

## **BOARD OF GOVERNORS**

### **PUBLIC SESSION AGENDA**

Friday, September 14, 2018

Senate Chambers

(Room 1079 Charles J McCaffray Hall)

9:30 AM – 12:00 PM

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**Members** - Hon. James Moore (Chancellor), Daniel Weeks (President and Vice-Chancellor), Karin Beeler (Faculty Member – CASHS), Kerry Reimer (Faculty Member – CSAM), Timothy Carmack (Order in Council – Alumni), Aaron Ekman (Order in Council), Olive Godwin (Order in Council), C.E. Lee Ongman (Order in Council), Andrew Robinson (Order in Council), Sean Simmons (Order in Council – VICE-CHAIR), Barbara Ward-Burkitt (Order in Council), Tracey Wolsey (Order in Council – Alumni – CHAIR), Michael Maslen (Undergraduate Student), Christina Ingram (Graduate Student), Mark Barnes (Employee)

1. **Chair's Remarks and Declarations of Conflict**

2. **Approval of Agenda**

*That, the Agenda for the Public Session of the September 14, 2018 meeting of the Board of Governors be approved as presented.*

3. **Approval of Motions on the Consent Agenda**

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

4. **Approval of Minutes**

a. **Public Session Minutes of June 15, 2018 - page 4**

*That, the Public Session Minutes of the June 15, 2018 meeting of the Board of Governors be approved as presented.*

b. **Public Session Minutes of July 16, 2018 - page 11**

*That, the Public Session Minutes of the July 16, 2018 special meeting of the Board of Governors be approved as presented.*

5. **Presentation – Nursing in the North East** – D. Ryan (apx 10 min)

6. **2019/20 Integrated Planning Update** – D. Ryan (apx 40 min including questions)

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

None

## 8. Motions for Approval

- a. **Financial Information Act Report** (approval) – R. Knight – **page 14**

*That, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the Financial Information Act Report to March 31, 2018 as presented.*

- b. **Five Year Capital Plan (approval)** – R. Knight – **page 32**

*That, the Board of Governors approves the 2019/20 to 2023/24 Five Year Capital Plan for the University of Northern British Columbia, as presented.*

- c. **Agreements, Scholarships, Bursaries and Awards** – D. Ryan – **page 53**

*Consent That, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the establishment of agreements, scholarships, bursaries and awards as recommended by the Senate, for the period June 2018 to July 2018, as presented.*

- d. **Board Rules – H. Sanford** – **page 61**

*Consent That, on the recommendation of the Governance Committee, the Board of Governors approves the Revised Board Rules as presented.*

## 9. Mandatory and Standing Reports - Public Session

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

- Senate Update

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

- Provost and Vice-President Academic
  - o Regional Programs Annual Report – **page 85**
  - o Recruitment & Enrolment Report – **page 89**
- Vice-President, Finance and Business Operations
  - o Deficit Mitigation and Financial Accountability (verbal)
  - o Capital Projects Update (verbal)
  - o Housing Report – **page 94**
  - o Campus Master Plan Update (verbal)
- Vice-President, Research and Graduate Programs (verbal)
- Vice-President, University Advancement (verbal)
- Associate Vice-President People, Organizational Design and Risk (verbal)

- b. **Report of the Chancellor** (verbal)

- c. **Reports of Committees:**

- (i) Human Resources Committee – T. Carmack, Chair
- (ii) Governance Committee – T. Wolsey, Chair
- (iii) Finance and Audit Committee - S. Simmons, Chair

Received by the Finance and Audit Committee on behalf of the Board.

- Finance and Audit Committee received Quarterly Reports, including General Operating Fund Report to June 30, 2018, Consolidated Financial Report to June 30, 2018 and First Quarter Forecast.

10. Other Business

11. Adjournment

BOARD OF GOVERNORS – PUBLIC SESSION  
Approved for Submission:

A handwritten signature in black ink that reads "Heather Sanford". The signature is written in a cursive style with a large, prominent 'H' and 'S'.

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Heather Sanford  
University Secretary

<b>Agenda Item:</b>	8.a. Financial Information Act Report (approval) – R. Knight
<b>Material:</b>	Financial Information Act Report
<b>Motion:</b>	<i>That, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the Financial Information Act Report to March 31, 2018 as presented.</i>

# UNIVERSITY OF NORTHERN BRITISH COLUMBIA

## *Financial Information Act*

### Financial Information Regulation, Schedule 1

### Statement of Financial Information

The following information is prepared for the year ending March 31, 2018 as required under the provincial *Financial Information Act* and related *Financial Information Regulation*

The attached schedules are an excerpt from the complete report so pages are numbered 23 through 38. Pages 1 – 22 are reserved for the audited financial statements approved at the May 24, 2018 meeting of the Board of Governors

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA  
SCHEDULE OF CAPITAL DEBT OUTSTANDING  
AS AT MARCH 31, 2018**

DEBENTURE ISSUE	MATURITY DATE	INTEREST RATE	AMOUNT OUTSTANDING
UNBC-MTN-26	June 17, 2019	9.000%	3,000,000.00
<b>Total Debentures</b>			3,000,000.00
<b>Sinking Fund Balances</b>			3,065,407.90
<b>Total Debt Outstanding</b>			(65,407.90)

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA**  
**SCHEDULE OF GUARANTEE AND INDEMNITY AGREEMENTS**  
**AS AT MARCH 31, 2018**

List of Financial guarantee and indemnity agreements in force which required government approval prior to being given under the Financial Administration Act Guarantees and Indemnities Regulations (BC Reg 258/87):

Northern Health Authority  
Forestry Innovation Investment Ltd.  
DigiCert, Inc  
Siemens Canada Limited  
Government of Yukon  
City of Prince George  
BC Emergency Health Services  
Forestry Innovation Investment Ltd.  
Forestry Innovation Investment Ltd.  
First Nations Health Authority  
Two Rivers Gallery  
Forestry Innovation Investment Ltd.  
Nikkei (Canada) Marketing Limited  
Government of Yukon  
IDL Projects Inc.  
ReelDeal Media Inc.  
Telerik  
Oracle Canada ULC  
City of Prince George  
Capilano University  
Northern Development Initiative Trust  
Ngati Awa Social and Health Services  
Market Zone Productions Ltd.  
Imperial Parking Canada Corporation  
British Columbia Investment Agriculture Foundation  
Downtown Prince George  
Kopar Administration Ltd.  
Her Majesty the Queen in Right of Canada, as represented by the Minister of Natural Resource  
Gitxsan Development Corporation  
Forestry Innovation Investment Ltd.  
Telus  
Association of Professional Engineers and Geoscientists of BC  
Igloo Inc.  
CareFusion Canada 307 ULC  
University Health Network and University of Regina  
Her Majesty the Queen in right of Canada as represented by the Minister of Public Works and Government Services  
Her Majesty the Queen in Right of Canada, represented by the Minister of Natural Resources  
Her Majesty the Queen in right of the Province of British Columbia, as represented by the Minister of Forests, Lands & Natural Resource  
British Columbia Innovation Council  
Canada Wide Media Limited  
The Globe and Mail Inc.  
Regional Health Authority B - Horizon Health Network  
Canadian Wood Council - Conseil Canadien Du Bois c/o Wood Solutions Fair  
Wildlife Conservation Society  
City of Prince George  
Lamar Transit Advertising Canada, Ltd.  
The Workers' Compensation Board of British Columbia  
FPInnovations  
Atlassian Pty Ltd. (ABN 53 102 443 916)  
Audio-Visual Services (Canada) Corporation  
Action Pages Canada, ULC  
Canada Wide Media Limited  
Her Majesty the Queen in Right of Canada, represented by the Minister of Health  
BC Emergency Health Services  
Terrace & District Chamber of Commerce and City of Terrace  
BC Innovation Council  
Her Majesty the Queen in Right of the Province of British Columbia, represented by the Minister of Forests, Lands and Natural Resource

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA  
SCHEDULE OF GUARANTEE AND INDEMNITY AGREEMENTS  
AS AT MARCH 31, 2018**

Pattison Outdoor Advertising LP  
Cowichan Valley Regional District  
Her Majesty in right of Canada represented by the Minister of Agriculture and Agri-Food  
Northern Health Authority  
Her Majesty the Queen in Right of Canada, as represented by the Minister of Indian Affairs and Northern Development  
Enchainement Productions Inc.  
Summit Helicopters  
Mitacs Inc.  
Northern Health Authority  
Siemens Canada, Ltd.  
Her Majesty the Queen in Right of Canada, as represented by the Minister of Health, acting through Public Health Agency of Canada  
Nechako Environmental Enhancement Fund Society  
British Columbia Hydro and Power Authority  
First Nations University of Canada and First Nations University of Canada Inc.  
Creative Fire LP  
Ness Lake Bible Camp and Conference Centre and One Hope Canada  
The Board of Education of School District No. 82 - Coast Mountains  
The Old Schoolhouse Magazine, LLC  
British Columbia Investment Agriculture Foundation  
STERIS Corporation  
British Columbia Hydro and Power Authority and The Fish and Wildlife Compensation Program



**UNIVERSITY OF NORTHERN BRITISH COLUMBIA  
BOARD OF GOVERNORS  
FOR THE YEAR ENDED MARCH 31, 2018**

Name	Type of Appointment	Member at March 31	Expenses
Dr. Daniel Weeks	President and Vice Chancellor	YES	-
Mr. James Moore	Chancellor	YES	5,616.62
Ms. Amelia Kaiser	Elected, Graduate Student Representative	YES	-
Ms. Arctica Cunningham	Elected, Undergraduate Student Representative	YES	93.20
Dr. Karin Beeler	Elected, Faculty Representative	YES	-
Dr. Kathy Lewis	Elected, Faculty Representative	YES	-
Mr. Mark Barnes	Elected, Staff Representative	YES	-
Mr. Timothy Carmack	Order-in-Council, Alumni	YES	-
Ms. Tracey Wolsey	Order-in-Council, Alumni	YES	9,494.86
Mr. Harry Nyce, Sr.	Order-in-Council, First Nations	NO	5.19
Mr. Simon Yu	Order-in-Council, Member at Large	NO	-
Ms. Katherine LaForge	Order-in-Council	YES	779.71
Ms. C.E. Lee Ongman	Order-in-Council	YES	18.51
Mr. Sean Simmons	Order-in-Council	YES	93.20
Ms. Julie Ziebart	Order-in-Council	YES	2,025.33

Board members receive no remuneration. Applicable travel expenses are reimbursed by the University. Amounts paid to employees are reflected with their remuneration.

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA  
SCHEDULE OF EMPLOYEE REMUNERATION  
FOR THE YEAR ENDED MARCH 31, 2018**

Employee Name	Position	Total Remuneration	Total Expenses
Abioye, Oyekanmi	Assist Professor - BUSM	138,160.03	1,389.42
Ali, Khawaja Faran	Assist Prof - GEOG	85,428.35	5,020.35
Annear, Robert	University Registrar	116,887.08	14,755.33
Antoniazzi, Clara	Sr Lab Instructor - NURS	77,178.58	1,746.03
Aravind, Alex	Professor - CPSC	97,991.98	3,155.82
Atkinson, Donna	NCCAH/AAN Research Manager	84,961.10	15,636.81
Bai, Ping	Sr Lab Instructor - GIS	84,140.43	1,907.63
Bankole, Julius	Lecturer - BUSM	89,858.52	1,671.31
Banner-Lukaris, Davina	Assoc Prof - NURS	104,119.29	594.06
Barnes, Mark	Director Office of Research	92,688.30	12,259.42
Barton, Sylvia	Chair - Nursing	145,209.57	25,186.37
Beaumont, Sherry	Professor - PSYC	113,502.82	1,964.75
Beeler, Karin	Chair - English	118,757.94	2,834.05
Beeler, Stan	Professor - ENGL	110,944.94	0.00
Best, Beverly	Mgr Aboriginal Std Engagement	76,329.26	1,383.81
Beveridge, Erin	Sr Lab Instructor - CSAM	81,436.07	280.74
Bidgood, Bruce	Assoc Prof - SOCW	110,348.00	10,852.10
Binnema, Theodore	Chair - History	133,150.40	4,960.68
Bird, Ranjana	Professor - HLSC	155,271.71	0.00
Blair, Jenia	Sr Lab Instructor - ESM(BIOL)	85,715.43	2,734.99
Booth, Annie	Professor - ENVA	113,580.93	5,092.32
Bouchard, Michel	Professor - ANTH	114,692.19	4,638.74
Bowles, Paul	Chair - International Studies	177,166.64	15,330.14
Bryce, Benjamin	Assist Prof - HIST	79,364.44	18,706.88
Budde, Robert	Professor - ENGL	122,902.98	3,373.31
Burke, Susan	Assist Prof - SOCW	100,009.48	2,154.21
Burton, Philip	Professor - ESM-FSTY (RO)	117,928.21	12,328.63
Callaghan, Russell	Professor - NMP	114,776.77	6,777.27
Casperson, David	Chair - Computer Science	104,439.52	1,332.82
Chen, Chunyi	Sr International Consul to PEC	119,217.14	27,793.04
Chen, Jing	Assist Prof - BUSM	149,542.81	3,892.45
Chen, Liang	Professor - CPSC	147,590.77	4,663.93
Chew, William	Treasury Services Manager	93,079.92	7,269.30
Choi, Sungchul	Chair - School of Business	168,062.93	9,719.98
Chowdhury, Reza	Assoc Prof - BUSM	142,780.47	8,698.36
Chun, Wootae	Assist Prof - BUSM	122,586.56	2,964.74
Claus, David	Asst Director - Facilities	101,999.03	4,371.84
Condon, Gregory	Chief Information Officer	132,210.41	15,371.96
Connell, David	Assoc Prof - ESM	100,143.19	5,580.70
Constantin, Alina	Sr Lab Instructor - NMP	76,535.99	2,079.88
Coxson, Darwyn	Professor - ESM(BIOL)	123,513.90	16,403.19
Cuthbertson, Mike	Lecturer - BUSM	129,054.66	2,864.16
Daigle, Barbara	AssocVP People/Org Design/Risk	195,724.71	18,056.14
Dale, Mark	Dean of Regional Programs	187,249.78	12,635.54
Dawson, Russell	Professor - ESM(BIOL)	113,797.78	1,300.01
de Leeuw, Sarah	Assoc Prof - NMP/HLSC	112,102.13	40,588.97
Deo, Balbinder	Assoc Prof - BUSM	160,291.97	2,567.39
Dery, Stephen	Professor - ENVS	105,292.37	7,681.49
DeWiel, Boris	Chair - Political Science	107,035.04	2,401.15
Dickson, Lisa	Assoc Prof - ENGL	93,192.61	0.00
Dobrowolski, Edward	Assist Prof - MATH	76,285.62	3,791.20
Egger, Keith	Professor - ESM(BIOL)	88,804.57	0.00
Elkin, Che	Assoc Prof - ESM(FSTY)	107,191.82	5,525.21
Elliott, Sarah	Asst Director Safety/Sec/Emerg	98,583.27	1,822.47
Emmons, Scott	Sr Lab Instructor - GIS	79,826.95	1,666.71
Empey, Heather	Interim University Librarian	104,340.59	4,582.43

