

BOARD OF GOVERNORS

PUBLIC SESSION AGENDA

Friday, March 31, 2017

Senate Chambers

(Room 1079 Charles J McCaffray Hall)

8:45 AM – 12:00 PM

Members - Hon. James Moore (Chancellor), Daniel Weeks (President and Vice-Chancellor), Karin Beeler (Faculty Member – CASHS), Kathy Lewis (Faculty Member – CSAM), Tim Carmack (Order in Council), Katherine LaForge (Order in Council), Harry Nyce, Sr. (Order in Council), C.E. Lee Ongman (Order in Council), Sean Simmons (Order in Council – VICE-CHAIR), Simon Yu (Order in Council), Tracey Wolsey (Order in Council – Alumni – 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 March 31, 2017 meeting of the Board of Governors be approved as presented.

3. **Approval of Minutes**

a. **Public Session Minutes of November 18, 2016 – page 3**

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

b. **Public Session Electronic Minutes of March 13, 2017 – page 8**

That, the Public Session Minutes of the March 13, 2017 electronic meeting of the Board of Governors be approved as presented.

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

a. **Sexual Violence and Misconduct Policy and Response Procedures** – discussion – B. Daigle / Guest – Dr. Gary Wilson – **page 10**

5. **Motions for Approval**

a. **UNBC Fees Schedule 2017/2018** – R. Knight – **page 27**

That, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the 2017/2018 Fee Schedule for the University of Northern British Columbia, as presented.

b. **Financial Planning Overview 2017/2018** – R. Knight – **page 38**

That, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the 2017/2018 Budget Framework and Three Year Plan as presented in the Financial Planning Overview for the University of Northern British Columbia.

- c. **2016/2017 Consolidated Budget** – R. Knight – **page 73**
That, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the 2016/2017 Consolidated Budget for the University of Northern British Columbia, as presented.
- d. **Board of Governors Code of Ethical Conduct & Annual Signing** – K. Lewis – **page 77**
That, on the recommendation of the Governance Committee, the Board of Governors approves the revised Board of Governors Ethical Code of Conduct, as presented.

6. Mandatory and Standing Reports - Public Session

a. Report of the President – D. Weeks

(i) Reports of the Vice-Presidents

- Vice-President Academic and Provost
 - o Recruitment & Enrolment Report – **page 93**
- Vice-President Finance and Business Operations
- Vice-President of Research
- Vice-President University Advancement – **page 98**

b. 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 November 2016 to March 2017.
 - Received Audit Plan & Schedule
 - Received Annual Report of the Senate Committee on the University Budget

c. Government Reporting Entity Reports – R. Knight

- (i) General Operating Fund Report to December 31, 2016 – **page 101**
(ii) Consolidated Financial Report to December 31, 2016 – **page 107**
(iii) Quarterly Forecast – **page 111**

d. Capital Projects Update – Daycare Renovations and Energy Upgrades – information – R. Knight – **page 116**

7. Other Business

8. Adjournment

BOARD OF GOVERNORS – PUBLIC SESSION
Approved for Submission:



Heather Sanford
University Secretary

Agenda Item:	3.a. Public Session Minutes of November 18, 2016
Material:	Minutes of November 18, 2016
Motion:	<i>That, the Public Session Minutes of the November 18, 2016 meeting of the Board of Governors be approved as presented.</i>

Agenda Item:	3.b. Public Session Electronic Minutes of March 13, 2017
Material:	Minutes of March 13, 2017
Motion:	<i>That, the Public Session Minutes of the March 13, 2017 meeting of the Board of Governors be approved as presented.</i>

Agenda Item:	4.a. Sexual Violence and Misconduct Policy and Response Procedures – discussion – B. Daigle / Guest: Dr. Gary Wilson
Material:	(i) DRAFT Sexual Violence and Misconduct Policy (ii) DRAFT Sexual Violence and Misconduct – Response Procedures

DRAFT POLICY

Policy No:

Approval Date:

Approving Authority: Board of Governors

Responsible Executive: President

Title: **Sexual Violence and Misconduct Policy**

If you are reading this Policy and are in need of support or need assistance, please go to www.unbc.ca/sexual-violence for a list of UNBC support contacts and local community resources.

PURPOSE

This document sets out the University of Northern British Columbia's Policy and Response Procedures for Disclosures and/or Reports of Sexual Violence or Misconduct.

The Policy and Response Procedures will help ensure that those who choose to Disclose or Report an incident of Sexual Violence or Misconduct have the opportunity to be heard and to have their rights and needs respected. The Policy and Response Procedures are intended to protect and support the rights of Survivors/persons affected by Sexual Violence or Misconduct and hold persons accountable who have been proven to have committed an act of Sexual Violence or Misconduct.

UNBC is committed to educating the University Community on this Policy and Response Procedures.

The Policy and Response Procedures will be strengthened by a Prevention and Response Plan that will help ensure a swift, coordinated, consistent, fair, and transparent response to Disclosures and Reports of allegations of Sexual Violence and Misconduct.

POLICY

1. POLICY STATEMENT

The University of Northern British Columbia (UNBC) is committed to providing a safe and positive work and learning environment where Members of the University Community feel safe to work, teach, live, learn, and express themselves in a space free from all forms of Sexual Violence and Misconduct. UNBC recognizes that all persons have an inherent right to exercise control over their own bodies and to engage only in consensual sexual activity.

UNBC does not tolerate behaviour that contributes to a hostile, inequitable and/or unsafe learning, teaching, living, and working environment. UNBC expects that all Members of the University Community will abide by the provisions of the *Criminal Code of Canada* and all of the laws of Canada, and of the Province of British Columbia, including those regarding Sexual Violence and Misconduct.

UNBC recognizes that Sexual Violence and Misconduct can involve individuals regardless of their sexual orientation, gender and gender identity or relationship status. It is also recognized that individuals who have experienced Sexual Violence and Misconduct may experience physical, emotional, academic or other difficulties.

As such, all incidents of Sexual Violence or Sexual Misconduct that are reported, as per the definition of “Report” provided below, will be investigated to the best of the University’s ability, and in a manner that ensures due process and natural justice.

UNBC will strive to create an environment in which making a Report of Sexual Violence and Misconduct is as safe and as comfortable as possible. While making a Report of Sexual Violence or Misconduct may be difficult for an individual, the University aims to foster an environment in which no one feels uncomfortable or unsafe about making a Report in good faith about Sexual Violence or Misconduct that they have experienced or witnessed.

The Board delegates authority to the President to enact Procedures to give effect to this Policy.

2. DEFINITIONS

Accommodations – academic and non-academic interventions intended to support individuals who have experienced Sexual Violence or Misconduct.

Complainant – a person who makes a Report alleging a violation of this Policy.

Confidentiality – the ethical duty of a person not to disclose information related to the representation of another person.

Consent – active, direct, voluntary, unimpaired, and conscious choice and agreement between adults to engage in sexual activity. The use of drugs or alcohol does not provide any relief from these required elements of consent. If any person involved in sexual activity is under the influence of drugs or alcohol, consent is not valid. Further explanation regarding consent is found in the following points:

- i. Consent cannot be obtained if an individual abuses a position of trust, power, or authority.
- ii. Consent is never assumed or implied.
- iii. Consent can never be obtained through coercion or threats.

- iv. Consent cannot be given if the persons involved are impaired by alcohol or drugs, are unconscious, or incapable of consenting to the activity. This includes a person who does not have the mental or physical capacity to give consent, for example due to that person being impaired by alcohol or drugs, asleep or unconscious, experiencing a traumatic response, or being otherwise unable to communicate clearly.
- v. Consent is not silence or the absence of the word “No.”
- vi. Consent must be given at the outset and at all stages of physical contact or sexual activity.
- vii. The *Criminal Code* age of consent is 16 years of age. A child under the age of 12 is never able to give consent.

Disclosure – a person chooses to share information with another person about an instance of Sexual Violence or Misconduct. A Disclosure does not initiate an investigation unless a Report is made or any of the following conditions exist:

- I. An individual is deemed to be at imminent risk of self-harm.
- II. An individual is deemed to be at imminent risk of harming others.
- III. Reporting is required by Law.

Members of the University Community include the following:

- I. Students
- II. Staff
- III. Academic Services (Postdoctoral Fellows, Research Associates, Research Managers)
- IV. Faculty
- V. Volunteers
- VI. Administrators
- VII. Members of the Board of Governors or of the Senate
- VIII. Visitors of the University
- IX. Contractors to the University
- X. Employees of organizations representing University employees when on University property

Report –making a formal Report to a Member of the University Community of an incident of Sexual Violence and/or Misconduct with the intention of initiating an investigation process.

Survivors/persons affected by Sexual Violence or Misconduct can make a report to the police.

Respondent – a person who is alleged to have violated this Policy.

Response and Support Team – a team of highly trained Members of the University Community who have been selected based on their experience. The Response and Support team will respond to Reports of violations of this Policy. This team would not necessarily be involved if the Survivor/person affected by Sexual Violence or Misconduct is only Disclosing.

Retaliation – an adverse action or threatened action taken or made through any means, including through social or other electronic media, against a person who is seeking redress or who is otherwise engaged in a process under this Policy, or who is associated with such a person. Retaliation includes threatening, intimidating, or harassing conduct that could discourage a person from seeking support or other services, disclosing or reporting Sexual Violence and Misconduct, participating in an investigation, or otherwise engaging with this Policy.

Sexual Misconduct – includes sexual assault; sexual exploitation; sexual harassment; stalking; coercion; indecent exposure; voyeurism; the distribution of a sexually explicit photograph or video of a person to one or more persons other than the person in the photograph or video without the consent of the person in the photograph or video and with the intent to distress the person in the photograph or video; the attempt to commit an act of Sexual Misconduct; or the threat to commit an act of Sexual Misconduct.

Sexual Violence - includes any form of unwanted sexual contact or activity performed on a person with any object or body part without consent, or by force. Any sexual activity that is without consent is sexual assault and includes sexual contact such as nonconsensual kissing, grabbing, caressing, fondling, and oral, anal, or vaginal penetration.

Student – as per the *University Act of BC*, a student is a person presently enrolled in a credit course or who is designated by a resolution of the Senate as a student.

Survivor/person affected by Sexual Violence or Misconduct – Survivors, witnesses, family and friends of survivors, those who have experienced Sexual Violence or Misconduct, and those who have received Disclosures. The University recognizes that some people impacted by Sexual Violence or Misconduct may not identify with the term Survivor, and have the right to determine how they will be referred to.

Trauma Informed – an organizational structure and systems approach that involves understanding, recognizing, and responding to the effects of all types of trauma. Trauma-informed practice does not require the specific disclosure of trauma; rather, it is a systems-wide lens focusing on safe practices and collaborative relationships to assist with healing from adverse life events.

3. UNBC IS COMMITTED TO

a. Treating individuals who Disclose and/or Report Sexual Violence or Misconduct with compassion, dignity, and respect, and acknowledging there is no single approach to handling Sexual Violence and Misconduct. This means that Survivors/persons affected by Sexual Violence and Misconduct need to be supported in sometimes different manners, and require different services, resources, and supports at different stages in their recovery.

b. Providing Survivors/persons affected by Sexual Violence and Misconduct with timely safety planning assistance.

- c. Providing Survivors/persons affected by Sexual Violence and Misconduct with non-judgmental and empathic support.
- d. Providing Survivors/persons affected by Sexual Violence and Misconduct with academic, non-academic and work related accommodations as appropriate.
- e. Providing Survivors/persons affected by Sexual Violence and Misconduct with information to help them decide whether, and to whom, they wish to Report an incident of Sexual Violence or Misconduct, and whether to pursue criminal or non-criminal reporting options.
- f. Allowing Survivors/persons affected by Sexual Violence and Misconduct to be the final decision-makers about their own best interests.
- g. Ensuring that on-campus (internal) investigation processes are available for those Survivors/persons affected by Sexual Violence and Misconduct who choose not to make a Report to the police.
- h. Engaging in appropriate procedures for the investigation and adjudication of an incident of Sexual Violence or Misconduct which respect University Policies, procedures, and employee agreements in a fair manner and with due process that ensures natural justice.
- I. Coordinating a Response and Support Team that is responsible for responding to Reports of Sexual Violence and Misconduct on campus.
- j. Supporting a safe environment where Members of the University Community can work, teach, live, learn, and express themselves in a space free from all forms of Sexual Violence and Misconduct.
- k. Coordinating education and training programs pertaining to preventing and responding to incidents of Sexual Violence and Misconduct for the Members of the University Community.
- l. Providing education and training that will ensure the following:
 - i. A proactive and sustained prevention focus on consent and respect.
 - ii. That intersectional barriers, power relationships, and other relevant factors are taken into account.
 - iii. The dissemination of common definitions, principles, and shared values across the University Community.
 - iv. That UNBC will conduct a regular review and assessment of education and training needs.
- m. Ensuring that the members of the Response and Support Team are trained to investigate Reports of Sexual Violence or Misconduct.
- n. Ensuring that the members of the units and offices most likely to receive Sexual Violence or Misconduct Disclosures undergo training.

- o. Ensuring a trauma-informed response to Disclosures is available to Members of the University Community.
- p. Implementing harm reduction education in relation to alcohol and other substance use.
- q. Providing information to the University Community about Sexual Violence and Misconduct on any of UNBC's campuses, through the appropriate and allowable collection of data.
- r. Ensuring appropriate steps are taken during and following an investigation to ensure the continued safety of the Respondent and Complainant involved in an investigation.

4. PROHIBITED CONDUCT

- a. All acts of Sexual Violence and Misconduct are prohibited under the Sexual Violence and Misconduct Policy and Response Procedures.
- b. Retaliation of any kind is prohibited, including through social or other electronic media. Any Member of the University Community found to have engaged in retaliation, or threatened or attempted retaliation, may be sanctioned under this Policy or other University Policies.
- c. Breaching the confidentiality of a Disclosure or Report from a Survivor/person affected by Sexual Violence and Misconduct is prohibited.

5. SCOPE AND JURISDICTION

- a. This Policy and the Response Procedures apply to all Members of the University Community.
- b. All Members of the University Community impacted by Sexual Violence and Misconduct may access support under this Policy. However, the University only has jurisdiction to investigate Reports of actions, interactions, and behaviours in any of the following situations:
 - I. On any property that is controlled by the University and used for University purposes.
 - II. When the respondent is, or was, in a position of power or influence over the persons impacted by Sexual Violence and Misconduct.
 - III. At an event or during an activity sponsored or under the auspices of the University, including but not limited to the following:
 - a. Athletic events
 - b. Field schools
 - c. Distance and online courses
 - d. Co-op and practicum placements
 - e. Academic or professional conferences
 - f. Volunteer activities
 - g. Academic or research field work

c. If an incident does not meet the above criteria, the University may still take actions to mitigate the impact of the incident on the learning, living, or working environment.

6. SAFETY - THE OBLIGATION TO INVESTIGATE AND TO NOTIFY POLICE

UNBC has an obligation to Members of the University Community to make all reasonable efforts to protect them from harm. As such, UNBC has the right and the obligation to initiate an internal investigation and/or inform the police of the need for a criminal investigation, even without the consent of the Survivor/person affected by Sexual Violence and Misconduct. Confidentiality cannot be assured if any of the following conditions exist:

- I. An individual is deemed to be at imminent risk of self-harm.
- II. An individual is deemed to be at imminent risk of harming others.
- III. Reporting is required by Law.

7. INTERPRETATION AND RELATED POLICES AND PROCEDURES

This Policy and these Procedures are to be read and interpreted in conjunction with the relevant provisions of related Policies and Procedures in effect at UNBC, including, but not limited to the following:

- I. Student Conduct Statement of Principles (Undergraduate and Graduate Regulations and Policies)
- II. Harassment and Discrimination Policy
- III. Respect in the Workplace Policy
- IV. Standards of Conduct (Employee Policy)
- V. Emergency Response to Inappropriate, Disruptive or Threatening Behaviour

To the extent that any of these Policies conflict with the provisions and subject matter in this Policy, this Policy shall prevail.

Notwithstanding the above, should any of the provisions of this Policy or of the Response Procedures under this Policy intersect or conflict with complaint or discipline procedures in any bargained employee agreement, it is the intention that the provisions of the bargained agreement will be followed with respect to the rights and involvement in the matter of the member of the bargaining unit.

SEXUAL VIOLENCE AND MISCONDUCT - RESPONSE PROCEDURES

1. Disclaimer

An investigation under the Sexual Violence and Misconduct Policy and under these Procedures will neither replace nor impede a criminal investigation of Sexual Violence or Misconduct. All persons have the right to pursue legal avenues whether or not they choose to proceed under the Policy. All persons also have the right to forgo criminal and University reporting avenues in opting to choose confidential Disclosure to a counselor or other support person. Criminal processes and findings with respect to Sexual Violence and Misconduct do not limit or prohibit the ability of UNBC to act under the Policy and its associated processes as well as other Policies and Procedures of the non-academic disciplinary system.

2. Statement on Concurrent Process

The University may proceed with an investigation into a Report of Sexual Violence or Misconduct while the incident is also being investigated by the police. The investigation process under the Sexual Violence and Misconduct Policy may occur simultaneously to, prior to, or following any criminal, employment, or other proceeding. The University may suspend its investigation pending the outcome of another process, or based on a participant's health or ability to participate.

3. Scope

If an individual is unsure as to whether an incident is within the scope of the Policy, that individual is encouraged to contact the Response and Support Team.

- a. The University may accept Disclosures or Reports from individuals who are not Members of the University Community if the person who is alleged to have violated the Sexual Violence and Misconduct Policy (Respondent) is a Member of the University Community, or if the incident occurred on University property or in connection with a University activity.
- b. The University does not have jurisdiction to investigate allegations against a person who is not a member of the University Community or who is not currently affiliated with the University. However, under certain circumstances, the University can revoke visitors' access to University property.
- c. The Sexual Violence and Misconduct Policy and Response Procedures are separate from any criminal or civil proceedings. The University is responsible for determining whether a University Community Member has violated the Policy, and is not responsible for determining violations of

criminal or civil law. University processes under the Policy or associated procedures may be suspended when criminal proceedings are underway; the University will continue to provide support to Members of the University Community as described in the Policy and Response Procedures.

4. Disclosures and Reports

The University encourages, but does not require, Survivors/persons affected by Sexual Violence or Misconduct to seek immediate assistance. Seeking assistance promptly may be important to ensure physical safety, obtain medical care and/or emotional support, or to preserve evidence. Full information on accessing immediate assistance and external and internal resources is available at: www.unbc.ca/sexual-violence.

5. Choice of Process

a. Survivors/persons affected by Sexual Violence or Misconduct are entitled to choose the process that is best for them. Members of the Response and Support Team are available to assist Survivors/persons affected by Sexual Violence or Misconduct in understanding their options.

b. Survivors/persons affected by Sexual Violence or Misconduct may choose to proceed with any, all, or none of the following:

- i. Disclose their experience to a Member of the University Community.
- ii. Make a Report to the University.
- iii. Report to the University through a Third Party or Anonymously.
- iv. File a grievance under the applicable collective agreement.
- v. Make a Report to the police.
- vi. Make a human rights complaint with the BC Human Rights Tribunal and/or file a civil suit.

c. The University will make a mechanism available online to 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. The University response to an anonymous Disclosure may be limited if the University cannot follow up with the person making the Disclosure.

d. The University recognizes that Survivors/persons affected by Sexual Violence or Misconduct may not be ready to Disclose or Report immediately after an incident. There is no time limit to an individual disclosing or reporting their experiences and accessing support under the Policy. University support systems will be designed to be flexible and open to a diversity of experiences

and needs. However, the University may not have jurisdiction to investigate an incident if the persons involved are no longer affiliated with the University, or the lapse of time makes it impossible to investigate.

6. Disclosures

a. Individuals may Disclose for a variety of reasons, including the need to access support. Individuals who Disclose will be taken seriously. A Disclosure is not a Report and will not initiate an investigation.

b. A Member of the University Community may be required to share information disclosed if any of the following circumstances apply:

- I. An individual is deemed to be at imminent risk of self-harm.
- II. An individual is deemed to be at imminent risk of harming others.
- III. If Disclosure is otherwise required by law.

Unless one of the exceptions listed above applies, Members of the University Community who receive a Disclosure must obtain the written consent of the person who disclosed to them before sharing any information about the person who disclosed. In the above instances, the minimum amount of information needed to meet legal or other obligations will be disclosed. Any University Community Members who are unsure about their responsibility to Disclose should seek advice from the Response and Support Team. Members of the University Community who receive a Disclosure should ensure that the individual disclosing to them is aware of the Policy and Response Procedures in order to assist and support the needs of the Survivors/persons affected by Sexual Violence or Misconduct.

d. Members of the University Community who receive a Disclosure may contact a member of the Response and Support Team, or the appropriate person in their unit, for advice and personal support.

7. Reports

a. Members of the University Community who wish to make a Sexual Violence or Misconduct Report should contact the Response and Support Team at www.unbc.ca/sexual-violence. A Report may be made at any time.

b. Members of the Response and Support Team may make a Report on their own initiative when required to comply with the University's legal obligations listed under **Disclosures 6b**.

c. The University will promptly respond to Reports of Sexual Violence or Misconduct made under this or any other University Policy. All University investigations and adjudicative processes will follow principles of fairness and natural justice, and will protect the rights of the complainant, the respondent, and the witnesses involved. Investigators will apply the **balance of probabilities standard of proof** (i.e. whether the information shows that it is more likely than not that a violation of Policy has occurred).

d. Individuals have the right to involve a support person of their choice, a union representative, and/or legal counsel in any meetings or processes related to a report of Sexual Violence or Misconduct.

e. If, after reviewing a Report of Sexual Violence and Misconduct, the University decides not to investigate, this should not be seen as a judgment against any person or a denial that the incident occurred. There are many reasons why the University may not investigate. In all cases, the University will support the complainant even if the University does not investigate the complainant's Report.

f. Complainants have the right to withdraw a Report at any stage in the process. However, there are circumstances when the University will be compelled to proceed without a complainant's involvement, such as those listed in **Disclosures 6b**.

g. Complainants have the right to choose how they participate in the investigation, including the right not to participate; however, if the complainant decides to not participate, the University's investigation may be limited. Complainants may choose to be kept informed about the investigation whether or not they participate.

h. Formal University Reporting options include the following:

- I. Making a Report under the Sexual Violence and Misconduct Policy.
- II. Making an informal or formal complaint of Sexual Harassment under the Discrimination and Harassment Policies.
- III. For faculty and staff - reporting the incident to their supervisor.
- IV. For unionized faculty and staff - filing a grievance through their union.

i. The University recognizes that being involved in an investigation process can be difficult. The University is committed to treating all individuals involved in a manner that is respectful, trauma-informed, and procedurally fair.

j. All participants have the right to the following:

- i. To have the complaint process explained to them.
- ii. To ask questions about the process.
- iii. To receive information about available supports and accountability options.
- iv. To communicate their own experiences.

