

## BOARD OF GOVERNORS

### PUBLIC SESSION AGENDA

Friday, March 23, 2018

Senate Chambers

(Room 1079 Charles J McCaffray Hall)

11:30 AM – 1:00 PM

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**Members** - Hon. James Moore (Chancellor), Daniel Weeks (President and Vice-Chancellor), Karin Beeler (Faculty Member – CASHS), Kathy Lewis (Faculty Member – CSAM), Timothy Carmack (Order in Council – Alumni), Katherine LaForge (Order in Council), C.E. Lee Ongman (Order in Council), Sean Simmons (Order in Council – VICE-CHAIR), Simon Yu (Order in Council), Tracey Wolsey (Order in Council – Alumni – CHAIR), Julie Ziebart (Order in Council), Arctica Cunningham (Undergraduate Student), Amelia Kaiser (Graduate Student), Mark Barnes (Employee)

1. **Chair's Remarks**

2. **Approval of Agenda**

*That, the Agenda for the Public Session of the March 23, 2018 meeting of the Board of Governors be approved as presented.*

3. **Approval of Minutes**

a. **Public Session Minutes of November 17, 2017 - page 4**

*That, the Public Session Minutes of the November 17, 2017 meeting of the Board of Governors be approved as presented.*

b. **Public Session Minutes of December 1, 2017 - page 9**

*That, the Public Session Minutes of the December 1, 2017 electronic meeting of the Board of Governors be approved as presented.*

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

a. Letter from AVED Minister Mark – T. Wolsey – **page 11**

5. **Presentation – Integrated University Plan 2018-2019** – D. Ryan

6. **Motions for Approval**

a. **2018/2019 UNBC Fees Schedule** – R. Knight – **page 14**

*That, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the 2018/2019 Fee Schedule for the University of Northern British Columbia, as presented.*

b. **2018/2019 General Operating and Ancillary Budgets** – R. Knight – **page 27**

*That, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the 2018/2019 General Operating and Ancillary budgets as presented in sections 5.1 (Table 4) and 5.2 (Table 9), respectively, of the 2018-2019 Integrated Plan.*

- c. **2017/2018 Consolidated Budget** – R. Knight – **page 90**  
*That, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the 2017/2018 Consolidated Budget for the University of Northern British Columbia, as presented.*
- d. **Board Rules (approval)** – H. Sanford – **page 93**  
*That, on the recommendation of the Governance Committee, the Board of Governors approves the Board Rules as presented and on the further recommendation of the Governance Committee the Board of Governors, approves that the existing UNBC Board of Governors By-laws (2006) and the following Committee Terms of Reference be rescinded:*
  - Finance and Audit Committee
  - Human Resources Committee
  - Governance Committee

**7. Mandatory and Standing Reports - Public Session**

**a. Report of the President – D. Weeks**

- Senate Update (verbal)

**(i) Reports of the Vice-Presidents**

- Provost and Vice-President Academic
  - o Recruitment & Enrolment Report – **page 115**
- Vice-President, Finance and Business Operations
  - o Deficit Mitigation and Financial Accountability (verbal)
  - o Capital Projects Update (verbal)
- Vice-President, Research and Graduate Programs (verbal)
- Vice-President, University Advancement – **page 120**
- Associate Vice-President People, Organizational Design and Risk (verbal)

**b. Reports of Committees:**

- (i) Human Resources Committee – T. Carmack, Chair  
 Motions approved or reports received by the Human Resources Committee on behalf of the Board.
- (ii) Governance Committee – K. Lewis, Chair  
 Motions approved or reports received by the Governance Committee on behalf of the Board.
- (iii) Finance and Audit Committee - S. Simmons, Chair  
 Motions approved or reports received by the Finance and Audit Committee on behalf of the Board.
  - Received Audit Plan & Schedule.
  - Finance and Audit Committee approved the establishment of agreements, scholarships, bursaries and awards as recommended by the Senate, for the period of February 2018.
  - Finance and Audit Committee received Quarterly Reports, including General Operating Fund Report to December 31, 2017, Consolidated Financial Report to December 31, 2017 and Third Quarter Forecast.
  - Received Annual Report of the Senate Committee on the University Budget.

8. **Other Business**

- a. 2018 / 2019 Mandate Letter – H. Sanford – **page 122**
- b. Board of Governors Code of Ethical Conduct – Annual Review and Signing – H. Sanford  
– **page 131**

9. **Adjournment**

BOARD OF GOVERNORS – PUBLIC SESSION  
Approved for Submission:



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Heather Sanford  
University Secretary

<b>Agenda Item:</b>	4.a. Letter from AVED Minister Mark – T. Wolsey
<b>Material:</b>	Letter from AVED Minister Mark dated December 5, 2017



**BRITISH  
COLUMBIA**

Our Ref. 111495

December 5, 2017

Ms. Tracey M. Wolsey  
Chair, Board of Governors  
University of Northern British Columbia  
3333 University Way  
Prince George BC V2N 4Z9

Dear Ms. Wolsey:

I am writing to express my Ministry's deep thanks and appreciation for the extraordinary contributions made by the University of Northern British Columbia (UNBC) campus community to support the Province of British Columbia's wildfire fighting efforts. This summer's wildfires tested the Province's ability to respond to the crisis, and I am proud to see that UNBC played a major role in ensuring that no lives were lost, and impacts were managed to a minimum.

I am aware that UNBC was instrumental in providing the following services:

- Wildfire evacuee accommodations for up to 600 individuals in the Northern Sport Centre and field house;
- Space and logistics for evacuee information sessions;
- Lodging for firefighters in several classrooms and UNBC's dining hall;
- Accommodations and support in UNBC's dorm facilities for Interior Health residential care patients;
- Contracted food, janitorial and security services;
- Liaison and coordination with the City of Prince George, the College of New Caledonia, Health Emergency Management BC, Interior and Northern Health, and Emergency Management BC; and,
- Professional counselling and other support services to those affected by the fires.

Not only were these services delivered by UNBC professionally and with care and compassion, they were sustained over the three-month Provincial state of emergency and while continuing with summer classes and ensuring the UNBC campus was ready to accept students for the 2017/18 academic year.

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No doubt there were countless actions and impacts beyond those stated here. Again, please accept my thanks for all efforts at UNBC during this summer's time of need, and kindly extend my gratitude to all those involved.

Sincerely,

A handwritten signature in black ink that reads "Melanie Mark". The signature is written in a cursive, flowing style.

Melanie Mark  
Hli Haykwhl Wii Xsgaak  
Minister

pc: Dr. Daniel Weeks, President and Vice-Chancellor  
University of Northern British Columbia

Mr. Robert Knight, Vice-President  
Finance and Business Operations  
University of Northern British Columbia

Ms. Robin Ciceri, President  
Research Universities Council of BC

Ms. Shannon Baskerville, Deputy Minister  
Ministry of Advanced Education, Skills and Training

## AGENDA ITEM BRIEFING NOTE

<b>Date:</b>	March 23, 2018			
<b>Agenda Item:</b>	6.a. 2018/2019 UNBC Fee Schedule			
<b>Prepared For:</b>	<input type="checkbox"/> In-Camera Session	<input checked="" type="checkbox"/> Public Session		
<b>Purpose:</b>	<input type="checkbox"/> Information	<input type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction	<input checked="" type="checkbox"/> Approval
<b>Prepared By:</b>	Colleen Smith, Associate Vice President, Financial Services			
<b>Reviewed By:</b>	Robert Knight, Vice President, Finance & Business Operations			

**Material:** Fee schedule attached.

**Issue:**

**Background:** The attached fee schedule forms the basis for the development of the tuition and fees estimates included in the 2017/18 budget development. Where applicable, the fees have been approved by the Fees Committee, which met in a series of meetings from November 2017 – March 2018; the committee membership includes representation from students, staff and senior executives of the University. The Fees Committee provides an advisory role to the President in establishing fees at UNBC. The schedule is based on the following:

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

**Motion:** *That, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the 2018/2019 Fee Schedule for the University of Northern British Columbia, as presented.*

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

**Remarks/Next Steps:**

**University of Northern British Columbia  
2018/19 Proposed Fees**

FEE	Internal Fees 2017/18	Internal Fees 2018/19	Change (\$)	Change (%)	DESCRIPTIONS	FINAL APPROVAL AUTHORITY
<b>Tuition</b>						
<b>Undergraduate Program Fees</b>						
Undergraduate Tuition Fees	173.78	177.26	3.48	2.00%	Per Credit Hour	Board
<b>International Students:</b>						
International Students Fee (Commencing Studies Between May 1, 2004 and April 30, 2005)	521.34	531.77	10.43	2.00%	3.00 times the domestic per credit hour tuition charge	Board
International Students Fee (Commencing Studies May 1, 2005 Onward)	608.23	620.39	12.16	2.00%	3.50 times the domestic per credit hour tuition charge	Board
<b>Post-Baccalaureate Diploma Program:</b>						
Post-Baccalaureate Diploma Course Fee	255.55	260.66	5.11	2.00%	Per Credit Hour	Board
<b>Other:</b>						
Registration Deposit	100.00	100.00	0.00	0.00%	Per Semester	Board
Course Challenge Fee	86.89	88.63	1.74	2.00%	50% of regular tuition fee-per credit hour	Board
Tuition Waiver for Undergraduate Courses					for BC residents 65 or older	Board
Co-operative Education Work Term Fees	521.32	531.75	10.43	2.00%		Board
<b>Withdrawal &amp; Tuition Refund Fee:</b>						
50% Up to the Date of Withdrawal Without Academic Penalty	-	-	-	-		Board



**University of Northern British Columbia  
2018/19 Proposed Fees**

FEE	Internal Fees 2017/18	Internal Fees 2018/19	Change (\$)	Change (%)	DESCRIPTIONS	FINAL APPROVAL AUTHORITY
<b>Master Level Program Fees</b>						
<b>Full Time</b>	<b>Per Unit:</b>	<b>Per Unit:</b>				
Master of Social Work - Full time	1,892.55	1,930.40	37.85	2.00%	The minimum fee for the Masters degree is <u>six</u> full-time tuition fee units.	Board
Master of Education - Full time	2,207.97	2,252.13	44.16	2.00%	The minimum fee for the Masters degree is <u>six</u> full-time tuition fee units.	Board
Master of Arts in Disability Management - Full time	2,050.26	2,091.27	41.01	2.00%	The minimum fee for the Masters degree is <u>six</u> full-time tuition fee units.	Board
Master of Science in Community Health - Full time	2,050.26	2,091.27	41.01	2.00%	The minimum fee for the Masters degree is <u>six</u> full-time tuition fee units.	Board
Master of Science in Nursing	2,050.26	2,091.27	41.01	2.00%	The minimum fee for the Masters degree is <u>six</u> full-time tuition fee units.	Board
Master of Engineering in Integrated Wood Design	7,157.95	7,301.11	143.16	2.00%	The minimum fee for this Masters degree is <u>three</u> full-time tuition fee units. <b>This program has a January effective date.</b>	Board
Master of Science - Engineering	1,616.24	1,648.56	32.32	2.00%	The minimum fee for the Masters degree is <u>six</u> full-time tuition fee units.	Board
<b>Part Time</b>	<b>Per Unit:</b>	<b>Per Unit:</b>				
Master of Social Work - Part time	993.59	1,013.46	19.87	2.00%	The minimum fee for the Masters degree is <u>twelve</u> part-time tuition fee units.	Board
Master of Education - Part time	1,159.19	1,182.37	23.18	2.00%	The minimum fee for the Masters degree is <u>twelve</u> part-time tuition fee units.	Board
Master of Arts in Disability Management - Part time	1,076.38	1,097.91	21.53	2.00%	The minimum fee for the Masters degree is <u>twelve</u> part-time tuition fee units.	Board
Master of Science in Community Health - Part time	1,076.38	1,097.91	21.53	2.00%	The minimum fee for the Masters degree is <u>twelve</u> part-time tuition fee units.	Board
Master of Science in Nursing	1,076.38	1,097.91	21.53	2.00%	The minimum fee for the Masters degree is <u>twelve</u> part-time tuition fee units.	Board
<b>All Other Master Level Programs</b>	<b>Per Unit:</b>	<b>Per Unit:</b>				
Full time	1,616.24	1,648.56	32.32	2.00%	The minimum fee for the Masters degree is <u>six</u> full-time tuition fee units.	Board
Part time	854.29	871.38	17.09	2.00%	The minimum fee for the Masters degree is <u>twelve</u> part-time tuition fee units.	Board
Special Education Graduate Certificate	2,272.92	2,318.38	45.46	2.00%	The minimum fee for this Graduate Certificate is <u>three</u> full-time tuition fee units.	Board
<b>Masters Time Extension</b>						
Master of Social Work - Extension	1,892.55	1,930.40	37.85	2.00%	Per Semester	Board
Master of Education - Extension	2,207.97	2,252.13	44.16	2.00%	Per Semester	Board
Master of Arts in Disability Management - Extension	2,050.26	2,091.27	41.01	2.00%	Per Semester	Board
Master of Science in Community Health - Extension	2,050.26	2,091.27	41.01	2.00%	Per Semester	Board
All Other Masters Programs - Extension	1,616.24	1,648.56	32.32	2.00%	Per Semester	Board
<b>International Students:</b>						
International Students Fee (Grad)	-	-	-	-	domestic rate for Program	Board
<b>Other:</b>						
Continuing Registration Fee	569.20	580.58	11.38	2.00%	Per Semester for all Graduate Programs	Board
Non-Degree Graduate Students	898.97	916.95	17.98	2.00%	Per Course	Board
Graduate-Late Registration Fee	100.00	100.00	0.00	0.00%	Late Registration Fee	Board
Tuition Waiver for Graduate Courses	-	-	-	-	for BC residents 65 or older	Board

**University of Northern British Columbia  
2018/19 Proposed Fees**

FEE	Internal Fees 2017/18	Internal Fees 2018/19	Change (\$)	Change (%)	DESCRIPTIONS	FINAL APPROVAL AUTHORITY
<b>Master of Business Administration - Domestic</b>						
MBA Registration Deposit	0.00	2,000.00	2,000.00	0.00%	Payable within 30 days of admission, non-refundable after May 31 *new	Board
Dip. BA Tuition Fee	22,380.75	22,828.38	447.63	2.00%	Payable over 3 semesters at \$7,609.46 per semester-payable the first day of classes.	Board
MBA Program Tuition	14,920.50	15,218.92	298.42	2.00%	Payable over 2 semesters at \$7,609.46 per semester-payable the first day of classes.	Board
Time Extension Fee	1,218.98	1,243.36	24.38	2.00%	Beyond 5 Terms Registration, Per Term	Board
Pre-MBA Program Course Fee	609.49	621.68	12.19	2.00%	Per Course	Board
<b>Master of Business Administration - International</b>						
MBA Registration Deposit	0.00	2,000.00	2,000.00	0.00%	Payable within 30 days of admission, non-refundable after May 31	Board
Dip. BA Tuition Fee	25,737.84	26,252.61	514.77	2.00%	Payable over 3 semesters at \$8,750.87 per semester-payable the first day of classes.	Board
MBA Program Tuition	17,158.56	17,501.74	343.19	2.00%	Payable over 2 semesters at \$8,750.87 per semester-payable the first day of classes.	Board
Time Extension Fee	1,401.83	1,429.86	28.03	2.00%	Beyond 5 Terms Registration, Per Term	Board
Pre-MBA Program Course Fee	700.91	714.93	14.02	2.00%	Per Course	Board
<b>Doctoral Level Program Fees</b>						
	<u>Per Unit:</u>	<u>Per Unit:</u>				
PhD	1,616.24	1,648.56	32.32	2.00%	The <b>minimum fee for the PhD</b> is <b>nine</b> full-time tuition fee units.	Board
<b>PhD Time Extension</b>						
PhD	1,616.24	1,648.56	32.32	2.00%	Per Semester	Board
<b>Other:</b>						
Continuing Registration Fee	569.20	580.58	11.38	2.00%	Per Semester for all Graduate Programs	Board
Graduate-Late Registration Fee	100.00	100.00	0.00	0.00%	Late Registration Fee	Board

**University of Northern British Columbia  
2018/19 Proposed Fees**

FEE	Internal Fees 2017/18	Internal Fees 2018/19	Change (\$)	Change (%)	DESCRIPTIONS	FINAL APPROVAL AUTHORITY
<b>Course Fees</b>						
Environmental Engineering Majors (APEGBC Membership Fee)	20.00	20.00	0.00	0.00%	Annual Professional Activity Fee (Fall Only) - no incremental increase	Board
ANTH 422/498, POLS 422/498	0.00	1,750.00	1,750.00	0.00%	Field school fees requested annually (Ireland)	Board
BIOL 123-1	21.23	21.65	0.42	2.00%	Per Semester	Board
BIOL 124-1	21.23	21.65	0.42	2.00%	Per Semester	Board
BIOL 202-3	16.24	16.56	0.32	2.00%	Per Semester-Laboratory Specimen Costs	Board
BIOL 203-3	16.88	17.22	0.34	2.00%	Per Semester-Laboratory Supplies	Board
BIOL 204-3	5.30	5.41	0.11	2.00%	Per Semester-Laboratory Supplies	Board
BIOL 301-3 On-Campus Fee	26.53	27.06	0.53	2.00%	Per Semester-Field Trips	Board
BIOL 301-3 Off-Campus Fee	185.71	189.42	3.71	2.00%	Per Semester-Field Trips	Board
BIOL 302-3	27.06	27.60	0.54	2.00%	Per Semester-Field Trips	Board
BIOL 307-3	15.92	16.24	0.32	2.00%	Per Semester-Laboratory Supplies	Board
BIOL 318	265.30	270.61	5.31	2.00%	Per semester-Field Camp (Terrace)	Board
BIOL 321-3	15.92	16.24	0.32	2.00%	Per Semester-Laboratory Supplies	Board
BIOL 333/498	0.00	4,150.00	4,150.00	0.00%	Field school fees requested annually (Panama)	Board
BIOL 402-3	37.14	37.88	0.74	2.00%	Per Semester-Field Trips	Board
BIOL 404-3	27.06	27.60	0.54	2.00%	Per Semester-Field Trips/Laboratory Supplies	Board
BIOL 406-3/606-3	5.30	5.41	0.11	2.00%	Per Semester-Laboratory Supplies	Board
BIOL 412-3	5.30	5.41	0.11	2.00%	Per Semester-Field Trips/Laboratory Supplies	Board
BIOL 414-3/602-3	5.30	5.41	0.11	2.00%	Per Semester-Field Trips/Laboratory Supplies	Board
BIOL 423-3	5.30	5.41	0.11	2.00%	Per Semester-Laboratory Supplies	Board
BIOL 425-3	37.88	38.64	0.76	2.00%	Per Semester-Laboratory Supplies	Board
BCMB 255	37.88	38.64	0.76	2.00%	Per Semester-Laboratory Supplies	Board
BCMB 308-3	37.88	38.64	0.76	2.00%	Per Semester-Laboratory Supplies	Board
CHEM 120	27.06	27.60	0.54	2.00%	Per Semester-Laboratory Supplies	Board
CHEM 121-3	27.06	27.60	0.54	2.00%	Per Semester-Laboratory Supplies	Board
CHEM 210	27.06	27.60	0.54	2.00%	Per Semester-Laboratory Supplies	Board
CHEM 221-1	26.53	27.06	0.53	2.00%	Per Semester-Laboratory Supplies	Board
CHEM 250-1	32.47	33.12	0.65	2.00%	Per Semester-Laboratory Supplies	Board
CHEM 251-1	32.47	33.12	0.65	2.00%	Per Semester-Laboratory Supplies	Board
CHEM 302-4	16.24	16.56	0.32	2.00%	Per Semester-Laboratory Supplies	Board
CHEM 310-3	27.06	27.60	0.54	2.00%	Per Semester-Laboratory Supplies	Board
CHEM 311	27.06	27.60	0.54	2.00%	Per Semester-Laboratory Supplies	Board
CHEM 312-3	27.06	27.60	0.54	2.00%	Per Semester-Laboratory Supplies	Board
CHEM 315	27.06	27.60	0.54	2.00%	Per Semester-Laboratory Supplies	Board
CHEM 322-3	27.06	27.60	0.54	2.00%	Per Semester-Laboratory Supplies	Board
CHEM 400	10.61	10.82	0.21	2.00%	Per Semester-Field Trip	Board
CHEM 406-3	32.47	33.12	0.65	2.00%	Per Semester-Laboratory Supplies	Board
CHEM 407-3	32.47	33.12	0.65	2.00%	Per Semester-Laboratory Supplies	Board
CPSC 100	10.61	10.82	0.21	2.00%	Per Semester-Printing Fee	Board
CPSC 101	10.61	10.82	0.21	2.00%	Per Semester-Printing Fee	Board
CPSC 150	31.83	32.47	0.64	2.00%	Per Semester-Upgrades on Course Software	Board
CPSC 200	10.61	10.82	0.21	2.00%	Per Semester-Printing Fee	Board
CPSC 230-4	15.92	16.24	0.32	2.00%	Per Semester-Laboratory Supplies	Board
CPSC 231-4	15.92	16.24	0.32	2.00%	Per Semester-Laboratory Supplies	Board
CPSC 250	31.83	32.47	0.64	2.00%	Per Semester-Course Materials	Board
CPSC 321	10.61	10.82	0.21	2.00%	Per Semester-Printing Fee	Board
CPSC 704	10.61	10.82	0.21	2.00%	Per Semester-Printing Fee	Board

**University of Northern British Columbia  
2018/19 Proposed Fees**

FEE	Internal Fees 2017/18	Internal Fees 2018/19	Change (\$)	Change (%)	DESCRIPTIONS	FINAL APPROVAL AUTHORITY
ENGL 271-3	42.45	43.30	0.85	2.00%	Per Semester-Visiting Author Reading Fee	Board
ENGL 470-3/670-3	42.45	43.30	0.85	2.00%	Per Semester-Visiting Author Reading Fee	Board
ENGL 471-3/671-3	42.45	43.30	0.85	2.00%	Per Semester-Visiting Author Reading Fee	Board
ENGL 472-3/672-3	42.45	43.30	0.85	2.00%	Per Semester-Visiting Author Reading Fee	Board
ENGR 151	20.40	20.81	0.41	2.00%	Per Semester-Software License	Board
ENGR 152	20.40	20.81	0.41	2.00%	Per Semester-Laboratory Supplies	Board
ENPL 104	11.04	11.26	0.22	2.00%	Per Semester-Field Trip	Board
ENPL 205	11.04	11.26	0.22	2.00%	Per Semester-Field Trip	Board
ENPL 208	27.06	27.60	0.54	2.00%	Per Semester-Field Trip or Guest Speakers	Board
ENPL 303	10.82	11.04	0.22	2.00%	Per Semester-Course Materials	Board
ENPL 319	5.52	5.63	0.11	2.00%	Per Semester-Research Supplies	Board
ENPL 402	27.06	27.60	0.54	2.00%	Per Semester-Field Trips	Board
ENPL 409	10.82	11.04	0.22	2.00%	Per Semester-Field Trip	Board
ENPL 415/619	27.60	28.15	0.55	2.00%	Per Semester-Mapping and Drawing Materials	Board
ENSC 150	5.30	5.41	0.11	2.00%	Per Semester-Field Trip	Board
ENSC 201	11.04	11.26	0.22	2.00%	Per Semester-Lab Equipment and Materials	Board
ENSC 307	21.23	21.65	0.42	2.00%	Per Semester-Lab Equipment and Materials	Board
ENSC 312	21.23	21.65	0.42	2.00%	Per Semester-Lab Equipment and Materials	Board
ENSC 404	26.53	0.00	-26.53	0.00%	Per Semester-Field Trips *fee deleted	Board
ENSC 406	21.23	21.65	0.42	2.00%	Per Semester-Software License	Board
ENSC 412	10.61	10.82	0.21	2.00%	Per Semester-Field Trips	Board
ENSC 418	32.47	33.12	0.65	2.00%	Per Semester-Laboratory supplies	Board
ENSC 454/654	42.45	43.30	0.85	2.00%	Per Semester-Field Trip	Board
ENSC 604	26.53	27.06	0.53	2.00%	Per Semester-Field Trip	Board
FNST 203	51.00	52.02	1.02	2.00%	Per Semester-Field Trip	Board
FNST 203	0.00	85.00	85.00	0.00%	Field school fees requested annually (JPRF May 2019)	Board
FNST 249	26.53	27.06	0.53	2.00%	Per Semester-Field Trip	Board
FNST 280	106.12	108.24	2.12	2.00%	Per Semester-Laboratory Supplies	Board
FNST 281	26.53	27.06	0.53	2.00%	Per Semester-Laboratory Supplies	Board
FNST 451	51.00	52.02	1.02	2.00%	Per Semester-Field Trip	Board
FSTY 201-3	5.30	5.41	0.11	2.00%	Per Semester-Laboratory Supplies	Board
FSTY 205-3	16.55	16.88	0.33	2.00%	Per Semester-Field Trips/Lab Equip and Materials	Board
FSTY 209-4	5.41	5.52	0.11	2.00%	Per Semester-Laboratory Supplies	Board
FSTY 305-3	27.06	27.60	0.54	2.00%	Per Semester-Field Trip	Board
FSTY 307-4	15.92	16.24	0.32	2.00%	Per Semester-Field Trip	Board
FSTY 407-3	26.53	27.06	0.53	2.00%	Per Semester-Field Trip	Board
FSTY 408-3	5.30	5.41	0.11	2.00%	Per Semester-Laboratory Supplies	Board
FSTY 425-3	162.36	165.61	3.25	2.00%	Per Semester-Field Trips Required	Board
FSTY 499	106.12	108.24	2.12	2.00%	Per credit/module. There are 5 modules covering different ecosystems, and students can register for any one or all of them. This is the Field Trip fee for each module (each having a weight of 1 credit hour).	Board