Remuneration includes any form of salaries or wages paid to the employee during the period.  
It also includes benefits such as life insurance, medical and tuition waiver.

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA  
SCHEDULE OF EMPLOYEE REMUNERATION  
FOR THE YEAR ENDED MARCH 31, 2018**

Employee Name	Position	Total Remuneration	Total Expenses
Erasmus, Daniel	Sr Lab Instructor - BIOCHEM	88,162.88	1,920.81
Ericsson, Kevin	Infras. Mgr & Chief Engineer	113,655.23	707.19
Fondahl, Gail	Professor - GEOG	128,654.11	27,290.06
Foo, Richard	Intl Program Dev Officer	92,560.21	59,383.16
Fraser, Tina	Assoc Prof - EDUC	94,674.00	7,448.67
Fredeen, Art	Professor - ESM(FSTY)	113,107.49	1,844.80
Fredj, Karima	Assoc Prof - ECON	96,936.00	6,358.38
Freeman, Shannon	Assist Prof - NURS	98,126.62	11,044.52
Fuson, Trevor	Manager Enterprise Systems	90,582.59	4,595.35
Fyfe, Trina	Northern Health Sc. Librarian	101,072.09	4,508.42
Ge, Xin	Assoc Prof - BUSM	145,938.99	0.00
Gehloff, Maik	Sr Lab Instructor - IENG	91,975.19	15,130.43
Gillingham, Michael	Professor - ESM(BIOL)	107,314.37	7,016.57
Goetzinger, Richard	Maintenance & Proj Supervisor	85,362.22	13.28
Gorrell, Andrea	Assoc Prof - BIOCHEM	107,340.66	703.64
Graham, Candida	Assoc Professor - NMP	96,471.17	0.00
Gray, Sarah	Assistant Dean - NMP	168,115.12	8,685.53
Green, Scott	Assoc Prof - ESM(FSTY)	101,631.16	10,947.59
Greenwood, Margo	Academic Leader NCCAH/BC Init	124,367.45	68,198.79
Groulx, Mark	Assist Prof - ENPL	79,855.23	6,243.73
Guest, Kristen	Professor - ENGL	95,492.64	0.00
Halseth, Greg	Professor - GEOG	141,453.55	14,441.36
Hamelin, Twylla	Administrative Director NMP	94,869.51	7,156.92
Hanlon, Neil	Professor - GEOG	104,457.14	2,003.96
Hanson, Clayton	Manager Client Services	76,651.56	1,123.01
Hanson, Sarah	Wellness Centre Manager	100,364.04	11,071.84
Haque, Waqar	Professor - CPSC/BUSM	191,704.28	20,048.43
Harder, Henry	Professor - DISM/PSYC	159,828.47	8,787.36
Harris, R. Luke	Assoc Prof - HLSC	90,098.58	2,220.90
Harrison, Edward	Assist Prof - EDUC	80,869.34	6,001.89
Hartley, Ian	Chair - Physics	127,759.81	3,949.12
Haslett, Lisa	Director Business Svs / CS	109,123.64	10,143.65
Helle, Steve	Assoc Prof - EENG	95,484.27	1,112.64
Hemingway, Dawn	Chair - Social Work	120,908.70	10,371.67
Hernandez-Read, Erica	Archivist & Access Librarian	77,944.74	7,067.12
Hoffman, Ross	Professor - FNST	87,373.03	7,204.63
Holler, Jacqueline	Assoc Prof - HIST/WMST	122,374.76	14,678.32
Horne, Dee	Professor - ENGL	119,515.03	2,256.04
Horning, Darwin	Assist Prof - ENPL	81,451.11	7,996.08
Howard, Julie	Sr Lab Instructor - PSYC	92,430.81	3,779.87
Huber, Dezene	Professor - ESM(FSTY)	106,079.87	4,294.72
Hutchings, Kevin	Professor - ENGL	100,183.20	5,314.32
Huynh, Ngoc	Sr Lab Instructor - NURS	86,682.86	11,392.62
Iqbal, MD Asif	Assist Prof - IENG	97,033.84	20,004.21
Jackson, Christine	Sr Lab Instructor - GEOG	84,140.43	1,549.89
Jackson, Peter	Professor - ENVS	117,106.55	509.05
Jensen, Erik	Dean of CSAM	126,564.75	8,332.05
Johnson, Christopher	Professor - ESM(FSTY)	90,252.60	6,833.29
Jokinen, Nancy	Assoc Prof - SOCW	90,179.05	2,066.39
Jones, George	Sr Lab Instructor - PHYS	85,339.16	1,023.39
Kaiser, Amelia	Interim Mgr Student Affairs	93,064.07	2,240.03
Kaminska, Malgorzata	Assist Prof - NMP	103,216.46	7,164.61
Kazemian, Hossein	Sr Lab Instructor - NALS	94,142.43	406.14
Kearns, Anne	Counsellor	75,500.50	0.00
Keeler, Gwen	Sr Lab Instructor - NURS	84,374.08	1,119.30
Keen, Kevin	Professor - MATH	106,079.87	1,864.78

Remuneration includes any form of salaries or wages paid to the employee during the period.  
It also includes benefits such as life insurance, medical and tuition waiver.

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA  
SCHEDULE OF EMPLOYEE REMUNERATION  
FOR THE YEAR ENDED MARCH 31, 2018**

Employee Name	Position	Total Remuneration	Total Expenses
Keryluik, Jennifer	Senior HR Consultant	81,265.27	9,537.19
Kinsley, Sean	Sr Financial Analyst	84,354.85	600.55
Kitchenham, Andrew	Professor - EDUC	176,022.61	5,754.53
Klassen-Ross, Tammy	Instructor IV - HLSC	86,813.29	1,898.37
Klepetar, Amy	Assist Prof - NURS	103,961.91	6,002.00
Knight, Robert	VP Finance/Business Operations	201,599.96	13,400.29
Koehn, Deborah	Lecturer - EDUC	75,729.53	3,697.14
Korkmaz, Elie	Professor - PHYS	114,355.79	674.62
Kotowich-Laval, Marian	Sr Lab Instructor - EDUC	78,582.33	3,142.04
Kranz, Allan	Sr Lab Instructor - CPSC	87,510.16	0.00
Kubert, David	IT Security Officer	81,417.57	11,827.47
Kumar, Pranesh	Professor - MATH	113,884.13	10,685.08
Kunkel, Titilope	Sr Lab Instructor - RO	79,866.32	4,635.90
Kuo, Kuo-Hsing	Assoc Prof - NMP	100,211.22	1,328.08
Kutzner, Diana	Research Manager	75,113.86	1,084.22
LaBoucane, Renee	Senior Facilitator CDI	83,498.06	7,408.65
Lacharite, Jason	Assistant Professor - INTS/POLS	91,977.33	0.00
Lautensach, Alexander	Assoc Prof - EDUC	92,656.12	6,784.77
Lawson, Heidi	Manager Student Systems	76,778.64	11,300.74
Lazenby, Richard	P/T Instructor - ANTH	119,948.43	1,663.44
Lee, Chow	Professor -CHEM	107,094.43	1,598.52
Lewis, Kathy	Professor - ESM (FSTY)	120,106.70	2,213.86
Li, Han	Professor - PSYC	110,911.03	1,722.58
Li, Jianbing	Professor - EENG	109,987.90	32,169.51
MacDonald, James	Digital Initiatives Librarian	97,401.15	8,759.43
MacLeod, Martha	Professor - NURS/COMH	173,233.26	17,335.64
MacMillan, Peter	Assoc Prof - EDUC/COMH	82,882.50	2,132.60
MacPhail, Fiona	Chair - Economics	116,793.63	3,907.58
Mandy, Margot	Professor - CHEM	111,773.78	4,008.55
Margolin, Indrani	Assoc Prof - SOCW	98,233.50	15,515.46
Martens, Clifford	Assistant Chief Engineer	80,107.18	0.00
Massicotte, Hugues	Professor - ESM(FTSY)	113,797.78	2,665.21
Maurice, Sean	Sr Lab Instructor - NMP	133,116.45	4,461.07
McDonald, Verna	Assoc Prof - EDUC (RO)	82,808.39	5,047.42
McGill, William	A/Director - Special Projects	119,414.45	4,351.02
McIntyre, Tracey	Sr Financial Analyst	81,975.01	1,350.34
McKenzie, Shelley	Senior HR Consultant	89,597.32	3,831.50
Meletis, Zoe	Assoc Prof - GEOG	91,767.15	0.00
Menounos, Brian	Professor - GEOG	131,401.39	19,627.42
Migabo, Saphida	Sr Lab Instructor - ESM(BIOL)	85,715.43	2,734.02
Montgomery, Glen	Infrastructure Manager	96,273.95	9,205.25
Monu, Kafui	Assist Prof - BUSM	148,235.31	2,312.27
Morris, Jason	Lecturer - POLS	99,243.41	1,163.09
Morris, Marleen	Associate Director - CDI	134,098.55	33,627.14
Mullins, Philip	Assoc Prof - ORTM	88,307.17	1,176.27
Murdoch, Loralyn	Director Athletics/Recreation	91,338.86	9,483.42
Murphy, Leanne	Financial Svcs/Systems Manager	87,643.02	3,529.98
Murphy, Michael	Professor - POLS	105,105.22	2,200.61
Murray, Brent	Assoc Prof - ESM(BIOL)	107,865.47	4,829.37
Niebergall, Michelle	Payroll Services Coordinator	75,610.28	1,112.05
Nixon, Gregory	Assoc Prof - EDUC	95,763.05	3,927.01
Nolin, Catherine	Chair - GEOG	102,323.94	4,355.27
Olsen, Aaron	Mgr Operations/Compliance/Svs	89,133.51	758.38
O'Neill, Linda	Assoc Prof - EDUC	117,515.01	20,853.98
Opio, Christopher	Professor - ESM(FSTY)	103,605.97	1,515.98
Oster, Michelle	Curriculum/Assess Yrs 1/2 Mgr	76,682.24	1,329.32

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**UNIVERSITY OF NORTHERN BRITISH COLUMBIA  
SCHEDULE OF EMPLOYEE REMUNERATION  
FOR THE YEAR ENDED MARCH 31, 2018**