8. Anonymous/Third-Party Reports

a. Information received anonymously or through a third party will be retained for the limited purposes of assessing whether the University should take action, and for compiling statistics. Personal information contained in anonymous or third-party Reports that are not subject to an investigation will not be retained for longer than necessary to accomplish the above purposes.

b. Reports may be made anonymously or through third parties. Please note the following:

- I. Where sufficient information exists, the Response and Support Team may decide to proceed with an investigation. In such cases, the Survivors/persons affected by Sexual Violence or Misconduct have the right to not participate in the investigation. The University will act in a Survivor-centred manner. The University may be unable to investigate an anonymous or third-party Report due to a lack of information from the Survivor/person affected by Sexual Violence or Misconduct.
- II. If the University does not investigate, a record of the anonymous or third-party Report will be retained in the UNBC Human Resources Office under restricted access. Access will be restricted to the Response and Support Team.
- III. The Response and Support Team will consider whether any other steps can and should be taken, which may include increased Campus Security presence at certain times or in certain places, or, in appropriate cases, contacting the third party who submitted a third-party Report to find out if the Survivors/persons affected by Sexual Violence or Misconduct would consider submitting a Report or participating in an investigation.

9. Interim Measures

a. Where the University receives information that requires it to act to protect the health and safety of the Members of the University Community, or University property, the University may impose interim measures before an investigation is concluded.

b. Interim measures seek to protect the safety of all parties involved and to protect the integrity of the ongoing investigation or disciplinary process. The need for interim measures,

and which measures are imposed, will be determined on a case-by-case basis taking into account the nature of the allegations and the circumstances of each situation.

c. Any decision to impose interim measures will be made without prejudice to the rights of both parties, and will not be construed as being against the Complainant or Respondent. Interim measures will remain in effect for as long as is reasonably required pending the outcome of an investigation. Individuals affected by interim measures may request, in writing, a review of such measures.

10. Response and Support Team

The University will form an on-campus Response and Support Team who will be trained to review risks, coordinate supports and services, conduct investigations, and consider recommendations for interim measures. The Response and Support Team will include appropriate individuals depending on the nature of the Report. A list of the Response and Support Team members can be found at: www.unbc.ca/sexual-violence.

11. Confidentiality and Privacy

a. Confidentiality is an important part of fostering an environment in which individuals feel safe Disclosing or Reporting incidents of Sexual Violence and Misconduct. UNBC respects the privacy of all Members of the University Community, and will honour requests for confidentiality to the extent possible.

b. The information and records created and received to administer the Policy are subject to the access to information and protection of privacy provisions of British Columbia's *Freedom of Information and Protection of Privacy Act* (FIPPA), and the University Protection of Privacy Policy (GV0235). Information and records will be treated as highly confidential, in compliance with FIPPA, with applicable University policies, and with the relevant collective agreement if applicable.

c. University faculty and staff who receive a Disclosure or a Report of Sexual Violence or Misconduct, or who are involved in addressing or investigating a Report, must do the following:

- i. Make every reasonable effort to protect personal information and maintain confidentiality.
- ii. Collect the minimum information about individuals that relates directly to and is necessary to respond to a Disclosure or Report, which is considered to be supplied in confidence.
- iii. Use the information about individuals only for the purposes of, or those consistent with, addressing the situation, investigating, or taking disciplinary action.

- iv. Limit use of information about individuals to those within the University who need to know to perform their duties.
- v. Disclose personal information in all other circumstances only as permitted under FIPPA.

d. The University may use or disclose personal information, including when any of the following conditions exist:

- I. The use or disclosure is authorized in writing by the affected individual.
- II. The University determines compelling circumstances exist that affect the health and safety of any Member of the University Community as authorized by the University.
- III. A law or University Policy authorizes or requires its use or disclosure; for example, an incident involving a minor, occupational health and safety legislation, and human rights legislation.
- IV. The University prepares or obtains legal advice for the University.
- V. The University complies with a subpoena, warrant, or order issued by a court, person, or body in Canada with jurisdiction to compel the production of information.
- VI. The University uses or discloses the information for the purpose for which the information was obtained or compiled or for a use or disclosure consistent with that purpose (for example, where it is necessary to fulfill its duty of procedural fairness or where necessary for the conduct of the investigation).
- VII. A faculty or staff member needs the information to perform their employment duties.
- VIII. The Disclosure is to a law enforcement agency in Canada to assist in a specific investigation.

e. Should the University be compelled to disclose confidential information, Survivors/persons affected by Sexual Violence or Misconduct will be informed to the extent permitted or compatible with the purpose of the demand for information, and can choose to be supported at every step.

f. Should the University be compelled to disclose confidential information, respondents may be informed to the extent permitted or compatible with the purpose of the demand for information, and can choose to be supported.

g. Information may be used among University faculty and staff only if they have demonstrated a need to know the information, to respond to a Report, to implement the Policy, or to take corrective action resulting from these processes.

h. The University may disclose information in order to ensure that reporting processes are fairly conducted, in accordance with the following principles:

- I. The Respondent has the right to know the identity of the person who made the Report, the identity of any witnesses, and the material details of the allegations being made.
- II. The Complainant has the right to know the outcome of the investigation, but not the details of any disciplinary actions that may have been taken against the Respondent unless disclosing that information is necessary for health or safety reasons or because it affects the Survivor/person affected by Sexual Violence or Misconduct.
- III. Other persons normally do not have the right to know any confidential information except to the extent required to give effect to the Policy or where it is necessary for health or safety reasons.

i. Witnesses must keep in confidence any information that they learn solely as a result of the Reporting or investigation process.

j. Where interim measures impose restrictions on the Respondent's movement or activities, if for health or safety reasons, or where restrictions otherwise affect the Complainant or others (e.g. witnesses), the University will inform them of the relevant restrictions.

12. Public Statements

a. Survivors/persons affected by Sexual Violence or Misconduct are free to tell the story of their own experiences.

b. Individuals are advised that should they choose to make public statements about the investigation (including on social or other electronic media), they may be putting themselves at risk of civil lawsuits by those who believe they have been defamed or have had their privacy rights violated. Individuals should exercise care and judgment when deciding to make public statements, and should seek legal or other advice if unsure.

d. Any public statements made by the University about a Disclosure or Report, including campus safety bulletins and statements to the media, will be trauma-informed, Survivor-centred, and will not disclose the personal information of the Survivors/persons affected by Sexual Violence or Misconduct. The University reserves the right to correct misleading or inaccurate public information.

13. Annual Report

The President will provide information to the Board of Governors each year on the implementation of the Policy.

14. Policy Review

The University will continue to monitor best practices and research, and will review and update the Policy whenever it is reasonable to do so. The University is committed to reviewing the Policy at least once every three years and/or when directed to do so by the Minister of Advanced Education.

15. Relevant Legislation

- a. Sexual Violence and Misconduct Policy Act, SBC 2016, c 23;
- b. Freedom of Information and Protection of Privacy Act, RSBC 1996, c 165;
- c. Human Rights Code, RSBC 1996, c 210;
- d. Workers Compensation Act, RSBC 1996, c 492;
- e. Criminal Code of Canada.

This Policy and these Procedures were developed in consultation with UNBC students and the broader UNBC Community, and through the work of the UNBC Steering Committee on Sexual Violence. UNBC acknowledges that the Procedures were developed by drawing, in part, on the work done by many members of British Columbia's post-secondary institutions, and more specifically, members of the Research Universities' Council of British Columbia.

AGENDA ITEM BRIEFING NOTE

Date:	March 31, 2017			
Agenda Item:	5.a. UNBC Fees Schedule 2017/2018			
Prepared For:	<input type="checkbox"/> Closed 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:	Colleen Smith, Associate Vice President, Financial Services			
Reviewed By:	Robert Knight, Vice President, Finance & Business Operations			

Material: Fee Schedule attached

Issue:

Background:

The attached fee schedule forms the basis for the development of the tuition and fees estimates included in the 2017/18 budget development. Where applicable, the fees have been approved by the Fees Committee, which met in a series of meetings from November 2016 – March 2017; the committee membership includes representation from students, staff and senior executives of the University. The fee schedule is based on the following:

- 2% increase in all tuition and course fees
- Changes to/additions/deletions of various other fees as approved by the Fees Committee
- Continuation of fees approved in previous years

Motion:

That, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the 2017/2018 Fee Schedule for the University of Northern British Columbia, as presented.

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

Remarks/Next Steps:

FEE	INTERNAL FEES 2016/17	INTERNAL FEES 2017/18	Change (%)	DESCRIPTIONS	FINAL APPROVAL AUTHORITY
Tuition					
Undergraduate Program Fees					
Undergraduate Tuition Fees	170.37	173.78	2.00%	Per Credit Hour	Board
International Students:					
International Students Fee (Commencing Studies Between May 1, 2004 and April 30, 2005)	511.11	521.34	2.00%	3.00 times the domestic per credit hour tuition charge	Board
International Students Fee (Commencing Studies May 1, 2005 Onward)	596.30	608.23	2.00%	3.50 times the domestic per credit hour tuition charge	Board
Post-Baccalaureate Diploma Program					
Post-Baccalaureate Diploma Course Fee	250.54	255.55	2.00%	Per Credit Hour	Board
Other:					
Registration Deposit	100.00	100.00	0.00%	Per Semester	Board
Course Challenge Fee	85.19	86.89	2.00%	50% of regular tuition fee-per credit hour	Board
Tuition Waiver for Undergraduate Courses				for BC residents 65 or older	Board
Co-operative Education Work Term Fees - NOTE: \$75.00 reduction per work term that is self developed	511.10	521.32	2.00%		Board
Withdrawal & Tuition Refund Fee:					
50% Up to the Date of Withdrawal Without Academic Penalty			n/a		Board
Master Level Program Fees					
Full Time					
	Per Unit:	Per Unit:			
Master of Social Work - Full time	1,855.44	1,892.55	2.00%	The minimum fee for the Masters degree is six full-time tuition fee units.	Board
Master of Education - Full time	2,164.68	2,207.97	2.00%	The minimum fee for the Masters degree is six full-time tuition fee units.	Board
Master of Arts in Disability Management - Full time	2,010.06	2,050.26	2.00%	The minimum fee for the Masters degree is six full-time tuition fee units.	Board
Master of Science in Community Health - Full time	2,010.06	2,050.26	2.00%	The minimum fee for the Masters degree is six full-time tuition fee units.	Board
Master of Science in Nursing	2,010.06	2,050.26	2.00%	The minimum fee for the Masters degree is six full-time tuition fee units.	Board
Master of Engineering in Integrated Wood Design	7,017.60	7,157.95	2.00%	The minimum fee for this Masters degree is three full-time tuition fee units. This program has a January effective date.	Board
Part Time					
	Per Unit:	Per Unit:			
Master of Social Work - Part time	974.11	993.59	2.00%	The minimum fee for the Masters degree is twelve part-time tuition fee units.	Board
Master of Education - Part time	1,136.46	1,159.19	2.00%	The minimum fee for the Masters degree is twelve part-time tuition fee units.	Board
Master of Arts in Disability Management - Part time	1,055.27	1,076.38	2.00%	The minimum fee for the Masters degree is twelve part-time tuition fee units.	Board
Master of Science in Community Health - Part time	1,055.27	1,076.38	2.00%	The minimum fee for the Masters degree is twelve part-time tuition fee units.	Board
Master of Science in Nursing	1,055.27	1,076.38	2.00%	The minimum fee for the Masters degree is twelve part-time tuition fee units.	Board

FEE	INTERNAL FEES 2016/17	INTERNAL FEES 2017/18	Change (%)	DESCRIPTIONS	FINAL APPROVAL AUTHORITY
All Other Master Level Programs	Per Unit:	Per Unit:			
Full time	1,584.55	1,616.24	2.00%	The minimum fee for the Masters degree is six full-time tuition fee units.	Board
Part time	837.54	854.29	2.00%	The minimum fee for the Masters degree is twelve part-time tuition fee units.	Board
Special Education Graduate Certificate	0.00	2,272.92	new	The minimum fee for this Graduate Certificate is three full-time tuition fee units.	Board
Masters Time Extension					
Master of Social Work - Extension	1,855.44	1,892.55	2.00%	Per Semester	Board
Master of Education - Extension	2,164.68	2,207.97	2.00%	Per Semester	Board
Master of Arts in Disability Management - Extension	2,010.06	2,050.26	2.00%	Per Semester	Board
Master of Science in Community Health - Extension	2,010.06	2,050.26	2.00%	Per Semester	Board
All Other Masters Programs - Extension	1,584.55	1,616.24	2.00%	Per Semester	Board
International Students:					
International Students Fee (Grad) (Commencing Studies Prior to May 1, 2002)			n/a	domestic rate for Program	Board
Other:					
Continuing Registration Fee	558.04	569.20	2.00%	Per Semester for all Graduate Programs	Board
Non-Degree Graduate Students	881.34	898.97	2.00%	Per Course	Board
Graduate-Late Registration Fee	100.00	100.00	0.00%	Late Registration Fee	Board
Tuition Waiver for Graduate Courses				for BC residents 65 or older	Board
Master of Business Administration - Domestic					
Dip. BA Tuition Fee	21,941.91	22,380.75	2.00%	Payable in 3 installments: \$7,460.25 within 30 days of offer of admission and \$7,460.25 per subsequent semester payable the first day of classes.	Board
MBA Program Tuition	14,627.94	14,920.50	2.00%	Payable over 2 semesters at \$7,460.25 per semester-payable the first day of classes.	Board
Time Extension Fee	1,195.08	1,218.98	2.00%	Beyond 5 Terms Registration, Per Term	Board
Pre-MBA Program Course Fee	597.54	609.49	2.00%	Per Course	Board
Master of Business Administration - International					
Dip. BA Tuition Fee	0.00	25,737.84	new	Payable in 3 installments: \$8,579.28 within 30 days of offer of admission and \$8,579.28 per subsequent semester payable the first day of classes.	Board
MBA Program Tuition	0.00	17,158.56	new	Payable over 2 semesters at \$8,579.28 per semester-payable the first day of classes.	Board
Time Extension Fee	0.00	1,401.83	new	Beyond 5 Terms Registration, Per Term	Board
Pre-MBA Program Course Fee	0.00	700.91	new	Per Course	Board
Doctoral Level Program Fees	Per Unit:	Per Unit:			
PhD	1,584.55	1,616.24	2.00%	The minimum fee for the PhD is nine full-time tuition fee units.	Board
PhD Time Extension					
PhD	1,584.55	1,616.24	2.00%	Per Semester	Board

FEE	INTERNAL FEES 2016/17	INTERNAL FEES 2017/18	Change (%)	DESCRIPTIONS	FINAL APPROVAL AUTHORITY
Other:					
Continuing Registration Fee	558.04	569.20	2.00%	Per Semester for all Graduate Programs	Board
Graduate-Late Registration Fee	100.00	100.00	0.00%	Late Registration Fee	Board
Course Fees					
Environmental Engineering Majors (APEGBC Membership Fee)	20.00	20.00	0.00%	Annual Professional Activity Fee (Fall Only)	Board
ANTH 298	0.00	1,000.00	new	Field school fees requested annually (Birch Bark Canoe)	Board
ANTH 422/622	0.00	1,000.00	new	Field school fees requested annually (Birch Bark Canoe)	Board
ANTH 418-3	0.00	2,300.00	new	Field school fees requested annually (Lake Babine)	Board
ANTH 422/498, POLS 422/498	0.00	2,500.00	new	Field school fees requested annually (Ireland)	Board
BIOL 123-1	20.81	21.23	2.00%	Per Semester	Board
BIOL 124-1	20.81	21.23	2.00%	Per Semester	Board
BIOL 202-3	15.92	16.24	2.00%	Per Semester-Laboratory Specimen Costs	Board
BIOL 203-3	16.55	16.88	2.00%	Per Semester-Laboratory Supplies	Board
BIOL 204-3	5.20	5.30	2.00%	Per Semester-Laboratory Supplies	Board
BIOL 301-3 On-Campus Fee	26.01	26.53	2.00%	Per Semester-Field Trips	Board
BIOL 301-3 Off-Campus Fee	182.07	185.71	2.00%	Per Semester-Field Trips	Board
BIOL 302-3	26.53	27.06	2.00%	Per Semester-Field Trips	Board
BIOL 307-3	15.61	15.92	2.00%	Per Semester-Laboratory Supplies	Board
BIOL 318	260.10	265.30	2.00%	Per semester-Field Camp (Terrace)	Board
BIOL 321-3	15.61	15.92	2.00%	Per Semester-Laboratory Supplies	Board
BIOL 333-3	400.00	0.00	-100.00%	Field school fees requested annually (North Coast)	Board
BIOL 402-3	36.41	37.14	2.00%	Per Semester-Field Trips	Board
BIOL 404-3	26.53	27.06	2.00%	Per Semester-Field Trips/Laboratory Supplies	Board
BIOL 406-3/606-3	5.20	5.30	2.00%	Per Semester-Laboratory Supplies	Board
BIOL 412-3	5.20	5.30	2.00%	Per Semester-Field Trips/Laboratory Supplies	Board
BIOL 414-3/602-3	5.20	5.30	2.00%	Per Semester-Field Trips/Laboratory Supplies	Board
BIOL 423-3	5.20	5.30	2.00%	Per Semester-Laboratory Supplies	Board
BIOL 425-3	37.14	37.88	2.00%	Per Semester-Laboratory Supplies	Board
BIOL 498	0.00	340.00	new	Field school fees requested annually (Port Edward)	Board
BCMB 255	37.14	37.88	2.00%	Per Semester-Laboratory Supplies	Board
BCMB 308-3	37.14	37.88	2.00%	Per Semester-Laboratory Supplies	Board
CHEM 120	26.53	27.06	2.00%	Per Semester-Laboratory Supplies	Board
CHEM 121-3	26.53	27.06	2.00%	Per Semester-Laboratory Supplies	Board
CHEM 210	26.53	27.06	2.00%	Per Semester-Laboratory Supplies	Board
CHEM 221-1	26.01	26.53	2.00%	Per Semester-Laboratory Supplies	Board
CHEM 250-1	31.83	32.47	2.00%	Per Semester-Laboratory Supplies	Board
CHEM 251-1	31.83	32.47	2.00%	Per Semester-Laboratory Supplies	Board
CHEM 302-4	15.92	16.24	2.00%	Per Semester-Laboratory Supplies	Board
CHEM 310-3	26.53	27.06	2.00%	Per Semester-Laboratory Supplies	Board
CHEM 311	26.53	27.06	2.00%	Per Semester-Laboratory Supplies	Board
CHEM 312-3	26.53	27.06	2.00%	Per Semester-Laboratory Supplies	Board
CHEM 315	26.53	27.06	2.00%	Per Semester-Laboratory Supplies	Board
CHEM 322-3	26.53	27.06	2.00%	Per Semester-Laboratory Supplies	Board
CHEM 400	10.40	10.61	2.00%	Per Semester-Field Trip	Board
CHEM 406-3	31.83	32.47	2.00%	Per Semester-Laboratory Supplies	Board
CHEM 407-3	31.83	32.47	2.00%	Per Semester-Laboratory Supplies	Board