**University of Northern British Columbia  
2018/19 Proposed Fees**

FEE	Internal Fees 2017/18	Internal Fees 2018/19	Change (\$)	Change (%)	DESCRIPTIONS	FINAL APPROVAL AUTHORITY
GEOG 111	42.45	43.30	0.85	2.00%	Per Semester-Field Trips Required	Board
GEOG 210-3	16.55	16.88	0.33	2.00%	Per Semester-Laboratory Supplies	Board
GEOG 311-3	16.24	16.56	0.32	2.00%	Per Semester-Field Trips	Board
GEOG 333-3	0.00	1,000.00	1,000.00	0.00%	Field school fees requested annually (Guatemala)	Board
GEOG 333-3	0.00	1,100.00	1,100.00	0.00%	Field school fees requested annually (Death Valley)	Board
GEOG 405/605-3	54.12	55.20	1.08	2.00%	Per Semester-Field Trips	Board
GEOG 411/611-3	44.15	45.03	0.88	2.00%	Per Semester-Field Trips	Board
GEOG 414	15.92	16.24	0.32	2.00%	Per Semester-Lab Fees	Board
HHSC 112	21.65	22.08	0.43	2.00%	Per Semester-Laboratory Supplies	Board
HHSC 325-1	25.50	26.01	0.51	2.00%	Per Semester-Laboratory Supplies	Board
HHSC 326-1	25.50	26.01	0.51	2.00%	Per Semester-Laboratory Supplies	Board
IASK 101	21.23	21.65	0.42	2.00%	Per Semester-Field Trip	Board
IASK 103	21.23	21.65	0.42	2.00%	Per Semester-Field Trip	Board
IASK 104	21.23	21.65	0.42	2.00%	Per Semester-Field Trip	Board
IASK 107	20.40	20.81	0.41	2.00%	Per Semester-Field Trip	Board
NREM 100-2	11.04	11.26	0.22	2.00%	Per Semester-Field Trips	Board
NREM 203-3	5.30	5.41	0.11	2.00%	Per Semester-Field Trips	Board
NREM 204-3	15.92	16.24	0.32	2.00%	Per Semester-Field Trips	Board
NREM 210-4	5.30	5.41	0.11	2.00%	Per Semester-Laboratory Supplies	Board
NREM 303	65.00	0.00	-65.00	-100.00%	Per Semester - Speaker Fee - DELETED	Board
NREM 333-3/NRES 761	716.32	730.65	14.33	2.00%	Per Field Camp	Board
NREM 413	35.00	35.70	0.70	2.00%	Per Semester - Field Trip	Board
NURS 498/680 + HHSC 440/640	0.00	2,635.00	2,635.00	0.00%	Field school fees requested annually (Zambia)	Board
ORTM 100	45.93	46.85	0.92	2.00%	Per Semester-Field Trip	Board
ORTM 200	22.08	22.52	0.44	2.00%	Per Semester-Field Trip	Board
ORTM 202	28.14	28.70	0.56	2.00%	Per Semester-Field Trip	Board
ORTM 205	127.35	129.90	2.55	2.00%	Per Semester-Field Trip	Board
ORTM 300	33.12	33.78	0.66	2.00%	Per Semester-Lab Fee	Board
ORTM 305	40.19	40.99	0.80	2.00%	Per Semester-Field Trip	Board
ORTM 332	159.18	162.36	3.18	2.00%	Per Semester-Project Wild Certification Fee and Field Trip	Board
ORTM 333	0.00	1,430.00	1,430.00	0.00%	Field school fees requested annually (Jasper)	Board
PHYS 100-4	10.61	10.82	0.21	2.00%	Per Semester-Laboratory Supplies	Board
PHYS 110-4	10.61	10.82	0.21	2.00%	Per Semester-Laboratory Supplies	Board
PHYS 111-4	10.61	10.82	0.21	2.00%	Per Semester-Laboratory Supplies	Board
PHYS 115-4	10.61	10.82	0.21	2.00%	Per Semester-Laboratory Supplies	Board
PHYS 202-4	10.61	10.82	0.21	2.00%	Per Semester-Laboratory Supplies	Board
PHYS 206-4	10.61	10.82	0.21	2.00%	Per Semester-Laboratory Supplies	Board
PHYS 305-4	10.61	10.82	0.21	2.00%	Per Semester-Laboratory Supplies	Board
PHYS 402-3	10.61	10.82	0.21	2.00%	Per Semester-Laboratory Supplies	Board
SOCW 401 - PG ONLY	57.43	57.43	0.00	0.00%	Per Semester-Field Trips - no incremental increase	Board
SOCW 422	42.45	43.30	0.85	2.00%	Per Semester-Course Materials	Board

**University of Northern British Columbia  
2018/19 Proposed Fees**

FEE	Internal Fees 2017/18	Internal Fees 2018/19	Change (\$)	Change (%)	DESCRIPTIONS	FINAL APPROVAL AUTHORITY
<b>Mandatory Student Fees</b>						
<b>**Except Where Otherwise Noted, all Mandatory Fees are Applicable to Exchange Students**</b>						
<b>UNDERGRADUATE</b>						
<b>Prince George Full Time</b>						
Intramural Recreation and Fitness Fee	57.00	58.14	1.14	2.00%	Per Semester	Board
Athletic Intersarsity and Junior Varsity Program Fee	52.00	53.04	1.04	2.00%	Per Semester	Board
Student ID Card	2.00	2.04	0.04	2.00%	Per Semester	Board
Student Services Fee	5.00	5.10	0.10	2.00%	Per credit hr, to a max. of 15 credit hours	Board
NUGSS Student Society Fee	42.19	42.87	0.68	1.61%	Per Semester	NUGSS
NUGSS Building Fee	39.02	39.64	0.62	1.59%	Per Semester	NUGSS
NUGSS U-Pass	57.50	57.50	0.00	0.00%	Per Semester	NUGSS
World University Services Canada Student Refuge Fee	5.00	5.00	0.00	0.00%	Per Semester	NUGSS
PGPIRG Fee	4.00	4.00	0.00	0.00%	Per Semester	PGPIRG
CFUR Radio Fee	11.15	11.33	0.18	1.61%	Per Semester	CFUR
Over the Edge Newspaper Fee	11.15	11.33	0.18	1.61%	Fall and Winter Semester only	Over the Edge
<b>Note:</b> Dual Credit Courses-Student Fee Waiver					Dual Credit courses under agreement with high schools (above)-student fees waived for three-credit course.	Board
<b>Prince George Part Time</b>						
Intramural Recreation and Fitness Fee	57.00	58.14	1.14	2.00%	Per Semester	Board
Athletic Intersarsity and Junior Varsity Program Fee	52.00	53.04	1.04	2.00%	Per Semester	Board
Student ID Card	2.00	2.04	0.04	2.00%	Per Semester	Board
Student Services Fee	5.00	5.10	0.10	2.00%	Per credit hr, to a max. of 15 credit hours	Board
NUGSS Student Society Fee	42.19	42.87	0.68	1.61%	Per Semester	NUGSS
NUGSS Building Fee	39.02	39.64	0.62	1.59%	Per Semester	NUGSS
NUGSS U-Pass	57.50	57.50	0.00	0.00%	Per Semester	NUGSS
World University Services Canada Student Refuge Fee	5.00	5.00	0.00	0.00%	Per Semester	NUGSS
PGPIRG Fee	2.00	2.00	0.00	0.00%	Per Semester	PGPIRG
CFUR Radio Fee	11.15	11.33	0.18	1.61%	Per Semester	CFUR
Over the Edge Newspaper Fee	11.15	11.33	0.18	1.61%	Fall and Winter Semester only	Over the Edge
<b>Regional Full Time</b>						
Student ID Card	2.00	2.04	0.04	2.00%	Per Semester	Board
Student Services Fee	5.00	5.10	0.10	2.00%	Per credit hr, to a max. of 15 credit hours	Board
NUGSS Student Society Fee	24.53	24.92	0.39	1.59%	Per Semester	NUGSS
PGPIRG Fee	4.00	4.00	0.00	0.00%	Per Semester	PGPIRG
World University Services Canada Student Refugee Fee	5.00	5.00	0.00	0.00%	Per Semester	NUGSS
U-Pass (Quesnel only)	35.00	35.00	0.00	0.00%	Per Semester	NUGSS

**University of Northern British Columbia  
2018/19 Proposed Fees**

FEE	Internal Fees 2017/18	Internal Fees 2018/19	Change (\$)	Change (%)	DESCRIPTIONS	FINAL APPROVAL AUTHORITY
<b>Regional Part Time</b>						
Student ID Card	2.00	2.04	0.04	2.00%	Per Semester	Board
Student Services Fee	5.00	5.10	0.10	2.00%	Per credit hr, to a max. of 15 credit hours	Board
NUGSS Student Society Fee	24.53	24.92	0.39	1.59%	Per Semester	NUGSS
PGPIRG Fee	2.00	2.00	0.00	0.00%	Per Semester	PGPIRG
World University Services Canada Student Refugee Fee	5.00	5.00	0.00	0.00%	Per Semester	NUGSS
U-Pass (Quesnel only)	35.00	35.00	0.00	0.00%	Per Semester	NUGSS
<b>Other</b>						
Health and Dental Plan	234.60	234.60	0.00	0.00%	Per year-if no other plan in effect for Full Time PG Campus Students only	NUGSS
International Student-Medical Insurance Coverage	220.00	220.00	0.00	0.00%	Compulsory Medical Insurance for 3 Months	Board
<b>GRADUATE</b>						
<b>PG Campus</b>						
Intramural Recreation and Fitness Fee	57.00	58.14	1.14	2.00%	Per Semester	Board
Student ID Card	2.00	2.04	0.04	2.00%	Per Semester	Board
Student Services Fee	40.00	40.80	0.80	2.00%	Per Semester	Board
GSS Student Society Fee	33.33	60.00	26.67	80.02%	Per Semester	GSS
BC Federation of Students Fee	8.98	9.14	0.16	1.78%	Per Semester	GSS
GSS U-Pass	57.50	57.50	0.00	0.00%	Per Semester	GSS
PGPIRG Fee	4.00	4.00	0.00	0.00%	Per Semester	PGPIRG
<b>Regional</b>						
Student ID Card	2.00	2.04	0.04	2.00%	Per Semester	Board
Student Services Fee	40.00	40.80	0.80	2.00%	Per Semester	Board
GSS Student Society Fee	33.33	60.00	26.67	80.02%	Per Semester	GSS
BC Federation of Students Fee	8.98	9.14	0.16	1.78%	Per Semester	GSS
PGPIRG Fee	4.00	4.00	0.00	0.00%	Per Semester	PGPIRG
Health and Dental Plan	346.50	346.50	0.00	0.00%	Per year-if no other plan in effect for PG Campus Students only	GSS
International Student-Medical Insurance Coverage	220.00	220.00	0.00	0.00%	compulsory medical insurance for 3 months	Board
Thesis Binding Fee	34.00	34.00	0.00	0.00%	Per copy including taxes	Board
Thesis/Dissertation Registration Fee	48.00	48.00	0.00	0.00%	National Library of Canada Fee for inclusion in NLC Database and Dissertation Abstracts. Taxes included.	Board

**University of Northern British Columbia  
2018/19 Proposed Fees**

FEE	Internal Fees 2017/18	Internal Fees 2018/19	Change (\$)	Change (%)	DESCRIPTIONS	FINAL APPROVAL AUTHORITY
<b>Outgoing Exchange Student Fees</b>						
Study Abroad Application Fee	125.00	125.00	0.00	0.00%	National Student Exchange Program application fee in US dollars	Board
<b>Application Fees</b>						
<b>UNDERGRADUATE</b>						
Undergraduate-Application Fee (Domestic)	35.70	35.70	0.00	0.00%	Non-refundable to accompany each application for admission.	Board
Document Evaluation Fee	40.80	40.80	0.00	0.00%	For out-of-province or out-of-country secondary and post-secondary documents.	Board
Admissions Postponement Fee (Domestic)	17.85	17.85	0.00	0.00%		Board
Admissions Postponement Fee (International)	38.25	38.25	0.00	0.00%		Board
<b>GRADUATE</b>						
Graduate-Application Fee (Domestic)	76.50	76.50	0.00	0.00%	Application to a graduate program.	Board
Graduate-Re-Application Fee	100.00	100.00	0.00	0.00%		Board
Graduate-Admission Deferral Deposit	250.00	250.00	0.00	0.00%		Board
<b>INTERNATIONAL</b>						
Undergraduate-International Application Fee	76.50	125.00	48.50	63.00%	The International Application Fee now includes the International Document Fee	Board
International Document Fee	40.80	40.80	0.00	0.00%	Assessed on out of country high school and post-secondary documents received post-admission.	Board
Graduate-International Application Fee	153.00	153.00	0.00	0.00%		Board
<b>EXCHANGE</b>						
International Exchange Application Fee	25.00	25.00	0.00	0.00%		Board
International Exchange Placement Fee	100.00	100.00	0.00	0.00%	Non refundable fee	Board



**University of Northern British Columbia  
2018/19 Proposed Fees**

FEE	Internal Fees 2017/18	Internal Fees 2018/19	Change (\$)	Change (%)	DESCRIPTIONS	FINAL APPROVAL AUTHORITY
<b>Housing Fees</b>						
Student Rental Fee-4 Bedroom Unit	2,332.54	2,379.00	46.46	2.00%	Per semester per student-4 bedroom unit. To include telephone services with voice mail and high-speed internet connection.	Board
Student Rental Fee-2 Bedroom Unit	2,662.41	2,716.00	53.59	2.00%	Per semester per student-2 bedroom unit. To include telephone services with voice mail and high-speed internet connection.	Board
Housing Application Fee (Students)	25.00	25.00	0.00	0.00%	Non-refundable	Board
Residence Life Fees	30.00	45.00	15.00	50.00%	Per Semester	Board
Meal Plan Fee - 7 day plan	2,366.00	2,413.00	47.00	2.00%	per semester	Board
Meal Plan Fee - 5 day plan	2,103.00	2,145.00	42.00	2.00%	per semester	Board
Housing Damage Deposit	250.00	250.00	0.00	0.00%	Payable when student confirms the housing assignment. Refundable if no damage.	Board
Residence Parking-Plug In	161.68	161.68	0.00	0.00%	Per Semester (plus taxes)	Board
Lost Key Charge	10.00	10.00	0.00	0.00%	To replace mail box key	Board
Lost Key Charge	65.00	65.00	0.00	0.00%	To replace suite keys	Board
Residence Suite Supplies	Varied	Varied	0.00	0.00%	Bedding, dishes, small kitchen appliances, etc.	Board
Damage, Cleaning Charges	Varied	Varied	0.00	0.00%	A charge plus admin. fee and taxes. Depends on type and degree of damage.	Board
Room Change Fee	75.00	75.00	0.00	0.00%	Per Room Change	Board
Conference Housing Fee	25-40	25-40	0.00	0.00%	Per Night May-August	Board
Off-Campus Housing Registration Fee	10.00	10.00	0.00	0.00%	Per 4 Month Listing	Board
Residence Community Standard Fines-Effective September 1, 2008	5.00 - 150.00	5.00 - 150.00	0.00	0.00%	Fee ranging between \$5.00-\$150.00 depending on behavioral stage level.	Board
Winter Break Accommodation Fee	200.00	200.00	0.00	0.00%	Charged to students who wish to remain in residence over the winter break.	Board

**University of Northern British Columbia  
2018/19 Proposed Fees**

FEE	Internal Fees 2017/18	Internal Fees 2018/19	Change (\$)	Change (%)	DESCRIPTIONS	FINAL APPROVAL AUTHORITY
<b>Parking Fees-General or Student</b>						
<b>Metered Parking:</b>	0.50	0.75	0.25	50.00%	Per 1.5 Hours (including taxes)	Board
	1.00	1.25	0.25	25.00%	Per 3.0 Hours (including taxes)	Board
	1.50	1.75	0.25	16.67%	Per 4.5 Hours (including taxes)	Board
	2.00	0.00	-2.00	-100.00%	Per 8.0 Hours (including taxes) *this rate is ending	Board
	2.50	2.75	0.25	10.00%	Per 12.0 Hours (including taxes)	Board
	3.00	3.25	0.25	8.33%	Per day (including taxes)	Board
<b>Permitted Parking:</b>						
1 Month	45.00	47.62	2.62	5.82%	Plus Taxes	Board
2 Months	90.00	95.24	5.24	5.82%	Plus Taxes	Board
3 Months	135.00	142.86	7.86	5.82%	Plus Taxes	Board
Semester	180.00	190.48	10.48	5.82%	Plus Taxes	Board
2 Semesters	360.00	380.96	20.96	5.82%	Plus Taxes	Board
Annual	540.00	571.44	31.44	5.82%	Plus Taxes	Board
Payroll Deduction-General	20.77	21.98	1.21	5.83%	No expiry plus taxes-bi weekly	Board
Reserved Permit (Plug)	780.00	825.37	45.37	5.82%	Annual Staff/Faculty-subject to availability-plus taxes	Board
Payroll Deduction-Reserved	30.00	31.75	1.75	5.83%	No expiry plus taxes-bi weekly	Board
Reserved Permit (No Plug)	660.00	698.41	38.41	5.82%	Annual Staff/Faculty-subject to availability-plus taxes	Board
Payroll Deduction-Reserved (No Plug)	25.38	26.86	1.48	5.83%	No expiry plus taxes- bi weekly	Board
<b>Parking Violations:</b>					<b>All parking infractions are inclusive of tax</b>	
Parking in a Fire Lane	50.00	50.00	0.00	0.00%	Per infraction, plus towing	Board
Parking Within 5 Metres of a Fire Hydrant or in a Fire Lane	50.00	50.00	0.00	0.00%	Per infraction, plus towing	Board
Unauthorized Handicap Parking	100.00	100.00	0.00	0.00%	Plus towing as set by towing company	Board
Parking Violations	30.00	30.00	0.00	0.00%	This fee will be charged for: parking in a crosswalk, expired permit, expired meter, invalid permit/stub, parking in a loading zone, parking in a "no parking" zone, parking in a "no stopping" zone, stub not clearly visible, parking in a "tow away" zone and parking in an unauthorized area - per infraction.	Board
Parking Violations	50.00	50.00	0.00	0.00%	Permit/stub/cite altered	Board
Parking Violations	25.00	25.00	0.00	0.00%	Boot administration fee	Board

**University of Northern British Columbia  
2018/19 Proposed Fees**

FEE	Internal Fees 2017/18	Internal Fees 2018/19	Change (\$)	Change (%)	DESCRIPTIONS	FINAL APPROVAL AUTHORITY
<b>Other Fees</b>						
Calendar Fee	3.00	3.00	0.00	0.00%	Not applicable to new applicants if sent with registration package.	Board
Transcript Fee	10.20	10.20	0.00	0.00%		Board
Transcript Delivery Fee	20.40	20.40	0.00	0.00%		Board
Certified True Copy Fee	30.00	30.00	0.00	0.00%		Board
Confirmation of Enrolment Fee	12.00	12.00	0.00	0.00%		Board
Letter of Permission Fee	12.00	12.00	0.00	0.00%		Board
Records Search Fee	60.00	60.00	0.00	0.00%		Board
International Student Document Courier Fee	100.00	100.00	0.00	0.00%		Board
ELS Bank Processing Fee	25.00	25.00	0.00	0.00%		Board
NSF Charge	15.00	15.00	0.00	0.00%	Per returned cheque	Board
Late Payment Charge	2.00%	2.00%	0.00	0.00%	Per month on outstanding principal	Board
Northern Degrees Orientation	40.00	40.00	0.00	0.00%	Annually in the Fall	Board
Winter Orientation Registration Fee	30.00	30.00	0.00	0.00%	Annually in January	Board
Student ID Card Lost/Replacement Fee	15.00	15.00	0.00	0.00%	Per lost or damaged card	Board
Graduation Processing Fee	41.63	41.63	0.00	0.00%	Non-refundable, per application for all graduating students	Board
Parchment Courier Charges	20.00	20.00	0.00	0.00%	Per Parchment - BC	Board
	30.00	30.00	0.00	0.00%	Per Parchment - rest of Canada	Board
	55.00	55.00	0.00	0.00%	Per Parchment - International (incl USA)	Board
Courier Charges	20.00	20.00	0.00	0.00%	Per Parchment - BC	Board
	30.00	30.00	0.00	0.00%	Per Parchment - rest of Canada	Board
	55.00	55.00	0.00	0.00%	Per Parchment - International (incl USA)	Board
Key Deposit-Building Keys	30.00	30.00	0.00	0.00%	Refundable upon return of key(s) to Facilities	Board
	5.00	5.00	0.00	0.00%	per additional key	Board
	25.00	25.00	0.00	0.00%	replacement of lost key	Board
Key Deposit-Intellikey Locks-Laboratory	30.00	30.00	0.00	0.00%	Refundable upon return of key(s) to Laboratory	Board
	25.00	25.00	0.00	0.00%	replacement of lost or damaged key	Board
Career Fair Registration Fee	75.00	75.00	0.00	0.00%	Table/booth rental for Career Fair participants.	Board
<b>GRADUATE FEES</b>						
Office of Graduate Programs Administrative Fee	250.00	250.00	0.00	0.00%	Charged to cover retroactive enrolment activities in Graduate Programs	Board
<b>Alumni Charges</b>						
Alumni Parchment Replacement Fee	50.00	50.00	0.00	0.00%	Per Parchment	Board
<b>Regional Fees</b>						
Regional Equipment Rental	10.00	10.00	0.00	0.00%		Board

<b>Agenda Item:</b>	6.b. 2018/2019 General Operating and Ancillary Budgets – R. Knight
<b>Material:</b>	Integrated University Plan 2018-2019
<b>Motion:</b>	<i>That, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the 2018/2019 General Operating and Ancillary budgets as presented in sections 5.1 (Table 4) and 5.2 (Table 9), respectively, of the 2018-2019 Integrated Plan.</i>



## 2018-2019 Integrated University Plan

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## 2018-2019 Planning Context



## 1. 2018/19 Planning Context

### 1.1. Building a Sustainable Future

In 2016, the University of Northern British Columbia launched the Integrated Planning Framework to link academic and research aspirations to the financial reality of the University. The Integrated Planning Framework has proven to be successful in supporting academic and research priorities as it moves the University closer to financial equilibrium. The course UNBC adopted when introducing the Integrated Planning Framework met with success but the priorities for the Academic and Research Action Plans had not been finalized. In 2017, the strategic priorities from these action plans were integrated into the University's Strategic Road Map. Now that the outcomes for strategic priorities have been identified in the Road Map, UNBC must take bold action to truly set the University on the best course for the future. Success will come from achieving the desired outcomes within a sound financial plan for the following University strategic priorities:

- Attract, retain, and develop outstanding students, faculty and staff.
- Enhance the quality and impact of academic programming and delivery.
- Enhance the research culture.
- Ensure financial accountability, sustainability and operational effectiveness.