Employee Name	Position	Total Remuneration	Total Expenses
Otter, Ken	Professor - ESM(BIOL)	116,824.48	5,494.14
Owen, William	Vice Provost Student Recruit	118,273.60	204.22
Owens, Philip	Professor - ENVS	119,995.56	28,323.66
Parker, Katherine	Professor - ESM(FSTY)	114,790.84	8,721.34
Parkes, Margot	Assoc Prof - HLSC/NMP	106,823.45	12,788.49
Parshotam, Umesh	Sr Lab Instructor - CHEM	87,515.43	0.00
Patenaude, Bernadette	Director - Integrated Planning	113,524.41	3,594.41
Patton, Stephen	Facilities Services Supervisor	79,973.60	0.00
Payne, Geoffrey	VP Research & Grad Programs	191,464.61	47,478.38
Pearson, Tammy	Assist Prof - SOCW	114,118.49	8,158.66
Pelletier, Chelsea	Assist Prof - HLSC	84,075.67	3,663.11
Peters, Heather	Assoc Prof - SOCW (RO)	94,772.80	2,775.61
Petersen, Bjorn	Interim Mgr International Educ	81,064.89	28,576.42
Petticrew, Ellen	Professor - GEOG	125,730.02	26,630.24
Pierce, Joanna	Assoc Prof - SOCW	134,727.98	11,021.71
Plourde, Guy	Professor - CHEM	111,235.07	1,301.67
Pohl, James	Systems Administrator	75,050.58	1,295.63
Poirier, Lisa	Assoc Prof - ESM(BIOL)	89,573.34	1,985.22
Polajnar, Jernej	Assoc Prof - CPSC	84,902.58	0.00
Potter, Grant	Sr Lab Instructor - E-Learning	83,378.96	10,328.53
Rader, Stephen	Professor - CHEM	101,593.60	13,765.13
Rahemtulla, Farid	Assist Prof - ANTH	99,685.89	2,819.48
Rea, Roy	Sr Lab Instructor - ESM (FSTY)	85,940.43	9,584.22
Reid, Matthew	Professor - PHYS	106,079.87	7,854.36
Reimer, Kerry	Professor - CHEM	114,499.91	0.00
Rennick, Shelley	Director Facilities/Capital Pl	127,301.67	9,563.71
Roberts, Kerry	Director, Human Resources	77,347.15	5,696.31
Robinson, Rheanna	Senior Advisor to President	101,814.08	12,904.07
Romanets, Maryna	Professor - ENGL/WMST	101,819.50	6,136.60
Rose, Ramona	Head, Arch. & Spec Collections	95,378.68	2,301.29
Rutherford, P Michael	Professor - ENVS	108,842.37	3,547.96
Ryan, Daniel	Provost & VP Academic	215,554.16	50,194.91
Safaei Borojjeny, Jalil	Professor - ECON	102,565.70	2,916.92
Sanborn, Paul	Assoc Prof - ESM(FSTY)	108,149.86	3,744.65
Sanders, Caroline	Assoc Prof - NURS	119,706.95	5,625.23
Sanford, Heather	University Secretary	88,542.55	3,261.49
Schiller, Catharine-Joanne	Assist Prof - NURS	100,688.61	2,425.46
Schlesinger, Brenda	Manager Ancillary Projects	78,233.76	496.51
Schmidt, Glen	Professor - SOCW	132,958.56	11,841.48
Schorcht, Blanca	Dean of CASHS	118,986.92	9,328.24
Schretlen, Kevin	Systems Administrator	77,570.11	464.61
Scott, Laurence	Lecturer - BUSM	97,989.03	0.00
Scouten, Katherine	Director Developmnt/Alumni Rel	108,534.90	8,242.90
Seidel, Andrew	Chair - Environmental Planning	160,038.31	10,188.77
Shannon, Michael	Manager Contracts/Supply Chain	80,320.46	1,308.77
Shegelski, Mark	Professor - PHYS	126,806.59	225.00
Sherry, John	Assist Prof - EDUC	103,344.65	10,252.40
Shrimpton, Mark	Professor - ESM(BIOL)	113,797.78	18,371.41
Shubair, Mamdouh	Assoc Prof - HLSC	85,609.16	79.51
Shultis, John	Assoc Prof - ORTM	90,798.05	845.67
Siakaluk, Paul	Chair - Psychology	139,962.19	4,218.22
Simpson, Andrew	Shift Engineer	75,855.46	0.00
Slater, Mardeana	Manager Retail Services	77,540.83	6,264.22
Smith, Angele	Chair - Anthropology	98,852.58	15,896.51
Smith, Colleen	Assoc VP Financial Services	152,455.96	2,491.38
Smith, Heather	Director, Centre for CTLT	114,669.80	20,606.38

Remuneration includes any form of salaries or wages paid to the employee during the period.  
It also includes benefits such as life insurance, medical and tuition waiver.

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA  
SCHEDULE OF EMPLOYEE REMUNERATION  
FOR THE YEAR ENDED MARCH 31, 2018**

Employee Name	Position	Total Remuneration	Total Expenses
Smith, Kevin	Assoc Prof - HLSC	122,171.72	762.31
Smith, Trevor	School of Nursing Manager	82,706.81	2,879.28
Sra, Jaspreet	Lecturer - BUSM	88,710.36	2,661.38
Sui, Jueyi	Professor - EENG	111,551.92	10,289.91
Summerville, Tracy	Professor - POLS	96,913.11	368.02
Swainger, Jonathan	Professor - HIST	115,037.63	1,811.08
Tang, Youmin	Professor - ENVS	112,527.16	28,336.97
Tannert, Thomas	Assoc Prof - IENG	145,427.72	25,683.83
Thompson, Judith	Assist Prof - FNST	87,454.62	8,658.03
Thring, Ronald	Professor - EENG	142,429.05	7,997.28
Transken, Si	Assoc Prof - SOCW	117,503.36	3,140.63
Tribe, Timothy	VP University Advancement	198,128.90	24,893.42
Trujillo, Maria	Student Career Ctr Coord	85,345.91	4,285.15
Usman, Lantana	Assoc Prof - EDUC	115,194.36	1,950.47
Van Pelt, Linda	Assist Prof - NURS	116,262.11	10,881.39
Venter, Oscar	Assoc Prof - ESM(FSTY)	107,226.23	11,133.31
Wagner, Shannon	Chair - Health Sciences	130,876.01	9,374.20
Wallace, Cheryl	MBA Program Director	92,849.18	5,334.93
Walters, Samuel	Chair - Mathematics	120,290.83	0.00
Wang, Baotai	Professor - ECON	93,387.51	6,025.95
Wang, You Qin	Sr Lab Instructor - HPCP	85,715.44	1,740.41
Weeks, Daniel	President and Vice Chancellor	284,945.21	122,965.63
Wells, Rachael	Research Manager HRI	86,987.19	9,193.44
Wessell Lightfoot, Dana	Assoc Prof - HIST	105,958.44	15,771.72
Whalen, Catherine	Assist Prof - EDUC	86,194.55	6,622.02
Wheate, Roger	Assoc Prof - GEOG	110,398.22	1,969.33
Whitcombe, Todd	Chair - CHEM/ENVS/EENG	123,965.46	7,459.26
Wilson, Erin	Assist Prof - NURS	101,521.44	7,952.28
Wilson, Gary	Chair - First Nations	111,504.38	20,097.66
Wimmers, Guido	Chair - IENG	143,119.53	24,081.23
Winwood, Paul	Associate Vice President NMP	226,988.00	13,783.15
Wood, Matthew	Director Communications & Mktg	103,347.04	4,164.23
Wright, Pamela	Assoc Prof - ORTM	103,758.49	1,904.51
Zimmer, Lela	Assoc Prof - NURS	111,512.23	6,942.19
Total remuneration > \$75,000		28,066,948.79	2,063,086.76
Total remuneration < \$75,000		29,586,564.72	1,036,507.91
Total remuneration		57,653,513.51	3,099,594.67

Total remuneration does not equal salaries and benefits in the financial statements as it does not include the employer's payments for non-taxable benefits, CPP, EI or WCB. There are also differences that arise as the University of Northern British Columbia uses accrual accounting. Total remuneration does not include payments made with respect to severance agreements.

Remuneration includes any form of salaries or wages paid to the employee during the period. It also includes benefits such as life insurance, medical and tuition waiver.

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA  
SCHEDULE OF EMPLOYER CONTRIBUTIONS  
FOR THE YEAR ENDED MARCH 31, 2018**

<b>Employment Insurance Contributions</b>	840,255.19
<b>Canada Pension Contributions</b>	1,868,209.72
<b>Total Contributions to Receiver General of Canada</b>	2,708,464.91

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA  
STATEMENT OF SEVERANCE AGREEMENTS  
FOR THE YEAR ENDED MARCH 31, 2018**

There were 2 severance agreements under which payment commenced between the University of Northern British Columbia and its non-unionized employees during fiscal year 2017/2018

These agreements represent from 1 to 6 months of compensation.



**UNIVERSITY OF NORTHERN BRITISH COLUMBIA  
PAYMENTS FOR GOODS AND SERVICES  
FOR THE YEAR ENDED MARCH 31, 2018**

Vendor Name	Total Payment
1012437 Ontario Ltd.	55,224.75
Accelerated Sport & Spine Physiotherapy	34,762.09
Acme Parking Lot Maintenance Ltd	45,305.41
Admiral Roofing Ltd.	40,671.77
Aleza Lake Research Forest Society	28,659.89
All Points Fire Protection Ltd.	110,484.98
All Pro Plumbing and Heating Inc.	69,361.01
All West Glass Ltd.	161,718.86
Allrite Heating and Ventilation	29,261.19
AMCO Wholesale	43,559.13
Andre's Electronic Experts	29,281.25
Applanix Corporation	63,708.43
Apple Canada Inc.	86,146.00
Ascentech Solutions Inc	52,500.01
Attia, Tammy	37,881.99
Barry Wong Copy Services Ltd	72,166.77
BC Cancer Agency	103,500.00
BC Hydro	1,237,214.04
BC Innovation Council	36,250.00
BCNET	627,304.89
Bear Scare Ltd.	25,026.75
Besserer, Floyd	51,539.96
Big Kahuna Sport Company	87,448.19
Blackbaud Canada	144,509.71
Blackboard Inc	51,939.40
BMO MasterCard (Employee Procurement Cards)	2,147,137.03
Boyden Vancouver, Inc.	58,838.83
Caldwell Partners	76,227.85
Calstone Inc.	39,352.99
Canada Post Corporation	43,335.59
Canada West Universities Athletic Association	60,566.08
Canadian Research Knowledge Network	514,984.42
Canadian Time Systems Inc.	36,211.56
Cardinal Building Maintenance Service Ltd.	42,953.67
CareFusion Canada 307 ULC	41,608.00
Carrier Sekani Family Services	80,107.50
Cascades Recovery+	36,552.20
Centaur Products Inc.	25,710.62
Central Interior Piping and Maintenance Ltd.	34,273.23
CG Industrial Specialties Ltd.	30,138.08
Charter Telecom Inc.	229,074.56
City of Prince George	417,255.14
College of New Caledonia	167,452.21
Colliers Project Leaders Inc.	108,010.57
Compass Group Canada Ltd.	2,335,299.19
Cormier Consulting Group Inc.	79,445.30
Council of Prairie and Pacific University Libraries	210,372.78

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA  
PAYMENTS FOR GOODS AND SERVICES  
FOR THE YEAR ENDED MARCH 31, 2018**

Vendor Name	Total Payment
Creative Embroidery	37,940.51
Cyndi McLeod Global Inc.	106,045.65
Darren Kersey Electric	47,738.25
DDB Hodes Recruitment Communications	29,598.14
Dell Canada Inc.	81,895.85
Dr Andrea Geller, Inc.	28,458.11
Dr Becky Ann Temple Inc	63,790.17
Dr Gerrard Prigmore Inc.	65,031.56
Dr K Closson Inc.	31,500.00
Dr Karin Blouw, Inc.	32,068.78
Dr Steven W K Chang, Inc.	64,360.00
Dr. Kathleen O'Malley Inc.	35,437.50
Drs Spooner and Odulio Inc	73,342.50
Duklas Cornerstone Consulting	47,145.27
EB Horsman & Son Ltd	40,546.51
EBSCO Canada Ltd	210,055.82
EDge Interactive Publishing Inc.	33,101.25
EDI Environmental Dynamics Inc	99,540.00
EECOL Electric Ltd.	265,798.62
Ellement Consulting Group	46,027.36
Ellucian Technologies Canada ULC	163,699.03
Enlivened Consulting Ltd.	29,610.00
Follett Higher Education Group	32,250.73
FortisBC-Natural Gas	121,241.79
FPIinnovations	50,547.02
GOBI Library Solutions From EBSCO	52,547.94
Graphic Office Interiors Ltd.	36,606.23
HCMA Architecture + Design	267,479.33
Homewood Health Inc.	46,993.78
Horseshoe Press Inc.	59,479.74
Hoskin Scientific Ltd.	27,471.36
IDenticard Systems Inc.	34,645.30
IDL Projects Inc.	9,371,051.78
IEEE Customer Operations	31,331.73
Innovative Interfaces Inc	64,670.85
Integra Forest Consulting Ltd.	71,080.21
IntelliGO Networks Inc.	47,886.21
Jim Pattison Broadcast Group	36,011.85
John Wiley & Sons Canada Ltd.	28,669.57
John Wiley & Sons, Inc.	112,926.33
Kasian Architecture Interior Design & Planning Ltd.	216,272.07
Kisik Aerial Survey Inc.	318,345.16
Knightsbridge Robertson Surrette Group Limited	44,932.09
KONE Inc.	87,105.80
KPMG LLP	323,327.70
Lakeland Mills Ltd.	280,836.81
Lamar Transit Advertising Canada, Ltd.	25,305.00

