

BOARD OF GOVERNORS - PUBLIC SESSION AGENDA

Saturday, March 29, 2014

9:00am – 11:45am

UNBC Senate Chambers

Participants:

Cory Brown, Louise Burgart, Andy Clough, Mark Dale, Kimberly Lawyer, Kathy Lewis, John MacDonald, Judy Mason, Ryan Matheson, Glen Montgomery, Harry Nyce Sr., Don Prior, John Turner, Gary Wilson, Simon Yu

UNBC Representatives (Non-Voting):

Ranjana Bird (Vice-President Research), Eileen Bray (Vice-President Administration and Finance), John Young (Acting Vice-President Academic and Provost), Rob van Adrichem (Vice-President External Relations), Denise Nagy (Acting EA, Board of Governors - Recording)

1. Chair's Remarks

NOTE: *The Board of Governors Agenda for the Public Session consists of a consent agenda and a regular agenda. The consent agenda contains items that are routine and non-controversial, and discussion is not necessary. The consent agenda is moved and approved as a group. The Chair will inquire whether there are any items that need to be removed from the consent agenda and if so, these items will be placed on the regular agenda. The Chair will ask for approval of the items or motions on the consent agenda as follows:*

Motion: *That the motions on the consent agenda, except for those removed for placement on the regular agenda, be approved as presented.*

2. Approval of Agenda

Regular *That, the Agenda for the Public Session of the March 29, 2014 meeting of the Board of Governors be approved, as presented.*

3. Approval of Minutes

Regular November 30, 2013

That, the Public Session Minutes of the November 30, 2013 meeting of the Board of Governors be approved as presented.

4. Business Arising

5. Human Resources Committee – Harry Nyce Sr., Chair

Regular a. Currently Advertised Faculty Positions (discussion) – J. Young

Regular b. Health and Safety Report (discussion) – E. Bray

6. Finance and Audit Committee – Louise Burgart, Chair

Regular a. UNBC Fees Schedule 2014/2015 (approval) – E. Bray

That, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the 2014/15 Fee Schedule for the University of Northern British Columbia, as presented.

- Regular b. UNBC General Operating Budget 2014/2015 (approval) – E. Bray
That, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the 2014/15 General Operating Budget for the University of Northern British Columbia, as presented.
- Regular c. UNBC Annual Ancillary Budget 2014/2015 (approval) – E. Bray
That, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the 2014/15 Ancillary Budget for the University of Northern British Columbia, as presented.
- Consent d. Quarterly Reports (information) – E. Bray
(i) General Operating Fund Report to December 31, 2013
(ii) Consolidated Financial Report to December 31, 2013
(iii) Quarterly Forecast
- Consent e. Capital Projects Update (information) – E. Bray
- Regular f. Northern Medical Program 2014/2015 Budget (information) – E. Bray
- Regular g. Audit Plan and Schedule (discussion) – E. Bray
- Regular h. Enrolment Report (discussion) – J. Young
- Consent i. Agreements, Scholarships, Bursaries and Awards (approval) – J. Young
That, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the establishment of scholarships, bursaries, and awards as recommended by the Senate, for the period November 2013 to January 2014, as presented.
- Regular j. Regional Operations Report (information) – J. Young

7. Governance Committee – Ryan Matheson, Chair

- Consent a. 2015 Board of Governors Meeting Schedule (approval) – R. Matheson
That, on the recommendation of the Governance Committee, the Board of Governors approves the 2015 Board of Governors Meeting Schedule, as presented.

8. Office of External Relations – Rob van Adrichem

- Regular a. Office of External Relations Report (discussion) – R. van Adrichem
(i) Fundraising Report
(ii) Communications with Stakeholders
(iii) Report on Government Relations

9. Office of Research – Ranjana Bird

- Regular a. Office of Research Report (discussion) – R. Bird

10. President's Report

- Regular a. Report on President's Activities (information)
Consent b. University Plan Update (information)

11. Chancellor's Report

12. Other Business

- Regular a. Code of Conduct & Conflict of Interest Policy (annual review & signing) – J. Turner
Consent b. BC Budget 2014 Memo (information) – E. Bray
Consent c. 25th Anniversary Update (information) – R. van Adrichem

Approved for Submission:

Mr Dale

Dr. Mark Dale
Interim President and Vice-Chancellor

AGENDA ITEM BRIEFING NOTE

Please ensure you use a briefing note for every agenda item from your office and/or department. If the item is recurring, or there's no material, I still require a briefing note and indicate "no material".

Date:	March 17, 2014			
Agenda Item:	2. Approval of Agenda			
Prepared For:	<input type="checkbox"/> In-Camera Session	<input checked="" type="checkbox"/> Public Session		
Purpose:	<input type="checkbox"/> Information	<input type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction	<input checked="" type="checkbox"/> Approval
Prepared By:	Denise Nagy, Acting Executive Assistant, UNBC Board of Governors			
Reviewed By:	John Turner, Chair, UNBC Board of Governors and President's Executive Council			

Material: Agenda for the Board Public Session of March 29, 2014 attached.

Issue:

Background:

Motion: *That, the Agenda for the Public Session of the March 29, 2014 meeting of the Board of Governors be approved as presented*

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

Remarks/Next Steps:

AGENDA ITEM BRIEFING NOTE

Please ensure you use a briefing note for every agenda item from your office and/or department. If the item is recurring, or there's no material, I still require a briefing note and indicate "no material".

Date:	March 3, 2014			
Agenda Item:	3. Approval of Minutes – November 30, 2014			
Prepared For:	<input type="checkbox"/> In-Camera Session		<input checked="" type="checkbox"/> Public Session	
Purpose:	<input type="checkbox"/> Information	<input type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction	<input checked="" type="checkbox"/> Approval
Prepared By:	Denise Nagy, Acting Executive Assistant, UNBC Board of Governors			
Reviewed By:	John Turner, Chair, UNBC Board of Governors			

Material: 3. Public Session Minutes of the November 30, 2014 meeting attached.

Issue:

Background:

Motion: *That, the Public Session Minutes of the November 30, 2013 meeting of the Board of Governors be approved as presented.*

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

Remarks/Next Steps:

AGENDA ITEM BRIEFING NOTE

Date:	March 17, 2014		
Agenda Item:	5. a. Currently Advertised Faculty Positions		
Prepared For:	<input type="checkbox"/> In-Camera Session	<input checked="" type="checkbox"/> Public Session	
Purpose:	<input type="checkbox"/> Information	<input checked="" type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction <input type="checkbox"/> Approval
Prepared By:	Joan Schneider, Executive Assistant, Vice President Academic and Provost		
Reviewed By:	John Young, Acting Vice President Academic and Provost		

Material: Memorandum attached.

Issue:

Background:

Motion:

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

Remarks/Next Steps:



MEMORANDUM

TO: Mark Dale, Interim President and Vice-Chancellor
FROM: John Young, Acting Vice President Academic and Provost
DATE: March 17, 2014
RE: Currently Advertised Faculty Positions

COLLEGE OF ARTS, SOCIAL & HEALTH SCIENCES

School of Education

Assistant Professor

Posting: FAED12-13

Applications Received to Date: 53

Status: Interviewing completed

Closing date: December 6, 2013

Preferred start date: January 1, 2014

Department of First Nations Studies

Assistant Professor

Posting: FAFN10-13

Applications Received to Date: 11

Status: Interviewing

Closing date: January 16, 2014

Preferred start date: July 1, 2014

School of Health Sciences

Assistant Professor

Posting: FAHS13-13

Applications Received to Date: 41

Status: Shortlisted Candidates

Closing date: January 31, 2014

Preferred start date: July 1, 2014

Department of History

Assistant Professor

Posting: FAHI15-13

Applications Received to Date: 72

Status: Interviewing

Closing date: January 31, 2014

Preferred start date: July 1, 2014

School of Nursing
Assistant Professor
Posting: FANU14-13
Applications Received to Date: 16
Status: Interviewing

Closing date: January 15, 2014
Preferred start date: July 1, 2014

COLLEGE OF SCIENCE & MANAGEMENT

Ecosystem Science & Management Program
Research Chair In Mixedwood Ecology
Assistant/Associate Professor
Posting: FAESM05-13
Applications Received to Date: 20
Status: Interviewing

Closing date: July 31, 2013
Preferred start date: January 1, 2014

Engineering Program
Associate/Full Professor
Posting: FAENG06-13
Applications Received to Date: 29
Status: Interviews Completed

Closing date: October 31, 2013
Preferred start date: January 1, 2014

School of Business
Assistant/Associate Professors
Posting: FABU01-14
Applications Received to Date: 24 – Accounting
67 – Finance
54 - Marketing
Status: Short listing

Closing date: February 28, 2014
Preferred start date: July 1, 2014

NORTHERN MEDICAL PROGRAM

No positions are currently advertised

RESEARCH CHAIRS

No positions are currently advertised

AGENDA ITEM BRIEFING NOTE

Please ensure you use a briefing note for every agenda item from your office and/or department. If the item is recurring, or there's no material, I still require a briefing note and indicate "no material".

Date:	March 19, 2014		
Agenda Item:	5.b. Health & Safety Report		
Prepared For:	<input type="checkbox"/> In-Camera Session	<input checked="" type="checkbox"/> Public Session	
Purpose:	<input type="checkbox"/> Information	<input checked="" type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction <input type="checkbox"/> Approval
Prepared By:	Sheila Keith, Director Purchasing, Contract & Risk Management		
Reviewed By:	Eileen Bray, VP Administration & Finance		

Report for March 2013 – March 2014

Executive Summary

Research is underway to determine best practices regarding Emergency Notification Systems on university campuses. Working with the Chief Information Officer and the Risk and Security Manager, the Director of PCRM will issue a full Request for Proposal. The RFP will include replacement of the CCTV security camera system and digital signage throughout campus. The RFP should be ready for distribution by the end of June 2014. Once responses are received and evaluated, the committee will be better informed as to costs and timelines for a phased project.

UNBC hired a new Risk and Security Manager, Sarah Elliott. Sarah has years of experience in both the risk and security departments of BCIT. She has proven to be a valuable addition to the risk and emergency management committees at UNBC, in her short time on campus due to her experience at another institution.

The Health and Safety Office continued to provide advice and training for the University community during this period. The Risk & Safety Coordinator in consultation with academic and administrative departments is continuing to develop a comprehensive on-line safety orientation course for all new and existing employees.

Health and Safety Committees

- **Occupational Health and Safety Committee** – Regular monthly meetings held.
- **Facilities Safety Committee** – Monthly meetings have changed to bi-monthly.
- **Laboratory Safety Committee** – Regular meetings held monthly.
- **Field Safety Committee** – Regular meetings are planned for once per semester
- **Radiation Safety Committee** – Regular annual meeting held.
- **Safety Officer Committee** – Regular monthly one on one meetings and joint quarterly meetings held.
- **Animal Care and Use Committee (ACUC)** – Attended meetings and participated in an advisory role.
- **Prince George Industrial Mutual Aid Committee (PGIMAC)** – Training for Level 200 Incident Command held with PGIMAC including RCMP, CN Rail, BC Ambulance, Marsulex Chemical, and Prince George Fire Rescue.
- **College University Safety Association (CUSA)** – did not participate this year due to vacant position
- **Canadian Society of Safety Engineers (CSSE)** – Participated in bi-monthly meetings with the local chapter.

Fire Safety

- Fire drills for the main campus buildings were held February 2014. A need for increased training for staff and students was recognized as some staff did not evacuate during the alarm and students were using elevators to evacuate.
- Monthly fire drills are held at the UNBC Daycare.
- A RFP is being prepared to update all campus building fire floor plans.

Building Inspections

Buildings on campus are inspected on a monthly rotating basis. Reports are forwarded to Facilities or responsible department/faculty for corrections and follow up. These reports are sent to the Health and Safety Committee for review at their regular meeting.

Ergonomics

The Risk and Safety coordinator is providing general ergonomic assessments in order to help employees with work space setup. For detailed ergonomic assessments involving an injury or medical request, an external resource is required. Ergonomic issues continue to increase on UNBC campuses requiring equipment purchases or replacements. PCRM is working with HR to develop an ergonomic strategy.

Chemical Safety

Chemical Safety Officer

The Chemical Safety Manual was updated in 2013 and the changes were approved by the Laboratory Safety Committee. The current manual was published on both the Risk and Safety Department and the Chemstores web sites. A lab safety website was developed as a laboratory function and safety/reference website. It is currently under review. Once complete, it will be available to laboratory users.

One chemical safety incident occurred during this period. A chemical container failed in the hazardous materials storage area. The chemical spills were cleaned up using appropriate spill procedures.

Improvements in the QRRC safety manual are in process and a follow up inspection by the H&S Coordinator and Risk & Safety Manager is planned for later this spring.

The laboratory Safety and Methodology Orientation is now held on a monthly basis to provide ample access for beginner lab users and to simplify scheduling. The schedule is available on the Lab and Chemstores website.

Radiation Safety

UNBC's consolidated Canadian Nuclear Safety Commission (CNSC) licenses are valid until 2017. The two new internal radioisotope permits were issued in 2013. Training sessions were held for all new users on May 6th, 2013 and again on January 17th, 2014.

The Radiation Safety Committee does not currently have a chair however they are working through the Dean's office to appoint one. Under the current terms of reference the committee meets on a quarterly basis.

Waste Management

UNBC's bio hazardous waste is collected from campus every eight weeks by Stericycle. During the 2013-2014 fiscal year to date, there have been 5 pick-ups. There will be an additional pick-up in March 2014.

Solid and liquid chemical waste generated by labs at UNBC is picked-up annually by Clean Harbors. This contract is currently out for tender.

Material Safety Data Sheets

Access to Material Safety Data Sheets is required for all laboratories. This is maintained through an online subscription through the Canadian Centre for Occupational Health and Safety (CCOHS). All computers on campus have access to the CCOHS MSDS database. For the few laboratories without internet access, MSDS paper copies are available.

Biosafety

The Biosafety officer is in place with a designated back-up Biosafety Officer. The Biosafety manual was updated and posted on both the Risk & Safety and Chemstores websites.

Incidents

There were no bio hazardous incidents during this period.

Inspections

The two Level 2 and seven Level 1 Biosafety Labs on campus have been inspected and certified according to CFIA and PHAC standards.

Training

There were six level 2 Biosafety training sessions given this past year with a total of 50 students and researchers attending. The Biosafety Level1 course on Blackboard was updated and implemented in September 2013. 331 students registered and successfully completed the course. The Biosafety Officer has developed a Standard Operating procedure (SOP) for all autoclaves on campus.

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

Remarks/Next Steps:

AGENDA ITEM BRIEFING NOTE

Please ensure you use a briefing note for every agenda item from your office and/or department. If the item is recurring, or there's no material, I still require a briefing note and indicate "no material".

Date:	March 20, 2014			
Agenda Item:	6.a. UNBC Fees Schedule 2014/2015			
Prepared For:	<input type="checkbox"/> In-Camera Session	<input checked="" type="checkbox"/> Public Session		
Purpose:	<input type="checkbox"/> Information	<input type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction	<input checked="" type="checkbox"/> Approval
Prepared By:	Eileen Bray, VP Administration & Finance			
Reviewed By:	Eileen Bray, VP Administration & Finance			

Material: Included 6.b. UNBC General Operating Budget 2014/2015

Motion: That, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the 2014/15 Fee Schedule for the University of Northern British Columbia, as presented.

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

Remarks/Next Steps:

AGENDA ITEM BRIEFING NOTE

Please ensure you use a briefing note for every agenda item from your office and/or department. If the item is recurring, or there's no material, I still require a briefing note and indicate "no material".

Date:	March 20, 2014			
Agenda Item:	6.b. UNBC General Operating Budget 2014/2015			
Prepared For:	<input type="checkbox"/> In-Camera Session		<input checked="" type="checkbox"/> Public Session	
Purpose:	<input type="checkbox"/> Information	<input type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction	<input checked="" type="checkbox"/> Approval
Prepared By:	Eileen Bray, VP Administration & Finance			
Reviewed By:	Eileen Bray, VP Administration & Finance			

Motion: That, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the 2014/15 General Operating Budget for the University of Northern British Columbia, as presented.

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

Remarks/Next Steps:



Proposed 2014/15
General Operating Fund
Budget
(April 1, 2014 – March 31, 2015)

DRAFT FOR BOG APPROVAL

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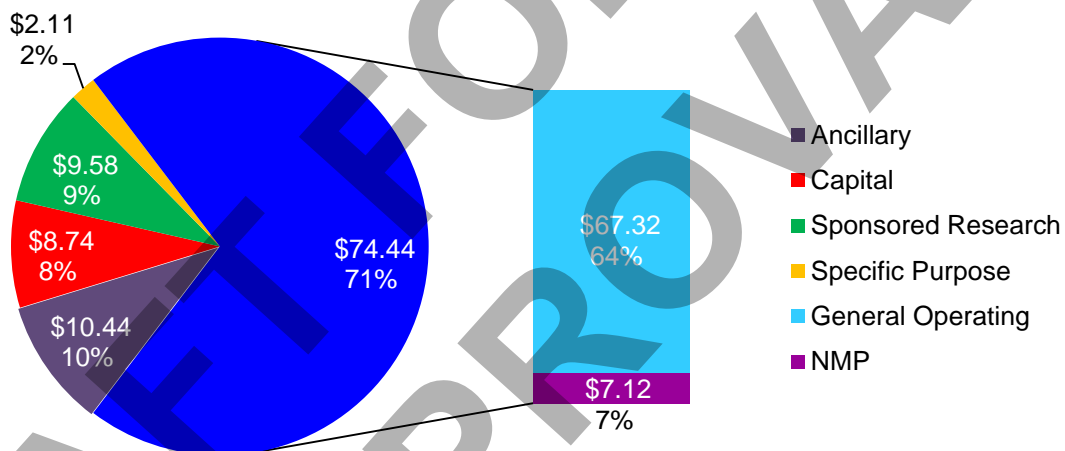
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Overall Financial Context

The University receives funding from a variety of sources including the provincial and federal governments, donors, students, and granting agencies. Some funding is provided to the University subject to restrictions on how it can be used while other funding is available for use as deemed appropriate by the Board of Governors. To ensure that all funds are managed with appropriate controls and in accordance with any external restrictions, the University uses various funds to manage revenues and expenses. For illustrative purposes, the total actual revenue for 2011/12 is noted in the chart below. 2011/12 information is presented as it is the final year in which audited financial information was presented in this manner; the shift to public sector accounting standards for 2012/13 resulted in changes to the presentation of the various types of funds.

2011/12 Total Revenue by Fund
(in \$ millions)



The **Consolidated General Operating Fund** is comprised largely of two parts: the General Operating Fund and the Northern Medical Program (NMP) Fund. In total, these funds represent about 70% of the total financial activity of the university. The budget for the NMP is provided to UNBC's Board of Governors for information but is approved by a joint group comprised of representatives of UNBC, the University of British Columbia, and the University of Victoria. The budget for the General Operating Fund is the focus of the remaining sections of this report; it includes the unrestricted revenues that fund the core academic and administrative functions of the university and related expenses. These unrestricted revenues come from the provincial operating grant, tuition and student fees, and the Federal Indirect Costs of Research grant.

The **Ancillary Fund** is comprised of all the "self-funded" operations of the university including the Bookstore, Residences, Copy Services, Conference Services, Parking and Security, and Food Services.

The **Capital Fund** incorporates all minor and major capital projects funded by both internal and external sources and the cost of depreciation of capital assets. Each project budget is approved separately at the appropriate level with major projects approved by the Board of Governors.

Specific Purpose and Expendable Funds contain restricted revenues from external sources for non-research grants and contracts, non-endowed donations, as well as funds restricted internally for specific projects. Each individual fund is managed separately in accordance with relevant restrictions; annual budgeting for these funds is not practical since they occur unpredictably and at various times throughout the fiscal year.

The **Research Fund** includes all revenues and expenses related to externally funded research projects. Research funding comes from many sources including the provincial and federal governments, granting agencies, corporations, and not for profit organizations. The budget for each project is approved individually, generally as part of the terms of the grant.

Facts, Assumptions and Risks

PEC made certain assumptions based on the best information currently available. Changes in any of these assumptions will have a financial impact that may affect the University's ability to implement some of the decisions outlined in this document. The 2014/15 budget has been prepared based on the following:

- ***Provincial Government Funding***

The revenue forecast for the provincial grant is based on the estimated impact to UNBC of the overall reduction to the post-secondary sector of \$20 million in 2014/15. This follows a reduction of \$5 million in 2013/14 and precedes an anticipated reduction of \$25 million in 2015/16. The UNBC grant for 2013/14 was reduced by about \$126,000; it is estimated that for 2014/15, the reduction will be \$473,000 with a further reduction of \$585,000 in 2015/16.

- ***Federal Indirect Costs of Research Grant (FICR) and Canada Research Chair (CRC) Awards***

UNBC has received information confirming that the FICR for 2014/15 is projected to be around \$1,240,000, about \$126,000 less than 2013/14. The total decline in the FICR from 2011/12 to 2014/15 is about \$500,000. Due to the decline in overall Tri-Agency funding, funding for CRCs is also being phased out more quickly than originally planned. In 2014/15, total CRC funding will be \$200,000 less than originally budgeted and in 2015/16, there will be a further reduction in funding of \$50,000 in advance of the original end date for the terms of the appointments.

- **Tuition and Other Fees**

Rate - Under the provincial government's tuition limit policy, increases to tuition fees and certain mandatory fees for graduate and undergraduate students are limited to the rate of inflation. The Ministry of Advanced Education (MAVED) has confirmed that the rate for 2014/15 is consistent with previous years at 2%. The operating budget therefore includes proposed tuition and other fee increases approved by the University Fees Committee and President's Executive Council (PEC). These include a 2% proposed increase in tuition fees and various adjustments to specific course fees. The detailed proposals for the fee increases are included in the fee schedule presented in Appendix 1.

Enrolment – 2013/14 total enrolment levels have not yet been finalized but it is estimated that there has been a decline of 2% - 3% in full time equivalents (FTEs) from 2012/13. To mitigate risk, therefore, PEC has set the budget for 2014/15 tuition revenue equal to the 2013/14 budget.

- **Salary and Benefit Increases**

Salaries – Salaries include estimated total costs for 2014/15 for employee agreements settled in 2012/13 and 2013/14.

Benefits – While there have been some increases in certain individual benefit rates, such as MSP, there have been no changes to the overall budgeted benefit rates from 2013/14.

- **Inflation and Foreign Exchange Risks**

Inflationary pressures for utilities, fuel costs, and other non-salary expenditures may be higher than projected in the current budget allocations. Certain expenditures are transacted in foreign currencies, primarily US dollars. While provision has been made to adjust for a change in the value of the Canadian dollar, actual exposure to currency fluctuations may be higher than budgeted.

In summary, while any plan based on estimates is subject to inherent risk, the overall risks in the general operating fund budget are relatively low. The greatest risk continues to relate to student enrolment and increasing dependence on international student levels as a result of the increasing proportion of total tuition received from international students.

The Proposed 2014/15 General Operating Fund Budget

The 2013/14 budget summary outlined a timeline for a process to update the strategic plan for UNBC. The departure of the President has affected the proposed schedule. Nevertheless, the Interim President and Provost continue to follow through on the work begun in the “conversations” held in the Summer and Fall of 2013. A final report from the consultant who assisted in facilitating some of the sessions has been received; “Principles for Priorities” have been drafted and are under discussion by the Senate Committee on Academic Affairs (SCAAf). SCAAf will also discuss the academic decisions that will follow from those principles and will work with academic programs, students, the remainder of Senate, and the Board of Governors to develop an academic plan that will help to distinguish UNBC from other institutions in British Columbia, the rest of Canada and in the rest of the world. Initiatives already underway which will help distinguish UNBC include the CASHS Foundation Year curriculum, the development of a CSAM Foundation Year, a review of different pedagogical models, and a revised structure for Regional Operations.

As requested in the Budget Planning Framework, the Provost and Vice President Administration & Finance (VPAF) worked with the respective Budget Planning Groups to develop proposed budget reductions for 2014/15. Since the goal of planning was to reduce total budgets by 4% each group focused primarily on salaries and benefits as they represent about 90% of the groups’ budgets. The Provost’s Group submitted initial proposed reductions of \$1,654,000 representing a combination of position eliminations, minor revenue increases, and operating budget reductions. The VPAF group submitted initial reductions of about \$307,000, again through position eliminations and operating budget reductions.

PEC accepted the proposals from both groups with minor adjustments. In addition to the proposals submitted, PEC also reviewed the assumptions regarding tuition fee revenue. In light of the current decline in enrolment, PEC decided to be somewhat conservative in setting the level of anticipated revenues for 2014/15. While the University continues to focus on student recruitment and retention, PEC held the proposed total tuition revenue budget to the same total as 2013/14, despite the proposed 2% increase in tuition fees.

In developing the final proposed budget, PEC also had to deal with the additional cost increases resulting from the recent arbitrator’s decision regarding faculty compensation. Additional cost pressures relating to obligations resulting from the expiring Canada Research Chair (CRC) grants and commitments to Canada West for Athletic teams limited PEC’s flexibility in overall budget planning.

By applying the proposed reductions from the Budget Planning Groups, reducing the central contingency, and maintaining central operating budgets at close to 2013/14 levels despite pressures such as the 9% increase in BC Hydro rates, PEC was able to prepare a balanced budget that includes the following:

- Elimination of a net 7.4 faculty positions. (Eliminating 10 vacant positions and adding one full time position plus funding for 1.6 FTE instructor positions).
- Elimination of 4.6 FTE staff positions plus funding of 0.5 FTE from English Language Studies.
- Elimination of the university training fund.
- Elimination of the advertising budget in Communications, with replacement funding provided via one-time allocations.
- Provision of funding to cover the increased costs resulting from the loss of the CRC grants.
- Increased funding for Athletics to ensure the budget is set at a level to enable fulfillment of Canada West requirements.
- Funding for an additional position in the Office of Research to help increase success in Tri-Agency funding.
- Funding for future academic priorities to be developed and confirmed.
- Funding for an additional position to support the development and maintenance of University web pages, which are a crucial component of student recruitment.

PEC recognizes that despite the continued requirement to balance anticipated operating revenues and expenses, the actual operating revenues and expenses have resulted in surpluses at the end of the past several years. While these surpluses cannot be used to fund ongoing commitments, they have been used to fund specific projects and short term requirements that help the University realize operational efficiencies and move operations forward in a strategic way. The highest priority is for investments that either reduce future operating expenses or enhance future revenues, directly or indirectly. In an effort to ensure surplus funds are utilized in the most strategic way, PEC has developed a proposal to reallocate a portion of the savings resulting from vacancies and recruitment lags under the decision making authority of both the Provost and VPAF (Appendix 2). The balance of annual surpluses will continue to be held to fund institutional priorities. Such priorities may include, but are not limited to, recruitment and retention initiatives, additional Capital Equipment Replacement allocations, and funding to address the gaps from the significant loss of provincial Annual Capital Allowance funding. Deferred maintenance is a significant, emergent issue that will require substantial investment in the next few years. Recent facility condition audits have indicated that the residences will require capital and maintenance expenditures of nearly \$5 million in the next five years, and a further \$57 million is estimated for maintenance for other buildings, only a portion of which is likely to be funded by government grants.

PEC acknowledges the hard work and contributions of the Senate Committee on the University Budget (SCUB) through a detailed dialogue that assisted in the development of this university budget.

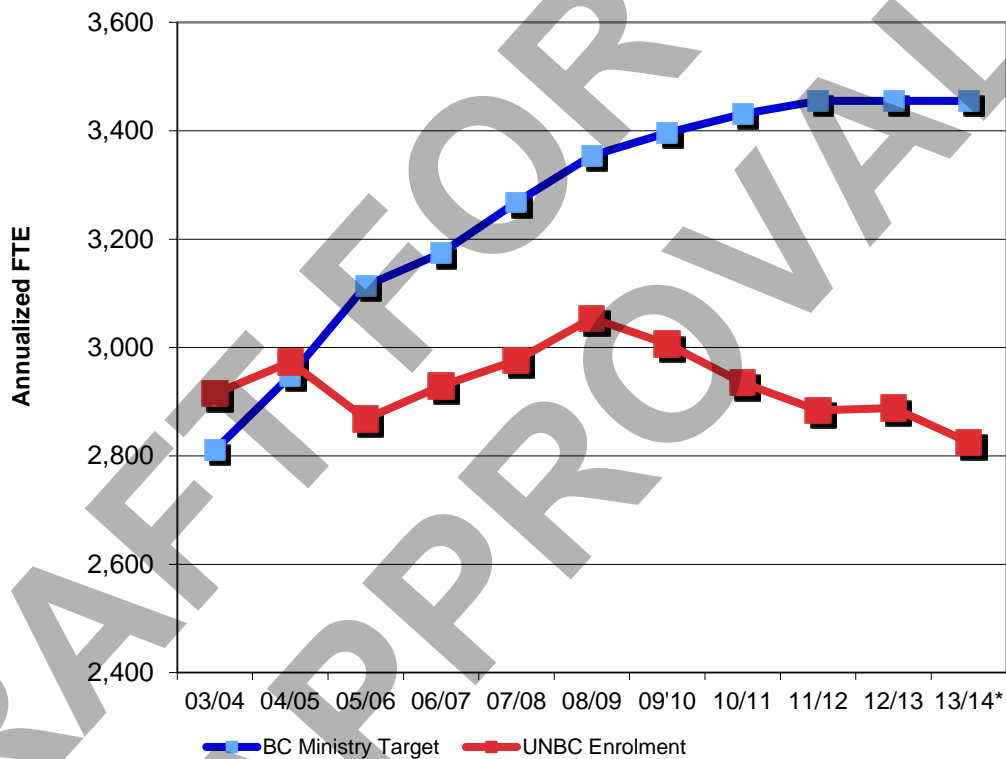
In conclusion, PEC is confident that the General Operating Fund budget for 2014/15 and resources allocated under the proposal described in Appendix 2 will sustain the effective operations of the University while allowing for strategic investments that will improve UNBC.

Financial Overview and Highlights

Revenues

Total revenues in the proposed 2014/15 budget have been estimated at \$68.00 million, a decrease of 0.4% from 2013/14 levels. The decrease is primarily due to the reduction in provincial government funding for the post-secondary sector. For information purposes, UNBC's annualized total FTE compared to MAVED's targets are provided in Figure 1.