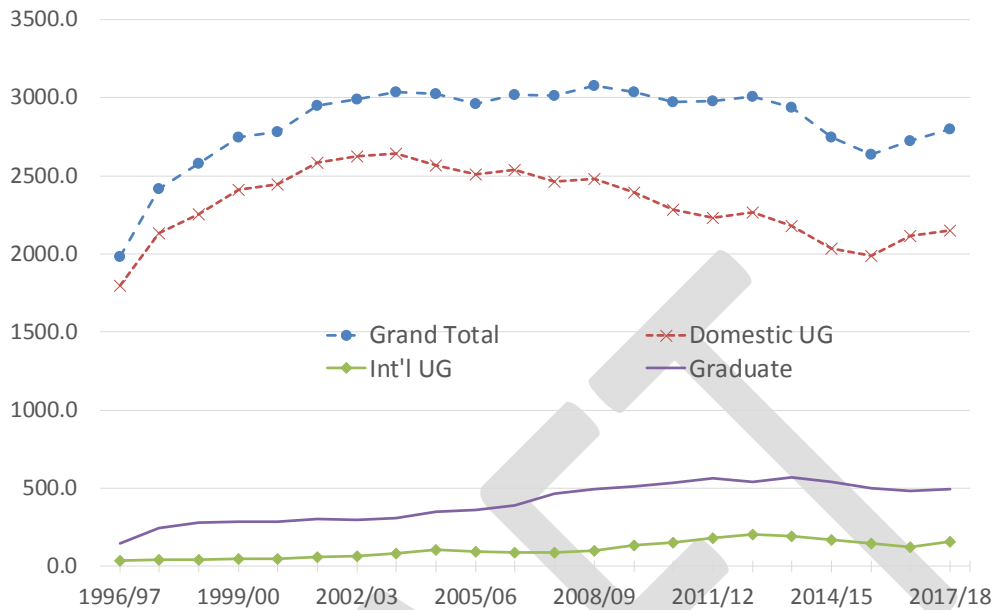
In 2018/19, each unit within the Integrated Planning Framework was asked to identify opportunities for investment in support of the strategic priorities, and efficiencies to reduce expenditures. Through this effort, reallocations and investments to support key desired outcomes of the Strategic Road Map were made possible. The 2018/19 Action Planning exercise also identified budget reductions by replacing short-term solutions with progress towards a sustainable financial model for the future.

The Integrated Planning process provides UNBC with a new way of doing business, re-thinking how the University delivers service to students and encouraging greater collaboration among units. UNBC can take bold action, achieve collective goals and truly renew the University.

### 1.2. Environmental Scan

After four straight years of declining international and domestic enrolment and tuition fee revenue, the University experienced enrolment growth in 2016 and 2017. Domestic and international marketing and recruiting, including more effective use of social media, contributed to these outcomes. Additional investments in the 2018/19 budget are expected to enable this positive trend to continue, as noted below, along with addressing some cost pressures on the University.

Figure 1: Full-Time Equivalent (FTE) by Fiscal Year



- In 2017, the Ministry of Advanced Education, Skills and Training announced the long-anticipated growth in the number of Science, Technology, Engineering and Math (STEM) seats at British Columbia universities. UNBC will receive funding over the next three years for 280 FTEs (Full-Time Equivalent students) in Environmental and Civil Engineering.
- The 2017 wildfire season was one of the worst on record in British Columbia, and had a significant impact on new and returning students and their families from across the province.
- The timely completion of the Wood Innovation Research Lab in April 2018, funded by a joint federal-provincial investment through the Strategic Infrastructure Fund program, will create opportunities for UNBC students and researchers to discover new, sustainable ways of integrating wood into building design and construction.
- The recently announced increase in federal research funding, including the Tri-Agency Granting Councils, will provide opportunities to boost research enterprise at UNBC.
- The possibility of additional Strategic Innovation Fund grants to post-secondary institutions across Canada may provide an opportunity to support research and capital projects currently in the planning and design phase.
- The University continues to purchase essential goods such as software, library acquisitions, and research equipment in U.S. dollars. This creates pressure from the fluctuating Canadian dollar exchange rate.
- The February 2018 budget presentation by the provincial government calls for a new payroll tax to replace medical service plan premiums. This may have an adverse financial impact on post-secondary institutions beginning in 2019.

- Domestic tuition and fee increases are mandated by the provincial government to be no more than 2.0% annually.
- The base provincial operating grant will only increase for incremental employee compensation costs approved under the Economic Stability Mandate.

### **1.3. Destination University: Strategic Enrolment Planning**

UNBC experienced an increase over the previous year of 1.2% for the incoming new student class and 2.4% for the domestic student population. Several factors contribute to this growth:

- A full complement of Student Recruitment and Enrolment Service Officers completed one of the most extensive recruitment travel schedules.
- UNBC used its Client Relationship Management (CRM) system in a new way, enabling the University to communicate with prospective students in a more focused, highly personalized approach.
- UNBC's continued high ranking in Maclean's magazine.
- UNBC's debut in the Times Higher Education University rankings, placing in the top 4% of Universities worldwide.
- In response to the 2017 wildfire emergency the University created a special bursary that enabled new and returning students, impacted financially by the wildfires, to continue their studies.
- The new UNBC4U recruitment website, allowed prospective students to define their specific areas of interest and receive information tailored to their individual needs.

Building on these strategies, the following recruitment initiatives are planned for 2018/19:

- Strategies will be implemented for attracting new students in markets such as Alberta, Ontario and Northern California where efforts already show promise.
- Recruitment travel within the UNBC region and beyond will increase. The recruitment team has completed 16 weeks of combined travel to British Columbia high schools and community education fairs, and will continue these efforts within the province and other markets.
- Evening information sessions will be offered on campus, online via livestream, and recorded for prospective students. By incorporating information on scholarships, awards and course registration, students are better equipped to complete these important steps in their transition to UNBC.
- An "Admit Survey" was administered for new students who attended the University, and those who were admitted but did not attend. This survey provided insight into their decision-making and challenges experienced in the process. A total of 451 new UNBC students and 113 students who did not attend participated in the most recent survey. The outcomes of this survey will continue to inform process improvements.
- A fully-developed e-mail "nurture campaign" will be distributed to prospective students, providing them with key information throughout the spring and summer and encouraging them to choose UNBC. Once they have registered they are introduced to UNBC life earlier than ever before.

- The UNBC Alumni Ambassadors program, piloted by Recruitment and Alumni Relations, will continue. This program integrates UNBC alumni into the recruitment process, encouraging them to send personalized letters to prospective students about their experiences at UNBC.
- More focus will be given to students transferring from in-province and out-of-province institutions in response to encouraging signs of growth in this area.
- The second year of a three-year program to raise awareness of UNBC among prospective students in Ontario will proceed. The number of high school and transfer students from Ontario for Fall 2018 has increased.
- The University will continue to enhance its digital presence to support recruitment and increase social media followers through brand awareness.

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## Integrated Planning Overview Academic Planning

## 2. Integrated Planning Overview

### 2.1. Academic Planning

Under the leadership of the Provost and Vice-President Academic, academic planning in 2018/19 will build on the theme of transition and new beginnings. At the heart of this initiative is the Provost's Advisory Committee on the Academic Action Plan. The University has an opportunity to examine the structure and programming that has supported its success for the past 25 years, make changes that will allow it to flourish in the short-term, and set the course for future growth and success. Committee members will play a pivotal role in advising on long-term strategies that will help shape the University's academy of the future.

In the Academic Action Plan – Final Recommendations document, there is a clear and strong call for the University to provide an organizational structure that “supports creativity, flexibility, and the interdisciplinary dialogue and collaboration that will allow UNBC to respond to opportunities that fit our unique skills and assets.”

The work required to act on this recommendation is significant. It will involve considerable effort, collaboration, and collegiality of faculty, staff, students and others. In-depth conversations about academic programs and strong input from faculty are essential throughout this process. It is important that the University remain flexible and seize opportunities to create an enhanced learning and research environment. The University must also develop a budget and information management system to support and enhance this work.



## Integrated Planning Overview Research

## 2.2. Research

As an integral part of UNBC, research must meet a number of aspirations:

- Attract and retain the best faculty and students.
- Teach students creativity, perseverance and leadership.
- Engage and encourage faculty at to become leaders in their field.
- Fulfill our mission and contribute to our region, province, nation and beyond.

The University provides outstanding opportunities for undergraduate and graduate students to engage in meaningful, significant research initiatives. Experiential learning opportunities enable students to develop the leadership capacity required to succeed in an ever-changing world. Listed below are some examples of research projects just in this past year.

- Graduate student Heather Mitchell, with a Pacific Institute for Climate Solutions (PICS) Graduate Fellowship, is examining climate change action in northern communities and investigating how active transportation such as cycling can play a bigger role in reducing climate emissions.
- Health Sciences undergraduate Kevin Adam and Interdisciplinary Studies graduate student Georgia Betkus collaborated with Assistant Professor of Nursing Dr. Shannon Freeman on a book chapter tracing the history of telehealth.

The following are some examples of faculty engagement in research.

- Dr. Dezene Huber, Dr. Mark Shrimpton and Dr. Brent Murray from UNBC's Ecosystem Science and Management department were awarded \$164,000 from the Canada Foundation for Innovation's John R. Evans Leaders Fund (JELF) to purchase more equipment for conducting aquaculture studies.
- Dr. Margot Parkes and a team of researchers and partners from across Canada have secured a five-year research grant focused on working together across sectors to prevent adverse impacts from resource development, with specific emphasis on rural, remote and Indigenous communities. The study will receive \$2 million from the Canadian Institutes of Health Research (CIHR).
- Dr. Thomas Tannert, who teaches in the Master of Engineering in Integrated Wood Design Program, has been named the new Canada Research Chair in Hybrid Wood Structures Engineering.
- The Research Data Centre opened in the Geoffrey Weller Library, providing researchers at the University, and around the region, a secure connection to Statistics Canada population, household survey and administrative microdata. Dr. Thomas Callaghan, Dr. Annie Duchesne and Dr. Shannon Freeman received \$10,000 internal awards to undertake research projects using Statistics Canada data.





## Integrated Planning Overview Indigenization

## 2.3. Indigenization

With an aging population of baby boomers set to retire in Canada, Indigenous peoples are the youngest and fastest growing demographic in the country.<sup>1</sup> In Northern British Columbia 17.4% of the residents are of First Nations descent, compared to 4.8% for the entire province.<sup>2</sup> The need for skilled workers creates opportunities, both for education and employment, to help close the gap between Indigenous and non-Indigenous peoples. Collaborations and partnerships between the University, Indigenous communities, and other post-secondary institutions to ensure meaningful and culturally respectful education, are not only necessary, but timely, given steadily growing rates of participation of Indigenous students in post-secondary education.

Through the University's most recent engagement process with Indigenous students and communities in late 2017 and early 2018, students, community members, Elders, and leaders discussed supports required to eliminate systemic barriers for Indigenous learners. Their message clearly indicates systemic change means decolonizing and Indigenizing the academy.

This message aligns with recommendations in UNBC's Academic Action Plan for decolonization and Indigenization in all of the University programming, policies, and processes. UNBC remains committed to supporting Indigenous students, communities, and partners, engaging them, and enlivening interactions with them. The University is committed to deepening the celebration of Indigenous students. Innovation is needed in all areas of programming, educational models, relations and in conversations with faculty and staff across the University to continue the commitment towards the Truth and Reconciliation Calls to Action.

The University is seeking funding from the federal and provincial governments to support the advancement of the strategic priorities in relation to Indigenization. Many challenges remain to be addressed and new opportunities have emerged to be more effective in the fulfilment of the University' commitment. If proposals are successful, the seed funding will help the University to build capacity and better support the advancement of Indigenous initiatives across the institution. To truly begin this transformational change, UNBC will hire a Lead to work with the Deans, faculty and staff to support the successful implementation of the strategic priorities for the Indigenous academic portfolio.

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<sup>1</sup> <http://www.statcan.gc.ca/daily-quotidien/171025/dq171025a-eng.htm> and <http://www.statcan.gc.ca/daily-quotidien/170503/dq170503a-eng.htm>

<sup>2</sup> See Initiatives Prince George Development Corporation and Northern Development Initiative Trust, 2009



# Integrated Planning Overview Regional

## 2.4. Regional - Serving the People of Northern British Columbia

UNBC was founded with a mandate to serve the people of Northern British Columbia through advanced education and research. Through academic leadership and strengthened coordination, as recommended in the new Academic Action Plan, the University will explore opportunities to renew its commitment to program innovation and better integration with Northern British Columbia communities. Many examples of progress in our collaborative initiatives exist:

- Discussions with northern colleges on jointly offering an Associate of Arts degree by distance continue.
- Memoranda of Understanding (MOU) on enhanced student transfer have been developed with Alexander College, Columbia College, College of the Rockies, and Selkirk College. Also underway are discussions with the Nicola Valley Institute of Technology regarding Indigenous Adult and Higher Learning Association (IAHLA). An MOU on Guaranteed Admission has been signed with Coquitlam College.
- In June 2017, UNBC recognized the first graduates from the Bachelor of Social Work (BSW) program delivered at Langara College in Vancouver. The UNBC Master of Business Administration (MBA) degree program is also being delivered at this location.



## Integrated Planning Overview Internationalization

## **2.5. Internationalization: Enhancing the University's Global Presence and Prominence**

The University has developed, and is committed to, a new, multi-faceted Internationalization strategy with a focus on high-quality education partners, effective quality control, and enhancing the educational experiences of all students at UNBC through a diversity of cultures, backgrounds and perspectives.

Four integrated pillars of international engagement will guide our process: student recruitment; partnerships (articulation, transfer, exchange, and transnational education); contract training; and internationalization on campus. The aim is to create a model for sustainable growth, student-centred services, opportunities for students, and expansion of intercultural expertise and global citizenship among faculty.

The University will take the following initiatives:

- Renew the structure of the International Education portfolio to enhance the University's approach to Internationalization.
- Integrate structures for decision-making and planning that are closely aligned to the University's strategic priorities.
- Review and refine programs marketed to international students and implement an annual review and assessment process.
- Implement processes to streamline and enhance International application and admissions processes.
- Further strengthen marketing strategies to achieve brand recognition and international prominence.

Through these initiatives, international students not only increase UNBC's student enrolment, but they have a positive impact on our domestic students and the social and cultural fabric at UNBC, making the learning and living environment a richer one.

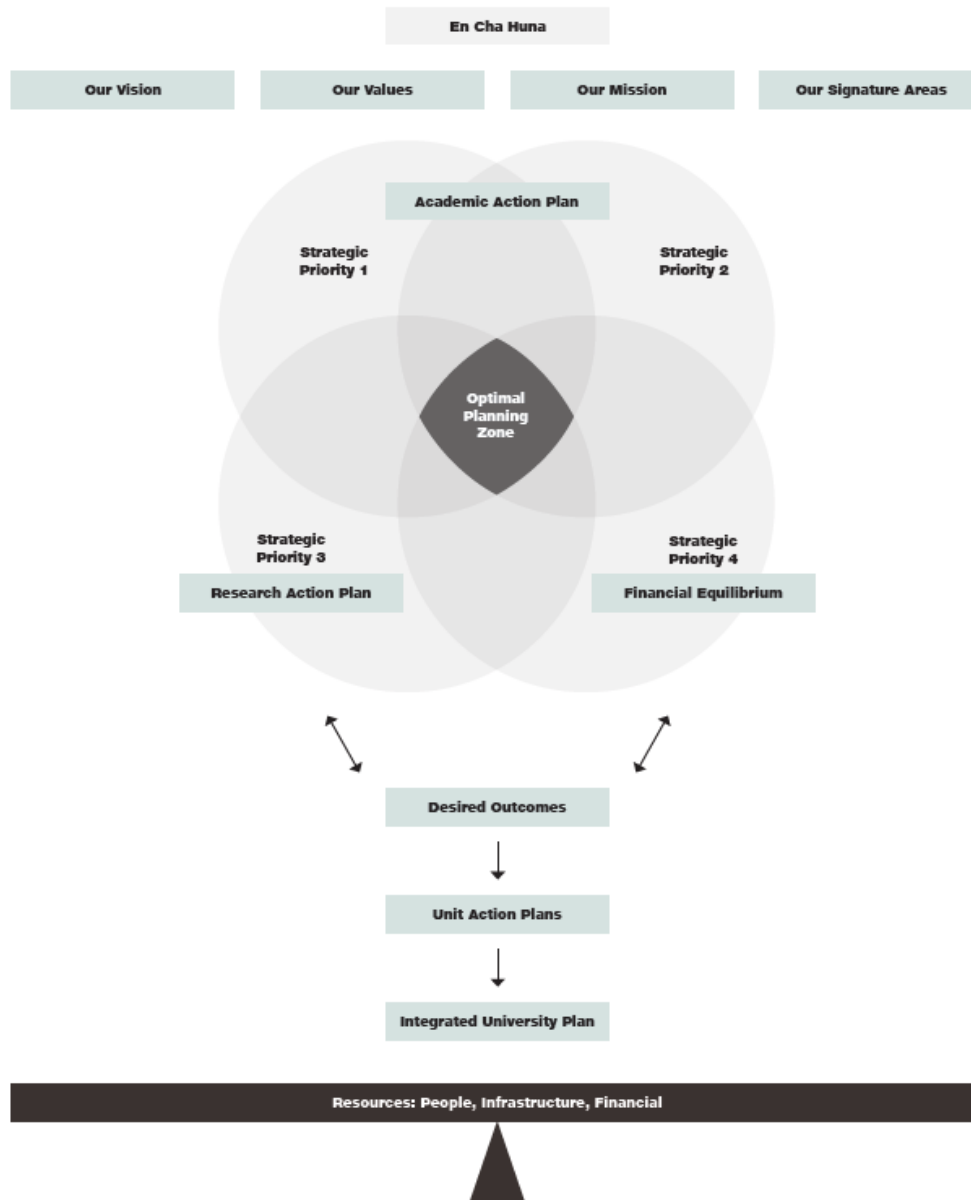


# Integrated University Planning Framework

### 3. Integrated University Planning Framework

In 2016/17, UNBC began implementing Integrated University Planning for setting strategic priorities for the University, while coordinating the use of resources more effectively. When Integrated University Planning is fully implemented at UNBC, all planning and budget activities throughout the University will be linked, coordinated and driven by our vision, mission and academic priorities, with day-to-day operations, projects and initiatives falling within the Optimal Planning Zone, as illustrated in the diagram below.

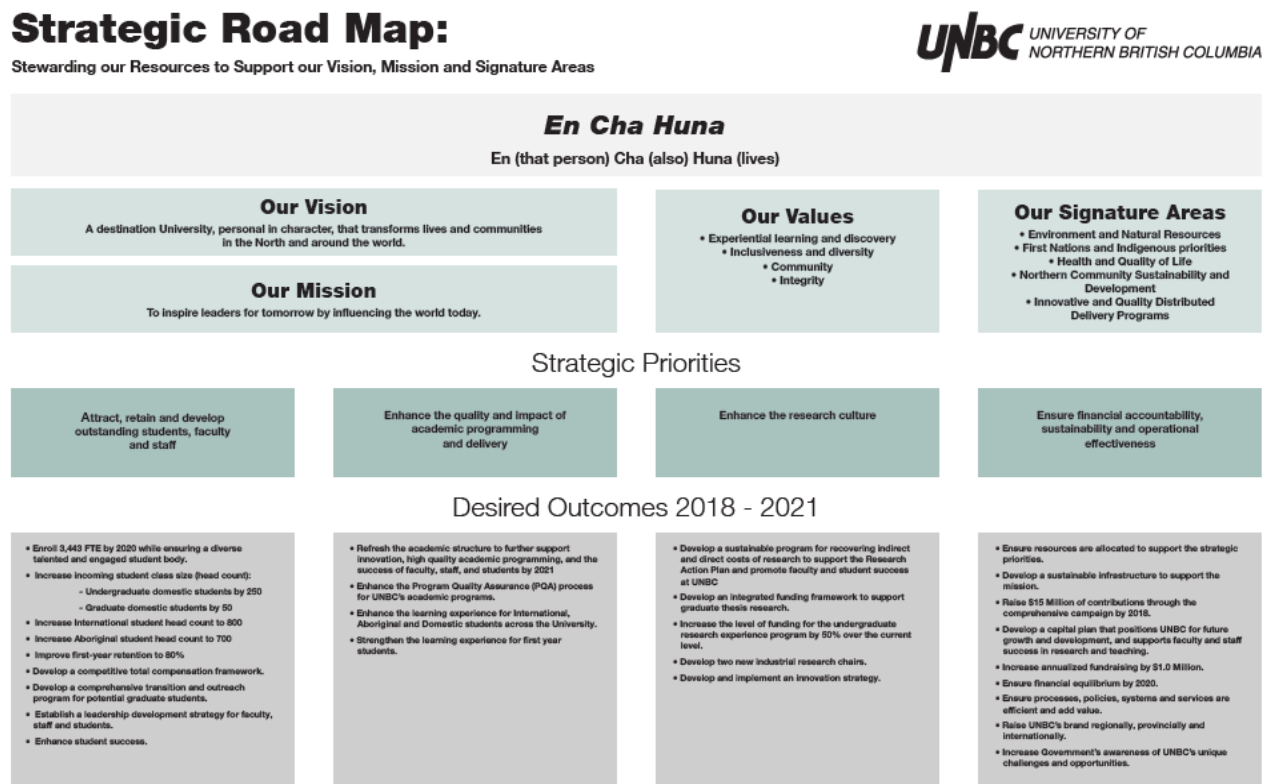
Figure 2: Integrated Planning





Building on the success of our Integrated University Planning 2017/18, Action Plans (see *Appendix 1 Unit Action Planning Template*) from all academic and administrative units now support the four strategic priorities set out in the UNBC Strategic Road Map. The UNBC Board of Governors and the University Senate endorsed those Action Plans. They now inform the Strategic Road Map. The 2018/19 Strategic Road Map below integrates the academic, research and administrative strategic priorities of the University:

Figure 3: 2018/19 Strategic Road Map



The Strategic Road Map guides the Unit/Program Action Planning process and creates an environment for collaboration and engagement across the University. It identifies the strategic priorities and desired outcomes which set the context for the annual planning cycle.