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA  
PAYMENTS FOR GOODS AND SERVICES  
FOR THE YEAR ENDED MARCH 31, 2018**

Vendor Name	Total Payment
Login Brothers Canada	70,213.81
Long View Systems Corp.	439,986.76
Long ViewSystems Corp (USD)	62,645.06
Make Creative Inc.	54,338.38
Marsh Canada Limited	42,189.00
McGraw Hill Ryerson Ltd.	63,375.64
MCIS Language Services	29,968.83
Merlan Scientific Ltd.	28,026.60
Microserve/MicroAge	365,841.98
Mike's Tech-On-Call Service	26,753.43
Millennium Computer Systems Ltd	52,929.44
Mills Office Productivity	52,407.02
Minister of Finance	205,807.84
Ministry of Finance BC Mail Plus	45,771.21
Moore Canada Corporation	38,234.32
MPS	60,610.34
National Collaborating Centre for Determinants of Health	85,335.68
Nebraska Book Company Inc	79,981.62
Nelson Education Ltd.	232,137.77
Northern Health Authority	619,802.58
Northern Lights College Dawson Creek	40,582.70
Northern Undergraduate Student Society	85,176.54
Northwest Community College	32,986.09
OCLC Inc	42,952.92
Oracle Canada ULC	280,226.77
Oxford University Press Canada	58,040.26
Pearson Education Canada	273,359.30
Peerless Engineering Sales Ltd	36,678.71
Peregrine Aerial Surveys Inc.	74,663.49
PhaseOne Industrial	115,727.19
PJS Systems Inc.	39,035.37
Prince George Transit Ltd	46,489.14
Prism Engineering Ltd.	27,964.58
Process Pathways Inc.	29,344.00
Project Management Centre of Excellence Inc.	81,734.68
ProQuest LLC	66,189.93
Purolator Inc	33,239.38
QSR International (Americas) Inc.	29,299.25
R F Klein & Sons Ltd.	318,281.38
Reciprocal Consulting	30,450.00
Red Rocket Creative Strategies	57,995.25
Regal Window Fashions Ltd.	88,668.96
Rettig USA, Inc.	91,290.41
RH Jones & Sons Mechanical	45,312.90
Right Choice Flooring Ltd.	62,123.51
Roper Greyell LLP	76,935.98
Shanahan's Building Specialties Ltd.	51,326.27

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA  
PAYMENTS FOR GOODS AND SERVICES  
FOR THE YEAR ENDED MARCH 31, 2018**

Vendor Name	Total Payment
Shell Energy North America(Canada) Inc.	69,214.47
Shepard, Michael	30,479.71
Siemens Canada Limited	166,412.31
Silvertip Ecotours Ltd.	55,465.18
Simon Fraser University	266,898.56
Sodexo Canada Ltd.	947,841.37
Southern Law	25,872.84
SteelGrid Construction Corp	38,881.46
Stinger Welding Ltd.	47,724.51
Summit Insurance Brokers Inc.	29,490.00
Sun Life Assurance Company of Canada	5,680,053.01
Tarbell, Harold	27,728.59
TELUS	205,239.77
Thank Goodness Its Clean Ltd.	27,560.40
Thermo Fisher Scientific	55,247.08
Thermtest Inc.	29,736.00
Trident Lock & Security Ltd.	53,391.92
Tulane University	46,179.73
Two Crow Consulting Inc	34,335.00
Unity Connected Solutions Inc.	72,899.19
Universite' de Moncton	49,300.00
Universities Canada	36,638.00
University of Alberta	49,300.00
University of British Columbia	583,958.57
University of Lethbridge	64,964.00
University of Manitoba	27,654.13
University of Toronto	27,196.45
University of Victoria	60,371.14
Veritiv Canada, Inc.	25,956.85
Vermont Systems, Inc.	37,768.50
Vista Radio Ltd.	31,497.44
VWR International Co.	60,588.35
Waste Management of Canada Corporation	27,970.11
Westcana Electric Inc.	45,769.38
WorkSafeBC	175,938.39
Xerox Canada Ltd.	262,340.75
<b>Total payments to vendors &gt; \$25,000</b>	<b>37,912,376.56</b>
<b>Total payments to vendors &lt; \$25,000</b>	<b>5,358,493.55</b>
<b>Total payments to vendors</b>	<b>43,270,870.11</b>

The University of Northern British Columbia uses accrual accounting, capitalizes the purchase of all assets greater than \$1,000, maintains inventories of salable goods in the bookstore, central laboratories, copy services and central stores, and receives a rebate on the Goods and Services Tax. As a result, total payments made to vendors in a year is not equal to total operating expenditures in the financial statements.

Total payments to BMO MasterCard do not include travel expenses reported on the Employee Remuneration Schedule.

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA  
GRANTS AND CONTRIBUTIONS  
FOR THE YEAR ENDED MARCH 31, 2018**

Name	Total Payment
Aleza Lake Research Forest Society	34,920.00
BC Council for International Education	184,076.82
Foundation for Educational Exchange Between Canada & the USA	37,974.68
Michael Smith Foundation for Health Research	50,000.00
NUGSS - World University Service of Canada	119,683.71
UNBC Childcare Society	45,000.00
University of British Columbia	26,500.00
Wilp Wilxo'oskwhl Nisga'a Institute	348,795.07
<b>Total Grants and Contributions &gt; \$25,000</b>	<b>846,950.28</b>

<b>Agenda Item:</b>	8.b. Five Year Capital Plan (approval) – R. Knight
<b>Material:</b>	Five Year Capital Plan – 2019/20 to 2023/24
<b>Motion:</b>	<i>That, the Board of Governors approves the 2019/20 to 2023/24 Five Year Capital Plan for the University of Northern British Columbia, as presented.</i>

## FIVE YEAR CAPITAL PLAN



2019/20 – 2023/24

# TABLE OF CONTENTS

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Executive Summary	3
Project Descriptions	6 - 17
Attachments:	
1/ Prioritized List of the Proposed Projects	
2/ Summary of Major (>\$5 million) ongoing and/or self-funded projects	
3/ List of existing Student Housing Inventory	

DRAFT



# FIVE-YEAR CAPITAL PLAN 2019 - 2024

## EXECUTIVE SUMMARY

This document outlines the University's plans for the next five years for the planning and construction of new buildings and the renewal of others.

These projects include a housing expansion, Agora and Research Lab renewals and the construction of a Global Innovation Centre that will house the School of Engineering, research innovation and partnership space, and new energy management and facilities infrastructure.

UNBC is also undertaking a partnership project with the David Douglas Botanical Garden Society to develop the northern most Botanical Garden in Canada at the University of Northern British Columbia.

## Our Priorities

This Plan reflects UNBC's commitment to the following internal priorities:

## Strategic Road Map:

Stewarding our Resources to Support our Vision, Mission and Signature Areas

### En Cha Huna

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

#### Our Vision

Canada's leading destination University, personal in character, that transforms lives and communities in the North and around the world.

#### Our Mission

To inspire leaders for tomorrow by influencing the world today.

#### Our Values

- Experiential learning and discovery
- Inclusiveness and diversity
- Community
- Integrity
- Academic Excellence

#### Our Signature Areas

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

### Strategic Priorities

Attract, retain and develop outstanding students, faculty and staff

Enhance the quality and impact of academic programming and delivery

Enhance the research culture

Ensure financial accountability, sustainability and operational effectiveness

### Desired Outcomes 2019 - 2022

- Enroll 3,499 FTE by 2021/22 while ensuring a diverse talented and engaged student body.
- Increase incoming student class size (total count):
  - Undergraduate domestic students by 250
  - Graduate domestic students by 50
- Increase International student head count to 600
- Increase Aboriginal student head count to 700
- Improve first-year retention to 82%
- Develop a competitive total compensation framework.
- Develop a comprehensive transition and outreach program for potential graduate students.
- Establish a leadership development strategy for faculty, staff and students.
- Enhance student success.

- Refresh the academic structure to further support innovation, high quality academic programming, and the success of faculty, staff, and students by 2021.
- Enhance the Program Quality Assurance (PQA) process for UNBC's academic programs.
- Enhance the learning experience for International, Aboriginal and Domestic students across the University.
- Strengthen the learning experience for first-year students.

- Develop a sustainable program for research (indirect and direct costs) of research to support the Research Action Plan and promote faculty and student success at UNBC.
- Develop an integrated funding framework to support graduate thesis research.
- Increase the level of funding for the undergraduate research experience program by 20%, over the current level.
- Develop two new industrial research chairs.
- Develop and implement an innovation strategy.

- Ensure resources are allocated to support the strategic priorities.
- Develop a sustainable infrastructure to support the mission.
- Raise \$15 Million of contributions through the comprehensive campaign by 2021.
- Develop a capital plan that positions UNBC for future growth and development, and supports faculty and staff success in research and teaching.
- Increase annualized fundraising by \$1.0 Million.
- Ensure financial equilibrium by 2021.
- Ensure processes, policies, systems and services are efficient and add value.
- Raise UNBC's brand regionally, provincially and internationally.
- Increase Government awareness of UNBC's unique challenges and opportunities.

It also reflects the priorities of the Ministry including the BC Skills for Jobs Blueprint, Aboriginal and Adult Education, International Education as well as the Ministry's current focus on Student Housing.

## **PLANNING ASSUMPTIONS**

Since its inception, UNBC has been characterized by periods of intense development and construction, growth in student population, and expansion in areas of direct relevance to British Columbia and northern communities. The immediate future is expected to be characterized by gradual growth in overall student enrolments, and integration of renewable energy consistent with the branding of UNBC as Canada's Green University. New programs in Engineering, Physiotherapy and Nursing Expansion have also been documented as tremendous needs in the region.

All projects are developed in accordance with Ministry priorities and guidelines including LEED requirements, the Wood First Initiative, and "investing in new or improved skills training equipment, technology and facilities to support accessible skills training opportunities . . .".

## **PLANNED OUTCOMES**

The intent is to be able to meet the identified programming and operational needs with a phased-in capital program over the next five years.

This Plan is also very focused on further developing the University's research facilities and infrastructure to enhance current programming in keeping with our research mandate.

## **CAPITAL PROJECTS**

The proposed projects fall into the following categories:

Category 1: New Priority Project (primarily driven by the need to accommodate growth and to provide labour market demand-driven capacity).

THE GLOBAL NORTH INNOVATION CENTRE which would house

- i. Engineering School
- ii. Facilities Management Infrastructure and Shops
- iii. Expanded Research Partnership space

Category 2: Whole Asset Replacement and Renewal Projects (primarily driven by the need to improve the physical asset condition and to reduce the deferred maintenance backlog).

- i. Agora Renewal
- ii. Research Lab Renewal

Category 3: Student Housing

- i. Student Housing Expansion

Self-funded or Ongoing Projects > \$5 million:

- i. David Douglas Botanical Garden

Institution	Campus/City	Project Title	Project Category	Project Priority
University of Northern British Columbia	Prince George	Additional Campus Housing	3	1 of 4

### 1) Current Situation

Currently, the University of Northern British Columbia has two buildings for student housing (See Attachment #5). These buildings, constructed in 1995 and 1996, contain 270 beds each, for a total stock of 540. The majority of the beds are configured in 4-bedroom suites with shared bathroom, kitchen and living room area in each. The remaining stock is in 2-bedroom suites; these are allocated to residence advisors.

In the summer of 2016 and 2017, UNBC completed substantial renovations to the existing buildings. One of the primary activities was to connect housing to UNBC's Bioenergy plant and install hot water heat. At the same time, interior renovations included upgraded lighting, flooring, doors, bathroom fixtures, furniture, and kitchen areas. Exterior improvements for safety and access were also completed.

For the last 3 years, the UNBC Housing Office has maintained a waitlist for Fall semesters, and have already exceeded capacity this year, one month earlier than expected.

### 2) Project Description

Given UNBC has a consistent waitlist and well-maintained existing stock, we have explored how best to meet the growing demand for on-campus housing. In March, we contracted a Canadian research company, CRi, to complete a demand analysis. Through student survey, stakeholder interviews and focus groups, CRi explored drivers of student satisfaction with existing housing, analyzed off campus housing market, and projected demand and purchase intent. The data further breaks down demand by student segments such as undergraduate, graduate, Aboriginal, International, etc. This information allows us to prioritize action to improve existing housing services and programming, but also gives us the ability to project demand for new beds and amenities.

Combining the demand analysis with other decision-making tools, UNBC has determined that there is conservative demand for 200 additional beds on campus in configurations (120 two-bedroom suites, 60 studio suites, and 20 one-bedroom suites) that differ from existing stock. Integration of study rooms, common areas, and technology infrastructure are vital as well. A new building would increase both variety and supply, resulting in high occupancy rates, enhanced student experience, and expanded capacity to deliver student housing at UNBC with consideration for a diverse student body.