FEE	INTERNAL FEES 2016/17	INTERNAL FEES 2017/18	Change (%)	DESCRIPTIONS	FINAL APPROVAL AUTHORITY
CPSC 100	10.40	10.61	2.00%	Per Semester-Printing Fee	Board
CPSC 101	10.40	10.61	2.00%	Per Semester-Printing Fee	Board
CPSC 150	31.21	31.83	2.00%	Per Semester-Upgrades on Course Software	Board
CPSC 200	10.40	10.61	2.00%	Per Semester-Printing Fee	Board
CPSC 230-4	15.61	15.92	2.00%	Per Semester-Laboratory Supplies	Board
CPSC 231-4	15.61	15.92	2.00%	Per Semester-Laboratory Supplies	Board
CPSC 250	31.21	31.83	2.00%	Per Semester-Course Materials	Board
CPSC 321	10.40	10.61	2.00%	Per Semester-Printing Fee	Board
CPSC 704	10.40	10.61	2.00%	Per Semester-Printing Fee	Board
ENGL 271-3	41.62	42.45	2.00%	Per Semester-Visiting Author Reading Fee	Board
ENGL 271-3	0.00	280.00	new	Field school fees requested annually (Port Edward)	Board
ENGL 470-3/670-3	41.62	42.45	2.00%	Per Semester-Visiting Author Reading Fee	Board
ENGL 471-3/671-3	41.62	42.45	2.00%	Per Semester-Visiting Author Reading Fee	Board
ENGL 472-3/672-3	41.62	42.45	2.00%	Per Semester-Visiting Author Reading Fee	Board
ENGR 151	20.00	20.40	2.00%	Per Semester-Software License	Board
ENGR 152	20.00	20.40	2.00%	Per Semester-Laboratory Supplies	Board
ENPL 104	10.82	11.04	2.00%	Per Semester-Field Trip	Board
ENPL 205	10.82	11.04	2.00%	Per Semester-Field Trip	Board
ENPL 208	26.53	27.06	2.00%	Per Semester-Field Trip or Guest Speakers	Board
ENPL 303	10.61	10.82	2.00%	Per Semester-Course Materials	Board
ENPL 319	5.41	5.52	2.00%	Per Semester-Research Supplies	Board
ENPL 402	26.53	27.06	2.00%	Per Semester-Field Trips	Board
ENPL 409	10.61	10.82	2.00%	Per Semester-Field Trip	Board
ENPL 415/619	27.06	27.60	2.00%	Per Semester-Mapping and Drawing Materials	Board
ENSC 150	5.20	5.30	2.00%	Per Semester-Field Trip	Board
ENSC 201	10.82	11.04	2.00%	Per Semester-Lab Equipment and Materials	Board
ENSC 307	20.81	21.23	2.00%	Per Semester-Lab Equipment and Materials	Board
ENSC 312	20.81	21.23	2.00%	Per Semester-Lab Equipment and Materials	Board
ENSC 404	26.01	26.53	2.00%	Per Semester-Field Trips	Board
ENSC 406	20.81	21.23	2.00%	Per Semester-Software License	Board
ENSC 412	10.40	10.61	2.00%	Per Semester-Field Trips	Board
ENSC 418	31.83	32.47	2.00%	Per Semester-Laboratory supplies	Board
ENSC 454/654	41.62	42.45	2.00%	Per Semester-Field Trip	Board
ENSC 604	26.01	26.53	2.00%	Per Semester-Field Trip	Board
FNST 203	50.00	51.00	2.00%	Per Semester-Field Trip *NEW*	
FNST 249	26.01	26.53	2.00%	Per Semester-Field Trip	Board
FNST 280	104.04	106.12	2.00%	Per Semester-Laboratory Supplies	Board
FNST 281	26.01	26.53	2.00%	Per Semester-Laboratory Supplies	Board
FNST 451	50.00	51.00	2.00%	Per Semester-Field Trip	
FSTY 201-3	5.20	5.30	2.00%	Per Semester-Laboratory Supplies	Board
FSTY 205-3	16.23	16.55	2.00%	Per Semester-Field Trips/Lab Equip and Materials	Board
FSTY 209-4	5.30	5.41	2.00%	Per Semester-Laboratory Supplies	Board
FSTY 305-3	26.53	27.06	2.00%	Per Semester-Field Trip	Board
FSTY 307-4	15.61	15.92	2.00%	Per Semester-Field Trip	Board
FSTY 407-3	26.01	26.53	2.00%	Per Semester-Field Trip	Board
FSTY 408-3	5.20	5.30	2.00%	Per Semester-Laboratory Supplies	Board
FSTY 425-3	159.18	162.36	2.00%	Per Semester-Field Trips Required	Board

FEE	INTERNAL FEES 2016/17	INTERNAL FEES 2017/18	Change (%)	DESCRIPTIONS	FINAL APPROVAL AUTHORITY
FSTY 499	104.04	106.12	2.00%	Per credit/module. There are 5 modules covering different ecosystems, and students can register for any one or all of them. This is the Field Trip fee for each module (each having a weight of 1 credit hour).	Board
GEOG 111	41.62	42.45	2.00%	Per Semester-Field Trips Required	Board
GEOG 210-3	16.23	16.55	2.00%	Per Semester-Laboratory Supplies	Board
GEOG 311-3	15.92	16.24	2.00%	Per Semester-Field Trips	Board
GEOG 333-3/NRES 763	1,500.00	0.00	-100.00%	Field school travel and expenses-Guatemala	Board
GEOG 333-3	1,150.00	0.00	-100.00%	Field school fees requested annually (USA)	Board
GEOG 405/605-3	53.06	54.12	2.00%	Per Semester-Field Trips	Board
GEOG 411/611-3	43.28	44.15	2.00%	Per Semester-Field Trips	Board
GEOG 414	15.61	15.92	2.00%	Per Semester-Lab Fees	Board
HHSC 112	21.23	21.65	2.00%	Per Semester-Laboratory Supplies	Board
HHSC 325-1	25.00	25.50	2.00%	Per Semester-Laboratory Supplies	Board
HHSC 326-1	25.00	25.50	2.00%	Per Semester-Laboratory Supplies	Board
IASK 101	20.81	21.23	2.00%	Per Semester-Field Trip	Board
IASK 103	20.81	21.23	2.00%	Per Semester-Field Trip	Board
IASK 104	20.81	21.23	2.00%	Per Semester-Field Trip	Board
IASK 107	20.00	20.40	2.00%	Per Semester-Field Trip	Board
NREM 100-2	10.82	11.04	2.00%	Per Semester-Field Trips	Board
NREM 203-3	5.20	5.30	2.00%	Per Semester-Field Trips	Board
NREM 204-3	15.61	15.92	2.00%	Per Semester-Field Trips	Board
NREM 210-4	5.20	5.30	2.00%	Per Semester-Laboratory Supplies	Board
NREM 303	0.00	65.00	new	Per Semester - Speaker Fee	Board
NREM 333-3	702.27	716.32	2.00%	Per Field Camp	Board
NREM 413	0.00	35.00	new	Per Semester - Field Trip	Board
ORTM 100	45.03	45.93	2.00%	Per Semester-Field Trip	Board
ORTM 200	21.65	22.08	2.00%	Per Semester-Field Trip	Board
ORTM 202	27.59	28.14	2.00%	Per Semester-Field Trip	Board
ORTM 205	124.85	127.35	2.00%	Per Semester-Field Trip	Board
ORTM 300	32.47	33.12	2.00%	Per Semester-Lab Fee	Board
ORTM 305	39.40	40.19	2.00%	Per Semester-Field Trip	Board
ORTM 332	156.06	159.18	2.00%	Per Semester-Project Wild Certification Fee and Field Trip	Board
ORTM 333	0.00	2,000.00	new	Field school fees requested annually (Southern Utah)	Board
ORTM 333/633	1,750.00	0.00	-100.00%	Field school fees requested annually (Jasper)	Board
PHYS 100-4	10.40	10.61	2.00%	Per Semester-Laboratory Supplies	Board
PHYS 110-4	10.40	10.61	2.00%	Per Semester-Laboratory Supplies	Board
PHYS 111-4	10.40	10.61	2.00%	Per Semester-Laboratory Supplies	Board
PHYS 115-4	10.40	10.61	2.00%	Per Semester-Laboratory Supplies	Board
PHYS 202-4	10.40	10.61	2.00%	Per Semester-Laboratory Supplies	Board
PHYS 206-4	10.40	10.61	2.00%	Per Semester-Laboratory Supplies	Board
PHYS 305-4	10.40	10.61	2.00%	Per Semester-Laboratory Supplies	Board
PHYS 402-3	10.40	10.61	2.00%	Per Semester-Laboratory Supplies	Board
SOCW 401 - PG ONLY	56.30	57.43	2.00%	Per Semester-Field Trips	Board
SOCW 422	41.62	42.45	2.00%	Per Semester-Course Materials	Board

FEE	INTERNAL FEES 2016/17	INTERNAL FEES 2017/18	Change (%)	DESCRIPTIONS	FINAL APPROVAL AUTHORITY
Mandatory Student Fees					
<i>**Except Where Otherwise Noted, all Mandatory Fees are Applicable to Exchange Students**</i>					
UNDERGRADUATE					
Prince George Full Time					
Intramural Recreation and Fitness Fee	56.00	57.00	2.00%	Per Semester - increase effective September 1, 2015	Board
Athletic Intersarsity and Junior Varsity Program Fee	51.00	52.00	2.00%	Per Semester - increase effective September 1, 2015	Board
Student ID Card	2.00	2.00	0.00%	Per Semester	Board
Student Services Fee	5.00	5.00	0.00%	Per credit hr, to a max. of 15 credit hours	Board
NUGSS Student Society Fee	35.02	42.19	20.00%	Per Semester	NUGSS
NUGSS Building Fee	38.30	39.02	2.00%	Per Semester	NUGSS
NUGSS U-Pass	57.50	57.50	0.00%	Per Semester - increase effective May 1, 2015	NUGSS
World University Services Canada Student Refuge Fee	5.00	5.00	0.00%	Per Semester	NUGSS
PGPIRG Fee	4.00	4.00	0.00%	Per Semester	PGPIRG
CFUR Radio Fee	10.94	11.15	2.00%	Per Semester	CFUR
Over the Edge Newspaper Fee	10.94	11.15	2.00%	Fall and Winter Semester only	Over the Edge
Note: Dual Credit Courses-Student FeeWaiver				Dual Credit courses under agreement with high schools (above)-student fees waived for three-credit course.	Board
Prince George Part Time					
Intramural Recreation and Fitness Fee	56.00	57.00	2.00%	Per Semester - increase effective September 1, 2015	Board
Athletic Intersarsity and Junior Varsity Program Fee	51.00	52.00	2.00%	Per Semester - increase effective September 1, 2015	Board
Student ID Card	2.00	2.00	0.00%	Per Semester	Board
Student Services Fee	5.00	5.00	0.00%	Per credit hr, to a max. of 15 credit hours	Board
NUGSS Student Society Fee	35.02	42.19	20.00%	Per Semester	NUGSS
NUGSS Building Fee	38.30	39.02	2.00%	Per Semester	NUGSS
NUGSS U-Pass	57.50	57.50	0.00%	Per Semester - increase effective May 1, 2015	NUGSS
World University Services Canada Student Refuge Fee	5.00	5.00	0.00%	Per Semester	NUGSS
PGPIRG Fee	2.00	2.00	0.00%	Per Semester	PGPIRG
CFUR Radio Fee	10.94	11.15	2.00%	Per Semester	CFUR
Over the Edge Newspaper Fee	10.94	11.15	2.00%	Fall and Winter Semester only	Over the Edge
Regional Full Time					
Student ID Card	2.00	2.00	0.00%	Per Semester	Board
Student Services Fee	5.00	5.00	0.00%	Per credit hr, to a max. of 15 credit hours	Board
NUGSS Student Society Fee	24.07	24.53	2.00%	Per Semester	NUGSS
PGPIRG Fee	4.00	4.00	0.00%	Per Semester	PGPIRG
World University Services Canada Student Refugee Fee	5.00	5.00	0.00%	Per Semester	NUGSS
Regional Part Time					
Student ID Card	2.00	2.00	0.00%	Per Semester	Board
Student Services Fee	5.00	5.00	0.00%	Per credit hr, to a max. of 15 credit hours	Board
NUGSS Student Society Fee	24.07	24.53	2.00%	Per Semester	NUGSS
PGPIRG Fee	2.00	2.00	0.00%	Per Semester	PGPIRG
World University Services Canada Student Refugee Fee	5.00	5.00	0.00%	Per Semester	NUGSS

FEE	INTERNAL FEES 2016/17	INTERNAL FEES 2017/18	Change (%)	DESCRIPTIONS	FINAL APPROVAL AUTHORITY
Other					
Health and Dental Plan	207.00	234.60	13.00%	Per year-if no other plan in effect for Full Time PG Campus Students only	NUGSS
International Student-Medical Insurance Coverage	160.00	220.00	38.00%	Compulsory Medical Insurance for 3 Months	Board
GRADUATE					
PG Campus					
Intramural Recreation and Fitness Fee	56.00	57.00	2.00%	Per Semester - increase effective September 1, 2015	Board
Student ID Card	2.00	2.00	0.00%	Per Semester	Board
Student Services Fee	40.00	40.00	0.00%	Per Semester	Board
GSS Student Society Fee	33.33	33.33	0.00%	Per Semester	GSS
BC Federation of Students Fee	8.76	8.98	3.00%	Per Semester	GSS
GSS U-Pass	57.50	57.50	0.00%	Per Semester - increase effective May 1, 2015	GSS
PGPIRG Fee	4.00	4.00	0.00%	Per Semester	PGPIRG
Regional					
Student ID Card	2.00	2.00	0.00%	Per Semester	Board
Student Services Fee	40.00	40.00	0.00%	Per Semester	Board
GSS Student Society Fee	33.33	33.33	0.00%	Per Semester	GSS
BC Federation of Students Fee	8.76	8.98	3.00%	Per Semester	GSS
PGPIRG Fee	4.00	4.00	0.00%	Per Semester	PGPIRG
Health and Dental Plan	346.50	346.50	0.00%	Per year-if no other plan in effect for PG Campus Students only	GSS
International Student-Medical Insurance Coverage	160.00	220.00	38.00%	compulsory medical insurance for 3 months	Board
Thesis Binding Fee	34.00	34.00	0.00%	Per copy including taxes	Board
Thesis/Dissertation Registration Fee	48.00	48.00	0.00%	National Library of Canada Fee for inclusion in NLC Database and Dissertation Abstracts. Taxes included.	Board
Acceptance Confirmation Deposit	100.00	100.00	0.00%	Encourages applicants to confirm acceptance of offer of admission to graduate studies at UNBC. Would be applied to the student's tuition when they register for classes.	Board
Outgoing Exchange Student Fees					
Study Abroad Application Fee	125.00	125.00	0.00%	National Student Exchange Program application fee in US dollars	Board
Application Fees					
UNDERGRADUATE					
Undergraduate-Applicant Fee	35.70	35.70	0.00%	Non-refundable to accompany each application for admission.	Board
Document Evaluation Fee	40.80	40.80	0.00%	For out-of-province or out-of-country secondary and post-secondary documents.	Board
Admissions Postponement Fee (Domestic)	17.85	17.85	0.00%		
Admissions Postponement Fee (International)	38.25	38.25	0.00%		

FEE	INTERNAL FEES 2016/17	INTERNAL FEES 2017/18	Change (%)	DESCRIPTIONS	FINAL APPROVAL AUTHORITY
GRADUATE					
Graduate-Applicant Fee (Domestic Students)	76.50	76.50	0.00%	Application to a graduate program.	Board
Graduate-Re-Application Fee	100.00	100.00	0.00%		Board
Graduate-Admission Deferral Deposit	250.00	250.00	0.00%		Board
INTERNATIONAL					
Undergraduate-International Applicant Fee *	76.50	76.50	0.00%	*This fee may be waived at the discretion of the International Recruiter for certain markets-see Fees Cmttee minutes of Jan. 16/06.	Board
International Document Fee *	40.80	40.80	0.00%	For out of country high school and post-secondary documents. *This fee may be waived at the discretion of the International Recruiter for certain markets-see Fees Cmttee minutes of Jan. 16/06.	Board
Graduate-International Applicant Fee	153.00	153.00	0.00%		Board
International Exchange Application Fee	25.00	25.00	0.00%	To support International Exchange Program.	Board
International Exchange Placement Fee	100.00	100.00	0.00%	Non refundable fee	
Housing Fees					
Student Rental Fee-4 Bedroom Unit	2,275.65	2,332.54	2.50%	Per semester per student-4 bedroom unit. To include telephone services with voice mail, high-speed internet connection and cable vision services.	
Student Rental Fee-2 Bedroom Unit	2,597.47	2,662.41	2.50%	Per semester per student-2 bedroom unit. To include telephone services with voice mail, high-speed internet connection and cable vision services.	
Meal Plan Fee - 7 day plan	2,320.00	2,366.00	2.00%	per semester	
Meal Plan Fee - 5 day plan	0.00	2,103.00	new	per semester	
Housing Application Fee (Students)	25.00	25.00	0.00%	Non-refundable	
Residence Life Fees	30.00	30.00	0.00%	Per Semester	
Residence Network Infrastructure Fee	25.00	25.00	0.00%	Per semester per student	
Housing Damage Deposit	250.00	250.00	0.00%	Payable when student confirms the housing assignment. Refundable if no damage.	
Housing Damage Assessment Fee	250.00	250.00	0.00%	Applied after move out following residence inspection if damage exceeds \$250.	
Refund Cancellation-After Aug. 1	100.00	100.00	0.00%	If cancellation is after Aug. 1	Board
Refund Cancellation-After Sept. 1	0.00	0.00	0.00%	If cancellation is after Sept. 1	
Residence Parking-Plug In	161.68	161.68	0.00%	Per Semester (plus taxes)	
Lost Key Charge	10.00	10.00	0.00%	To replace mail box key	
Lost Key Charge	65.00	65.00	0.00%	To replace suite keys	
Residence Suite Supplies	Varied	Varied	0.00%	Bedding, dishes, small kitchen appliances, etc.	
Damage, Cleaning Charges	Varied	Varied	0.00%	A charge plus admin. fee and taxes. Depends on type and degree of damage.	
Room Change Fee	75.00	75.00	0.00%	Per Room Change	
Conference Housing Fee	25-40	25-40	0.00%	Per Night May-August	
Off-Campus Housing Registration Fee	10.00	10.00	0.00%	Per 4 Month Listing	
Residence Community Standard Fines-Effective September 1, 2008	5.00 - 150.00	5.00 - 150.00	0.00%	Fee ranging between \$5.00-\$150.00 depending on behavioral stage level.	Board
Winter Break Accommodation Fee	200.00	200.00	0.00%	Charged to students who wish to remain in residence over the winter break.	

FEE	INTERNAL FEES 2016/17	INTERNAL FEES 2017/18	Change (%)	DESCRIPTIONS	FINAL APPROVAL AUTHORITY
Parking Fees-General or Student					
Hourly Meter	0.50	0.50	0.00%	Per 1.5 Hours	
Monthly	45.00	45.00	0.00%	Plus Taxes	
Semester	180.00	180.00	0.00%	Plus Taxes-September to December or January to April	
Intersessions	90.00	90.00	0.00%	Plus Taxes-September to December or January to April	
2 Semesters	360.00	360.00	0.00%	Plus Taxes	
Annual	540.00	540.00	0.00%	Plus Taxes	
Reserved Permit (Plug)	780.00	780.00	0.00%	Annual Staff/Faculty-subject to availability-plus taxes (payroll deduction)	
Reserved Permit (No Plug)	660.00	660.00	0.00%	Annual Staff/Faculty-subject to availability-plus taxes (payroll deduction)	
Payroll Deduction-General	20.77	20.77	0.00%	No expiry plus taxes-bi weekly	
Payroll Deduction-Reserved	30.00	30.00	0.00%	No expiry plus taxes-bi weekly	
Payroll Deduction-Reserved (No Plug)	25.38	25.38	0.00%	No expiry plus taxes- bi weekly	
Carpool:				Carpool price is 30% off regular price	
Bi-weekly	14.54	14.54	0.00%	No expiry-plus taxes	
Monthly	31.50	31.50	0.00%	Plus Taxes	
Intersession (2 months)	63.00	63.00	0.00%	Plus Taxes	
Semester (4 months)	126.00	126.00	0.00%	Plus Taxes	
2 Semesters (8 months)	252.00	252.00	0.00%	Plus Taxes	
Annual	378.00	378.00	0.00%	Plus Taxes	
Parking Violations:				All parking infractions are inclusive of tax	
Parking in a Fire Lane	50.00	50.00	0.00%	Per infraction, plus towing	Board
Parking Within 5 Metres of a Fire Hydrant or in a Fire Lane	50.00	50.00	0.00%	Per infraction, plus towing	Board
Unauthorized Handicap Parking	100.00	100.00	0.00%	Plus towing as set by towing company	Board
Parking Violations	30.00	30.00	0.00%	This fee will be charged for: parking in a crosswalk, expired permit, expired meter, invalid permit/stub, parking in a loading zone, parking in a "no parking" zone, parking in a "no stopping" zone, stub not clearly visible, parking in a "tow away" zone and parking in an unauthorized area - per infraction.	Board
Parking Violations	50.00	50.00	0.00%	Permit/stub/cite altered	Board
Parking Violations	25.00	25.00	0.00%	Boot administration fee	Board

FEE	INTERNAL FEES 2016/17	INTERNAL FEES 2017/18	Change (%)	DESCRIPTIONS	FINAL APPROVAL AUTHORITY
Other Fees					
Calendar Fee	3.00	3.00	0.00%	Not applicable to new applicants if sent with registration package.	Board
Transcript Fee	10.20	10.20	0.00%		Board
Transcript Delivery Fee	20.40	20.40	0.00%		Board
Certified True Copy Fee	25.50	30.00	18.00%		
Confirmation of Enrolment Fee	10.20	12.00	18.00%		
Letter of Permission Fee	10.20	12.00	18.00%		
Records Search Fee	51.00	60.00	18.00%		Board
International Student Document Courier Fee	100.00	100.00	0.00%	Optional	Board
ELS Bank Processing Fee	0.00	25.00	new		Board
NSF Charge	15.00	15.00	0.00%	Per returned cheque	Board
Late Payment Charge	0.02	0.02	0.00%	Per month on outstanding principal	Board
Northern Degrees Orientation	40.00	40.00	0.00%	Annually in the Fall	Board
Winter Orientation Registration Fee	30.00	30.00	0.00%	Annually in January	Board
Leadership/Peer Helper Program Fee	50.00	50.00	0.00%	When course is offered	Board
Learning Communities Activity Fee	175.00	175.00	0.00%	By learning community	Board
Student ID Card Lost/Replacement Fee	15.00	15.00	0.00%	Per lost or damaged card	Board
Graduation Processing Fee	40.80	41.63	2.00%	Non-refundable, per application for all graduating students	Board
Parchment Courier Charges	15.00	20.00	33.00%	Per Parchment - BC	Board
	25.00	30.00	20.00%	Per Parchment - rest of Canada	Board
	25.00	0.00	deleted	Per Parchment - U.S.	Board
	50.00	55.00	10.00%	Per Parchment - International (incl USA)	Board
Courier Charges	0.00	20.00	new	Per Parchment - BC	Board
	0.00	30.00	new	Per Parchment - rest of Canada	Board
	0.00	55.00	new	Per Parchment - International (incl USA)	Board
Key Deposit-Building Keys	30.00	30.00	0.00%	Refundable upon return of key(s) to Facilities	Board
	5.00	5.00	0.00%	per additional key	Board
	25.00	25.00	0.00%	replacement of lost key	Board
Key Deposit-Intellikey Locks-Laboratory	30.00	30.00	0.00%	Refundable upon return of key(s) to Laboratory	Board
	25.00	25.00	0.00%	replacement of lost or damaged key	Board
Career Fair Registration Fee	75.00	75.00	0.00%	Table/booth rental for Career Fair participants.	Board
GRADUATE FEES					
Office of Graduate Programs Administrative Fee	250.00	250.00	0.00%	Charged to cover retroactive enrolment activities in Graduate Programs	Board
Alumni Charges					
Alumni Parchment Replacement Fee	50.00	50.00	0.00%	Per Parchment	Board
Regional Fees					
Regional Equipment Rental	10.00	10.00	0.00%		Board

Agenda Item:	5.b. Financial Planning Overview 2017/2018 – R. Knight
Material:	(i) 2017/2018 Budget Framework and Three Year Plan (ii) 2017/2018 Financial Planning Context to be provided March 27, 2017
Motion:	<i>That, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the 2017/2018 Budget Framework and Three Year Plan as presented in the Financial Planning Overview for the University of Northern British Columbia.</i>

**2017 – 2018
Financial Planning Overview**



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1. 2017/18 Financial Planning Context

2. Integrated Planning Overview

*Note: Content for the above two sections will be provided to the Board of Governors on Monday, March 27, 2017.