The 2018/19 Call to Action planning approach includes a multi-year plan with a goal to reduce the general operating budget deficit by \$4.0 million through a combination of proposed strategic reallocations, spending reductions and new investments in the priority areas articulated in the Strategic Road Map. Members of the Senior Leadership Forum engaged within their units and across the University to develop Unit Action Plans. While progress has been made, there is still much work to do to involve more of the University community in an inclusive and meaningful way.

The general principles guiding the 2018/19 process included the following:

- Minimize impact on current employees and strategic priorities.
- Reduced dependency on one-time adjustments to balance the budget.
- Continued investment in strategic areas using one-time funding, if available, at year end.

Through a series of workshops, presentations of the draft Action Plans allowed Senior Leadership Forum to understand and begin dialogue on areas of risk, opportunities for further collaboration, proposed reallocations and investment. As an outcome of these discussions, the Senior Leadership Forum provided input to Senior Administration for consideration in developing the final Integrated University Plan. As an outcome of these discussions, the Senior Leadership Forum provided input to Senior Administration for consideration in developing the final Integrated University Plan. A critical step in this process was to develop a balanced general operating budget while protecting mission-critical work and enabling modest new reinvestments. The final Integrated University Plan incorporates the following strategy elements:

1) Adding Positions to the Base Budget Through Reallocations

To begin building a sustainable workforce for the future and to support the mission of the University, it is important to address short-term funded positions that are critical to advancing the strategic priorities. In 2018/19, the University will proceed with a reallocation of base operating budget to support the strategic priorities of Indigenization and graduate programs.

2) Future Reallocations

There are several areas of future risk within the University that have not yet been addressed in the base operating budget. These areas require adequate base funding to support operations and successfully deliver mission critical support and services. In 2018/19, one-time funding in the amount of \$2.4 million will continue to be allocated to support these priority areas:

Strategic Priority 1

- Recruitment
- Office of the Registrar
- Student Affairs
- Athletics
- People, Organizational Design and Risk

Strategic Priorities 1 and 2

- Indigenization
- International Education

#### Strategic Priorities 2 and 4

- Academic Restructuring

#### Strategic Priority 4

- Communications and Marketing
- Financial Planning
- Governance
- University Advancement

### 3) Future One-Time Investments – Projects

Annually, the University considers strategic projects that align and help to advance the University's priorities. These projects are supported through one-time funding as it becomes available:

#### Strategic Priorities 1 and 4:

- Client Relationship Management Software – Enrolment Management \$300,000 to \$500,000

#### Strategic Priorities 1 and 3:

- Web Content Management System Project – [www.unbc.ca](http://www.unbc.ca) \$200,000

The University is maximizing opportunities to support integrated priorities by developing proposals and securing external funding. Some of the initiatives underway include the following:

#### Strategic Priorities 1 and 2:

- Strengthening the UNBC Aboriginal Service Plan (ASP).
- Enhancing UNBC Cooperative Education.
- Implementing the new Environmental and Civil Engineering Program.
- Developing the proposal for Bachelor of Science in Nursing for the North East.
- Creating opportunities for external funding through Indigenous Services Canada – Post-Secondary Partnerships Program.
- Enhancing the learning experience for Aboriginal students.

Through integrated planning, UNBC made significant strides forward as evidenced by two years of increased enrolment, reduced reliance on one-time funds, and a budget that is beginning to be driven by integrated priorities.

The expectations of the University are evolving. Meeting these expectations will require changes. While the University does not have the resources to meet all of these expectations equally well, it is important to continue to enhance and strengthen the integrated planning process. The integrated planning cycle for 2019/20 will begin earlier in the summer of 2018. It will feature a deeper level of engagement at the unit level, with greater input from academic departments and individual faculty members. The next planning cycle will continue to build on the goals and actions

of the various units in more detail. This will help to inform the University community on the strategic priorities of each unit and provide measures of success.

A Provost’s advisory committee on the Academic Action Plan will be an essential feature of this process, given the special emphasis on designing a new academic structure. A new financial system will help support the overall planning and reporting process.

Figure 4: Draft Integrated Planning Cycle



- 1) **April** Fiscal Year Begins  
→ UNBC Town Hall
- 2) **May** Strategic Road Map Review  
→ Senior Administration
- 3) **June** Adjust Financial Estimates  
→ Senior Administration  
Call to Action Presentations  
→ Senior Leadership Forum  
→ Provost’s Committee on the Academic Action Plan
- 4) **July - September** Unit Action Planning
- 5) **September** UNBC Planning Updates  
→ Board of Governors  
→ UNBC Town Hall
- 6) **October** Present and Submit Unit Action Plans  
→ Senior Leadership Forum  
Finalize Recommendations

- Senior Leadership Forum
- 7) November** Consolidate Unit Action Plans
  - Senior Administration
- 8) December** Draft Integrated University Plan
  - Senior Administration
- 9) January - February** Present Draft Integrated University Plan
  - Senior Administration
  - Senior Leadership Forum
  - Provost's Committee on the Academic Action Plan
  - Senate Committee on the University Budget
  - Senate
  - UNBC Town Hall
- 10) March** Present Final Integrated University Plan -> Senior Administration
  - Board of Governors for Approval

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## 2018-2019 Financial Planning Framework

## 4. 2018/2019 Financial Planning Overview

This section of the report represents the proposed 2018/19 Financial Planning Framework for the University. It is presented to the Board of Governors for consideration and approval.

Several important factors influenced the preparation of the 2018/19 combined general operating and ancillary services budget process.

- A consolidated year-end deficit:
  - \$3.5 million in 2015/16
  - \$1.7 million in 2016/17
  - Ministry approval to incur a deficit for 2017/18, with the requirement to achieve an overall balanced position by 2019/20. The estimated deficit for 2017/18 is approximately \$2.0 million.
- UNBC has balanced the general operating budget with short-term measures for a number of years.
- The 2017/18 planning approach included “moderate revenue targets, moderate cost reductions, and investments in critical positions.” The reductions and investments in critical positions were achieved through one-time funding.
- In the event that sufficient enrolment growth was not achieved, the University identified areas of potential one-time reduction.
- For fiscal year 2018/19 the planning approach is consistent with last year with additional emphasis on decreasing reliance on one-time spending reductions.

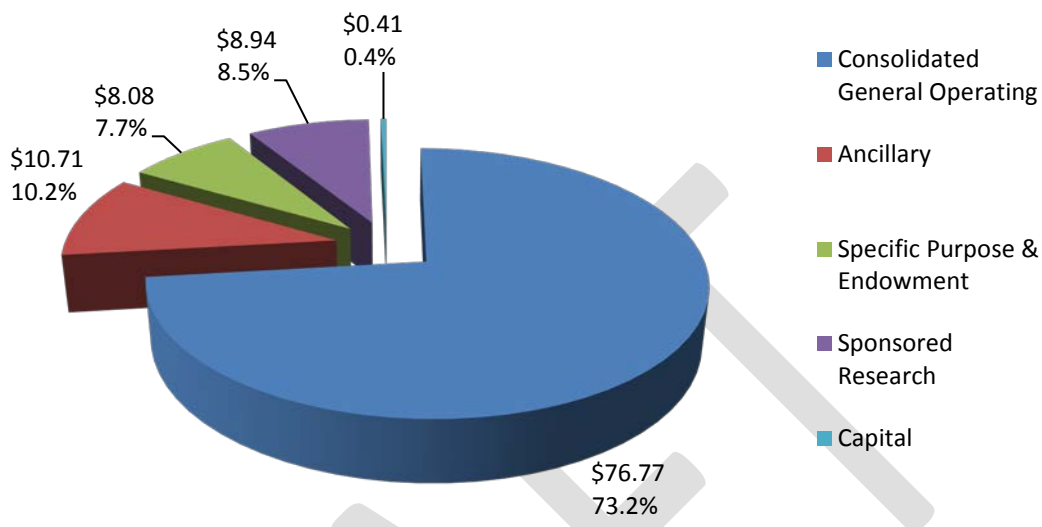
### 4.1. Comprehensive Financial Operations

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

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

For 2016/17, the total actual revenue for UNBC covering this comprehensive picture was \$104.9 million, distributed across the funds shown in the chart below:

Figure 5 - Total Revenue by Fund (2016/17: \$104.9M)



*Note: For the purpose of financial statement reporting, revenue that is restricted for specific purposes other than those for the acquisition or development of depreciable tangible capital assets are recorded as deferred contributions and recognized as revenue in the year in which the stipulation or restriction on the contributions have been met. Due to application of this accounting principle, the revenue reported for the fiscal 2017 financial statements was \$104.2 million.*

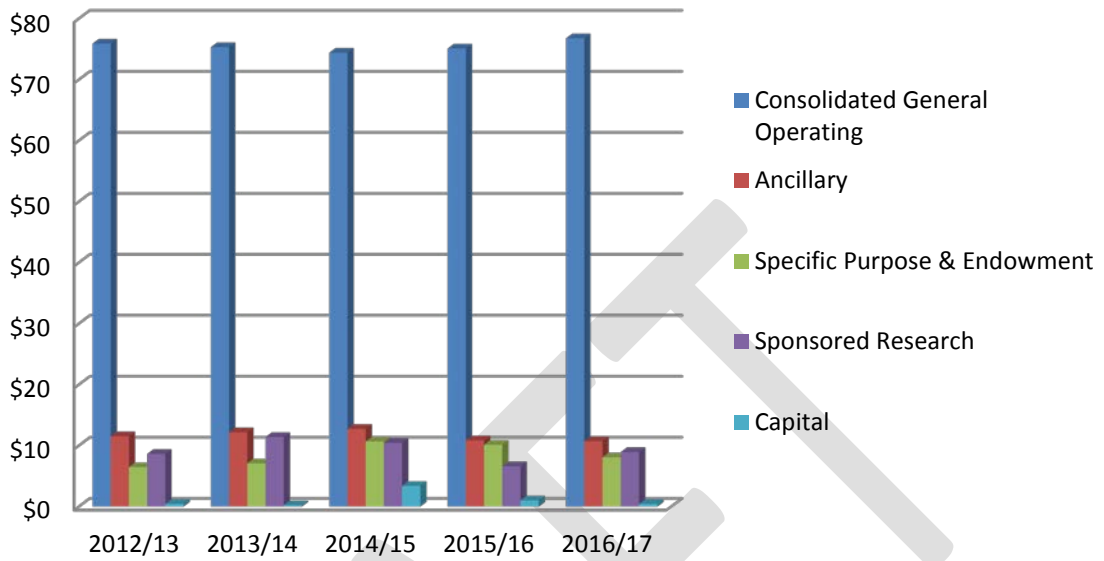
In 2016/17 revenue across all funds increased by 1.2% or \$1.2 million from the prior year. This was the net result of an increase of \$1.7 million in general operating revenues plus a decrease of \$0.5 million in revenues across all other funds.

The Consolidated General Operating Fund increase was primarily due to targeted funding for mandated employee salary increases, and grants from other universities. The Sponsored Research revenue increase was mainly due to six new research projects funded from foundations, federal, provincial and other sources, totalling about \$2.3 million. Research grants across all other projects were relatively flat. Ancillary and Capital fund revenues remained relatively even compared with the previous year. The decrease in Specific Purpose and Endowment was primarily due to a \$2.7 million decline in investment income, offset by a \$700,000 increase in other sources of revenue.



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

Figure 6 - Total Revenue by Year (2012/13 - 2016/17)





# Resource Allocation Recommendation and Fund Information

## 5. Resource Allocation Recommendation and Fund Information

For the Consolidated General Operating and Ancillary funds, detailed budgets are prepared based on annual operating requirements and planning activities for approval by the Board of Governors. All other funds (Capital, externally funded Specific Purpose and Sponsored Research) are managed on a project-by-project or as individual funds in accordance with funding agreements or contracts.

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

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

Table 1: Draft 2018/19 Consolidated Budget

	(for approval March 23, 2018)		(adjustments required for PSAS reporting)		(projected based on previous 4 year actual)				
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Consolidated General Operating	Ancillary	Proposed Total	Eliminate Internal Cost Recovery, Transfers & Capital	Adjusted Total	Capital	Specific Purpose & Expendable*	Sponsored Research	Total Budget
Revenue	81,868	11,447	93,315	(2,007)	91,308	6,700	4,100	8,000	110,108
Labour	58,448	4,244	62,692		62,692	60	1,050	4,450	68,252
Expense	18,817	6,951	25,768	(2,007)	23,761	10,600	3,670	3,825	41,856
	77,265	11,195	88,460	(2,007)	86,453	10,660	4,720	8,275	110,108
Capital	148	52	200	(200)	-				
Transfers	4,455	200	4,655	(4,655)	-	-	-	-	-
<b>Total surplus/(deficit)</b>	-	-	-	4,855	4,855	(3,960)	(620)	(275)	-

\*Includes endowment

**Notes:**

- Columns 1 and 2 show the proposed budget framework for the Consolidated General Operating and Ancillary funds presented in more detail in this document. It is expected that the budget in these areas must be balanced from an internal perspective.
- Columns 4 and 5 show adjustments required for PSAS reporting – eliminating internal cost recoveries, capital and transfers.
- Columns 6, 7 and 8 show the potential results for the other funds of the University, projected based on a review of the past 4 years of actual performance.

This document outlines the high-level financial plans for a three-year planning cycle. The focus, however, is on resource allocations for 2018/19 in columns 1 and 2 of the table above, and request for Board of Governors' approval of:

- 2018/19 Consolidated General Operating budget framework (Column 1 and section 5.1)
- 2018/19 Ancillary budgets (Column 2 and section 5.2)

*Note: The tuition and fees revenue included in the above are based on fees to be approved separately by the Board of Governors on March 23, 2018.*

A more detailed, updated consolidated budget, prepared on the same basis as the financial statements, will be presented to the Board for approval prior to March 31, 2019.

## **5.1. Consolidated General Operating Budget**

### **5.1.1. Planning Assumptions**

The 2018/19 unadjusted budget projections (Table 2) were developed based on the following assumptions:

- UNBC's Consolidated General Operating total budget must balance.
- Budget allocations will allow units to maintain existing service levels to the extent possible while they develop and implement the action planning processes for establishing future priorities.
- There will be no government funded undergraduate FTE growth (details of the funding for the recently approved undergraduate Engineering program have not yet been received; projections will be updated when details are available).
- Undergraduate and graduate tuition rates will increase by 2%, per the Letter of Expectation from the Ministry of Advanced Education, Skills and Training and approval of Board of Governors.
- There will be no change in the provincial operating grant (excluding the amounts targeted for compensation increases or new programs).
- The Federal Research Support Fund (formerly indirect costs of research program) will decrease slightly from the previous year's budgeted level.
- Routine Capital Maintenance funding will be approximately \$1.2 million.
- Salary savings will continue to be used to assist in balancing the budget.
- Enrolment levels will remain at the level projected for 2018/19 over three-years. No further anticipated enrolment growth is incorporated in the projections. Any future changes to this forecast will be based on the new academic, enrolment and other components of the integrated plan.

## 5.1.2. Unadjusted Three-Year Budget Projections

Table 2 provides a financial summary of the projected operating revenues and expenses for 2018/19 and the following two years based on the assumptions above and prior to incorporating adjustments required to balance the budget.

The projections indicate that, unless the University makes significant ongoing budget adjustments, flat tuition revenue and provincial grants, combined with increasing costs, will produce the following results:

- 2018/19: deficit of \$4.0 million
- 2019/20: deficit of \$4.6 million, assuming no adjustments are made to permanently reduce the 2018/19 deficit
- 2020/21: deficit of \$4.9 million, assuming no adjustments are made to permanently reduce the 2019/20 deficit

In percentage terms, in the third year, this amounts to \$4.9 million over \$86.9 million or 5.6%.

*Note: If the projected labour costs did not include estimated salary savings of \$833,000, the deficit would be correspondingly higher each year and the percentage would rise to 6.0% in 2020/21.*

Table 2: Unadjusted Budget Projections (Revenue and Expenditures for 2017/18 to 2020/21)

Consolidated General Operating Fund*	2017/18 Approved Operating Budget (000's)	2018/19 Preliminary Operating Budget (000's)	2019/20 Projected Operating Budget (000's)	2020/21 Projected Operating Budget (000's)
<b>Revenues</b>				
Provincial Base Operating Grant	49,082	50,045	50,569	50,679
Provincial Grants - Capital, One-time & Other	1,494	1,484	1,484	1,484
Federal Grant - Research Support Fund	1,075	1,075	1,075	1,075
Grants from other universities	6,909	6,984	7,123	7,265
Interest	315	315	315	315
Tuition & Student Fees	18,451	18,038	18,365	18,703
Sales & Service	456	456	456	456
Miscellaneous	107	113	113	113
ICR - Administrative Overhead	1,719	1,716	1,716	1,716
Other Cost Recovery	288	187	187	187
<b>Total Revenues</b>	<b>79,896</b>	<b>80,413</b>	<b>81,403</b>	<b>81,993</b>
<b>Expenditures</b>				
Labour (Salaries, Wages & Benefits)	56,527	59,579	60,836	61,343
Operating Expenditures	18,399	18,838	19,199	19,566
New allocations:				
Instruction & support for new programs	950	1,250	1,250	1,250
Strategic Priorities	75	75	75	75
Transfers	3,945	4,671	4,671	4,671
<b>Total Expenditures</b>	<b>79,896</b>	<b>84,413</b>	<b>86,031</b>	<b>86,905</b>
<b>Budget Shortfall before adjustments</b> <i>(in 2017/18, this amount (\$3,250) included in above totals)</i>	-	(4,000)	(4,628)	(4,912)

### 5.1.3. Operating and Revenue Adjustment Plan

Through the process outlined above the University developed a plan to address the projected deficit for 2018/19. The table below outlines the adjustments proposed to balance the consolidated general operating budget (totaling \$4.0 million):

Table 3: Budget adjustments

	(000's)
<b>2018/19 Consolidated general operating deficit prior to following adjustments:</b>	<b><u>(4,000)</u></b>
<b>Ongoing adjustments</b>	
• Increase tuition and fees	1,360
• Increase allocation for student tuition waivers	(300)
• Reduce allocations for centrally managed expenses	460
• Reduce unit allocations for:	1,400
- operating expenses	
- changes in program and service delivery	
- eliminate vacant faculty and staff positions	
- reduce positions from full-time to part-time	
- eliminate salary residuals	
<b>Total ongoing adjustments</b>	<b><u>2,920</u></b>
<b>One-time (non-recurring) adjustments</b>	
• Reduce contributions to scholarship and awards reserves with sufficient accumulated balances to maintain current level of activity	300
• Increase allocation for estimated salary savings due to recruitment lag, unplanned leaves, etc.	300
• Reduce allocation for faculty and staff recruitment costs	100
• Reduce unallocated Wood Engineering academic program funding (Note)	250
• NMP One-time Transfer	130
<b>Total one-time adjustments</b>	<b><u>1,080</u></b>
<b>2018/19 revised surplus / (deficit) after adjustments</b>	<b><u>-</u></b>

Note:

Program still in "start-up" so does not yet require full funding allocation.

## 2018/2019 Proposed Budget and Two-Year Projections

Based on the initial budget in Table 2, combined with the adjustments in Table 3, the following Table 4 represents the Consolidated Operating Budget for 2018/19 and, without any adjustments for potential changes arising from planning scenarios currently under discussion, projections for 2019/20 and 2020/21.

Table 4: 2018/19 Proposed Budget and Two-Year Projection

Consolidated General Operating Fund*	2017/18 Approved Operating Budget (000's)	2018/19 Proposed Operating Budget (000's)	2019/20 Projected Operating Budget (000's)	2020/21 Projected Operating Budget (000's)
<b>Revenues</b>				
Provincial Base Operating Grant	49,082	50,045	50,569	50,679
Provincial Grants - Capital, One-time & Other	1,494	1,484	1,484	1,484
Federal Grant - Research Support Fund	1,075	1,041	1,041	1,041
Grants from other universities	6,909	6,984	7,123	7,265
Interest	315	355	355	355
Tuition & Student Fees	18,451	19,393	19,751	20,117
Sales & Service	456	456	456	456
Miscellaneous	107	113	113	113
ICR - Administrative Overhead	1,719	1,716	1,716	1,716
Other Cost Recovery	288	281	281	281
<b>Total Revenues</b>	<b>79,896</b>	<b>81,868</b>	<b>82,889</b>	<b>83,507</b>
<b>Expenditures</b>				
Labour (Salaries, Wages & Benefits)	56,527	57,698	59,255	59,762
Operating Expenditures	18,399	18,715	19,092	19,457
New allocations:				
Instruction & support for new programs	950	1,000	1,250	1,250
Strategic Priorities	75	-	-	-
Transfers	3,945	4,455	4,883	4,883
<b>Total Expenditures</b>	<b>79,896</b>	<b>81,868</b>	<b>84,480</b>	<b>85,352</b>
<b>TOTAL REVENUE LESS EXPENDITURES AND REDUCTIONS</b>	<b>-</b>	<b>-</b>	<b>(1,591)</b>	<b>(1,845)</b>

*Note 1: 2019/20 and 2020/21 projected labour costs include \$833,000 anticipated salary savings; if the estimated salary savings were eliminated, the deficit would be correspondingly higher.*

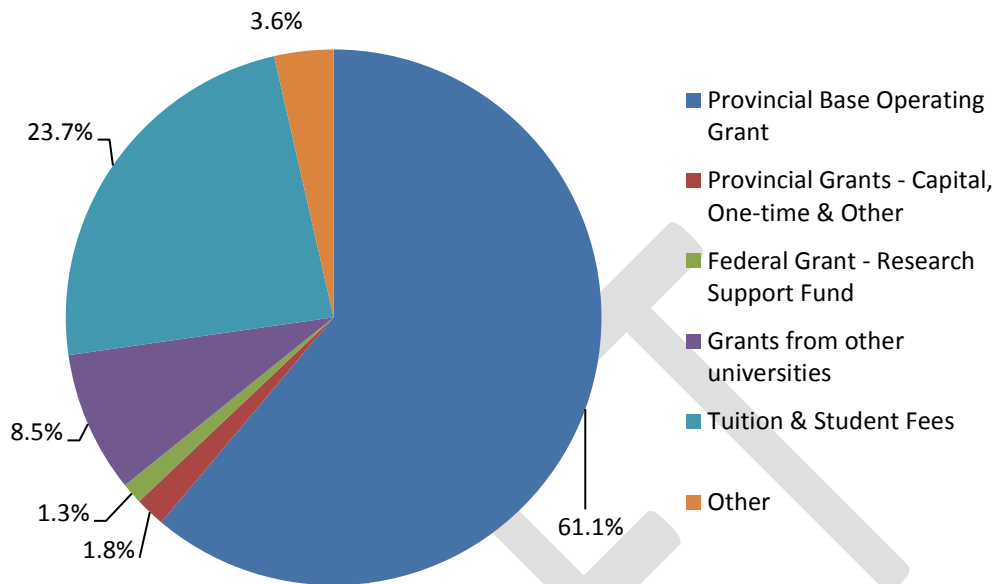
The following sections provide details on revenue and expenditure changes in the above projection.

### 5.1.4. Revenue projections (as per Table 4)

The Consolidated General Operating Fund is supported by revenues from three main sources in 2018/19:

- federal and provincial government grants, approximately 64% of revenues
- grants from other universities, approximately 9% of revenues
- student tuition and fees, approximately 24% of revenues

Figure 7 - 2018/19 Consolidated General Operating Revenue



The total Consolidated General Operating Fund revenue for 2018/19 is projected to be \$81.9 million. Below is a summary of major changes by area.