### 3) Project Objectives

The objectives of the additional housing stock are to:

- a) better meet the needs of a more diverse student body
- b) add additional capacity to the current stock to accommodate a growing student body
- c) provide additional types of suites beyond just the current quad layouts

### 4) Options Considered

Increasing the number of beds is one of the objectives so we looked at how we could add a bedroom to the current suites. This would require taking out the kitchen in each quad. According to our recent survey this would have a devastating effect on the current clientele so was given no further consideration.

The most efficient way to increase capacity on campus would be to replicate the current buildings. This option was not deemed viable either due to the different types of suites the survey revealed were required. Currently we have no bachelor, one bedroom or two bedroom suites available to students and this is what is being requested by the students.

### 5) Project Outcomes

It is anticipated that with the addition of a 200 bed unit with the appropriate mix of styles, UNBC will be able to provide the required student housing to a broad range of students, including undergraduate, graduate, Aboriginal, and International for the foreseeable future.

### 6) Project Cost/Funding

UNBC will be conducting a Functional Planning exercise in the fall of 2018 to determine the specific requirements of this new facility and will then forward to a Cost Consultant for costing.

### 7) Key Risks

One of the key risks with the site of the proposed location of the facility is the unknown geotechnical conditions. It is our intent to conduct a geotechnical survey and analysis to determine requirements.

Ultimate student enrolments are also predictions. If targets are not met the facility could remain partially empty for a period of time, consequently affecting anticipated income. We will be pursuing alternate accommodation options to fill the rooms on a short term basis (eg. Visiting scholars and post-docs, new faculty and staff accommodation while house hunting, elders in residence, etc.) until targets are met.

### 8) Project Schedule

Planning	2018
Design	2019
Construction	2020/21

Institution	Campus/City	Project Title	Project Category (1, 2 or 3)	Project Priority
University of Northern British Columbia	Prince George	Agora Renewal	2	2 of 4

### 1) Current Situation

- a) One of the original five campus buildings, the Agora was constructed in 1994 and contains Lecture Theatres, Main Entrances, Lobby, Offices and Food Services. It connects all the original buildings and behind all these services is the Utilidor that contains all the campus utility infrastructure.  
The exterior of the building includes cast-in-place concrete walls, stone and brick cladding finishing's and pre-cast concrete elements. The roof includes adhered built-up-roof with concrete interlocking pavers, metal roof assemblies and green roofs.
- b) With the highest FCI (at .395) this building has been deemed the highest maintenance priority.
- c) According to VFA there are \$15.8 million worth of requirements identified in the next five years.



### 2) Project Description

This project will involve an evaluation, repair and upgrade to the mechanical and electrical systems, stabilization of concrete retaining walls, substantial roof repairs (green, BUR, concrete pavers, etc.), and architectural interior work including glazing, doors, accessibility upgrades and access control.

### 3) Project Objectives

The primary objective of the project would be to repair and/or replace aging infrastructure prior to any further damage taking place. A number of the upgrades will also have positive energy savings opportunities.

4) Options Considered

The only option available is to try to address small parts of this project with the yearly Routine Capital funding. Given the project management resources available and the volume of work required, this would take up to ten years to complete and is not a viable option.

5) Project Cost/Funding

Once preliminary planning is complete for this project a detailed plan will be submitted to the Ministry for funding under Major M & R.

6) Project Schedule

Preplanning	2017/18
Planning	2018
Design	2018/19
Construction	2019

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Institution	Campus/City	Project Title	Project Category	Project Priority
University of Northern British Columbia	Prince George	Global North Innovation Centre	1	3 of 4

#### 1) Current Situation

UNBC currently offers Environmental Engineering and effective September of 2019 will be adding Civil and expanded Environmental Engineering programs as part of the “School of Engineering” development plan. Once this program is established the university will be adding to its engineering portfolio with Mechanical and Electrical engineering.

#### 2) Project Description

To provide the space required for the planned “School of Engineering” which will include Mechanical and Electrical Engineering as well as dedicated Engineering Research Space a new building is required.

To gain project efficiencies and shared shop/lab space, the intent is to combine the required Facilities Management (Energy Management and Skills Training) space within the lower portion of the Innovation Centre.

Detailed planning will begin in 2020 for this new school and building.

#### 3) Project Objectives

Labour market surveys (ATEEC 2008, Engineers Canada 2015) indicate an upcoming shortage of Engineers in Canada due to increased retirement rates, and a current shortage of Engineers in Northern regions. The BC Jobs Plan identifies projects in a range of industries in Northern BC that will require significant support from all engineers. There will be a focus on cold weather Engineering, appropriate to the region, as well as integration with the developing Green economy. The project aligns with the UNBC and BC Government priorities and strategies by training our youth for high quality and stimulating employment opportunities in a range of industries that are key to BC’s economic future.

#### 4) Options Considered

Delivering expanded engineering offerings in the current space is not viable due to the substantial increase in and type of space (office, support, lab and project room) required.

Developing two separate projects for Engineering and Innovation and FM was deemed inefficient and costly given the size of the projects and the synergies that could be obtained by combining the projects.



## 5) Project Outcomes

- Innovation, Strategic Alignment & Quality Education

Students educated in the North tend to stay in the North, both for their careers and to raise families here. Local employers and industries have experienced difficulties in recruiting and retaining highly skilled employees from southern Universities. In dealing with a similar issue, UNBC helped create the Northern Medical Program. The NMP has had good success in training doctors who remain in the region and it is anticipated similar outcomes would be realized from the training of Engineers here.

## 6) Project Cost/Funding

A comprehensive planning exercise will be undertaken to determine needs in the next couple of years with details to follow.

## 7) Key Risks

- A new degree program will have enrolment risks as the program starts up and establishes a reputation. There is strong support for UNBC Engineering programs from local industries and employers.

## 8) Project Schedule

Planning	2020
Design	2020/21
Construction	2021/22
Occupancy	Fall 2023

Institution	Campus/City	Project Title	Project Category (1 or 2)	Project Priority
University of Northern British Columbia	Prince George	Energy Management & Skills Training Building	2	3 of 4

## 1.0 Current Situation

The campus is now over 25 years old and the built environment on campus has grown significantly. The support infrastructure has not kept up with the growth, technological advances, or energy efficiency priorities. Maintenance space is one of the largest space shortfalls on campus at 84% of the ministry standards. In order to address the significant space shortage, the operational and safety issues, and the development of an apprenticeship training program that have resulted from this growth, new and specialized infrastructure is required.

The current Maintenance Shop was built in 2003 to meet the needs of the Facilities Department at the time. Since then the University's needs have changed and expanded, staffing has increased and the required facilities have not kept pace with growth.

In addition, recent safety reviews have identified a number of code and regulatory issues that require infrastructure changes and upgrades. For example, welding ventilation is now required whereby natural ventilation sufficed in the past. The dust collection system in the Carpentry Shop is no longer adequate to meet the needs of the trades, and there is no computer access to required WHMIS information. In addition, the building does not meet code regarding barrier free access. This replacement will also eliminate the VFA deferred maintenance requirements listed for this building.

## 2.0 Project Description

The plan is to redesign, expand (from the current 352 sm) and relocate the shop(s) to accommodate the current Facilities & Energy Management needs; take advantage of the Bioenergy plant surplus heat, replacing the current propane fuel; and consolidate distributed staff. The project will also build replacement shop and storage space that is slated for repurposing for Engineering lab space. Ideally, this project would be combined with the Engineering building requirements.

## 3.0 Project Objectives

- a) Reducing overall energy use by 25% by 2020
- b) Reducing fossil fuel consumption by 85% by 2020
- c) To meet the desired and required safety regulations for the staff and infrastructure.
- d) To provide the additional trades and maintenance space required to meet the needs of the expanded campus and additional maintenance needs of the campus.

- e) To consolidate the shops and maintenance areas to gain operational and energy efficiencies.
- f) To consolidate Facilities Management staff who are currently spread out across the campus in four different locations.
- g) To minimize space required and maximize its use by combining Facilities Shop needs with the need for current and future Engineering lab/shop space.

#### 4.0 Options Considered

Due to the “tin shed” type of building currently in place, expansion is not a viable option. Also, by building inside the ring road we can take advantage of the bioenergy plant’s excess heating capacity, offsetting a large portion of any additional operating costs.

Maintaining the status quo is also not an option due to the Worksafe BC and expanded trades training and operating requirements.

#### 5.0 Project Outcomes

This project will address the identified life-safety and occupational health risks.

It is anticipated that this will provide increased effectiveness and efficiencies amongst the Facilities & Energy Management (FM) department and better serve the long term needs of the University.

The project will also facilitate the re-purposing of some space for the Engineering program and combine shop and lab space to meet the needs of both FM and the Engineering programming.

#### 6.0 Project Cost/Funding

An extensive Functional Planning exercise was conducted in June of 2014. Subsequently a cost consultant was engaged to cost the proposed building project.

The estimated budget to address these building requirements in current dollars is \$26.8 million.

Operating:

We anticipate minor additional operating costs due to the provision of excess plant capacity.

#### 7.0 Key Risks

There are always certain risks associated with building a new facility such as escalation in costs, schedule delays and the coordination of swing space during construction. These risks will be factored into the detailed planning.

#### 8.0 Project Schedule

Planning	2020
Design	2020/21
Construction	2021/22
Occupancy	Fall 2023

Institution	Campus/City	Project Title	Project Category (1, 2 or 3)	Project Priority
University of Northern British Columbia	Prince George	Research Lab Renewal	2	4 of 4

### 1) Current Situation

- a) One of the original five campus buildings, this building is a four storey building with approximately 7,581 square meters of floor space. The “Research Lab” was originally built as the only lab on campus and housed, teaching labs, research labs and graduate space. This building is now used solely for Research and Graduate students and contains a variety of research labs, a greenhouse, an archaeology lab, DNA sequencing lab, loading bay, Chem Stores, multiple specialized labs and substantial associated mechanical and electrical systems.
- b) The Research Lab has the 2<sup>nd</sup> highest UNBC building FCI at .285 with \$11.7 million worth of Requirements over the next five years according to the VFA reports.



### 2) Project Description

This project will involve an evaluation, repair and upgrade to the mechanical and electrical systems, Fire Alarm system renewal, exhaust system renewal (fume hoods), substantial roof repairs (green, BUR, concrete pavers, etc.), and architectural interior work including glazing, doors, accessibility upgrades and access control.

### 3) Project Objectives

The primary objective of the project would be to repair and/or replace aging infrastructure prior to any further damage taking place. A number of the upgrades will also have positive energy savings opportunities. We will also be undertaking the first functional planning exercise for this building since the Teaching Lab was built in 2002/2004 and the use of this original lab building changed.

4) Options Considered

The only option available is to try to address small parts of this project with the yearly Routine Capital funding. Given the volume of work required, this would take up to ten years to complete and is not a viable option.

5) Project Cost/Funding

Once preliminary planning is complete for this project a detailed plan will be submitted to the Ministry for funding under Major M & R.

6) Project Schedule

Planning	2019/20
Design	2020
Construction	2021

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## MAJOR SELF-FUNDED PROJECTS

### 1/ DAVID DOUGLAS BOTANICAL GARDEN

#### Project Description

In partnership with the David Douglas Botanical Garden Society (DDBGS) the University is proceeding to develop a premier northern botanical garden. The garden will be located on the 23 acres (9.3 hectares) of University of Northern British Columbia (UNBC) land that has been designated for this purpose in the UNBC Campus Master Plan 2012.

The preliminary cost of the project is \$5.3 million and it is anticipated that it will be developed in 3 phases. The length of time it will take to complete the garden will depend on how quickly the funding can be obtained.

#### Background Information

The David Douglas Botanical Garden Society was formed in 1991. Its vision is to develop and maintain a premier northern botanical garden. Its mission, is to:

- Establish and maintain an aesthetically pleasing botanical garden in partnership with the University of Northern British Columbia;
- Provide horticultural, botanical and arboricultural education for the public;
- Advance horticultural and arboricultural knowledge; and,
- Promote the use of plant material that is viable in northern British Columbia.

Under an ongoing agreement with the University, the Society has developed 2.7 acres (1.1 hectares) of land into an Educational Display Garden. The site is located in a prominent position on the University lands. Part of this Display Garden includes the Alice Wolczuk Memorial Alpine Berm, a rock garden, lilac walk, a beautiful arched bridge over the detention ponds and connecting the walking trails, and a significant water feature.

The Society also established the Weller Rose Garden in 1996 in recognition of the achievements of the University's first President Geoffrey Weller and his wife Jean Weller. In addition, the Society developed a Fir Grove, the Master Gardener Program and library, offers garden visits and lectures, and produces a quarterly newsletter.

#### Strategic Alignment

The educational and research mission of the DDBGS aligns well with the University's mission and can assist with the unification of the campus as they embark on their new Strategic Plan as well as help further their environmental sustainability goals and further the physical beautification of the Prince George campus.

As colleges and universities are often viewed as lofty or even intimidating institutions, a Botanical Garden can serve as a threshold to the larger community. A family may tour a botanical garden at UNBC but would never feel comfortable walking through a Research Lab.