Figure 1
Annualized FTE Comparisons:
BC Ministry Targets Compared to UNBC Enrolments*

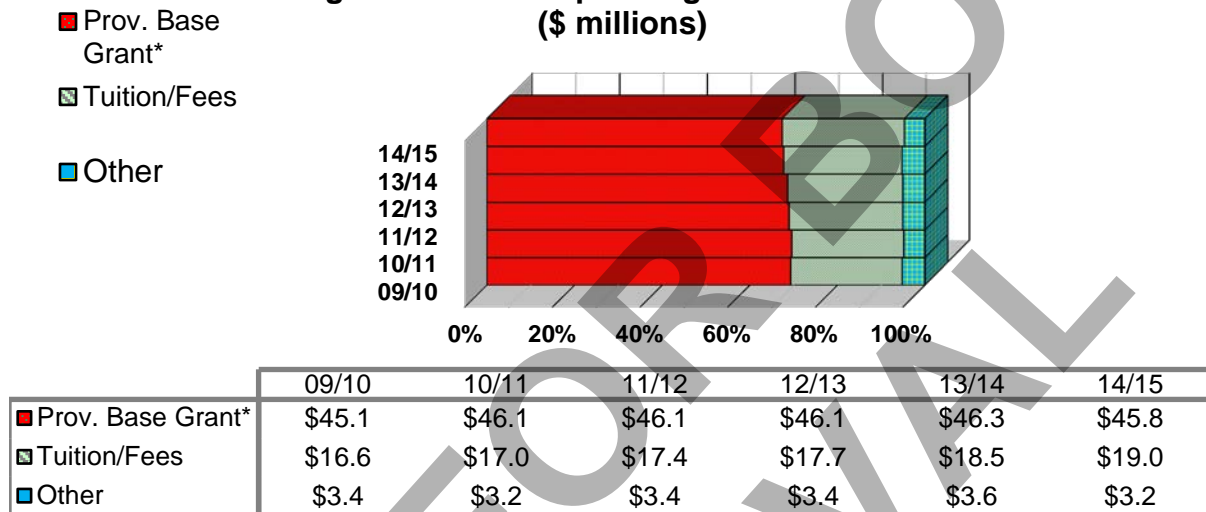


*13/14 estimated numbers; audited data available May 2014

Appendices 3 and 4 provide some details regarding budgeted revenue and expenditures for 2014/15 and comparison with previous years. Overall revenue distribution, as shown in Figure 2, did not change significantly from 2013/14; the provincial operating grant remains at slightly under 68% of operating fund revenue with tuition and fees at about 28%. The Federal Indirect Costs of Research grant, included in the "Other" category declined by nearly 10% from the 2013/14 level; details of how this grant is allocated are provided in Appendix 5. All other revenue categories have remained relatively consistent with last year in total; however, within the categories, two major changes occurred. First, in late March 2013, a second Masters of Business Administration (MBA) cohort was approved to start in the

Vancouver area, which impacted planned revenues and expenditures; as a result of this change, there is a total growth in budgeted revenue from the MBA program, included in tuition and fees, of about \$446,000 from the 2013/14 approved budget. As well, there have been decisions made regarding discontinuing select internal chargebacks, which reduce the total “Other Cost Recovery” by about \$270,000, which is totally offset by a corresponding decrease in expenses.

Figure 2: UNBC Operating Fund Revenues (\$ millions)

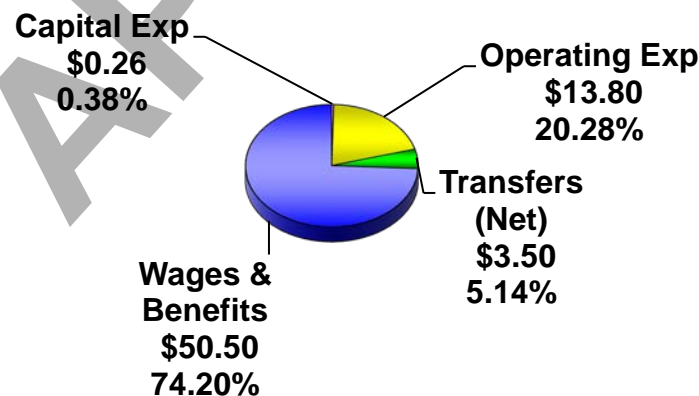


* Provincial Base Grant does not include NMP or one time/other grants

Expenditures

As illustrated in Figure 3, wages and benefits continue to form the largest component of total costs. Projected costs relating to salaries and benefits are shown in Table 1 below.

Figure 3: 2014/15 Expenditures by Type (\$ millions)



**Table 1: Changes in Labour and Benefits Costs
(\$ Thousands)**

	2013/14	2014/15	Change from Prior Yr.	
			\$	%
Salaries - Staff	16,458	16,113	(345)	(2.10%)
Salaries - Faculty/Librarians/SLI	20,290	20,251	(39)	(0.19%)
Salaries - Instructors	2,497	2,903	406	16.26%
Salaries - Other	2,500	2,591	91	3.64%
Hourly Wages	1,094	1,149	55	5.03%
Total Salary and Wages	42,839	43,007	168	0.39%
Anticipated Salary Savings	(833)	(833)	-	0.00%
Benefits	8,299	8,287	(12)	(0.14%)
Total Labour and Benefits	50,305	50,461	156	0.31%

Operating Expenses, as shown in Table 2, are \$538,000 less than 2013/14 levels. The reduction is related in large part to the reduction of the central contingency and the internal cost recovery change noted above. The balance of the change is related to various operating budget reductions incorporated from the BPG proposals.

**Table 2: Changes in Operating Expenditures and Transfers
(\$ thousands)**

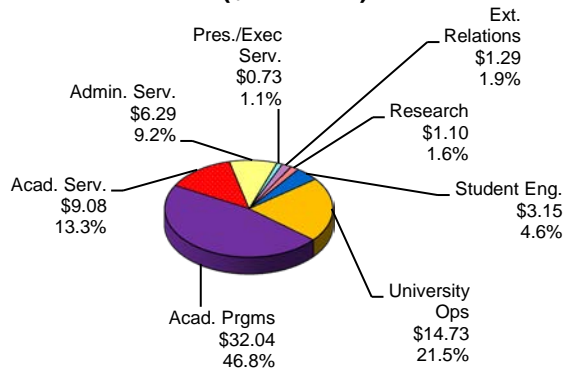
	2013/14	2014/15	Change from Prior Yr.	
			\$	%
Oper. Exp.	\$14,344	\$13,806	(\$538)	(3.75%)
Minor Cap.	259	259	0	0.00%
Trans. To Other Funds	6,183	6,207	24	0.39%
Trans. From Other Funds	(2,690)	(2,687)	3	(0.11%)
Total Exp & Trans.	\$18,096	\$17,585	(\$511)	(2.82%)

As illustrated in Figure 4 and Appendix 6, the primary direct expenditures, including labour costs, for the University are in student related activities, both academic and administrative. The total portion of the University's overall budget allocated to the academic programs, student services and academic services is once again approximately two thirds of the overall budget.

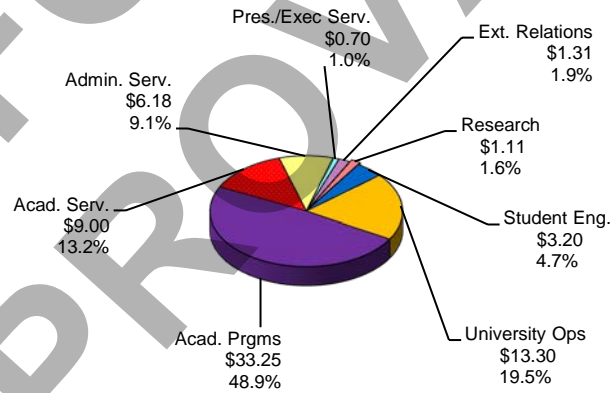
The change in the University Operations total results primarily from the reduction in the university contingency and reallocation of amounts held for salary increases to the appropriate units. The Academic Programs total had a significant increase resulting primarily from the various salary adjustments implemented and the increased costs from the addition of the MBA cohort noted above. The total budget for other areas is relatively unchanged from 2013/14.

Figure 4: 2014/15 and 2013/14 Expenditures by Organizational Grouping

**2013/14 By Organizational Grouping
(\$ millions)**



**2014/15 By Organizational Grouping
(\$ millions)**



DRAFT FOR APPROVAL

APPENDIX 1:

Proposed UNBC 2014/15 Fee Schedule

DRAFT FOR BOG
APPROVAL

**University of Northern British Columbia
2014/15 Proposed Fees**

APPENDIX 1

FEE	INTERNAL FEES 2014/15	EXTERNAL FEES	DESCRIPTIONS	FINAL APPROVAL AUTHORITY
Tuition				
General Program Fees				
Undergraduate Tuition Fees	163.75	n/a	Per Credit Hour	Board
Regional Tuition Fee Supplement		n/a	Designated Courses Only	Board
Master Level Program Fees				
Full Time				
Master of Social Work - Full time	1,783.39	n/a	The minimum fee for the Masters degree is six full-time tuition fee units.	Board
Master of Education - Full time	2,080.63	n/a	The minimum fee for the Masters degree is six full-time tuition fee units.	Board
Master of Arts in Disability Management - Full time	1,932.01	n/a	The minimum fee for the Masters degree is six full-time tuition fee units.	Board
Master of Science in Community Health - Full time	1,932.01	n/a	The minimum fee for the Masters degree is six full-time tuition fee units.	Board
Master of Science in Nursing	1,932.01	n/a	The minimum fee for the Masters degree is six full-time tuition fee units.	Board
Part Time				
Master of Social Work - Part time	936.28	n/a	The minimum fee for the Masters degree is twelve part-time tuition fee units.	Board
Master of Education - Part time	1,092.33	n/a	The minimum fee for the Masters degree is twelve part-time tuition fee units.	Board
Master of Arts in Disability Management - Part time	1,014.29	n/a	The minimum fee for the Masters degree is twelve part-time tuition fee units.	Board
Master of Science in Community Health - Part time	1,014.29	n/a	The minimum fee for the Masters degree is twelve part-time tuition fee units.	Board
Master of Science in Nursing	1,014.29	n/a	The minimum fee for the Masters degree is twelve part-time tuition fee units.	Board
All Other Master Level Programs				
Full time	1,523.02	n/a	The minimum fee for the Masters degree is six full-time tuition fee units.	Board
Part time	805.02	n/a	The minimum fee for the Masters degree is twelve part-time tuition fee units.	Board
Post-Baccalaureate Diploma Program				
Post-Baccalaureate Diploma Course Fee	240.81	n/a	Per Course	Board
Master of Business Administration				
Dip. BA Tuition Fee	21,089.88	n/a	Payable in 3 installments: \$7,029.96 within 30 days of offer of admission and \$7,029.96 per subsequent semester payable the first day of classes.	Board
MBA Program Tuition	14,059.92	n/a	Payable over 2 semesters at \$7,029.96 per semester-payable the first day of classes.	Board
Time Extension Fee	1,148.68	n/a	Beyond 5 Terms Registration, Per Term	Board
Pre-MBA Program Course Fee	574.33	n/a	Per Course	Board
Masters Time Extension				
Master of Social Work - Extension	1,783.39	n/a	Per Semester	Board
Master of Education - Extension	2,080.63	n/a	Per Semester	Board
Master of Arts in Disability Management - Extension	1,932.01	n/a	Per Semester	Board
Master of Science in Community Health - Extension	1,932.01	n/a	Per Semester	Board
All Other Masters Programs - Extension	1,523.02	n/a	Per Semester	Board

**University of Northern British Columbia
2014/15 Proposed Fees**

APPENDIX 1

FEE	INTERNAL FEES 2014/15	EXTERNAL FEES	DESCRIPTIONS	FINAL APPROVAL AUTHORITY
Doctoral Programs				
PhD	1,523.02	n/a	The minimum fee for the PhD is nine full-time tuition fee units.	Board
Time Extension				
PhD	1,523.02	n/a	Per Semester	Board
Continuing Registration Fee	536.37	n/a	Per Semester for all Graduate Programs	Board
Non-Degree Graduate Students	847.12	n/a	Per Course	Board
International Students				
International Students Fee (Ugrad) (Commencing Studies Prior to May 1, 2002)	368.44	n/a	2.25 times the domestic per credit hour tuition charge	Board
International Students Fee (Grad) (Commencing Studies Prior to May 1, 2002)		n/a	domestic rate for Program	Board
International Students Fee (Ugrad) (Commencing Studies Between May 1, 2002 and April 30,	450.31	n/a	2.75 times the domestic per credit hour tuition charge	Board
International Students Fee (Ugrad) (Commencing Studies Between May 1, 2004 and April 30, 2005)	491.25	n/a	3.00 times the domestic per credit hour tuition charge	Board
International Students Fee (Ugrad) (Commencing Studies May 1, 2005 Onward)	573.13	n/a	3.50 times the domestic per credit hour tuition charge	Board
New International Students Fee (Grad)		n/a	Domestic Rate for Program	Board
International Students Fee (Ugrad & Grad)		n/a	Per Semester-Field trips	Board
International Students Enrolled in the North2North Program		n/a	Same as Domestic Tuition Charge	
Other				
Co-operative Education Work Term Fees - NOTE: \$75.00 reduction per work term that is self developed	491.25	n/a		Board
Registration Deposit	100.00	n/a	Per Semester	Board
Graduate-Late Registration Fee	100.00	n/a	Late Registration Fee	Board
Course Challenge Fee	81.88	n/a	50% of regular tuition fee-per credit hour	Board
Tuition Waiver for Undergraduate Courses			for BC residents 65 or older	Board
Tuition Waiver for Graduate Courses			for BC residents 65 or older	Board
High School Dual Credit Courses	81.88		Dual credit courses at high schools at half the tuition (with no student fees) for three-credit course. The first offering was a course in Psychology (2008).	Board
Environmental Engineering Majors (APEGBC Membership Fee)	20.00		Annual Professional Activity Fee (Fall Only)	Board
Withdrawal & Tuition Refund Fee				
50% Up to the Date of Withdrawal Without Academic Penalty		n/a		Board

**University of Northern British Columbia
2014/15 Proposed Fees**

APPENDIX 1

FEE	INTERNAL FEES 2014/15	EXTERNAL FEES	DESCRIPTIONS	FINAL APPROVAL AUTHORITY
Course Fees				
ANTH 416-6	0.00	n/a	Field school fees requested annually-Coastal BC	Board
ANTH 418-3	2,100.00	n/a	Field school fees requested annually (Bella Coola 2014)	Board
ATH 422/498, POLS 422/498	0.00	n/a	Field school travel and expenses-May 2013 Ireland	Board
BIOL 123-1	20.00	n/a	Per Semester	Board
BIOL 124-1	20.00	n/a	Per Semester	Board
BIOL 202-3	15.30	n/a	Per Semester-Laboratory Specimen Costs	Board
BIOL 203-3	15.91	n/a	Per Semester-Laboratory Supplies	Board
BIOL 204-3	5.00	n/a	Per Semester-Laboratory Supplies	Board
BIOL 301-3 On-Campus Fee	25.00	n/a	Per Semester-Field Trips	Board
BIOL 301-3 Off-Campus Fee	175.00	n/a	Per Semester-Field Trips	Board
BIOL 302-3	25.50	n/a	Per Semester-Field Trips	Board
BIOL 305-3	5.00	n/a	Per Semester-Laboratory Supplies	Board
BIOL 307-3	15.00	n/a	Per Semester-Laboratory Supplies	Board
BIOL 311-3	0.00	n/a	Fee to be reviewed upon reintroduction of a wet-lab in the course.	Board
BIOL 318	250.00	n/a	Per semester-Field Camp (Terrace)	Board
BIOL 321-3	15.00	n/a	Per Semester-Laboratory Supplies	Board
BIOL 402-3	35.00	n/a	Per Semester-Field Trips	Board
BIOL 404-3	25.50	n/a	Per Semester-Field Trips/Laboratory Supplies	Board
BIOL 406-3/606-3	5.00	n/a	Per Semester-Laboratory Supplies	Board
BIOL 412-3	5.00	n/a	Per Semester-Field Trips/Laboratory Supplies	Board
BIOL 414-3/602-3	5.00	n/a	Per Semester-Field Trips/Laboratory Supplies	Board
BIOL 423-3	5.00	n/a	Per Semester-Laboratory Supplies	Board
BIOL 425-3	35.70	n/a	Per Semester-Laboratory Supplies	Board
BCMB 255	35.70	n/a	Per Semester-Laboratory Supplies	Board
BCMB 308-3	35.70	n/a	Per Semester-Laboratory Supplies	Board
CHEM 120	25.50	n/a	Per Semester-Laboratory Supplies	Board
CHEM 121-3	25.50	n/a	Per Semester-Laboratory Supplies	Board
CHEM 210	25.50	n/a	Per Semester-Laboratory Supplies	Board
CHEM 221-1	25.00	n/a	Per Semester-Laboratory Supplies	Board
CHEM 250-1	30.60	n/a	Per Semester-Laboratory Supplies	Board
CHEM 251-1	30.60	n/a	Per Semester-Laboratory Supplies	Board
CHEM 302-4	15.30	n/a	Per Semester-Laboratory Supplies	Board
CHEM 310-3	25.50	n/a	Per Semester-Laboratory Supplies	Board
CHEM 311	25.50	n/a	Per Semester-Laboratory Supplies	Board
CHEM 312-3	25.50	n/a	Per Semester-Laboratory Supplies	Board
CHEM 315	25.50	n/a	Per Semester-Laboratory Supplies	Board
CHEM 322-3	25.50	n/a	Per Semester-Laboratory Supplies	Board
CHEM 400	10.00	n/a	Per Semester-Field Trip	Board
CHEM 406-3	30.60	n/a	Per Semester-Laboratory Supplies	Board
CHEM 407-3	30.60	n/a	Per Semester-Laboratory Supplies	Board
CPSC 100	10.00	n/a	Per Semester-Printing Fee	Board
CPSC 101	10.00	n/a	Per Semester-Printing Fee	Board
CPSC 150	30.00	n/a	Per Semester-Upgrades on Course Software	Board
CPSC 200	10.00	n/a	Per Semester-Printing Fee	Board
CPSC 230-4	15.00	n/a	Per Semester-Laboratory Supplies	Board
CPSC 231-4	15.00	n/a	Per Semester-Laboratory Supplies	Board
CPSC 250	30.00	n/a	Per Semester-Course Materials	Board
CPSC 321	10.00	n/a	Per Semester-Printing Fee	Board
CPSC 704	10.00	n/a	Per Semester-Printing Fee	Board3

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FEE	INTERNAL FEES 2014/15	EXTERNAL FEES	DESCRIPTIONS	FINAL APPROVAL AUTHORITY
ENGL 271-3	40.00	n/a	Per Semester-Visiting Author Reading Fee	Board
ENGL 470-3/670-3	40.00	n/a	Per Semester-Visiting Author Reading Fee	Board
ENGL 471-3/671-3	40.00	n/a	Per Semester-Visiting Author Reading Fee	Board
ENGL 472-3/672-3	40.00	n/a	Per Semester-Visiting Author Reading Fee	Board
ENPL 104	10.40	n/a	Per Semester-Field Trip	Board
ENPL 205	10.40	n/a	Per Semester-Field Trip	Board
ENPL 208	25.50	n/a	Per Semester-Field Trip or Guest Speakers	Board
ENPL 303	10.20	n/a	Per Semester-Course Materials	Board
ENPL 319	5.20	n/a	Per Semester-Research Supplies	Board
ENPL 402	25.50	n/a	Per Semester-Field Trips	Board
ENPL 409	10.20	n/a	Per Semester-Field Trip	Board
ENPL 415/619	26.01	n/a	Per Semester-Mapping and Drawing Materials	Board
ENSC 100	10.00	n/a	Per Semester-Field Trip	Board
ENSC 150	5.00	n/a	Per Semester-Field Trip	Board
ENSC 201	10.40	n/a	Per Semester-Lab Equipment and Materials	Board
ENSC 307	20.00	n/a	Per Semester-Lab Equipment and Materials	Board
ENSC 312	20.00	n/a	Per Semester-Lab Equipment and Materials	Board
ENSC 404	25.00	n/a	Per Semester-Field Trips	Board
ENSC 406	20.00	n/a	Per Semester-Software License	Board
ENSC 412	10.00	n/a	Per Semester-Field Trips	Board
ENSC 418	30.60	n/a	Per Semester-Laboratory supplies	Board
ENSC 454/654	40.00	n/a	Per Semester-Field Trip	Board
ENSC 604	25.00	n/a	Per Semester-Field Trip	Board
FNDS 101	20.00	n/a	Per Semester-Field Trip	Board
FNDS 103	20.00	n/a	Per Semester-Field Trip	Board
FNDS 104	20.00	n/a	Per Semester-Field Trip	Board
FNST 249	25.00	n/a	Per Semester-Field Trip	Board
FNST 280	100.00	n/a	Per Semester-Laboratory Supplies	Board
FNST 281	25.00	n/a	Per Semester-Laboratory Supplies	Board
FSTY 201-3	5.00	n/a	Per Semester-Laboratory Supplies	Board
FSTY 205-3	15.60	n/a	Per Semester-Field Trips/Lab Equip and Materials	Board
FSTY 209-4	5.10	n/a	Per Semester-Laboratory Supplies	Board
FSTY 302-3	15.00	n/a	Per Semester-Field Trip	Board
FSTY 305-3	25.50	n/a	Per Semester-Field Trip	Board
FSTY 307-4	15.00	n/a	Per Semester-Field Trip	Board
FSTY 309-3	15.00	n/a	Per Semester-Laboratory Supplies/Handouts	Board
FSTY 315	25.00	n/a	Per Semester-Field Trips and Lab Exercises	Board
FSTY 407-3	25.00	n/a	Per Semester-Field Trip	Board
FSTY 408-3	5.00	n/a	Per Semester-Laboratory Supplies	Board
FSTY 425-3	153.00	n/a	Per Semester-Field Trips Required	Board
FSTY 455-3	25.00	n/a	Per Semester-Laboratory Supplies	Board
FSTY 499	100.00	n/a	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 101-3	15.30	n/a	Fall Semester - Field Trips	Board
GEOG 111	40.00	n/a	Per Semester-Field Trips Required	Board
GEOG 200-3	15.30	n/a	Per Semester-Field Trips	Board
GEOG 210-3	15.60	n/a	Per Semester-Laboratory Supplies	Board
GEOG 311-3	15.30	n/a	Per Semester-Field Trips	Board
GEOG 333-3	1,400.00	n/a	Field school travel and expenses (Guatemala 2014)	Board
GEOG 403/603-3	25.50	n/a	Per Semester-Field Trips	Board ⁴

**University of Northern British Columbia
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FEE	INTERNAL FEES 2014/15	EXTERNAL FEES	DESCRIPTIONS	FINAL APPROVAL AUTHORITY
GEOG 405/605-3	51.00	n/a	Per Semester-Field Trips	Board
GEOG 411/611-3	41.60	n/a	Per Semester-Field Trips	Board
GEOG 414	15.00	n/a	Per Semester-Lab Fees	Board
HHSC 112	20.40	n/a	Per Semester-Laboratory Supplies	Board
NREM 100-2	10.40	n/a	Per Semester-Field Trips	Board
NREM 203-3	5.00	n/a	Per Semester-Field Trips	Board
NREM 204-3	15.00	n/a	Per Semester-Field Trips	Board
NREM 210-4	5.00	n/a	Per Semester-Laboratory Supplies	Board
NREM 333-3	675.00	n/a	Per Field Camp	Board
ORTM 100	43.28	n/a	Per Semester-Field Trip	Board
ORTM 200	20.81	n/a	Per Semester-Field Trip	Board
ORTM 202	26.52	n/a	Per Semester-Field Trip	Board
ORTM 204	26.00	n/a	Per Semester-Field Trip	Board
ORTM 205	120.00	n/a	Per Semester-Field Trip	Board
ORTM 300	31.21	n/a	Per Semester-Lab Fee	Board
ORTM 301-3	35.70	n/a	Per Semester-Field Trips	Board
ORTM 305	37.87	n/a	Per Semester-Field Trip	Board
ORTM 306	52.02	n/a	Per Semester-Field Trip	Board
ORTM 310	30.00	n/a	Per Semester-Field Trip	Board
ORTM 332	150.00	n/a	Per Semester-Project Wild Certification Fee and Field Trip	Board
ORTM 333	1,700.00	n/a	Field school fees requested annually (Utah 2014)	Board
ORTM 410 & RRT 610	10.20	n/a	Per Semester-Group Project Fee	Board
PHYS 100-4	10.00	n/a	Per Semester-Laboratory Supplies	Board
PHYS 110-4	10.00	n/a	Per Semester-Laboratory Supplies	Board
PHYS 111-4	10.00	n/a	Per Semester-Laboratory Supplies	Board
PHYS 115-4	10.00	n/a	Per Semester-Laboratory Supplies	Board
PHYS 202-4	10.00	n/a	Per Semester-Laboratory Supplies	Board
PHYS 206-4	10.00	n/a	Per Semester-Laboratory Supplies	Board
PHYS 303-3	10.00	n/a	Per Semester-Laboratory Supplies	Board
PHYS 305-4	10.00	n/a	Per Semester-Laboratory Supplies	Board
PHYS 402-3	10.00	n/a	Per Semester-Laboratory Supplies	Board
SOCW 401 - PG ONLY	54.12	n/a	Per Semester-Field Trips	Board
SOCW 422	40.00	n/a	Per Semester-Course Materials	Board

**University of Northern British Columbia
2014/15 Proposed Fees**

APPENDIX 1

FEE	INTERNAL FEES 2014/15	EXTERNAL FEES	DESCRIPTIONS	FINAL APPROVAL AUTHORITY
Mandatory Student Fees				
Except Where Otherwise Noted, all Mandatory Fees are Applicable to Exchange Students				
UNDERGRADUATE				
Prince George Full Time				
Intramural Recreation and Fitness Fee	55.00	n/a	Per Semester	Board
Athletic Intersarsity and Junior Varsity Program Fee	50.00	n/a	Per Semester	Board
Student ID Card	2.00	n/a	Per Semester	Board
Student Services Fee	5.00	n/a	Per credit hr, to a max. of \$75.00	Board
NUGSS Student Society Fee	32.58	n/a	Per Semester	NUGSS
NUGSS Building Fee	35.63	n/a	Per Semester (does not apply to exchange students)	NUGSS
NUGSS U-Pass	54.00	n/a	Per Semester	NUGSS
World University Services Canada Student Refuge Fee	5.00	n/a	Per Semester	NUGSS
PGPIRG Fee	4.00	n/a	Per Semester	PGPIRG
CFUR Radio Fee	10.18	n/a	Per Semester	CFUR
Over the Edge Newspaper Fee	10.18	n/a	Fall and Winter Semester only	Over the Edge
Note: Dual Credit Courses-Student Fee Waiver			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	55.00	n/a	Per Semester	Board
Athletic Intersarsity and Junior Varsity Program Fee	50.00	n/a	Per Semester	Board
Student ID Card	2.00	n/a	Per Semester	Board
Student Services Fee	5.00	n/a	Per credit hr, to a max. of \$75.00	Board
NUGSS Student Society Fee	32.58	n/a	Per Semester	NUGSS
NUGSS Building Fee	35.63	n/a	Per Semester (does not apply to exchange students)	NUGSS
NUGSS U-Pass	54.00	n/a	Per Semester	NUGSS
World University Services Canada Student Refuge Fee	5.00	n/a	Per Semester	NUGSS
PGPIRG Fee	2.00	n/a	Per Semester	PGPIRG
CFUR Radio Fee	10.18	n/a	Per Semester	CFUR
Over the Edge Newspaper Fee	10.18	n/a	Fall and Winter Semester only	Over the Edge
Regional Full Time				
Student ID Card	2.00	n/a	Per Semester	Board
Student Services Fee	5.00	n/a	Per credit hr, to a max. of \$75.00	Board
NUGSS Student Society Fee	22.40	n/a	Per Semester	NUGSS
PGPIRG Fee	4.00	n/a	Per Semester	PGPIRG
World University Services Canada Student Refugee Fee	5.00	n/a	Per Semester	NUGSS
Regional Part Time				
Student ID Card	2.00	n/a	Per Semester	Board
Student Services Fee	5.00	n/a	Per credit hr, to a max. of \$75.00	Board
NUGSS Student Society Fee	22.40	n/a	Per Semester	NUGSS
PGPIRG Fee	2.00	n/a	Per Semester	PGPIRG
World University Services Canada Student Refugee Fee	5.00	n/a	Per Semester	NUGSS
Other				
Health and Dental Plan	207.00	n/a	Per year-if no other plan in effect for Full Time PG Campus Students only	NUGSS
International Student-Medical Insurance Coverage	160.00	n/a	Compulsory Medical Insurance for 3 Months	Board ¹⁶

**University of Northern British Columbia
2014/15 Proposed Fees**

APPENDIX 1

FEE	INTERNAL FEES 2014/15	EXTERNAL FEES	DESCRIPTIONS	FINAL APPROVAL AUTHORITY
GRADUATE				
PG Campus				
Intramural Recreation and Fitness Fee	55.00	n/a	Per Semester	Board
Student ID Card	2.00	n/a	Per Semester	Board
Student Services Fee	40.00	n/a	Per Semester	Board
GSS Student Society Fee	33.33	n/a	Per Semester	GSS
GSS U-Pass	54.00	n/a	Per Semester	GSS
PGPIRG Fee	4.00	n/a	Per Semester	PGPIRG
Regional				
Student ID Card	2.00	n/a	Per Semester	Board
Student Services Fee	40.00	n/a	Per Semester	Board
GSS Student Society Fee	33.33	n/a	Per Semester	GSS
PGPIRG Fee	4.00	n/a	Per Semester	PGPIRG
Health and Dental Plan	315.00	n/a	Per year-if no other plan in effect for PG Campus Students only	GSS
International Student-Medical Insurance Coverage	160.00	n/a	compulsory medical insurance for 3 months	Board
Thesis Binding Fee	34.00	n/a	Per copy including taxes	Board
Thesis/Dissertation Registration Fee	48.00	n/a	National Library of Canada Fee for inclusion in NLC Database and Dissertation Abstracts. Taxes included.	Board
Acceptance Confirmation Deposit	100.00	n/a	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	n/a	National Student Exchange Program application fee in US dollars	Board
Application Fees				
UNDERGRADUATE				
Undergraduate-Applicant Fee	35.70	same	Non-refundable to accompany each application for admission.	Board
Document Evaluation Fee	40.80	same	For out-of-province or out-of-country secondary and post-secondary documents.	Board
Admissions Postponement Fee (Domestic)	17.85			
Admissions Postponement Fee (International)	38.25			
GRADUATE				
Graduate-Applicant Fee (Domestic Students)	76.50	same	Application to a graduate program.	Board
Graduate-Re-Application Fee		same		Board
Graduate-Admission Deferral Deposit		same		Board

**University of Northern British Columbia
2014/15 Proposed Fees**

FEE	INTERNAL FEES 2014/15	EXTERNAL FEES	DESCRIPTIONS	FINAL APPROVAL AUTHORITY
INTERNATIONAL				
Undergraduate-International Applicant Fee *	76.50	same	*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	same	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	same		Board
International Exchange Application Fee	25.00	same	To support International Exchange Program.	Board
Library Fees				
Overdue Charges:				
Overdue/Recall	1.00	n/a	Per day per item-under review and subject to change	Board
Reserve	0.50	n/a	Hourly loan period per item	Board
Reserve	5.00	n/a	Daily loan period per item	Board
Books-All Patrons	2.00	same	Per day per item	Board
Maps	0.50	same	Per day	Board
Mediated Online Searching		30 + 60/hr search fee	User must reimburse all direct costs	Board
Lost Items	cost + 50.00	same	Processing/admin fee	Board
Overdue InterLibrary Loans-All Patrons Effective April 1, 2008	10.00	same	Per Day	Board
Community Borrower Library Card	50.00	25.00	Per Year	Board
Community Borrower Library Card for Seniors	n/a	10.00	Per Year	Board
Alumni Library Card	50.00			
Video/Audio Cassettes	2.00	0.50/day	Per Day	
Interlibrary Loans:				
UNBC Students & Staff (no charge)				Board
External Users (UNBC Alumni, Community Borrowers, and Research Affiliates)	n/a	10.00	Per Request	
Housing Fees				
Student Rental Fee-4 Bedroom Unit	2,163.74	n/a	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	2,472.31	n/a	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	2,166.00		per semester	
Housing Application Fee (Students)	25.00	n/a	Non-refundable	
Residence Life Fees	30.00	n/a	Per Semester	

**University of Northern British Columbia
2014/15 Proposed Fees**

APPENDIX 1

FEE	INTERNAL FEES 2014/15	EXTERNAL FEES	DESCRIPTIONS	FINAL APPROVAL AUTHORITY
Housing Confirmation Fee-Non-refundable Room Deposit	400.00	n/a	This is a forfeiture amount if the student cancel their housing prior to moving in. Students are required to pay all of their housing fees on June 30 and if they decide after the fact to cancel the housing, all but the \$400.00 (non-refundable fee) will be refunded.	Board
Refund Cancellation-After Aug. 1	100.00	n/a	If cancellation is after Aug. 1	Board
Refund Cancellation-After Sept. 1	0.00	n/a	If cancellation is after Sept. 1	
Residence Parking-Plug In	161.68	n/a	Per Semester (plus taxes)	
Lost Key Charge	10.00	same	To replace mail box key	
Lost Key Charge	65.00	same	To replace suite keys	
Residence Suite Supplies	Varied	same	Bedding, dishes, small kitchen appliances, etc.	
Damage, Cleaning Charges	Varied	same	A charge plus admin. fee and taxes. Depends on type and degree of damage.	
Room Change Fee	75.00	n/a	Per Room Change	
Conference Housing Fee	n/a	25.00 - 40.00	Per Night May-August	
Off-Campus Housing Registration Fee	10.00		Per 4 Month Listing	
Residence Community Standard Fines-Effective September 1, 2008	5.00 - 150.00	n/a	Fee ranging between \$5.00-\$150.00 depending on behavioral stage level.	Board
Residence Network Infrastructure Fee	25.00		Per semester per student	
Winter Break Accommodation Fee	200.00		Charged to students who wish to remain in residence over the winter break.	
Parking Fees-General or Student				
Hourly Meter	0.50		Per 1.5 Hours	
Monthly	45.00		Plus Taxes	
Semester	180.00		Plus Taxes-September to December or January to April	
Intersessions	90.00		Plus Taxes-September to December or January to April	
2 Semesters	360.00		Plus Taxes	
Annual	540.00		Plus Taxes	
Reserved Permit (Plug)	780.00		Annual Staff/Faculty-subject to availability-plus taxes (payroll deduction)	
Reserved Permit (No Plug)	660.00		Annual Staff/Faculty-subject to availability-plus taxes (payroll deduction)	
Payroll Deduction-General	20.77		No expiry plus taxes-bi weekly	
Payroll Deduction-Reserved	30.00		No expiry plus taxes-bi weekly	
Payroll Deduction-Reserved (No Plug)	25.38		No expiry plus taxes- bi weekly	
Carpool:			Carpool price is 30% off regular price	
Bi-weekly	14.54		No expiry-plus taxes	
Monthly	31.50		Plus Taxes	
Intersession (2 months)	63.00		Plus Taxes	
Semester (4 months)	126.00		Plus Taxes	
2 Semesters (8 months)	252.00		Plus Taxes	
Annual	378.00		Plus Taxes	
Parking Violations:			All parking infractions are inclusive of tax	
Parking in a Fire Lane	50.00	same	Per infraction, plus towing	Board
Parking Within 5 Metres of a Fire Hydrant or in a Fire Lane	50.00	same	Per infraction, plus towing	Board
Unauthorized Handicap Parking	100.00	same	Plus towing as set by towing company	Board
Parking Violations	30.00	same	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	same	Permit/stub/cite altered	Board
Parking Violations	25.00	same	Boot administration fee	Board

**University of Northern British Columbia
2014/15 Proposed Fees**

APPENDIX 1

FEE	INTERNAL FEES 2014/15	EXTERNAL FEES	DESCRIPTIONS	FINAL APPROVAL AUTHORITY
Other Fees				
Calendar Fee	3.00	same	Not applicable to new applicants if sent with registration package.	Board
Transcript Fee	10.20	same		Board
Transcript Delivery Fee	20.40	same		Board
Certified True Copy Fee	25.50	same		
Confirmation of Enrolment Fee	10.20	same		
Letter of Permission Fee	10.20	same		
Records Search Fee	51.00	same		Board
International Student Document Courier Fee	100.00	same	Optional	Board
NSF Charge	15.00	same	Per returned cheque	Board
Late Payment Charge	0.02	same	Per month on outstanding principal	Board
Northern Degrees Orientation	30.00	n/a	Annually in the Fall	Board
Winter Orientation Registration Fee	20.00	n/a	Annually in January	Board
Leadership/Peer Helper Program Fee	50.00	n/a	When course is offered	Board
Learning Communities Activity Fee	175.00	n/a	By learning community	Board
Student ID Card Lost/Replacement Fee	15.00	n/a	Per lost or damaged card	Board
Graduation Processing Fee	40.80	n/a	Non-refundable, per application for all graduating students	Board
Parchment Courier Charges	15.00	n/a	Per Parchment - BC	Board
	25.00		Per Parchment - rest of Canada	
	25.00		Per Parchment - U.S.	
	50.00		Per Parchment - outside North America	
Key Deposit-Building Keys	30.00	n/a	Refundable upon return of key(s) to Facilities	Board
	5.00	n/a	per additional key	
	25.00	n/a	replacement of lost key	
Key Deposit-Intellikey Locks-Laboratory	30.00	n/a	Refundable upon return of key(s) to Laboratory	Board
	25.00	n/a	replacement of lost or damaged key	
Career Fair Registration Fee	75.00	n/a	Table/booth rental for Career Fair participants.	Board
GRADUATE FEES				
Office of Graduate Programs Administrative Fee	250.00	n/a	Charged to cover retroactive enrolment activities in Graduate Programs	
Alumni Charges				
Alumni Parchment Replacement Fee	50.00	n/a	Per Parchment	Board
Regional Fees				
Regional Equipment Rental	10.00			Board
Ancillary Fees/Charges				
ALL Ancillary fees to be approved with the budgets.				
Educational Media Services				
Production Rates:				
Audio Cassette	2.00	same	Per Duplication	
Digital to 35 mm Film Conversions	2.50	same	Per Slide (film extra)	
8mm Film to Video Conversion			Note: All UNBC patrons will receive the first one-half hour of services listed below at no charge: the cost of supplies is not included in the prices.	

**University of Northern British Columbia
2014/15 Proposed Fees**

APPENDIX 1

FEE	INTERNAL FEES 2014/15	EXTERNAL FEES	DESCRIPTIONS	FINAL APPROVAL AUTHORITY
16mm Film to Video Conversion	20.00	same	First Reel	
Video Duplication	10.00	same	Tape costs extra	
Video Format Transfer/Conversion	20.00	same	Per transfer/conversion-tape costs extra	
Colour Prints-Paper Printing	1.50	same	Per paper print	
Colour Prints-Transparency Printing	3.00	same	Per transparency	
Supplies Rates:				
Mini DV Tapes	12.00	same	Per Tape	
VHS Tapes	5.00	same	Per Tape	
SVHS Tapes	12.00	same	Per Tape	
Video Floppies	17.00	same	Per Floppy	
ENX,EXR Lamps	15.00	same	Per ENX,EXR Camp	
Audio Tapes	2.00	same	Per Tape	
Equipment Rates:				
			All equipment rental rates for non-UNBC patrons are for a one-day rental, additional days are charges at ½ the normal rates.	
			No charge for use of the equipment by Faculty, Staff and/or Student. UNBC departments, organizations or students which charge registration and/or admission fees are charged for services and one-half of the equipment rental fees.	
Overdue charges	2.00	2.00	Per hour for equipment not returned by students by the due time/date.	
Audio and Video Cables	n/a	N/C		
Audio Amplifiers and Two Speakers	n/a	35.00	Per Day	
Cassette Player/Recorders	2.50	10.00	Per Day	
VHS Camcorders Fee	n/a	25.00	Per Day Effective	
Digital Still Camera	5.00	10.00	Per Day	
Digital Video Camcorders Fee	10.00	50.00	Per Day Effective	
Still Video Floppy	n/a	20.00	Per Day	
Re-Broadcast on Campus	n/a	75.00	Per hour technician hourly rates apply	
VHS Tape Playback	n/a	15.00	Per Day	
Equipment Carts	n/a	5.00	Per Day	
Extension Cords	n/a	N/C		
Flip-Charts	n/a	10.00	Per day-patrons provide their own supplies	
Laptop	10.00	n/a	Per Day	
Microphones and Cables	n/a	15.00	Per Day	
Microphone Stands	n/a	10.00	Per Day	
Microphones (Wireless)	n/a	35.00	Per Day	
Monitors	n/a	20.00	Per Day	
Overhead Projectors with Cart	n/a	15.00	Per Day	
Portable PA Systems (Includes Microphones)	n/a	20.00	Per Day	
High End Portable PA System	n/a	90.00	Per day, technician hourly rates apply	
Scan-Converters (Apple and IBM Compatible)	n/a	40.00	Per Day	
Screens	n/a	10.00	Per Day	
Slide Projectors and Tray	n/a	20.00	Per Day	
Remote Controls and	n/a	N/C		
Remote Control Extension Cables	n/a	N/C		
and Zoom Lenses	n/a	10.00	Per Day	
2 Projector Dissolve Unit	n/a	30.00	Per Day	
Tripods	5.00	10.00	Per Day	
TV/VCR/Cart System	n/a	40.00	Per Day	
Video Cassette Players/Recorder	10.00	15.00	Per Day	

**University of Northern British Columbia
2014/15 Proposed Fees**

APPENDIX 1

FEE	INTERNAL FEES 2014/15	EXTERNAL FEES	DESCRIPTIONS	FINAL APPROVAL AUTHORITY
Visual Presenters	n/a	60.00	Per Day	
Portable LCD Video Projection System	10.00	200.00	Per Day	
Fixed LCD Video Projection System	n/a	175.00	Per Day	
Portable PC	n/a	75.00	Per Day	
Transcriber	2.50	n/a	Per Day	
Dynacom System Rates:				
16mm Projector (Video Trans-Converter)	n/a	40.00		
Computer	n/a	60.00		
CD-ROM	n/a	N/C		
Networked	n/a	N/C		
Stand-Alone PC (Loading Software)	n/a	25.00	Per Hour	
CD-Audio	n/a	20.00		
CD-I	n/a	25.00		
Electronic Bulletin Board	n/a	25.00	Per Hour	
Laser Disc	n/a	40.00		
Slide Projector	n/a	20.00		
Satellite Video Conferencing	n/a	100.00	See hourly rate for technician	
Technician for Satellite Video Conferencing	n/a	25.00	Per hour when requesting a 27" or 33" monitor	
Satellite Video Conferencing in Lecture	n/a	250.00	Per conference session, see hourly rate for technician	
Halls include:				
two satellite systems, a video tape recorder, a wide screen, a video projection system & a sound system				
Staff Time Rates:				
Regular Staff Rate	n/a	60.00	UNBC patrons receive first one-half hour at no charge: Regular working hours (8:30am to 4:30pm Mon-Fri) apply. Per hour with a minimum of 1 hr charge.	
Evenings and Weekends-Staff Rate	35.00	60.00	Per hour applied to faculty and staff for special events, special requests and after hours/weekends.	
Audio Visual Technician	n/a	60.00	Per hour. With a minimum of a 1 hour charge.	
Out of Warranty Service/Maintenance Fee	35.00	n/a	Per hour	
Miscellaneous Fees				
Career Fair Registration	n/a	75.00	Table and Booth Rental	
Quesnel River Research Centre Rental Rates				
GST not Included in Rates	n/a		25% discount on all rates for UNBC Researchers, faculty, students and staff	
Accommodation: Includes Kitchen Priveleges				
Single	n/a	34.00	Per Day	
	n/a	153.00	Per Week	
	n/a	408.00	Per Month	
Double Sharing/Person	n/a	27.00	Per Day	
	n/a	127.00	Per Week	
	n/a	340.00	Per Month	
Camping	n/a	12.00	Per Day	
	n/a	63.00	Per Week	
	n/a	170.00	Per Month	
Full Room and Board:				

**University of Northern British Columbia
2014/15 Proposed Fees**

FEE	INTERNAL FEES 2014/15	EXTERNAL FEES	DESCRIPTIONS	FINAL APPROVAL AUTHORITY
8 Person Minimum-Per Person	n/a	63.00	Per Day	
	n/a	357.00	Per Week	
	n/a	1,147.00	Per Month	
Facility Development Charge for all Accommodation	n/a	1.00	Per Day	
	n/a	7.00	Per Week	
	n/a	30.00	Per Month	
Office Space: 120 sq ft Including Amenities	n/a	25.00	Per Day	
	n/a	162.00	Per Week	
	n/a	638.00	Per Month	
If Staying in Residence	n/a	21.00	Per Day	
	n/a	81.00	Per Week	
	n/a	319.00	Per Month	
Meeting/Lecture Room: Maximum of 20 VCR and Monitor Overhead Projector or Slide Projector	n/a	65.00		
	n/a	12.00		
	n/a	10.00		
Lab Space 135 Sq Feet Including Amenities	n/a	15.00	Per Day	
	n/a	75.00	Per Week	
	n/a	225.00	Per Month	
Equipment: Boat Rates Include Life Vests and all Required Safety Gear but not Fuel				
16.5 ft Gregor Aluminum Jet Boat with 90 Horsepower Johnson Jet Motor	n/a	12.00	Per Hour	
17 FOT OMC Roughneck Aluminum Jet Boat with a 65 Horsepower Evinrude Jet Motor	n/a	15.00	Per Hour	
18 ft Lund Alaskan Aluminum Lake Boat with a 50 Horsepower Johnson Motor	n/a	17.00	Per Hour	
18.5 ft Gregor Aluminum Jet Boat with a 125 Horsepower Johnson Jet Motor	n/a	17.00	Per Hour	
All Terrain Vehicle	n/a	65.00	Per Day	
	n/a	350.00	Per Week	
	n/a	1,050.00	Per Month	
GPS Unit	n/a	45.00	Per Day	
	n/a	250.00	Per Week	
	n/a	750.00	Per Month	

APPENDIX 2:

**Proposal to allocate “salary savings” to
Budget Planning Groups**

DRAFT FOR BOG
APPROVAL

ALLOCATION OF “SALARY SAVINGS”

UNBC has a history of annual surpluses. The majority of the surplus comes from the difference between planned salary expenditures and actual expenditures, due to recruitment lag, resignations, changes in incumbents, varying benefit rates, etc. Traditionally, that surplus has been largely held under central (President’s Executive Council (PEC)) authority, with the opportunity for budget-holders to submit proposals for one-time funding to address critical needs.

PEC is now proposing to distribute a portion of annual salary savings to the Budget Planning Groups (BPGs) in an effort to use available resources in a more strategic way. Doing so will move authority for decision-making closer to those with the necessary information to make the decision, allow for more timely decision-making, and provide the ability to respond to urgent needs such as requirement for extra sections in high demand courses or short term staffing problems.

PEC is proposing to allocate, on a 3 year trial basis, 40% of salary savings to the BPGs, during the year and at year end. This allocation would have no impact on the current carry forward allocations to individual units. At the end of the trial period, the concept will be re-evaluated and revised or discontinued as determined appropriate at that time.

There are still many details to be determined, such as potential limits on the total BPG accumulated allocations, guidelines for spending, reporting and accountability measures, and guidelines for determining allocations from BPG vs. central allocations. To initiate the process, it has been decided that there will be immediate allocation to each BPG based on 2012/13 year end amounts; the initial allocations amount to \$951,000 for the Provost BPG and \$177,000 for the Vice President, Administration and Finance (VPAF) BPG. A call for submission of requests will be initiated by the Provost and VPAF in the near future.

Proposal to allocate “salary savings” to Budget Planning Groups

Basic Principle:

40% of “salary savings” will be allocated to the Budget Planning Groups to be spent at the discretion of the Provost/VPAF.

Definition of Salary Savings/Deficit:

Budgeted salary/benefit expenditure – Actual salary/benefit expenditure
= savings (if positive)/deficit (if negative)

**budget/actual salary & benefit includes transfers for professional development and from endowments/specific purpose/other funds*

Calculation of amounts:

Initial/year end calculation – At March 31, the Budget Office will complete the calculation and reconciliation for each group and allocate the final amount to a separate carry forward fund.

As with operating carry forward, no allocation to BPGs will be made until any overall institutional deficits are covered.

During the year – At April 30 and September 30, each Dean/Director/Provost/Vice President will work with the Budget Office to develop projections on salary costs for the

ALLOCATION OF “SALARY SAVINGS”

year and develop an estimate for salary savings. The Budget Office will make the necessary adjustments to allow for “spending” of these amounts. Budget holders cannot approve expenditures with create ongoing obligations for the University, e.g. permanent or long term positions.

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APPENDIX 3:

**Proposed 2014/15 General Operating
Budget –
Summary by Category**

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APPROVAL

University of Northern British Columbia
Proposed Operating Budget by Category for 2014/15

APPENDIX 3

	Proposed 2014/15
REVENUES	
Provincial Base Operating Grant	\$ 45,799,813
Provincial Grants - One Time & Other	258,160
Federal Grant - Indirect Costs of Research	1,240,666
Interest	315,000
Tuition & Student Fees	19,003,255
Sales & Services	479,550
Miscellaneous Revenue	173,221
ICR - Administrative Overhead	416,322
Other Cost Recovery	360,251
	68,046,238
TOTAL REVENUES	
OPERATING EXPENDITURES	
<u>Labour</u>	
Salaries - Staff	16,113,157
Salaries - Faculty/Librarian/SLI	20,251,389
Salaries - Instructor	2,902,648
Salaries - Overtime	173,087
Salaries Other	2,417,853
Wages TA's & Research Assts	650,566
Hourly Wages	498,626
Teaching Excellence Awards	-
Salary Savings	(833,011)
Benefits	8,287,173
Subtotal Labour	50,461,487
<u>Other Operating Expenditures</u>	
Postage & Freight Charges	131,199
Office Supplies	471,398
Vehicle Repair & Maintenance	20,000
Waste Management	67,538
Health & Safety	137,513
Equipment Maintenance	385,830
Travel - Non Employee	341,159
Taxes, Duties & License	1,156,063
Advertising & Promotion	227,464
Meetings	572,441
Books/Pubs/Subscriptions	493,814
Materials & Supplies	155,300
Other Cost & Charges	560,436
Strategic Planning (prev. incl. Strategic Investment Fund)	2,885

**University of Northern British Columbia
Proposed Operating Budget by Category for 2014/15**

APPENDIX 3

	Proposed 2014/15
University Plan Implementation Fund	-
Miscellaneous	218,706
Debt Servicing	-
Equipment & Furnishing	164,135
Space & Equipment Rental	213,343
Cost of Goods Sold	197,800
Contract Services	664,787
Professional Fees	780,137
Program Reviews	21,200
Building Reno/Mtce & Grounds	1,471,391
Utilities	2,682,319
Scholarships & bursaries	928,021
Travel	994,386
Recruitment	354,244
Labour Relations	11,415
Professional Development	257,459
Contingency	123,575
Subtotal Other Operating Expenditures	13,805,958
Minor Capital Expenditures	258,976
Transfers to Other Funds *	6,206,525
Transfers in from Other Funds *	(2,686,708)
Total Operating and Capital Expenditures & Transfers	68,046,238
Surplus (Deficit)	\$ (0)

*Details of the budgeted transfers noted on following page.

**University of Northern British Columbia
Proposed Operating Budget 2014/15
Details of Budgeted Transfers**

	<u>2014/15 Proposed</u>	
To Canada Research Chair (CRC)		
Operating Funds	447,300	
Scholarships, Bursaries & Awards	1,522,136	
Library Acquisitions	1,686,063	
Capital Equipment Replacement Reserve	800,000	
To Employee PD funds	571,676	As per employee agreements
UNBC Portion of NSC Operating	300,000	As per partnership agreement
Recruitment & Retention Seed Funding	92,967	
Faculty Travel Grants	67,967	
Faculty Start-up	127,329	Actuals vary based on hiring & employment agreements
Transactions under \$100,000	591,087	
	<hr/>	
Total Transfers to Other Funds	<u>6,206,525</u>	
	<hr/>	
From CRC / Endowed / Other Chairs	(1,418,629)	
From Endowment & Expendable funds for various operating expenses	(278,968)	
From NMP for operating & other costs	(825,000)	
Transactions under \$100,000	(164,111)	
	<hr/>	
Total Transfers from Other Funds	<u>(2,686,708)</u>	

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APPENDIX 4:

**Proposed 2014/15
General Operating Budget –
Three Year Budget Comparison
(2012/13 – 2014/15)**

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University of Northern British Columbia
Proposed Operating Budget 2014/15
Year / Year Analysis (\$)

APPENDIX 4

	Approved 2012/13		Approved 2013/14		Proposed 2014/15		
	\$	%	\$	%	\$	%	
REVENUES							
Provincial Base Operating Grant	46,058,296	68.5%	46,262,439	67.6%	45,799,813	67.3%	-0.3%
Provincial Grants - One Time & Other	261,860	0.4%	264,385	0.4%	258,160	0.4%	0.0%
Federal Grant - Indirect costs of Research	1,733,284	2.6%	1,365,666	2.0%	1,240,666	1.8%	-0.2%
Interest	255,000	0.4%	315,000	0.5%	315,000	0.5%	0.0%
Tuition & Student Fees	17,652,867	26.3%	18,546,838	27.1%	19,003,255	27.9%	0.8%
Sales & Services	380,390	0.6%	420,200	0.6%	479,550	0.7%	0.1%
Miscellaneous Revenue	154,221	0.2%	283,221	0.4%	173,221	0.3%	-0.2%
ICR - Administrative Overhead	130,624	0.2%	330,624	0.5%	416,322	0.6%	0.1%
Other Cost Recovery	593,936	0.9%	613,936	0.9%	360,251	0.5%	-0.4%
TOTAL REVENUES	67,220,478	100.0%	68,402,309	100.0%	68,046,238	100.0%	
OPERATING EXPENDITURES							
Labour							
Salaries - Staff	16,267,002	24.2%	16,458,400	24.1%	16,113,157	23.7%	-0.4%
Salaries - Faculty/Librarian/SLI	19,715,697	29.3%	20,289,785	29.7%	20,251,389	29.8%	0.1%
Salaries - Instructor	2,494,916	3.7%	2,497,156	3.7%	2,902,648	4.3%	0.6%
Salaries - Overtime	190,068	0.3%	176,445	0.3%	173,087	0.3%	0.0%
Salaries Other	2,377,729	3.5%	2,323,681	3.4%	2,417,853	3.6%	0.2%
Wages TA's & Research Assts	619,346	0.9%	619,346	0.9%	650,566	1.0%	0.1%
Hourly Wages	482,961	0.7%	474,793	0.7%	498,626	0.7%	0.0%
Salary Savings	(833,011)	-1.2%	(833,011)	-1.2%	(833,011)	-1.2%	0.0%
Benefits	8,257,216	12.3%	8,298,807	12.1%	8,287,173	12.2%	0.0%
Subtotal Labour	49,571,924	73.7%	50,305,401	73.5%	50,461,487	74.2%	
Other Operating Expenditures							
Postage & Freight Charges	138,258	0.2%	141,008	0.2%	131,199	0.2%	0.0%
Office Supplies	497,730	0.7%	501,030	0.7%	471,398	0.7%	0.0%
Vehicle Repair & Maintenance	19,300	0.0%	19,050	0.0%	20,000	0.0%	0.0%
Waste Management	64,538	0.1%	64,538	0.1%	67,538	0.1%	0.0%
Health & Safety	113,663	0.2%	137,963	0.2%	137,513	0.2%	0.0%
Equipment Maintenance	393,537	0.6%	399,437	0.6%	385,830	0.6%	0.0%
Travel - Non Employee	210,761	0.3%	369,261	0.5%	341,159	0.5%	0.0%
Taxes, Duties & License	1,244,705	1.9%	1,229,026	1.8%	1,156,063	1.7%	-0.1%
Advertising & Promotion	324,225	0.5%	305,825	0.4%	227,464	0.3%	-0.1%
Meetings	575,579	0.9%	580,579	0.8%	572,441	0.8%	0.0%
Books/Pubs/Subscriptions	471,269	0.7%	510,059	0.7%	493,814	0.7%	0.0%
Materials & Supplies	153,800	0.2%	152,300	0.2%	155,300	0.2%	0.0%
Other Cost & Charges	385,015	0.6%	384,865	0.6%	560,436	0.8%	0.3%
Strategic Planning	2,885	0.0%	2,885	0.0%	2,885	0.0%	0.0%
Miscellaneous	390,576	0.6%	156,269	0.2%	218,706	0.3%	0.1%
Equipment & Furnishing	173,853	0.3%	173,953	0.3%	164,135	0.2%	0.0%
Space & Equipment Rental	188,948	0.3%	188,948	0.3%	213,343	0.3%	0.0%
Cost of Goods Sold	297,800	0.4%	297,800	0.4%	197,800	0.3%	-0.1%
Contract Services	723,161	1.1%	729,506	1.1%	664,787	1.0%	-0.1%
Professional Fees	872,037	1.3%	786,937	1.2%	780,137	1.1%	0.0%
Program Reviews	25,200	0.0%	21,200	0.0%	21,200	0.0%	0.0%
Building Reno/Mtce & Grounds	1,430,121	2.1%	1,476,971	2.2%	1,471,391	2.2%	0.0%
Utilities	2,909,878	4.3%	2,873,256	4.2%	2,682,319	3.9%	-0.3%
Scholarships & Bursaries	903,421	1.3%	930,921	1.4%	928,021	1.4%	0.0%
Travel	1,055,951	1.6%	1,042,203	1.5%	994,386	1.5%	-0.1%
Employee Recruitment	448,094	0.7%	354,244	0.5%	354,244	0.5%	0.0%
Labour Relations	11,415	0.0%	11,415	0.0%	11,415	0.0%	0.0%
Professional Development	270,024	0.4%	263,799	0.4%	257,459	0.4%	0.0%
Contingency	205,708	0.3%	239,157	0.3%	123,575	0.2%	-0.2%
Subtotal Other Operating Expenditures	14,501,452	21.6%	14,344,404	21.0%	13,805,958	20.3%	
Minor Capital Expenditures	250,983	0.4%	259,283	0.4%	258,976	0.4%	0.0%
Transfers to Other Funds	5,963,042	8.9%	6,183,410	9.0%	6,206,525	9.1%	0.1%
Transfers in from Other Funds	(3,066,924)	-4.6%	(2,690,191)	-3.9%	(2,686,708)	-3.9%	0.0%
Total Operating and Capital Expenditures plus Transfers	67,220,478	100.0%	68,402,309	100.0%	68,046,238	100.0%	

APPENDIX 5:

**Proposed 2014/15 General Operating
Budget –
Expenses Funded by the Federal Indirect
Costs of Research Grant**

DRAFT FOR BOG APPROVAL

**Government of Canada Indirect Cost Program
Proposed Budget 2014/15**

Item	Proposed 2014/15 Allocation
Analytical Chem Support Specialists	150,409
EFL Greenhouse Technicians	78,904
Archivist and Special Collections Librarian (75%)	63,878
Research Project Officer - Sciences	75,205
Research Project Officer - Humanities	75,205
Research Project Officer - Health	75,205
HR Administrator	76,723
Payroll Assistant	60,475
Research Accounting Assistant	53,099
Accounting Analyst - Research	71,528
Risk and Safety Coordinator (30%)	21,888
Research Contracts Coordinator	77,725
Total Personnel	880,244
Enhanced Forestry Laboratory Operations	79,988
Northern Health Sciences Research Facility	100,000
University Industry Liaison Office Operating	67,950
Canadian Research Knowledge Network (10%)	78,454
BC/Net ORAN (30%)	33,025
Total Operating	359,417
Grand Total	\$ 1,239,661

APPENDIX 6:

**Proposed 2014/15 General Operating
Budget –
Summary By Budget Holder**

DRAFT FOR BOG APPROVAL

University of Northern British Columbia
2014/15 Proposed Operating Budget by Budget Holder

APPENDIX 6

	Revenue	Wages & Benefits	Operating Expenditures	Capital Expenditures	Transfers	Net Total
Academic Programs	(1,413,023)	31,053,619	2,321,171	22,500	(145,802)	31,838,465
Regional Operations	(20,133)	1,715,259	400,406	-	9,700	2,105,232
College of Science and Management	(201,850)	14,028,730	475,104	2,500	(478,587)	13,825,897
College of Arts, Social and Health Sciences	-	14,364,875	846,626	15,000	(341,140)	14,885,361
Dean of Graduate Programs	(10,000)	318,331	49,420	-	664,224	1,021,975
Master of Business Administration	(1,181,040)	626,424	549,615	5,000	1	-
Physiotherapy	-	-	-	-	-	-
Academic Services	(51,720)	7,722,825	807,411	4,100	431,630	8,914,246
Provost	-	570,781	95,061	-	189,859	855,701
Office of the Registrar	(51,720)	2,398,738	269,150	-	416,639	3,032,807
Library	-	1,600,685	165,663	4,100	(59,268)	1,711,180
Information and Technology Services	-	2,878,265	230,632	-	(121,600)	2,987,297
Teaching and Learning Services	-	274,356	46,905	-	6,000	327,261
Student Engagement	(826,551)	2,336,602	696,482	2,776	160,936	2,370,245
Vice Provost Student Engagement	-	164,571	41,994	-	15,000	221,565
Student Engagement	(30,000)	462,280	71,302	-	-	503,582
Student Success (incl. International Programmes)	(500)	767,905	69,235	-	20,350	856,990
First Nations	-	373,973	69,556	776	(57,414)	386,891
Athletics	(796,051)	567,873	444,395	2,000	183,000	401,217
Research	(4,000)	846,914	174,790	-	92,134	1,109,838
President's Office / Executive Services	-	457,634	232,405	-	11,543	701,582
External Relations	-	1,039,417	266,223	-	8,800	1,314,440
Administrative Services	(337,574)	5,460,136	735,434	15,000	(33,421)	5,839,575
VP Finance and Administration	-	392,168	31,230	-	3,700	427,098
Finance and Budgets	-	1,302,211	50,179	-	5,000	1,357,390
Purchasing, Contracts and Risk Management	(165,000)	875,153	267,391	-	2,350	979,894
Facilities	(146,574)	2,190,160	337,885	15,000	(50,671)	2,345,800
Human Resources	(26,000)	700,444	48,749	-	6,200	729,393
University Operations	(65,413,370)	1,544,340	8,572,042	214,600	2,993,997	(52,088,391)
Central Administration	(65,250,605)	1,544,340	2,780,926	-	1,703,034	(59,222,305)
Managed Allocations (Library, ITS, Finance, Facilities, HR)	(162,765)	-	5,791,116	214,600	1,290,963	7,133,914
Total	(68,046,238)	50,461,487	13,805,958	258,976	3,519,817	-

Note: Savings initiatives to be implemented in 2014/15 form part of the above totals shown for the budget holders, as appropriate. A number of other allocations are being held centrally and will be reallocated during the year as details are finalized.

AGENDA ITEM BRIEFING NOTE

Please ensure you use a briefing note for every agenda item from your office and/or department. If the item is recurring, or there's no material, I still require a briefing note and indicate "no material".

Date:	March 19, 2014			
Agenda Item:	6.c. UNBC Annual Ancillary Budget 2014/2015			
Prepared For:	<input type="checkbox"/> In-Camera Session		<input checked="" type="checkbox"/> Public Session	
Purpose:	<input type="checkbox"/> Information	<input type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction	<input checked="" type="checkbox"/> Approval
Prepared By:	Colleen Smith, Director Finance & Budgets and Aaron LeBlanc, Director Ancillary Services			
Reviewed By:	Eileen Bray, VP Administration & Finance			

Background: Ancillary Operations is comprised of the following units:

1. Parking & Security Services
2. Identification Card System
3. English Language Studies
4. Conference Services
5. Bookstore
6. Copy Services
7. Residences
8. Food Services
9. Vending
10. Continuing Studies
11. Ancillary Services Administration
12. Northern Sport Centre (NSC)

A summary budget for Parking & Security Services and the Identification System is attached.

English Language Studies was previously a part of the Continuing Studies area. It is expected that the new Director will work with relevant stakeholders to develop a plan and budget for this area. As a result, a budget for 2014/15 has not been prepared for Board review at this time but should follow at a later date as part of an overall plan.

Units #4 through #12 are part of the Ancillary Services Division, under the direction of the Director of Ancillary Services. Information for these areas is provided in the report from Aaron LeBlanc

which follows this memo. Please note that the NSC operating budget was unanimously approved by the NSCL Board on March 11, 2014.

Motion: That, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the of the 2014/15 Ancillary Budget for the University of Northern British Columbia, as presented.

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

Remarks/Next Steps:

**SMART CARD (SELF-PROVISION OPERATION)
BUDGET SUBMISSION FOR 2014/15
FUND: 80155**

OPERATING BUDGET	2013/14	2014/15
General Operations		
Revenues	26,000	25,000
Salaries & Benefits		
General Operating Expenditures	8,000	5,000
Net Operating Income / (Loss)	18,000	20,000
Net Transfers	(18,000)	(20,000)
Surplus / (Deficit)	-	-

NOTES:

Transfer out to Ancillary Capital Reserve: \$20,000

Based on most recent experience, operating expenses are expected to be limited. The transfer to capital is used to build a reserve to fund equipment needs such as computers and cameras; the bulk of the reserve will utilized to replace the system (software and hardware) in the next few years.

**PARKING & SECURITY SERVICES (SELF-PROVISION OPERATION)
BUDGET SUBMISSION FOR 2014/15
FUND: 80135**

OPERATING BUDGET	2013/14	2014/15
General Operations		
Revenues	1,060,757	1,060,757
Salaries & Benefits	791,672	802,169
General Operating Expenditures	189,203	189,203
Net Operating Income / (Loss)	79,882	69,385
Net Transfers	(79,882)	(69,385)
Surplus / (Deficit)	-	-

NOTES:
Transfers:
Parking:
Transfer in from General Operating for general wage increase: \$12,035
Transfer to Security to cover excess expenses over Gen Ops allocation: -\$92,145
Transfer to Parking reserve: -\$87,948
Net transfer out from Parking: -\$168,058
Security:
Transfer in from General Operating for general wage increase: \$7,128
Transfer in from Parking to cover excess expenses over Gen Ops allocation: \$92,145
Transfer to Staff PDA: -\$600
Net transfer in to Security: \$98,673
Net Transfers Out from Parking and Security: -\$69,385

Ancillary Services had a very successful year in 2013/14.

Increased revenues that resulted in a net increase to UNBC's bottom line are the primary financial highlights for 2013/14. Although the 2014/15 Budget forecasts a 58% increase in net contribution from Ancillaries to UNBC, it is not this highlight that we are pleased with the most.

Providing critical internal services for UNBC and making a net contribution is our measure of success.

If Ancillary Services can continue to provide important services for UNBC, while we continue to grow our annual contribution, then we will consider any given year a complete success.

2014/15 Looking Forward

Continuing Studies (CS) will move online in 2014/15. Last year represented a year of investment into developing its online framework. CS is poised to move online during 2014 and to further expand its traditional offerings in the regions. Investments made traditional programming such Environmental Monitoring will be expanded into the region.

Working partnerships with Emily Carr, Kitimat Valley Institute, and Northern BC Tourism will prove beneficial as we feature new programming such as the Summer Institute of Design for Teens in Northern British Columbia. Destination Learning opportunities in Northern British Columbia such as Jet Boat Photography, Ghost Towns, and Walking with the Dinosaurs are a few of the current offerings this summer with an expanded selection planned for the summer of 2015.

Conference and Event Services (CES) will play a critical role for 25th Anniversary Celebrations and Canada Winter Games. CES is ready to support these important events on our campus. Currently CES averages 1 booking request every 7 minutes throughout the year. The proposed budget addresses resources needed to properly position CES during these two events.

Housing starts planning for its renovations. The demo suite was completed and feedback will be collected until the fall of 2014. At that point a final renovation plan will be completed with work starting the summer of 2015.

Food Services will reveal its new Dining Hall. September 2014 will be the first time people will be able to try the services in the new Dining Hall. Features including Local Chef's and an increased ability to utilize local foods in the new dining hall are 2 of the many new features that will be rolled out this fall. Furthermore meal plan commitments are tracking to hit Year 1 targets.

Financial Summary and 2014/15 Budget

	Units	2012/13	2013/14		2014/15	
		Actual	Budgeted	Projected	Budgeted	Notes
Revenues	Ancillary Central	-	527,650	707,754	866,518	
	Continuing Studies	1,006,386	1,600,000	1,566,373	1,978,305	
	Conference and Events	309,106	454,585	859,190	455,500	NOTE 1
	Bookstore	2,479,247	2,572,200	2,385,300	2,236,464	
	Vending	9,946	15,000	8,150	10,000	
	Copy Services	439,642	513,900	468,100	499,900	
	Food Services	64,037	75,000	58,996	284,540	NOTE 2
	Residence	2,629,507	2,468,423	2,615,250	2,471,144	
SUBTOTAL REVENUES		6,937,421	8,226,758	8,669,113	8,802,371	
Expenses	Ancillary Central	-	(527,650)	(543,543)	(704,069)	
	Continuing Studies	(996,599)	(1,538,925)	(1,481,050)	(1,857,829)	
	Conference and Events	(351,988)	(453,817)	(792,918)	(454,956)	
	Bookstore	(2,323,787)	(2,443,332)	(2,242,356)	(2,106,700)	
	Vending	-	-	(7,700)	(7,627)	
	Copy Services	(461,961)	(480,022)	(437,722)	(486,517)	
	Food Services	(39,916)	(38,500)	(41,476)	(230,869)	
	Residence	(2,741,714)	(2,818,992)	(3,557,699)	(2,764,392)	
Ancillary Contribution to UNBC Central	Additional	(79,546)	(95,522)	(95,522)	(190,370)	NOTE 3
	Base Contribution		(150,000)	(150,000)	(150,000)	
SUBTOTAL EXPENSES		(6,995,511)	(8,546,760)	(9,349,986)	(8,953,329)	
Unit Balances	Ancillary Central	-	-	14,211	12,450	NOTE 3
	Continuing Studies	(9,940)	29,075	53,323	41,343	
	Conference and Events	(42,882)	768	66,272	544	
	Bookstore	105,717	77,424	91,500	40,305	
	Vending	9,310	14,700	150	1,973	
	Copy Services	(31,112)	23,600	20,100	3,385	
	Food Services	23,024	35,000	16,020	42,290	
	Residence	(112,207)	(350,569)	(942,449)	(293,248)	NOTE 4
All Units		(58,090)	(320,002)	(680,873)	(150,958)	
All Units minus residence		54,117	30,567	261,576	142,290	
All Units minus residence, minus approved reserve investments			30,567	76,576	142,290	Note 5

The NSC is not part of the UNBC reserve therefore financials have been provided for information purposes only.

	Projected Year-end 2013/14			Proposed Budget 2014/15		
	Revenue	Expenses	Balance	Revenue	Expenses	Balance
Northern Sport Centre	2,141,000	2,035,000	106,000	2,148,250	2,054,711	93,539

Notes - Financial Summary and 2013/14 Budget

Note 1 (CES Revenue)

2013/14 realized an increase in revenue primarily due to the Elders Gathering. Expenses also increased.

Note 2 (Food Services Revenue)

Food Services will realize an increase in revenue due to higher expected sales volume for 2014/15 and an increase in negotiated commissions.

Note 3 (Additional Contribution and Unit Balances)

Unit Balances are adjusted to reflect individual unit contributions to "Additional Contribution to UNBC Central". Not all units make a contribution because they are not generating a profit. Moving into 2014/15 the following units will make a contribution

- | | |
|-----------------------|------------|
| 1) Continuing Studies | 4% Revenue |
| 2) Bookstore | 4% Revenue |
| 3) Vending | 4% Revenue |
| 4) Copy Services | 2% Revenue |

Note 4 (Residence Balance)

2013/14 saw Residence repay one of its current debentures. The shortfall in the sinking fund created a larger than anticipated 2013/14 operating deficit.

2014/15 will see another debenture paid in full and the anticipated operational deficit reflects the repayment of this debenture.

The anticipated reserve balance for Residence is (964,629). 2014/15 will result in another operating deficit however with the repayment of the 2nd debenture Residence will propose a budget in 2015/16 that will

- 1) Provide a payment plan to address the reserve balance
- 2) Provide a payment plan to payback its renovation loan from UNBC.

Note 5 (Approved Reserve Investments)

Continuing Studies received approval to use reserve funds to develop an online learning platform. Ancillary Services is able to cover the cost of this investment without having to utilize these approved funds from its reserve.

AGENDA ITEM BRIEFING NOTE

Please ensure you use a briefing note for every agenda item from your office and/or department. If the item is recurring, or there's no material, I still require a briefing note and indicate "no material".

Date:	March 19, 2014		
Agenda Item:	6.d.(i) General Operating Fund Report to December 31, 2013		
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, Director Finance & Budgets		
Reviewed By:	Eileen Bray, VP Administration & Finance		

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

Remarks/Next Steps:

UNBC UNIVERSITY OF NORTHERN BRITISH COLUMBIA

GENERAL OPERATING FUND REPORT

FOR THE PERIOD ENDED DECEMBER 31, 2013



Submitted by: Eileen Bray
Vice President, Administration & Finance

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA
OPERATING STATEMENT
AS AT DECEMBER 31, 2013**

REVENUES

	2013/2014 Approved Budget	2013/2014 Revised Budget	Actual YTD	Variance from Budget	
	(000's) (Note 1)	(000's) (Note 2)	(000's)	(000's)	%
<u>OPERATING FUND REVENUES</u>					
Revenue Generated					
Provincial Government Grants	46,527	46,527	35,290	(11,237)	-24.15%
Federal Government Grant	1,366	1,366	1,024	(341)	-25.00%
Student Fees (Note 3)	18,547	17,812	9,988	(7,824)	-43.93%
Interest, Miscellaneous & Other	903	784	790	6	0.82%
Ancillary Services (Note 4)	507	592	463	(129)	-21.79%
Internal Cost Recoveries	553	453	237	(216)	-47.63%
Total Operating Revenues	68,402	67,534	47,793	(19,741)	-29.23%

Comments on Revenue Variances:

The University of Northern British Columbia's fiscal year is April 1 - March 31. At December 31, it is expected that the variance from budget for most revenues would be in the range of 25% - 50%.

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

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA
OPERATING STATEMENT
AS AT DECEMBER 31, 2013**

EXPENDITURES TRANSFERS

	2013/2014 Approved Budget	2013/2014 Revised Budget	Actual YTD	Committed	Budget Remaining	
	(000's) (Note 1)	(000's) (Note 2)	(000's)	(000's) (Note 5)	(000's)	%
<u>OPERATING EXPENDITURES</u>						
Salaries & Benefits (Note 5)						
President's Office / Executive Services	1,422	1,427	1,135	278	15	1.0%
Academic Services	7,549	7,302	5,236	1,550	516	7.1%
Research & Graduate Programs	1,065	1,074	707	247	120	11.2%
Academic Programs	28,676	29,340	21,350	6,310	1,680	5.7%
Student Services	2,239	2,230	1,649	476	105	4.7%
Administrative Services	5,367	5,418	4,053	1,174	192	3.5%
University Operations (Note 6)	3,988	3,106	374	-	2,731	87.9%
Total Salaries and Benefits	50,305	49,897	34,504	10,034	5,359	10.7%
Operating Expenditures						
President's Office / Executive Services	552	543	502	98	(56)	-10.3%
Academic Services	882	869	528	12	328	37.8%
Research & Graduate Programs	238	238	192	26	20	8.4%
Academic Programs	2,451	2,011	1,191	95	725	36.1%
Student Services	720	721	563	27	131	18.2%
Administrative Services	867	867	718	90	58	6.7%
University Operations (Note 6)	8,894	8,970	5,691	954	2,325	25.9%
Total Operating Expenditures	14,604	14,218	9,386	1,301	3,531	24.8%
Transfers to Other Funds (Note 8)	3,690	3,735	2,517	-	1,218	32.6%
Transfers from Other Funds (Note 9)	(2,690)	(2,809)	(2,016)	-	(793)	-28.2%
Total Operating Expenditures and Transfers	65,909	65,041	44,390	11,335	9,315	14.3%

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA
OPERATING STATEMENT
AS AT DECEMBER 31, 2013**

EXPENDITURES

	2013/2014 Approved Budget	2013/2014 Revised Budget	Actual YTD	Committed	Budget Remaining	% Remaining
	(000's) (Note 1)	(000's) (Note 2)	(000's)	(000's)	(000's)	
<u>CAPITAL EXPENDITURES</u>						
Library Acquisitions	1,693	1,693	1,693	-	-	0.0%
Capital Equipment Replacement Reserve	800	800	800	-	-	0.0%
Total Capital Expenditures	2,493	2,493	2,493	-	-	0.0%
2013/14 Total Budget	68,402	67,534	46,883	11,335	9,315	13.6%

Comments on Expenditures, Labour & Transfers:

The University of Northern British Columbia's fiscal year is April 1 - March 31. At December 31, it is expected that the variance from budget for most expenditures would be in the range of 25% - 45%. However, since many expenses do not occur evenly during the year, eg. hydro, individual departments are reviewed to identify potential problem areas. Based on this review, no issues requiring Board attention were identified. Because not all expenses have committed values, it is difficult to project the exact totals to year end.

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

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

GLOSSARY

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

President's Office/ Executive Services:	Board of Governors and Chancellor's Office, President's Office, External Relations, Communications, Alumni, and University Development
Academic Services:	Provost's Office, Registrar's Office, Financial Aid ¹ , Admissions & Advising ¹ , Student Recruitment ¹ , Senate, Convocation, Library, Information Technology Services, and Teaching, Learning & Technology
Research & Graduate Programs:	Vice President Research, Research Services & Partnerships, Northern Health Sciences Research Facility, and Graduate Studies
Academic Programs:	College of Arts, Social & Health Sciences, College of Science & Management (which includes the Laboratory), and Regional Operations
Student Services:	Enrolment Management, Student Engagement, First Nations Centre, International Operations, Academic Success Centre ² , Academic Resource Centre ² , and Athletics & Recreation
Administration:	Vice President Administration & Finance, Finance & Budgets, Facilities, Purchasing, Contracts & Risk Management, and Human Resources
University Operations:	All expenditures made and revenues collected centrally. Examples: tuition fees, tuition waivers, utilities, legal fees and audit fees

¹These units were originally in the Student Services portfolio but were moved to the Registrar's Office portfolio in early 2013.

²These units were originally in the Teaching, Learning & Technology portfolio but were moved to the Student Services portfolio in early 2013.

NOTES TO THE OPERATING STATEMENT

1. The 2013/14 approved budget comprises the amounts approved at the March 23, 2013 Board meeting.
2. The 2013/14 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, National Collaborating Centre for Aboriginal Health, Rogers Communications, and Copy Services 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 2% of gross sales administration fee charged to Ancillary operations for the administrative and operational (heat, light and power) services provided to them, and an additional \$150,000 contribution from Ancillary operations.
5. The budget for salaries and benefits includes \$833,011 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 July 1, 2013, 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 2013/14 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 \$3,195,147.
8. Transfers to other funds include such items as transfers to capital, sponsored research, professional development and scholarship funds, as included in the 2013/14 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 2013/14 approved budget. These transfers occur at various points during the year.

AGENDA ITEM BRIEFING NOTE

Please ensure you use a briefing note for every agenda item from your office and/or department. If the item is recurring, or there's no material, I still require a briefing note and indicate "no material".

Date:	March 19, 2014		
Agenda Item:	6.d.(ii) Consolidated Financial Report to December 31, 2013		
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, Director Finance & Budgets		
Reviewed By:	Eileen Bray, VP Administration & Finance		

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

Remarks/Next Steps:

UNBC UNIVERSITY OF NORTHERN BRITISH COLUMBIA

CONSOLIDATED FINANCIAL REPORT FOR THE PERIOD ENDED DECEMBER 31, 2013



Submitted by:

Eileen Bray
Vice-President, Administration & Finance

UNIVERSITY OF NORTHERN BRITISH COLUMBIA
DETAILED SCHEDULE OF OPERATIONS
FOR THE QUARTER ENDED DECEMBER 31, 2013
(Unaudited)

(thousands of dollars)

	General Operating		Ancillary		Capital		Specific Purpose & Expendable Funds		Sponsored Research		Totals	
	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012
REVENUE												
Government grants												
Provincial government	\$ 36,171	\$ 36,431	\$ -	\$ -	\$ -	\$ -	\$ 357	\$ 289	\$ 112	\$ 105	36,640	\$ 36,825
other govt/univ/college	3,873	3,499	-	-	-	-	-	3	-	-	3,873	3,502
Federal government	1,024	1,172	-	-	-	-	8	41	4,097	4,769	5,129	5,982
Tuition	9,586	9,623	1,749	1,834	-	-	-	-	-	-	11,335	11,457
Other fees	796	846	50	39	-	-	30	43	-	-	876	928
Investment	439	510	-	-	-	-	6,133	1,799	-	-	6,572	2,309
Misc	791	542	1,229	1,006	-	-	1,896	1,388	1,696	965	5,612	3,901
Sales	485	609	5,005	4,666	-	-	416	355	434	116	6,340	5,746
Amortization of deferred capital contributions	-	-	-	-	5,210	5,658	-	-	-	-	5,210	5,658
	<u>53,165</u>	<u>53,232</u>	<u>8,033</u>	<u>7,545</u>	<u>5,210</u>	<u>5,658</u>	<u>8,840</u>	<u>3,918</u>	<u>6,339</u>	<u>5,955</u>	<u>81,587</u>	<u>76,308</u>
EXPENSES												
Salaries and benefits	37,063	35,945	3,127	2,801	16	-	913	681	3,313	3,141	44,432	42,568
Operating expense	11,896	11,745	2,569	2,010	1,809	1,829	3,703	2,683	3,255	3,048	23,232	21,315
Amortization	-	-	-	-	6,975	7,125	-	-	-	-	6,975	7,125
Debt service costs	-	-	879	1,014	-	-	-	-	-	-	879	1,014
Debt discount	-	-	-	-	-	-	-	-	-	-	-	-
Cost of goods sold	50	49	1,297	1,226	-	-	-	-	-	-	1,347	1,275
Other misc	-	-	-	-	-	-	-	-	-	-	-	-
	<u>49,009</u>	<u>47,739</u>	<u>7,872</u>	<u>7,051</u>	<u>8,800</u>	<u>8,954</u>	<u>4,616</u>	<u>3,364</u>	<u>6,568</u>	<u>6,189</u>	<u>76,865</u>	<u>73,297</u>
Excess (deficiency) of revenue over expenses	\$ 4,156	\$ 5,493	\$ 161	\$ 494	\$ (3,590)	\$ (3,296)	\$ 4,224	\$ 554	\$ (229)	\$ (234)	\$ 4,722	\$ 3,011

AGENDA ITEM BRIEFING NOTE

Please ensure you use a briefing note for every agenda item from your office and/or department. If the item is recurring, or there's no material, I still require a briefing note and indicate "no material".

Date:	March 19, 2014		
Agenda Item:	6.d.(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, Director Finance & Budgets		
Reviewed By:	Eileen Bray, VP Administration & Finance		

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

Remarks/Next Steps:

STATEMENT OF CONTRIBUTIONS AND DEFERRED REVENUE

Please enter amounts received as positive amounts and amounts amortized to revenue as negative.	Forecast 2013/14	2014/15	Projections 2015/16	2016/17
Operating Contributions				
From Ministries				
Contributions deferred from previous years	1,937	1,937	1,937	1,937
plus: Operating contributions from AVED	47,726	47,253	46,668	46,668
plus: Operating contributions from other Ministries	1,400	1,414	1,428	1,442
plus: Routine Capital (received through EFT) recognized as revenue				
minus: Amounts amortized to revenue	(49,126)	(48,667)	(48,096)	(48,110)
Deferred contribution balance at the end of the year	1,937	1,937	1,937	1,937
From Other Service Delivery Agencies				
Contributions deferred from previous years	4,453	3,581	2,587	1,469
plus: Contributions received in the current year	5,228	5,228	5,228	5,228
minus: Amounts amortized to revenue	(6,100)	(6,222)	(6,346)	(6,473)
Deferred contribution balance at the end of the year	3,581	2,587	1,469	224
From the Federal Government				
Contributions deferred from previous years	3,372	3,372	3,372	3,372
plus: Contributions received in the current year	7,700	7,729	7,884	8,042
minus: Amounts amortized to revenue	(7,700)	(7,729)	(7,884)	(8,042)
Deferred contribution balance at the end of the year	3,372	3,372	3,372	3,372
From Other Sources				
Contributions deferred from previous years	10,267	10,267	10,267	10,267
plus: Contributions received in the current year	2,500	2,499	2,498	2,497
minus: Amounts amortized to revenue	(2,500)	(2,499)	(2,498)	(2,497)
Deferred contribution balance at the end of the year	10,267	10,267	10,267	10,267
Endowment Deferred Contributions				
Opening Balance		(1,738)	(3,503)	(5,295)
New endowment spend contribution (Endowment Matching)				
Unrealized gains/(losses)				
Realized gains/(losses)				
Transfers (to)/from Capitalization	(838)	(865)	(892)	(920)
Transfers to Stmt of Remeasurement				
Amortized/Transferred to revenue	(900)	(900)	(900)	(900)
Balance at end of period	(1,738)	(3,503)	(5,295)	(7,115)
Deferred Capital Contributions				
From Ministries: Cash				
Contributions deferred from previous years	153,190	147,017	140,811	134,572
plus: Certificates of Approval (COAs) received	327	327	327	327
plus: other (please specify nature in Notes)				
minus: Amounts amortized to revenue	(6,500)	(6,533)	(6,566)	(6,599)
Deferred capital contribution balance at the end of the year	147,017	140,811	134,572	128,300
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	10,911	10,761	10,603	10,437
plus: Contributions received in the current year	500	505	510	515
minus: Amounts amortized to revenue	(650)	(663)	(676)	(690)
Deferred contribution balance at the end of the year	10,761	10,603	10,437	10,262
From Other Sources: Cash				
Contributions deferred from previous years	14,830	14,700	14,565	14,425
plus: Contributions received in the current year	250	253	256	259
minus: Amounts amortized to revenue	(380)	(388)	(396)	(404)
Deferred capital contribution balance at the end of the year	14,700	14,565	14,425	14,280
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	41,921	43,259	44,624	46,016
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)	838	865	892	920
Closing balance at the end of the year	43,259	44,624	46,016	47,436

STATEMENT OF OPERATIONS

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

	Forecast	Projections		
	2013/14	2014/15	2015/16	2016/17
----- \$thousands -----				
Revenue - (credits)				
Amortization of contributions:				
Operating contributions from Provincial Ministries	(49,126)	(48,667)	(48,096)	(48,110)
Operating contributions from Provincial Crown Corps & Agencies	(6,100)	(6,222)	(6,346)	(6,473)
Operating contributions from the Federal Government	(7,700)	(7,729)	(7,884)	(8,042)
Operating contributions from other sources	(2,500)	(2,499)	(2,498)	(2,497)
Deferred capital contributions from Province	(6,500)	(6,533)	(6,566)	(6,599)
Deferred capital contributions from Federal Government	(650)	(663)	(676)	(690)
Deferred capital contributions from Other Sources	(380)	(388)	(396)	(404)
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)	(1,200)	(1,212)	(1,224)	(1,236)
Sales of goods and services to others (Ancillary Services)	(7,500)	(7,575)	(7,651)	(7,728)
Domestic Tuition and Mandatory Fees	(17,375)	(17,723)	(18,077)	(18,439)
International Tuition and Mandatory Fees	(3,738)	(3,813)	(3,889)	(3,967)
Recognition of endowment investment income	(900)	(900)	(900)	(900)
Realized investment earnings (gains)/losses	-	-	-	-
Earnings from commercial subsidiaries (GBE's)	-	-	-	-
Investment Earnings (not included above)	(300)	(300)	(300)	(300)
Other revenue (not included above)	(350)	(350)	(350)	(350)
Total Revenue	(104,319)	(104,574)	(104,853)	(105,735)
Expenses - debits				
Salaries and benefits	59,237	60,938	61,852	62,780
Cost of goods sold	2,050	2,064	2,081	2,098
Operating costs paid to Provincial Ministries	-	-	-	-
Operating costs paid to Provincial Crown Corps & Agencies	-	-	-	-
Other operating costs (less amortization & debt servicing)	27,000	27,270	27,543	27,818
Capital asset amortization expense	9,300	9,393	9,487	9,582
Capital asset write-downs	-	-	-	-
Grants to Crown corporations and agencies	-	-	-	-
Grants to third parties (Scholarships)	2,400	2,424	2,448	2,472
Grants to third parties (Foundations and Other)	-	-	-	-
Debt service costs (net of sinking fund earnings)	1,013	487	270	270
Amortization of debt issue costs	-	-	-	-
Other	-	-	-	-
Total Expense	101,000	102,576	103,681	105,020
Net (Revenues)/Expenses before extraordinary items	(3,319)	(1,998)	(1,172)	(715)
(Gain) loss on sale of capital assets	-	-	-	-
Net (Revenues)/Expenses	(3,319)	(1,998)	(1,172)	(715)
Unallocated Pressures (use in Q1 only)				
Operating Net (Income) Loss (for Ministry)	(3,319)	(1,998)	(1,172)	(715)
Endowment (restricted asset) contributions	(1,338)	(1,365)	(1,392)	(1,420)
Net (Income) Loss (PSI)	(4,657)	(3,363)	(2,564)	(2,135)

STATEMENT OF FINANCIAL POSITION

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

	Forecast 2013/14	2014/15	Projections 2015/16	2016/17
Financial assets - debits				
Cash and temporary investments	56,148	55,946	54,119	51,702
Accounts receivable (net):				
from Ministries	-	-	-	-
from other Service Delivery Agencies	-	-	-	-
other receivables	4,184	4,226	4,268	4,311
	<u>4,184</u>	<u>4,226</u>	<u>4,268</u>	<u>4,311</u>
Sinking Funds:				
Sinking funds on Fiscal Agency Loan program debt	4,793	487	651	815
Sinking funds on other debt	-	-	-	-
	<u>8,977</u>	<u>4,713</u>	<u>4,919</u>	<u>5,126</u>
Inventory held for resale	700			
Loans, advances and mortgages receivable (net)	-	-	-	-
Investments in commercial subsidiaries (GBE's)	-	-	-	-
Investments - other (net)	10,000	10,100	10,201	10,303
TOTAL FINANCIAL ASSETS	<u>75,825</u>	<u>70,759</u>	<u>69,239</u>	<u>67,131</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)	(8,750)	(8,838)	(8,926)	(9,015)
	<u>(8,750)</u>	<u>(8,838)</u>	<u>(8,926)</u>	<u>(9,015)</u>
Unfunded pension and other accrued liabilities				
Deferred income on externally restricted assets	1,738	3,503	5,295	7,115
Deferred contributions:				
deferred operating contributions - Ministries & SDAs	(5,518)	(4,524)	(3,406)	(2,161)
deferred operating contributions - Federal & Other	(13,639)	(13,639)	(13,639)	(13,639)
deferred capital contributions - Ministries	(147,017)	(140,811)	(134,572)	(128,300)
deferred capital contributions - Federal & Other	(25,461)	(25,168)	(24,862)	(24,542)
Deferred Tuition	-	-	-	-
Deferred Other	(800)	(808)	(816)	(824)
Unearned lease revenue	-	-	-	-
	<u>(192,435)</u>	<u>(184,950)</u>	<u>(177,295)</u>	<u>(169,466)</u>
Public debt (including current portion):				
Obligations under Capital Leases (including current portion)	-	-	-	-
P3 liabilities	-	-	-	-
Fiscal Agency Loan program debt	(7,500)	(3,000)	(3,000)	(3,000)
other debt	-	-	-	-
	<u>(7,500)</u>	<u>(3,000)</u>	<u>(3,000)</u>	<u>(3,000)</u>
TOTAL LIABILITIES	<u>(206,947)</u>	<u>(193,285)</u>	<u>(183,926)</u>	<u>(174,366)</u>
Net assets/(liabilities)	<u>(131,122)</u>	<u>(122,526)</u>	<u>(114,687)</u>	<u>(107,235)</u>
Non-financial assets - debits				
Inventory for operating purposes	100	101	102	103
Capitalized debt issue costs	-	-	-	-
Prepaid expenses and other deferred charges	1,600	1,616	1,632	1,648
Endowment Funds (restricted assets)	43,259	44,624	46,016	47,436
Capital assets (net of amortization)	217,444	210,829	204,145	197,391
TOTAL NON-FINANCIAL ASSETS	<u>262,403</u>	<u>257,170</u>	<u>251,895</u>	<u>246,578</u>
Accumulated (surplus)/deficit - Operating				
Share capital	-	-	-	-
Contributed surplus	-	-	-	-
Accumulated Surplus	(130,817)	(134,180)	(136,744)	(138,879)
Accumulated Remeasurement Gains and (losses)	-	-	-	-
TOTAL ACCUMULATED (SURPLUS)/DEFICIT	<u>(130,817)</u>	<u>(134,180)</u>	<u>(136,744)</u>	<u>(138,879)</u>
Guarantees of Third Party Debt	-	-	-	-

STATEMENT OF CHANGES IN FINANCIAL POSITION

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

	Forecast	Projections		
	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>
Opening balance - cash & temporary investments	<u>55,836</u>	<u>56,148</u>	<u>55,946</u>	<u>54,119</u>
Operating activities:				
Net (Income) Loss (PSI)	4,657	3,363	2,564	2,135
Less:				
non-cash revenue	(72,956)	(72,701)	(72,462)	(72,815)
(gain) loss sale of assets	-	-	-	-
Add:				
non-cash expenses	9,300	9,393	9,487	9,582
cash received for operating contributions	64,554	64,123	63,706	63,877
Net change in working capital	7,100	754	54	54
Net change in investments	12	(100)	(101)	(102)
Net change in restricted assets & Deferred Endowment Contributor	(3,100)	(3,130)	(3,184)	(3,240)
Net change in other assets	45	(17)	(17)	(17)
	<u>9,612</u>	<u>1,685</u>	<u>47</u>	<u>(526)</u>
Financing activities:				
Cash received for deferred capital contributions	1,077	1,085	1,093	1,101
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	(7,300)	(4,500)		
Sinking fund instalments - Fiscal Agency Loan program debt	(323)	4,306	(164)	(164)
Other Borrowing:				
New borrowing of other debt				
Repayment of other debt				
Sinking fund instalments - other debt				
Capitalized debt issue costs				
Dividends				
	<u>(6,546)</u>	<u>891</u>	<u>929</u>	<u>937</u>
Capital asset activities:				
Capital assets additions (with Provincial funding)	(327)	(327)	(327)	(327)
Capital assets additions (without Provincial funding)	(2,427)	(2,451)	(2,476)	(2,501)
Capital assets additions (including P3s and capital lease assets)	<u>(2,754)</u>	<u>(2,778)</u>	<u>(2,803)</u>	<u>(2,828)</u>
Capitalized interest (including IDC on P3 projects)	-	-	-	-
Proceeds from sale of capital assets	-	-	-	-
	<u>(2,754)</u>	<u>(2,778)</u>	<u>(2,803)</u>	<u>(2,828)</u>
Closing balance - cash & temporary investments	<u>56,148</u>	<u>55,946</u>	<u>54,119</u>	<u>51,702</u>

AGENDA ITEM BRIEFING NOTE

Please ensure you use a briefing note for every agenda item from your office and/or department. If the item is recurring, or there's no material, I still require a briefing note and indicate "no material".

Date:	March 17, 2014			
Agenda Item:	6.e. Capital Project Update			
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:	David Claus, Assistant Director, Facilities Management			
Reviewed By:	Eileen Bray, VP Administration & Finance			

Currently, the Wood Innovation and Design Centre (WIDC) is the only Capital Project under construction that the University is involved in. Although this project is not technically a UNBC project it is included in this report due to the substantial impact on the University, and our participation in its development. The University will also occupy over 42% of building and therefore has a measurable stake in its requirements.

Wood Innovation and Design Centre Update

Building:

Construction of the building continues, with the main structure now complete. Interior framing and drywall is beginning to give shape to the UNBC spaces on the first three levels. Building systems such as heating, cooling, electrical and sprinklers are now being installed. The exterior scaffolding wrap is to enable heating while completing the exterior envelope; this is anticipated to come down in several months. The scheduled date for substantial completion is still July 29, 2014. We are working to arrange public tours in the upcoming weeks.

Programming:

The Academic Search Committee has recommended a candidate for the position of program lead for the Masters in Integrated Wood Engineering. This person is slated to start work over the summer, and will be responsible for bringing together the rest of the faculty team. The course development and program promotional materials will also be advanced following this hire. The first M.Eng student cohort would begin in September 2015.

Budget:

Due to the academic programming taking place in the WIDC, government has agreed to provide funding to UNBC to outfit the space we will be occupying. The funding is broken down as follows:

Research Equipment	\$1 million
AV/IT Design & Equipment	\$1 million
Furniture, Fixtures & Equipment	\$700,000

This funding is anticipated to be transferred in Fiscal 2014/15, and is scheduled to be completely spent within the year. Furniture, lab equipment and videoconference hardware will be installed in August and September 2014. The building will be ready for occupancy in the autumn of 2014.

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

Remarks/Next Steps:

AGENDA ITEM BRIEFING NOTE

Please ensure you use a briefing note for every agenda item from your office and/or department. If the item is recurring, or there's no material, I still require a briefing note and indicate "no material".

Date:	March 20, 2014			
Agenda Item:	6.f. Northern Medical Program 2014/2015 Budget			
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, Director Finance & Budgets			
Reviewed By:	Eileen Bray, VP Administration & Finance			

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

Remarks/Next Steps:



MEMORANDUM

To: Board of Governors

From: Eileen Bray, Vice President Administration & Finance

Date: March 13, 2014

Re: Northern Medical Program (NMP) 2014/15 Budget

Please find attached, for Board of Governors information, the Northern Medical Program (NMP) budget for 2014/15.

The categorization used for this report is consistent with past years. Budgeted expenditures are submitted by the NMP Office with confirmation by the Budget Office of salaries and transfers. The budgeted revenues are based on 2014/15 revenue levels, with adjustments to be made as noted in the footnotes to the budget summary.

The overall budget for the expanded medical program is developed in conjunction with the University of British Columbia and the University of Victoria, with final approval by the Distributed Program Planning Committee in June for 2014/15. It is therefore expected that changes to this budget will occur during the year.

2014/15 Northern Medical Program Budget

	2014/15 Proposed	2013/14 Revised	2013/14 Original
Projected Revenues ¹:			
Provincial operating grant - Directly to UNBC	\$ 987,278	\$ 997,250	\$ 997,250
Provincial operating grant - Through UBC	5,554,932	5,554,932	5,228,377
Total Revenue:	6,542,210	6,552,182	6,225,627
Projected Expenditures:			
Salaries & Benefits ²			
Faculty and staff salary and benefits	2,856,136	2,963,347	2,963,348
Sub-total	2,856,136	2,963,347	2,963,347
Non-Salary Operating Expenses:			
Clinical Faculty Payments ³	1,772,898	2,425,600	2,425,600
Curriculum Management Fees/Stipends ⁴	427,200	472,200	472,200
Travel ⁵	252,270	296,600	296,600
Meetings/Events ⁶	115,300	115,900	115,900
Recruitment, Relocation & Start-up ⁷	165,000	59,000	59,000
Telephone, Fax, Long Distance ⁸	57,584	77,210	77,211
Supplies & Other ⁹	847,748	534,890	534,890
Sub-total	3,638,000	3,981,400	3,981,401
Minor Capital Expenses ¹⁰:			
Office Equipment	1,000	5,500	5,500
Library Books & Equipment	19,617	28,000	28,000
Computers/Printers/Audiovisual Equipment	9,500	14,000	14,000
Other	15,000	12,000	12,000
Sub-total	45,117	59,500	59,500
Transfers ¹¹:			
Transfer to General Operating	825,000	740,000	740,000
Transfer to Sponsored Research	0	0	157,600
Transfer to PD Reserve	24,400	19,400	19,400
Transfer to Internal Research Funds	157,600	157,600	0
Transfer from Sponsored Research	(190,000)	(190,000)	(190,000)
Transfer from Unspent Funds	(814,043)	(1,179,065)	(1,505,621)
Sub-total	2,957	(452,065)	(778,621)
Total Expenditures & Transfers	6,542,210	6,552,182	6,225,627
Total Revenues Less Expenditures	\$ -	\$ -	\$ -

Footnotes to the 2014/15 NMP Budget

¹Revenues:

During 2013/14 fiscal, the Distributed Program Planning Committee (DPPC) approved a total budget of \$7,371,209 for the NMP site in 2013/14. This is funded as follows:

Provincial operating grant – direct to UNBC	\$1,000,000
Provincial operating grant – through UBC	\$5,554,932
Expenses paid directly by UBC	\$87,500
Utilization of accumulated reserves	\$728,777
	<hr/>
	\$7,371,209

Since DPPC approval of the overall expanded medical program budget occurs during the year, the budget submission for 2014/15 is based on the 2013/14 revenue level plus utilization of accumulated reserves at the level required to balance the 2014/15 budget. Any adjustments required to revenues, transfers or other accounts as a result of DPPC approval will be completed after the 2014/15 budget submission is approved by DPPC.

Expenditures:

²**Salaries & Benefits** – By the end of 2014/15 the NMP is expected to have 9 faculty positions (6 FTE Faculty, 1 FTE Librarian and 2 FTE Senior Lab Instructors) and 27 FTE staff positions (including the Vice Provost Medicine.) There are a number of funded positions which are filled via stipends or service contracts, which are not included in the position numbers above. Similarly, faculty positions which are tenure track with UBC are not included in the above numbers as they are paid directly by UBC. Clinical Education Leaders (formerly Senior Clinical Faculty) are described in the Clinical Faculty Payments note.

³**Clinical Faculty Payments** – Payments mainly to physicians and potentially other community members or healthcare professionals who could be involved in teaching. Funding on this line is for 8 FTE Senior Clinical Faculty positions plus a large number of smaller contracts for clinical faculty payments.

⁴**Curriculum Management Fees / Stipends** – Payments to those responsible for direction of NMP curriculum, including courses within – Family Practice, Clinical Skills, DPAS, and Foundations of Medicine, as well as to the Clerkship Director and Integrated Site Clerkship Director (Terrace) who are responsible for direction of clinical clerkships. Also includes payments for leadership in support of faculty development activities.

⁵**Travel** – Costs of travel for attendance at curriculum delivery and planning meetings, program governance meetings, faculty and staff travel to Vancouver and elsewhere, conference and professional development travel, etc.

⁶**Meetings & Events** – Costs for hosting planning meetings, administrative meetings, special student events such as orientation, recognition events, etc.

⁷**Recruitment, Relocation and Start-up** – Costs for bringing in candidates for vacant positions and establishment of faculty start-up funds.

⁸**Telephone, Fax and Long Distance** – Costs for telephone and other related charges for all units included in the NMP.

⁹**Supplies & Other** – Costs for general office supplies and equipment, photocopying and printing, software, books & publications, small furnishings, postage, lab tools and supplies, etc, as well as consulting fees for various contracted services.

¹⁰**Minor Capital** – Includes an allowance for small audiovisual equipment, office furnishings and equipment, as well as costs for library books and clinical models.

¹¹**Transfers** – Transfers to General Operating are to cover UNBC overhead for heat, light, maintenance, cleaning, etc. and have historically been based on \$4,000 per student. In 2008, an additional \$1,000 per student was approved on an interim basis and this is included in the budget submission. The Transfers to General Operating also include amounts for specific activities funded by the NMP (e.g. a portion of the Northern Health Sciences Research Facility budget.) Transfers to PD (Professional Development) Reserve are to cover required allowances under various employee agreements.

Transfer from Unspent Funds represents required spending of accumulated reserves, as approved by DPPC, to fund current activities.

Transfers to Internal Research Funds and from Sponsored Research relate to the Canada Research Chair appointment and Michael Smith Foundation for Health Research funding agreement for NMP faculty.

AGENDA ITEM BRIEFING NOTE

Please ensure you use a briefing note for every agenda item from your office and/or department. If the item is recurring, or there's no material, I still require a briefing note and indicate "no material".

Date:	March 19, 2014			
Agenda Item:	6.g. Audit Plan and Schedule			
Prepared For:	<input type="checkbox"/> In-Camera Session	<input checked="" type="checkbox"/> Public Session		
Purpose:	<input type="checkbox"/> Information	<input checked="" type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction	<input type="checkbox"/> Approval
Prepared By:	Colleen Smith, Director of Finance and Budgets			
Reviewed By:	Eileen Bray, VP Administration & Finance			

University of Northern British Columbia Audit Schedule 2014/15

January 21 – 22, 2014	KPMG on site for interim audit
April 17, 2014	Draft Financial Statements and Supplemental Financial Reports due to Ministry of Advanced Education (MAVED)
May 5 – 23, 2014	KPMG on site for year-end audit work
May 22, 2014	Audited Financial Statements and audit findings report presented to Finance and Audit Committee for review and recommendation to full Board of Governors Audited Financial statements due to MAVED
May 29, 2014	Audited Financial statements and audit findings report presented to Board of Governors for approval

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

Remarks/Next Steps:

AGENDA ITEM BRIEFING NOTE

Please ensure you use a briefing note for every agenda item from your office and/or department. If the item is recurring, or there's no material, I still require a briefing note and indicate "no material".

Date:	March 18, 2014		
Agenda Item:	6.h. Enrolment Report		
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:	Sharon Thompson, Executive Assistant to the Provost		
Reviewed By:			

Material: Report attached.

Issue:

Background:

Motion:

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

Remarks/Next Steps:

March 1st Update of Winter 2014 FTE and Fall 2014 Applications

The following summary compares winter 2014 Full Time Equivalents (FTE) and headcounts as of March 1st 2014 to winter 2013 numbers as of March 1st 2013. Fall 2014 application numbers are also compared to Fall 2013 numbers as of the March 1st snapshots.

Winter 2014 FTE and Registration Numbers:

- Total FTE (excluding international fee paying FTE) down -0.8% (-21.3)
 - At 84.0% of estimated winter portion of ministry FTE targets
 - At 98.7% of Measure (M)
- Overall unique registrations down -1.5% (-54hc)
 - At 86.2% of estimated winter portion of head count needed to meet ministry FTE targets
 - At 96.2% of Measure (M)

More detailed:

Full Time Equivalents (FTE)

- Undergraduate FTE down -3.3% (-74.1).
 - At 75.4% of estimated winter portion of ministry FTE targets.
 - At 97.2% of Measure (M).
- Graduate FTE up 6.4% (36.3).
 - At 125.8% of estimated winter portion of ministry FTE targets.
 - At 106.9% of Measure (M).
- Continuing Studies FTE up 15.2% (5.6).
 - At 244.2% of estimated winter portion of ministry FTE targets.
 - At 92.5% of Measure (M).

Included in above numbers:

- International (domestic tuition paying) FTE up 10.1% (12.3).
 - At 112.4% of Measure (M).
- International (international tuition paying) FTE down -6.7% (-10.9).
 - At 104.6% of Measure (M).

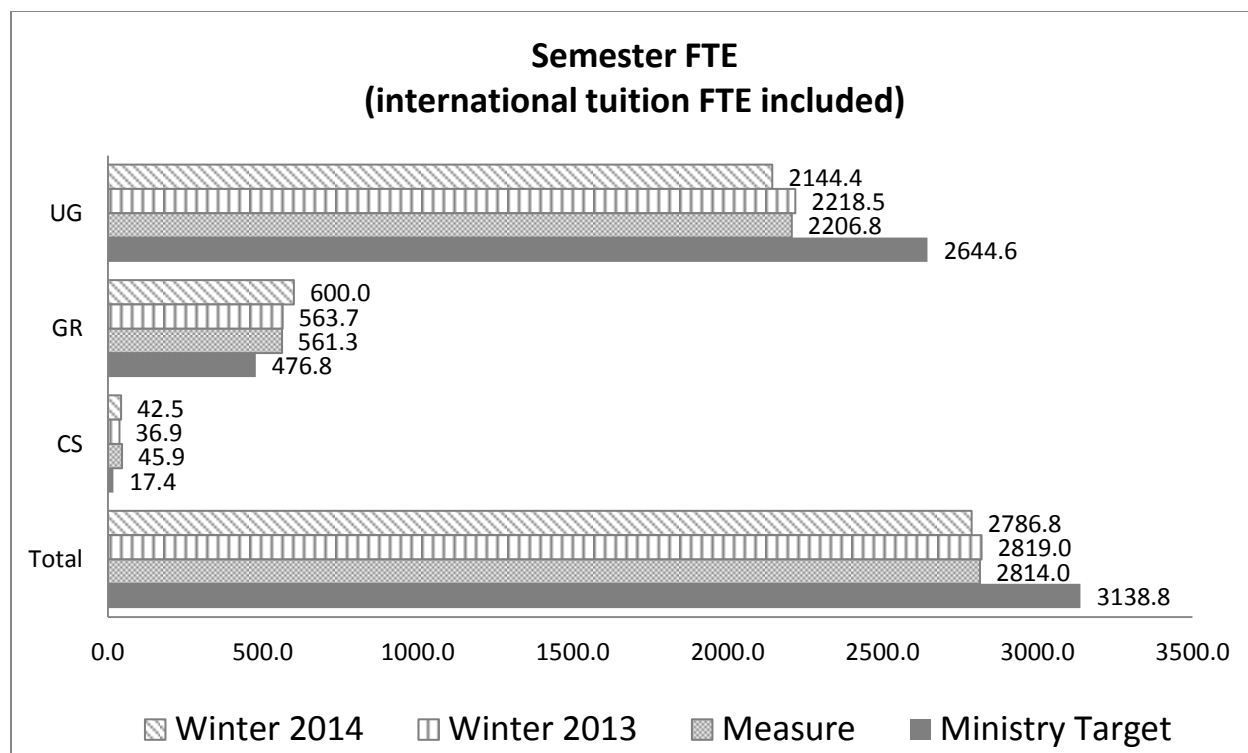
Total FTE change with international tuition paying FTE removed is down -0.8% (-21.3)

CASHS FTE is down 0.8% (-11.4)

- Undergraduate down 1.3% (-12.4)
- Graduate up 0.3% (1.0)

CSAM FTE is down 2.5% (-34.4)

- Undergraduate down 5.8% (-67.4)
- Graduate up 16.4% (33.0)



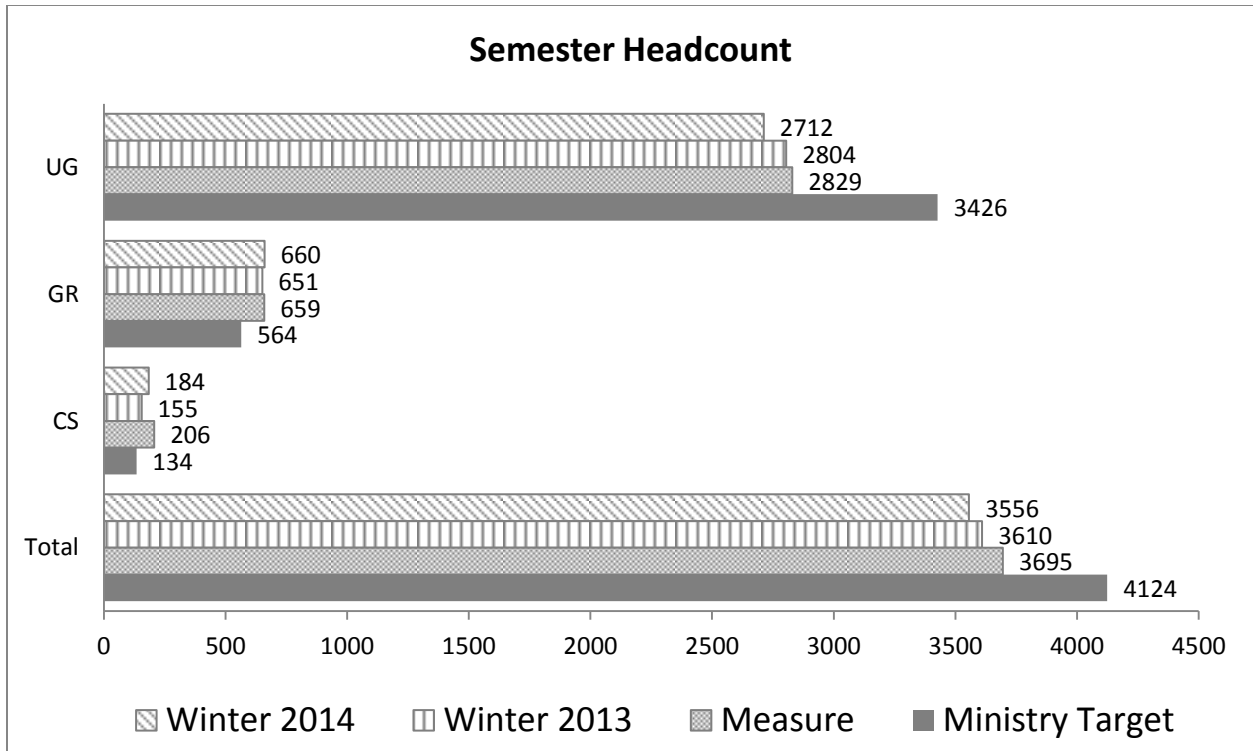
Registrations (hc)

- Undergraduate registrations down -3.3% (-92hc).
 - At 79.2% of estimated winter portion of head count needed to meet ministry FTE targets.
 - At 95.9% of Measure (M).
- Graduate registrations up 1.4% (9hc).
 - At 117.0% of estimated winter portion of head count needed to meet ministry FTE targets.
 - At 100.1% of Measure (M).
- Continuing Studies registrations up 18.7% (29hc).
 - At 137.8% of estimated winter portion of head count needed to meet ministry FTE targets.
 - At 89.2% of Measure (M).

Included in above numbers:

- International (domestic tuition paying) registrations up 19.3% (26hc).
 - At 116.4% of Measure (M).
- International (international tuition paying) registrations down -8.7% (-19hc).
 - At 101.5% of Measure (M).

Total unique registration down -1.5% (-54hc).



Fall 2014 Applications Preliminary Numbers:

Fall 2014 vs. 2013 Applications summary (March 1st snapshots):

- Total applications up 8.6% (150 h.c.) from Fall 2013.
 - At 62.6% of Measure (M).
- Total admissions down -16.9% (-192 h.c.) from Fall 2013.
 - At 45.1% of Measure (M).
- Total registrations flat n/a (0 h.c.) from Fall 2013 (registration not yet open).
 - At 0.0% of Measure (M).

Appendix

Some definitions/notes:

- What is an FTE? FTE is enrolment (headcounts) converted to the equivalent number of students carrying a normal full credit load. FTE is calculated by taking a student's semester credit total and dividing by the standard full course load credit total. Generally speaking for undergraduate students this would be semester total/15. For graduate students if they are taking 6 or more credits they are 1FTE and if they are taking less than 6 credits they are 0.333FTE (there are some finer points involved with calculating FTE but for the purpose of a general description they need not be discussed). The FTE value is calculated for each student enrolled in a given semester and then totaled to come up with the overall semester FTE.
- A point of note is that international students paying international tuition rates do not have their FTE included in reports that we submit to the ministry with regards to targets or funding levels. The reason for this is that they are paying a "cost recovery" rate of tuition and as such are not funded by the ministry.
- A "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 fall 2011 FTE report would be based on the official numbers from the fall 2010, 2009 and 2008 terms.
- Ministry targets are provided to the institution 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.
- The ministry targets provided 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.

AGENDA ITEM BRIEFING NOTE

Please ensure you use a briefing note for every agenda item from your office and/or department. If the item is recurring, or there's no material, I still require a briefing note and indicate "no material".

Date:	March 18, 2014			
Agenda Item:	6.i. Agreements, Scholarships, Bursaries and Awards			
Prepared For:	<input type="checkbox"/> In-Camera Session	<input checked="" type="checkbox"/> Public Session		
Purpose:	<input type="checkbox"/> Information	<input type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction	<input checked="" type="checkbox"/> Approval
Prepared By:	Sharon Thompson, Executive Assistant to the Provost			
Reviewed By:				

Material:

Issue:

Background:

In accordance with the Terms of Reference for the Finance and Audit Committee, These recommendations from Senate are being forwarded to that Committee for approval, and to the full Board for information.

Motion:

That, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the establishment of scholarships, bursaries, and awards as recommended by the Senate, for the period November 2013 to January 2014, as presented.

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

Remarks/Next Steps:



Motion Number (assigned by SCS): SCSB20130925.03

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the new Terms and Conditions for the Ramada Hotel Downtown Prince George Athletic Award be approved.

Effective Date: 2013-2014 Academic Year

Rationale: To activate the Ramada Hotel Downtown Prince George Athletic Award commencing the 2013-2014 Academic Year.

Proposed by: Jennifer Hicke, Development Awards Officer

External Relations contact: Jennifer Hicke, Development Awards Officer

Faculty / Academic Department:

Date: September 25, 2013

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate:

Motion No.: SCSB20130925.03

Moved by: B Murray

Seconded by: M Dale

Committee Decision: CARRIED

Attachments: 1

Approved by SCSB: 25 September 2013
Date


Chair's Signature

For information of Senate.

AWARDS GUIDE INFORMATION:

Award Category: Athletic

Award Name: Ramada Hotel Downtown Prince George Athletic Award

Awards Guide Description/Intent: The donor wishes to support varsity student athletes in achieving their career goals.

Donor: Ramada Hotel Downtown Prince George

Value: \$1,000

Number: One

Award Type: Award

Eligibility: Available to a full time undergraduate varsity student athlete.

Criteria: Satisfactory academic standing

Effective Date: Established 2013

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



Motion Number (assigned by SCS): SCSB20130925.04

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the revisions of the terms and conditions for the Graduate Entrance Scholarship be approved as presented.

Effective Date: 2013-2014 Academic Year

Rationale: To clearly define the eligibility and renewal terms of the scholarship as being a cumulative GPA of 4.00 or better.

Proposed by: Linda Fehr

External Relations contact: n/a

Faculty / Academic Department: Awards and Financial Aid

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate:

Motion No.: SCSB20130925.04

Moved by: K. Smith

Seconded by: B. Schorcht

Committee Decision: CARRIED

Attachments: 1

Approved by SCSB: 25 September 2013
Date


Chair's Signature

For information of Senate.

Graduate Entrance Scholarship

Value: 10,000, renewable for one year

Number: Up to Twenty

Eligibility: Available to full-time students entering a Master's program at UNBC for the first time, and to full-time students entering a Doctoral Program for the first time and who have not previously held a Graduate Entrance Scholarship.

Criteria: Applications will be assessed based on a combination of academic excellence (based on an admission GPA of 4.00 or higher) and the excellence of the goals for research and study and the appropriateness of UNBC for meeting those goals, as outlined in the written statement.

Conditions: Past and/or current recipients of the Pacific Century Scholarship are not eligible to receive the Graduate Entrance Scholarship. Past recipients of the UNBC Graduate Entrance Scholarship are not eligible to receive the Graduate Entrance Scholarship again.

Note: Student must apply for admission by the stated deadline to a Graduate Program to be considered. Nominations will be selected by a committee chaired by the Dean of Graduate Programs.

Application Instructions: Complete the Graduate Entrance Awards Application Form available at www.unbc.ca/finaid and submit it along with a written statement outlining your research and study goals and the appropriateness of UNBC to meet the goals to the Awards and Financial Aid office prior to the deadline. The deadline to apply is February 15 for September/May start dates and September 15 for January start dates.

Renewal Criteria: Graduate Entrance Scholarships are renewable (1 year for Master's students and 2 years for PhD students). Students must ~~maintain academic excellence~~ obtain a cumulative GPA of 4.00 during their first year of graduate (and 2nd year for PhD students) of studies and must be judged to be making satisfactory progress in their program by submitting a Progress Report prior to renewal. Canadian citizens and those with permanent residence status must also apply for a competitive provincial or national scholarship during their first year of study if not already holding one.



Motion Number (assigned by SCS): SCSB20131127.03

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the new Terms and Conditions for the Bear and Tori Scholarship be approved.

Effective Date: 2014-2015 Academic Year

Rationale: To activate the Bear and Tori Scholarship commencing the 2014-2015 Academic Year.

Proposed by: Jennifer Hicke, Development Awards Officer

External Relations contact: Jennifer Hicke, Development Awards Officer

Faculty / Academic Department:

Date: October 23, 2013

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate:

Motion No.: SCSB20131127.03

Moved by: Smith

Seconded by: Safaei Boroojeny

Committee Decision: Carried

Attachments: 1

Approved by SCSB: 27 November 2013
Date


Chair's Signature

For information of Senate.

AWARDS GUIDE INFORMATION:

Award Category: In-course

Award Name: Bear and Tori Scholarship

Awards Guide Description/Intent: Because good friends are hard to find.

Donor: Todd Whitcombe

Value: \$1,000

Number: One

Award Type: Scholarship

Eligibility: Available to a full time undergraduate student enrolled in biology, chemistry or biochemistry who has completed 30 credit hours. Student must state his/her intention of becoming a veterinarian.

Criteria: Academic excellence.

Effective Date: Established 2013

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



Motion Number (assigned by SCS): SCSB20131127.04

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the new Terms and Conditions for the Northern Gateway Pipelines Bursary be approved.

Effective Date: 2013-2014 Academic Year

Rationale: To activate the Northern Gateway Pipelines Bursary commencing the 2013-2014 Academic Year.

Proposed by: Jennifer Hicke, Development Awards Officer

External Relations contact: Jennifer Hicke, Development Awards Officer

Faculty / Academic Department:

Date: November 27, 2013

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate:

Motion No.: SCSB20131127.04

Moved by: van Adrichem

Seconded by: Murray

Committee Decision: Carried

Attachments: 1

Approved by SCSB: 27 November 2013
Date


Chair's Signature

For information of Senate.

AWARDS GUIDE INFORMATION:

Award Category: General

Award Name: Northern Gateway Pipelines Bursary

Awards Guide Description/Intent: Enbridge Northern Gateway fully recognizes and appreciates the financial commitment and burden many students face while engaging in post-secondary studies. As such, they wish to provide this bursary for the 2013/14 academic year.

Donor: Enbridge Northern Gateway Pipelines

Value: \$2,000

Number: Five

Award Type: Bursary

Eligibility: Available to a full time undergraduate or graduate student. First preference will be given to a resident of Northern British Columbia.

Criteria: Demonstrated financial need and satisfactory academic standing.

Note: This is a one-time award.

Effective Date: Established 2013

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



Motion Number (assigned by SCS): SCSB20131127.05

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the revised Terms and Conditions for the Jim and Noreen Rustad Bursary be approved.

Effective Date: 2014-2015 Academic Year

Rationale: To revise the Jim and Noreen Rustad Bursary commencing the 2014-2015 Academic Year with alterations to the Award Value, Number and Eligibility sections as follows:

Value: minimum \$3,500, renewable for up to three (3) years. (The renewable amount will remain the same until the student has completed four years, or has not met the conditions for renewal.)

Number: Three ~~two~~

Eligibility: Available to a full time undergraduate student with academic proficiency who is a Canadian citizen resident of Prince George as defined by the boundaries of School District 57, by virtue of birth or four years uninterrupted residency immediately prior to receipt of the bursary. Recipient must have First preference will be given to a student with demonstrated community/volunteer service.

Proposed by: Jennifer Hicke, Development Awards Officer

External Relations contact: Jennifer Hicke, Development Awards Officer

Faculty / Academic Department:

Date: November 27, 2013

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate:

Motion No.: SCSB20131127.05

Moved by: Schorcht

Seconded by: Murray

Committee Decision: Carried

Attachments: 6

Approved by SCSB: 27 November 2013
Date


Chair's Signature

For information of Senate.

**Jim and Noreen Rustad Endowed
Bursary**

For UNBC Students

Terms and Conditions

THE UNIVERSITY OF NORTHERN BRITISH COLUMBIA



**External Relations
Aug 1996, revised Aug 1999,
revised Nov 2013**



**Terms and Conditions for the
Jim and Noreen Rustad Endowed Bursary
at the University of Northern British Columbia**

The University of Northern British Columbia (UNBC) is delighted to continue the Jim and Noreen Rustad Endowed Bursary with Jim and Noreen Rustad. This document replaces previous undertakings and outlines the terms and conditions for this award.

AWARDS GUIDE INFORMATION:

Award Category: Entrance

Award Name: Jim and Noreen Rustad Endowed Bursary

Awards Guide Description/Intent: Jim and Noreen Rustad have deep roots in Prince George. Jim was the general manager and president of Rustad Bros. and Co. Ltd., a large sawmill and planer mill that was started by his father and uncle in 1947. Noreen is the daughter of Garvin and Bea Dezell. Garvin was a former mayor of Prince George. In 1992, Noreen received the Governor General Award for her community volunteer activities. Jim and Noreen are pleased to be able to support qualifying Prince George students from first year to graduation at UNBC.

Donor: Jim and Noreen Rustad

Value: minimum \$3,500, renewable for up to three (3) years. (The renewable amount will remain the same until the student has completed four years, or has not met the conditions for renewal.)

Number: ~~Three~~ two

Award Type: Scholarship

Eligibility: Available to a full time undergraduate student with academic proficiency who is a Canadian citizen resident of Prince George as defined by the boundaries of School District 57, by virtue of birth or four years uninterrupted residency immediately prior to receipt of the bursary. Recipient must have First preference will be given to a student with demonstrated community/volunteer service.

Criteria: Demonstrated financial need and satisfactory academic standing.

Note: This award is renewable for up to three (3) consecutive years, or until a Bachelor's Degree is obtained (whichever is the shorter period), subject to the recipient maintaining satisfactory academic standing with a course load commensurate with attaining a Bachelor's degree within four years.

Effective Date: Endowed 1996

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

ENDOWED AWARDS PARTNERSHIP ARRANGEMENTS:

Jim and Noreen Rustad will:

- Make a further contribution to their existing endowment with the University of Northern British Columbia in the amount of \$40,000.

UNBC will:

- Provide a charitable tax receipt in the amount of the gifts provided by the donor(s) in the

year the University receives the donations.

- Provide matching funds in the amount of \$40,000 through the UNBC Matching Student Award Investment Program.
- Advise the donors in the event the fund will not support the minimum number and value of awards.
- Increase the value of the awards should the fund be able to support a higher pay out.
- Invest and manage all donations to the endowed fund in accordance with applicable government regulations.
- Promote and advertise the Jim and Noreen Rustad Endowed Bursary in all appropriate UNBC materials and publications.
- Once the endowment is fully established, provide the award(s) to the selected candidates from income generated from the endowed funds.
- Make available to the award(s) an amount approved by the UNBC Board of Governors, currently set at approximately 3.5% of the principal from annual income generated by the endowed fund less a percentage equivalent to the rate of inflation (currently approximately 2%), which is to be added to the endowment and reinvested to maintain the economic value of the Endowment Fund, and a nominal annual administrative fee of ½%. The principal is to be preserved in perpetuity.
- Ensure student recipients provide a letter to the donor thanking them for their support.
- Provide an annual update on the status of the funds and on the student recipient(s).
- Provide recognition to Jim and Noreen Rustad as outlined in the Donor Recognition Program (http://www.unbc.ca/giving/recognition_programs.html).
- Endeavour to attract any potential matching funds for the donation(s) from various legitimate sources whenever possible.
- Ensure that approximately one and one-half of the value of the awards will remain available as expendable funds. Should surplus income be generated beyond that, the excess will be capitalized into the fund.

UNBC may accept all donations to the endowment regardless of origin, subject to the donor's complete acceptance of the arrangements of this document. Once fully established, the fund will generate three awards per year, valued at a minimum of \$3,500 plus any additional amount that can be sustained for the four year commitment to the student on an on-going basis. The University reserves the right to increase or decrease the value of the awards.

If future circumstances make it impossible or impractical for the University of Northern British Columbia to continue using the fund for the stated purposes, the University will endeavor to contact the donor to explore other purposes for the fund. If the University is unable to locate the donor or if the donor is deceased, the University may use the fund in the way it deems most beneficial for the institution, but must adhere as closely as possible to the spirit of the fund and to the donor's original intent.

Jim and Noreen Rustad and the University may meet from time to time to review the terms of this agreement to ensure both parties continue to be satisfied with the partnership. It is understood that the funds of the donation were obtained in a rightful manner and are otherwise unencumbered.

The agreement will commence upon signing of the document. Signed in agreement on behalf of:

To be signed upon approval by UNBC Senate
Jim Rustad

George Iwama, President & Vice-Chancellor
University of Northern British Columbia

Date

To be signed upon approval by UNBC Senate
Noreen Rustad

FOR OFFICE USE ONLY

Reviewed by the Financial Aid and Awards Officer and Dean of _____:

Linda Fehr, Financial Aid and Awards Officer

_____, *Dean of* _____

Copies to:

Financial Aid and Awards Office
Manager of Treasury Services
Office of External Relations (2)

First award available in the September semester of 2014.



Motion Number (assigned by SCS): SCSB20131127.07

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the SCSB Chair will respond to the Lieutenant Governor that UNBC will participate in the Lieutenant Governor’s Silver Medal Program and that Awards and Financial Aid will draft specific criteria for the terms and conditions of selecting an annual recipient for this medal. The Terms and Conditions will be brought forward to the Senate Committee on Scholarships and Bursaries for final approval.

Effective Date: November 27, 2013

Proposed by: Rob van Adrichem, VP External Relations

Date: November 27, 2013

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate:

Motion No.: SCSB20131127.07

Moved by: van Adrichem

Seconded by: Nolin

Committee Decision: Carried

Attachments: 3

Approved by SCSB: 27 November 2013
Date


Chair’s Signature

For information of Senate.



Private Secretary to the Lieutenant Governor

SEP 03 2013

Mr. John S. MacDonald
Chancellor
University of Northern British Columbia
3333 University Way
Prince George BC V2N 4Z9

Dear Mr. MacDonald:

The Lieutenant Governor's Silver Medal Program was initiated in 1979 by then Lieutenant Governor, The Honourable Henry Pybus Bell-Irving and was created to recognise academic excellence and personal contribution in post-secondary diploma programs.

Each participating educational institute annually presents one medal to a student who has been registered in a vocational or career program of less than two year's duration who not only excels in academic achievement, but is considered to have contributed in a meaningful way to the life of the institution and/or the community. Initially, this award was provided to community colleges and institutes, but as these institutions evolved over the years, many are now universities and Her Honour would like to extend the opportunity for the University of Northern British Columbia to participate.

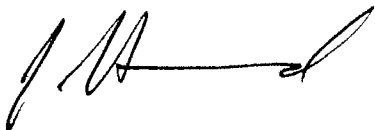
The criteria for the award have been agreed by Government House and the Ministry of Advanced Education to be flexible. As long as the student excels in a program of two years or less and contributes tangibly to the life of the institution or community, the University may determine what it considers to be excellent academic achievement and may define the type of contribution to the institution or to the community, which satisfies the general intent of the Medal Program. Each institution develops its own specific criteria, appoints its own selection committee and decides when the medal will be presented.

.../2

Once a candidate has been selected, the University of Northern British Columbia would contact the Ministry of Advanced Education that administers the Program on Her Honour's behalf for the medal. The costs of the medals are covered by the Government House Foundation thanks to a kind donation from Mr. Brandt Louie of London Drugs. The medals are sterling silver, 2" in diameter and come in a velvet box. The institution would have to pay for the engraving of the recipient's name. An image of the Lieutenant Governor's Silver Medal is enclosed.

Your interest is appreciated and I await your considered response.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'J. Hammond', written in a cursive style.

James W. Hammond, OMM, CD
Private Secretary

Enclosures

pc: Ms. Theresa Cownden, Administrator, Directed Programs Unit
Ministry of Advanced Education, Innovation and Technology



First awarded in 1979, the British Columbia Lieutenant Governor's Medal is presented annually to one student from each of British Columbia's post-secondary institutions. The student chosen has not only excelled in academic achievement but is considered to have contributed in a meaningful way to the life of the institution, or to the community.



Motion Number (assigned by SCSB): SCSB20131127.08

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the revisions to the UNBC Scholars awards procedures be approved.

Effective Date: 2014-2015 Academic Year

Rationale: The deferral policy has been revised to allow for a one-year deferral of the award, provided that students do not attend post-secondary education elsewhere. The Awards office will grant the deferral upon written request from the recipient. This award differs from other entrance awards in that the recipients are nominated by the school (there is no application process).

Proposed by: Linda Fehr

Faculty / Academic Department: Awards and Financial Aid

Date: November 27, 2013

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate:

Motion No.: SCSB20131127.08

Moved by: van Adrichem

Seconded by: Schorcht

Committee Decision: Carried

Attachments: 1

Approved by SCSB: 27 November 2013
Date


Chair's Signature

For information of Senate.

UNBC SCHOLARS – AWARDS PROCEDURES UNIVERSITY OF NORTHERN BRITISH COLUMBIA

NOTE: You may be eligible for additional awards. Please consult the UNBC academic calendar for details.

1. **Conditions** – UNBC Scholars awards are conditional on the students proceeding with and completing a 100% course load (30 credit hours) at the University of Northern British Columbia in the 2014/2015 academic year (September 2014 – August 2015). Scholars must be enrolled as full-time students in both the Fall and Winter semesters (at least 12 credit hours per semester) and may enroll as part-time students in the Spring/Summer semesters if necessary to fulfill their 30 credit requirement. Failure to meet these conditions will result in the forfeiture of the award.
2. **Registration:** Students must register for classes no later than July 1, 2014 in order to retain their award. Failure to meet this condition will result in the forfeiture of the award.
3. **Grade Attainment** – Recipients of UNBC Scholars awards will be expected to achieve a final admission average of no lower than 80% in order to receive their award.
4. **Replacement** – Any award administered by the University of Northern British Columbia is subject to replacement by an award of equal or greater value.
5. **Multiple Awards** – The University reserves the right to limit the amount of money awarded to any student and, if necessary, to reassign awards to other students by reversion. The Senate Committee on Scholarships and Bursaries will generally recommend that no individual student receive an award or combination of UNBC awards exceeding a determined value.
6. **Deferral** – This award may be deferred for ~~one semester only~~ a maximum of one year, provided the student has no plans to pursue post-secondary study elsewhere. at the discretion of the Awards and Financial Aid office, if . A written request ~~is received~~ must be submitted to the Awards and Financial Aid Office no later than the last day of the first month of the semester in which the award is tenable. Students in co-op semesters will have the scholarship deferred to the next study semester.
7. **Payment** – The UNBC Scholars award covers the cost of tuition only, and will be granted in the form of a waiver at the beginning of each semester. The Awards and Aid Office must confirm that the student is enrolled in the appropriate course load before the waiver can be processed.
8. **Fee Deadline** - You should be aware that any ancillary fees owing (i.e. student union fees, services fees, medical plan fee, athletics/recreation fees) are due on the first day of classes each semester. UNBC Scholars are responsible for paying all ancillary fees and any applicable residence costs.
9. **Residence:** If you require a space in the UNBC residence, it is recommended that you apply on-line at www.unbc.ca/housing in early 2014.
10. **Renewal Criteria:** This scholarship is renewable annually, provided that the recipient a) completes a 100% course load (30 credit hours) and b) maintains at least a “B” average (minimum grade point average 3.00) each academic year.
11. **Tax Receipts** – Awards must be reported for tax purposes. T-4A’s will be issued to recipients by the Finance office or other issuing agency.
12. **Student Loans** – the onus is on students who are receiving awards and who are currently receiving financial aid in the form of student loans and grants to notify their provincial agencies as soon as possible about the change in their financial circumstances

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Please sign this portion and return it to the Awards and Financial Aid office by (date)

NOTIFICATION OF AWARD ACCEPTANCE

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

UNBC Scholars awards procedures and wish to accept the award assigned to me. By accepting this award, I agree to the release of my name, city of residence, photograph, faculty and/or program information and excerpts from my letter of thanks to the donor for publicity purposes.

Name of Award: UNBC SCHOLARS AWARD

Signature: _____

Date: _____

Return to: Awards and Financial Aid Office
University of Northern British Columbia
3333 University Way
Prince George, BC V2N 4Z9
Phone: (250) 960-6364 OR Fax: (250) 960-5604



Motion Number (assigned by SCS): SCSB20131127.09

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the revisions to the Undergraduate Entrance awards procedures be approved. .

Effective Date: 2014-2015 Academic Year

Rationale: The deferral policy has been revised to inform students that they must re-apply for entrance awards if they do not plan on attending UNBC in the academic year that the award is granted. The Awards office may grant a one-semester deferral upon written request from the recipient.

Proposed by: Linda Fehr

External Relations contact: n/a

Faculty / Academic Department: Awards and Financial Aid

Date: November 27, 2013

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate:

Motion No.: SCSB20131127.09

Moved by: Smith

Seconded by: Schorcht

Committee Decision: Carried

Attachments: 1

Approved by SCSB: 27 November 2013
Date


Chair's Signature

For information of Senate.

UNDERGRADUATE ENTRANCE AWARDS PROCEDURES

1. **Conditions** – All awards offers are subject to Senate approval. Unless otherwise stated, all awards are conditional on the students proceeding with and completing full time studies at the University of Northern British Columbia in the fall 2014 and winter 2015 semesters. Failure to meet this condition may result in the forfeiture of the award.
2. **Registration: Students must register for classes no later than July 1, 2014 in order to retain their award. Failure to meet this condition will result in the forfeiture of the award.** (Note: “register” means that you pick the classes you wish to take and submit your list of choices to the Registrar’s Office by completing a registration form.)
3. **Grade Attainment** – Recipients of entrance awards which are based on self-declared or interim grades will be expected to achieve a final admission average within 5 percentage points of their self declared/interim admission average as calculated by the Registrar in order to retain their award.
4. **Replacement** – Any award administered by the University of Northern British Columbia is subject to replacement by an award of equal or greater value.
5. **Multiple Awards** – The University reserves the right to limit the amount of money awarded to any student and, if necessary, to reassign awards to other students by reversion. The Senate Committee on Scholarships and Bursaries will generally recommend that no individual student receive an award or combination of UNBC awards exceeding a determined value.
6. **Deferral** – Payment of any award may be deferred for a maximum of one semester, ~~at the discretion of the Awards and Financial Aid office~~, if a written request is received no later than the last day of the first month of the semester in which the award is tenable. Students who will not be attending UNBC in the academic year the award is tenable must re-apply for awards if they plan on attending UNBC in a future academic year.
7. **Payment Schedule** – Awards will be disbursed in two equal payments, the first in September and the second in January. Awards payments will be deposited directly into the students’ UNBC tuition account once full-time enrolment is confirmed each semester. Students who do not register/withdraw in the winter semester will not be entitled to receive the second award installment unless they have been granted a deferral.
8. **Fee Deadline** - You should be aware that tuition and fees for each semester are due on the first day of classes. Fees not exceeding the amount of your award may be deferred until your award money is deposited; however if this does not cover your full fees, you will be responsible for paying the balance by the fee deadline. If the amount of the award exceeds your tuition and fees for the semester, you may apply for a refund once the funds are deposited.
9. **Taxation** – The full amount of scholarships, fellowships, or bursaries that are received by you as a student with respect to your enrolment in a program that entitles you to claim the education amount are not taxable and are no longer reported as income on your tax return. If you are not eligible for the education amount, report on your tax return only the amount that is more than \$500.
10. **Student Loans** – the onus is on students who are receiving awards and who are currently receiving financial aid in the form of student loans and grants to notify their provincial agencies as soon as possible about the change in their financial circumstances. The first \$1,000 of awards based on academic merit are exempt from need assessment, but the full number and value of scholarships, bursaries and other awards should be reported.
11. **Donors** - where a donor contact can be identified, the recipient is notified in the award letter and is expected to write the donor a brief note of thanks. Donors do enjoy hearing from students, and gestures of appreciation significantly support the University’s awards program. Awards payments for individual students will not be processed unless a note of thanks to the donor is on file in the Awards office.

Please retain the upper portion of this form for your records.

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Please sign this portion and return it to the Awards and Financial Aid office by (date)

NOTIFICATION OF AWARD ACCEPTANCE

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

Name of Award: _____

Signature _____

Student ID Number _____

Date: _____

Return to: Awards and Financial Aid Office
University of Northern British Columbia
3333 University Way Prince George V2N 4Z9

NOTE: If your award letter specifies a donor contact, your thank you letter to the donor must be attached to this form before you return it.



Motion Number (assigned by SCS): SCSB20131127.10

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the revisions to the Graduate Entrance awards procedures be approved. .

Effective Date: 2014-2015 Academic Year

Rationale: The deferral policy has been revised to allow for an automatic deferral of a graduate entrance award if the student has been granted a deferral of admission to their graduate program.

Proposed by: Linda Fehr

External Relations contact: n/a

Faculty / Academic Department: Awards and Financial Aid

Date: November 27, 2013

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate:

Motion No.: SCSB20131127.10

Moved by: Smith

Seconded by: Dale

Committee Decision: Carried

Attachments: 1

Approved by SCSB: 27 November 2013
Date


Chair's Signature

For information of Senate.

GRADUATE ENTRANCE AWARDS PROCEDURES

1. **Conditions** – This award offer is provisional subject to the approval of Senate. It is generally understood that students will be enrolling as a full-time graduate student for the 2014/2015 academic year (3 semesters). Unless otherwise stated, all awards are conditional on the students proceeding with full-time studies at the University of Northern British Columbia in the fall semester following the granting of the award. Failure to meet this condition may result in the forfeiture of the award. The scholarship may be renewed provided that you maintain a Cumulative GPA of 4.00 or better during your first year of graduate studies at UNBC and that you apply for a competitive provincial or national scholarship during the 2014/2015 academic year. Please refer to the academic calendar and read the description of your award carefully to determine if additional conditions apply.
2. **Awards Ceiling** – The University reserves the right to limit the amount of money awarded to any student and, if necessary, to reassign awards to other students by reversion. The Senate Committee on Scholarships and Bursaries will generally recommend that no individual student receive an award or combination of awards exceeding a determined value.
3. **Replacement** – Any award administered by the University of Northern British Columbia is subject to replacement by an award of equal or greater value.
4. **Deferral** – ~~Payment of any award may be deferred for one semester only, at the discretion of the Awards and Financial Aid office, if a written request is received no later than the last day of the first month of the semester in which the award is tenable.~~ To defer an award, students must apply to the Graduate Admissions Office for a deferral of their admission to UNBC. If a deferral is granted through the Graduate Admissions Office, the award will automatically be deferred. Students are advised to notify the Awards and Financial Aid Office if they have applied for a deferral of their admission.
5. **Payment Schedule** – Awards will be disbursed in twelve equal payments, beginning on the first month the student commences graduate studies. Awards payments will be deposited directly into the students' UNBC tuition account once full-time enrolment is confirmed each semester. Students who register late may expect a delay in receiving their award funds.
6. **Fee Deadline** - You should be aware that tuition and fees for each semester are due on the first day of classes. Fees not exceeding the amount of your award may be deferred until your award money is deposited; however if this does not cover your full fees, you will be responsible for paying the balance by the fee deadline. If the amount of the award exceeds your tuition and fees for the semester, you may apply for a refund once the add/drop date for the semester has passed.
7. **Tax Receipts** – Awards must be reported for tax purposes. T-4's will be issued to recipients by the Finance office or other issuing agency.
8. **Student Loans** – the onus is on students who are receiving awards and who are currently receiving financial aid in the form of student loans and grants to notify their provincial agencies as soon as possible about the change in their financial circumstances. The first \$1,000 of awards based on academic merit are exempt from need assessment, but the full number and value of scholarships, bursaries and other awards should be reported.
9. **Donors** - where a donor contact can be identified, the recipient is notified in the award letter and is expected to write the donor a brief note of thanks. Donors do enjoy hearing from students, and gestures of appreciation significantly support the University's awards program.

 \$ \$ \$ \$ \$ \$ \$

Please sign this portion and return it to the Awards and Financial Aid office by (date)

NOTIFICATION OF AWARD ACCEPTANCE

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

Name of Award(s): _____

Signature: _____

Student ID Number: _____

Date: _____

Return **original** to: Awards, Financial Aid and Student Employment Centre
 University of Northern British Columbia
 3333 University Way

Prince George, BC V2N 4Z9

Phone: (250) 960-6364

AGENDA ITEM BRIEFING NOTE

Please ensure you use a briefing note for every agenda item from your office and/or department. If the item is recurring, or there's no material, I still require a briefing note and indicate "no material".

Date:	March 18, 2014		
Agenda Item:	6.j. Regional Operations Report		
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:	Sharon Thompson, Executive Assistant to the Provost		
Reviewed By:			

Material: Verbal report.

Issue:

Background:

Motion:

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

Remarks/Next Steps:

AGENDA ITEM BRIEFING NOTE

Please ensure you use a briefing note for every agenda item from your office and/or department. If the item is recurring, or there's no material, I still require a briefing note and indicate "no material".

Date:	March 17, 2014		
Agenda Item:	7.a. 2015 Board of Governors Meeting Schedule		
Prepared For:	<input type="checkbox"/> In-Camera Session	<input checked="" type="checkbox"/> Public Session	
Purpose:	<input type="checkbox"/> Information	<input type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction <input checked="" type="checkbox"/> Approval
Prepared By:	Denise Nagy, Acting Executive Assistant, Board of Governors		
Reviewed By:	Ryan Matheson, Committee Chair, Governance Committee of the Board		

Material: Attached for review.

Issue:

Background:

Motion:

That, on the recommendation of the Governance Committee, the Board of Governors approves the 2015 Board of Governors Meeting Schedule, as presented.

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

Remarks/Next Steps:



BOARD OF GOVERNORS - 2015 MEETING SCHEDULE

Friday January 23	Orientation / Reception
Saturday January 24	Planning Retreat
Friday March 27	Committee Meetings (Afternoon) & Reception (Evening)
Saturday March 28	Full Board Meetings 8:00am - 3:00pm
Friday June 12	Committee Meetings (Afternoon) & Reception (Evening)
Saturday June 13	Full Board Meetings 8:00am - 3:00pm
Friday September 18	Travel to Region / Reception (Details TBA)
Saturday September 19	Regional Board Meetings
Friday November 27	Committee meetings (Afternoon) & Reception (Evening)
Saturday November 28	Full Board Meetings 8:00am - 3:00pm

BOARD OF GOVERNORS

AGENDA ITEM BRIEFING NOTE

Please ensure you use a briefing note for every agenda item from your office and/or department. If the item is recurring, or there's no material, I still require a briefing note and indicate "no material".

Date:	March 19, 2014			
Agenda Item:	8. (a) Office of External Relations Report			
Prepared For:	<input type="checkbox"/> In-Camera Session		<input checked="" type="checkbox"/> Public Session	
Purpose:	<input type="checkbox"/> Information	<input checked="" type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction	<input type="checkbox"/> Approval
Prepared By:	Katherine Scouten, Development Manager Christine Dillabaugh, EA to Vice-President External Relations			
Reviewed By:	Robert van Adrichem, Vice-President External Relations			

1. Fundraising:

Distribution of Donations	April 2012 – January 2013		April 2013 – January 2014	
	Total Giving	Donation Count	Total Giving	Donation Count
Student Awards	\$331,646	343	\$377,287	261
General	\$232,507	123	\$391,429	155
Athletics	\$116,860	115	\$84,405	141
Northern Medical Program Trust	\$214,005	161	\$272,189	419
First Nations	\$9,133	8	\$14,335	6
Library	\$20,550	26	\$15,105	23
Green Initiatives	\$9,875	7	\$5,560	9
General Research	\$32,625	22	\$63,859	13
Area of Greatest Need	\$42,714	125	\$53,169	150
Gift in Kind	\$70,717	39	\$110,497	44
Office of Research	0	0	\$329,197	3
Total	\$ 1,080,632	986	\$1,717,032	1,224

Giving by Constituency	April 2012 – January 2013		April 2013 – January 2014	
	Total Giving	Donor Count	Total Giving	Donor Count
Association / Organization	\$43,182	24	\$49,302	37
Business / Corporation	\$441,914	150	\$842,926	185
Foundations	\$162,617	9	\$292,549	12
Government	\$37,911	7	\$110,210	9
Individuals (non-UNBC)	\$312,028	448	\$288,887	590
UNBC Individuals	\$57,004	119	\$69,103	132
Alumni	\$25,976	129	\$64,055	167
Total	\$1,080,632	886	\$1,717,032	1,132

- a. Donations are being received in several main areas: experiential learning, student awards, Athletics/Timberwolves, students in medical programs, and sustainability initiatives:
 - i. Student awards – Matching Investment Program attracted \$154,000 YTD funding for endowed awards (note that UNBC Matching NOT included in these totals)
 - ii. Athletics - Adopt a Timberwolf appeal, 3 year agreement with Integris
 - iii. Northern Medical Programs Trust – 2014 Dr. Bob Ewert Memorial Lecture on April 5 will be the most successful Ewert lecture to date, with more than \$50,000 raised to date. Thank you to MDA and Dr. John Macdonald for making Col. Chris Hadfield appearance possible.
- b. UNBC secured funding for a “Sustainability Manager – Canada Games and Legacy” supported by Integris, the City of Prince George, the Community Forest, and the Climate Action Secretariat.
- c. The number of major gifts (over \$20,000) continues to grow, and constitutes approximately 65% of total funds donated
- d. We continue to develop culture of philanthropy at UNBC:
 - i. Engaging and supporting faculty in fundraising initiatives
 - ii. Employee Challenge has increased employee giving from 11% to 17.5% past two years

- iii. National Philanthropy Day on campus
- iv. Class Gift 2014 with kick off event
- v. Supporting student fundraising initiatives (Nursing, Commerce, Engineering, Forestry, Students for a Green University)

2. Communications with Stakeholders:

- a. Meetings attended by R. van Adrichem in Vancouver in late 2013 and early 2014 included: Ron Mastromonaco and Charlotte Mitha, BC Hydro; Gord Hoekstra, the Vancouver Sun; Keta Kosman, Madison's Lumber publication; Dave Bennett, Fortis BC; Kevin McCort, Vancouver Foundation; Jack Wong, Real Estate Foundation; Peter Webster; Graeme Doak, Pacific Northern Gas; and Mike Rutigliano, Vancouver Sun.
- b. R. van Adrichem and M. Dale co-hosted UNBC donors and supporters at a Vancouver Canucks game on March 8 courtesy of Kazuko Komatsu. Guests included: TW Wong (Chan Sisters Fdn), Michael Green (MG Architecture – WIDC architect), Peter Webster (Webster Fdn), Mark Stafford (BMO and UNBC alumnus), Ryan Matheson (UNBC Alumnus and UNBC BOG member), Hiroshi Kuratsu (Mitsui Homes), Don Prior (Watson Inc and UNBC BOG member), and Michael Weedon (BC Bioenergy Network).
- c. R. van Adrichem hosted tours and meetings with Fortis BC (Doug Stout), New Gold (Tim Bekhuys and Bob Gallagher), and Clairwood Capital (Sara Shaak).
- d. Blog posts: the cumulative effects workshop, the alumni involved with the Natural Resources Forum, and the meeting with alumni in Ottawa about UNBC's value to the national agenda related to energy, the environment, and economic development.
- e. AUCC Government Relations Officers meetings in Ottawa in February provided R. van Adrichem the opportunity to meet with donors and stakeholders in Toronto and Ottawa. Meetings included: Tim Laspa, donor; Mary Desjardins, TD's Friends of the Environment Fdn; Steven Sage, VP Sustainability, Kruger Products; Erin Gardhouse, Corporate Knights; Brent Gilmour & Tanya Leach, QUEST; Paula Dunlop & Paul Cheliak, Canadian Gas Assn; and Robert White, AUCC Government Relations. A lunch with UNBC Alumni was held in Ottawa.
- f. UNBC has been hosting a webcam featuring construction of the Wood Innovation and Design Centre. To date, it has attracted 27,000 views.
- g. A draft Memorandum of Understanding has been created with the 2015 Canada Winter Games. It is not yet signed.
- h. Alumni Relations and Ancillary Services co-hosted a celebration of Prince George's "top 40 under 40" in February on campus. Half of the honourees are UNBC alumni or current students.

3. Government and Political Relations:

- a. Meetings with municipal government representatives included:
 - i. Introductory lunch meeting with M. Dale and Prince George Mayor Shari Green
 - ii. Introductory dinner meeting with R. Bird and Terrace Mayor Dave Pernarowski

- b. Meetings with provincial government representatives included:
- i. In conjunction with the Premier's Natural Resources Forum, External Relations facilitated a breakfast meeting involving select alumni and MLAs, including a number of ministers. About 50 people attended, split almost evenly between alumni and caucus members.
 - ii. Lunch meeting with AVED Deputy Minister Sandra Carrroll hosted by the College of New Caledonia and attended by the President and VP's;
 - iii. Lunch and tour of the bioenergy plant with MLA Mike Morris, led by R. van Adrichem;
 - iv. Core Review meeting with Minister Shirley Bond and Mike Morris, led by R. van Adrichem;
 - v. Meeting about community development capacity with Coralee Oakes, Minister of Community, Sport and Cultural Development and R. van Adrichem;
 - vi. Meeting and tour with David Eby, opposition critic for advanced education, and R. van Adrichem
 - vii. Meeting to discuss WIDC involving M. Dale, E. Bray and Joe Thompson, AVED Asst Deputy Minister
 - viii. Introductory meeting between R. Bird and Dr. Carl Roy, President-Provincial Health Services Authority
 - ix. VPs R. van Adrichem and R. Bird attended the Premier's Natural Resources Forum in late January.
 - x. Introductory meeting between M. Dale and Stephen Brown, Assistant Deputy Minister-Health.
- c. Meetings with federal government representatives included:
- i. Meeting with Allan Clark, Federal Director General, Policy and Coordination Branch, Lands and Economic Development Sector, Dept of Indian Affairs and Northern Development, attended by Mark Dale and R. van Adrichem.
 - ii. CIHR Delegate meeting attended by R. Bird
 - iii. Meeting between R. Bird and Ann Weston, International Development Research Centre
 - iv. Meeting between R. Bird and Stacy Chew, International Science & Technology Partnerships Canada
 - v. R. van Adrichem attended an AUCC meeting of Communications and Government Relations Directors that focused on the federal budget, preparation for Canada's 150th anniversary, and federal priorities.

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

AGENDA ITEM BRIEFING NOTE

Please ensure you use a briefing note for every agenda item from your office and/or department. If the item is recurring, or there's no material, I still require a briefing note and indicate "no material".

Date:	March 13, 2014			
Agenda Item:	Office of Research Report			
Prepared For:	<input type="checkbox"/> In-Camera Session	<input checked="" type="checkbox"/> Public Session		
Purpose:	<input type="checkbox"/> Information	<input checked="" type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction	<input type="checkbox"/> Approval
Prepared By:	Ranjana Bird, VP, Research			
Reviewed By:	Ranjana Bird, VP, Research			

Material: Report material provided.

Issue:

Background:

Motion:

*All motions being submitted will be reviewed by the Board of Governors Office to ensure wording is correct.

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

Remarks/Next Steps:

VICE-PRESIDENT, RESEARCH BOARD REPORT – MARCH 2014

PREAMBLE

The VP Research and the Office of Research have been engaged in a number of activities to facilitate Research at UNBC. The major mandate of the Office of Research for coming year will be to enhance research activity and build new research partnerships. Connecting with the regions, the community and meeting with the Provincial and Federal Government to advocate for Northern BC as well as UNBC remains a priority.

ACTIVITIES EXTERNAL TO UNBC DURING THE PAST THREE MONTHS

ACCRU Meeting: This is an Alliance of the Council of Comprehensive Research Universities. The members are generally small and medium size universities and this group is instrumental in advocating to the federal funding agencies. I serve on the Executive of this organization.

SSHRC Leaders Annual Meeting: Annual meeting to keep the University Delegates updated with the ongoing issues and changes.

CIHR Delegate Meeting: This meeting was to bring all VPR's from universities to meet with the VP Research CIHR. This was to keep us informed of the changes CIHR is undergoing and how it will affect the funding cycle.

BC Natural Resource Forum: An event to connect with various private and industrial partners. UNBC was one of the sponsors.

BCEHI Meeting: This initiative to harmonize the ethics approval across various sectors in BC has been ongoing for the past two years. UNBC has been part of this initiative. My involvement was to understand what progress has been made and what may be coming through the pipeline. UNBC will be engaged in the process along with the Northern Health Authority.

Dr. Sam Abraham (BC Cancer Agency - BCCA): An introductory meeting. We discussed the research needs in the North.

Drs' Brad Popovich & Gabe Kalmar (Genome BC): A very positive meeting. Genome BC is keen on working with UNBC and to investment in the North. We discussed a couple of opportunities that UNBC could pursue.

Dr. Carl Roy (Provincial Health Services Authority - PHSA): This was an introductory meeting. The PHSA is an umbrella organization which provides support to a number of Health Agencies including, the BC Cancer Agency.

Terrace Career & Job Fair: This job fair took place in Terrace. This event was organized by UNBC and North West Community College. I gave a short presentation to the high school student. The job fair was well organized and provided an opportunity to connect with industries and non-for-profit organizations. I was able to connect with a number of organizations; three organizations will be coming to PG to meet with UNBC researchers.

I met with the NWCC's Vice President, Larry White regarding potential collaboration with them on a number of issues related to research including UNBC's support in the area of Research Ethics.

SELECTED ACTIVITIES INTERNAL TO UNBC

CFI Funding Opportunity: The Innovation Fund: The Canadian Foundation of Innovation has announced a deadline of March 26th for institutions to submit a Notice of Intent (NOI) if they are wishing to apply for infrastructure. This is a time sensitive and resource intense activity. UNBC has decided to submit a NOI. The funding upper limit is approximately 2 million. UNBC will be requesting infrastructure under the thematic area of "Environment". This decision was made based on our existing strength and a number of consultations.

Research Advisory Committee (RACom): This committee is established in 2013 to advise UNBC about the issues and opportunities that relate to "research". Over the initial two meetings, the committee members have identified a number of internal issues that need attention to strengthen the research at UNBC. The VP Research is developing a document to come up with the key recommendations. The research revenue has declined substantially during the past six years and our competitiveness in research ranking has also declined.

Genome BC Event: Genome BC and UNBC partnered to bring an event "Brining Genomics Home to Prince George" on January 28th. Please see attached document regarding this event.

Research Connection Newsletter: The Office of Research has started a newsletter to keep connected with the UNBC Researchers. This newsletter is communicated with the UNBC community each month.

NSERC Connection Event: This event took place on Thursday, February 20, at the Maker Lab at Prince George's Two Rivers Gallery. Approximately 80+ people convened to connect with each other interested in Research and Development. Among them were representatives from business, industry, academia, non-profits, and research funding agencies.

The event, organized through a partnership of UNBC, CNC, the Innovation Central Society and the Natural Sciences and Engineering Research Council (NSERC), was a success. Representatives from NSERC, Mitacs and the National Research Council's IRAP program were on hand to network with local entrepreneurs and researchers.

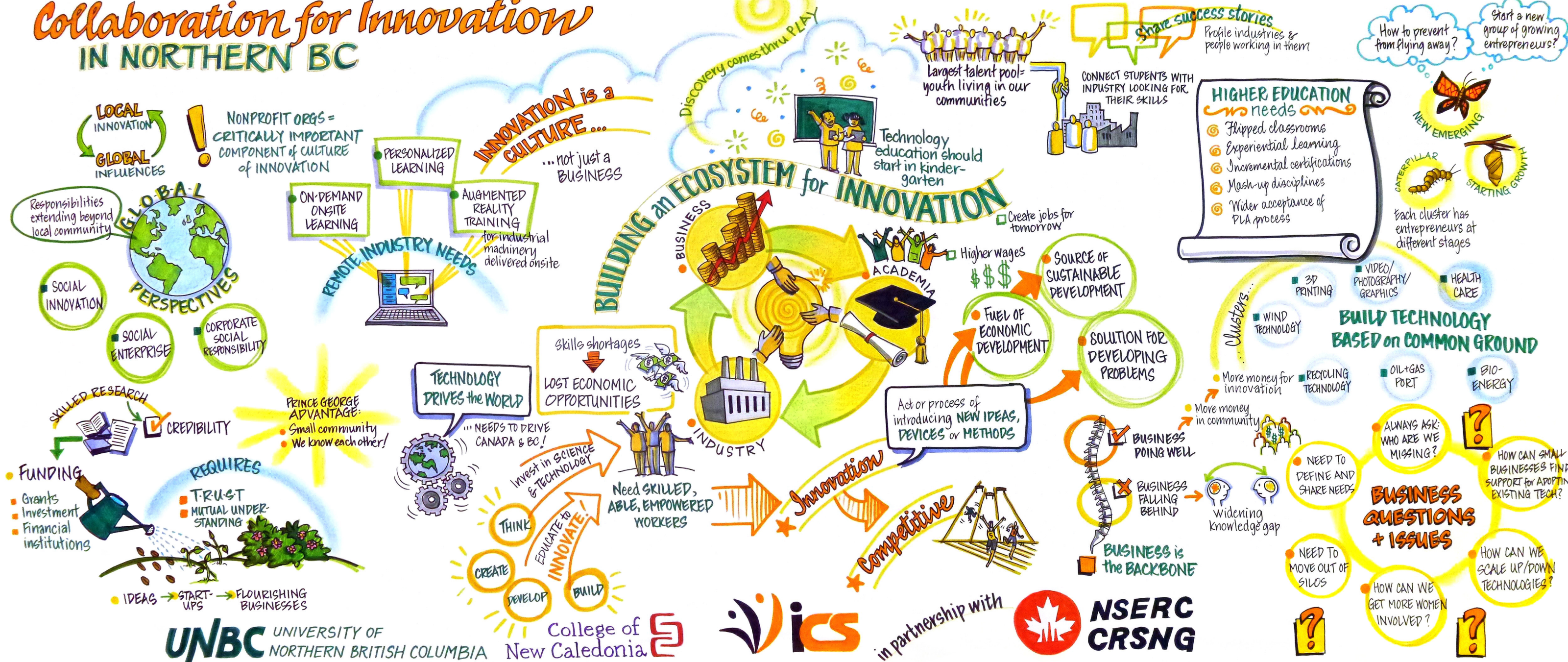
The creative venue was selected so that participants could contribute their thoughts to the theme "Building an Ecosystem for Innovation in Northern BC". These thoughts were captured throughout the night by Avril Orloff, a professional graphic facilitator. The visual results will be displayed in downtown Prince George at the Innovation Central Society, at the College of New Caledonia and at UNBC.

Engaging Doctoral students in Health Sciences: I gave a one hour lecture in the area of Epidemiological and Experimental Evidence to Promote Health and Prevention of Chronic Diseases.

RESEARCH FUNDING AND RECOGNITION

Since the last Board meeting in November, the Office of Research has submitted a total of 32 grant and contract applications to various granting agencies and industry partners. There were eight letters of intent (LOI) and two nominations to the Royal Society of Canada to be considered for the College of Scholars.

Collaboration for Innovation IN NORTHERN BC



GLOBAL PERSPECTIVES

- LOCAL INNOVATION
- GLOBAL INFLUENCES
- Responsibilities extending beyond local community
- SOCIAL INNOVATION
- SOCIAL ENTERPRISE
- CORPORATE SOCIAL RESPONSIBILITY

NONPROFIT ORGS = CRITICALLY IMPORTANT COMPONENT OF CULTURE OF INNOVATION

INNOVATION is a CULTURE ...
... not just a BUSINESS

REMOIE INDUSTRY NEEDS

- PERSONALIZED LEARNING
- ON-DEMAND ONSITE LEARNING
- AUGMENTED REALITY TRAINING for industrial machinery delivered onsite

TECHNOLOGY DRIVES the WORLD

... NEEDS TO DRIVE CANADA & BC!

skills shortages
↓
LOST ECONOMIC OPPORTUNITIES

INDUSTRY

Need SKILLED, ABLE, EMPOWERED WORKERS

BUILDING AN ECOSYSTEM for INNOVATION

Discovery comes thru PLAY

Largest talent pool = youth living in our communities

Technology education should start in kindergarten

CONNECT STUDENTS WITH INDUSTRY LOOKING FOR THEIR SKILLS

Share success stories

Profile industries & people working in them

How to prevent from flying away?

Start a new group of growing entrepreneurs?

HIGHER EDUCATION needs

- Flipped classrooms
- Experiential learning
- Incremental certifications
- Mash-up disciplines
- Wider acceptance of PLA process

NEW EMERGING

CATERPILLAR

STARTING GROWTH

Each cluster has entrepreneurs at different stages

BUILD TECHNOLOGY BASED on COMMON GROUND

Clusters:

- 3D PRINTING
- WIND TECHNOLOGY
- VIDEO/PHOTOGRAPHY/GRAPHICS
- HEALTH CARE
- RECYCLING TECHNOLOGY
- OIL+GAS PORT
- BIO-ENERGY

SOLUTION FOR DEVELOPING PROBLEMS

- FUEL OF ECONOMIC DEVELOPMENT
- SOURCE OF SUSTAINABLE DEVELOPMENT

Higher wages

Act or process of introducing NEW IDEAS, DEVICES or METHODS

BUSINESS QUESTIONS + ISSUES

- ALWAYS ASK: WHO ARE WE MISSING?
- HOW CAN SMALL BUSINESSES FIND SUPPORT for ADOPTING EXISTING TECH?
- HOW CAN WE SCALE UP/DOWN TECHNOLOGIES?
- HOW CAN WE GET MORE WOMEN INVOLVED?
- NEED TO DEFINE AND SHARE NEEDS
- NEED TO MOVE OUT OF SILOS
- WIDENING knowledge gap
- BUSINESS POING WELL
- BUSINESS FALLING BEHIND
- BUSINESS is the BACKBONE

FUNDING

- Grants
- Investment
- Financial institutions

REQUIRES

- TRUST
- MUTUAL UNDERSTANDING

PRINCE GEORGE ADVANTAGE:

- Small community
- We know each other!

SKILLED RESEARCH

CREDIBILITY

IDEAS -> START-UPS -> FLOURISHING BUSINESSES

UNBC UNIVERSITY OF NORTHERN BRITISH COLUMBIA

College of New Caledonia

vics in partnership with **NSERC CRSNG**

WINTER SYMPOSIUM

Genome BC hosted its annual Winter Symposium at the SFU Segal Building on January 21st. This dynamic forum for the life sciences included talk from scientists and end-users in human health, forestry, and fisheries and aquaculture. Talks from this session have been posted to our YouTube channel:

www.youtube.com/user/genomicseducation




BRINGING GENOMICS HOME TO PRINCE GEORGE

Genome BC partnered with the University of Northern British Columbia to host an open dialogue on genetically modified organisms (GMOs) on January 28th, 2014. The event featured four panelists (**Serena Black**, **Yvonna Breed**, **Shawn Mansfield** and **Jillian Merrick**) moderated by **Don Bassermann** and included an active Q&A session with the audience. Stayed tuned as the event will be uploaded to our YouTube channel soon.



TOP 40 UNDER 40

BC's Top 40 Under 40 Awards were handed out on January 30th. Winners from life sciences sectors include **James Taylor** (CEO & co-founder, Precision NanoSystems), **Paul Schaffer** (Head of Nuclear Medicine, TRIUMF) and **Andrew Knowles** (VP Operations, Stemcell Technologies). 

BOARD MEMBERS

Alan Pelman
Chair

Ian de la Roche
Vice Chair

Alan Winter
Genome BC

Neena L. Chappell
University of Victoria

Ken Galbraith
Ventures West Capital Ltd.

Ida Goodreau
University of British Columbia

Janet Halliwell
J.E. Halliwell Associates Inc.

Victor Ling
Terry Fox Research Institute

Peter O'Callaghan
Blake, Cassels & Craydon LLP

Edward Safarik
Ocean Fisheries Ltd.

John Shepherd
University of British Columbia

John F.H. Thompson
PetraScience Consultants Inc.



Genome British Columbia
Suite 400
575 West 8th Avenue
Vancouver, BC V5Z 0C4
Tel: 604 738 8072

www.genomebc.ca
info@genomebc.ca



We welcome your comments and input.
Please send comments to:
info@genomebc.ca

Genome BC is supported by the Province of British Columbia, the Government of Canada through Genome Canada and Western Economic Diversification Canada and more than 300 international public and private co-funding partners.

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AGENDA ITEM BRIEFING NOTE

Please ensure you use a briefing note for every agenda item from your office and/or department. If the item is recurring, or there's no material, I still require a briefing note and indicate "no material".

Date:	March 17, 2014			
Agenda Item:	10.a. Report on President's Activities			
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:	Dr. Mark Dale, UNBC Interim President and Vice-Chancellor			
Reviewed By:				

Material: Verbal Report.

Issue:

Background:

Motion:

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

Remarks/Next Steps:

AGENDA ITEM BRIEFING NOTE

Please ensure you use a briefing note for every agenda item from your office and/or department. If the item is recurring, or there's no material, I still require a briefing note and indicate "no material".

Date:	March 17, 2014		
Agenda Item:	10. b. University Plan Update		
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:	Dr. Mark Dale, UNBC Interim President and Vice-Chancellor		
Reviewed By:			

Material: Verbal Report.

Issue:

Background:

Motion:

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

Remarks/Next Steps:

AGENDA ITEM BRIEFING NOTE

Please ensure you use a briefing note for every agenda item from your office and/or department. If the item is recurring, or there's no material, I still require a briefing note and indicate "no material".

Date:	March 17, 2014			
Agenda Item:	11. Chancellor's Report			
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:	Dr. John MacDonald, UNBC Chancellor			
Reviewed By:				

Material: Verbal Report.

Issue:

Background:

Motion:

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

Remarks/Next Steps:

AGENDA ITEM BRIEFING NOTE

Please ensure you use a briefing note for every agenda item from your office and/or department. If the item is recurring, or there's no material, I still require a briefing note and indicate "no material".

Date:	March 17, 2014			
Agenda Item:	12.a. Code of Conduct & Conflict of Interest Policy			
Prepared For:	<input type="checkbox"/> In-Camera Session		<input checked="" type="checkbox"/> Public Session	
Purpose:	<input type="checkbox"/> Information	<input checked="" type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction	<input type="checkbox"/> Approval
Prepared By:	Denise Nagy, Acting Executive Assistant, Board of Governors			
Reviewed By:				

Material: Attached for review.

Issue:

Background:

In follow up to the recommendation made by the office of the Auditor General with regard to their governance audit, the Board of Governors Code of Conduct and Conflict of Interest Policy has been brought forward for annual review and signing by each Board Member.

Motion:

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

Remarks/Next Steps:

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)

AGENDA ITEM BRIEFING NOTE

Please ensure you use a briefing note for every agenda item from your office and/or department. If the item is recurring, or there's no material, I still require a briefing note and indicate "no material".

Date:	March 19, 2014		
Agenda Item:	12.b. BC Budget 2014 Memo		
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:	Eileen Bray, VP Administration & Finance		
Reviewed By:	Eileen Bray, VP Administration & Finance		

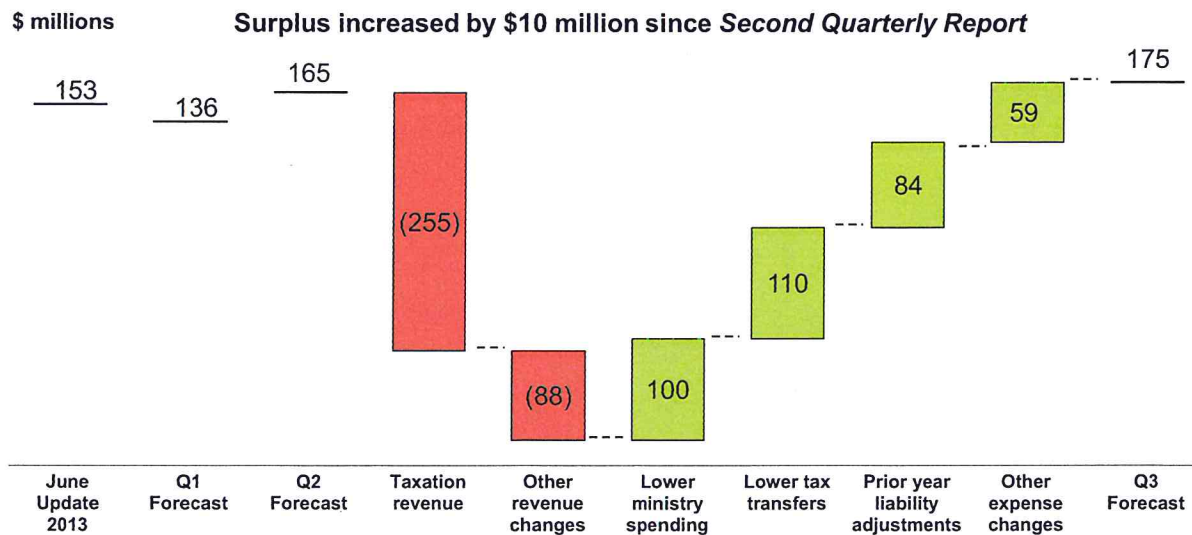
Recommendation Approved: **Not Approved:** **Date:**

Remarks/Next Steps:

BALANCED BUDGET 2014



2013/14 updated forecast



Balanced Budgets in 2013/14

CROSS CANADA DEFICITS

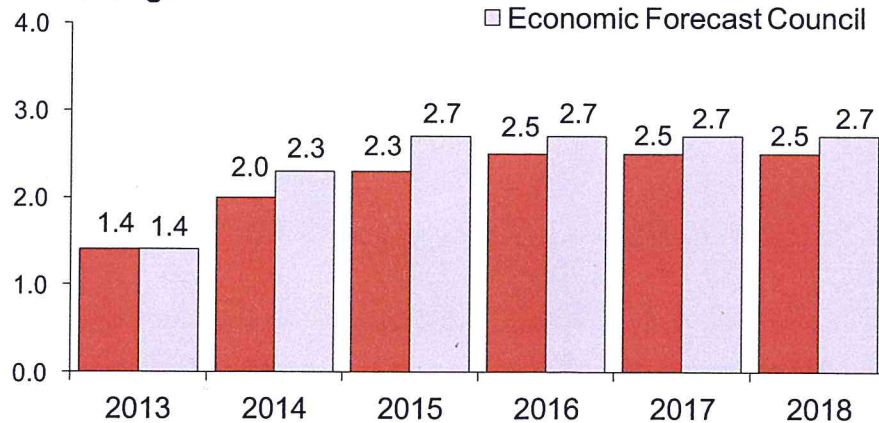
(AS OF JANUARY 1, 2014)

■ BALANCED BUDGET ■ DEFICIT BUDGET

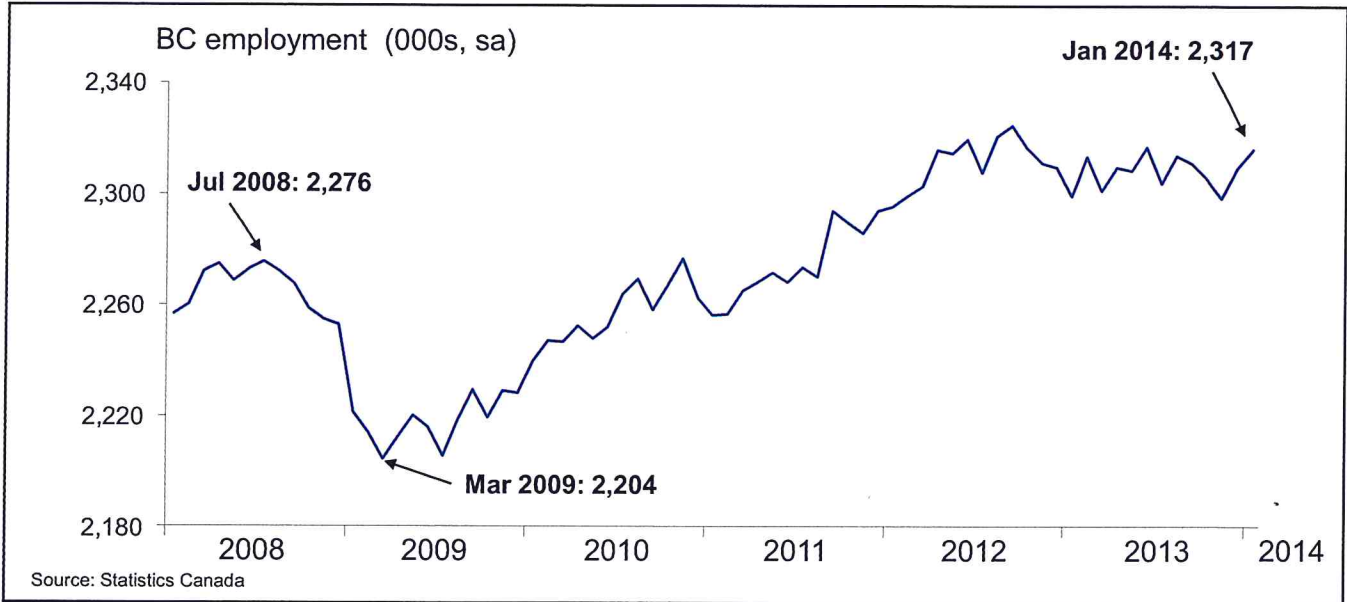


BC's economic outlook

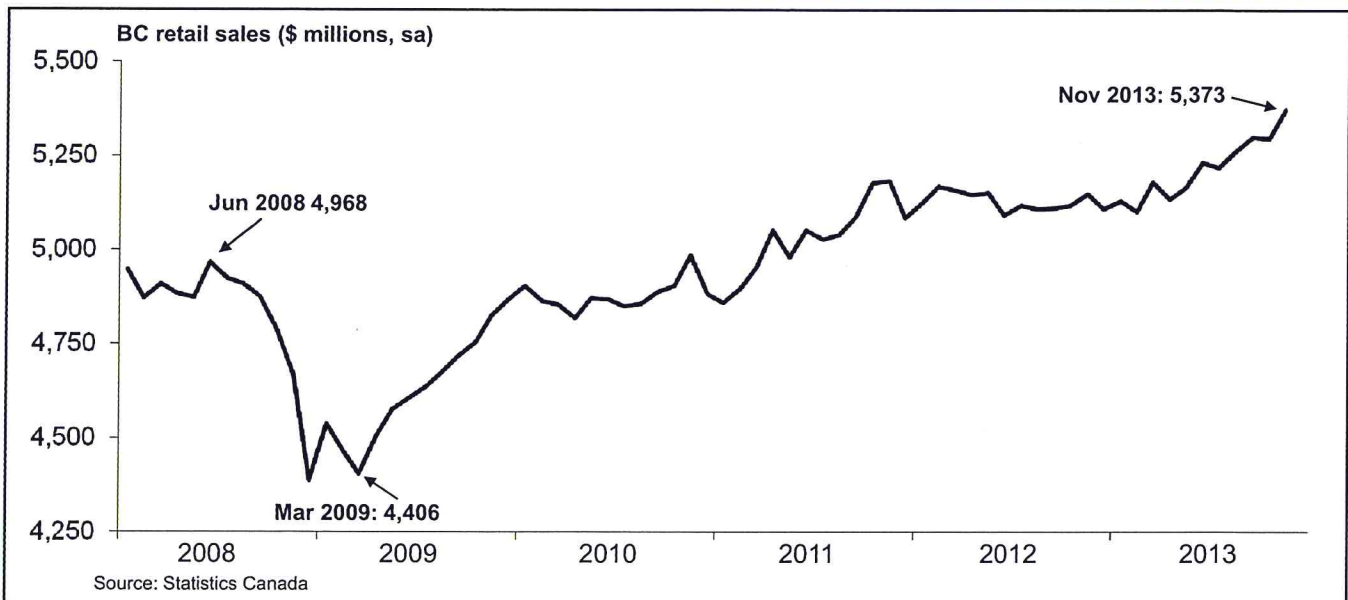
BC real GDP per cent change



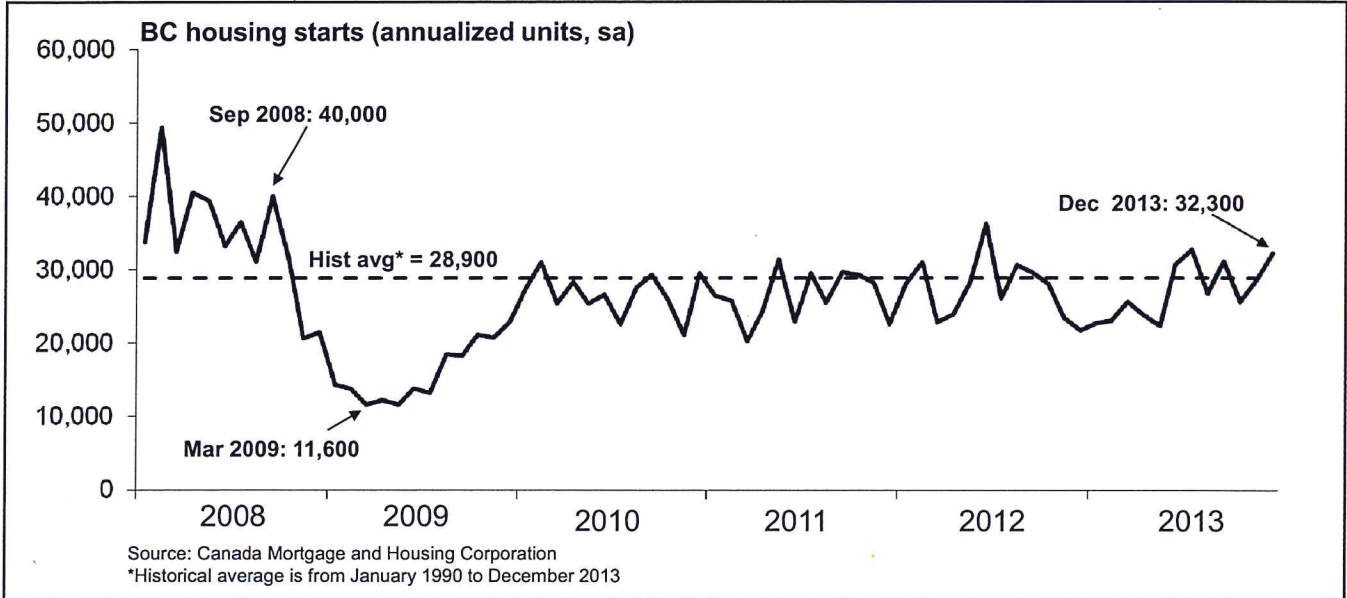
BC employment



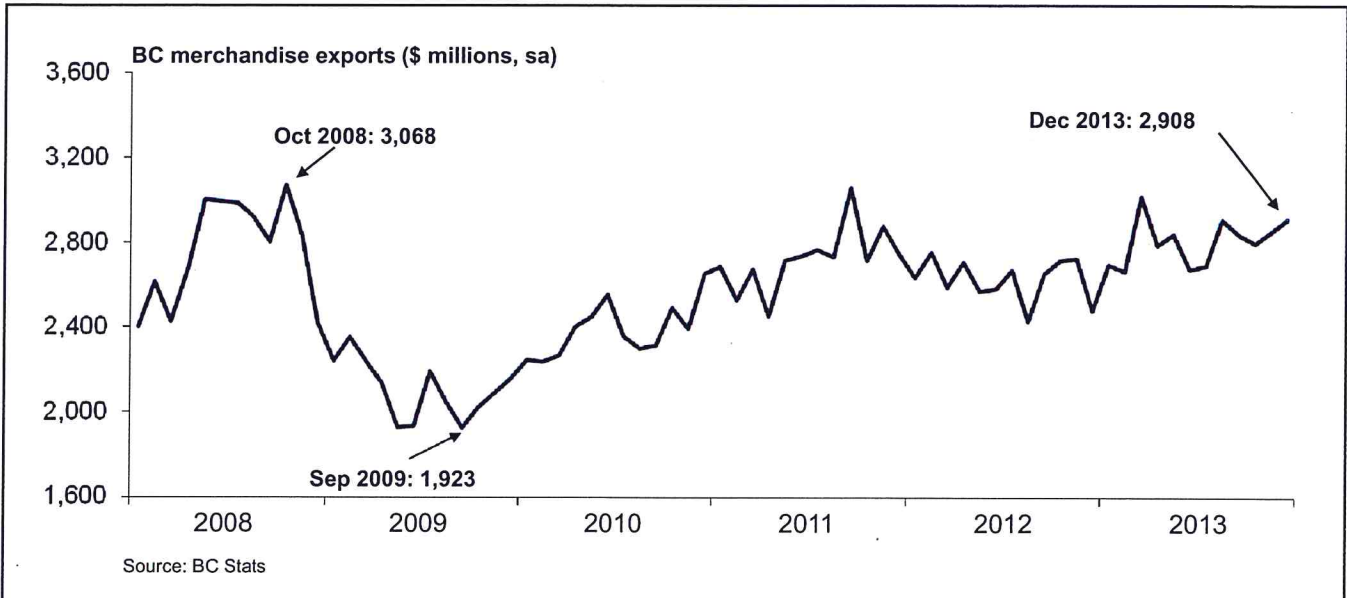
BC retail sales



BC housing starts

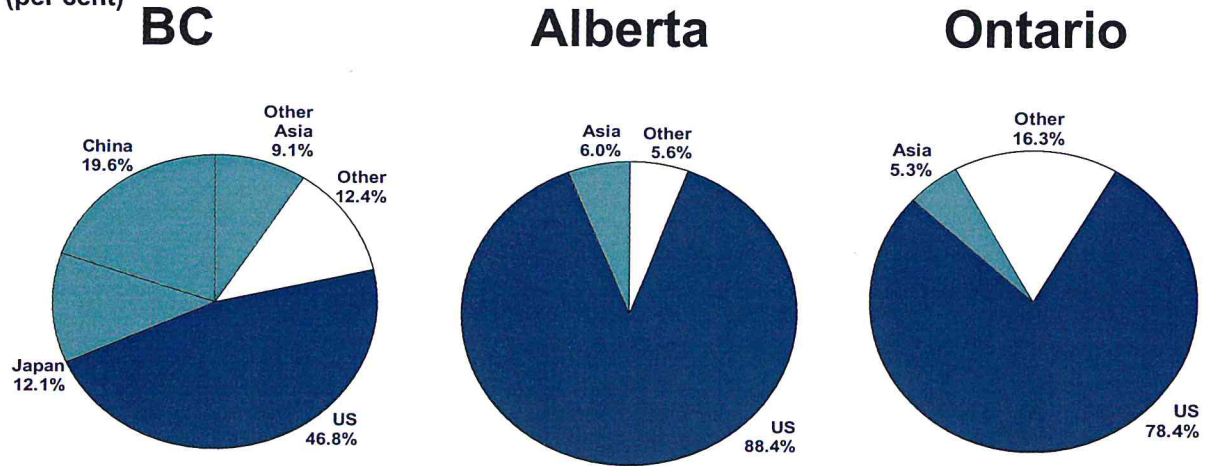


BC exports



BC's trade diversity

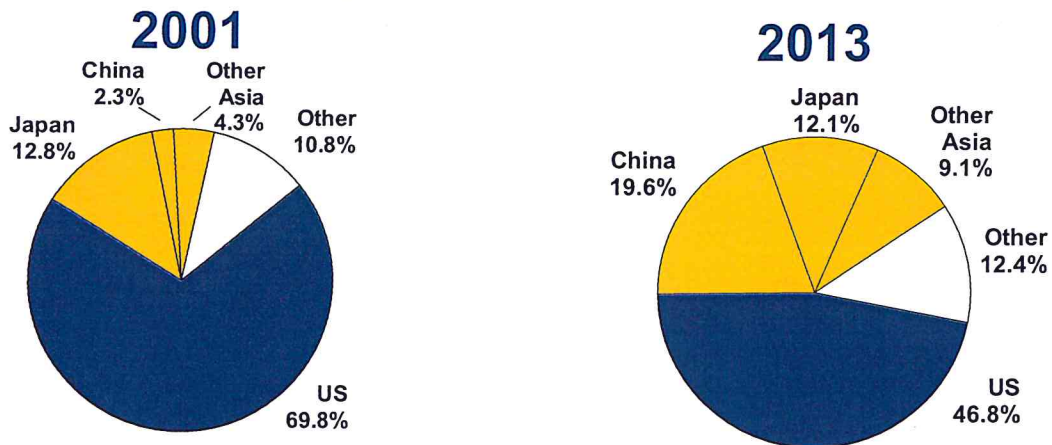
Average annual share of international goods exports by province, 2013
(per cent)



Source: BC Stats

Over 40% of BC's exports now go to Asia

Annual share of BC's international goods exports



Source: BC Stats

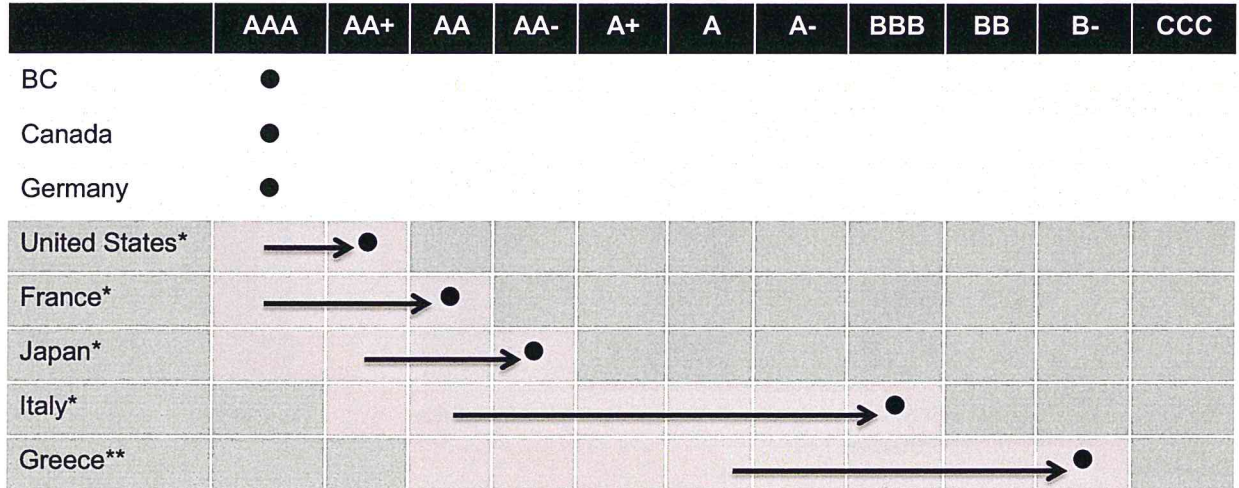
Risks to the fiscal plan

- For the next two years, as was the case this year, a very thin margin for forecast error
- Ongoing global economic uncertainty

3 year fiscal plan

(\$ millions)	Updated Forecast 2013/14	Budget Estimate 2014/15	Plan 2015/16	Plan 2016/17
Revenue	43,950	44,800	46,032	47,464
Expense	(43,675)	(44,116)	(45,201)	(46,113)
Contingencies	-	(300)	(400)	(575)
Surplus (deficit) before forecast allowance	275	384	431	776
Forecast allowance	(100)	(200)	(225)	(325)
Surplus (deficit)	175	184	206	451

Credit rating comparisons



*Credit rating downgrades between 2009 and 2013.

** Greece upgraded in December 2012 from Selective Default.

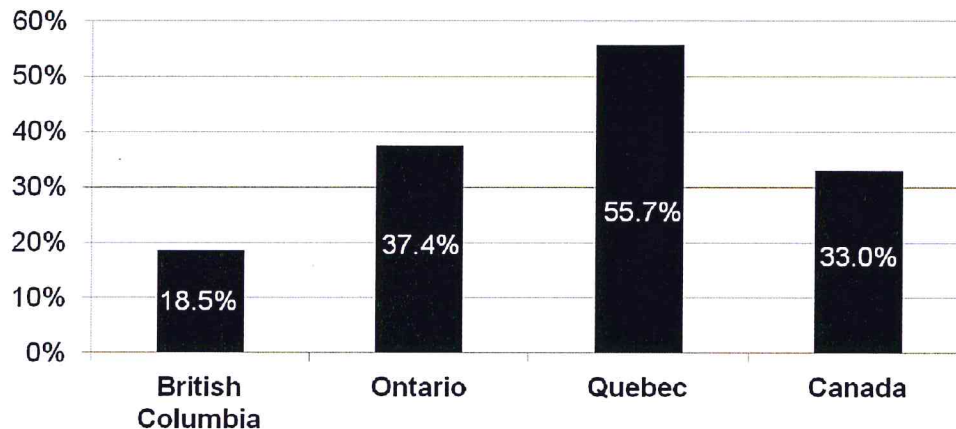
Source: Standard and Poor's

Credit rating comparisons

Province	AAA	AA+	AA	AA-	A+	A
British Columbia	●					
Alberta	●					
Saskatchewan	●					
Manitoba				●		
Ontario					●	
Quebec						●
New Brunswick						●
Nova Scotia						●
Prince Edward Island						●
Newfoundland and Labrador						●
Canada	●					

Source: Standard and Poor's

Debt-to-GDP comparisons



Source: 2013/14 forecast from most recent Budget document for each jurisdiction.

Strategic Debt Management

- Comprehensive borrowing strategy
 - Diversification into global markets
 - First-mover into emerging Chinese market
- Balance sheet management
 - Cash surpluses in government organizations
 - Investment management
 - Capital expenditure constraints

Cash Management

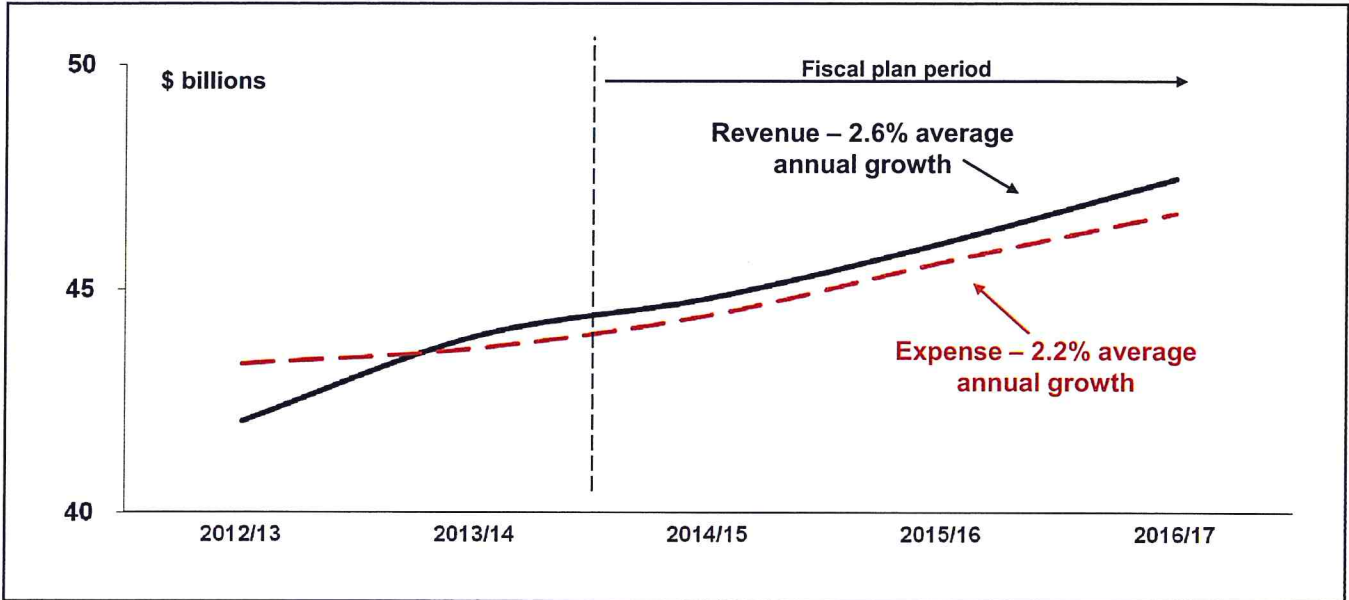
- Estimated \$1.6 billion in excess cash on Government's balance sheet
- Encouraging excess cash held by government organizations to be deposited with Provincial Treasury until needed
 - Cash remains property of government organizations
 - Provincial Treasury uses it for debt management purposes
- Core Review initiative to induce further voluntary participation in Provincial Treasury deposit program
 - \$18 million in savings achieved for 2014/15

Declining debt ratio

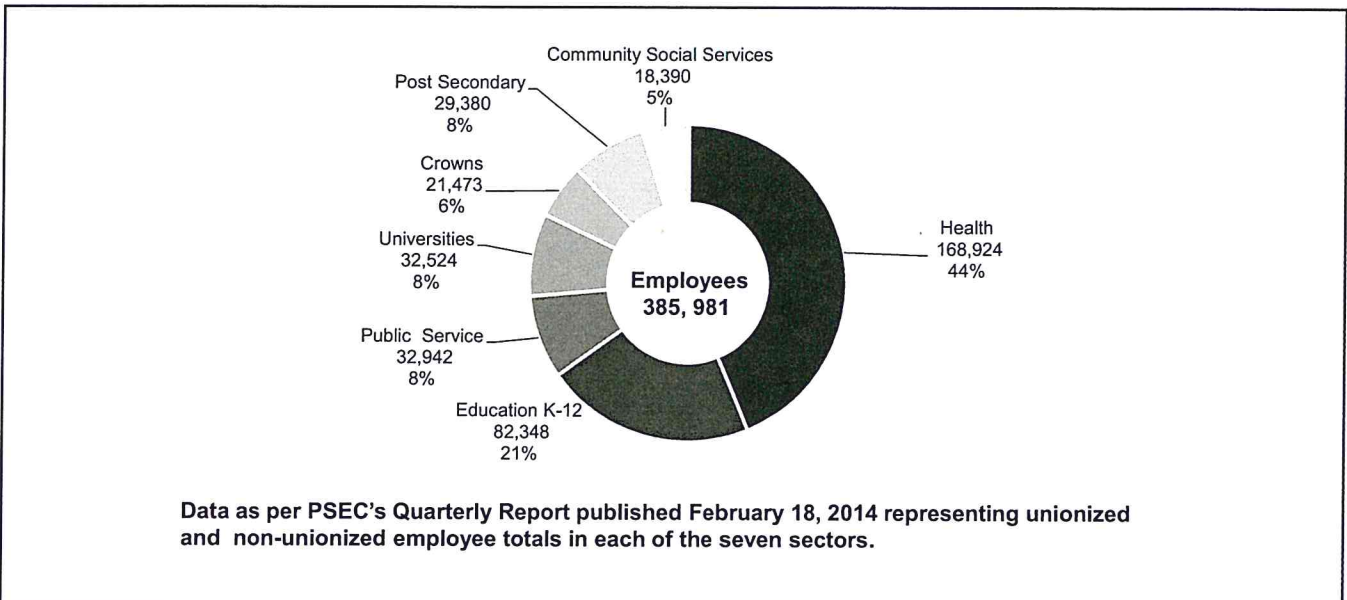
Taxpayer-supported debt to GDP ratio (per cent)



Maintaining a balanced budget

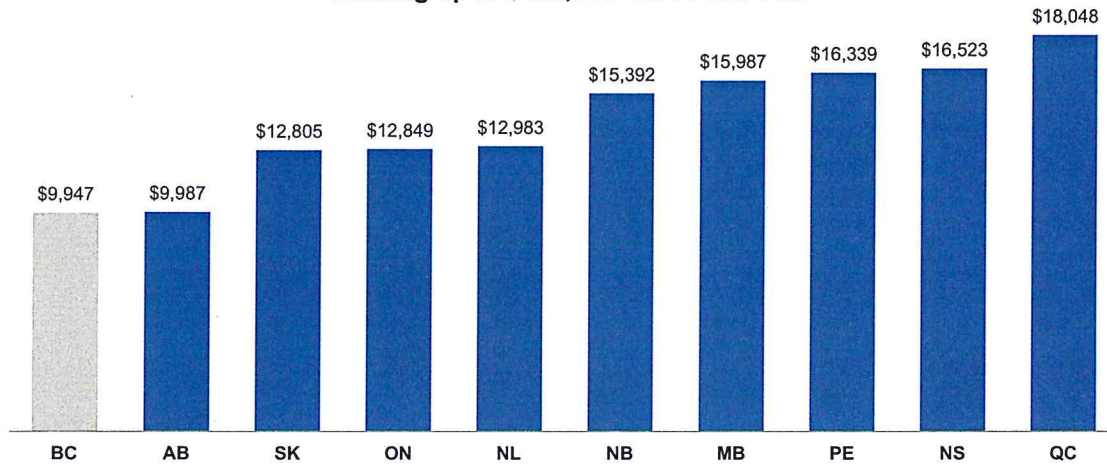


BC public sector compensation base



Keeping taxes low for BC families

Lowest Provincial Personal Income Taxes for Individuals
Earning up to \$121,000 - 2014 Tax Year



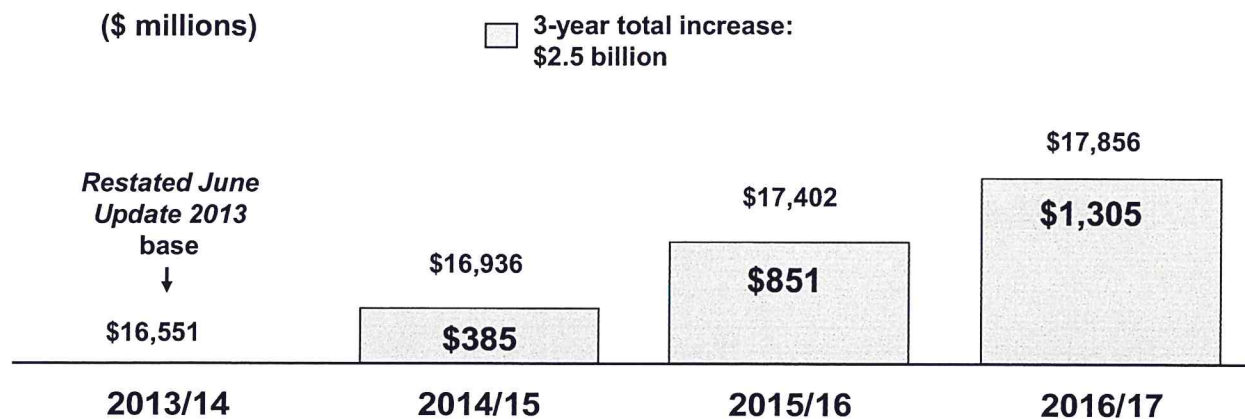
Investment in families

- BC Training and Education Savings Grant
 - \$1,200 per child born on or after January 1, 2007
- BC Early Childhood Tax Benefit
 - \$55/month per child under six, starting April 2015
- Property Transfer Tax Relief

Support for the vulnerable

- \$350 million increase in funding over 3 years for:
 - Income Assistance
 - Community Living BC
 - Children and youth with special needs
 - Legal Aid

Three-year health funding



Skills infrastructure investment

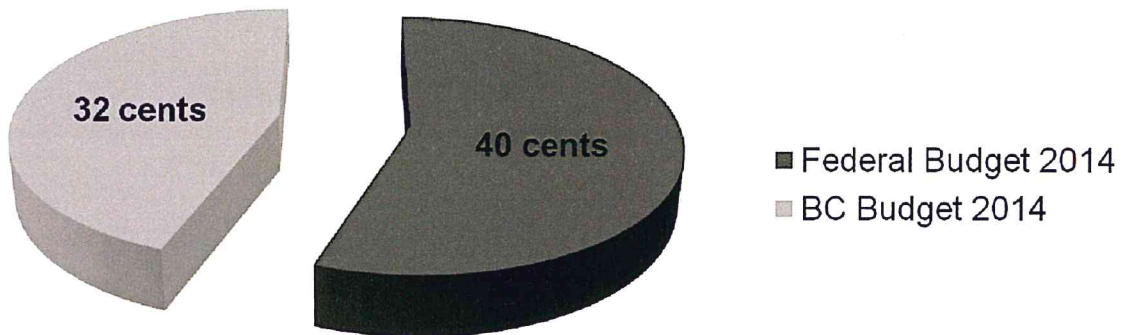
- Capital investment in support of skills training continues
 - Camosun College Trades Renewal
 - Okanagan College Trades Expansion
 - NorKam Secondary Trades and Technology Centre of Excellence

Targeted tax measures

- Distant Location Tax Credit Extended to Capital Regional District
- Scientific Research and Experimental Development Tax Credit Extended Three Years
- Transitional Tax Relief for Credit Unions

Tobacco tax increase

72 cents more tax per pack

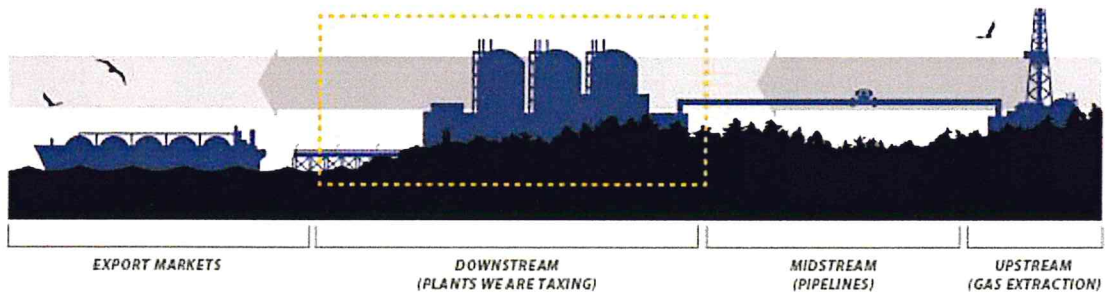


LNG taxation

LNG TAXATION FRAMEWORK DESIGN PRINCIPLES

- 1 Fair Return for British Columbians
- 2 Competitive Jurisdiction
- 3 Predictability for Proponents
- 4 Consistent Treatment of Proponents

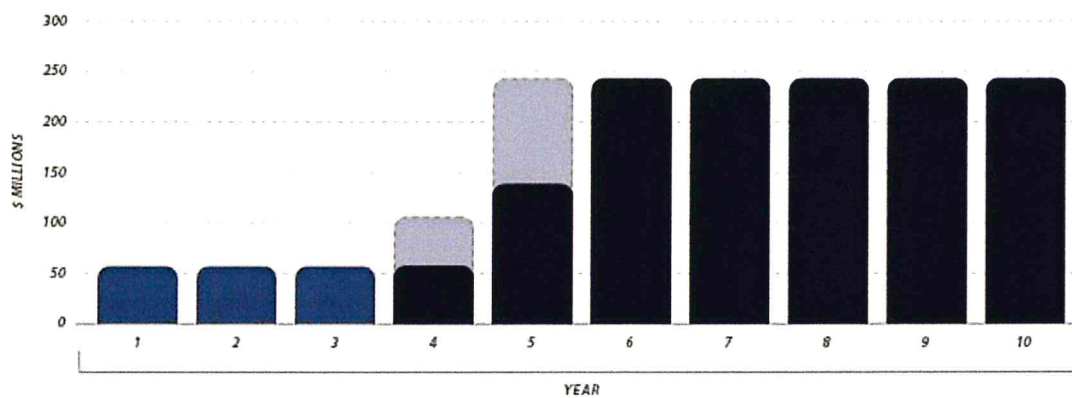
LNG taxation



LNG taxation

APPLICATION OF LNG TAX TO LNG PLANT PRODUCING 12 MTPA

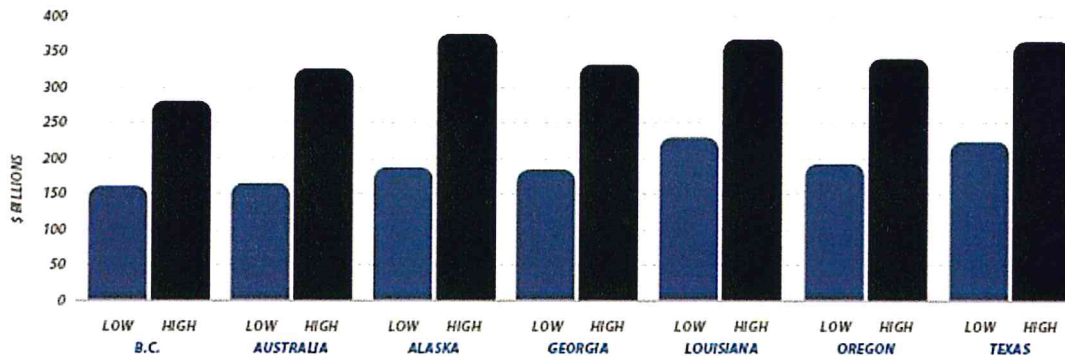
■ LNG TAX PAID ELIGIBLE FOR CREDIT ■ LNG TAX AFTER CREDIT APPLIED ■ CREDIT FOR PRIOR LNG TAX PAID



LNG tax competitiveness

COMPETITIVE TAX REGIME FOR LNG DEVELOPMENT

Aggregate Taxes and Royalties* (Real \$2012; 82 MTPA Production; 20 Years of Operations)



*TAXES AND ROYALTIES FROM THE FISCAL FRAMEWORK IN EACH JURISDICTION ACROSS FEDERAL, PROVINCIAL/STATE AND LOCAL/MUNICIPAL GOVERNMENT.
SOURCE: ENRST & YOUNG 2014 REPORT, POTENTIAL TAX REVENUES FROM APPLYING SELECTED U.S. FEDERAL, STATE AND LOCAL TAXES TO LNG DEVELOPMENT IN B.C.

BALANCED BUDGET 2014



Ministry of
Finance

BOARD OF GOVERNORS

AGENDA ITEM BRIEFING NOTE

Please ensure you use a briefing note for every agenda item from your office and/or department.

If the item is recurring, or there's no material, I still require a briefing note and indicate "no material".

Date:	March 19, 2014			
Agenda Item:	12. (c) UNBC's 25 th Anniversary			
Prepared For:	<input type="checkbox"/> In-Camera Session	<input checked="" type="checkbox"/> Public Session		
Purpose:	<input type="checkbox"/> Information	<input checked="" type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction	<input type="checkbox"/> Approval
Prepared By:	Robert van Adrichem, Vice-President External Relations			
Reviewed By:	Robert van Adrichem, Vice-President External Relations			

Issue:

The legislation creating UNBC was passed by the BC Legislature on June 22, 1990. 2015, therefore, represents UNBC's 25th anniversary year. The anniversary period will roughly follow the academic year: September 2014 – June 2015, culminating on June 22.

Recent Developments:

1. A 25th Anniversary Steering Committee has been formed, chaired by Tracy Summerville (Political Science professor) and involving students, faculty, staff, and alumni.
2. The 25th anniversary visual identity has been finalized, featuring the axes that are the foundation of the campus design. A web page has also been launched, with information about the anniversary. It features a link to UNBC's history, information about the staff/faculty/students involved on the organizing committees, and the theme and target outcomes: www.unbc.ca/25
3. The theme and target outcomes have been established:
 - a. Theme – Canada's Green University where the letters in the word GREEN represent Growth, Renewal, Engagement, Energy, and Nature.
 - b. Target outcomes –
 - i. Engaging faculty, staff and students in hosting a celebration of UNBC's anniversary
 - ii. Bringing founders and alumni together as ambassadors for the University ("passing the torch")

- iii. Deepening the relationships that will enhance the financial capacity and sustainability of the University
 - iv. Making UNBC's history tangible and permanent
 - v. Contributing to the success of the 2015 Canada Winter Games and Prince George's 100th anniversary
 - vi. Enhancing UNBC's regional, provincial, and national reputation
4. A series of eight open houses (Prince George campus, Terrace campus, Quesnel campus) have been held to increase awareness, together with homepage and social media profile.
 5. The steering committee has issued a call for proposals to the University community for events, activities, and initiatives that will be presented by individuals and units throughout the University. 60 proposals have been received and are being reviewed by a Proposal Review Committee chaired by Gail Fondahl (Geography professor and former VP Research) and also involving staff, faculty, students, and alumni. The committee will be recommending projects to President's Executive Council for funding support.
 6. Three term staff positions have been created to assist with – and lead – the 25th anniversary initiative: a manager (Kim Hayhurst), part-time admin assistant (Maggie Daly), and a Communications Officer (vacant).
 7. A campaign involving founders and UNBC staff will seek to re-connect with the 16,000 original members of the Interior University Society, whose commitment served as the petition of support that was provided to the Government of BC.
 8. Initial planning of the 25th anniversary is involving the Canada Games and the City of Prince George centennial committee, as well as the Northern Development Initiative Trust, which will be celebrating 10 years in 2015.
 9. SFU (50 years) and UBC (100 years) will also be celebrating anniversaries in 2015.
 10. An initial schedule of events will be provided to Board members at the June meeting.

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