, as well as student satisfaction results from Maclean's new survey.
- 24% Faculty, including the numbers who have won major national awards and success in securing research grants from three major federal granting agencies.
- 20% Resources, including amount of money available for current expenses per weighted full-time equivalent student.
- 13% Student Support, including percentage of the budget spent on student services, as well as scholarships and bursaries.
- 15% Reputation. This is rated on four categories: Best Overall, Highest Quality; Most Innovative and Leaders Of Tomorrow.

In the National Reputational Ranking, UNBC remained 37th out of 49 in the Best Overall category.

7.c.i. Vice-President Academic and Provost

**Notification of Upcoming Promotion & Tenure
Process - information**



MEMORANDUM

TO: Daniel Weeks, President
FROM: Dan Ryan, Vice-President Academic and Provost
DATE: November 8, 2016
RE: University Promotion and Tenure Committee

A handwritten signature in black ink, appearing to be 'DR' or similar initials.

Dr. Weeks,

The UPTC has received notice that one (1) faculty member will be applying for tenure, two (2) faculty members are applying for promotion to Professor, one (1) Senior Lab Instructor is applying for promotion to SLI III, and one Librarian is applying for promotion to Librarian IV.

The UPTC committee will meet the first week of December.

The UPTC consists of: the Provost, the Dean of Regional Programs, two (2) tenured Senator representatives, one (1) alternate Senator representative, one (1) tenured faculty member from the College of Science and Management, one (1) alternate tenured faculty member from the College of Science and Management, one (1) tenured faculty member from the College of Arts, Social and Health Sciences, one (1) alternate faculty member from the College of Arts, Social and Health Sciences, one (1) tenured faculty member appointed by the Faculty Association, one (1) librarian, and one (1) senior laboratory instructor.



BRIEFING NOTE

Date:	November 4, 2016		
Agenda Item / Prepared For:	Office of University Advancement – Public Session		
Purpose:	<input checked="" type="checkbox"/> Information	<input type="checkbox"/> Discussion	
	<input type="checkbox"/> Seeking Direction	<input type="checkbox"/> Decision/Approval	
Prepared by:	K Scouten/MWood		
Reviewed by:	Tim Tribe		

1. Fundraising:

Distribution of Donations	April 2015 – September 2015		April 2016 – September 2016	
	Total Giving	Donor Count	Total Giving	Donor Count
Student Awards	\$184,539	246	\$164,624	217
General	\$55,411	128	\$209,143	72
Athletics	\$91,039	94	\$122,761	198
Northern Medical Program Trust	\$57,581	397	\$41,078	344
First Nations	\$24,792	2	\$232	4
Library	\$77,436	8	\$40,745	5
Green Initiatives	\$1,941	4	\$118,441	4
General Research	\$80,096	8	\$53,058	5
Area of Greatest Need	\$42,415	85	\$13,989	56
Gift in Kind	\$144,594	54	\$57,282	7
Office of Research	\$179,677	2	\$485,000	2
Total	\$939,581.00	1028	\$1,306,353.00	914

Giving by Constituency	April 2015 – September 2015		April 2016 – September 2016	
	Total Giving	Donor Count	Total Giving	Donor Count
Association / Organization	\$15,476	17	\$55,921	23
Business / Corporation	\$218,250	108	\$393,994	91
Foundations	\$371,974	11	\$694,481	12
Government	\$14,439	5	\$764	2
Individuals (non-UNBC)	\$271,593	524	\$109,430	473
UNBC Individuals	\$29,298	134	\$29,172	114
Alumni	\$18,551	168	\$22,591	128
Total	\$939,581.00	967	\$1,306,353.00	843

- Fundraising areas of focus: Timberwolf Athletics, launch of 13th Annual Dr Bob Ewert Lecture, annual award renewals, research
- Donor Appreciation September 30th well attended with positive feedback
- Capacity development within Development, Alumni relations ongoing

2. Communications and Marketing

- Revamp of unbc4u.unbc.ca nearing completion. The main web-based pathway for potential student recruits transformed to include better information funnels, visual identity matching UNBC's main look and feel, and a mobile/responsive platform.
- Planning underway to develop a centralized approach to University marketing
- Completed the Fall edition of UPDATE magazine