With the garden's strong northern focus, it is anticipated that substantial research partnerships can be developed with the University and its programs. It is also hoped that the Garden will function as a "living classroom" for a number of UNBC disciplines (Forestry, Natural Resources, Biology, Entomology, First Nations Studies, etc.)

The Society's outreach programs (Master Gardener classes, workshops, tours) and other activities will help to promote the university and attract people to the campus that may not otherwise venture up the hill.

The development of the Botanical Garden will also have an impact on the City of Prince George. It will support the present promotion by The City to encourage people to move to Prince George. It will provide a venue for visitors, for events such as weddings and Christmas light displays, and for a variety of educational experiences for both youth and adult visitors.

#### Environmental Analysis

The proposed location of the garden at the University of Northern British Columbia will make this garden the northern most University garden in the country and therefore very unique.





# Five-Year Capital Plan Instructions (2019/20-2023/24)

## Attachment 2 - Summary of Major Ongoing and Planned Self-Funded Projects (>\$5 million)



#	Institution	Campus	Project Description	Anticipated Construction Start Date	Anticipated Occupancy Date	Total Project Budget	Total Cashflow Forecast 2019/20	Total Cashflow Forecast 2020/21	Total Cashflow Forecast 2021/22	Total Cashflow Forecast 2022/23	Total Cashflow Forecast 2023/24	Total Cashflow Forecast Outgoing Years
1	UNBC	Prince George	David Douglas Botanical Garden	1/Apr/20	1/May/21	\$ 5,300,000		\$ 2,700,000			\$ 1,600,000	\$ 1,000,000
2						\$ -						
3						\$ -						
4						\$ -						
5						\$ -						
6						\$ -						
7						\$ -						
8						\$ -						
9						\$ -						
10						\$ -						
11						\$ -						
12						\$ -						
13						\$ -						
14						\$ -						
15						\$ -						

# Five-Year Capital Plan Instructions (2019/20-2023/24)

## Attachment 3 - Existing Student Housing Building Inventory Data



#	Institution	Campus	Neighbourhood/ Building Group Name	Building Name	Type (ex Single, Quad, Duplex)	Description	Number of Beds	Year Built	Year Renovated (if applicable)	Description of Renovations
1	University of North	Prince George		Neyoh - Dorm 1	Quad	Both Housing buildings on campus are identical. They are primarily wood frame construction and the majority of the suites are 4 bedroom with shared kitchen and bathrooms. There are a few 2 bedroom suites for RL Coordinators. There is also some common space provided.	270	1995	2016	The work completed was substantially on the interior and involved the architectural elements (eg. Paint, flooring and furniture replacements, washroom upgrades, upgraded social space, and lighting. All electric baseboard heaters within the suites and common areas were also replaced with hydronic radiators and connected to the Bioenergy Plant. Door hardware was also replaced and upgraded to card access. Basic envelope repairs were completed to the roof and the exterior. as well as a major upgrade to the sidewalk to accommodate accessibility issues. Cost was \$5.2 million.
2	University of North	Prince George		Keyoh - Dorm 2	Quad	Both Housing buildings on campus are identical. They are primarily wood frame construction and the majority of the suites are 4 bedroom with shared kitchen and bathrooms. There are a few 2 bedroom suites for RL Coordinators. There is also some common space provided.	270	1996	2017	The work completed was substantially on the interior and involved the architectural elements (eg. Paint, flooring and furniture replacements, washroom upgrades, upgraded social space, and lighting, the same as Neyoh. All electric baseboard heaters within the suites and common areas were also replaced with hydronic radiators and connected to the Bioenergy Plant. Door hardware was also replaced and upgraded to card access. Basic envelope repairs were completed to the roof and the exterior. as well as a major upgrade to the sidewalk to accommodate accessibility issues. Cost was \$5.5 million.
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<b>Agenda Item:</b>	8.c. Agreements, Scholarships, Bursaries and Awards – D. Ryan
<b>Material:</b>	Agreements, Scholarships, Bursaries and Awards as recommended by the Senate for the period of June 2018 to July 2018.
<b>Motion:</b>	<i>That, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the establishment of agreements, scholarships, bursaries and awards as recommended by the Senate, for the period June 2018 to July 2018, as presented.</i>

**SENATE COMMITTEE ON ACADEMIC AFFAIRS**

**PROPOSED MOTION**

**Motion:** That the renewal of the bilateral exchange agreement between Inland Norway University of Applied Sciences (formerly Lillehammer University College), Norway and the University of Northern British Columbia be approved as proposed.

**Effective Date:** Upon approval of Senate

**Rationale:** Inland Norway University of Applied Sciences (formerly Lillehammer University College) and UNBC have been exchange partners since 2007.

The original agreement was a combined agreement with Lillehammer University College (LUC) and Gjøvik University Colleges. This agreement was a part of the recommendations made to Dr. Dale from Dr. Owen on renewing international agreements from 2013. The UNBC International Education office recommended the renewal to only be with LUC due to the historic reciprocity concerns. To address the reciprocity issue, the agreement was limited to one (1) exchange student seat with any remaining seats filled under each institutions' respective Study Abroad Programs. The current agreement is set to expire in the year 2020.

As of January 1<sup>st</sup>, 2017 Lillehammer University College and Hedmark University of Applied Sciences merged to become the Inland Norway University of Applied Sciences. As requested by the partner institution, the International Education office proposes to renew the agreement to address the merger and ensuing name change.

<b>STUDENT RECIPROCITY</b>						
Period	UNBC to LUC Exchange		LUC to UNBC Exchange		LUC to UNBC Study Abroad	
	Head Count	Semester Count	Head Count	Semester Count	Head Count	Semester Count
Last 5 years 2012 - 2018	1	2	3	3	11	11
Since inception 2007 - 2018	2	4	18	18	21	21

**Motion proposed by:** Bjorn Petersen, Interim Manager

**Academic Program:** International Education

**Implications for Other Programs / Faculties?** Yes

**College:** Not applicable

**College Council / Committee Motion Number:** Not applicable

**College Council / Committee Approval Date:** Not applicable

**Attachement Pages (if applicable):**  8  pages

To include: Current agreement with Lillehammer University College (3 pages)  
Merge announcement (2 pages)  
Draft proposal agreement (3 pages)

**INFORMATION TO BE COMPLETED AFTER SENATE COMMITTEE ON ACADEMIC AFFAIRS MEETING**

**Brief Summary of Committee Debate:**

**Motion No.:** SCAAF201806.35

**Moved by:** T. Klassen-Ross

**Seconded by:** R. Foo

**Committee Decision:** CARRIED

**Approved by SCAAF:**  June 6, 2018

**Date**



**Chair's Signature**

**For recommendation to**  ✓ , **or information of** \_\_\_\_\_ **Senate.**

**An Agreement of Cooperation Between  
Inland Norway University of Applied Sciences (INN University)  
and  
The University of Northern British Columbia, Canada**

**I. Preamble**

Inland Norway University of Applied Sciences (INN University) and the University of Northern British Columbia (UNBC) enter into this agreement in order to promote collegial relations and academic cooperation between the two institutions. Each university will make every effort to foster cooperation in the following areas, based upon the principles of equality and reciprocity:

- a) the exchange of students;
- b) the exchange of faculty for the purpose of teaching, research and other scholarly activity;
- c) the conduct of cooperative and comparative research programs, with both sides having equal access to the results of such work;
- d) the exchange of information, including scientific and scholarly publications, bibliographic and reference materials, teaching aids, and curricula;
- d) joint participation in scientific conferences, symposia and congresses;
- e) and other mutually agreeable undertakings.

Without in any way limiting the scope of the agreement, the two universities are especially interested in fostering cooperative examination of issues related to language learning and cultural understanding.

The 'home institution' is the institution in which the student is originally enrolled. The 'host institution' is the institution to which the exchange student is attached for the duration of the exchange.

**II. Scientific and Faculty Exchanges**

In order to facilitate inter-institutional research and scholarly activity, contribute to faculty development, examine joint research interests and enhance graduate student education, each university agrees to welcome visiting faculty members and research fellows from the other institution. While neither institution is obliged to provide financial support for such visitors, each agrees to make every effort to furnish visiting faculty with access to university facilities (office space, reasonable secretarial support and library privileges) provided that such facilities are available. If such facilities are not available, the host institution must inform the partner institution prior to agreeing to receive any visiting faculty.

In the event that visiting faculty/scholars/researchers are invited to teach a regularly scheduled course, this will be subject to a separate agreement being entered into.

**III. Student Exchange Program**

**A. Nomination and Selection of Student Participants**

Each university may nominate one **(1) student** annually at the undergraduate level to spend an academic year or part of an academic year at the other university. Exchanges will be guided by the general principle of reciprocity - one student for one student. One (1) student studying for one academic year will be considered equivalent to two (2) students, each studying for one semester. While it is not requisite that an equal number of students be exchanged in a given year, an overall balance will be sought through the duration of the agreement.

In the event that there are insufficient exchange places available at either university, the other university may send student(s) under the respective Study Abroad programmes. These are administered by:

- The Director of International Education at UNBC and
- The Director of International Office at INN University

The selection of student participants is the responsibility of the home institution. The method of selection will be determined by each party to the agreement applying the following criteria in a general way: (a) academic excellence; and (b) an evaluation of the students' reasons for wishing to pursue the course of study made available through the exchange program.

Nomination of a University of Northern British Columbia student to the INN University will be accompanied by: (a) a completed application form, (b) an official university transcript, and (c) a letter of permission from recognized officials of UNBC.

A INN University student seeking admission to the University of Northern British Columbia as an exchange student shall furnish: (a) a completed UNBC application form, (b) an official transcript, and (c) a letter of permission from recognized officials of the INN University.

The Host institution has sole discretion to reject any candidates not considered suitable. In such a case, the Home institution may submit additional applications for consideration.

**Some programs are unavailable for exchange and study abroad students and both institutions will inform each other of current restricted programs.**

#### B. Academic Program and Student Life

Each of the INN University or UNBC students who participate in the exchange shall pursue an academic program which is developed in consultation with and approved by his/her respective institution, and which is not in conflict with the regulations of the host university. Credit will not be granted unless the student has received prior written approval to enrol in a particular course of study. The approved program of study may not be varied without written permission of the student's home university. (This approval can be obtained from the student's academic advisor and a copy must be forwarded to the Registrar's Office or equivalent).

Each student will take courses regularly offered at the host university and will have all the rights and privileges enjoyed by other students on that campus. Students participating in an exchange program will be subject to the rules, regulations and discipline of the host institution in which they are enrolled. It is further agreed that the two universities will provide each other with adequate information on the performance of participants. Participating students will continue as candidates for degrees of their home institution and will not be candidates for degrees of the host institution.

Each party to this agreement agrees to provide appropriate advisory and other academic services to exchange students. Each institution also agrees to work toward the integration of exchange students into student life. Each university will appoint an administrator or coordinator for this program who will serve as a contact person for the students while they are at the host institution.

#### C. Fees and Expenses

Students participating in this exchange shall be liable for such tuition, fees and charges as required by their home institution or country. No additional fees will be required of exchange students at the host university except incidental payments associated with some services, student union/society fees, medical insurance, books, materials, recreation, and the like. Travel arrangements, expenses and the acquisition of all necessary student visas, residence permits, health insurance and the like are the responsibility of each exchange student. All participating students are required to have adequate health insurance coverage and provide proof of this to the host institution.

Exchange students who elect to stay in on-campus housing will pay the cost of accommodation in student residence for the duration of their exchange to the host institution. For students who are granted a place in the university residence (and remain in good standing), housing will be available for the full period of the exchange from the suggested date of arrival for incoming participants at the host university through the end of the last examination period, including breaks between academic sessions but excluding summer vacations unless a student has enrolled in courses over the summer period. In all cases, the period for which accommodation is to be provided should be based upon the academic calendar in effect at the host university during the exchange period.

The quality of accommodation provided shall match or exceed that normally available to regular students at the host university. If students elect not to live in the university residence or if such accommodation is not available, the host institution will assist students in locating suitable accommodation off campus.

#### **IV. Duration and Administration of the Agreement**

The terms and conditions of this agreement will remain in effect for five (5) years, subject to annual review and modification by agreement of both universities. Each university will appoint an administrator or coordinator for this exchange program. It will be the responsibility of these two individuals to develop an annual protocol to this agreement, spelling out what academic exchanges will take place between the institutions for the ensuing year. A contact person will also be designated to facilitate cooperative research by providing information on common research interests, funding sources and other matters related to cooperative research.

Either university may terminate the agreement by providing the other university with written notice at least six (6) months prior to the suggested date of termination. If either party terminates this agreement, each party agrees to carry out any obligations and responsibilities assumed prior to the termination date.

\_\_\_\_\_  
Dr. Daniel J. Weeks  
President & Vice Chancellor

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

For the University of Northern British Columbia

\_\_\_\_\_  
Kathrine Skretting  
Rector

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

For Inland Norway University of Applied  
Sciences





# INLAND NORWAY UNIVERSITY OF APPLIED SCIENCES

## Inland Norway University of Applied Sciences

We are happy to announce that as of January 1st, 2017 Hedmark University of Applied Sciences and Lillehammer University College will merge and become the **Inland Norway University of Applied Sciences**.