**Provincial Base Operating Grant** (\$50.0 million) increased from the 2017/18 approved budget to reflect final confirmation of the 2017/18 amount and estimated funding for salary increases included within the provincial mandate.

Table 5: Changes to Provincial Operating Grant

Adjustments	(000's)
2017/18 approved amount	\$ 49,082
Adjustment re confirmed 2017/18 grant	(9)
Mandate funding	972
<b>2018/19 budgeted amount</b>	<b>\$ 50,045</b>

**Tuition and Student Fees** (\$19.4 million) represent fees paid by students (undergraduate and graduate, domestic and international) including tuition, application fees, course fees, student service fees, and other mandatory fees. The total budget for tuition fees in 2018/19 is based on the following:

- tuition rate increase of 2%, subject to Board approval
- enrolment at the 2017/18 level, plus 2% growth in domestic undergraduate enrolment and 4% growth in international undergraduate enrolment

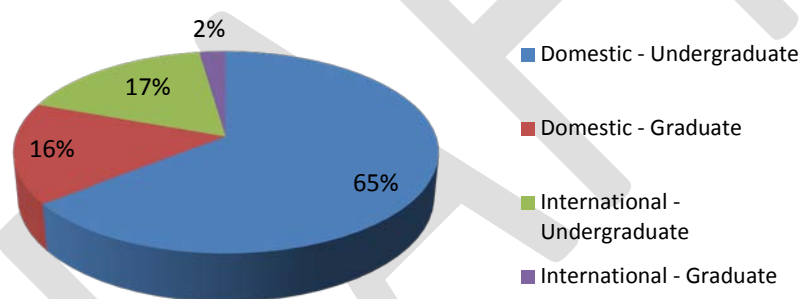


Table 6: Changes to Tuition and Fees Budget

Adjustments	(000's)
2017/18 approved amount	\$ 18,451
Reverse 2017/18 one-time amount	(450)
Adjust to 2017/18 enrolment levels	722
2% tuition fee increase	289
Enrolment growth	344
MBA projected enrolment	37
<b>2018/19 budgeted amount</b>	<b>\$ 19,393</b>

For planning purposes, a 2% tuition increase but 0% enrolment growth is used for 2019/20 and 2020/21, per the Planning Assumptions. The following graph illustrates the proportionate share of tuition revenue budgeted for each student group.

Figure 8: 2018/19 Tuition by Student Group



**Provincial Grants: Capital, One-time and Other** (\$1.5 million) are grants received for specific items such as a province-wide computer network infrastructure (ORAN), a portion of the annual program delivery costs for Wilp Wilxo'oskwhl Nisga'a, the University's grant-in-lieu of taxes, and routine capital.

**Other Revenue** (\$11.0 million) from a variety of different sources.

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

- Grants from Other Universities is the portion of funding for the Northern Medical Program that is flowed to the University via the University of British Columbia.

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

Table 7: 2018/19 Revenue Plan Changes

Adjustments	(000's)
Adjustment re confirmed 2017/18 grant	\$ (9)
Mandate funding	972
Provincial grants - Capital, one-time & other	(10)
Research Support Fund adjustment	(34)
ICR - Administrative overhead	(3)
Grants from other universities (NMP funding from UBC)	75
Interest	40
Tuition & student fee increases	942
ICR - Administrative overhead	(3)
Other	(7)
<b>Total revenue increase 2018/19</b>	<b>\$ 1,963</b>

### 5.1.5. Expenditure Projections (details of Table 4)

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

- Labour, which accounts for 71% of all expenditures
- Operating and Minor Capital Expenditures, which account for 23%
- Instruction and Support, which accounts for 1%
- Transfers, which account for 5% of the total

Figure 9: 2018/19 Consolidated General Operating Expenditures by Function

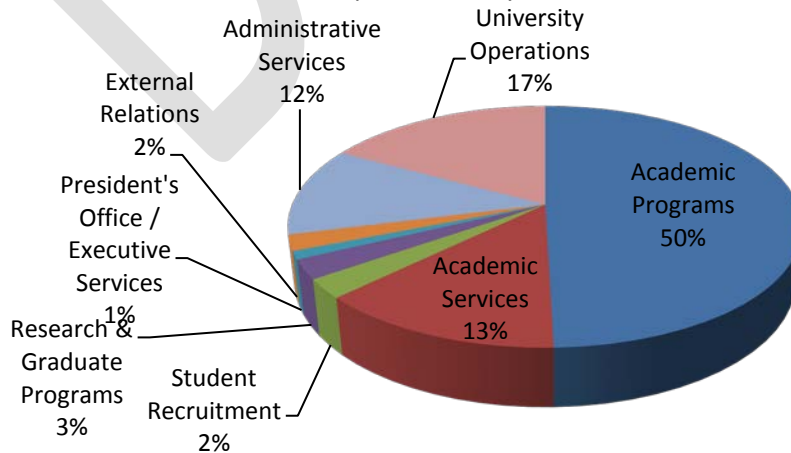
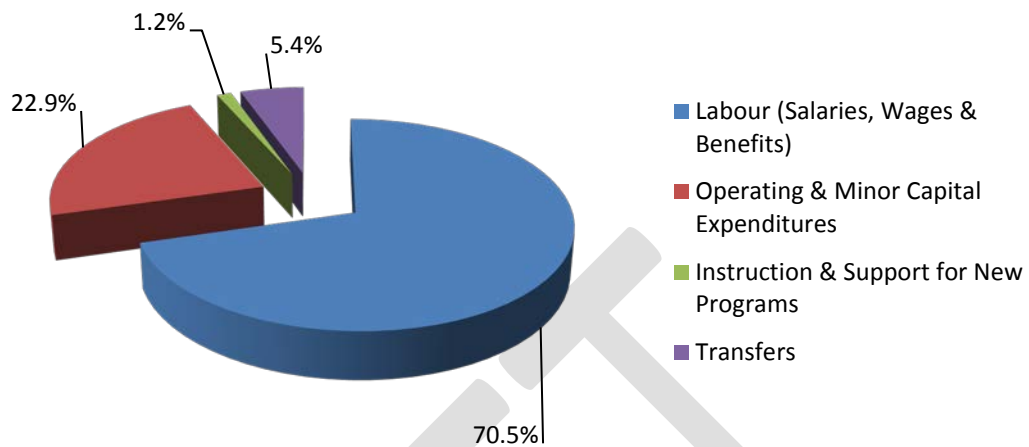


Figure 10: 2018/19 Consolidated General Operating Expenditures by Category



The total Consolidated General Operating Fund expenditures are projected at \$81.9 million as summarized below.

**Labour** (\$57.7 million) has increased by \$1.2 million to reflect changes resulting from current collective agreements, collective bargaining or statutory obligations, as well the adjustments noted in Table 7. Positions supporting the Indigenization strategy and graduate programs, previously funded through short term sources, are now included in this total through a reallocation of base operating budget:

- Indigenization strategy
  - First Nations Center Counsellor
  - First Nations Centre Cultural Coordinator
  - Senior Advisor to the President, Aboriginal Relations
- Graduate program support
  - Manager, Graduate Programs

**Operating Expenditures** (\$18.7 million) are comprised of all non-salary expenses required to support programs and services including supplies, utilities, travel and maintenance. The total has increased slightly (\$0.3 million) from 2017/18, after incorporating the increased costs for the student tuition waivers and making the other adjustments noted in Table 7.

**Instruction and Support** (\$1.0 million) is the amount funded by the 2015/16 funding increase for the Masters of Engineering program, net of the adjustment noted in Table 7. It has been partially allocated to labour and operating expenditures, but shown as the gross amount in Table 4 to illustrate that the total expenses have been maintained in the budget.

**Strategic Priorities** was an amount allocated in previous years to allow for investment in new initiatives. The allocation (\$0.08 million) was eliminated for 2018/19 due to the ongoing development of the planning process. Specific new funding was allocated during the planning process if identified as a priority and sufficient funds are available.

**Transfers** (\$4.5 million) represent the exchange of funds to and from other areas of the comprehensive financial operation such as transfers to scholarships and bursaries, and transfers from Endowments for program support. The increase in total net transfers of \$0.5 million is due primarily to the fact that fewer one-time adjustments, other than the amounts noted in Table 7, have been included in the 2018/19 plan.

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

Table 8: 2018/19 Expenditure Plan Changes

Adjustments	(000's)
Labour (salaries, wages & benefits)	\$1,171
Operating expenditures	316
Instruction & support for new programs	50
Strategic Priorities allocation	(75)
Transfers	510
<b>Total</b>	<u><u>\$1,972</u></u>

## 5.2. Ancillary Operations Budgets

This section outlines the budget framework for three ancillary areas:

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

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

Total revenue from all three areas of ancillary operations in 2018/19 is projected to total over \$11.4 million. Table 9 below shows the combined proposed budgets for all ancillary areas.

Table 9 – 2018/19 Consolidated Proposed Ancillary Operations Budgets

	Approved Budget 2017/18	Proposed Budget 2018/19
	(\$000's)	(\$000's)
<b>Total Revenue</b>	<b>11,399</b>	<b>11,447</b>
<b>Expenditures:</b>		
Salaries and Benefits	4,363	4,244
Operating Expenses	7,027	7,003
Transfers	9	200
<b>Total Expenditures &amp; Transfers</b>	<b>11,399</b>	<b>11,447</b>

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

Each section below outlines the proposed budgets for the various ancillary units for 2018/19.

### 5.2.1. Business Services and Continuing Studies: Overview

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

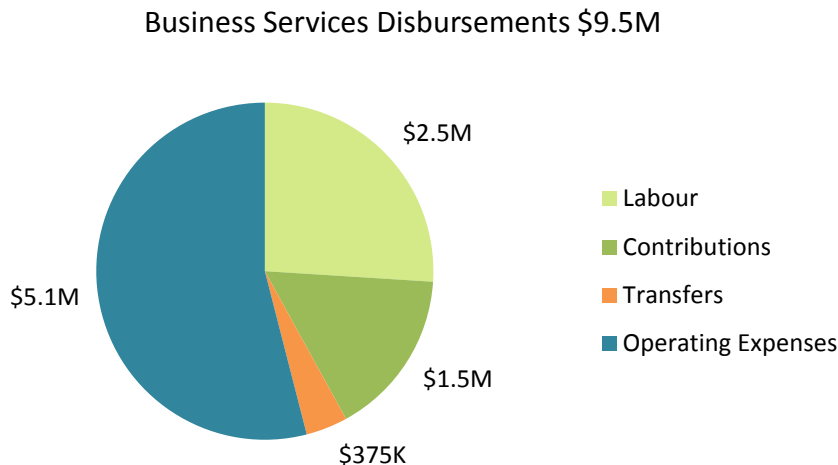
Overall, UNBC Business Services do the following:

- enhance the student experience at UNBC
- provide quality and sustainable ancillary services that support the core academic mission of UNBC
- offer unique points of contact for future students, alumni, and community members
- generate revenue, which builds capacity overall, with almost half of Business Services revenue staying within the University.

Business Services have undergone much-needed change in recent years, leading to increased revenue. Now the focus is on solid business planning and stewardship of resources to support continued and sustainable growth. Planning within Business Services is directly aligned with the UNBC Strategic Road Map.

In 2018/19, UNBC Business Services revenue is projected at \$9.5 million, to be allocated as shown in Figure 11.

Figure 11 – 2018/19 Disbursement of Business Services Revenue

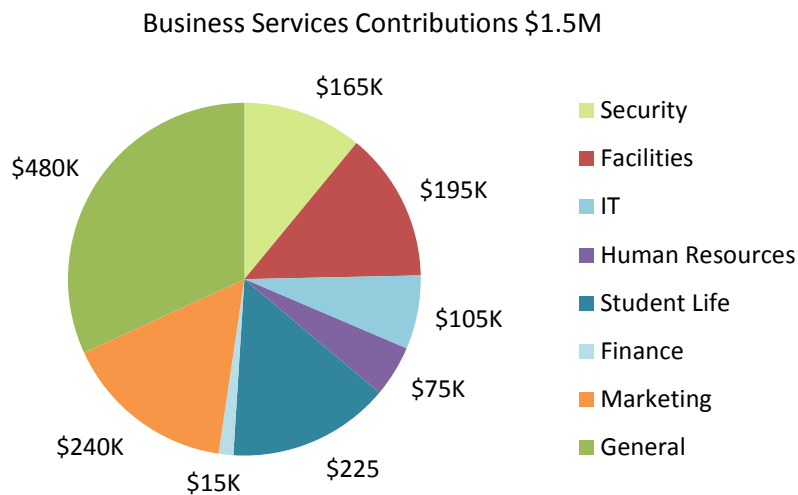


### 5.2.2. Business Services Contribution Summary

UNBC Business Services contributions are a percentage-of-revenue formula, realized as an operating expense. This model simplifies managing department budgets, and yet maintains contribution levels from Business Services, which support key areas in the University’s general operating budget.

In 2018/19, UNBC Business Services contribution is projected at \$1.5 million, or 16%. The breakdown is approximated below.

Figure 12 – 2018/19 Allocation of Business Services Contributions



### 5.2.3. Business Services Central

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

Table 10 – 2018/19 Proposed Business Services Central Budget

	Approved Budget 2017/18	Proposed Budget 2018/19
	(\$000's)	(\$000's)
<b>Total Revenue</b>	-	-
<b>Expenditures:</b>		
Salaries and Benefits	390	266
Operating Expenses	152	73
Capital	5	25
Transfers	-547	-364
<b>Total Expenditures &amp; Transfers</b>	-	-

### 5.2.4. Student Housing

UNBC Student Housing provides on-campus accommodations for students and visitors. There are two buildings, organized into 129 four-bedroom and 14 two-bedroom apartments, providing 544 total beds for students and visitors.

Table 11 – 2018/19 Proposed Student Housing Budget

	Approved Budget 2017/18	Proposed Budget 2018/19
	(\$000's)	(\$000's)
<b>Total Revenue</b>	<b>2,514</b>	<b>2,603</b>
<b>Expenditures:</b>		
Salaries and Benefits	209	132
Operating Expenses	1,314	1,440
Debt servicing	270	270
Capital	-	25
Transfers	721	736
<b>Total Expenditures &amp; Transfers</b>	<b>2,514</b>	<b>2,603</b>

Business Services partners with Student Services to provide essential student support in residences. The combined focus is to enhance student experience and safety.

UNBC Student Housing completed large-scale renovations in 2017/18. This year the operations team will be completing a long-term maintenance schedule to plan for additional improvements in the coming years.

### 5.2.5. Food Services

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

Table 12 – 2018/19 Proposed Food Services Budget

	Approved Budget 2017/18	Proposed Budget 2018/19
	(\$000's)	(\$000's)
<b>Total Revenue</b>	<b>406</b>	<b>414</b>
<b>Expenditures:</b>		
Salaries and Benefits	-	-
Operating Expenses	183	175
Capital	-	5
Transfers	223	234
<b>Total Expenditures &amp; Transfers</b>	<b>406</b>	<b>414</b>

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

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



## 5.2.6. Continuing Studies

UNBC Continuing Studies provides a variety of courses ranging from industry-specific training to credit programming in partnership with participating programs within UNBC. Programming is delivered in face-to-face, blended and fully online formats.

Table 13 – 2018/19 Proposed Continuing Studies Budget

	Approved Budget 2017/18	Proposed Budget 2018/19
	(\$000's)	(\$000's)
<b>Total Revenue</b>	<b>1,984</b>	<b>1,861</b>
<b>Expenditures:</b>		
Salaries and Benefits	715	705
Operating Expenses	1,267	1,113
Transfers	2	43
<b>Total Expenditures &amp; Transfers</b>	<b>1,984</b>	<b>1,861</b>

Continuing Studies can play a role in supporting UNBC's academic mission through unique pre-University bridging programs, post-degree professional development, and course offerings which showcase UNBC's expertise in niche areas. Continuing Studies has completed a business development plan, which aligns with the Academic Action Plan, directing program development for the next five years.

## 5.2.7. Conference and Event Services

UNBC Conference and Events Services (CES) office supports all of the logistics for hosting an event on campus. It has the ability to generate significant campus, economic, community, and business benefits for not only the University, but for Prince George.

Table 14 – 2018/19 Proposed Conference and Event Services Budget

	Approved Budget 2017/18	Proposed Budget 2018/19
	(\$000's)	(\$000's)
<b>Total Revenue</b>	<b>314</b>	<b>321</b>
<b>Expenditures:</b>		
Salaries and Benefits	232	237
Operating Expenses	229	220
Transfers	-147	-136
<b>Total Expenditures &amp; Transfers</b>	<b>314</b>	<b>321</b>

80% of CES time serves internal customers, and about 20% is dedicated to external clients but 80 to 90% of revenue comes from external clients.

The budget also shows, as revenue, transfers from other Business Services units for manager and coordinator support. This allows for efficiency within all hospitality-related services in terms of labour and administration costs, and stabilizes the CES budget so internal services can be maintained.

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

## 5.2.8. Retail Services

Retail Services consists of Bookstore and Copy Services. Budget summaries for each unit are provided below.

### 5.2.8.1. Bookstore

The Bookstore generates revenue through the sale of textbooks, books, and general merchandise. Declining enrolment and decreased textbook sales put pressure on Bookstore operations. This year the Bookstore's strategic business planning aims to mitigate these threats and set renewed direction for years to come.

Table 15 – 2018/19 Proposed Bookstore Budget

	Approved Budget 2017/18	Proposed Budget 2018/19
	(\$000's)	(\$000's)
<b>Total Revenue</b>	<b>1,912</b>	<b>1,954</b>
<b>Expenditures:</b>		
Salaries and Benefits	367	377
Operating Expenses	1,539	1,576
Transfers	6	1
<b>Total Expenditures &amp; Transfers</b>	<b>1,912</b>	<b>1,954</b>

### 5.2.8.2. Copy Services

Copy Services consists of the Copy Centre and the multi-functional device fleet for students, faculty, and the staff. It aims to provide affordable print services for the campus.

Table 16 – 2018/19 Proposed Copy Services Budget

	Approved Budget 2017/18	Proposed Budget 2018/19
	(\$000's)	(\$000's)
<b>Total Revenue</b>	<b>461</b>	<b>417</b>
<b>Expenditures:</b>		
Salaries and Benefits	-	-
Operating Expenses	438	416
Transfers	23	1
<b>Total Expenditures &amp; Transfers</b>	<b>461</b>	<b>417</b>

### 5.2.9. Northern Sport Centre

The Northern Sport Center (NSC) is operated by the University on behalf of the two primary stakeholders, the City of Prince George and UNBC. Each primary stakeholder provides a \$300,000 operating grant that is critical to the sustainable operation of the Center. The NSC carries a separate reserve and financial data is provided for information purposes only.

Table 17 – 2018/19 Proposed Northern Sport Centre Budget

	Approved Budget 2017/18	Proposed Budget 2018/19
	(\$000's)	(\$000's)
<b>Total Revenue</b>	<b>1,856</b>	<b>1,966</b>
<b>Expenditures:</b>		
Salaries and Benefits	799	805
Operating Expenses	1,224	1,258
Capital	50	50
Transfers	-217	-147
<b>Total Expenditures &amp; Transfers</b>	<b>1,856</b>	<b>1,966</b>

UNBC's contribution to the operations of the facility provides access for all students, as well as events in the facility (e.g., varsity practice/games, exams, convocation). The City of Prince George's contribution supports lower user rates for local sport organizations ensuring that fees remain at the lowest possible level, which is 33% of that for similar facilities in Western Canada.

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

### 5.2.10. International Education Budgets

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

Table 18: 2018/19 Proposed English Language Studies Budget

	Approved Budget 2017/18	Proposed Budget 2018/19
	(\$000's)	(\$000's)
<b>Total Revenue</b>	<b>730</b>	<b>730</b>
<b>Expenditures:</b>		
Salaries and Benefits	755	809
Operating Expenses	132	132
Capital	3	3
Transfers	-160	-214
<b>Total Expenditures &amp; Transfers</b>	<b>730</b>	<b>730</b>

### 5.2.11. Parking and Security Services

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

Table 19: 2018/19 Proposed Security and Parking Budget

	Approved Budget 2017/18	Proposed Budget 2018/19
	(\$000's)	(\$000's)
<b>Total Revenue</b>	<b>1,195</b>	<b>1,155</b>
<b>Expenditures:</b>		
Salaries and Benefits	896	914
Operating Expenses	215	217
Transfers	84	24
<b>Total Expenditures &amp; Transfers</b>	<b>1,195</b>	<b>1,155</b>

NOTE: The budget above does not reflect the proposed parking fee increases included in the fee schedule, due to the timing of the changes received.



## Research

## 5.3. Sponsored Research

Research is an integral part of UNBC's mission. The major categories of sponsored research funds are as follows:

- Competitively adjudicated funding from the Tri-Agencies, of the Natural Sciences and Engineering Research Council of Canada (NSERC), Canadian Institute of Health Research (CIHR) and Social Sciences and Humanities Research Council (SSHRC). UNBC's collective success in these funding programs provides percentage-based funding to the University in the form of the Research Support Fund.
- Canada Research Chairs program, of which UNBC currently has six, including five Tier Two and one Tier One chair.
- Competitively awarded major research infrastructure support from the Canada Foundation for Innovation (CFI), the B.C. Knowledge Development Fund (BCKDF).
- Other sources including research agreements with governments, foundations and industry as shown in the table below.

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

Source	13/14 Total Awards 000's	14/15 Total Awards 000's	15/16 Total Awards 000's	16/17 Total Awards 000's	17/18* Total Awards 000's
NSERC	1,177,481	1,135,011	1,005,563	802,961	803,326
SSHRC	491,267	541,488	392,865	313,136	285,143
CIHR	453,127	514,848	604,966	525,785	723,287
CRC	1,100,000	975,000	725,000	600,000	575,000
Research Support Fund	1,365,666	1,239,661	1,145,436	1,075,252	1,040,648
Other	7,179,314	6,611,639	3,408,109	5,613,566	4,704,265
BCKDF	81,257	315,354	170,970	403,261	0
CFI	382,508	32,986	70,061	403,264	52,362
Endowment Allocations to Research	637,862	641,288	1,030,703	1,061,545	1,158,758
<b>Total Research Funds</b>	<b>12,868,482</b>	<b>12,007,275</b>	<b>8,553,673</b>	<b>10,798,770</b>	<b>9,342,789</b>

\*17/18 amounts based on a fiscal year that is not yet complete

### 5.3.1. Internal Funding Programs

The Office of Research and Graduate Programs has various funding programs to support research and students by way of fostering a strong research community at UNBC. Continual evaluation of, and improvements made to, our internal funding programs ensure we can be proactive and make investments to leverage the breadth and diversity of activities by our researchers and students. For instance, the new Research Strategic Investment Grant (RSIG)

allows researches to apply for rapid funding in support of their research area. Internal funding programs currently offered are:

- Office of Research Seed Grant
- Office of Research Travel Grant
- Office of Research Publication Grant
- Research Strategic Investment Grant (RSIG)
- Undergraduate Research Experience (URE)
- Office of Research Bridge Grant
- Graduate Entrance Research Award
- Graduate Student Research Project Award
- Graduate Student Tri-Council Scholarship Operating award

These internal funding programs have been an integral component of support for the UNBC Research community. Over \$430,000 was invested in research from the internal grant programs listed above.

### **5.3.2.External Grant Funding**

External funding is vital to the success of UNBC. In recent years, the University has relied primarily on Tri-Council and established funding partners. Over the past year, UNBC has continued to diversify funding partners, specifically in areas of applied and industry-linked research. UNBC continues to see strong results in contract-related research, which is reflected as “other” in the research funding table. Due to on-going activities and large scale consortium grants, continued growth is expected in all external funding areas in 2018/19.