3. 2017/2018 Budget Framework and Three Year Plan

This section of the report represents the proposed 2017/18 budget framework and the three-year plan for the University. It is being presented to the Board of Governors for consideration and approval.

Two key forces drove the preparation of the 2017/18 consolidated (all-funds) budget preparation process this year:

1. The discovery in May 2016 of an unexpected \$3.5 million deficit (consolidated) for the 2015/16 fiscal year, after the Board of Governors had already approved a balanced budget for fiscal 2016-17. This triggered an inquiry by the Ministry of Advanced Education, which subsequently contracted Peter Lockie of Inverleith Consulting Inc. to review UNBC's financial results, policies, procedures and controls and to analyze its year end results and identify best practices as well as opportunities for improvement.
2. The work on the Integrated Planning Process that started one year earlier, culminating in a call for the development of Action Plans from all academic and administrative units that would support the four Strategic Priorities set forth in UNBC Strategic Road Map.

The assessment provided by the external consultant noted that "UNBC has a weak financial accountability framework in place, which needs to be strengthened as a priority over the coming years. This will improve the overall financial management of UNBC and reduce the possibility of significant variances in its reported financial results going forward." The recommendations that came out of this report (highlighted below) shaped the financial planning context that led up to the preparation of the 2017/18 consolidated budget.

- Monitor 2016/17 forecast results on a monthly basis throughout the year and develop and implement a Deficit Mitigation Plan as the first step in the development of a rolling, multi-year sustainable financial plan
- Establish a policy framework that supports financial accountability
- Strengthen financial planning and reporting processes to include senior and executive management
- Upgrade financial reporting tools to support the new accountability framework and support individuals' ability to meet their obligations

- Invest in additional personnel and training to build institutional financial management capacity
- Establish and communicate the need for a culture of financial accountability and assign the overall plan to a leadership champion with the vision, capability and commitment to make it happen

A draft of the Financial Accountability Framework document has been shared with the Finance and Audit Committee (FAC) of the Board of Governors, as well as with the members of the Senate Committee on the University Budget (SCUB) for their feedback and suggestions. Some of the major components of the Framework include:

- **Stewardship** - The Financial Accountability Framework provides the basis under which financial planning, budgeting and performance management is undertaken. It sets the overall targets for the financial management of UNBC. It describes the approach that all faculty, administrators and staff are expected to apply in their planning and use of financial resources. UNBC's Integrated University Priorities 2016/17 Roadmap identifies integrity and stewardship of resources as core values of the institution.
- **Financial Strategy** - UNBC will manage its financial resources in a responsible and prudent manner that ensures the institution's long-term financial viability and consistent with the high degree of public accountability it has to the community. In order to achieve this financial strategy, UNBC has established a number of financial objectives and targets. The university will use the financial strategy and financial objectives as the basis of planning and managing its revenues and expenditures, as well as for monitoring performance.
- **Financial Position** - UNBC operates mainly on a cash basis, so operating units manage their activities with the cash resources allocated to them. This will include resources allocated for the current year, but will also allow for some funds unspent from prior years to be used in the current year. The Financial Accountability Framework must also ensure that the university's asset base is maintained so that UNBC can continue to deliver its primary activities of education, research and public service.

The university leadership prepared four potential financial projections based on varying assumptions regarding revenue and expense growth. The criteria below were used to evaluate each of the four scenarios:

1. Minimize immediate negative effects on Academic Mission, Faculty, Staff, Students, Community
2. Flexibility to implement Academic Planning recommendations
3. Support Strategic Priorities
 - Investments to increase enrolment
 - Investments to increase research activities
 - Achieve financial equilibrium
4. Acceptable to the Board of Governors and Ministry of Advanced Education

The preferred and recommended course of action, as endorsed by the Senate Committee on the University Budget (SCUB) and the Senior Leadership Forum (SLF), is “moderate revenue targets, moderate cost reductions, and investments in critical positions.” In the event that sufficient enrolment growth is not achieved, the university has identified areas to reduce expenditures. Caution is being exercised to not make drastic changes too quickly that would endanger the quality of academic programs and services and impair the university’s ability to implement the marketing and recruitment strategies. This scenario also provides flexibility to implement the academic planning recommendations that are forthcoming.

This section outlines the budget framework for those areas of the university that require a Board-approved budget. It also sets out a financial plan for other areas of UNBC’s comprehensive financial operation.

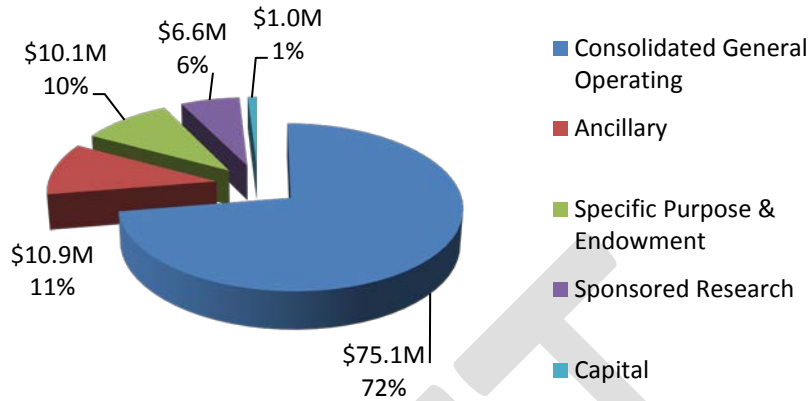
3.1. Comprehensive Financial Operations

UNBC is responsible for the financial stewardship of more than \$100 million in total annual revenue. To enhance accountability, budgetary control and stewardship of resources, UNBC maintains separate funds for its many diverse activities:

- Consolidated General Operating Fund – includes the general operations of the university, Routine Capital funding and the Northern Medical Program.
- Ancillary Services Fund – includes the operation of service areas that are considered self-funding such as: Retail Services, Continuing Studies, Conference and Events, Residence, Parking and Security, and English Language Studies.
- Specific Purpose & Endowment Funds – includes conferences, special projects, Aboriginal Service Plan allocations, endowed chairs, student awards and the Northern Medical Programs Trust.
- Sponsored Research Fund – includes external grants provided specifically for research.
- Capital Fund – includes all minor and major capital projects funded by both internal and external sources, and the cost of depreciation of capital assets.

For 2015/16, the total actual revenue for UNBC covering this comprehensive picture was \$103.7 million and was distributed across the funds above as follows:

**Figure 2 - Total Revenue by Fund (2015/16:
\$103.7M)**

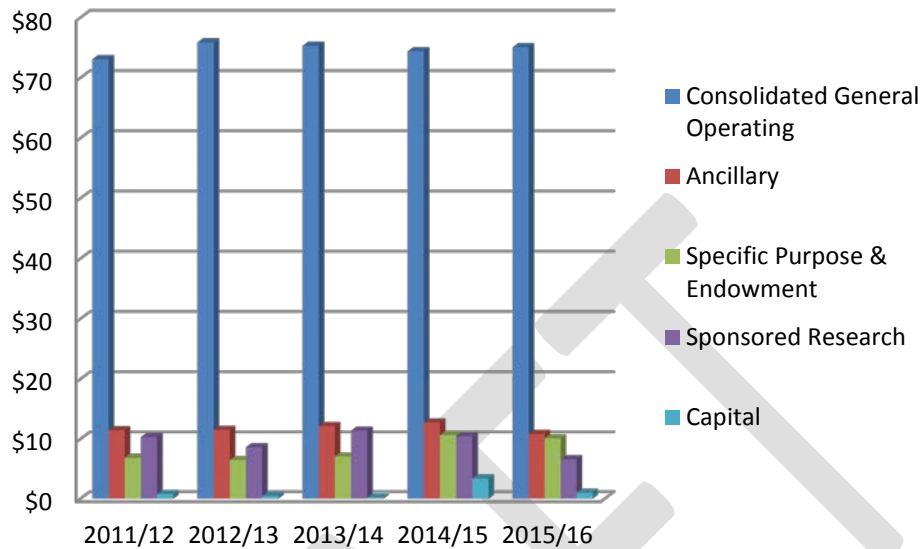


Note: For the purpose of financial statement reporting, revenue that is restricted for specific purposes other than those for the acquisition or development of depreciable tangible capital assets are recorded as deferred contributions and recognized as revenue in the year in which the stipulation or restriction on the contributions have been met. Due to application of this accounting principle, the revenue reported for the fiscal 2016 financial statements was \$103.9 million.

Total revenue across all funds decreased by 7.2% or \$8.0 million from the prior year. This decline was the net result of an increase of \$0.7 million in general operating revenues plus a decrease of \$8.7 million in revenues across all other funds. The Consolidated General Operating Fund experienced a small net increase, primarily due to targeted funding increases for the new Masters of Engineering program, mandated employee salary increases, and routine capital maintenance expenses. This small increase was offset by a 1.42% reduction to the provincial operating grant and decreases in other revenue sources (e.g. donations, interest, and student tuition and fees). The Sponsored Research revenue decrease was due to a large one-time grant in the previous fiscal year plus a net decrease in research grants across a number of other research projects. Specific Purpose and Endowment revenues remained relatively even overall compared with the previous year. The Ancillary Fund revenue decrease was primarily due to lower conference, guest accommodations, English Language Studies, and bookstore activity. Capital Funds revenue decreased due to large one-time grants in two projects in the previous fiscal year.

The following chart summarizes revenue by fund over the past five years:

Figure 3 - Total Revenue by Year (2011/12 - 2015/16)



3.2. Resource Allocation Recommendation and Fund Information

The university administers the fund types noted above in a manner relevant to the nature of the operations of each fund. For the Consolidated General Operating and Ancillary funds, detailed budgets are prepared based on annual operating requirements and planning activities, and submitted to the Board of Governors for approval. All other funds (Capital, externally funded Specific Purpose and Sponsored Research) are financially managed project-by-project or individual fund bases based on funding agreements or contracts.

The activity in all funds must be included in audited financial statements on a consolidated basis each year. The university's financial statements are prepared using Public Sector Accounting Standards (PSAS) on a compliance basis that require approved budgets to be included in the statement of operations and statement of changes in net debt. Beginning with the 2016/17 fiscal year, the university is starting to develop a completely consolidated budgeting process. As a transition to the full process, UNBC has developed a template, noted in Table 1 below, to approximate a fully consolidated budget. For funds other than the Consolidated General Operating and Ancillary funds, estimated results are based on four-year trends adjusted for potential results that could affect those trends.

Budgets for Sponsored Research Funds are approved individually by external organizations, such as federal and provincial granting agencies. Budgets for Specific Purpose Funds are either approved by external agencies (when funded externally) and/or by individual programs and internal committees (when funded internally). Budgets for Endowment funds are based on projected investment income. The Board of Governors, prior to project commitment, approves each major capital project. The potential accumulated results from all these areas are included in the total budget below.

Table 1: Draft 2017/18 Consolidated Budget

	<i>(for approval March 31, 2017)</i>			<i>(adjustments required for PSAS reporting)</i>		<i>(projected based on previous 4 year actual)</i>			
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Consolidated General Operating	Ancillary	Proposed Total	Eliminate Internal Cost Recovery	Adjusted Total	Capital	Specific Purpose & Expendable	Sponsored Research	Total Budget
Revenue	79,896	11,399	91,295	(1,505)	89,790	6,100	3,790	7,850	107,530
Labour	57,262	4,363	61,625		61,625	200	1,400	4,500	67,725
Expense	18,514	6,972	25,486	(1,505)	23,981	10,900	3,670	3,850	42,401
	75,776	11,335	87,111	(1,505)	85,606	11,100	5,070	8,350	110,126
Capital	175	55	230	-	-	-	-	-	-
Transfers	3,945	9	3,954	-	-	-	-	-	-
Total surplus/(deficit)	-	-	-	-	4,184	(5,000)	(1,280)	(500)	(2,596)

NOTES:

1. Columns 1 and 2 show the proposed budget framework for the Consolidated General Operating and Ancillary funds presented in more detail in this document. It is expected that the budget in these areas must be balanced from an internal perspective.
2. Columns 4 and 5 show adjustments required for PSAS reporting – eliminating internal cost recoveries, capital and transfers.
3. On a consolidated basis, the University is projecting a deficit for 2017/18. This issue has been discussed separately with the Board and the Ministry of Advanced Education. The University will continue to review and update with the Board and Ministry throughout the year and will seek approval from the Province to carry a deficit for the 2017/18 fiscal year.

This document outlines the high-level financial plans for a three-year planning cycle; however, the focus is on resource allocations for the 2017/18 year in columns 1 and 2 of the table above, and specifically requests Board of Governors' approval of:

- 2017/18 Consolidated General Operating budget framework/and
- 2017/18 Ancillary budgets

Note: The tuition and fees revenue included in the above are based on fees approved separately by the Board of Governors on March 31, 2017.

3.3. Consolidated General Operating Budget

3.3.1. Planning Assumptions

The 2017/18 unadjusted budget projections (Table 3) were developed based on the following assumptions:

- UNBC's Consolidated General Operating budget must be balanced.

- Budget allocations will allow units to maintain existing service levels and will provide time to enable the development and implementation of new planning processes that will establish future priorities.
- There will be no government funded undergraduate FTE growth.
- Undergraduate and graduate tuition rates will increase by 2% as per the Ministry of Advanced Education's Letter of Expectation and as previously approved by the Board of Governors.
- There will be no change to the provincial operating grant (excluding the amounts targeted for compensation increases). It is assumed that the province will fund 100% of salary increases that fall within the most recent provincial bargaining mandate.
- The Federal Research Support Fund (formerly indirect costs of research program) will decrease slightly from the previous year's budgeted level.
- The Routine Capital Maintenance funding will be just over \$1.0 million.
- Salary savings at least equal to last year's amount will be used to balance the budget.
- Tuition revenue will remain at the same budgeted level as in 2016/17 for the three-year period. Some growth in enrolments and a 2% tuition rate increase applied annually will result in closing the gap between actual and budgeted tuition revenues over the three-year planning cycle. Any future changes to this forecast will be based on the new academic, enrolment and faculty action plans.

Table 2: Annualized FTE by fiscal year

FTE Enrolment - college, level

annualized Full-Time Equivalent by fiscal year

college, level	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
College of Arts, Social & Health Sciences																
undergraduate	758.07	846.42	1,018.68	1,111.60	1,175.30	1,090.68	1,225.22	1,295.40	1,296.42	1,234.28	1,177.67	1,106.23	1,102.78	1069.72	1024.28	962.55
graduate	211.78	220.07	206.00	208.44	216.22	206.89	225.56	275.67	285.56	304.22	336.22	364.11	343.44	348.56	310.89	295.78
CASHS total	969.85	1,066.49	1,224.68	1,320.05	1,391.52	1,297.57	1,450.77	1,571.07	1,581.97	1,538.51	1,513.89	1,470.34	1,446.23	1418.27	1335.16	1258.33
College of Science & Management																
undergraduate	1,420.32	1,430.17	1,365.49	1,315.87	1,286.17	1,248.28	1,298.93	1,180.53	1,185.93	1,203.13	1,171.35	1,225.12	1,284.67	1224.13	1093.37	1103.27
graduate	69.78	79.33	84.22	97.89	138.06	147.00	157.67	182.89	208.56	203.00	191.44	193.11	192.56	213.89	228.11	200.44
CSAM total	1,490.09	1,509.51	1,449.71	1,413.75	1,424.22	1,395.28	1,456.60	1,363.42	1,394.49	1,406.13	1,362.79	1,418.23	1,477.23	1438.02	1321.48	1303.72
Cross College																
undergraduate	167.33	247.34	189.27	177.97	151.90	266.77	109.17	76.93	96.77	89.50	89.13	83.87	83.80	79.20	86.43	72.13
graduate	4.00	5.89	6.11	3.89	5.89	4.89	4.67	4.11	2.78	3.78	5.67	4.89	3.33	5.67	3.89	4.56
X Coll total	171.33	253.23	195.38	181.86	157.79	271.66	113.83	81.04	99.54	93.28	94.80	88.76	87.13	84.87	90.32	76.69
Continuing Studies																
Con St undergraduate credit								52.10	77.53	101.47	116.80	89.67	80.47	86.20	76.33	46.80
UNBC																
undergraduate	2,345.72	2,523.93	2,573.44	2,605.43	2,613.37	2,605.73	2,633.32	2,604.97	2,656.65	2,628.38	2,554.95	2,504.88	2,551.73	2459.25	2280.41	2184.76
graduate	285.56	305.29	296.33	310.22	360.17	358.78	387.89	462.67	496.89	511.00	533.33	562.11	539.33	568.11	542.89	500.78
UNBC total	2,631.27	2,829.22	2,869.77	2,915.66	2,973.53	2,964.51	3,021.21	3,067.63	3,153.54	3,139.38	3,088.28	3,066.99	3,091.06	3027.36	2823.30	2685.54
change from previous year			1.4%	1.6%	2.0%	-0.3%	1.9%	1.5%	2.8%	-0.4%	-1.6%	-0.7%	0.8%	-1.3%	-8.7%	-11.3%
undergraduate international tuition FTE (included above)	48.44	60.37	60.10	80.74	102.77	96.50	91.80	90.47	99.30	133.10	153.50	183.13	202.77	194.17	169.93	147.90

Notes:

- 1) annualized Full-Time Equivalent converts enrolment to the number of students carrying a normal full credit load for the year
- 2) student = person who was enrolled in at least one UNBC credit course during the year
- 3) fiscal year - FTE was calculated from course enrolments in Summer semester (at September 1) + Fall semester (at November 1) + Winter semester (at March 1)
- 4) undergraduate international tuition FTE were included; Northern Medical Program was excluded

3.3.2. Unadjusted Three-Year Budget Projections

Table 3 provides a financial summary of the projected operating revenues and expenses for 2017/18 and the following two years based on the assumptions above and before making adjustments required to balance the budget.

The projections indicate that, unless significant ongoing budget adjustments are made, the combination of flat tuition revenue and provincial grants and increasing costs produce the following results:

- 2017/18: deficit of \$3.25 million
- 2018/19: deficit of \$4.04 million, assuming no adjustments are made to permanently reduce the 2017/18 deficit
- 2019/20: deficit of \$4.917 million, assuming no adjustments are made to permanently reduce the 2018/19 deficit

In percentage terms, in the third year, this amounts to \$4.92 million over \$86.08 million or 5.7%.

Note: If the projected labour costs did not include estimated salary savings of \$833,000, the deficit would be correspondingly higher each year and the percentage would rise to 6.6% in 2019/20.

Table 3: Unadjusted Budget Projections (Revenue and Expenditures for 2016/17 to 2019/20)

Consolidated General Operating Fund*	2016/17 Approved Operating Budget (000's)	2017/18 Preliminary Operating Budget (000's)	2018/19 Projected Operating Budget (000's)	2019/20 Projected Operating Budget (000's)
Revenues				
Provincial Base Operating Grant	48,211	49,082	49,745	50,523
Provincial Grants - Capital, One-time & Other	502	1,494	1,494	1,494
Federal Grant - Research Support Fund	1,145	1,075	1,075	1,075
Grants from other universities	5,968	6,909	7,043	7,181
Interest	415	315	315	315
Tuition & Student Fees	17,748	18,001	18,001	18,001
Sales & Service	450	456	456	456
Miscellaneous	123	107	107	107
ICR - Administrative Overhead	676	1,719	1,719	1,719
Other Cost Recovery	661	288	288	288
Total Revenues	75,899	79,446	80,242	81,158
Expenditures				
Labour (Salaries, Wages & Benefits)	55,152	57,399	58,627	60,053
Operating Expenditures	16,624	18,798	19,158	19,525
New allocations:				
Instruction & support for new programs	1,250	1,250	1,250	1,250
Strategic Priorities	100	75	75	75
Transfers	2,774	5,173	5,173	5,173
Total Expenditures	75,899	82,696	84,283	86,076
Budget Shortfall before adjustments <i>(in 2016/17, this amount (\$2,622) included in above totals)</i>	(0)	(3,250)	(4,040)	(4,917)
TOTAL REVENUE LESS EXPENDITURES AND REDUCTIONS	-	-	-	-

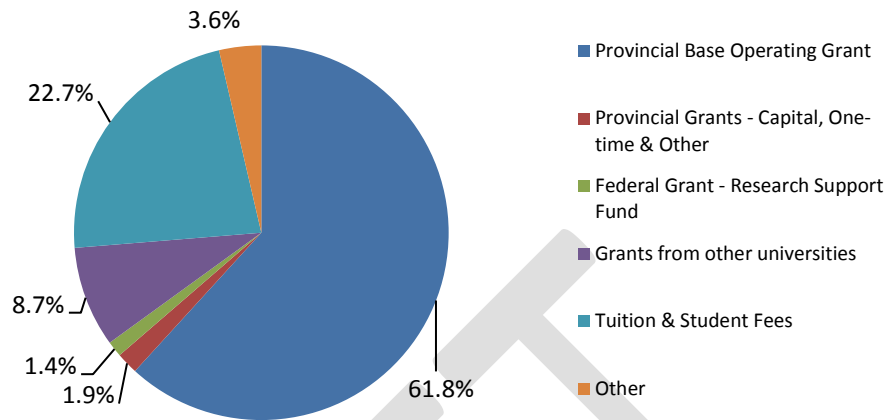
The following sections provide the details on revenue and expenditure changes in the above projection.