Our new institution will operate on six campuses in south-eastern Norway: Lillehammer, Hamar, Blæstad, Elverum, Rena and Evenstad and will have approximately 13 000 students and 952 employees.

**Inland Norway University of Applied Sciences** will offer:

- 25 one-year study programs
- 28 Bachelor programs
- 31 Master programs and
- 5 PhD programs

Our new academic offer covers a vast number of subject areas including: ecology and agricultural sciences, psychology, sports, law, music, pedagogy, health sciences, social sciences, teacher education, language and literature, biotechnology, film, TV and culture, tourism, animation and game sciences, economics, leadership and innovation.

Our new institution will also offer a broadened study portfolio in English:

### **Bachelor level (semester programs)**

Ecology  
Forestry and Wildlife Management  
Media  
Psychology  
Social Sciences  
Biotechnology  
Nordic Outdoor  
Sports and Outdoors Tourism  
Management and Marketing  
Norwegian for International Students – Level III (1-year)

### **Master programs**

Applied Ecology  
Sustainable Agriculture  
Biotechnology  
Fine Arts in Film Making  
Special Education (practical skills transformative learning)

### **PhD programs**

Applied Ecology  
Child and Youth Participation and Competence Development  
Teaching and Teacher Education  
Public and Private Service  
Innovation  
Audiovisual media

All our international agreements will remain valid as before and all the commitments of each institution will be transferred and continued by Inland Norway University of Applied Sciences. As a necessary part of the merger, **we will contact each partner in the course of 2017** to revise our institutional agreements and negotiate possible changes in the agreements.

We are looking forward to welcoming your students and continuing our cooperation within our new institution – **Inland Norway University of Applied Sciences**.

As of 1 January 2017, the address of our new website will be [www.inn.no](http://www.inn.no).

Kind regards,

Acting Rector Inland Norway University of Applied Sciences



Dr. Anna L. Ottosen

<b>Agenda Item:</b>	8.d. Board Rules – H Sanford
<b>Material:</b>	Revised Board Rules
<b>Motion:</b>	<i>That, on the recommendation of the Governance Committee, the Board of Governors approves the Revised Board Rules as presented.</i>

**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 Advisory Committee* and the *Advisory Board on University 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* [s. 27(2)(a)].

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.

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 Voting or attendance by proxy is not permitted.

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

3.6 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.*

3.7 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 (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.

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 and SIGNING RESOLUTIONS**

7.1 The Board may, by resolution in writing, approved by two-thirds of the voting members, delegate any of its powers with respect to the operation, management and business affairs of the University to the President and Administration, on either an ongoing or ad hoc basis, and may designate and authorize an Officer or Officers of the University to sign legally binding documents on behalf of the University. The Board may, by resolution in writing approved by two-thirds of the voting members, amend or revoke any such delegation or authorization in the Board's discretion.

7.2 The Board Secretary will ensure that any such resolutions are published with the Board Rules.

## **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 review and sign the Code of Ethical Conduct annually.

8.3 *Declarations of Conflict* will be a standing item at the start of 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 three (3) 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 members 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 quarterly meetings of the Board and otherwise as needed. The dates for the regular Committee meetings will be included in the proposed annual schedule of meetings, 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* [s. 19(1) (b)] 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.

### ***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, at least one week prior to a scheduled meeting of the Board. The requestor must indicate clearly the subject or issue the person or group wishes to address, and the name(s) and title or position, if applicable, of the intended speaker(s). The Secretary will review any such requests with the Board Chair and seek additional clarification from the requestor(s) if needed.

The Board Chair will consider *inter alia*, the relevance of the matter to the work and authority of the Board, the upcoming meeting agenda and priorities and, whether or not the Board has already addressed the issue. The Chair will determine whether and when a presentation will occur, whether the presentation will be heard in a Public or Closed session of the Board, the time to be allocated, and the number of speakers permitted. As a general rule, five (5) to ten (10) minutes will be allocated and one (1) speaker will present.

At the discretion of the Chair, a brief amount of time may be allowed at the meeting, for questions from the Board, to the Presenter(s). Presenters may include questions to the Board in their

presentation, or leave materials or questions with the Board Secretary, but neither the Board Chair, nor Members of the Board will respond to questions from a Presenter at the time of the presentation. The Board Chair, in consultation with the Board will determine whether and how to respond.

The Board Secretary will provide a written response to any individual or group making a request under this section, outlining the decision of the Chair and parameters for a presentation, if applicable.

The Chair will report any requests that are refused and provide a copy of the reasons for the refusal to the full Board, at the next regular meeting of the Board.

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

12.2 In exceptional circumstances, the Board Chair may recognize a speaker from the gallery during a public session of the Board, at the Chair's sole discretion. As with presentations arranged under section 12.1 above, the Board Chair may limit the time allowed for such a presentation and limit the number of speakers, and neither the Board Chair nor members of the Board will respond to questions from guests at the time of the presentation.

### ***Orderly Conduct of Business***

12.3 The Board Chair may, in the interests of ensuring the orderly and respectful conduct of Board Business, and in the interests of ensuring a meeting environment that is free of harassment or intimidation, order any person or persons removed from the gallery, or may direct that any Public meeting move into a Closed or In-Camera session at any time.

## **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.

### ***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 must 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, prior to the vote being taken, the vote shall be recorded showing votes for, against and abstentions, without attribution. 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.

14.4 Members may participate in a meeting and in voting, via tele, video or web conference provided the technology allows them to hear everyone who is speaking, and provided they can be heard by everyone else present and participating. Those so participating, may vote verbally, or in the case of a balloted vote, by forwarding an email to the Board Secretary or Governance Officer.

14.5 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)].

14.6 A resolution in writing signed and approved by all members of the Board or a Committee entitled to vote on the resolution or motion at a meeting of the Board is as valid as if it had been passed at a meeting.

## 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 a brief summary of 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 President or Board Chair, if there are compelling reasons to do so, 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, 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 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 Chair or the Governance Committee, may appoint an external non-voting member to a standing or ad hoc Committee of the Board to enhance Committee expertise or diversity of perspectives. Any such appointment requires the support of two-thirds of the voting members of the full Board, and will be for a set term, not exceeding one year, renewable for up to three years. Appointments under this section may be terminated at any time by a two-thirds vote of the Board. These external members may be drawn from within or outside of the University, and must sign a Code of Conduct and Confidentiality agreement prior to participating in a Committee meeting and prior to being provided with any Committee meeting materials.

16.6 The Board Chair will 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 and review reports, provide advice and forward motions to the Board for either the Regular or Consent Agendas. A Committee may in limited circumstances if expressly authorized by the Board to do so, make decisions on behalf of the Board, provided however that the Committees shall inform the Board of decisions made on delegated authority.

## 17. BOARD STANDING COMMITTEES

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

- Governance Committee
- Human Resources
- Finance and Audit Committee
  - Investment Advisory Committee (sub-committee of Finance and Audit)

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

#### 17.2 **Governance Committee**

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

Board Chair

President

3 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
- Board policies and procedures
- University policies requiring Board approval
- 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.

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

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

Board Chair

President

3 additional members

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
- 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.

#### 17.4 **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
- Signing resolutions and 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
- 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 in fulfilling its audit function 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*) [s. 34(1)], 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.

18.2 Under this authority, the following Advisory Boards have been appointed: Advisory Board on University Advancement.

18.3 The Terms of Reference for the Advisory Board on University 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.

**20. RULES REPLACE BOARD BYLAWS (Dec.2006), and COMMITTEE TERMS of REFERENCE**

20.1 On approval of the Board, these Rules replace the former Board Bylaws (Dec. 2006) and the Terms of Reference for the following Board Committees: Governance (Nov. 2011), Human Resources (Nov. 2011) and Finance and Audit (Nov. 2011).

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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 a majority of the current 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.

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# **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.

DRAFT

<b>Agenda Item:</b>	9.a.(i) Reports of the Vice-Presidents – Provost & Vice-President Academic
<b>Material:</b>	Regional Programs Annual Report – September 2018

## **Regional Programs Report to UNBC Board of Governors**

Submitted by Mark Dale

September 2018

### **Current projects**

- Web and Coach Model: following MATH 220, Linear Algebra, and STATS 240 (courses required in some programs), we will next offer MATH 450, Graph Theory, and ENGL 120, Canadian Native Literatures, in this format.
- The Associate of Arts Degree and Associate of Science Degree were approved by Senate but disallowed by the Ministry. The new BC government will now allow us to submit this proposal to the Ministry for approval.
- Indigenous Language Fluency Degree: a broadly based partnership is developing a BA in language fluency; the partners are: UBC-V, UBC-O, NVIT, UNBC, WWNI, En'owkin, FNEESC, IAHLA, UVic, and SFU.
- At Langara College in Vancouver, we are providing two programs; MBA (17 in year 1; 12 in year 2) and Bachelor of Social Work (34 beginning a new cohort).
- Transfer MOU's are concluded with Alexander College and Columbia College (similar to previous MOU's with Langara and Coquitlam Colleges), with Selkirk College and Nicola Valley Institute of Technology agreements in development.
- First pilot offering of the Northern Transitions Program, with a first cohort in Prince George, ran in 2017-2018. The XMAT course (in three modules, XMAT 161, 162, 163) proved to be a major challenge for many students. The next cohort will be in Kitimat, funded by the Haisla Nation Council, starting January 2019 or September 2019, depending on the student preparedness in English 12 and Mathematics 10 or 11.

## **South-Central Region Report**

Submitted by Titi Kunkel, Acting Regional Chair

### **Nursing:**

- CNC continues to offer the first two years of the Northern Collaborative Baccalaureate Nursing Program at the Quesnel campus, with an intake every year.
- There are 19 students registered in the third year and 24 in the fourth year.
- Filling the tenure-track faculty position and replacing the SLI position, which will become vacant due to retirement, are priorities for the Quesnel campus.

**Social Work:**

- South Central's BSW program intake is coordinated with CNC's Social Service Worker Certificate and Diploma (SSWK). A new cohort of 13 students started this September 2018. There are also 13 students in their fourth year. The two cohorts are at capacity as the numbers are tied to available practicum places within the community.

**First Nations Studies Programs:**

- The First Nations Studies Language Diploma in Tsilhqot'in Language started at Williams Lake in January 2018. There are 20 students in the program. The program will conclude at the end of November 2018.
- We were successful in receiving a grant from Indigenous Services Canada to deliver a First Nations Studies Language Certificate in Carrier Language at Anahim Lake. There are 13 students currently registered with the registration of another eight in progress. Classes are scheduled to start in October and conclude in August of 2019.

**Use of Technology:**

- Our internet router has now been moved to BCNET for better network connections; however, we have aging equipment. We are in need of capital investment to upgrade our VC equipment to take advantage of the improved quality of video and web-conferencing and the reduced packet loss offered through BCNET.

**High School Initiatives:**

- Our UNBC 101 initiative has grown in a few years. It has become an integral part of the local High School's graduation transition credits. We also increased our guest lecture series at the Social Studies classes in the schools. These two initiatives contribute to UNBC's brand building within the community and help some High School students choose UNBC as a Post-Secondary education option.

## **Northwest Regional Report**

Submitted by Phil Burton, Professor & Regional Chair

**Student Enrollments**

At the time of writing, 116 students are enrolled at UNBC's Northwest Region for the Fall 2018 semester. Most of them are full-time students in the following programs:

- Nursing, B.Sc.N.: 26 in 3<sup>rd</sup> year, 21 in 4<sup>th</sup> year;
- Social Work: 11 in 3<sup>rd</sup> year, 8 in 4<sup>th</sup> year B.S.W.; 1 M.S.W.
- Education: 15 in the B.Ed. (Elementary) program, 14 in the M.Ed. (Counselling) program, 9 in the Diploma program (leading to DSTC certification as Haida Language teachers);
- Science: 3 in the B.Sc. (Integrated) program, 1 in the NRES M.Sc. program

Additional students are taking individual courses, such as FNST 444, an Experiential Course in First Nations Studies.

Terrace-based faculty also teach advanced courses to students based at the Prince George campus; examples include HIST 309, ENGL 460, and NRES 730.

Continuing Studies has had a more active presence in the Northwest Region, with more adventure tourism programs being coordinated out of the Terrace Campus over the summer. The “Masters Certificate in Project Management” will be delivered in Terrace in November and December.

### **Peace River-Liard Region Report**

Submitted by Betty Powers

#### **Social Work**

- Eight students from the 2016 intake of Bachelor of Social Work are completing their final practicum. These students will graduate in May 2019.
- Eight students were accepted into the 2018 intake. Three have had to withdraw for a number of personal reasons.

#### **Continuing Studies**

- There have been a number of Continuing Studies courses offered during the year.
- For example, Wildlife Danger Tree Assessment has been offered several times with 10 – 15 students in each course.

#### **Community Development Institute**

- CDI has been hosting a number of events in the Region, which we hope will enhance the UNBC presence here.