### **5.3.3.Institutional Partnership Funding**

Recently, UNBC was part of British Columbia Innovation Supercluster awarded to industry partners in digital technology and the research universities of British Columbia (University of British Columbia, Simon Fraser University and University of Victoria) with funding of \$750 Million. UNBC also continues to be engaged in partnership with the B.C. Strategy for Patient Oriented Research (SPOR) support unit and Academic Health Sciences Network (AHSN) for the Canadian Institutes of Health Research SPOR Grant. UNBC is the lead research university for this \$21 million, five-year grant, with AHSN receiving \$4.3 million annually on behalf of UNBC. This will position UNBC for increases in its Canada Research Chair allocation numbers and increase in its Research Support Fund until 2023.

### **5.3.4.Research and Advancement Linkages**

A continued priority is to create a stronger link between the research and advancement portfolios to support philanthropy-linked research activities at UNBC. Over \$106,000 in contributions are included in Office of Research totals, and are also reported in the Office of Advancement Board Report for Fiscal 2018. These contributions were received from:



- Biodiversity Project - \$20,000
- Northern Agriculture - \$30,000
- Tula Foundation - \$56,041

### **5.3.5. Research Chairs and Institutes**

Integral to UNBC's research community are the six Canada Research Chairs (CRC) and eight Endowed Research Chairs. Last year, UNBC added the new Canada Research Chair in Hybrid Wood Structures Engineering for Dr. Thomas Tannert. His appointment marks UNBC's first double research chair and maintains the total complement of 14 Research Chairs.

In 2018/19, UNBC will include two additional CRC's, recently submitted in the area of social determinants of health and current recruitment for a CRC in the area of Cumulative Impacts. The development of UNBC's first NSERC Industrial Research Chairs is progressing and has an identified Industry Partner. This will bring the total complement to 17 research chairs. The three main research institutes of Community Development Institute (CDI), Natural Resources Environmental Studies Institute (NRESi) and Health Research Institute (HRI) continue their outstanding work of supporting research, providing mentorship and enhancing the UNBC research community. The work of the Tri-institute Cumulative Impacts Research Consortium (CIRC) and Northern Fire continue to expand their work. Although not an institute, UNBC also has the Research Data Centre on campus that will support all research that utilizes data.

### **5.3.6. Wood Innovation Research Lab (WIRL)**

Last year UNBC's application to the Federal Program Strategic Investment Fund (SIF) for the Wood Innovation Research Lab was successful. As the lab moves towards completion in April of 2018, the University just received notice that supports research in the Lab and has been awarded funding from both the Canadian Foundation for Innovation and BC Knowledge and Development Fund totalling \$1.6 million.

### **5.3.7. Continued Areas of Focus**

It is vital to the success of the research mission that the University continues to be proactive and adaptable in meeting the demands of the changing research environment from the provincial, national and international perspectives. Below are initiatives to be taken.

- Increase funding for undergraduate and graduate students to support opportunities to engage in research.
- Revamp the Indirect Costs of Research Program meeting the regulations of the federal Research Support Fund.
- Align Strategic International Research Partnerships with UNBC's research mission.
- Support the Research Exchange of the BC Interior University Partnership (UNBC, Thompson Rivers University, UBC Okanagan).
- Develop an Innovation Strategy with provincial and federal partners.
- Continue diversification of research funding partners.

### **5.3.8. Research Summary**

Overall, through sponsored research, institutional research partnerships and research linked to philanthropy, UNBC has been able to acquire and invest more than \$9.0 million towards research activities in 2017/18. The University's focus on supporting research activities at UNBC will continue throughout the coming. This focus is directed by the endorsed 2017-2021 Strategic Research Plan, under the portfolio of the Vice-President Research and Graduate Programs. It is also part of the Integrated University Plan supporting the overarching strategic goals of the University.

DRAFT



## Specific Purpose and Endowment Funds

## 5.4. Specific Purpose and Endowment Funds

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

- Specific Purpose funds are externally restricted (e.g. Aboriginal Service Plan) or internally restricted (e.g. student awards, library fines and reserves). They are also expendable funds, externally restricted (e.g. various student awards) and mostly supported by donations to the University. External donations and internal transfers to expendable funds can be used to directly support project-related expenses. Most specific purpose fund revenue is one-time and non-recurring.
- Endowment funds are externally restricted and supported by donations to the University and interest earned on those donations (e.g. student scholarships, library endowments, and endowed chairs). Donations to endowment funds cannot be spent directly: they are intended to generate interest (investment) income, which in turn is used to support project-related expenses in perpetuity. Revenues in these funds are cyclical by nature and therefore fluctuate, sometimes significantly, from year to year.

The majority of revenue in the specific purpose fund and endowment fund is usually from investment income and donations. In 2016/17 these two revenue categories respectively made up 32% and 46% of total revenue. Most of the donations revenue came through the specific purpose funds, while all of the investment income came through endowment funds.

Given the unpredictable nature of revenue within funds, it can vary considerably from year to year. For example, total revenue in the specific purpose and endowment funds was \$7.1 million in 2013/14, \$10.7 million in 2014/15, \$10.1 million in 2015/16 and \$10.1 million in 2016/17.

It is estimated that as of March 31, 2018, there will be 306 funds with an estimated market value of \$75.4 million. This is the result of more than 25 years of philanthropy and investment.

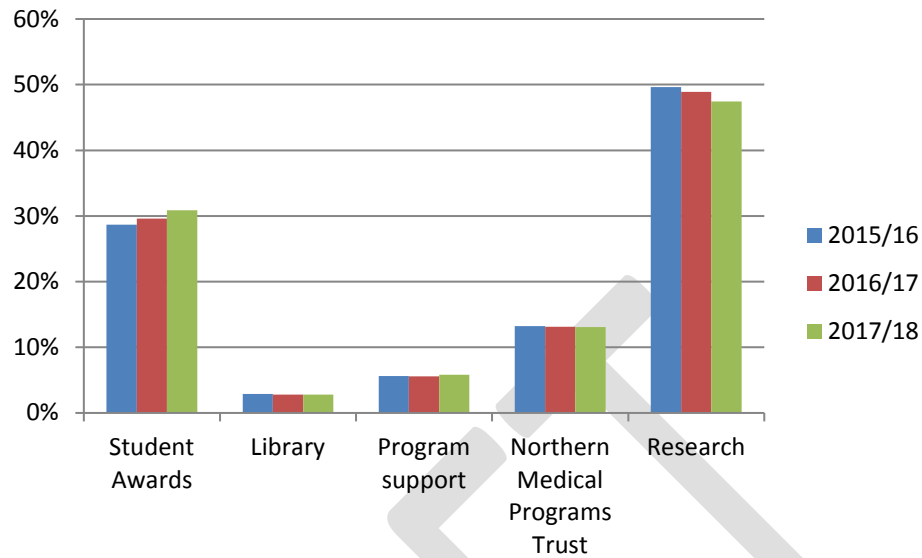
All specific purpose and endowment funds are “restricted”. They can only be used for the purposes stated in the donor funding agreements or by internal decisions. They cannot be allocated to support any other activity, such as offsetting deficits or addressing budgetary pressures within the general operating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

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

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

Various budget holders, as shown in the chart below, are annually allocated a portion of the income generated through the endowment funds. For 2017/18, the total income available for distribution from endowment funds was \$2.5 million (2016/17 - \$2.5 million; 2015/16 - \$2.3 million) and allocated as indicated in Figure 13 below.

Figure 13: 2015/16 to 2017/18 Endowment Budget



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

## 5.5. Conclusion

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

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

# Appendix 1: 2018/2019 Action Planning Template

The Action Planning Template prepared by each Unit includes the following key sections:

## Tab 1 – Action Plan Goals and Measures



### University Action Plan - Summary

Please complete the information below for your unit/program or department/college submission

Department/College Name	
Unit/Program Name	
Date of Submission	
Unit Lead	
Budget Org Code(s)	

### 2017/2018 UPDATE

2017/18 Goal <small>(List in order of last year's priorities.)</small>	2017/18 Outcomes (April 1, 2017 to March 31, 2018) <small>(Provide a brief narrative describing the anticipated outcome of your unit's goals for 2017/18.)</small>	2017/18 Key Success Measures <small>(Based on the KSMs indicated in your goals for last year, please identify whether your unit is on track to achieve or not on track to achieve your goals. Click in the cell to select from the drop down list.)</small>	Challenges <small>(Please explain what challenges are preventing you from achieving your 2017/18 Goals.)</small>	Alignment <small>(If the outcome addresses a specific Action Planning document (Academic Action Plan, Research Action Plan, etc.), please identify the original document reference number, otherwise leave blank.)</small>

### 2018/2019 GOALS

2018/19 Goals <small>List in order of priority (1 = highest priority, 3 = lowest priority.)</small>	New 2018/19 Goals (April 1, 2018 to March 31, 2019) <small>(Provide a concise description of up to three goals your unit can achieve within your existing resources (budget, people, infrastructure). Goals should describe the anticipated result or desired outcome.)</small>	Alignment with University Strategic Priorities <small>(Click in the cell to select from the drop down list.)</small>

## Tab 2 – Action Plan Details Based on Current Resources



### 2018/19 Unit Action Plan Details Based on Current Resources

ACTIONS							
Unit Goal Priority #	Description of Action Plan (Provide a concise description of up to three initiatives per goal. The initiatives should be concrete, measurable and attainable and will help lead your unit to the successful completion of each goal.)	Key Success Measures (KSM) (The KSMs will help you gauge the progress your unit is making towards achieving final outcomes.)	Current KSM Baseline (What is the current baseline for your measure?)	Lead (Identify who is responsible for leading each initiative.)	Other Department Resources Required (Identify other University resources that may be required to achieve the outcomes e.g. ITS, Finance, Registrar, Program.)	Estimated Timeline (Month/Year)	
						Start	End
Goal 1							
Goal 2							
Goal 3							

Unit Goal (Use the same priority # as above.)	Impact of Unit Goals and Action Plans on Current Operations and Service Levels (Explain how the new goals and actions will affect your current operations/services or other units' operations/services.)

## Tab 3 – Proposed Reallocation of General Operating Funds



### 2018/19 University Action Plan - Financial Worksheet - Proposed Reallocation of General Operating Funds

(Please identify funding from your unit's current ongoing base operating budget that can be reallocated to support and advance the University's strategic priorities.)

#### Section 1A: Proposed Plan for General Operating Fund Reallocation

Org Code	Description (Clearly describe each proposed reallocation in the section below)	Amount (Identify the amount available for reallocation).	Impact of Proposed Reallocation on Current Operations and Service Levels (Explain both the benefits and the risks associated with the proposed reallocation on current operations or service levels either in your unit or in other units).
Expenses (e.g. telephone, meetings, travel, labour)			
		\$ -	
		\$ -	
		\$ -	
		\$ -	
		\$ -	
		\$ -	
		\$ -	

**Total Proposed General Operating Fund Reallocation** \$ -  
(This total will be automatically calculated based on the above entries.)



# Tab 4 – Proposed Reallocation of One-Time Funding Sources



## 2018/19 University Action Plan - Financial Worksheet - Proposed Reallocation of One-Time Funding

(Please identify funding from your unit's current carry forward, one-time funding, specific purpose fund, etc., that can be reallocated to support and advance the University's strategic priorities. These are funds that are outside your General Operating Budget.)

### Section 1B: Proposed Plan for One-Time Reallocation

Fund	Org Code	Type of One-Time Fund (Click in the cell to select the type of fund from the drop down list.)	Amount (Indicate the amount available for reallocation.)	Impact of Proposed Reallocation on Current Operations and Service Levels (Explain both the benefits and the risks associated with the proposed reallocation on current operations or service levels either in your unit or in other units.)
			\$ -	
			\$ -	
			\$ -	
			\$ -	
			\$ -	

**Total Proposed One-Time Fund Reallocation**  
(This total will be automatically calculated based on the above entries.)

\$ -

### Section 1C: Proposed Plans for Current One-Time Funds

(Complete this section for balances remaining in one-time funds.)

Fund	Org Code	Type of Fund (Click in the cell to select the type of fund from the drop down list.)	Approximate Amount (Identify the amount required to carry out your plan.)	Proposed Plans for Current One-Time Fund Balances (Describe the proposed plans for remaining one-time fund balances.)	University Strategic Priority Alignment (Click in the cell to select from the drop down list.)
			\$ -		
			\$ -		
			\$ -		
			\$ -		
			\$ -		

**Total Amount Required from Remaining One-Time Funds**  
(This total will be automatically calculated based on the above entries.)

\$ -

# Tab 5 – Proposed Investment Opportunity



## Section 2: University Action Plan - Financial Worksheet - Proposed Investment Opportunity

(For potential investment opportunities outside of your current resources (budget, people, infrastructure), please provide a description of proposed plans, identify how the initiative(s) will help to support and advance the University's strategic priorities, and summarize the estimated costs.)

Proposed Plan - Investment Opportunity						
Description of Proposed Plan (Provide a brief description of your unit's proposed investment opportunity.)	Alignment with University Strategic Priorities (Click in the cell to select from the drop down list.)	Key Success Measures (KSM) (The KSMs will help you gauge the progress your unit is making towards achieving final outcomes.)	Lead (Identify who will be responsible for leading this initiative.)	Other Department Resources Required (Identify other University resources that may be required to help your unit achieve the outcome e.g. ITS, Finance, Registrar, Program.)	Estimated Timeline (Month/Year)	
					Proposed Start	Proposed End

Org Code	Description (Clearly describe each proposed expense that is new and is in excess of your current resources.)	Amount (Identify the estimated amount.)	Type of Investment Opportunity (Click in the cell to select the type of funding being requested from the drop down list.)	Rationale (Provide an explanation of the positive effect of the investment on current operations or service levels.)
	Personnel	\$ -		
		\$ -		
		\$ -		

	Operating Expenses			
		\$ -		
		\$ -		
		\$ -		

<b>Total Proposed Investment</b> (This total will automatically calculate based on the above entries)	\$ -
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## AGENDA ITEM BRIEFING NOTE

<b>Date:</b>	March 23, 2018			
<b>Agenda Item:</b>	6.c. 2017/2018 Consolidated Budget			
<b>Prepared For:</b>	<input type="checkbox"/> Closed Session	<input checked="" type="checkbox"/> Public Session		
<b>Purpose:</b>	<input type="checkbox"/> Information	<input checked="" type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction	<input checked="" type="checkbox"/> Approval
<b>Prepared By:</b>	Colleen Smith, Associate Vice President, Financial Services			
<b>Reviewed By:</b>	Robert Knight, Vice President, Finance & Business Operations			

**Material:** Attached.

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

**Background:** The attached information shows:

1. Summary of 2017/18 Consolidated Budget Information
2. Details of 2017/18 Consolidated Budget Information for Financial Statement presentation

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

**Motion:** *That, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the 2017/2018 Consolidated Budget for the University of Northern British Columbia, as presented.*

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

**Remarks/Next Steps:**

**Consolidated Budget for audited Statement of Operations  
For the year ending March 31, 2018**

**SUMMARY**

	<i>(approved March 31, 2017)</i>			<i>(adj required for PSAS reporting)</i>		<i>(projected based on review of 4 year actual)</i>			<b>To Financial Statements</b>
	Consolidated General Operating	Ancillary	<b>Approved Total</b>	Eliminate Internal Cost Recoveries	<b>Adjusted total</b>	Capital	Specific Purpose & Expendable	Sponsored Research	
Revenue	79,896	11,399	<b>91,295</b>	(3,509)	<b>87,786</b>	7,500	4,600	8,000	<b>107,886</b>
Labour	57,243	4,363	<b>61,606</b>		<b>61,606</b>	100	1,150	4,000	<b>66,856</b>
Expense	18,521	6,972	<b>25,493</b>	(3,509)	<b>21,984</b>	11,350	5,400	4,400	<b>43,134</b>
Capital	75,764	11,335	<b>87,099</b>	(3,509)	<b>83,590</b>	11,450	6,550	8,400	<b>109,990</b>
Transfers	187	55	<b>242</b>						-
	3,945	9	<b>3,954</b>						-
<b>Total</b>	-	-	-	-	<b>4,196</b>	(3,950)	(1,950)	(400)	<b>(2,104)</b>

**Consolidated Budget for audited Statement of Operations  
For the year ending March 31, 2018**

**DETAILED BUDGET BY FINANCIAL STATEMENT CATEGORY**

Revenue by financial statement category category	<i>(approved March 31, 2017)</i>			<i>(adj required for PSAS reporting)</i>		<i>(projected based on review of 4 year actual)</i>			To Financial Statements
	Consolidated General Operating	Ancillary	Approved Total	Eliminate Internal Cost Recoveries	Adjusted total	Capital	Specific Purpose & Expendable	Sponsored Research	
Provincial government	50,576	-	50,576		50,576	250	500	900	52,226
Federal government	1,075	-	1,075		1,075		20	3,800	4,895
Tuition fees	16,959	2,686	19,645		19,645		-	-	19,645
Other fees	1,492	45	1,537		1,537		60	-	1,597
Sales of goods and services	456	6,866	7,322		7,322	50	600	250	8,222
Gifts, bequests, non-government grants and contracts	6,909	300	7,209		7,209		1,620	3,000	11,829
Investment income	315	-	315		315	300	1,500	-	2,115
External cost recovery and other income	107	-	107		107		300	50	457
ICR	2,007	1,502	3,509	(3,509)	-				-
Revenue recognized from deferred capital contributions	-	-	-		-	6,900			6,900
	<b>79,896</b>	<b>11,399</b>	<b>91,295</b>	<b>(3,509)</b>	<b>87,786</b>	<b>7,500</b>	<b>4,600</b>	<b>8,000</b>	<b>107,886</b>
<b>Expenses by financial statement function</b>									
Ancillary		9,050	9,050	(1,502)	7,548				7,548
Facilities Management	7,832		7,832	(17)	7,815	9,800			17,615
Instruction	40,450	2,285	42,735	(34)	42,701				42,701
Institutional Support	27,482		27,482	(1,956)	25,526	1,650			27,176
Sponsored research			-		-			8,400	8,400
Specific Purpose			-		-		6,550		6,550
	<b>75,764</b>	<b>11,335</b>	<b>87,099</b>	<b>(3,509)</b>	<b>83,590</b>	<b>11,450</b>	<b>6,550</b>	<b>8,400</b>	<b>109,990</b>
<b>Annual operating surplus/(deficit) before restricted contributions</b>	<b>4,132</b>	<b>64</b>	<b>4,196</b>	<b>-</b>	<b>4,196</b>	<b>(3,950)</b>	<b>(1,950)</b>	<b>(400)</b>	<b>(2,104)</b>
<b>Net restricted endowment contributions</b>									<b>1,510</b>
<b>Annual surplus/(deficit)</b>									<b>(594)</b>
<b>Accumulated surplus, beginning of year</b>									<b>132,588</b>
<b>Accumulated surplus, end of year</b>									<b>131,994</b>

<b>Agenda Item:</b>	6.d. Board Rules (discussion and recommendation) – H. Sanford
<b>Material:</b>	Board Rules – March 2018
<b>Motion:</b>	<p><i>That, on the recommendation of the Governance Committee, the Board of Governors approves the Board Rules as presented and on the further recommendation of the Governance Committee the Board of Governors, approves that the existing UNBC Board of Governors By-laws (2006) and the following Committee Terms of Reference be rescinded:</i></p> <ul style="list-style-type: none"> <li>• <i>Finance and Audit Committee</i></li> <li>• <i>Human Resources Committee</i></li> <li>• <i>Governance Committee</i></li> </ul>

## BOARD RULES – MARCH 2018

**Governing Legislation:** *The University of Northern British Columbia was established under the University of Northern British Columbia Act [SBC 1990] c.28, (July 20<sup>th</sup>, 1990). The UNBC Act was repealed July 15<sup>th</sup>, 2002, after which time UNBC was, and is, governed under the provisions of the University Act [RSBC 1996] c.468 (“the Act”).*

**Former Board By-Laws and Board Committee Terms of Reference:** These Board Rules replace and consolidate former Board By-laws (Dec. 2006), and Board Committee Terms of Reference: *Finance and Audit Committee (January 2012), Governance Committee (Nov. 2011) and Human Resources Committee (Nov. 2011)*. Terms of Reference for the *Investment Committee* and the *Advisory Board on Advancement* are dealt with separately and are attached to these Rules as Schedules I and II respectively.

### 1. AUTHORITY to ENACT RULES

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

### 2. INTERPRETATION – the *University Act* and *Robert’s Rules of Order*

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

### 3. BOARD MEMBERSHIP

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

#### ***Duty to Act in the Best Interests***

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

#### ***Attendance and Preparation***

- 3.3 Board Members are expected to prepare for and attend all Board Meetings, and all meetings of any Committee(s) to which they have been assigned. The *Act* provides [s.22(2)] that, unless excused by resolution of the Board, a member who does not attend at least half of the regular meetings of the Board in any year is deemed to have vacated his or her seat. The Governance Committee in its Terms of Reference is tasked with monitoring Member attendance.

## BOARD RULES – MARCH 2018

3.4 Board Members are expected to respond to notices of meetings, and to indicate whether or not they are able to attend a meeting in person, or via video or teleconference.

3.5 The President and the Chancellor are members of the Board by virtue of their Office, and as such may designate an alternate UNBC senior administrator to attend a meeting on their behalf. The designation must be in writing and provided to the Board Chair or Board Secretary, and must specify the meeting or limited time period for which the designation applies. The designate, counts for quorum and has the same rights to vote and participate in a meeting as the President or Chancellor.

3.6 Voting by proxy is not permitted.

### ***Removal from the Board***

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

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

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

## **4. ELECTION AND ROLE OF the CHAIR AND VICE-CHAIR**

4.1 The Chair and Vice-Chair of the Board will be elected annually from among the Order in Council appointees, at the last regular scheduled Board meeting in each calendar year [s.19.2(1)].

4.2 In the event of a Chair resigning or being unable to fulfill the duties of Chair at any time during their term, the Vice-Chair will temporarily assume the role of Chair, and the Board shall hold an election for Chair as soon as practical to do so. A Chair elected under this section will hold the office for the duration of the term remaining of the Chair being replaced. A new election will then be held on the usual schedule as provided in s. 4.1 above.

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

### ***Election Process***

4.4 Nominations for Chair or Vice-Chair may be submitted by Board Members in writing, directed to the University Secretary in advance of a meeting and, the University Secretary will also make a call for nominations in a Closed session of the Board. Whether there is one candidate or two



## BOARD RULES – MARCH 2018

(or more) candidates, anyone nominated for Chair or Vice-Chair will be entitled to make brief comments to the Board, and will then be asked to leave the room so that the remaining Board members may discuss their candidacy.

Nominees will be invited to return to the room for the conduct of the election. If there is only one candidate, that candidate will be acclaimed. If an election is required, voting will be conducted by secret ballot. All voting members of the Board, including nominees are eligible to vote.

4.5 A Chair or a Vice-Chair may not serve for more than three (3) consecutive terms in their respective roles.

4.6 In the event that both the Chair and Vice-Chair are absent for a meeting, the Board may appoint one of the other Order in Council Members to Chair the meeting.

4.7 The Board may, by a two-thirds vote, at any time terminate the appointment of a Chair or Vice-Chair.

### ***Role and Authority of the Board Chair:***

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

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

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

The Chair works closely with the Chair of the Human Resources Committee to provide performance feedback to the President.

### ***Role and Authority of the Vice-Chair:***

4.9 The Vice-Chair serves in the place of the Chair when the Chair is absent, unable, or unwilling to act.

4.10 The Board Chair may delegate any of the usual duties of the Chair, to the Vice-Chair, on an ad hoc basis, as appropriate or necessary.