3.3.2.1. Revenue projections (as per Table 3)

The Consolidated General Operating Fund is supported by revenues from three main sources:

- Federal and Provincial government grants, which account for 65% of revenues in 2017/18
- Grants from other universities, which account for 8.7% of revenues in 2017/18
- Student tuition and fees, which account for 22.7% of revenues in 2017/18

Figure 4 - 2017/18 Consolidated General Operating Revenue



The total Consolidated General Operating Fund revenue for 2017/18 is projected at \$79.4 million. The major changes by area are as follows:

Provincial Base Operating Grant (\$49.08 million) has been adjusted from the 2016/17 approved budget to reflect final confirmation of the 2016/17 amount and funding for salary increases included within the provincial mandate.

Table 4: Adjustments to 2016/17

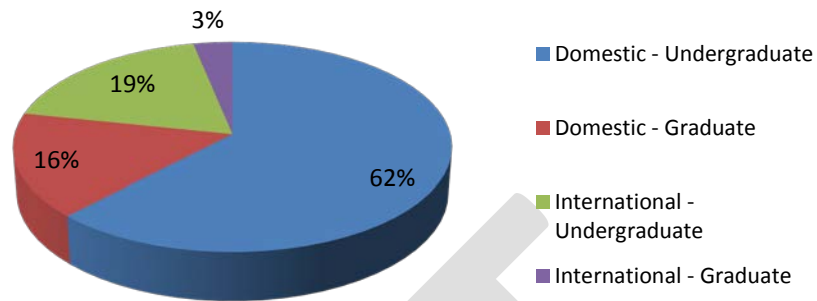
Adjustments	(000's)
2016/17 approved amount	\$ 48,211
Adjustment re confirmed 2016/17 grant	24
Mandate funding	847
2017/18 budgeted amount	\$ 49,082

Tuition and Student Fees (\$18 million) represent fees paid by students (undergraduate and graduate, domestic and international) including application fees, course fees, student service fees, and other mandatory fees. The total tuition fees budgeted for 2017/18 is based on the following:

- A 2% increase to tuition rates, but budgeted tuition revenue maintained at the 2016/17 level (See Planning Assumptions above)
- Projected enrolment increases in domestic and international students.

For planning purposes, a 2% tuition increase but flat tuition revenue budget is also used for 2018/19 and 2019/20, per the Planning Assumptions. Student fees have also been held constant. The following graph illustrates the proportionate share of tuition revenue budgeted for each student group.

Figure 5: 2017/18 Tuition by student group



Provincial Grants: Capital, One-time and Other (\$1,494,000) are grants received for specific items such as funding for a province-wide computer network infrastructure (ORAN), a portion of the annual program delivery costs for Wilp Wilxo'oskwhl Nisga'a, the University's grant-in-lieu of taxes, and routine capital.

Other Revenue (\$10.87 million) comprises a variety of different sources.

- Interest is from university cash balances invested in short term investments such as money market and bond funds.
- Sales and Service includes items such as administrative fees, rent charged to external groups, and sales of a variety of goods and services.
- Miscellaneous includes non-research grants and donations.
- Internal Cost Recovery – Administrative Overhead represents a percentage of gross sales charged to Ancillary operations and the MBA program for administrative and operational services, plus other contributions from Ancillary operations.
- Other Cost Recovery includes inter-departmental chargebacks for items such as postage, long distance, lab supplies, and personnel services.
- Grants from Other Universities is the portion of funding for the Northern Medical Program that is flowed to the University via UBC.

Revenue Change Summary - The following table summarizes all of the above changes to revenue in this budget framework.

Table 5: 2017/18 Revenue Plan Changes

Adjustments	(000's)
Adjustment re confirmed 2016/17 grant	\$ 24
Mandate funding	847
Routine Capital adjustment	992
Research Support Fund adjustment	(70)
ICR - Administrative overhead	1,043
MBA enrolment adjustment	253
Grants from other universities (NMP funding from UBC)	941
Other	(483)
Total revenue increase 2017/18	\$ 3,548

3.3.2.2. Expenditure Projections (details of Table 3)

The expenditures of the Consolidated General Operating Fund fall into four main categories:

- Labour, which accounts for 69% of all expenditures
- Operating and Minor Capital Expenditures, which account for 23%
- Instruction and Support, which accounts for 2%
- Transfers, which account for 6% of the total

Figure 6: 2017/18 Consolidated General Operating Expenditures by Function

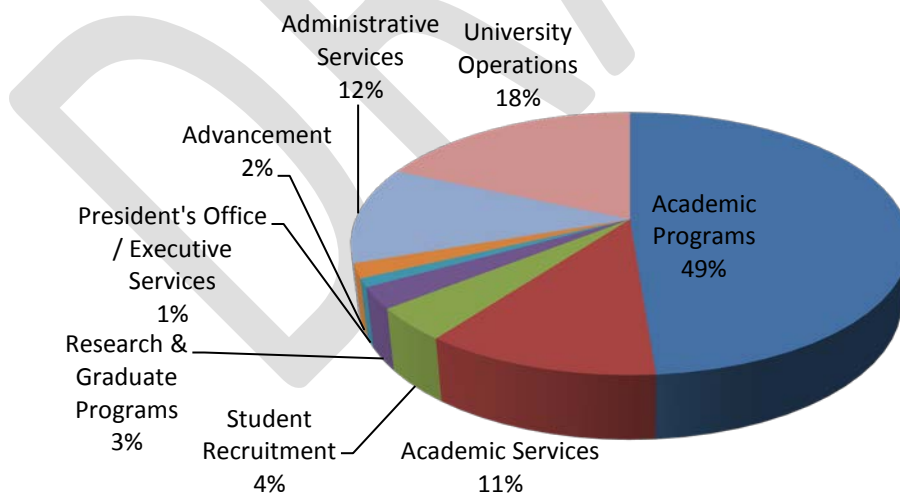
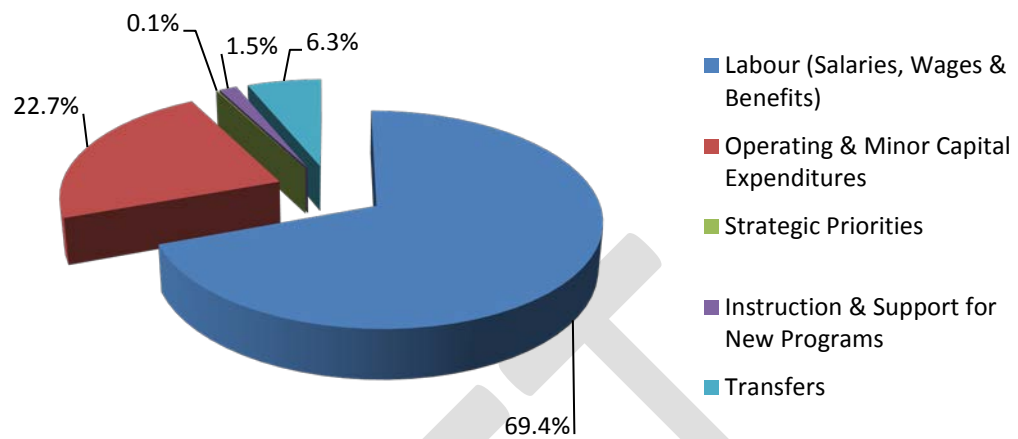


Figure 7: 2017/18 Consolidated General Operating Expenditures by Category



The total Consolidated General Operating Fund expenditures are projected at \$82.7 million before adjustments.

Labour (\$57.4 million) has been increased by \$2.25 million to reflect changes resulting from current collective agreements, collective bargaining or statutory obligations, as well as rollback of one-time adjustments made to the 2016/17 budget.

Operating Expenditures (\$18.8 million) are comprised of all non-salary expenses required to support programs and services including supplies, utilities, travel and maintenance. The total has increased from 2016/17 (\$2,175,000), due primarily to increased Routine Capital expenditures and changes in the Northern Medical Program and MBA Program budgets, as well as rollback of one-time adjustments made to the 2016/17 budget.

Instruction and Support (\$1.25 million) is the amount funded by the 2015/16 funding increase for the Masters of Engineering program; allocation of this funding is not yet complete. It has been partially allocated to labour and operating expenditures, but shown at the gross amount in Table 3 to illustrate that the total expenses have been maintained in the budget.

Strategic Priorities allocation (\$75,000) has been maintained at the amount approved in 2016/17 net of the \$25,000 allocated to the Information Technology Services managed allocation budget to support the ongoing annual licensing costs of the Romeo research software package. This \$25,000 now forms part of the Operating Expenditures total.

Transfers (\$5.17 million) represent the exchange of funds to and from other areas of the comprehensive financial operation. For example, transfers to scholarships and bursaries, and transfers from Endowments for program support. Total net transfers have increased by \$2,399,000 primarily due to changes in the Northern Medical Program and coding changes for contributions from Ancillary operations, as well as rollback of one-time adjustments made to the 2016/17 budget.

Expenditure Change Summary – The following table summarizes all of the above changes to expenditures in this budget framework.

Table 6: 2017/18 Expenditure Plan Changes

Adjustments	(000's)
Labour (salaries, wages & benefits)	\$ 2,248
Operating expenditures	2,175
Instruction & support for new programs	-
Strategic Priorities allocation	(25)
Transfers	2,399
Total	\$ 6,797

3.4. Operating and Revenue Adjustment Plan

The previous sections identify the revenue and expenditures prior to the adjustments required to balance the 2017/18 budget. This section outlines the adjustments proposed to balance the consolidated general operating budget (totaling **\$3.25 million**):

Table 7: Budget adjustments

	(000's)
2017/18 Consolidated general operating deficit prior to following adjustments:	(3,250)
◇ <i>One time elimination of contributions to reserves with sufficient accumulated balances to maintain activities at the same level as prior years:</i>	
▪ Scholarships & Awards	300
▪ Capital Equipment Replacement (CERR) (Note 1)	800
◇ Temporary Adjustment to Salary and Benefits re anticipated savings from change in benefits carrier, and increased oversight of vacancy management	872
◇ Temporary Reduction to Wood Engineering academic program unallocated funding (Note 2)	300
◇ Tuition Revenue Increase	450
◇ NMP One-time Transfer	128
◇ Temporary Adjustment to Operating Budgets	200
◇ Temporary Adjustment to University Central Operations	200
2017/18 revised surplus / (deficit) after adjustments	-

3.4.1. 2017/2018 Proposed Budget and Two-Year Projections

Based on the initial budget in Table 3, combined with the adjustments in Table 7, the following Table 8 represents the Consolidated Operating Budget for 2017/18 and the projections for 2018/19 and 2019/20. The projections below for 2018/19 and 2019/20 do not reflect any adjustments for potential changes that may arise from planning scenarios under discussion.

Table 8: 2017/18 Proposed Budget and Two Year Projection

Consolidated General Operating Fund*	2016/17 Approved Operating Budget (000's)	2017/18 Proposed Operating Budget (000's)	2018/19 Projected Operating Budget (000's)	2019/20 Projected Operating Budget (000's)
Revenues				
Provincial Base Operating Grant	48,211	49,082	49,745	50,523
Provincial Grants - Capital, One-time & Other	502	1,494	1,494	1,494
Federal Grant - Research Support Fund	1,145	1,075	1,075	1,075
Grants from other universities	5,968	6,909	7,043	7,181
Interest	415	315	315	315
Tuition & Student Fees	17,748	18,451	18,001	18,001
Sales & Service	450	456	456	456
Miscellaneous	123	107	107	107
ICR - Administrative Overhead	676	1,719	1,719	1,719
Other Cost Recovery	661	288	288	288
Total Revenues	75,899	79,896	80,242	81,158
Expenditures				
Labour (Salaries, Wages & Benefits)	55,152	56,527	58,627	60,053
Operating Expenditures	16,624	18,398	19,158	19,525
New allocations:				
Instruction & support for new programs	1,250	950	1,250	1,250
Strategic Priorities	100	75	75	75
Transfers	2,774	3,945	5,173	5,173
Total Expenditures	75,899	79,896	84,283	86,076
Budget Shortfall before adjustments	(0)	0	(4,040)	(4,917)
TOTAL REVENUE LESS EXPENDITURES AND REDUCTIONS	-	-	-	-

Note 1: 2018/19 and 2019/20 projected labour costs include \$833,000 anticipated salary savings; if the estimated salary savings were eliminated, the deficit would be correspondingly higher.

3.5. Ancillary Operations Budgets

This section outlines the budget framework for three ancillary areas:

- Business Services and Continuing Studies
- English Language Studies
- Parking and Security

An ancillary operation is a unit or department within the university that is required to be financially self-sufficient. That is, each operation must generate sufficient revenue to not only cover its annual operating costs, including utilities and maintenance, but also provide for the renovation and replacement of its physical assets, including any required debt servicing costs.

Total revenue from all three areas of ancillary operations in 2017/18 is projected to total nearly \$11.4 million. Table 9 below shows the combined proposed budgets for all ancillary areas.

Table 9: Consolidated Proposed Ancillary Operations Budgets

	Approved Budget (000's)	Proposed Budget (000's)
Total Revenue	11,837	11,399
Salaries and Benefits	4,352	4,363
Operating Expenses	6,948	7,027
Transfers	537	9
Total Expenditures & Transfers	11,837	11,399

For information, English Language Studies (ELS) and Parking and Security (PS) report through International Education and Parking and Security, respectively, while all other units report through the Director of Business Services and Continuing Studies.

Each section below outlines the proposed budgets for the various ancillary units for 2017/18.

3.5.1. Business Services and Continuing Studies: Overview

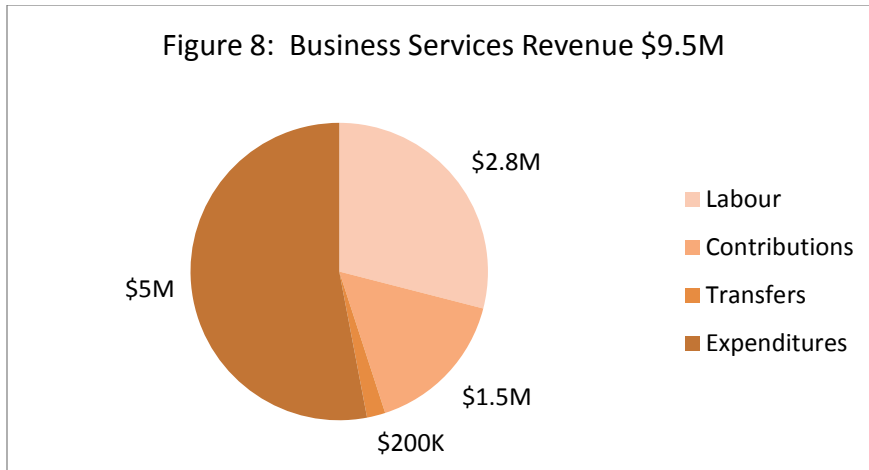
UNBC Business Services include the following departments: Business Services Central, Residence, Food Services, Continuing Studies, Conference and Events Services, Retail Services (Bookstore, Print and Copy Services) and the Charles Jago Northern Sports Centre.

Overall, UNBC Business Services:

- Enhance the student experience at UNBC
- Provide quality and sustainable ancillary services that support the core academic mission of UNBC
- Offer unique points of contact for future students, alumni, and community members
- Generate revenue, which builds capacity overall; almost half of Business Services revenue remains within UNBC

The last few years in Business Services have been characterized by much-needed change, resulting in increased revenue. This year, the focus is on solid business planning and stewarding resources to support continued and sustainable growth. Planning within Business Services is directly aligned with the UNBC Strategic Road Map, contributing to all four strategic priorities with specific action plans that will be executed this year.

In 2017/18, UNBC Business Services revenue is projected at \$9.5 million. The breakdown of expenditures is shown below.

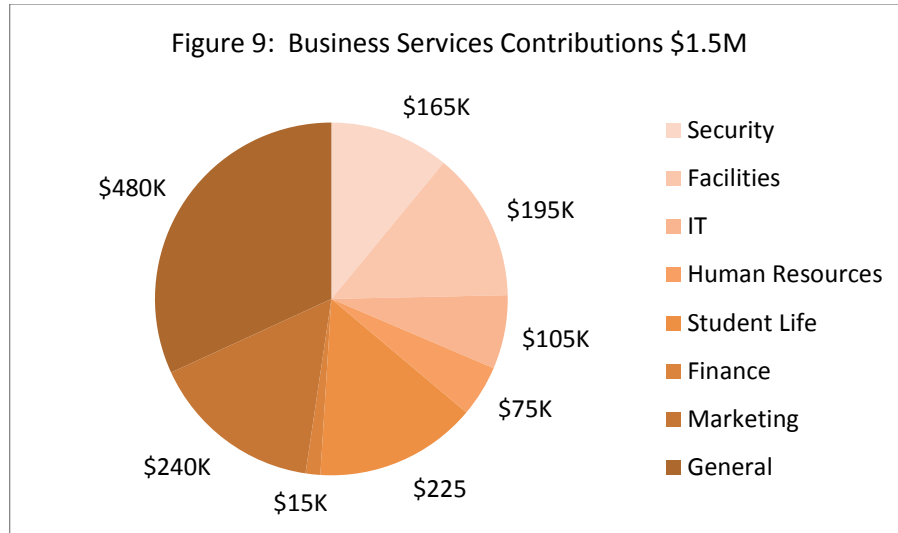


3.5.2. Business Services Contribution Summary

In prior years, UNBC Business Services contributed funds to General Operations in a number of ways: general percentage-of-revenue contributions, fixed internal support service amounts realized as an operating expense, and transfers to other departments.

This year, contributions are consolidated into a percentage-of-revenue formula, realized as an operating expense. This new model makes managing department budgets simpler, yet maintains contribution levels from Business Services that support key areas in the university’s general operating budget.

In 2017/18, UNBC Business Services contribution is projected at \$1.5 million. The breakdown is shown below.



3.5.3. Business Services Central

UNBC Business Services Central (BSC) supports Business Services and Continuing Studies with the following: overall leadership, business development, project management, marketing, and administration assistance. Transfers to support this department originate from Business Services units.

Table 10: 2017/18 Proposed Business Services Central Budget

Business Services Central	Approved Budget 2016/17	Proposed Budget 2017/18
	(000s)	(000s)
Total Revenue	0	0
Salaries and Benefits	423	390
Operating Expenses	451	152
Capital	5	5
Transfers	(879)	(547)
Total Expenditures & Transfers	0	0

3.5.4. Residence

UNBC Residence Services provide on-campus accommodations for students and visitors. UNBC has two buildings, organized into 129 four-bedroom and 14 two-bedroom apartments, totalling 544 beds for students and visitors.

Table 11: 2017/18 Proposed Residence Budget

Residence	Approved Budget 2016/17	Proposed Budget 2017/18
	(000s)	(000s)
Total Revenue	2,477	2,514
Salaries and Benefits	257	209
Operating Expenses	1,085	1,265
Debt Servicing	270	270
Capital	0	0
Transfers	865	770
Total Expenditures & Transfers	2,477	2,514

Business Services will continue to partner with Student Services to provide funds for essential support services in residences. The combined focus is to enhance student experience and safety.

Residence continues with much-needed preventative maintenance and renovations in 2017/18. Costs will be covered by a combination of Board of Governors' approved funding and provisions for capital for an estimated residence renovation budget of \$11 million. Payback of Board of Governors' approved funding (Residence and Food Service Renovation) will be approximately 10 years from completion of the residence project.

3.5.5. Food Services

UNBC Food Services is comprised of student-operated, self-operated, and contracted services located at a variety of locations on campus. Student-run locations are comprised of the Thirsty Moose Pub and two Degrees Coffee locations. Business activities conducted in these locations are not reflected in the financial summary below.

Table 12: 2017/18 Proposed Food Services Budget

Food Services	Approved Budget 2016/17	Proposed Budget 2017/18
	(000s)	(000s)
Total Revenue	337	406
Salaries and Benefits	0	0
Operating Expenses	105	183
Capital	0	0
Transfers	232	223
Total Expenditures & Transfers	435	406

Although food services on campus improved tremendously over previous years, Business Services is committed to continuous improvement and working with Chartwells to ensure that overall service, including food quality and variety, are high priorities.

Long-term planning is also underway to understand the future needs of campus in terms of food services.

3.5.6. Continuing Studies

UNBC Continuing Studies provides a variety of courses ranging from industry-specific training to credit programming in partnership with participating programs within UNBC. The financial statement below outlines the overall activity of Continuing Studies.

Table 13: 2017/18 Proposed Continuing Studies Budget

Continuing Studies	Approved Budget 2016/17	Proposed Budget 2017/18
	(000s)	(000s)
Total Revenue	2,307	1,984
Salaries and Benefits	624	715
Operating Expenses	1,516	1,267
Capital	0	0
Transfers	167	2
Total Expenditures & Transfers	2,307	1,984

Continuing Studies is positioned for growth through offering accessible training online. The second fully online certificate program launched in February 2017. This year, Continuing Studies will work with internal and external partners to develop customized online courses to nurture future program growth.

Continuing Studies can play a role in supporting UNBC's academic mission through unique pre-university bridging programs, post-degree professional development, and course offerings that showcase UNBC's expertise in niche areas. As Academic Planning wraps up, Continuing Studies is completing a business development plan which will align, directing program development for the next three to five years.