<b>Agenda Item:</b>	9.a.(i) Reports of the Vice-Presidents – Provost & Vice-President Academic
<b>Material:</b>	Recruitment & Enrolment Report

September 6, 2018

## September 1st Snapshot Summer Semester FTE, Fall Semester 2018 FTE, and Fall Applications 2018

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

### Executive Summary:

#### Summer 2018 FTE Final Summary:

FTE change from last year

- Total domestic tuition FTE up 4.7% (32.9)
  - At 74.2% of UNBC target (985.9)
- Total international tuition FTE down -34.1% (-13.1)
  - At 12.4% of UNBC target (203.7)

Head Count change from last year

- Total domestic tuition h.c. up 6.9% (116)
  - At 111.6% of UNBC target (1610)
- Total international tuition h.c. down -33.3% (-38)
  - At 17.8% of UNBC target (426)

#### Fall 2018 FTE Summary:

FTE change from last year

- Total domestic tuition FTE up 10.5% (253.2)
  - At 78.0% of UNBC target (3403.1)
- Total international tuition FTE up 13.8% (16.9)
  - At 27.4% of UNBC target (507.9)

Head Count change from last year

- Total domestic tuition h.c. up 10.0% (289)
  - At 79.3% of UNBC target (4012)
- Total international tuition h.c. up 12.3% (19)
  - At 26.5% of UNBC target (657)

#### Fall 2018 Applications Summary:

Total applications down -4.9% (-208 h.c.) from Fall 2017.

Total admissions down -13.3% (-332 h.c.) from Fall 2017.

Total registrations up 1.4% (16 h.c.) from Fall 2017.



Fall 2018 More Detailed:

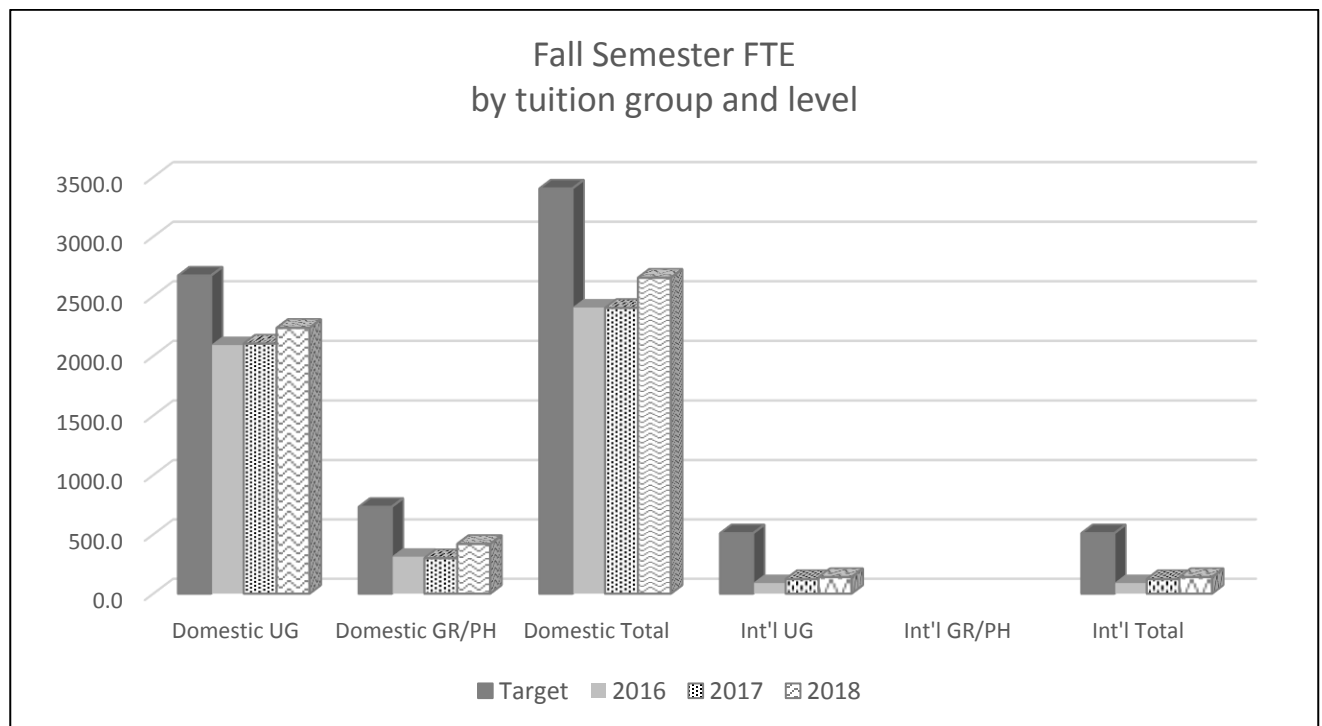
Domestic Tuition FTE

- Undergraduate FTE up 6.3% (131.8)
  - At 83.6% of UNBC target (2672.5)
- Graduate FTE up 40.2% (210.0)
  - At 57.3% of UNBC target (730.6)
- Continuing Studies FTE up 122.2% (1.5)

International Tuition FTE

- Undergraduate FTE up 13.8% (16.9)
  - At 27.4% of UNBC target (507.9)

College breakdown (FTE)	
CASHS	<ul style="list-style-type: none"> <li>• Overall FTE up 13.5% (162.8)</li> <li>• Undergraduate up 10.0% (102.5)</li> <li>• Graduate up 35.1% (60.3)</li> </ul>
CSAM	<ul style="list-style-type: none"> <li>• Overall FTE up 9.2% (115.8)</li> <li>• Undergraduate up 4.3% (49.5)</li> <li>• Graduate up 61.2% (66.3)</li> </ul>
Cross College	<ul style="list-style-type: none"> <li>• Overall FTE down -15.10% (-10.0)</li> <li>• Undergraduate down -6.9% (-3.3)</li> <li>• Graduate down -37.0% (-6.7)</li> </ul>
Continuing Studies	<ul style="list-style-type: none"> <li>• Overall FTE up 122.2% (1.5)</li> </ul>



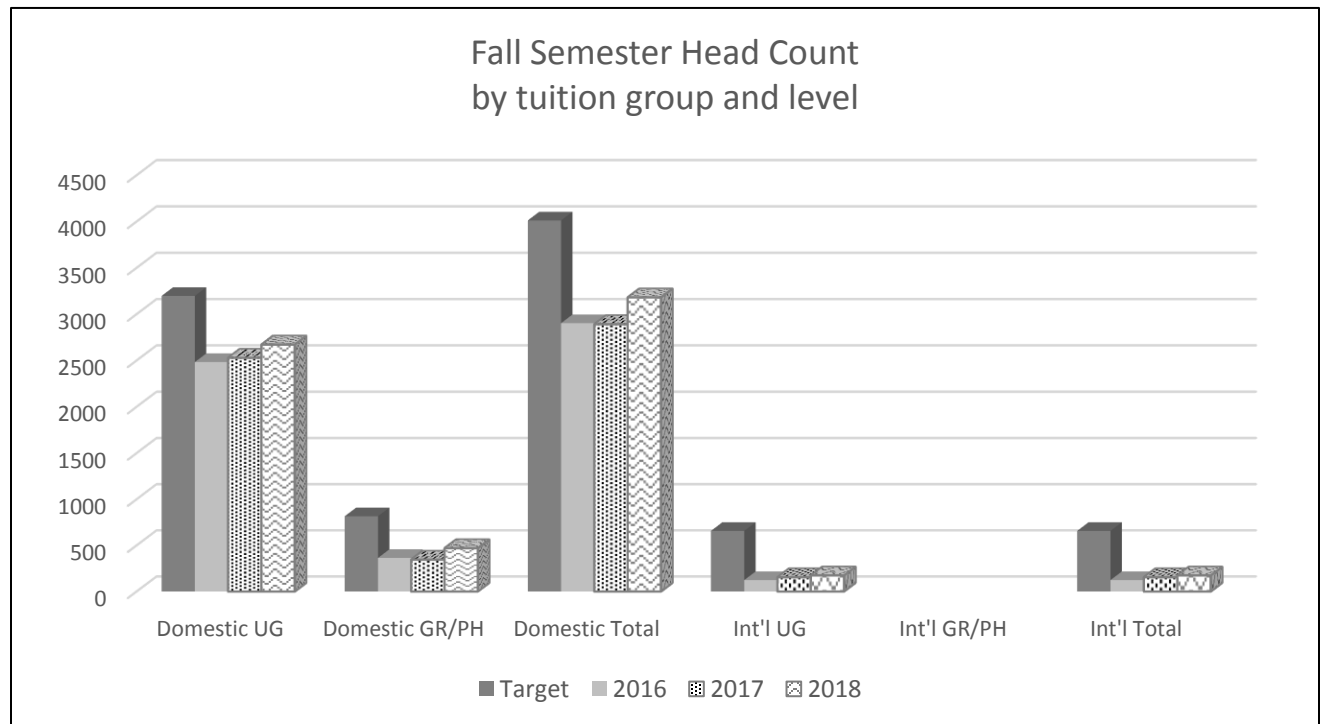
Domestic Tuition Head Count

- Undergraduate h.c. up 5.7% (143)
  - At 83.6% of UNBC target (3196)
- Graduate h.c. up 35.9% (124)
  - At 57.5% of UNBC target (815)
- Continuing Studies h.c. up 122.2% (22)

International Tuition Head Count

- Undergraduate h.c. up 12.3% (19)
  - At 26.5% of UNBC target (657)

College Breakdown (h.c.)	
CASHS	<ul style="list-style-type: none"> <li>• Overall h.c. up 11.0% (160)</li> <li>• Undergraduate up 7.8% (97)</li> <li>• Graduate up 29.4% (63)</li> </ul>
CSAM	<ul style="list-style-type: none"> <li>• Overall h.c. up 9.1% (133)</li> <li>• Undergraduate up 4.9% (66)</li> <li>• Graduate up 60.4% (67)</li> </ul>
Cross College	<ul style="list-style-type: none"> <li>• Overall h.c. down -6.5% (-7)</li> <li>• Undergraduate down -1.1% (-1)</li> <li>• Graduate down -30.0% (-6)</li> </ul>
Continuing Studies	<ul style="list-style-type: none"> <li>• Overall h.c. up 122.2% (22)</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.

<b>Agenda Item:</b>	9.a.(i) Reports of the Vice-Presidents – Vice-President, Finance and Business Operations
<b>Material:</b>	Housing Report – September 2018

# Housing Report

## September 2018



# Background

Currently, UNBC has two buildings for student housing. These buildings, constructed in 1994, contain 270 beds each, for a total stock of 540. The majority of beds are configured in 4-bedroom suites with shared bathroom, kitchen and living room area in each. The remaining stock is in 2-bedroom suites, allocated to residence advisors.

In the summer of 2016 and 2017, we completed substantial renovations to the existing buildings. One of the primary activities was to connect housing to UNBC's Bioenergy plant and install hot water heat. At the same time, interior renovations included upgraded lighting, flooring, doors, bathroom fixtures, furniture, and kitchen areas. Exterior improvements for safety and access were also completed. The total cost of these renovations was \$12, 571, 000, funded through an internal loan which will be paid back over a period of approximately 10 years from Housing revenue.

For the last 3 years, UNBC Housing Office has maintained a waitlist for Fall, and we have exceeded capacity again this year.



# Current Planning

Given UNBC has a consistent waitlist and well-maintained existing stock, we have explored how best to meet the growing demand for on-campus housing. In March, we contracted a Canadian research company, CRi, to complete a demand analysis. Through student survey, stakeholder interviews and focus groups, CRi explored drivers of student satisfaction with existing housing, analyzed off campus housing market, and projected demand and purchase intent. The data further breaks down demand by student segments such as undergraduate, graduate, Aboriginal, International, etc. This information allows us to prioritize action to improve existing housing services and programming, but also gives us the ability to project demand for new beds and amenities.

Combining the demand analysis with other decision-making tools, management has determined that there is demand for at least 200 additional beds on campus in configurations that differ from existing stock: 60 2-bedroom suites, 60 studio suites, and 20 1-bedroom suites. Integration of study rooms, common areas, and technology infrastructure are vital as well. A new building would increase both variety and supply, resulting in high occupancy rates, enhanced student experience, and expanded capacity to deliver student housing at UNBC with consideration for a diverse student body.

In the 2018 budget, the Province of BC announced a new student housing program that is expected to build 5000 new student housing beds, with \$450M in provincial funds available for borrowing.<sup>1</sup>

We have spoken with the Ministry of Advanced Education, Skills and Training, and they are expecting a Business Case and Financial model in order to approve a loan. We have begun work to prepare these, and will provide an update, if not a complete plan for approval, at the November Board meeting.

<sup>1</sup>. See page 39 of Budget 2018 for an overview:  
[http://bcbudget.gov.bc.ca/2018/bfp/2018\\_Budget\\_and\\_Fiscal\\_Plan.pdf](http://bcbudget.gov.bc.ca/2018/bfp/2018_Budget_and_Fiscal_Plan.pdf)