## BOARD RULES – MARCH 2018

4.11 Should the Board Chair wish to delegate any of the usual duties of the Chair to the Vice-Chair on a regular or continual basis, the Chair must provide notice of such delegation to the Board.

### 5. BOARD SECRETARY

5.1 The University Secretary will serve as Secretary to the Board, and will issue notices of meetings, and such other duties as assigned by the Board. The Secretary will have custody of all records of the Board and of the University Seal.

5.2 A Governance Officer, reporting to the Secretary will serve as the Recording Secretary and keep the minutes of the Board.

5.3 The President may appoint an Acting Secretary in the absence of the University Secretary.

### 6. POWERS AND DUTIES OF THE BOARD

6.1 The powers and duties of the Board are outlined in *the Act* [s. 27(1) & (2)].

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

### 7. DELEGATION OF AUTHORITY

7.1 Appointment of Signing Officers – The Finance and Audit Committee, in accordance with its Terms of Reference, is tasked with reviewing and recommending the appointment of signing officers for the University.

7.2 The Board will ensure that a current and appropriate set of Signing Resolutions are enacted and in effect. The Governance Committee, in accordance with its Terms of Reference is tasked with preparation and regular review of these Resolutions.

### 8. CONFLICT OF INTEREST AND CONFIDENTIALITY

8.1 Standards and expectations with respect to Conflict of Interest and Confidentiality are outlined in the Board Code of Ethical Conduct, reviewed and approved by the Board annually, and generally at the March meeting.

8.2 All members of the Board are expected to sign the Code of Ethical Conduct annually.

## BOARD RULES – MARCH 2018

8.3 *Declarations of Conflict* will be a standing item on all Board and Board Committee Agendas.

### 9. MEETINGS of the BOARD - REGULAR and SPECIAL MEETINGS

9.1 *The Act* requires that the Board meet at least once every three months [s. 26]. The Secretary will present a proposed annual schedule of meetings for the Board's consideration, generally at the June meeting. The schedule will be included as a standing item for review at each regular meeting of the Governance Committee.

9.2 If the President, or any two (2) or more members of the Board submit a written request for a special meeting of the Board, outlining the general nature and purpose of such meeting, and providing the text of any motion(s) the President or member(s) wish to have considered at that meeting, the Board Chair will convene a meeting within two weeks of receipt of such a request.

9.3 Special or extraordinary meetings may also be called at the discretion of the Board Chair.

9.4 Board Committee meetings will be scheduled in advance of each of the regular meetings of the Board. The dates for the regular Committee meetings will be included in the proposed annual schedule of meetings, as referenced above.

#### ***Public, Closed and In-Camera Sessions***

9.5 Public sessions are open to the public. Closed sessions include Board Members and invited members of administration. In-Camera meetings are for Board Members only. The President is a voting member of the Board pursuant to *the Act* and may only be excluded from an in-camera meeting if and when the Board is discussing the President's performance.

9.6 At the discretion of the Chair, Board meetings will begin with a brief in-camera session, and the balance of the meeting will be divided into a Public and Closed Session.

9.7 Board Committee meetings will be conducted in Closed Sessions, unless otherwise specifically directed by the Board.

### 10. NOTICE of MEETINGS

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

## BOARD RULES – MARCH 2018

### **Waiver of Notice**

10.2 If all Members are present and waive notice, a special or extraordinary meeting of the Board or of a Committee may be convened at any time. A meeting may also be convened without proper notice if all members present waive notice **and** written consent or waiver can be obtained from those members who are absent.

10.3 If Notice is properly given, non-receipt by a Member does not invalidate any resolution passed or action taken at the meeting in question.

### **11. AGENDAS and MATERIALS**

11.1 Agenda items for Board or Committee Meetings are to be submitted to the Secretary at least two weeks prior to the meeting at which they are to be addressed. Materials for meetings are to be circulated to Board or Committee members at least seven (7) days prior to a meeting.

11.2 Agendas for Board Meetings will include both a Regular and a Consent Agenda. If a Board Committee determines that an item is routine and does not require debate at the full Board, the Committee may recommend that the item or motion be placed on the Consent Agenda for the full Board. Prior to approval of the Consent Agenda, if any member of the Board requests that an item be removed and placed on the Regular Agenda, it will be removed.

### **12. PRESENTATIONS to the BOARD**

12.1 If members of the public or members of the University Community wish to make a presentation to the Board, they must submit a written request to the Board Secretary, indicating the subject they wish to address. The Secretary will review any such requests with the Board Chair and the Board Chair will, in accordance with the *Board's Guidelines for Presentations to the Board*, determine whether, and when a presentation will be heard and will set limits on time, number of persons presenting and will determine whether or not the presentation will be heard in a Public or Closed session of the Board.

#### ***Recognizing Speakers from the Gallery at a Public Board Meeting***

12.2 The Board Chair may recognize a speaker from the gallery or entertain a question(s) from the gallery, during a public session of the Board, at the Chair's sole discretion.

### **13. QUORUM**

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

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

## BOARD RULES – MARCH 2018

### ***Failure to achieve quorum***

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

### ***Loss of quorum during a Meeting***

13.4 If quorum is lost during a meeting, the Board Chair may either adjourn the meeting or suspend the meeting for fifteen (15) minutes, to allow the Secretary to attempt to locate sufficient members of the Board to restore quorum. If quorum cannot be restored in the time allotted, the meeting will be adjourned.

13.5 No Board official business may be conducted or decisions made, and no minutes or records will be kept for any time period during which a meeting does not have quorum.

## **14. MOTIONS**

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

14.2 Motions require the support of the majority of Board or Committee members present at a meeting, unless otherwise provided in these Procedures.

### ***Methods of Voting***

14.3 Voting at the Board will generally be by show of hands. However, if any member of the Board requests a recorded vote, the vote shall be recorded. And, if any member of the Board requests a secret ballot, the vote shall be conducted by secret ballot. Any voting or elections required shall be conducted by the Secretary or the Governance Officer. Members participating via tele, video or web conference, may vote by forwarding an email to the Board Secretary or Governance Officer.

14.4 The Board Chair has the same right to vote as other members of the Board, and in an equality of votes for and against a matter, the question is resolved in the negative, and the Chair shall so declare [s.26(3)].

14.5 From time to time, at the discretion of the Chair, a vote may occur on a motion that has been debated in a meeting, within a reasonable period of time after that meeting, by email, provided

## BOARD RULES – MARCH 2018

however, that only those members who participated in the meeting and the discussion are permitted to vote.

14.6 Voting by email on a motion that has not been debated at a meeting or in a technology supported forum for discussion, should only occur in exceptional circumstances.

### 15. RECORDINGS and MINUTES

15.1 Minutes will be kept in accordance with the University's *Minute Taking Policy* and best practices for minute taking. Motions and action items are to be recorded, as well as key points of debate and rationale. Notation of approximate time spent discussing agenda items is recommended. Any member may request that a specific point of concern or an objection be included in the minutes.

15.2 Board meetings are recorded by the Governance Officer for the purpose of reference in completing the meeting minutes. Once meeting minutes have been approved, recordings will be deleted. Recordings are not to be posted or otherwise made available. However, at the direction of the Chair, in exceptional circumstances, recordings or portions of recordings may be preserved or made available in a prescribed manner.

### 16. BOARD STANDING COMMITTEES – General Provisions Applicable to all Standing Committees

#### ***Purpose and Authority***

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

#### ***Accountability to the Board***

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

#### ***Membership and Committee Chairs***

16.3 The Board Chair and President are voting members of each Board Committee and count for quorum. When the Finance and Audit Committee is fulfilling its audit functions, the President may participate, but should recuse him/herself for voting. The Chancellor is an ex-officio non-voting member of each Committee and does not affect quorum. The Board Chair will appoint additional members to serve on Committees as outlined below.

16.4 Members are appointed to Committees for unspecified terms, having regard for the balance and complement of expertise of members and the mandates of each Committee. The Board Chair will

## BOARD RULES – MARCH 2018

also consider availability, participation and attendance in making and revising Committee assignments. The Board Chair may review and amend committee membership at any time, but will review the membership of all Committees at least annually.

16.5 The Board, on the recommendation of the Governance Committee may expand the membership of any Board Committee on an ongoing or ad hoc basis, by adding non-Board Members as non-voting resource members to address deficiencies in expertise or diversity of perspectives, and the full Board will approve each appointment. These appointments may come from within or outside of the University, must be for a specified term but may be terminated at any time by the Board. Any such added member must sign a Code of Conduct and Confidentiality agreement prior to attending a Committee meeting.

16.6 The Board Chair will also appoint a Chair of each Committee, and may alter Chair assignments at any time having regard for the considerations outlined above. The Chair will review Chair assignments at least annually.

### ***Frequency and Conduct of Committee Meetings***

16.7 Board Committees generally meet four (4) times per annum, in advance of each of the Regular Quarterly meetings of the Board.

16.8 Additional or special Committee meetings may be called as deemed necessary by the Board Chair or the Committee Chair, or; if any two (2) voting members of a Committee request in writing that a special meeting of the Committee be convened, the Committee Chair will call a meeting.

16.9 Board Committee meetings are Closed and meeting materials are to be treated as confidential. The Chair of a Committee may also, at their discretion, or at the request of a Member, conduct a meeting, or portion of a meeting in-camera (as defined in the General Provisions of these Rules).

16.10 Board Members are entitled to attend any meeting of a Committee of the Board and to have access to the materials for that Committee, regardless of whether or not they are assigned as a voting member of the Committee.

16.11 Committees will follow the General Rules for Voting and for the Conduct of Meetings, followed by the Board.

16.12 Committees are authorized, as outlined below, to receive reports, provide advice and in limited and express circumstances, make decisions on behalf of the Board, provided however that the Committees shall inform the Board of decisions made on delegated authority.

## BOARD RULES – MARCH 2018

### 17. BOARD STANDING COMMITTEES

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

- Governance Committee
- Human Resources
- Finance and Audit Committee
  - Investment Advisory Committee

#### ***Membership, Duties and Authority of Each Committee:***

##### **Governance Committee**

##### **Membership – 7 voting members – quorum 4**

Board Chair

President

5 additional members

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

- Board Rules, including Committee Terms of Reference
- Board Policies and Procedures
- University Policies requiring Board Approval
- Signing Resolutions of the Board
- Institutional Relational Agreements that require Board Approval
- Form, substance and frequency of execution of the *Board Code of Ethical Conduct*
- Board Member orientation and training
- Annual Board meeting schedule
- Board Evaluation forms, substance and practices
- Recommendations to the Ministry with respect to the Board Competency Matrix and Postings

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

##### **Human Resources Committee**

##### **Membership – 5 voting members – quorum 3**

Board Chair

President

3 additional members



## BOARD RULES – MARCH 2018

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

- Collective Bargaining strategy and desired outcomes
- Collective Agreements and Policies relating to terms and conditions of employment
- Labour Relations Environment, including arbitrations or litigation
- Policy and Procedures for Annual Presidential Reviews and for Reviews prior to re-appointment
- Form, substance and frequency of Human Resources Complement and similar Reports
- Institutional Human Resources Policies, on matters such as Health and Safety, Wellness, Equity, Harassment, Discrimination and Sexual Violence
- Management Structure and Succession Plans at the Senior Executive level
- Procedures for search and recommendation of candidates for President, Deans, University Librarian, Registrar & other Senior Academic Administrators
- Appointment of Vice Presidents and Associate Vice-Presidents
- Compensation models and adjustments
- President's recommendations for Promotion & Tenure
- Adjustments to President's and Executive Compensation

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

### **Finance and Audit Committee**

#### **Membership - 7 voting members – quorum 4**

Board Chair

President

5 additional members

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

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

## BOARD RULES – MARCH 2018

- The Terms of Reference for the Investment Advisory Committee are attached to these Rules as Appendix I and shall be considered part of these Rules, and as such, require notice of motion and two-thirds support for amendment.
- Audit Functions: Assist the Board in its oversight responsibilities with respect to:
  - o The integrity of the University's financial reporting process and system of internal controls regarding financial reporting and accounting compliance
  - o The qualifications and independence of the University's external auditors
  - o The performance of the external auditors and the internal auditor if applicable
  - o The University's compliance with legal, statutory and regulatory requirements
  - o The management of the principal risks that could impact the financial statements
  - o Review and ensure that procedures are in place for the receipt, retention and treatment of complaints received by the University regarding accounting, internal accounting controls or audit matters
  - o The selection and hiring of the external auditors
- The Committee has the authority to conduct any investigation appropriate to fulfilling its responsibilities, and it has direct access to the internal and external auditors, as well as, the management of the University.
- The Committee may recommend that the Board of Governors retain special legal, accounting, consulting or other experts the Committee deems necessary in the performance of its duties.

The Finance and Audit Committee may address other general Financial or Audit related matters as appropriate or as directed or referred by the Board or Board Chair.

### 18. ADVISORY BOARDS

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

Under this authority, the following Advisory Boards have been struck:

- Advisory Board on Advancement

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

### 19. ANNUAL REVIEW OF BOARD RULES

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

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## INVESTMENT ADVISORY COMMITTEE

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1. **The Investment Advisory Committee** (the IAC) is a standing committee of the Finance and Audit Committee (the FAC) of the Board of Governors.
2. **Chair** - the IAC will be convened and chaired by the President, or by the Vice-President Finance and Business Operations, and will meet at least two (2) times a year. Additional meetings may be called on an as-needed basis at the discretion of the Chair.

3. **Membership**

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

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

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

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

6. **Quorum** – Quorum is six (6) voting members, and must include 2 External Members and 1 of either the Chair of the Board of Governors or the Chair of the FAC.
7. **Mandate** - The IAC makes recommendations to the FAC, which the FAC, in accordance with its authority may accept, reject or recommend on to the Board of Governors for approval:

The IAC will:

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

Specifically, the IAC will:

- a) Review University Policy(s) and related guidelines applicable to the investment by the University of endowment funds and other long term investment funds, including expenditure practices and policies and, recommend needed or advisable revisions;
- b) Oversee the selection process for Investment Managers and recommend the appointment of investment management;
- c) At least twice annually review the investment performance of the Investment Manager, and seek professional outside assessment of the University's investment performance as deemed appropriate or required, and;
- d) At least once annually submit a written report to the FAC.

8. **Administrative Responsibility** – The Treasury Services Manager acts as Committee Secretary, and will ensure that meetings are called as required, that terms and vacancies are monitored, agendas and meeting materials are prepared, and orientation is provided to new Committee Members.

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

**Finance and Audit Committee of the UNBC Board of Governors**  
**UNBC Investment Advisory Committee**  
**CODE OF CONDUCT**

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

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

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

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

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

**CONFIDENTIALITY**

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

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

Members, who are in doubt as to whether any information is confidential, must consult with the Chair of the IAC or the University Secretary, before disclosing, releasing, or transmitting such information.

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

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

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

## **CONFLICT OF INTEREST AND IMPARTIALITY**

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

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

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

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

## **PUBLIC COMMENTS**

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

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

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

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

Name: \_\_\_\_\_

\_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_



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## UNBC Board of Governors - Advisory Board on Advancement Terms of Reference

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*S. 34(1) of the University Act [RSBC] c. 468, provides that the board may*

*(a) appoint advisory boards, consisting, either wholly or partly, of persons unconnected with the university, on terms and for purposes the board may consider advisable, and*

*(b) refer to an advisory board for advice and report any subject or matter that the board considers advisable.*

*(2) The advice and report of an advisory board appointed under subsection (1) must be considered and weighed by any body in the university to which the board directs the advice to be given or report to be made.*

### 1. ROLE and PURPOSE

1.1 The role and purpose of the Advisory Board on Advancement (the Advisory Board) is to advise and assist the Board of Governors (the Board) in fulfilling its obligations with respect to University Advancement: This includes enhancing the University's profile by providing the Board with links to regional, national and international businesses and organizations; proposing, monitoring and evaluating fundraising initiatives; providing advice on the stewardship of donors; advising on matters of policy related to Advancement; producing reports relevant to Advancement, and; generally advising the Board on Advancement initiatives.

### 2. COMPOSITION

2.1 Members of the Advisory Board (Members) will be drawn both from the Board, and from external sources.

2.2 The membership of the Advisory Board will consist of:

- Chair of the Board of Governors
- University Chancellor
- President and Vice-Chancellor
- Alumni Association President or designate (who must be an alumnus)
- Up to twelve Members, who represent a diversity of regional, national and international businesses and organizations. At least one of these Members is to be a current or past member of the UNBC Board of Governors, and a minimum of five Members are to be external.
- The Vice President of Advancement and Communications, and the Directors or Managers of

Development and Communications (or their equivalents), will serve as ex-officio Members of the Advisory Board.

2.3 The Members will, at the first meeting of the Advisory Board, select from among themselves one Member to serve as Chair. Chairs will sit for two year terms. At a Chair's last scheduled meeting in the two year period, the Chair shall call for nominations for a new Chair from among the Members. Chairs may serve more than one term. In the event of a vacancy in the Chair position before a two year term expires, the Chair of the BOG will serve as interim Chair until the Members meet and have an opportunity to select a new Chair.

2.4 Advisory Board Members must be recommended to the Board by the President and Vice Chancellor, and approved by the Board.

2.5 Any member of the Board may nominate an individual for membership on the Advisory Board by forwarding the name of the nominee and appropriate supporting information to the President and Vice-Chancellor.

2.6 The Term of appointment of Members of the Advisory Board, who are also members of the Board, shall expire at such time that a Member is no longer a member of the Board. Members of the Advisory Board, who are external to UNBC, shall serve on the Advisory Board for a three year Terms, renewable at the recommendation of the President for a maximum of two Terms, or six years in total. The President and the Board will endeavor to ensure effective continuity and succession, by staggering appointments of external members.

### **3. MEETINGS**

3.1 The Advisory Board will meet at least two times per year, concurrent, but not conflicting with, meetings of the Board.

3.2 Additional meetings may be called by the Chair of the Advisory Board, on the recommendation or request of the President or any member of the Advisory Board, if deemed beneficial or appropriate by general agreement of the Members.

### **4. CONDUCT AND CONFLICT OF INTEREST**

4.1 Given the high profile role of the Advisory Board and the confidential nature of information that may be made available to the Advisory Board, Members will be required to agree to the terms of a Code of Conduct, which will include Confidentiality and Conflict of Interest provisions.

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

**5. SELF –ASSESSMENT and TERMS of REFERENCE REVIEW**

5.1 The Advisory Board will conduct an annual self-assessment of its performance against these Terms of Reference, and will report their findings to the Governance Committee of the Board, and may recommend amendments to the Terms of Reference to that Committee.

**6. REPORTING**

6.1 The Advisory Board will provide such reports and advice to the Board, as the Board from time to time requests, or as the Advisory Board from time to time determines appropriate, beneficial or otherwise serving the Advisory Board’s purpose.

**7. SUPPORT**

7.1 The Executive Assistant to the Vice President of Advancement and Communications will provide administrative support to the Advisory Board and serves as secretary to the Advisory Board.

<b>Agenda Item:</b>	7.a.(i) Reports of the Vice-Presidents – Provost & Vice-President Academic
<b>Material:</b>	Recruitment & Enrolment Report

March 8, 2018

## March 1st Snapshot Winter Semester FTE Head Count 2016-2018 and Fall Applications 2018

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The following summary compares Winter 2016 to 2018 Full Time Equivalent (FTE) and headcounts as of March 1, 2018. Fall 2018 application numbers are also compared to Fall 2017 numbers as of the January 1<sup>st</sup> snapshots.

### Executive Summary:

#### Winter 2018 FTE summary:

##### FTE change from last year

- Total domestic tuition FTE up 2.2% (54.5)
  - At 78.3% of UNBC target (3186.0)
- Total international tuition FTE up 31.2% (31.5)
  - At 28.2% of UNBC target (468.4)

##### Head Count change from last year

- Total domestic tuition h.c. up 6.8% (215)
  - At 87.5% of UNBC target (3834)
- Total international tuition h.c. up 27.1% (36)
  - At 27.7% of UNBC target (610)

#### Fall 2018 application summary:

- Total applications up 7.6% (214 h.c.) from Fall 2017
  - At 82.5% of Measure (M)
- Total admissions down -9.7% (-140 h.c.) from Fall 2017
  - At 59.4% of Measure (M)
- Total registrations flat n/a (0 h.c.) from Fall 2017
  - At 0.0% of Measure (M)

More Detailed:

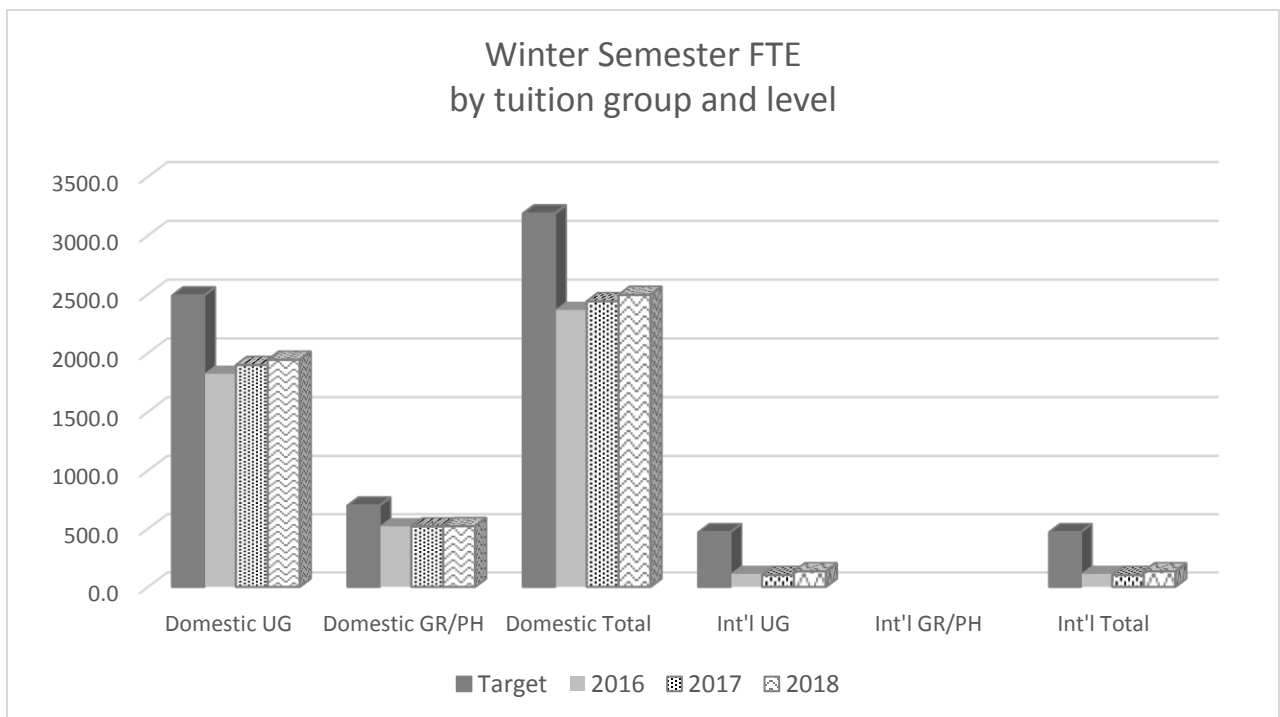
Domestic Tuition FTE

- Undergraduate FTE up 2.4% (45.1)
  - At 78.0% of UNBC target (2488.3)
- Graduate FTE up 0.5% (2.3)
  - At 74.5% of UNBC target (697.6)
- Continuing Studies FTE up 28.3% (7.1)

International Tuition FTE

- Undergraduate FTE up 31.2% (31.5)
  - At 28.2% of UNBC target (468.4)

College breakdown (FTE)	
CASHS	<ul style="list-style-type: none"> <li>• Overall FTE up 1.1% (13.7)</li> <li>• Undergraduate up 2.2% (21.7)</li> <li>• Graduate down -2.6% (-8.0)</li> </ul>
CSAM	<ul style="list-style-type: none"> <li>• Overall FTE up 5.4% (64.0)</li> <li>• Undergraduate up 4.8% (47.6)</li> <li>• Graduate up 8.1% (16.3)</li> </ul>
Cross College	<ul style="list-style-type: none"> <li>• Overall FTE up 2.5% (1.2)</li> <li>• Undergraduate up 18.5% (7.2)</li> <li>• Graduate down -72% (-6.0)</li> </ul>
Continuing Studies	<ul style="list-style-type: none"> <li>• Overall FTE up 28.3% (7.1)</li> </ul>



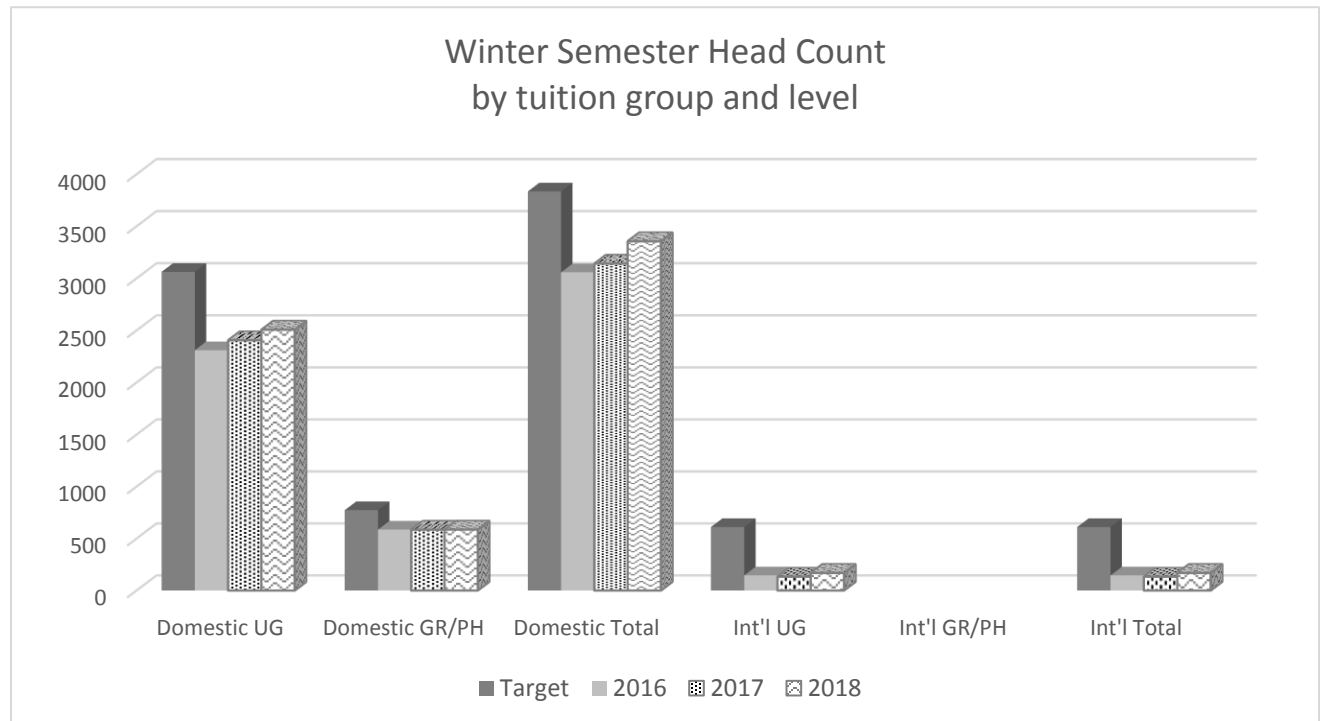
Domestic Tuition Head Count

- Undergraduate hc up 4.2% (102)
  - At 81.9% of UNBC target (3062)
- Graduate hc up 0.2% (1)
  - At 75.8% of UNBC target (773)
- Continuing Studies hc up 74.2% (112)

International Tuition Head Count

- Undergraduate hc up 27.1% (36)
  - At 27.7% of UNBC target (610)

College Breakdown (hc)	
CASHS	<ul style="list-style-type: none"> <li>• Overall hc up 2.7% (44)</li> <li>• Undergraduate up 4.0% (50)</li> <li>• Graduate down -1.6% (-6)</li> </ul>
CSAM	<ul style="list-style-type: none"> <li>• Overall hc up 5.8% (82)</li> <li>• Undergraduate up 5.5% (67)</li> <li>• Graduate up 7.3% (15)</li> </ul>
Cross College	<ul style="list-style-type: none"> <li>• Overall hc up 13.4% (13)</li> <li>• Undergraduate up 25.0% (21)</li> <li>• Graduate down -61.5% (-8)</li> </ul>
Continuing Studies	<ul style="list-style-type: none"> <li>• Overall hc up 74.2% (112)</li> </ul>



## NOTES:

The UNBC semester targets seen in this report are derived from targets set by the institution on a fiscal year bases. Ratios were calculated to determine what portion of a yearly FTE/head count total come from each semester in the year (based on a 3-year average). These ratios were then applied to the fiscal targets to generate the semester targets.

This new version of the FTE bi-weekly shows three years (up from two in the previous version) of a given term as of a given snapshot date. For example on November 15<sup>th</sup> 2017 the winter FTE report shows data for winter 2018 as of Nov 15<sup>th</sup> 2017, winter 2017 as of Nov 15<sup>th</sup> 2016 and winter 2016 as of Nov 15<sup>th</sup> 2015.

More emphasis has been placed on clearly differentiating the numbers based on a “tuition group” breakdown. This concept is important in understanding which numbers are part of the Ministry targets and which are not. When yearly FTE numbers are reported to the ministry, they only included those related to domestic tuition paying students. Numbers generated from international tuition paying students are not included.

A distinction related to the above International tuition concept is that of international residency. Numbers are provided in the report for both international tuition and international residency and it is important to understand that they are not the same thing. A student can be of international residency (not Canadian, Permanent, Landed) and still be paying domestic tuition rates, for example most GR and PH level students currently at UNBC. In these cases the FTE and headcounts of these international students would be included in total reported to the Ministry.





## BRIEFING NOTE

<b>Date:</b>	March 9, 2018		
<b>Agenda Item / Prepared For:</b>	Office of University Advancement – Public Session		
<b>Purpose:</b>	<input checked="" type="checkbox"/> Information	<input type="checkbox"/> Discussion	
	<input type="checkbox"/> Seeking Direction	<input type="checkbox"/> Decision/Approval	
<b>Prepared by:</b>	Kathie Scouten and Matt Wood		
<b>Reviewed by:</b>	Tim Tribe		

### 1. Development and Alumni Relations

Distribution of Donations	April 2016 – January 2017		April 2017 – January 2018	
	Total Giving	Donor Count	Total Giving	Donor Count
Student Awards	\$485,955	322	\$694,602	307
General	\$314,386	147	\$524,336	153
Athletics	\$196,212	270	\$126,897	198
Northern Medical Program Trust	\$99,353	405	\$84,998	315
First Nations	\$952	6	\$12,933	3
Library	\$43,990	21	\$65,765	25
Green Initiatives	\$118,905	5	\$103,055	4
General Research	\$59,700	8	\$46,982	8
Area of Greatest Need	\$39,741	111	\$57,270	98
Gift in Kind	\$78,087	37	\$71,638	24
Office of Research	\$485,000	2	\$106,041	2
<b>Total</b>	<b>\$1,922,281</b>	<b>1334</b>	<b>\$1,894,517</b>	<b>1137</b>

Giving by Constituency	April 2016 – January 2017		April 2017 – January 2018	
	Total Giving	Donor Count	Total Giving	Donor Count
Association / Organization	\$187,855	38	\$116,595	38
Business / Corporation	\$573,240	164	\$400,239	147
Foundations	\$720,045	14	\$375,040	15
Government	\$4,989	8	\$324,764	9
Individuals (non-UNBC)	\$324,910	596	\$550,258	517
UNBC Individuals	\$67,839	179	\$66,873	146
Alumni	\$43,403	190	\$60,748	160
<b>Total</b>	<b>\$1,922,281</b>	<b>1189</b>	<b>\$1,894,517</b>	<b>1032</b>

- a. Fiscal 2017 giving is targeted to be the same or slightly above giving of Fiscal 2016.
- b. A Campaign update will be provided at the Board meeting.
- c. The implementation of the new Alumni/Fundraising database is progressing and a Fall 2018 launch of the platform is anticipated.
- d. The first meeting of the Alumni Council has been held. The Alumni Ambassador Program has been launched to support recruitment. Nominations for the upcoming Distinguished Alumni Awards are being requested. More information and nomination forms are available at [www.unbc.ca/alumni/distinguished-alumni-awards](http://www.unbc.ca/alumni/distinguished-alumni-awards)

## 2. Marketing and Communications

- a. **Marketing** – Continued development of an over-arching marketing strategy for the University. Most marketing awareness campaigns have stopped – currently working on student conversion marketing and planning for the next recruitment cycle, pending budget.
- b. **Communications** – Continued content development covering a wide range of stories, from faculty and student success to special events and research findings.
- c. **Social media** – Completed a Social Media strategy for in-house audiences. Includes findings of audit of UNBC-related social media channels, steps taken to improve those channels, and guidelines and best practices for units considering starting a channel. Facebook audience has increased from ~20,000 followers in late August to 109,000 today. Twitter followers increased from ~8,000 in late August to 27,100 today.

<b>Agenda Item:</b>	8.a. 2018 / 2019 Mandate Letter – H. Sanford
<b>Material:</b>	2018 / 2019 Mandate Letter dated February 1, 2018



February 1, 2018

Our Ref. 111878

Ms. Tracey Wolsey  
Chair of the Board  
University of Northern British Columbia  
3333 University Way  
Prince George BC V2N 4Z9

Dear Ms. Wolsey:

On behalf of Premier Horgan, thank you for your service to the people of British Columbia. The government remains committed to working with public post-secondary institutions to deliver on government's commitments to British Columbians: to help make life more affordable for people, invest in services and build a strong, sustainable economy.

This Mandate Letter outlines the guiding principles of the government, which should inform the preparation of your 2018/19 Institutional Accountability Plan and Report (IAPR). This Mandate Letter also confirms your institution's mandate under the *University Act*, provides government's annual strategic direction and sets out key performance expectations for the 2018/19 fiscal year.

The government made three key commitments to British Columbians. All ministries and public sector organizations are expected to work together to help government achieve these commitments.

Our first commitment is to make life more affordable. We look forward to working with you to support government's agenda to help manage the daily cost of living for British Columbians.

Our second commitment is to deliver the services that people count on. Many of the programs and services that British Columbians access on a regular basis are delivered by public sector organizations. We want to build on programs that are working well, and make improvements where needed, to ensure British Columbians get quality and timely customer service from public sector organizations across the province.

Our third key commitment is to build a strong, sustainable, innovative economy that works for

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**Ministry of  
Advanced Education,  
Skills and Training**

Office of the  
Minister

Mailing Address:  
PO Box 9080 Stn Prov Govt  
Victoria BC V8W 9E2

Location:  
Parliament Buildings  
Victoria

everyone. The government believes that public sector organizations have a key role to play in supporting broad-based economic growth in every region of the province.

To support true and lasting reconciliation with Indigenous Peoples in British Columbia, our government is fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission (TRC). As you know there are a number of Calls to Action directed at post-secondary institutions. I ask that going forward your institution incorporates the UNDRIP and TRC Calls to Action, given the specific mandate and context of your institution.

As Minister of Advanced Education, Skills and Training, I am focused on ensuring every citizen in British Columbia can access quality, affordable and relevant education, so they can benefit from the opportunities our strong, sustainable and innovative economy provides. I was inspired after speaking with students, faculty and staff during my tour of all 25 public post-secondary institutions. The tour confirmed the importance of our robust post-secondary system and the partnerships between institutions, communities and our Ministry. But I also heard from students about the challenges they are facing – access and affordability; student housing; and mental health/sexual violence. We need to continue to work together to address these issues and create a strong and inclusive society and lift each other up.

While we have already made some progress, in order to support government’s key commitments, I ask that University of Northern British Columbia:

1. Actively participate in an engagement process with the Ministry and Indigenous partners to develop a comprehensive post-secondary strategy that responds to the TRC Calls to Action and UNDRIP.
2. Work closely and in collaboration with government to support the implementation of priority initiatives, including those outlined in my mandate letter (attached). Specific actions include, but are not limited to:
  - a. Continue to implement tuition-free Adult Basic Education and English Language Learning programs to domestic students, and collaborate with partner organizations to effectively deliver these programs to meet the needs of adult learners.
  - b. Continue to improve the education success of former youth in care who pursue post-secondary education, including implementation of the tuition waiver program and other supports at your institution.
  - c. Expand technology-related programming and other programs that align with the growing knowledge-based economy.
3. Improve student mental health, safety and overall well-being, including creating greater awareness of available supports;
4. Align your institutional processes with the K – 12 curriculum changes to ensure the seamless transition of students entering post-secondary education;
5. Work closely with my Ministry to develop a balanced approach to international education.
6. Comply with government’s two percent cap on tuition and mandatory fee increases.

Consistent with the Accountability Framework for British Columbia's Post-Secondary Education System, University of Northern British Columbia will report publicly on efforts to fulfil this mandate direction and achieve targeted results and the outcomes of those efforts.

The Crown Agencies and Board Resourcing Office (CABRO) at the Ministry of Finance has lead responsibility for overseeing and maintaining the Public Sector Organizations Governance Framework, and provides leadership for the merit based appointment of qualified and competent individuals to the boards of public sector organizations.

University of Northern British Columbia is asked to work closely with CABRO through your ministry contact on board appointments, all governance matters including orientation and training of board members, and meeting public sector reporting requirements under the *Budget Transparency and Accountability Act*.

I would ask that each board member acknowledge the direction provided in this Mandate Letter by signing this letter. The Mandate Letter is to be posted publicly on your institution's website on Budget Day on February 20, 2018.

I have appreciated your support as Board Chair to me as Minister responsible in the first few months of our government's term in office. I look forward to ongoing dialogue and engagement going forward through our scheduled meetings and other communication channels between my ministry and your organization.

Once again, thanks to you and your Board of Governors for your commitment to public service. Together, we will work to build a better B.C.

Sincerely,



Melanie Mark  
Hli Haykwhl Wíi Xsgaak  
Minister

Date: February 1, 2018

Attachments: Signature page template  
Minister's Mandate Letter

cc: Honourable John Horgan  
Premier

Don Wright  
Deputy Minister to the Premier and Cabinet Secretary

Lori Wanamaker  
Deputy Minister  
Ministry of Finance

David Galbraith  
Associate Deputy Minister and Secretary to Treasury Board  
Ministry of Finance

Shannon Baskerville  
Deputy Minister  
Ministry of Advanced Education, Skills and Training

Daniel Weeks  
President  
University of Northern British Columbia

*For Signature by all University of Northern British Columbia Board Members:*

<b>Board Member</b>	<b>Signature</b>
Tracey Wolsey (Board Chair)	
Simon Sing-yau Yu	
Julie B. T. Ziebart	
Katherine Ann LaForge	
C.E. Lee Ongman	
Sean C. Simmons	
Timothy E.M. Carmack	
Kathy Lewis	
Karin Beeler	
Arctica Cunningham	
Amelia Kaiser	
Mark Barnes	
James Moore	
Daniel Weeks	





July 18, 2017

Honourable Melanie Mark  
Minister of Advanced Education, Skills and Training  
Parliament Buildings  
Victoria, British Columbia V8V 1X4

Dear Minister Mark:

Congratulations on your new appointment as Minister of Advanced Education, Skills and Training.

It has never been more important for new leadership that works for ordinary people, not just those at the top.

It is your job to deliver that leadership in your ministry.

Our government made three key commitments to British Columbians.

Our first commitment is to make life more affordable. Too many families were left behind for too long by the previous government. They are counting on you to do your part to make their lives easier.

Our second commitment is to deliver the services that people count on. Together, we can ensure that children get access to the quality public education they need to succeed, that families can get timely medical attention, and that our senior citizens are able to live their final years with dignity.

These and other government services touch the lives of British Columbians every day. It is your job as minister to work within your budget to deliver quality services that are available and effective.

Our third key commitment is to build a strong, sustainable, innovative economy that works for everyone, not just the wealthy and the well-connected. Together, we are going to tackle poverty and inequality, create good-paying jobs in every corner of the province, and ensure people from every background have the opportunity to reach their full potential.

---

**Office of the  
Premier**

**Web Site:**  
[www.gov.bc.ca](http://www.gov.bc.ca)

**Mailing Address:**  
PO Box 9041 Stn Prov Govt  
Victoria BC V8W 9E1

**Location:**  
Parliament Buildings  
Victoria

These three commitments along with your specific ministerial objectives should guide your work and shape your priorities from day to day. I expect you to work with the skilled professionals in the public service to deliver on this mandate.

As you are aware, we have set up a *Confidence and Supply Agreement* with the B.C. Green caucus. This agreement is critical to the success of our government. Accordingly, the principles of “good faith and no surprises” set out in that document should also guide your work going forward.

As minister, you are responsible for ensuring members of the B.C. Green caucus are appropriately consulted on major policy issues, budgets, legislation and other matters as outlined in our agreement. This consultation should be coordinated through the Confidence and Supply Agreement Secretariat in the Premier’s Office. The secretariat is charged with ensuring that members of the B.C. Green caucus are provided access to key documents and officials as set out in the agreement. This consultation and information sharing will occur in accordance with protocols established jointly by government and the B.C. Green caucus, and in accordance with relevant legislation.

British Columbians expect our government to work together to advance the public good. That means seeking out, fostering, and advancing good ideas regardless of which side of the house they come from.

Our government put forward a progressive vision for a Better B.C. that has won broad support with all members of the legislature. There is consensus on the need to address many pressing issues such as reducing health-care wait times, addressing overcrowded and under-supported classrooms, taking action on climate change, tackling the opioid crisis, and delivering safe, quality, affordable child care for all. As one of my ministers, I expect you to build on and expand that consensus to help us better deliver new leadership for British Columbians.

As part of our commitment to true, lasting reconciliation with First Nations in British Columbia our government will be fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission. As minister, you are responsible for moving forward on the calls to action and reviewing policies, programs, and legislation to determine how to bring the principles of the declaration into action in British Columbia.

In your role as Minister of Advanced Education, Skills and Training I expect that you will make substantive progress on the following priorities:

- Provide greater access to adult basic education and English-language learning programs by eliminating fees.
- Reduce the financial burden on students by eliminating interest on B.C. government student loans and establish a \$1,000 completion grant program to provide debt relief to B.C. graduates.

- Encourage excellence in B.C.'s graduate school programs by introducing a new graduate student scholarship fund.
- Work with the Minister of Education to support co-op, apprenticeship and work-experience programs for high school and undergraduate students.
- Work with the Minister of Transportation and Infrastructure to implement effective apprenticeship ratios on government-funded infrastructure projects, and increase participation of equity-seeking groups in the skilled workforce.
- Work with the Minister of Children and Family Development to improve the education success of former youth in care by expanding the tuition fee waiver program.
- Expand B.C.'s technology-related post-secondary programs, co-op programs, and work to establish technology and innovation centres in key areas of the economy.
- Develop more degree and certificate programs to increase the number of skilled workers in B.C.'s forestry sector, focusing on growing innovation and the manufactured wood products sector.

All members of Cabinet are expected to review, understand and act according to the *Members Conflict of Interest Act* and to conduct themselves with the highest level of integrity. Remember, as a minister of the Crown, the way you conduct yourself will reflect not only on yourself, but on your Cabinet colleagues and our government as a whole.

I look forward to working with you in the coming weeks and months ahead.

It will take dedication, hard work, and a real commitment to working for people to make it happen, but I know you're up to the challenge.

Sincerely,

A handwritten signature in black ink that reads "John Horgan". The signature is written in a cursive, flowing style.

John Horgan  
Premier

<b>Agenda Item:</b>	8.b. Board of Governors Code of Ethical Conduct – Annual Review and Signing – H. Sanford
<b>Material:</b>	Board of Governors Code of Ethical Conduct



## UNIVERSITY OF NORTHERN BRITISH COLUMBIA

### BOARD OF GOVERNORS

# CODE OF ETHICAL CONDUCT

*“The members of the board of a university must act in the best interests of the university”.*

[s. 19.1 University Act (RSBC1996, c. 468)]

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

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

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

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

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

## **The Standards of Ethical Conduct for Directors of Public Sector Organizations**

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

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

## **1. COMPLIANCE WITH THE LAW**

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

## **2. CONFLICTS OF INTEREST**

- 2.1 In general, a conflict of interest exists for directors who use their position at the organization to benefit themselves, friends or families.
- 2.2 A director should not use his or her position with the organization to pursue or advance the director's personal interests, the interests of a related person<sup>1</sup>, the director's business associate, corporation, union or partnership, or the interests of a person to whom the director owes an obligation.
- 2.3 A director should not directly or indirectly benefit from a transaction with the organization over which a director can influence decisions made by the organization.
- 2.4 A director should not take personal advantage of an opportunity available to the organization unless the organization has clearly and irrevocably decided against pursuing the opportunity, and the opportunity is also available to the public.

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

- 2.5 A director should not use his or her position with the organization to solicit clients for the director's business, or a business operated by a close friend, family director, business associate, corporation, union or partnership of the director, or a person to whom the director owes an obligation.
- 2.6 Every director should avoid any situation in which there is, or may appear to be, potential conflict<sup>2</sup> which could appear<sup>3</sup> to interfere with the director's judgment in making decisions in the organization's best interest.
- 2.7 There are several situations that could give rise to a conflict of interest. The most common are accepting gifts, favours or kickbacks from suppliers, close or family relationships with outside suppliers, passing confidential information to competitors or other interested parties or using privileged information inappropriately. The following are examples of the types of conduct and situations that can lead to a conflict of interest:
- (i) influencing the organization to lease equipment from a business owned by the director's spouse;
  - (ii) influencing the organization to allocate funds to an institution where the director or his or her relative works or is involved;
  - (iii) participating in a decision by the organization to hire or promote a relative of the director;
  - (iv) influencing the organization to make all its travel arrangements through a travel agency owned by a relative of the director;
  - (v) influencing or participating in a decision of the organization that will directly or indirectly result in the director's own financial gain.
- 2.8 A director should fully disclose all circumstances that could conceivably be construed as conflict of interest.

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<sup>2</sup> "conflict" means a conflict of interest or apparent conflict of interest

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

### **3. DISCLOSURE**

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



#### **4. OUTSIDE BUSINESS INTERESTS**

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

#### **5. CONFIDENTIAL INFORMATION**

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

## **6. INVESTMENT ACTIVITY**

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

## **7. OUTSIDE EMPLOYMENT OR ASSOCIATION**

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

## **8. ENTERTAINMENT, GIFTS AND FAVOURS**

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

## **9. USE OF THE ORGANIZATION'S PROPERTY**

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

## **10. RESPONSIBILITY**

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

## **11. BREACH**

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

## **12. WHERE TO SEEK CLARIFICATION**

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

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

**Dated:** \_\_\_\_\_

\_\_\_\_\_  
**Signature**

\_\_\_\_\_  
**Print Name**

\_\_\_\_\_  
**Witness Signature**

\_\_\_\_\_  
**Print Name**