3.5.7. Conference and Event Services

UNBC Conference and Events Services (CES) office supports all the logistics for hosting events on campus. If these services were to be used consistently, CES has the ability to generate significant campus, economic, community and business benefits for UNBC and Prince George.

Table 14: 2017/18 Proposed Conference and Event Services Budget

Conference and Event Services	Approved Budget 2016/17	Proposed Budget 2017/18
	(000s)	(000s)
Total Revenue	359	314
Salaries and Benefits	245	232
Operating Expenses	218	229
Capital	0	0
Transfers	(104)	(147)
Total Expenditures & Transfers	359	314

CES has highly variable revenue sources. The fluctuations in the number of revenue-generating events combined with outside influences can greatly affect the outcome from year to year. CES serves the needs of internal clients about 80% of the time and about 20% is dedicated to external clients. However, it is the external customers that provide approximately 80% to 90% of net sales.

In addition to revenue from external customers, the CES budget shows transfers from other Business Services units for managerial and coordinating support. This allows for efficiency within all hospitality-related services in terms of labour costs, and stabilizes the CES budget so internal services are not affected.

CES is leading the implementation of a virtual event management system this year. The system will allow university users to search availability, book rooms and additional services in one system. This project provides a campus-wide benefit through a one-stop-shop for booking meetings and events easily.

3.5.8. Retail Services

Retail Services consists of Bookstore and Copy Services. Financial statements for each unit are provided below.

3.5.8.1. Bookstore

The Bookstore generates revenue through the sale of textbooks, books and general merchandise. Declining enrolment and decreased textbook sales put pressure on Bookstore operations. The goal for this year is to stabilize the Bookstore operating budget through comprehensive business planning, so it can increase contributions. The renewal of UNBC Bookstore online is also expected to increase sales.

Table 15: 2017/18 Proposed Bookstore Budget

Bookstore	Approved Budget 2016/17	Proposed Budget 2017/18
	(000s)	(000s)
Total Revenue	1,825	1,912
Salaries and Benefits	339	367
Operating Expenses	1,467	1,539
Capital	0	0
Transfers	19	6
Total Expenditures & Transfers	1,825	1,912

3.5.8.2. Copy Services

Copy Services consists of the Copy Centre and the multi-functional device fleet for Students, Faculty and Staff. UNBC Copy Services aims to provide affordable print services for the campus.

Table 16: 2016/17 Proposed Copy Services Budget

Copy Services	Approved Budget 2016/17	Proposed Budget 2017/18
	(000s)	(000s)
Total Revenue	442	461
Salaries and Benefits	0	0
Operating Expenses	420	438
Capital	0	0
Transfers	22	23
Total Expenditures & Transfers	442	461

3.5.9. Northern Sport Centre

The Northern Sport Centre (NSC) is operated by UNBC on behalf of the two primary stakeholders, the City of Prince George and UNBC. Both stakeholders provide a \$300,000 operating grant that is critical to the sustainable operation of the NSC. The NSC carries a separate reserve and the financials are provided for information purposes only.

Table 17: 2017/18 Proposed Northern Sport Centre Budget

Northern Sport Centre	Approved Budget 2016/17	Proposed Budget 2017/18
	(000s)	(000s)
Total Revenue	2,055	1,856
Salaries and Benefits	850	799
Operating Expenses	974	1,224
Capital	75	50
Transfers	156	(217)
Total Expenditures & Transfers	2,055	1,856

UNBC's contribution to the operations of the facility provides access for all students (e.g., varsity practice/game times, gymnasium time, exam and Convocation). The City of Prince George contribution supports lower user rates for local sport organizations, ensuring that they remain at the lowest rates possible at approximately 33% of similar facilities in Western Canada.

The NSC has a generally stable operation that provides consistent contributions to the NSC Reserve. This has ensured the unit has the essential funds to cover future capital needs.

3.5.10. International Education Budgets

UNBC International Education is a unit comprised of the English Language Studies (ELS), which is cost-recovery, and International Student Services, which is funded centrally. ELS operation must generate sufficient revenue to not only cover its annual operating costs, but also contribute 2% of its gross revenue to UNBC as administrative overhead charge each fiscal year.

Table 18: 2017/18 Proposed English Language Studies Budget

English Language Studies	Approved Budget 2016/17	Proposed Budget 2017/18
	(000's)	(000's)
Total Revenue	820	730
Salaries and Benefits	735	755
Operating Expenses	142	135
Transfer to/(from) Reserves	(47)	(150)
Other Transfers	(10)	(10)
Total Expenditures & Transfers	820	730

3.5.11. Parking and Security Services

Parking and Security operate as a combined Ancillary unit. Revenue for the unit is comprised of parking fees, and security service fees charged to the University and to Ancillary Units.

Table 19: 2017/18 Proposed Security and Parking

Security and Parking	Approved Budget 2016/17	Proposed Budget 2017/18
	(000's)	(000's)
Total Revenue	1,195	1,195
Salaries and Benefits	878	896
Operating Expenses	215	215
Transfer to/(from) Reserves	121	103
Other Transfers	(19)	(19)
Total Expenditures & Transfers	1,195	1,195

3.6. Sponsored Research

Research is an integral part of UNBC's mission. A number of major categories of sponsored research funds exist:

- Competitively adjudicated funding from the Tri-Agencies that include the Natural Sciences and Engineering Research Council of Canada (NSERC), Canadian Institute of Health Research (CIHR) and Social Sciences and Humanities Research Council (SSHRC). UNBC's collective success in these funding programs provides percentage-based funding to the university in the form of the Research Support Fund.
- Canada Research Chairs program, of which UNBC currently has six, including five Tier two and one Tier one chairs.

- Competitively awarded major research infrastructure support from the Canada Foundation for Innovation (CFI), the B.C. Knowledge Development Fund (BCKDF).
- Other sources including research agreements with governments, foundations and industry as shown in the table below.

Table 20 below, illustrates the total research revenue by category over the past five years:

Source	Total Awards (\$'000s)				
	12/13	13/14	14/15	15/16	16/17*
NSERC	1,087,638	1,177,481	1,135,011	1,005,563	810,461
SSHRC	309,552	491,267	541,488	392,865	289,042
CIHR	549,035	453,127	514,848	604,966	525,318
CRC	925,000	1,100,000	975,000	725,000	600,000
Research Support Fund	1,563,503	1,365,666	1,239,661	1,145,436	1,075,252
Other	5,246,242	7,179,314	6,611,639	3,408,109	4,213,568
BCKDF	166,309	81,257	315,354	170,970	350,125
CFI	221,083	382,508	32,986	70,061	364,628
Endowment Allocations to Research	537,191	637,862	641,288	1,030,703	1,036,641
Total Research Funds	10,605,553	12,868,482	12,007,275	8,553,673	9,265,035

*16/17 amounts based on a fiscal year that is not yet complete

3.7. Internal Funding Programs

In follow-up to our commitments in the 2016/17 Planning and Financial Overview Report, UNBC conducted a review of the support provided to the UNBC Research Community to ensure the university is enhancing its research vision. Following the review, adjustments were made to the established core internal funding programs of Travel Grant, Seed Grant and Publication Grant, which will better address the funding needs of the UNBC Research Community. Core funding was established for the Undergraduate Research Experience (URE) and Graduate Student Tri-Council Scholarship Operating award, and the Bridge Grant Program was established to support researchers between tri-council funding. The new awards are leveraged from the university's research overhead funding as indicated in the above funding table overview.

3.7.1. External Grant Funding

External funding is vital to the success of UNBC. In recent years, the university has relied primarily on Tri-Council and established funding partners. Over the past year, UNBC continued to diversify funding partners, specifically in areas of applied and industry-linked research. UNBC has seen growth in contract-

related research, which is reflected as “other” in the research funding table. Due to on-going activities, continued growth is expected in all external funding areas in 2017/18.

3.7.2. Institutional Partnership Funding

Last year, the University entered into a partnership with the B.C. Strategy for Patient Oriented Research (SPOR) support unit and Academic Health Sciences Network (AHSN) for the Canadian Institutes of Health Research SPOR Grant. UNBC is the lead research university for this \$21 million, five year grant, with AHSN receiving \$4.3 million annually on behalf of UNBC. This will position UNBC for increases in its Canada Research Chair allocation numbers and increase in its Research Support Fund in future years.

3.7.3. Research and Advancement Linkages

A key priority last year was to create a stronger link between the research and advancement portfolios to support philanthropy-linked research activities at UNBC. The value of the contributions that are included in Office of Research totals, and also reported on the Office of Advancement on the Board Report for Fiscal 2017, is \$485,000, which can be broken down to:

- Tula Foundation (LiDAR) - \$475,000
- Moss Rock Park Foundation (Coxson Ancient Forest) - \$10,000

Our two offices are also bringing together approximately \$300,000 for the Cash and Bioenergy Crop projects phases 1 and 2 (phase 2 not yet approved). With ongoing activities, this funding total is expected to double in 2017/18.

3.7.4. Research Chairs and Institutes

The Research Chairs continue to be an integral component of UNBC’s research community with a current total of six Canada Research Chairs (CRC) and eight Endowed Research Chairs. Last year, UNBC added the new BCIC Tall Wood and Hybrid Structures Engineering Chair and the new UNBC-Northern Health Knowledge Mobilization Chair to complete the current complement of 14 Research Chairs.

In 2017/18, UNBC will have two additional CRC’s and likely two NSERC Industrial Research Chairs. The three main research institutes of Community Development Institute (CDI), Natural Resources Environmental Studies Institute (NRESi) and Health Research Institute (HRI) continue their outstanding work of supporting research, providing mentorship and enhancing the UNBC research community. Additionally, the work of the tri-institute Cumulative Impacts Research Consortium (CIRC) and Northern Fire continue to expand their work. Although not an institute, UNBC has become part of the Pan-Canadian Research Data Network and established a Research Data Centre on campus that will support all research that utilizes data.

3.7.5. Wood Innovation Research Lab

In 2016/17, UNBC's application to the Federal Program Strategic Investment Fund (SIF) for the Wood Innovation Research Lab was successful. The total funding for this application was \$5.1 million, with investment from federal, provincial and local partners. Additionally, researchers from the Wood Engineering program will be submitting a Canadian Foundation for Innovation grant to equip the new lab, totalling \$1.9 million if successful.

3.7.6. Continued Areas of Focus

It is vital to the success of the research mission that the university continues to be proactive and adaptable to meet the changing landscape of the research environment from the provincial, national and international perspective. Areas to include:

- Increase funding for undergraduate and graduate students to support opportunities to engage in research
- Increase the number of research chairs to broaden the strength and breadth of research at UNBC
- International Research Partnerships
- BC Interior University Partnership (UNBC, Thompson Rivers University, UBC Okanagan) on Research Exchange
- Innovation Strategy with provincial and federal partners
- Continued diversification of research funding partners

3.7.7. Research Summary

Overall, through sponsored research, institutional research partnerships and research linked to philanthropy, UNBC has been able to acquire and invest more than \$19 million towards research activities in 2016/17. Throughout the next year, there will be a continued focus to increase research funding at UNBC. The UNBC Strategic Research Plan, under the portfolio of the Vice-President Research and Graduate Programs, has been crafted over the past year and following a university wide consultation, will be launched in April 2017. The revised Strategic Research Action Plan will support the above identified research activities at UNBC.

3.8. Specific Purpose and Endowment Funds

The specific purpose and endowment funds comprise two separate series of funds:

- Specific Purpose are project funds that are externally restricted (e.g., Aboriginal Service Plan) or internally restricted (e.g., student awards, library fines and reserves), as well as expendable funds that are externally restricted (e.g., various student awards) and chiefly supported by donations to the university. External donations and internal transfers to expendable funds can be used to directly support project-related expenses. The majority of specific purpose fund revenue is generally non-recurring in nature.
- Endowments are funds that are externally restricted and supported by donations to the university and interest earned on same (e.g., student scholarships, library endowments, and endowed chairs). Donations to endowment funds cannot be spent directly; rather they are held for the purpose of generating interest (investment) income, which in turn is used to support project-related expenses in perpetuity. Revenues in these funds are cyclical by nature and therefore fluctuate, sometimes significantly, from year to year.

The majority of revenue in the specific purpose and endowment funds is usually from investment income and donations. In fiscal 2015/16, these two revenue categories respectively made up 64% and 24% of total revenue. The majority of donations revenue was realized in the specific purpose funds, while virtually all of the investment income was realized in the endowment funds.

Given the unpredictable nature of revenue within this fund, it can vary considerably from year to year. For example, total revenue in the specific purpose and endowment funds was \$6.5 million in 2012/13, \$7.1 million in 2013/14, \$10.7 million in 2014/15, and \$10.1 million in 2015/16.

The endowment funds receive donations that are invested for endowment purposes. As of March 31, 2017, there were a total of 297 funds with an estimated market value of \$73.06 million. This is the result of more than 25 years of philanthropy and investment.

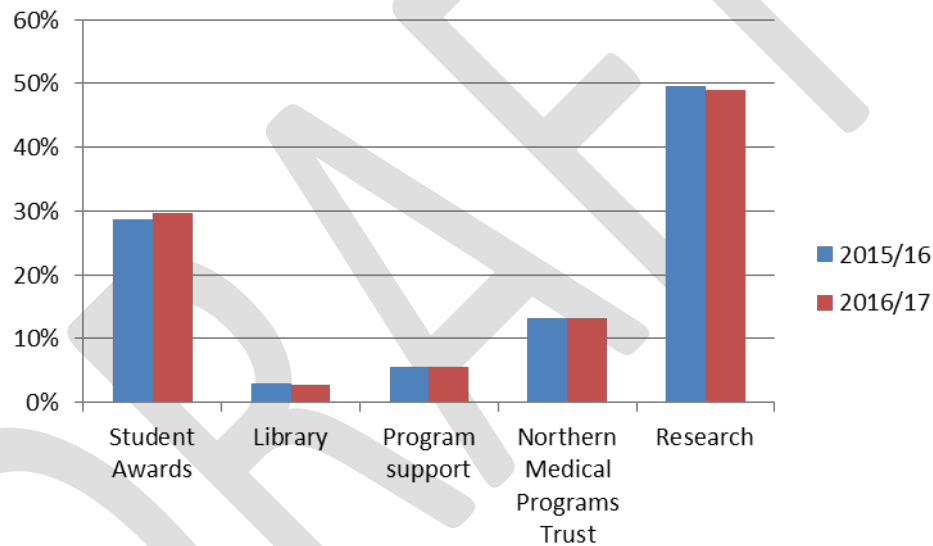
All specific purpose and endowment funds are “restricted”, meaning they can only be used for the purposes stated in the donor funding agreements or by internal decisions and cannot be allocated to support any other activity, such as offsetting deficits or addressing budgetary pressures within the general operating budget.

Spending in the specific purpose funds is limited to available fund balances in any given year and may be governed by donor agreements or internal restrictions.

The Investment Committee, a sub-committee of the Board of Governors, sets the university’s endowment objectives, policies, spending policy, and other related parameters with the aim of empowering its investment managers to generate investment income sufficient to support specific areas of the university’s activities as set out in the terms and conditions of the various donor agreements. In addition to the Investment Committee, spending from the Northern Medical Program Trust (NMPT) is determined by the NMPT Society that is composed of representatives from the participating communities.

On an annual basis, the various budget holders – as shown in the chart below – are allocated a portion of the income distributed (budget) from the endowment funds. For 2015/16 and 2016/17, the total income available for distribution from endowment funds was \$2.3 million and \$2.5 million, respectively, allocated as follows:

Figure 20: 2015/16 & 2016/17 Endowment Budget



To ensure sustainability, the spending rate for the endowment funds is currently set at 3.5% of the three-year rolling average of the market value of the endowment portfolio. The spending rate is reviewed annually by the Investment Committee.

3.9. Conclusion

The budgets and financial information in the preceding pages present a comprehensive financial picture of UNBC. The Consolidated General Operating and Ancillary are balanced and play an important role overall financial results of the University. The Ancillary units continue to demonstrate sound financial operations and provide a significant contribution to UNBC.

Presenting the financial data related to research and specific purpose areas is intended to demonstrate that these broader activities make significant contributions to the mission of UNBC.

Appendix 1: 2017/2018 Action Plans

Strategic Priority 1	Attract, retain and develop outstanding students, faculty, and staff	
Faculty Positions	Invest in six critical tenured, tenure-track and continuing faculty that ensure the academic excellence and integrity of UNBC programs.	\$497,000 - \$630,000
Student Recruitment Enrolment	Increase recruitment rates through an enhanced support structure and effective application and registration processes.	\$73,000
Student Recruitment International Admissions	Enhance the support structure for international admissions, streamline processes, and increase efficiencies.	\$78,000
Student Recruitment International Recruitment and Retention	Increase recruitment and retention rates of international students through an enhanced support structure, and develop high quality and impactful programming in coordination with Academic departments.	\$450,000 - \$619,000

Strategic Priority 2	Enhance the quality and impact of academic programming and delivery	
College of Arts, Social and Health Sciences	Continue to enhance and integrate first year experience through the IASK program.	\$70,000
College of Science and Management	Replace, modernize and enhance weather data collection, and enhance and support teaching undergraduates in high-enrolment first-year Biology Lab courses.	\$58,000
Centre for Teaching, Learning & Technology and Regional Programs	Support online, distance, hybrid course delivery and innovation in use of educational technology.	\$73,000

Strategic Priority 3	Enhance the research culture	
Research	Increase international research partnerships.	\$154,200
Regional Programs	Develop and implement a strategic to increase research in regional centres.	\$ -

Strategic Priority 4	Ensure financial accountability, sustainability and operational effectiveness	
Registrar	Create a sustainable organizational structure to enable existing system functionality, implement new online services, find electronic solutions to student communications, and meet Ministry mandated initiatives / projects.	\$94,700
Employee Relations, Investigation, Mediation, Facilitation	Meet the requirements of collective agreements, legal, and labour responsibilities.	\$130,000
Finance and Business Operations	Implement a framework for financial accountability and develop a culture of leadership and stewardship of resources.	\$124,500
University Advancement	Strengthen and align Development and Alumni Programs to support the University's priorities.	\$285,800
University Advancement	Improve and align the communications and marketing programs to the strategic priorities of the University.	\$98,000
Human Resources, Health, Safety, and Wellness	Raise performance levels and capacity of the Human Resources department, consolidate, and streamline health and safety functions, and continue First Nations Counselling services.	\$265,000
Bookstore	Maintain a financially sustainable operating budget that supports business development and contributes to the University's general operating budget.	\$ -

AGENDA ITEM BRIEFING NOTE

Date:	March 31, 2017			
Agenda Item:	5.c. 2016/17 Consolidated Budget			
Prepared For:	<input type="checkbox"/> Closed 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:	Colleen Smith, Associate Vice President, Financial Services			
Reviewed By:	Robert Knight, Vice President, Finance & Business Operations			

Material: Attached.

Issue: The Board of Governors has traditionally approved a budget for the Consolidated General Operating Fund (Operating, Northern Medical Program, and Routine Capital) and Ancillary funds. Public Sector Accounting Standards (PSAS) used in financial statement preparation since March 31, 2013 require presentation of approved budget information in the Statement of Operations. Since the financial statements are prepared on a consolidated basis that includes the funds previously noted as well as Capital, Specific Purpose and Expendable, and Sponsored Research funds, the approved budget has been missing a significant portion of revenue and expense, resulting in information presented in the financial statements that is difficult to interpret and potentially misleading. To improve understanding of the University's financial position, work is ongoing to develop and present a budget that is comprised of all areas of the University's operations.

Background: The attached information shows:

1. Budget information provided in the 2015/16 Statement of Operations and Notes to Financial Statements
2. Summary of 2016/17 Consolidated Budget Information
3. Details of 2016/17 Consolidated Budget Information for Financial Statement presentation

Additional explanatory details regarding the above information will be provided during presentation at the meeting.

Motion: *That, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the 2016/2017 Consolidated Budget for the University of Northern British Columbia, as presented.*

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

Remarks/Next Steps:

UNIVERSITY OF NORTHERN BRITISH COLUMBIA

Consolidated Statement of Operations and Accumulated Surplus

Year ended March 31, 2016, with comparative figures for 2015 (in thousands of dollars)

	Budget (Note 16)	2016	2015
Revenue:			
Government grants			
Provincial government	\$ 48,194	\$ 50,314	\$ 48,818
Federal government	1,145	5,230	5,307
Tuition fees	20,781	17,456	18,822
Other fees	1,247	1,341	1,343
Sales of goods and services	7,748	8,839	9,678
Gifts, bequests, non-government grants and contracts	6,099	10,689	11,640
Investment income	515	2,639	2,635
External cost recovery and other income	217	702	550
Revenue recognized from deferred capital contributions	-	6,649	6,589
	85,946	103,859	105,382
Expenses:			
Ancillary operations	10,119	7,940	7,814
Facility operations and maintenance	2,171	12,262	12,519
Instruction	40,725	42,140	40,107
Institutional support	30,726	32,492	31,346
Sponsored research	-	6,328	6,941
Specific purpose	-	6,164	6,318
	83,741	107,326	105,045
Annual operating surplus/(deficit) before restricted contributions	2,205	(3,467)	337
Net restricted endowment contributions	-	1,957	3,663
Annual surplus (deficit)	2,205	(1,510)	4,000
Accumulated surplus, beginning of year	135,115	135,115	131,115
Accumulated surplus, end of year	\$ 137,320	\$ 133,605	\$ 135,115

See accompanying notes to consolidated financial statements.

**Consolidated Budget for audited Statement of Operations
For the year ending March 31, 2017**

SUMMARY

	<i>(approved May 2016)</i>			<i>(adjustments required for PSAS reporting)</i>			<i>(projected based on review of 4 year actual)</i>			To Financial Statements
	Consolidated General Operating	Ancillary	Approved Total	Eliminate Internal Cost Recovery	Adjust External Cost Recovery	Adjusted Total	Capital	Specific Purpose & Expendable	Sponsored Research	
Revenue	75,898	11,837	87,735	(2,904)	173	85,004	7,100	5,150	8,200	105,454
Labour	56,101	4,352	60,453		173	60,626	100	1,200	4,200	66,126
Expense	17,023	6,948	23,971	(2,904)		21,067	11,400	5,250	4,300	42,017
	73,124	11,300	84,424	(2,904)	173	81,693	11,500	6,450	8,500	108,143
Capital			-							-
Transfers	2,774	537	3,311							-
Total surplus/(deficit)	-	-	-	-	-	3,311	(4,400)	(1,300)	(300)	(2,689)

**Consolidated Budget for audited Statement of Operations
For the year ending March 31, 2017**

DETAILED BUDGET BY FINANCIAL STATEMENT CATEGORY

Revenue by financial statement category	<i>(approved May 2016)</i>		<i>(adjustments required for PSAS reporting)</i>			<i>(projected based on review of 4 year actual)</i>			To Financial Statements	
	Consolidated General Operating	Ancillary	Approved Total	Eliminate Internal Cost Recovery	Adjust External Cost Recovery	Adjusted Total	Capital	Specific Purpose & Expendable		Sponsored Research
Provincial government	48,713		48,713			48,713	250	700	1,000	50,663
Federal government	1,145		1,145			1,145		20	3,900	5,065
Tuition fees	17,748	2,893	20,641			20,641		-	-	20,641
Other fees			-			-		60	-	60
Sales of goods and services	450	7,074	7,524			7,524	50	650	250	8,474
Gifts, bequests, non-government grants and contracts	5,967	300	6,267			6,267		1,770	3,000	11,037
Investment income	415	-	415			415	300	1,650	-	2,365
External cost recovery and other income	123	3	126		173	299		300	50	649
Internal Cost Recovery	1,337	1,567	2,904	(2,904)		-				-
Revenue recognized from deferred capital contributions		-	-			-	6,500			6,500
Total Revenue	75,898	11,837	87,735	(2,904)	173	85,004	7,100	5,150	8,200	105,454
Expenses by financial statement function										
Ancillary		8,282	8,282			8,282				8,282
Facilities operations and maintenance	2,798		2,798	(111)		2,687	9,900			12,587
Instruction	38,573	3,018	41,591	(1,532)	128	40,187				40,187
Institutional support	31,753		31,753	(1,261)	45	30,537	1,600			32,137
Sponsored research			-			-			8,500	8,500
Specific purpose			-			-		6,450		6,450
Total Expenses	73,124	11,300	84,424	(2,904)	173	81,693	11,500	6,450	8,500	108,143
Annual operating surplus/(deficit) before restricted contributions	2,774	537	3,311	-	-	3,311	(4,400)	(1,300)	(300)	(2,689)
Net restricted endowment contributions										1,500
Annual surplus/(deficit)										(1,189)
Accumulated surplus, beginning of year										133,605
Accumulated surplus, end of year										132,416

Agenda Item:	5.d. Board of Governors Code of Ethical Conduct & Annual Signing – K. Lewis
Material:	<ul style="list-style-type: none"> (i) Revised Board of Governors Code of Ethical Conduct (for approval) (ii) Current Policy and Procedure (Board of Governors Code of Conduct and Conflict of Interest) (iii) Executive Code of Conduct (for reference)
Motion:	<i>That, on the recommendation of the Governance Committee, the Board of Governors approves the revised Board of Governors Ethical Code of Conduct, as presented.</i>



UNIVERSITY OF NORTHERN BRITISH COLUMBIA
BOARD OF GOVERNORS

CODE OF ETHICAL CONDUCT

“The members of the board of a university must act in the best interests of the university”.
[s. 19.1 University Act (RSBC1996, c. 468)]

This Code of Ethical Conduct is reviewed annually by the UNBC Board of Governors, and is to be signed by each Board Member on an annual basis.

The Government of British Columbia, through its Taxpayer Accountability Principles, established Standards of Conduct Guidelines for the BC public sector which set out key principles that organizations must incorporate into their respective codes of conduct.

All organizations must endeavor to strengthen accountability, promote cost control, and ensure their organization operates in the best interests of its stakeholders in keeping with the Taxpayer Accountability Principles. Codes of conduct for public sector organizations must be approved by the Minister of Finance and include conflict of interest provisions and post-employment provisions.

Guidance on minimum standards of ethical conduct for Board Members in a public sector organization are provided by the B.C. Board Resourcing and Development Office, and are adopted here, in their entirety, without amendment, by the UNBC Board of Governors.

For UNBC’s purposes, references to “directors *appointed by the Province of British Columbia*, is interpreted to *include* “the Chancellor and directors *elected to the Board of Governors*,” and “director” as interpreted to mean “Board Member”.

The Standards of Ethical Conduct for Directors of Public Sector Organizations

The fundamental relationship between a director and the public sector organization on which the director serves should be one of trust; essential to trust is a commitment to honesty and integrity. Ethical conduct within this relationship imposes certain obligations.

The purpose of this document is to set out minimum standards of ethical conduct expected of all directors appointed by the Province of British Columbia to public sector organizations.

1. COMPLIANCE WITH THE LAW

- 1.1 Directors should act at all times in full compliance with both the letter and the spirit of all applicable laws.
- 1.2 In his/her relationship with the organization, no director should commit or condone an unethical or illegal act or instruct another director, employee, or supplier to do so.
- 1.3 Directors are expected to be sufficiently familiar with any legislation that applies to their work to recognize potential liabilities and to know when to seek legal advice. If in doubt, directors are expected to ask for clarification.
- 1.4 Falsifying any record of transactions is unacceptable.
- 1.5 Directors should not only comply fully with the law, but should also avoid any situation which could be perceived as improper or indicate a casual attitude towards compliance.

2. CONFLICTS OF INTEREST

- 2.1 In general, a conflict of interest exists for directors who use their position at the organization to benefit themselves, friends or families.
- 2.2 A director should not use his or her position with the organization to pursue or advance the director's personal interests, the interests of a related person¹, the director's business associate, corporation, union or partnership, or the interests of a person to whom the director owes an obligation.
- 2.3 A director should not directly or indirectly benefit from a transaction with the organization over which a director can influence decisions made by the organization.
- 2.4 A director should not take personal advantage of an opportunity available to the organization unless the organization has clearly and irrevocably decided against pursuing the opportunity, and the opportunity is also available to the public.

¹ "related" person means a spouse, child, parent or sibling of a director who resides with that director.

- 2.5 A director should not use his or her position with the organization to solicit clients for the director's business, or a business operated by a close friend, family director, business associate, corporation, union or partnership of the director, or a person to whom the director owes an obligation.
- 2.6 Every director should avoid any situation in which there is, or may appear to be, potential conflict² which could appear³ to interfere with the director's judgment in making decisions in the organization's best interest.
- 2.7 There are several situations that could give rise to a conflict of interest. The most common are accepting gifts, favours or kickbacks from suppliers, close or family relationships with outside suppliers, passing confidential information to competitors or other interested parties or using privileged information inappropriately. The following are examples of the types of conduct and situations that can lead to a conflict of interest:
- (i) influencing the organization to lease equipment from a business owned by the director's spouse;
 - (ii) influencing the organization to allocate funds to an institution where the director or his or her relative works or is involved;
 - (iii) participating in a decision by the organization to hire or promote a relative of the director;
 - (iv) influencing the organization to make all its travel arrangements through a travel agency owned by a relative of the director;
 - (v) influencing or participating in a decision of the organization that will directly or indirectly result in the director's own financial gain.
- 2.8 A director should fully disclose all circumstances that could conceivably be construed as conflict of interest.

² "conflict" means a conflict of interest or apparent conflict of interest

³ "apparent" conflict of interest means any situation where it would appear to a reasonable person that the director is in a conflict of interest situation.

3. DISCLOSURE

- 3.1 Full disclosure enables directors to resolve unclear situations and gives an opportunity to dispose of conflicting interests before any difficulty can arise.
- 3.2 A director should, immediately upon becoming aware of a potential conflict of interest situation, disclose the conflict (preferably in writing) to the board chair. This requirement exists even if the director does not become aware of the conflict until after a transaction is complete.
- 3.3 If a director is in doubt whether a situation involves a conflict, the director should immediately seek the advice of the board chair. If appropriate, the board may wish to seek advice from the organization's ethics advisor or legal advice.
- 3.4 Unless a director is otherwise directed, a director should immediately take steps to resolve the conflict or remove the suspicion that it exists.
- 3.5 If a director is concerned that another director is in a conflict of interest situation, the director should immediately bring his or her concern to the other director's attention and request that the conflict be declared. If the other director refuses to declare the conflict, the director should immediately bring his or her concern to the attention of the board chair. If there is a concern with the board chair, the issue should be referred to the governance committee or equivalent committee of the board that deals with board governance issues.
- 3.6 A director should disclose the nature and extent of any conflict at the first meeting of the board after which the facts leading to the conflict have come to that director's attention. After disclosing the conflict, the director:
- (i) should not take part in the discussion of the matter or vote on any questions in respect of the matter (although the director may be counted in the quorum present at the board meeting);
 - (ii) if the meeting is open to the public, may remain in the room, but shall not take part in that portion of the meeting during which the matter giving rise to the conflict is under discussion, and shall leave the room prior to any vote on the matter giving rise to the conflict;
 - (iii) should, if the meeting is not open to the public, immediately leave the meeting and not return until all discussion and voting with respect to the matter giving rise to the conflict is completed; and
 - (iv) should not attempt, in any way or at any time, to influence the discussion or the voting of the Board on any question relating to the matter giving rise to the conflict.

4. OUTSIDE BUSINESS INTERESTS

- 4.1 Directors should declare possible conflicting outside business activities at the time of appointment. Notwithstanding any outside activities, directors are required to act in the best interest of the organization.
- 4.2 No director should hold a significant financial interest, either directly or through a relative or associate, or hold or accept a position as an officer or director in an organization in a material relationship with the organization, where by virtue of his or her position in the organization, the director could in any way benefit the other organization by influencing the purchasing, selling or other decisions of the organization, unless that interest has been fully disclosed in writing to the organization.
- 4.3 A “significant financial interest” in this context is any interest substantial enough that decisions of the organization could result in a personal gain for the director.
- 4.4 These restrictions apply equally to interests in companies that may compete with the organization in all of its areas of activity.
- 4.5 Directors who have been selected to the board as a representative of a stakeholder group or region owe the same duties and loyalty to the organization and when their duties conflict with the wishes of the stakeholder or constituent, their primary duty remains to act in the best interests of the organization.

5. CONFIDENTIAL INFORMATION

- 5.1 Confidential information includes proprietary technical, business, financial, legal, or any other information which the organization treats as confidential.
- 5.2 Directors should not, either during or following the termination of an appointment, disclose such information to any outside person unless authorized.
- 5.3 Similarly, directors should never disclose or use confidential information gained by virtue of their association with the organization for personal gain, or to benefit friends, relatives or associates.
- 5.4 If in doubt about what is considered confidential, a director should seek guidance from the board chair or the CEO.

6. INVESTMENT ACTIVITY

- 6.1 Directors should not, either directly or through relatives or associates, acquire or dispose of any interest, including publicly traded shares, in any company while having undisclosed confidential information obtained in the course of work at the organization which could reasonably affect the value of such securities.

7. OUTSIDE EMPLOYMENT OR ASSOCIATION

- 7.1 A director who accepts a position with any organization that could lead to a conflict of interest or situation prejudicial to the organization interests, should discuss the implications of accepting such a position with the board chair recognizing that acceptance of such a position might require the director's resignation from the organization's board.

8. ENTERTAINMENT, GIFTS AND FAVOURS

- 8.1 It is essential to fair business practices that all those who associate with the organization, as suppliers, contractors or directors, have access to the organization on equal terms.
- 8.2 Directors and members of their immediate families should not accept entertainment, gifts or favours that create or appear to create a favoured position for doing business with the organization. Any firm offering such inducement should be asked to cease.
- 8.3 Similarly, no director should offer or solicit gifts or favours in order to secure preferential treatment for themselves or the organization.
- 8.4 Under no circumstances should directors offer or receive cash, preferred loans, securities, or secret commissions in exchange for preferential treatment. Any director experiencing or witnessing such an offer should report the incident to the board chair immediately.
- 8.5 Gifts and entertainment should only be accepted or offered by a director in the normal exchanges common to established business relationships for the organization. An exchange of such gifts should create no sense of obligation on the part of the director.
- 8.6 Inappropriate gifts received by a director should be returned to the donor.
- 8.7 Full and immediate disclosure to the board chair of borderline cases will always be taken as good-faith compliance with these standards.

9. USE OF THE ORGANIZATION'S PROPERTY

- 9.1 A director should require the organization's approval to use property owned by the organization for personal purposes, or to purchase property from the organization unless the purchase is made through the usual channels also available to the public.
- 9.2 Even then, a director should not purchase property owned by the organization if that director is involved in an official capacity in some aspect of the sale or purchase.

10. RESPONSIBILITY

- 10.1 The organization should behave, and be perceived, as an ethical organization.
- 10.2 Each director should adhere to the minimum standards described herein and in the organization's code of conduct, and to the standards set out in applicable policies, guidelines or legislation.
- 10.3 Integrity, honesty, and trust are essential elements of the organization's success. Any director who knows or suspects a breach of the organization's code of conduct and ethics has a responsibility to report it to the board chair.
- 10.4 To demonstrate determination and commitment, each director should review and declare compliance with the organization's code of conduct and ethics annually.

11. BREACH

- 11.1 A director found to have breached his/her duty by violating the minimum standards set out in this document may be liable to censure or a recommendation for dismissal to the Government.

12. WHERE TO SEEK CLARIFICATION

- 12.1 Normally, the board chair or the governance committee chair should be responsible to provide guidance on any item concerning standards of ethical behaviour.

I ACKNOWLEDGE that I have read and considered the Code of Conduct and Conflict of Interest Guidelines for Members of the Board of the University of Northern British Columbia and agree to conduct myself in accordance with the Code of Conduct and Conflict of Interest Guidelines for Board Members.

Dated: _____

Signature

Print Name

Witness Signature

Print Name

DRAFT

SUBJECT: BOARD OF GOVERNORS CODE OF CONDUCT AND CONFLICT OF INTEREST**1. Purpose**

Board members shall, at all times, conduct themselves in a manner that serves the best interests of the University of Northern British Columbia (UNBC), and brings credibility and good will to the institution.

2. Scope

The Code of Conduct and Conflict of Interest Policy is a statement of the essential principles that govern the conduct of Board members.

3. Policy

- a. Board members shall act honestly and in good faith with a view to the best interests of UNBC.
- b. Board members shall have a general understanding of the business and affairs of UNBC.
- c. Board members shall exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.
- d. Board members have a duty of confidentiality not to disclose or discuss with another person or entity, or to use for his or her own purposes, confidential information concerning the business, activities and affairs of the University received in his or her capacity as a Governor.
- e. Board members shall ensure that no statement is made to stakeholder groups, the media or public without authorization of the Board. Normally, as required and appropriate, the Board Chair (or, when requested by the Board Chair, the Board Vice-Chair) serves as spokesperson for the Board of Governors with stakeholders and the media.
- f. Board members shall respect and support UNBC Bylaws, policies and decisions of the Board.
Members will not publicly challenge Board or management decisions outside of Board meetings.
- g. The transmittal of audio or visual, or audio and visual records, by any person, of a closed portion of any Meeting, is not permitted without prior approval of the Chair of the relevant meeting.
- h. Board members shall ensure that the financial affairs of UNBC are conducted in a responsible and transparent manner with due regard to their fiduciary responsibilities and public trusteeship.

-
- i. Board members shall immediately declare any real, potential or perceived conflicts of interest.

Bylaw 10.3 of the UNBC Board of Governors defines Conflict of Interest as any conflict between, on one side, the interests of the University or a member's duty to the University and, on the other side, that member's financial interests, personal interests, family interests or duty to other people or organizations.

- j. If a Board member has a potential conflict of interest on any issue, the member must declare the potential conflict prior to discussion of the issue. This declaration shall be noted in the Minutes. The member may make a statement, with the permission of the chair, but shall not take part in the discussion and voting of the issue and shall remove him/herself from the place of discussion. This abstention shall be recorded in the Minutes. The member is still included in determining a quorum.
- k. If a Board member is found to have breached his/her duty by violating the minimum standards set out in this document, he/she may be liable to censure or a recommendation for dismissal.

I have read the above and agree to comply.

(signature)

Dated: _____, 2017

Name: _____

Position: _____

Date: _____

UNBC - CODE OF CONDUCT

UNBC Employees are expected to demonstrate honesty, integrity and impartiality in carrying out their duties. Employee conduct should instill confidence and trust and not bring the University into disrepute.

UNBC Employees are expected to treat each other with respect and dignity and must not engage in discriminatory conduct.

UNBC Employees must avoid creating, whether intentionally, recklessly, or negligently, circumstances which endanger the health, safety, or welfare of another person, or which may cause damage or loss to the facilities or property of the University.

This Code applies to all UNBC employees who are not governed by standards of conduct provisions in a Collective Agreement. If a Collective Agreement contains such provisions, those provisions will take precedent over the code. With respect to Executive Employees, where this Code prescribes a “duty to disclose or report”, such report shall be made to the President, and in the case of the President, to the Chair of the Board of Governors.



CONFLICT OF INTEREST AND IMPARTIALITY

General

Employees must act honestly and in good faith and place the interests of the University ahead of their own private interests. A **conflict of interest** occurs when an employee’s private affairs or financial interests are in conflict, or could result in a perception of conflict, with the employee’s duties or responsibilities, in such a way that the employee’s ability to act in the University’s best interest could be impaired, or the employee’s actions or conduct could undermine or compromise confidence in the employee’s ability to discharge work responsibilities.

Upon appointment to UNBC, employees must arrange their private affairs in a manner that will prevent conflicts of interest, or the perception of conflicts of interest, from arising.

Employees who find themselves in an actual, perceived, or potential conflict of interest must disclose the matter to their Manager.

Conflict of Commitment - Outside Remunerative and Volunteer Work

Employees may hold jobs outside of the University, carry on a business, receive remuneration for outside activities, or engage in volunteer activities, provided these activities do not interfere with the performance of their duties as a UNBC employee, bring UNBC into disrepute, create a conflict of interest or involve the unauthorized use of work time or UNBC premises, services, equipment, or supplies.

Employment and Working Relationships

An Employee involved in a personal or business relationship outside of work which would reasonably compromise objectivity or the perception of objectivity, in recruitment, hiring, performance evaluation or other Human Resources decisions with respect to another person, has a duty to disclose such relationship to their Manager or the Director of Human Resources. The Director of Human Resources, along with the Vice-President responsible for the area in which the hiring or decision will have an impact, will decide whether the Employee may participate in a decision, whether the conflict is an impediment to hiring or a specific placement, and how and whether the conflict can be accommodated.

Acceptance of Gifts

Acceptance of gifts, entertainment or other benefits from individuals or organizations that do business with the University is prohibited.

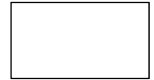
The exchange or receipt of modest hospitality or tokens of appreciation between persons doing business together, in appreciation for participation in an event or presentation, or as part of a protocol, may be acceptable, provided the recipient is not influenced, or might reasonably be deemed by others to be influenced, in their decision making, by receipt of the gift, entertainment or benefit.

When in doubt, an Employee should consult with their Manager.

Political Activity

UNBC employees may participate in political activities including membership in a political party, supporting a candidate for elected office, or seeking elected office.

However, if engaging in political activities, employees must remain impartial and retain the perception of impartiality in relation to their duties and responsibilities as an Employee of UNBC. Employees must not engage in political activities during working hours or use University facilities, equipment, or resources in support of these activities.



CONFIDENTIALITY

UNBC has and will maintain in place policies to protect the privacy of personal information and the confidentiality of corporate records, consistent with the *BC Freedom of Information and Protection of Privacy Act*. It is the responsibility of all Employees to be aware of, and adhere to any laws enacted or policies, guidelines and protocols put in place by UNBC, to protect the privacy of personal information and preserve the confidentiality of corporate records.

In keeping with the law and UNBC policies, confidential information, in any form, that employees receive through their employment must not be disclosed, released, or transmitted to anyone other than persons who are authorized to receive the information.

Employees who are in doubt as to whether certain information is confidential must ask the appropriate authority before disclosing, releasing, or transmitting it.

The proper handling and protection of confidential information is applicable both within and outside of the University and continues to apply after the employment relationship ends.

Confidential information that employees receive through their employment must not be used by an employee for the purpose of furthering any private interest, or as a means of making personal gains.

Employees who become aware of a breach of confidentiality or any loss or unauthorized sharing of personal information or corporate records, has a duty to immediately notify their Manager, as well as the person identified by UNBC to act as its Freedom of Information and Protection of Privacy Officer.



PUBLIC COMMENTS

Only employees expressly authorized to make official representations on behalf of UNBC may do so. Employees must not jeopardize the perception of impartiality in the performance of their duties by making public comments or entering into public debate regarding UNBC policies. UNBC employees must not use their position at the University to lend weight to the public expression of their personal opinions.



CONDUCT TOWARDS OTHERS

As a minimum standard, Employees must not engage in discriminatory behavior. The prohibited grounds under the Human Rights Code are race, colour, ancestry, place of origin, religion, family status, marital status, physical disability, mental disability, sex, sexual orientation, age, political belief or conviction of a criminal or summary offence unrelated to the individual's employment.

Further, the conduct of UNBC Employees in the workplace must meet acceptable social and legal standards and must contribute to a positive work environment. Bullying, harassment, or any other inappropriate conduct will not be tolerated.

All employees have the responsibility to contribute to a safe workplace. Violence in the workplace is unacceptable. Violence is any use of physical force on an individual that causes or could cause injury and includes an attempt or threatened use of force.

An Employee who becomes aware of a threat of violence must report that threat if there is reasonable cause to believe that the threat poses a risk of injury. Any incident or threat of violence in the workplace must be addressed immediately.

Employees have a duty to report any incident of discriminatory behavior, bullying, harassment, or violence.

Employees also have a duty to report any safety hazards or unsafe conditions or acts observed, in accordance with the provisions of the *WorkSafeBC Occupational Health and Safety Regulations*.



DUTY TO REPORT CONTRAVENTION OF THE LAW AND MISUSE OF FUNDS OR ASSETS

Employees have a duty to report any situation relevant to UNBC that they believe contravenes the law, misuses public funds or assets, or represents a danger to public health and safety or a significant danger to the environment.

Employees can expect such matters to be treated in confidence, unless disclosure of information is authorized or required by law.

No Discipline or Reprisals for Good Faith Reporting

Employees will not be subject to discipline for bringing forward to their Manager, in good faith, allegations of wrongdoing in accordance with this Code of Conduct.



COMPLIANCE IS A CONDITION OF EMPLOYMENT

The requirement to comply with this Code of Conduct is a condition of employment.

Employees who fail to comply with this Code may be subject to disciplinary action, which, dependent on the severity of the breach, may include dismissal.

I have read, and I understand the standard, 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 termination of my employment at UNBC.

Name: _____

Position: _____

Signature: _____

Witness: _____

Signature: _____

Agenda Item:	6.a. Reports of the Vice-Presidents – Vice-President Academic and Provost
Material:	Recruitment & Enrolment Report

March 1st Snapshot

FTE Summary Winter 2017 vs. Winter 2016 and Fall Applications 2017 vs. 2016

The following summary compares Winter 2017 Full Time Equivalents (FTE) and headcounts as of March 1, 2016 to Winter 2016 numbers. Fall 2017 application numbers are also compared to Fall 2016 numbers as of the March 1st snapshots.

Executive Summary:

Winter 2017 FTE summary:

- Total FTE (excluding international fee paying FTE) up 3.3% (78.1)
 - At 77.0% of estimated winter portion of ministry FTE targets
 - At 98.5% of Measure (M)
- Overall registrations up 2.4% (77)
 - At 78.9% of estimated winter portion of head count needed to meet ministry FTE targets
 - At 100.2% of Measure (M)

Fall 2017 applications summary:

- Total applications up 16.9% (407 h.c.) from Fall 2016
 - At 87.8% of Measure (M)
- Total admissions up 25.0% (287 h.c.) from Fall 2016
 - At 71.9% of Measure (M)
- Total registrations flat n/a (0 h.c.) from Fall 2016
 - At 0.0% of Measure (M)

March 1st snapshot FTE Summary Winter 2017 vs. Winter 2016

More detailed:

Full Time Equivalents (FTE)

Overall

- Undergraduate FTE up 3.3% (63.6).
 - At 71.6% of estimated winter portion of ministry FTE targets.
 - At 99.1% of Measure (M).
- Graduate FTE up 1.0% (5.0).
 - At 105.3% of estimated winter portion of ministry FTE targets.
 - At 91.1% of Measure (M).
- Continuing Studies FTE up 7.4% (1.7).
 - At 144.9% of estimated winter portion of ministry FTE targets.
 - At 122.6% of Measure (M).

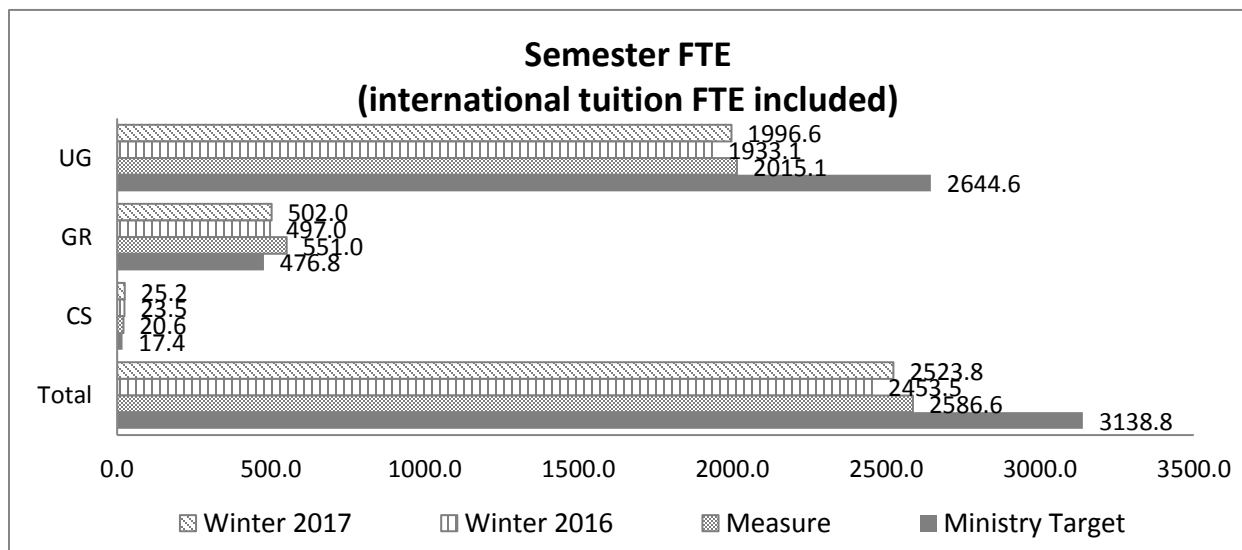
Included in above numbers:

- International (domestic tuition paying) FTE up 1.3% (1.5).
 - At 90.6% of Measure (M).
- International (international tuition paying) FTE down -6.8% (-7.8).
 - At 80.1% of Measure (M).

Total FTE change with international tuition paying FTE removed is up 3.3% (78.1)

College breakdown (FTE)

- CASHS
 - Overall FTE up 8.3% (96.8)
 - Undergraduate up 9.2% (81.4)
 - Graduate up 5.5% (15.3)
- CSAM
 - Overall FTE down -1.4% (-17.5)
 - Undergraduate down -0.6% (-5.8)
 - Graduate down -5.5% (-11.7)



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

Registrations (hc)

Overall

- Undergraduate registrations up 3.4% (83hc).
 - At 74.1% of estimated winter portion of head count needed to meet ministry FTE targets.
 - At 99.1% of Measure (M).
- Graduate registrations up 0.9% (5hc).
 - At 100.0% of estimated winter portion of head count needed to meet ministry FTE targets.
 - At 92.2% of Measure (M).
- Continuing Studies registrations down -6.8% (-11hc).
 - At 113.1% of estimated winter portion of head count needed to meet ministry FTE targets.
 - At 202.2% of Measure (M).

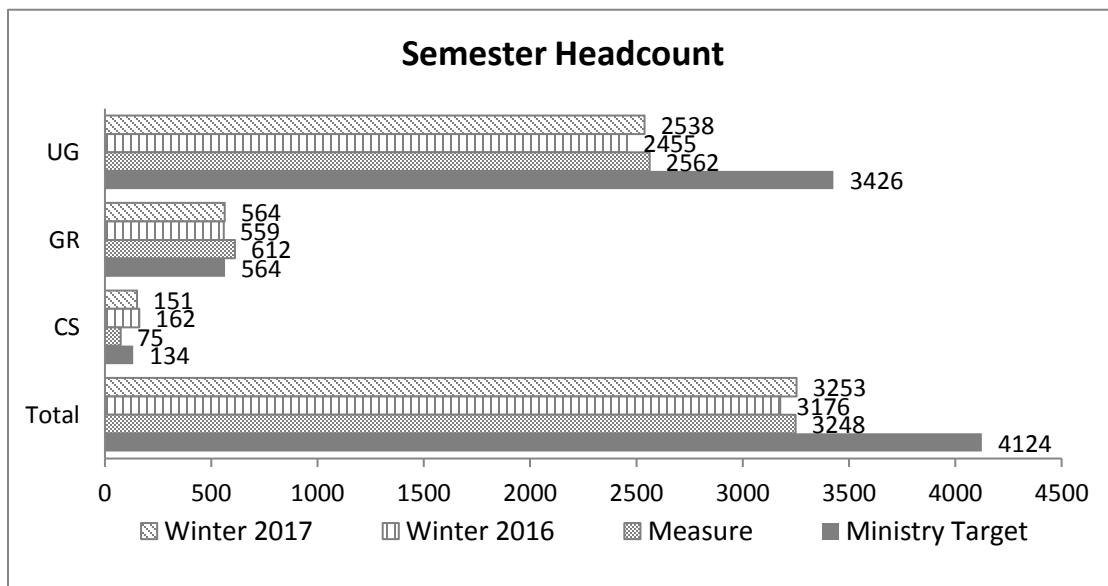
Included in above numbers:

- International (domestic tuition paying) registrations up 2.5% (3hc).
 - At 87.0% of Measure (M).
- International (international tuition paying) registrations down -6.7% (-10hc).
 - At 78.7% of Measure (M).

Total unique registration down -5.1% (-170hc).

College breakdown (hc)

- CASHS
 - Overall hc up 9.3% (136)
 - Undergraduate up 10.8% (122)
 - Graduate up 4.2% (14)
- CSAM
 - Overall hc down -2.0% (-29)
 - Undergraduate down -1.6% (-20)
 - Graduate down -4.2% (-9)



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. The ministry targets proved to UNBC includes a portion of “undesigned” FTEs; for the purpose of this report these “undesigned” FTE are used as the targets for continuing studies.



BRIEFING NOTE

Date:	March 15, 2017	
Agenda Item / Prepared For:	Office of University Advancement – Public Session	
Purpose:	<input type="checkbox"/> Information	<input checked="" type="checkbox"/> Discussion
	<input type="checkbox"/> Seeking Direction	<input type="checkbox"/> Decision/Approval
Prepared by:	K Scouten/M Wood	
Reviewed by:	Tim Tribe	

1. Development and Alumni Relations

Distribution of Donations	April 2015 – January 2016		April 2016 – January 2017	
	Total Giving	Donor Count	Total Giving	Donor Count
Student Awards	\$971,024	371	\$485,955	322
General	\$102,845	179	\$314,386	147
Athletics	\$132,979	138	\$196,212	270
Northern Medical Program Trust	\$152,758	455	\$99,353	405
First Nations	\$25,565	4	\$953	6
Library	\$81,231	24	\$43,990	21
Green Initiatives	\$2,923	7	\$118,905	5
General Research	\$80,540	11	\$59,699	8
Area of Greatest Need	\$56,811	141	\$39,742	111
Gift in Kind	\$176,089	59	\$78,087	37
Office of Research	\$255,346	2	\$485,000	2
Total	\$2,038,112	1391	\$1,922,282	1334

Giving by Constituency	April 2015 – January 2016		April 2016 – January 2017	
	Total Giving	Donor Count	Total Giving	Donor Count
Association / Organization	\$644,317	27	\$185,392	38
Business / Corporation	\$305,502	156	\$575,704	164
Foundations	\$512,590	14	\$720,045	14
Government	\$54,089	9	\$4,989	8
Individuals (non-UNBC)	\$403,066	726	\$325,710	604
UNBC Individuals	\$84,639	149	\$67,329	180
Alumni	\$33,909	200	\$43,113	181
Total	\$2,038,112	1281	\$1,922,282	1189

- i. Fundraising focus: Annual awards renewals for 17/18 academic year; fundraising events (Bridget Moran Bursary Dinner, Dr Bob Ewert, Legacy Breakfast); 2017 Class Gift, UNBC Employee Challenge
- ii. Alumni events have engaged 132 UNBC graduates in 7 events since September (3 in Prince George, 1 in Kelowna, 1 in Vancouver, 1 in Victoria, 1 in Hong Kong)

2. Communications and Marketing

1. Successful support of UNBC efforts at BC Tech Summit – new display and promotional materials
2. Extensive support provided to the Steering Committee on Sexual Violence

3. Marketing Manager hiring process underway.
4. Two social media campaigns underway
 - a. Promoting the UNBC brand in various markets across Canada for the purpose of student recruitment
 - b. Using social media in key geographical locations to assist with converting applicants into registered students.
5. Major website improvements in planning. Conducted usability testing among various demographics, and investigating an upgrade to the content management system.
6. Enhanced support provided to the International Office for various recruiting and engagement event.

AGENDA ITEM BRIEFING NOTE

Date:	March 31, 2017		
Agenda Item:	6.c. Quarterly Reports (i) General Operating Fund Report to December 31, 2016		
Prepared For:	<input type="checkbox"/> In-Camera 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 & Business Operations		

Material: Report attached.

Issue:

Background:

Motion:

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

Remarks/Next Steps:



GENERAL OPERATING FUND REPORT

FOR THE PERIOD ENDED DECEMBER 31, 2016



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

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, Integrated University Planning, Financial Services, Facilities Management, Athletics & Recreation and People, Organizational Design & Risk
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.

GLOSSARY

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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
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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:	March 31, 2017		
Agenda Item:	6.c. Quarterly Reports (ii) Consolidated Financial Report to December 31, 2016		
Prepared For:	<input type="checkbox"/> In-Camera 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 & 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 DECEMBER 31, 2016



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

108 of 116 pages

UNIVERSITY OF NORTHERN BRITISH COLUMBIA
STATEMENT OF FINANCIAL POSITION
AS AT DECEMBER 31, 2016

(unaudited)
(thousands of dollars)

	<u>2016</u>	<u>2015</u>
ASSETS		
CURRENT ASSETS		
Cash and temporary investments	\$ 48,032	\$ 52,982
Accounts receivable	1,438	1,844
Inventory	1,226	1,194
Prepaid and deferred charges	<u>1,382</u>	<u>1,019</u>
	52,078	57,039
INVESTMENTS AND RESTRICTED CASH	64,244	63,496
CAPITAL ASSETS	<u>212,564</u>	<u>212,424</u>
	<u>\$ 328,886</u>	<u>\$ 332,959</u>
LIABILITIES & NET ASSETS		
CURRENT LIABILITIES		
Accounts payable and accrued liabilities	\$ 9,461	\$ 5,858
Unearned revenue	<u>364</u>	<u>271</u>
	9,825	6,129
DEFERRED CONTRIBUTIONS	27,202	31,474
LONG-TERM DEBT	(56)	19
UNAMORTIZED DEFERRED CAPITAL CONTRIBUTIONS	161,041	165,611
NET ASSETS	<u>130,874</u>	<u>129,726</u>
	<u>\$ 328,886</u>	<u>\$ 332,959</u>

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA
 DETAILED SCHEDULE OF OPERATIONS
 FOR THE QUARTER ENDED DECEMBER 31, 2016**
 (Unaudited)

(thousands of dollars)

	<u>2016</u>	<u>2015</u>
REVENUE		
Government grants		
Provincial government	\$ 37,672	\$ 36,690
other govt/univ/college	3,708	4,045
Federal government	4,238	4,240
Tuition	10,264	10,624
Other fees	866	876
Investment	1,615	380
Misc	7,045	4,833
Sales	5,442	5,375
Amortization of deferred capital contributions	4,987	4,951
	<u>75,837</u>	<u>72,014</u>
EXPENSES		
Salaries and benefits	48,191	46,800
Operating expense	22,606	22,476
Amortization	6,600	6,666
Debt service costs	270	270
Cost of goods sold	1,071	1,159
	<u>78,738</u>	<u>77,371</u>
Excess (deficiency) of revenue over expenses	\$ (2,901)	\$ (5,357)

AGENDA ITEM BRIEFING NOTE

Date:	March 31, 2017		
Agenda Item:	6.c. Quarterly Reports (iii) Quarterly Forecast		
Prepared For:	<input type="checkbox"/> In-Camera 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 & 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	5,100	5,202	5,306
minus: Amounts amortized to revenue	(5,000)	(5,100)	(5,202)	(5,306)
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	2,499	2,498	2,497
minus: Amounts amortized to revenue	(3,200)	(2,499)	(2,498)	(2,497)
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	134,686	129,256	126,021
plus: Certificates of Approval (COAs) received	499	243	2,381	
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	134,686	129,256	126,021	120,461
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	11,203	11,495	13,309
plus: Contributions received in the current year	565	679	2,197	500
minus: Amounts amortized to revenue	(391)	(387)	(383)	(379)
Deferred contribution balance at the end of the year	11,203	11,495	13,309	13,430
From Other Sources: Cash				
Contributions deferred from previous years	14,379	14,109	14,444	14,184
plus: Contributions received in the current year	250	850	250	250
minus: Amounts amortized to revenue	(520)	(515)	(510)	(505)
Deferred capital contribution balance at the end of the year	14,109	14,444	14,184	13,929
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)	(5,100)	(5,202)	(5,306)
Operating contributions from other sources	(3,200)	(2,499)	(2,498)	(2,497)
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)	(17,385)	(18,449)	(19,630)
International Tuition and Mandatory Fees	(2,500)	(2,613)	(2,754)	(2,926)
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)	(1,200)	(1,200)	(1,200)
Other revenue (not included above)	(4,000)	(4,160)	(4,326)	(4,499)
Total Revenue	<u>(105,870)</u>	<u>(106,660)</u>	<u>(109,352)</u>	<u>(111,437)</u>
Expenses - debits				
Salaries and benefits	66,700	66,937	67,607	68,283
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	27,860	28,039	28,320
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	<u>108,790</u>	<u>109,026</u>	<u>110,015</u>	<u>111,113</u>
Net (Revenues)/Expenses before extraordinary items	<u>2,920</u>	<u>2,366</u>	<u>663</u>	<u>(324)</u>
(Gain) loss on sale of capital assets	-	-	-	-
Net (Revenues)/Expenses	<u>2,920</u>	<u>2,366</u>	<u>663</u>	<u>(324)</u>
Unallocated Pressures (use in Q1 only)	-	-	-	-
Operating Net (Income) Loss (for Ministry)	<u>2,920</u>	<u>2,366</u>	<u>663</u>	<u>(324)</u>
Endowment (restricted asset) contributions	(1,300)	(1,513)	(1,543)	(1,574)
Net (Income) Loss (PSI)	<u>1,620</u>	<u>853</u>	<u>(880)</u>	<u>(1,898)</u>

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

	Forecast	Projections		
	2016/17	2017/18	2018/19	2019/20
Financial assets - debits				
Cash and temporary investments	45,705	42,082	39,125	33,092
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>68,520</u>	<u>65,255</u>	<u>62,662</u>	<u>53,965</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	(134,686)	(129,256)	(126,021)	(120,461)
deferred capital contributions - Federal & Other	(25,312)	(25,939)	(27,493)	(27,359)
Deferred Tuition				
Deferred Other	(600)	(600)	(600)	(600)
Unearned lease revenue				
	<u>(174,800)</u>	<u>(168,965)</u>	<u>(166,117)</u>	<u>(159,118)</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>(195,070)</u>	<u>(189,440)</u>	<u>(186,828)</u>	<u>(177,097)</u>
Net assets/(liabilities)	<u>(126,550)</u>	<u>(124,185)</u>	<u>(124,166)</u>	<u>(123,132)</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	201,586	200,888	200,162
TOTAL NON-FINANCIAL ASSETS	<u>258,535</u>	<u>255,317</u>	<u>256,178</u>	<u>257,042</u>
Accumulated (surplus)/deficit - Operating				
Share capital		-	-	-
Contributed surplus		-	-	-
Accumulated Surplus	(131,985)	(131,132)	(132,012)	(133,910)
Accumulated Remeasurement Gains and (losses)		-	-	-
TOTAL ACCUMULATED (SURPLUS)/DEFICIT	<u>(131,985)</u>	<u>(131,132)</u>	<u>(132,012)</u>	<u>(133,910)</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	45,705	42,082	39,125
Operating activities:				
Net (Income) Loss (PSI)	(1,620)	(853)	880	1,898
Less:				
non-cash revenue	(71,820)	(71,198)	(72,151)	(72,327)
(gain) loss sale of assets	-	-	-	-
Add:				
non-cash expenses	9,000	9,090	9,181	9,273
cash received for operating contributions	63,579	63,591	64,475	64,578
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	122	(16)	(16)	(16)
	<u>(4,139)</u>	<u>(1,052)</u>	<u>698</u>	<u>1,729</u>
Financing activities:				
Cash received for deferred capital contributions	1,414	1,772	4,828	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>1,414</u>	<u>1,772</u>	<u>4,828</u>	<u>785</u>
Capital asset activities:				
Capital assets additions (with Provincial funding)	(664)	(1,222)	(5,300)	(5,300)
Capital assets additions (without Provincial funding)	(3,060)	(3,121)	(3,183)	(3,247)
Capital assets additions (including P3s and capital lease assets)	<u>(3,724)</u>	<u>(4,343)</u>	<u>(8,483)</u>	<u>(8,547)</u>
Capitalized interest (including IDC on P3 projects)	-	-	-	-
Proceeds from sale of capital assets	-	-	-	-
	<u>(3,724)</u>	<u>(4,343)</u>	<u>(8,483)</u>	<u>(8,547)</u>
Closing balance - cash & temporary investments	<u>45,705</u>	<u>42,082</u>	<u>39,125</u>	<u>33,092</u>

AGENDA ITEM BRIEFING NOTE

Date:	March 31, 2017			
Agenda Item:	6.d. Daycare Renovations and Energy Upgrades			
Prepared For:	<input type="checkbox"/> In-Camera 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, VP Finance/Business Operations			

Background:

As part of our normal capital project reporting we thought it important to communicate significant activity in this area.

During a recent review of the deferred maintenance requirements for the Daycare Facilities and a physical review of the building it became apparent that a number of interior and exterior upgrades were required to maintain the building. We have also taken the opportunity to include the building in the Sustainable Communities Demonstration Project (SCDP) that involves connecting one more building to the Bioenergy system.

This work will be added to the contract for the Residence 2 work and will therefore gain some efficiencies in procurement and project management.

Schedule: The entire scope of the project has been coordinated with the Daycare staff and will be completed this summer.

Budget: The cost of the complete project is just under \$300,000 and will be funded partially from Res 1 project savings and partially from the SCDP budget.

Benefits: Although modest, the addition of the Daycare building to the Bioenergy loop will provide for additional operating cost savings and a further reduction in CO2 emissions going forward.

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

Remarks/Next Steps: