

BOARD OF GOVERNORS

PUBLIC SESSION AGENDA

Friday, November 20, 2020

ZOOM Videoconference Only

12:00 PM – 2:00 PM

Members – Vacant (Chancellor), Geoff Payne (Interim President and Vice-Chancellor), Darwyn Coxson (Faculty Member), Paul Sanborn (Faculty Member), Allison Beswick (Order in Council), Aaron Ekman (Order in Council - CHAIR), Joel McKay (Order in Council), Michael Reed (Order in Council), Andrew Robinson (Order in Council – VICE-CHAIR), Gregory Stewart (Order in Council), Barbara Ward-Burkitt (Order in Council), Catherine Wishart (Order in Council), Garfield Staats (Undergraduate Student), Furqana Khan (Graduate Student), Joyce Henley (Employee)

1. **Chair's Remarks**

- Declarations of Conflict
- Correspondence Received

2. **Approval of Agenda**

That, the Agenda for the Public Session of the November 20, 2020 meeting of the Board of Governors be approved as presented.

3. **Approval of Minutes**

a. **Public Session Minutes of September 25, 2020 – page 3**

That, the Public Session Minutes of the September 25, 2020 meeting of the Board of Governors be approved as presented.

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

None.

5. **Presentation – Faculty Association – “Faculty Demographics”** (10 minutes) – Dr. Stephen Rader, President - Faculty Association and Dr. Paul Siakaluk, Vice-President - Faculty Association

6. **Motions for Approval**

a. **Delegation of Authority to the President to Approve Fees** – R. Somani – **page 8**

Whereas the University Act grants the Board the authority to set, determine and collect fees, and whereas;

The Government of British Columbia's Tuition Limit Policy limits domestic tuition and mandatory fee increases to the rate of inflation;

The UNBC Fees Committee reviews all fees and applications related to fees, considers submissions from interested and impacted parties, and provides advice and recommendations to the President with respect to fees, and;

Institutional process efficiency on the setting of fees supports ongoing and up-to-date certainty in integrated University planning;

Now therefore, the Board delegates the authority to approve all fees for the 2021 – 2022 planning and budget cycle, with the exception of tuition fees, to the President, acting with the advice of the UNBC Fees Committee and in compliance with the Province of British Columbia's Tuition Limit Policy, effective on approval of the Board.

b. New Program Approval – Master of Arts in Counselling Psychology – M. Dale – page 15

That, the Board of Governors approves the new Master of Arts in Counselling Psychology as recommended and approved by the UNBC Senate, as presented.

c. Agreements, Scholarships, Bursaries and Awards – M. Dale – page 25

That, the Board of Governors approves the agreements, scholarships, bursaries and awards as recommended and approved by the UNBC Senate, for the period September 2020 to October 2020, as presented.

7. Mandatory and Standing Reports - Public Session

a. Report of the Interim President – G. Payne

- Regular Report – page 33
- Senate Update (verbal)

(i) Quarterly Public Reports of the Vice-Presidents, written

- Interim Provost and Vice-President Academic – M. Dale – page 40
 - Maclean's Magazine (verbal)
 - Notification of Upcoming Promotion & Tenure Process – page 46
- Vice-President, Finance and Administration – R. Somani – page 48
 - Appendix A: Reports on Safety Regulations
- Acting Vice-President, Research – K. Lewis – page 54
- Vice-President, University Advancement – T. Tribe – page 57

b. Reports of Committees:

- (i) Finance and Investment Committee – A. Beswick, Chair

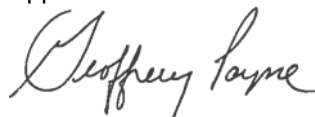
c. Quarterly Financial Reporting (for information) – C. Smith / R. Somani

- (i) General Operating Fund Report to September 30, 2020 – page 62
(ii) Consolidated Financial Report to September 30, 2020 – page 69
(iii) Second Quarter Forecast (for reference) – page 73

8. Other Business

9. Adjournment

BOARD OF GOVERNORS – PUBLIC SESSION
Approved for Submission:



Geoff Payne
Interim President and Vice-Chancellor

Agenda Item:	6.a. Delegation of Authority to the President to Approve Fees – R. Somani
Material:	<ol style="list-style-type: none"> 1. Government of BC Tuition Limit Policy 2. UNBC Fees Committee Terms of Reference
Motion:	<p><i>Whereas the University Act grants the Board the authority to set, determine and collect fees, and whereas;</i></p> <p><i>The Government of British Columbia’s Tuition Limit Policy limits domestic tuition and mandatory fee increases to the rate of inflation;</i></p> <p><i>The UNBC Fees Committee reviews all fees and applications related to fees, considers submissions from interested and impacted parties, and provides advice and recommendations to the President with respect to fees, and;</i></p> <p><i>Institutional process efficiency on the setting of fees supports ongoing and up-to-date certainty in integrated University planning;</i></p> <p><i>Now therefore, the Board delegates the authority to approve all fees for the 2021 – 2022 planning and budget cycle, with the exception of tuition fees, to the President, acting with the advice of the UNBC Fees Committee and in compliance with the Province of British Columbia’s Tuition Limit Policy, effective on approval of the Board.</i></p>



Tuition Limit Policy

Government has taken action to limit tuition and mandatory fee increases to the rate of inflation. The limit for tuition and mandatory fees is 2%.

The tuition limit applies to:	<ul style="list-style-type: none"> Professional programs. Cost recovery/continuing education credentialed programs. All other credentialed and open enrolment programs. Mandatory fees, including capital construction support (e.g., building fees), consumable fees (e.g., fees charged for field trips and consumable supplies) and other mandatory fees (e.g., application fees and technology fees).
The tuition limit does not apply to:	<ul style="list-style-type: none"> International student tuition and mandatory fees. Third-party contracts. New programming (first year). Institutions may set the initial tuition and mandatory fee rate for new instructional programs (not amendments to existing programs). After the first year, tuition and mandatory fees will be subject to the tuition limit policy. Community/continuing education non-credentialed courses. Most of these are short-term courses offered in the evening or on the weekend (e.g., first aid, photography). Mandatory fees for student association or society fees (collected on behalf of student associations).

Tuition Limit Policy Application

Government introduced the tuition limit policy in 2005. In 2007, the policy was extended to include institutional and program mandatory fees.

Public post-secondary institutions are expected to ensure programs and courses are affordable and accessible for students. In accordance with applicable legislation, post-secondary boards (Boards) are responsible for setting, determining, and collecting tuition and mandatory fees within the tuition limit policy.

The following provides clarification on the application of the tuition limit policy as it relates to both new and existing programs and fees.

Existing programs	<ul style="list-style-type: none"> Tuition and fees for existing programs and services must not increase more than the rate set by the policy.
Updates to Existing programs	<ul style="list-style-type: none"> Post-secondary institutions are expected to keep programs current. Updates to existing programs are considered part of this ongoing process and are expected to be achieved within the tuition limit policy.
Revised programs¹	<ul style="list-style-type: none"> It is recognized that, at times, substantial changes to a program may be necessary. An existing program that is substantially revised may be submitted to the Ministry for determination as to whether the program is new for the purposes of the tuition limit policy. Prior to introducing a new level of tuition, institutions must submit a written request to the Ministry for review,

	<p>outlining the revisions that led to new or changed objectives, goals, learning competencies and outcomes for the program and students. Written request to include the following information on the understanding that additional information may be required.</p> <ol style="list-style-type: none"> 1. Rationale for the program change (include any changes that result from new requirements of regulatory or licensing bodies). 2. Outline of the main program changes (e.g. new or changed objectives, goals and learning competencies for the program and students). 3. Provide a "course mapping" (i.e. listing out existing courses besides a listing of new ones, including associated changes). 4. Outline the tuition and mandatory fees (please list mandatory fees individually) for the revised program and how they compare to the current program. Outline how the tuition and mandatory fees for the revised program compare to similar programs in British Columbia (or outside of British Columbia, if there are no similar programs in British Columbia). 5. Whether tuition and mandatory fees for courses that form part of other existing programs are being kept consistent to ensure students attending the same course in a different program are not paying a differential tuition and mandatory fee. 6. The number of credits, hours and program length of the revised program and how it compares to the current program. 7. Whether the revised program will be offered if it is not considered new under the tuition limit policy. Include the start date of the revised program. 8. Impact the revised program would have on existing students (i.e. would the revisions cause any existing students to face a tuition fee increase part way through the program). 9. Comparison of current and revised program changes (e.g. admission requirements, delivery method and other program requirements). 10. If the revised program requires the hiring of new staff and faculty. 11. Whether the revised program has been approved by the Education Council and Board of Governors. 12. Outline the labour market demands for graduates of the revised program, how the program aligns with industry and student demand. Would the revised program create new employment opportunities? Would graduates have knowledge/technical skills that employers require in order to hire? 13. When the former program was last revised. 14. Other applicable information. <ul style="list-style-type: none"> • Revised programs are evaluated by the Ministry and an independent third party reviewer to determine whether they are new for the purpose of the tuition limit policy. • When a revised program qualifies as a new program for the purpose of the tuition limit policy, the institution may establish tuition and mandatory fees for the first year that the program is offered and must apply government's tuition policy in subsequent years. • Specifically, the institution may establish tuition and mandatory fees for courses that form part of the new program and not part of any other existing program. Tuition and mandatory fee increases for any courses in the new program that form part of other existing programs must be kept within the rate set by the tuition limit policy. This ensures that students attending the same course in different programs are not paying a differential fee based on their program, reflecting the spirit of the tuition limit policy by keeping tuition and mandatory fees for existing programs to a minimum.
New programs	<ul style="list-style-type: none"> • Boards establish the tuition amount for the first year, and the rate increase set by the policy applies thereafter.
New mandatory fees^{2,3,4}	<ul style="list-style-type: none"> • New mandatory fees may be introduced for new services if there is a clear benefit to students. • Proactive consultation and engagement with students should be undertaken prior to Board review and approval. • Institutions should also consult with the Ministry early in the process when new fees are being considered. • BC public post-secondary institutions are required to report details on any new mandatory fees to the Ministry as part of the annual tuition and fees reporting requirements. The report needs to be signed by the Vice President of Finance and/or Academics.

Boards are responsible for ensuring that all requirements have been met before approving new tuition or mandatory fee amounts.

¹ Institutions are to ensure that revised programs go through the PSIPS and/or Degree Quality Assessment Board (DQAB) process as appropriate.

² Applies to any new mandatory fees that bring the total tuition and mandatory increase above the 2% rate set by the tuition limit policy.

³ Mandatory fees are defined as those fees a student must pay to the institution in order to complete a program.

⁴ Optional fees do not need to be reported.

Related Links

- [Data & Research](#)
- [Budget Letters](#)
- [Mandate Letters](#)

Enter your keywords

Fees Committee

Terms of Reference

Preamble

The Fees Committee reviews all University fee changes, including, but not limited to, changes to full-time and part-time graduate and undergraduate student tuition and ancillary fees, library fees, late payment penalties, Residence fees, and parking fees. The University and the Fees Committee do not review fees set by student bodies as these bodies are independent of University administration.

The Fees Committee works closely with the Finance Department to monitor the overall effect of fee changes. Senior administrators who are members of the Committee are responsible for informing their constituents of the recommendations of the Committee as they related to their areas of operations.

The Fees Committee is advisory to the President, who then approves and recommends the proposed fees schedule to the Board.

Once the fees schedule is approved by the Board, the Registrar ensures that fee changes, particularly those requiring Calendar entry, are implemented and that students receive current and correct information on fees. The Finance Department implements the fee changes in the accounts.

Fee Proposal Form (/sites/default/files/sections/fees-committee/2016-11-29-fee-proposal-form.pdf)

Objectives / Ends

- Review applications for changes to existing fees
- Review applications for new fees
- Reasonable
- Fair
- Impacts on students, programs, and departments
- Recognize market forces
- Entertain submissions from interested parties and stakeholders
- Administer the requirements of provincial tuition cap, if in force

Authority

m) The Board of Governors has the following powers as given by the University Act, Section 27 (2):

- i. to set, determine and collect the fees
- ii. to be paid for instruction, research and all other activities in the university,
- iii. for extramural instruction,
- iv. for public lecturing, library fees, and laboratory fees,
- v. for examinations, degrees and certificates,
- vi. for the use of any student or alumni organization in charge of student or alumni activities, and
- vii. for the building and operation of a gymnasium or other athletic facilities;

n) to pay over

- i. the fees collected for a student or alumni organization that the organization may request, and
- ii. in accordance with section 27.1, the fees collected for a student society or a provincial or national student organization;

Membership

- Registrar (Chair)
- Provost
- NUGSS Vice-President Finance
- GSS Representative
- University Librarian
- Dean of CSAM
- Dean of CASHS
- Dean of Graduate Programs
- Vice-Provost Student Recruit
- Dean of Regional Programs
- Director of Ancillary Services
- Chief Information Officer
- Vice-President, Finance & Business Operations
- Associate Vice-President Financial Services (non-voting)
- Manager, Financial Services & Systems (non-voting)
- Executive Assistant, Registrar & Vice-Provost, SE (recording secretary)

Agenda Item:	6.b. New Program Approval – Master of Arts in Counselling Psychology – M. Dale
Material:	1. Senate Motion No. S-202010.04
Motion:	<i>That, the Board of Governors approves the new Master of Arts in Counselling Psychology as recommended and approved by the UNBC Senate, as presented.</i>

SENATE COMMITTEE ON ACADEMIC AFFAIRS

NEW ACADEMIC PROGRAM PROPOSAL

Motion: That the new Master of Arts in Counselling Psychology be approved as proposed.

A. General Information

Program Title: Master of Arts (MA) in Counselling Psychology

Program Objectives: The MA Counselling Psychology degree prepares counsellors to work in a variety of mental health community centres including hospitals, counselling organizations, schools, and other social service agencies. Students pursuing a MA Counselling Psychology degree focus on understanding and addressing the contemporary challenges and complexities of human behavior across the lifespan with special attention to the diverse nature of the clientele. The program provides students with comprehensive, theoretical, and experiential curricular and supervised clinical experiences to meet the requirements of the British Columbia Association of Clinical Counsellors (BCACC) and the Canadian Counsellors and Psychotherapy Association (CCPA). Faculty are expected to teach and mentor students, serve the surrounding community and counselling profession, and promote intellectual, social, and emotional advancement through clinical training and research. More specifically the following objectives will be met:

1. To exhibit ethical professional behavior consistent with the BCACC and CCPA to assume the role of professional counselors in a variety of mental health settings.
2. To acquire sufficient theoretical knowledge and clinical skills to effectively provide individual, group, and family counseling while addressing the mental health needs of diverse populations.
3. To serve as effective agents of change and advance the cause of diverse and underrepresented groups.
4. To acquire a comprehensive knowledge base of research principles in order to be consumers and producers of quality research. This information will assist in refining all aspects of the work.
5. To demonstrate the willingness and capacity for introspection, self-reflection, self-evaluation, and to develop effective helping relationships with those they serve.

Credential upon Completion of the Program: Master of Arts in Counselling Psychology

Program Offering the Degree: Department of Psychology.

Proposed Start Date: September 2021

Suggested Institutional Priority: We suggest this to be a high priority. Effective January 1, 2019 the Counselling program has been operating under the umbrella of the Department of Psychology. Over the last several years the counselling program has shifted much of the theoretical and clinical focus of courses to a more multidisciplinary emphasis geared towards counsellors working in a variety of mental health community settings, not just elementary and secondary schools. Being more community based, we have attracted students as such, becoming much more expansive than just accepting students with BEd degrees. Students are attracted to the program because of the expansive nature of our training and the professional opportunities that follow by being in a community-based program. Also, the MA degree in counselling psychology is associated with a degree that offers research opportunities where a MEd degree tends to be equated with a non-thesis route by several universities. Students have a better understanding upon entering a MA degree program that they now have the opportunity to carry out and complete an independent research project (Master's Thesis). Completion of a master's thesis is viewed as a prerequisite for the pursuit of doctoral studies in most institutions and a MA degree will create less confusion around this matter. By offering a degree such as a MA Counselling Psychology that is more in line with the type of program we currently provide (more expansive than just offering counselling opportunities to school counsellors), and offering a degree that is more consistent with the program that we are housed in (Psychology), will limit current confusion around the nature of the degree as well as registration and course scheduling issues. At this point in time all the courses are still listed as EDUC (Education) courses.

Relationship of Proposed Program to the Mandate of the Institution: With the focus of our program on community counselling, the program housed in the Department of Psychology can better provide multidisciplinary learning opportunities for UNBC students—more opportunities for students to avail themselves to the diverse expertise of Psychology faculty. The graduating students will be more qualified and in a better position to fill the gap in counselling services, especially in northern communities. The program will continue to meet the mandate of outreach to the community by placing students in a variety of practicum sites including the Community Counselling Center (CCC). The CCC offers low-cost counselling to PG community members and assists us in offering a comprehensive training programs with specialized training in such approaches as trauma-informed counselling and couples counselling. Many partnerships have been built through our practicum offerings and faculty have offered training to professionals in the community on a variety of mental health issues. Training to address the diverse mental health needs of community members in a culturally sensitive manner is a strength of the program. A multidisciplinary, culturally sensitive approach that connects university to community through such practicum placements as the CCC has been the cornerstone of our program's work. Being housed in the Department of Psychology places us in a better position to complete this work and expand our program in keeping with UNBC's mission.

Implications for the Cooperative Education Option: none

Specialties within Program: Counselling

Related Programs at Other Institutions: Simon Fraser and University of BC (UBC) have joint MEd Counselling and MA Counselling Psychology. However, UNBC does not have the resources for both a MA and MEd program. The Counselling program course content fits in a Counselling Psychology program as outlined below. As a MA Counselling Psychology program, there will be

more clarity that this is a community-based program with an emphasis on clinical work along with opportunities for those interested in research and pursuing a doctoral degree in counselling psychology.

Relation to Existing Programs: The program offers the same opportunities for students to take counselling classes from existing programs—social work, disability management (students that often take courses in the counselling program), and perhaps more with the ability to draw from some of the specific research and teaching interests of the Psychology faculty. We have often collaborated on research endeavours and on student theses/projects with Psychology faculty so the foundation for a solid working relationship within this department is well established. This new degree program provides a home for the existing but revised Counselling program with more ease in and opportunity to draw from the expertise of Psychology faculty.

Articulation Arrangement: none

Consultations with Other Institutions: none.

B. Program Description See below.

Counselling Psychology (MA)
Pending

Paul Siakaluk Professor, Chair

Linda O'Neill, Associate Professor
John Sherry Assistant Professor

General Calendar Description: The MA in Counselling Psychology is designed to prepare counsellors to provide professional services and leadership in counselling and psycho-educational programs offered in social service agencies, community health organizations, schools, and post-secondary institutions. Students have the opportunity to choose the type(s) of counselling they wish to focus upon, and to complete periods of supervised clinical practice in practicum settings that are relevant to their interests, based on availability. The program includes an integrated core of required courses, elective courses, and a thesis, project or comprehensive examination. Counselling students are required to complete a minimum of eight required courses, three elective courses, and a Comprehensive Examination. Application can be made to the Department of Psychology to enter a Thesis or Project route after completion of at least 12 credit hours of coursework. If approved, the Thesis route would consist of eight required courses, a minimum of one elective course, and a research project. If approved, the Project route would consist of eight required courses, a minimum of two electives, and a project.

THREE ROUTES to the completion of Counselling Psychology Program

The Counselling Program includes an integrated set of required and elective courses. Students are accepted into the MA in Counselling Psychology Program under the Comprehensive Examination route leading to the MA degree. During the

course of study the student may apply for permission to the program to transfer to the Project or

Thesis route. Students may make a special application to the Department of Psychology to enter a Project or Thesis route after they have completed at least 12 credit hours of coursework. It is the student's responsibility to find a faculty member who is willing to supervise them in a Project or Thesis route.

Comprehensive Examination Route:

The Comprehensive Examination route of study requires the successful completion of a comprehensive examination that evaluates candidates' knowledge of theory and practice in students' field of study. This program route is designed to enhance and reinforce students' knowledge of theory and practice, as well as their interrelationship. The Comprehensive Examination route requires the successful completion of a minimum of 40 hours of graduate course credit. This credit must include a minimum of 37 credit hours of graduate coursework and 3 credit hours awarded upon the successful completion of a written comprehensive examination.

Project Route:

The Project route emphasizes the study of theory and practice and the successful completion of an innovative research and/or development project that addresses a particular aspect of practice or community need. The Project route is designed to develop students' ability to evaluate and improve professional practice in the discipline. The Project route requires the successful completion of a minimum of 40 semester hours of graduate course credit. This credit must include 34 credit hours of graduate coursework and at least 6 credit hours of supervised work culminating in the successful completion of a project.

Thesis Route:

The Thesis route emphasizes academic study, research and the successful completion of a thesis. This degree route is designed to develop students' ability to evaluate theory and practice and conduct research that contributes to the discipline. The Thesis route requires the successful completion of a minimum of 40 credit hours of graduate course credit. This credit must include 31 credit hours of graduate coursework, and at least 9 credit hours of supervised research culminating in the completion of a thesis and the successful defence of it in an oral examination.

Admission to the MA Counselling Psychology program at the Prince George campus occurs each September; deadline for applications is December 15 of the prior year. Admission to the program at regional campuses does not normally occur each year and will vary in response to demand and resources.

In addition to the admission application requirements outlined in section 1.0 of the Graduate Admissions and Regulations, priority will be given to those applicants applying for the MA Counselling Psychology program who have (a) graduated with a Baccalaureate degree a minimum of two years prior to the admission date to which they are applying, and (b) obtained some paid or unpaid work experience in a helping capacity at a counselling-related or teaching-related setting

since receiving their Baccalaureate degree.

Applicants are also required to submit a Curriculum Vitae or Resumé that indicates the number of hours in each employment or volunteer position. A list of any scholarships or publications should also be included.

Criminal Record Review In addition to meeting the admission application requirements outlined in Section 1.0 of the Graduate Admissions and Regulations, all applicants to the Psychology Counselling program are required to submit a Criminal Record Check search prior to the first day of classes in their entry semester. Domestic applicants must supply a Criminal Record Check search result after receiving an offer of admission and before the first day of classes; the search result is not required with the application. International applicants must submit a Criminal Record Check search result provided by their local police authority upon application, and are also required to submit a British Columbia Criminal Record Check if offered admission. The Office of the Registrar will provide instructions to domestic and international applicants who have accepted offers of admission on how to complete a British Columbia Criminal Record Check.

Curriculum:

Required Courses

PSYC 701-3	Research Design and Methodology
PSYC 711-3	Counselling Theory
PSYC 713-3	Counselling Skills
PSYC 714-3	Group Counselling Processes
PSYC 717-3	Ethics in Counselling
PSYC 719-6	Counselling Practicum
PSYC 721-3	Advanced Counselling Skills

One of the following research courses is required; the other may be taken as elective credit:

PSYC 605-4	Multivariate Statistics
PSYC 710-4	Qualitative Analysis

Elective Courses

EDUC 633-3	Human Development: Implications for Education
PSYC 715-3	Career Counselling
PSYC 716-3	Clinical Counselling
PSYC 718-3	Family Counselling
PSYC 722-3	Counselling for Aboriginal/Indigenous Peoples
PSYC 723-3	Trauma Counselling
PSYC 724-3	Child and Youth Counselling
PSYC 727-3	Assessment in Counselling
PSYC 792-3	Special Topics

Thesis, Project or Comprehensive Examination

PSYC 797-3 Comprehensive Examination

PSYC 798-6 Project

PSYC 799-9 Thesis

C. Need for Program

Enrolment Projections: Due to the professional opportunities that have extended beyond school counsellors from our expanded curriculum, which will continue to be the case as we offer a MA degree, we have received 50-60 applications the last couple of years and have accepted 25 students in 2018 and 21 in 2019. Consequently, we have an established admissions enrolment of 20 to 25 students on the Prince George campus and typically we have two regionally campuses operating in two of our three regional campuses--Fort St. John, Terrace and Williams Lake with 15-20 students. Recently, information sessions were provided in Terrace and Fort. St. John and there was an interest of over 30 students in both locations. The multidisciplinary approach, extensive practicum training site, and now the opportunity to connect with faculty engaging in a wide range of psychological research, will continue to attract a large number of applicants.

Cultural, Social and Economic Needs:

There is a significant need for counselling professionals in many different areas, especially in rural and remote areas in Canada. The courses in the program will continue to emphasize the importance of working in a culturally sensitive manner and understanding the elements of rural and remote practice. More specifically, culturally safe approaches to mental health services for Indigenous peoples based on an understanding of the social determinants of health unique to an Indigenous context, such as cultural identity and community connectedness. Also, by training and graduating more qualified counsellors, counselling positions in remote and rural areas, including Indigenous communities can be filled with skilled practitioners providing more consistent, ongoing services.

The comprehensive courses and clinical training that we offer at the CCC will provide students with the necessary skills and training to address the mental health needs of the community. Being housed in the Department of Psychology assists with this mission by giving the students more opportunities to work with faculty one on one especially around theoretical and applied research that is closely related to the counselling field. Also, there will be more choices and individualized supervision opportunities for the students better preparing them for their work in the field. In terms of the economic needs of the community, we will continue to offer the necessary low-cost counselling to community members as recommended by our professional organizations (BCACC and CCPA) and simultaneously this prepares students for a wide range of professional experiences. Consequently, well-trained, qualified counsellors will fill the gap that often is seen in the social services field in rural and remote areas.

Labour Market Demands: Based on anecdotal information, that is, receiving numerous requests from community agencies in Prince George and the surrounding remote areas, to share job openings

with our graduates and those near completion, it is apparent that there is a need for trained, qualified counsellors, a need that continues to grow. Now that the MA Counselling Psychology degree will represent in title the community focus that we have adhered to the last several years, more applicants will be attracted to the program. Counselling professionals are required in all aspects of the social, business and educational sectors.

As the population grows in Prince George, the demand for counselling and other social services is anticipated to increase accordingly. We will be better equipped to offer an in-depth clinical training program, now housed in the Department of Psychology, better meeting the mental health needs of those living in rural and remote areas.

Other Benefits: As already noted, there will be less confusion for MA students interested in pursuing a doctorate in counselling since MA programs are known to graduate students with a thesis/research interest. There are more options and a variety of expertise that students can draw from when they are looking for a thesis or project supervisor since all the faculty in the Department of Psychology are available to supervise theses or project students.

D. Faculty

Faculty list: Dr. Linda O'Neill, Dr. John Sherry

Expected Teaching Loads: no change

Research Funding: not applicable

E. Program Delivery

Distance Learning Components: none

Class Size and Structure: No change in existing courses. All courses are face to face.

Experiential Learning: There is an off-site practicum, training facility (Community Counselling Centre) that offers a wealth of supervised clinical training opportunities (students are observed via video cameras) in the area of individual, group and family counselling. Experiential learning is already a significant component in the existing curriculum and will continue to be emphasized.

F. Program Resources

Administrative Requirements: no additional resources required.

Operating Requirements: no additional resources required

Capital Requirements: no additional resources required

Start-up Costs: none

Special Resource Requirements: none

G. Library Resource Requirements (See attached form)

H. Evaluation

Academic Quality of Program: The new degree is a minor revision of the former MEd in Counselling . The MA Counselling Psychology will maintain the same rigor and consistency to ensure the integrity of the program.

Methods of Internal Institutional Review: Program reviews approximately every 5-7 years, including external evaluators.

Relevant External Program Experts:

Two potential external evaluators are:

Dr. Masahiro Minami, Simon Fraser University

Dr. Blythe Shepard, Univeristy of Lethbridge

I. Miscellaneous

Special Features:

Attachment Pages (in addition to required Library Form): 0 pages

J. Authorization

SCCC Reviewed: August 24, 2020 and September 28, 2020

College: CASHS

College Council Motion Number(s): Omnibus Motion CASHSCC.2020.09.17.02

College Council Approval Date(s): September 17, 2020

Agenda Item:	6.c. Agreements, Scholarships, Bursaries and Awards – M. Dale
Material:	1. Agreements, Scholarships, Bursaries and Awards as recommended and approved by the UNBC Senate for the period of September 2020 to October 2020.
Motion:	<i>That, the Board of Governors approves the agreements, scholarships, bursaries and awards as recommended and approved by the UNBC Senate, for the period September 2020 to October 2020, as presented.</i>



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the revised Terms and Conditions for the Steadman Family Matching Grant Bursary with a name change to Steadman Family Bursary be approved.

Effective Date: 2020-2021 Academic Year

Rationale: To revise the Steadman Family Matching Grant Bursary commencing the 2020-2021 Academic Year.

Proposed By: Emmy Blouin, Development Officer – Donor Relations

Advancement Contact: Emmy Blouin, Development Officer – Donor Relations

Faculty/Academic Department: N/A

Date: August 14, 2020

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: The Committee endorsed the motion.

Motion No.: SCSB20200826.04

Moved By: Owen

Seconded By: Blouin

Committee Decision: CARRIED

Attachments: 1 Page

Approved by SCSB: August 26, 2020
Date


Chair's Signature

For information of Senate.

AWARDS GUIDE INFORMATION:

Award Category: Open

Award Name: Steadman Family ~~Matching Grant~~ Bursary

Awards Guide Description/Intent: This bursary was established by Tom and Linda Steadman – entrepreneurial partners in Prince George business – to help those whose personal efforts, like their own, contributed towards their success. Tom Steadman was a founding advocate of the University, a Founder of the Interior University Society, Member of the Implementation Planning Group and the Interim Governing Council. He also chaired UNBC's North to the Future Campaign and the University of Northern British Columbia Foundation.

Donor: Tom and Linda Steadman

Value: Up to ~~cost 50%~~ of tuition, fees, and books. Max of \$5,000

Number: One, additional awards variable dependent on remaining funds. ~~Variable~~

Award Type: Bursary

Eligibility: Available to full-time students enrolled in an undergraduate degree program at UNBC. Candidates must reasonably demonstrate that they have personally earned the monies being applied towards their tuition and books for the upcoming academic year. To the degree possible, amounts will be maximized in the following priority: First preference will be given to the previous recipients of this award. Second preference will be given to applicants with the highest self-earnings.

Criteria: Demonstrated financial need.

Notes: Renewable for max 3 years. Additional awards variable and non-renewable.

Application Instructions: Complete the financial need section of the application form and supply a letter to the Awards Office outlining how you have earned the money you plan to use for your education.

Effective Date: Endowed 1993

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



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the revised Terms and Conditions for the PeroxyChem Canada Ltd. Endowed Scholarship with a name change to United Initiators Canada Ltd. Scholarship be approved.

Effective Date: 2020-2021 Academic Year

Rationale: To revise the United Initiators Canada Ltd. commencing the 2020-2021 Academic Year.

Proposed By: Emmy Blouin, Development Officer – Donor Relations

Advancement Contact: Emmy Blouin, Development Officer – Donor Relations

Faculty/Academic Department: N/A

Date: August 14, 2020

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: The Committee endorsed the motion.

Motion No.: SCSB20200826.05

Moved By: Blouin

Seconded By: Lewis

Committee Decision: CARRIED

Attachments: 1 Page

Approved by SCSB: August 26, 2020

Date

Chair's Signature

For information of Senate.

AWARDS GUIDE INFORMATION:

Award Category: In-course

Award Name: ~~PeroxyChem Canada Ltd. Endowed~~ United Initiators Canada Ltd. Scholarship

Awards Guide Description/Intent: As a worldwide company with stakeholdings in northern British Columbia, ~~PeroxyChem~~ United Initiators Canada Ltd. wishes to ensure a strong northern employee base, and to protect the environment. At ~~PeroxyChem~~, United Initiators Canada Ltd. people from across operations work together in teams. Their shared perspectives spark innovation, identify opportunities, and generate exciting new products.

Donor: ~~PeroxyChem Canada Ltd.~~ United Initiators Canada Ltd.

Value: \$1,000

Number: One

Award Type: Scholarship

Eligibility: Available to a full time student who is a resident of northern British Columbia and who has completed a minimum of 60 credit hours and declared a major in Chemistry and/or Biochemistry. Second preference will be given to a student who has completed between 30 and 60 credit hours with a chemistry and/or biochemistry focus.

Application Instructions: Submit a letter of reference from two of your professors attesting to your leadership in the classroom/field and work ethic to the Awards Office.

Note: The Chemistry Chair will review the applications and nominate the recipient.

Effective Date: Endowed 1993

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



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the new Terms and Conditions Anytime Fitness Prince George Award be approved.

Effective Date: 2020-2021 Academic Year

Rationale: To activate the Anytime Fitness Prince George Award commencing the 2020-2021 Academic Year.

Proposed By: Emmy Blouin, Development Officer – Donor Relations

Advancement Contact: Emmy Blouin, Development Officer – Donor Relations

Faculty/Academic Department: N/A

Date: September 9, 2020

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: The Committee endorsed the motion.

Motion No.: SCSB20200826.03

Moved By: Bankole

Seconded By: Blouin

Committee Decision: CARRIED

Attachments: 1 Page

Approved by SCSB: September 23, 2020
Date


Chair's Signature

For information of Senate Committee on First Nations & Aboriginal Peoples (SCFNAP) & Senate.

AWARDS GUIDE INFORMATION:

Award Category: Entrance

Award Name: Anytime Fitness Prince George Award

Awards Guide Description/Intent: Anytime Fitness Prince George was built around acceptance and inclusivity, where all shapes, sizes, and colours are welcomed with open arms. This award is intended to create an opportunity to students who have grown up with less privilege (specifically, the Black and People of Colour community), and to bring more diversity into post-secondary programs and institutions.

Donors: Carla & Eric Galbraith of Anytime Fitness Prince George

Value: \$1,000

Number: One

Award Type: Award

Eligibility: Available to a full-time undergraduate Indigenous student, student of colour or visible minority. First preference will be will be given to a resident of Northern British Columbia.

Criteria: Demonstrated financial need and academic proficiency.

Effective Date: Established 2020

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



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That for the 2020-2021 Academic Year, the course load required for UNBC Scholars remain at 24 credit hours for the Academic Year; however, students may complete within three semesters.

Effective Date: 2020-2021 Academic Year

Rationale: Current eligibility requires completion of 24 credit hours total, with 12 credit hours taken within each of the two main semesters (12 for September Semester and 12 for January Semester). Due to the pandemic, and that the majority of courses are being offered online, many UNBC Scholar Award recipients are requesting a reduced course load.

Proposed By: Linda Fehr, Coordinator – Awards & Financial Aid

External Relations Contact: N/A

Faculty / Academic Department: N/A

Date: September 23, 2020

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: The Committee endorsed the motion.

Motion No.: SCSB20200923.03

Moved By: Zogas

Seconded By: Bankole

Committee Decision: CARRIED

Attachments: N/A

Approved by SCSB: September 23, 2020
Date


Chair's Signature

For information of Senate.

Agenda Item:	7.a. Report of the Interim President
Material:	1. Quarterly Public Written Report of the Interim President

Overview

This report outlines the activities during my tenure as Interim President during the period since my last report to the UNBC Board of Governors (October to November). Outlined below are a number of key items that have been active during this period.

COVID-19

The global community continues to be impacted by the ongoing and evolving COVID-19 pandemic. The focus for the UNBC community since the launch of the Fall term has been continually assessing the activities within the UNBC community and the impact of the COVID-19 pandemic on academic delivery, support and research. It is clear that as the pandemic moves into its 9th month that there have been some negative impacts. These include online fatigue from students, faculty and staff and the need to increase engagement with all members of the UNBC community as COVID-19 has fragmented the social aspects of the University community. As always, we continue to work as a team to ensure the UNBC COVID-19 website and all the information is fully updated on our collective efforts to support the UNBC community during the COVID-19 pandemic.

- Continued assessment of campuses for implementation of safety protocols for all students, staff and faculty following Provincial Health Office guidelines
- Preparation for the Winter 2021 term which will again be mostly online
- Assessment of the modified services on campus to support the UNBC community (e.g. Library, Registrar, Student Support Services, Student Residences) among others
- Initial discussions on UNBC's future in the post-COVID-19 Higher Education Landscape

Senior Leadership

Over the past two months there has been some updates within the senior team to support the direction of the University:

- Vice President Finance & Administration: Mr. Rahim Somani
- Working with the Acting Vice President Research and the Interim Provost and Vice President Academic to develop a cohesive appointment plan over the course of my tenure leading up to August 2022.

Budget

COVID-19 has certainly had a negative impact on the activities across the University resulting in budget shortfalls within our 20/21 budget. The Executive Team has developed an approach to offset these shortfalls which are common across the British Columbia Post-Secondary sector. Despite these challenges, we cannot as a University, be complacent in regard to our structural deficit issues that we began to address during the 20/21 budget implementation. This will be year two of a four-year economic sustainability framework and we plan to address the financial situation to achieve both short and long-term economic sustainability. Although the 20/21 budget was extremely difficult for the UNBC community given the decisions that were

necessary, we need to continue this process to ensure UNBC continues to achieve our mission and mandate so the institution evolves as one of Canada's small research-intensive Universities and address its financial situation. As outlined in the 21/22 budget planning process we will continue with University wide consultation into the development of the 21/22 University Budget. The Principles of our budget remain as last year which are:

- Ensure we reduce spending expenses above our revenues
- Significantly reduce dependency on one-time budget adjustments each year for budget balancing
- Invest in the core mission of UNBC students, faculty (teaching and research) and infrastructure to support

There are additional factors that must be emphasized through the budget outcomes in which we have to streamline operations and reduce activities not to overload staff and faculty.

University Community Engagement

Extremely important to me are my "Presidential Office Hours" that have continued on a bi-weekly basis to meet with staff and faculty which has been well received. These opportunities provide me a mechanism to candidly hear the voices of those within our University community and hear both positive and negative situations. Additionally, and outlined in Appendix A of this report are select meetings which highlight some my engagement activities during the period of this report.

Labour Relations

I continue to engage with the leadership of the labour groups on campus and I have now instituted meetings with the Executives of these labour groups with President's Executive Council to ensure open communication as we all work collaboratively to achieve success for the UNBC community.

Equity Diversity and Inclusion and Confronting Racism

The President Task Force of Equity, Diversity and Inclusion and the President's Round Table with Students on Confronting Racism at UNBC have met twice and the work of both groups are moving towards identification of actions and the next steps. I also have had an opportunity to meet with Collective for Anti-Racism (CAR) UNBC group, which is a group of students, staff and faculty committed to confronting racism at UNBC and ensuring that UNBC is a positive and safe place for everyone.

Following discussions with individuals and groups within the UNBC community over the past few months, I will be undertaking a number of key steps which include the following:

- The launch of a Presidential mandate on confronting racism at UNBC
- The launch of the UNBC Equity Affairs Office to support the UNBC Community
- A University Town Hall on Confronting Racism and Equity, Diversity and Inclusion in early 2021

Enrolment

Final assessment of the Fall 2020 academic term enrolment saw a “flat” enrolment number. There was an increase in headcount (0.7%) and a decrease in FTE (-2.4%) which is positive, given the pandemic situation. There were also highlights with increased enrolment from both international and graduate students whom spoke on the university’s success in our research mandate and opportunities for students. We do have some areas for focus which the Provost and his team are working towards and these areas will be critical in aligning with the academic programs of the five new faculties.

For the Winter 2021 term, registration opened late on October 5th as we prepared for the expectations of the ongoing COVID-19 pandemic. Registrations has been steady with increases in the hundreds each week and now above 2000 students for the Winter 2021 term but we need to be realistic, given the current situation provincially, nationally and internationally.

Summary:

Overall, in my nine months as Interim President, I continue to work with the UNBC community to establish a positive foundation to move UNBC forward in a strategic and pro-active direction that supports the continued success in achieving the University’s mission and mandate. Below are the areas of immediate focus which I have highlighted previously and continue to be key areas of my focus.

Interim President’s Ongoing Key Areas of Focus

Immediate Key Areas of Focus

- *Covid-19 Planning and Implementation:* Ensuring that UNBC’s planning, preparation and implementation framework aligns with the guidelines of the Provincial Health Office and supports the health and safety of the entire University community in meeting our collective activities (academic, research and administrative).
- *Academic Planning & Restructuring:* Ensuring the Academic Plan and implementation move forward to support this new direction for the University.
- *Enrolment:* Working with the team to develop and implement a strategic Enrolment Plan that supports both domestic and international undergraduate and graduate students.
- *Budget:* Implement a renewed budget framework and strategy that informs both the 21/22 budget and long-term fiscal responsibility, making decisions that support UNBC’s core mandate to ensure economic sustainability.
- *Labour relations:* Continue to work on positive relationships and outcomes with the labour groups at UNBC.

- *External Community Engagement: Re-engage our external UNBC community as a valuable and integral stakeholder to support the University.*
- *Partnerships with Northern Post-Secondary Institutions: Continue to work with the three other northern post-secondary institutions in moving towards new partnerships highlighted in the Building Strength through collaboration: Post-Secondary Education in Northern British Columbia report.*
- *Assessment of UNBC Strategic Priorities: Review UNBC's strategic road map and ensure the mission and mandate has the necessary people plan, infrastructure and direction to achieve success.*

Appendix A: Interim President Selected Activity Report

	President's Monthly Activity Report To the Board of Governors November 20, 2020 Last Meeting Attended: September 25, 2020	
September		
28 th	Meeting with Prince George City Manager & General Manager – Administrative Services	Prince George
29 th	Dinner with new VP Finance	Prince George
October		
1st	Media Interview with Vista Radio	Prince George
1 st	Media Interview with CKPG	Prince George
1st	McConnell Foundation – Regional University Presidents Cohort	Prince George
1st	MSFHR Biweekly Chair/Vice-Chair Meeting	Prince George
2 nd	President's Open Office Hours	Prince George
7th	Meeting with RUCBC President	Prince George
8th	Media Interview with Vista Radio RE Maclean's Ranking	Prince George
8th	Media Interview with CKPG	Prince George
14th	President's Scholarship Student Recipient Dinner	Prince George
15th	President's Welcome Address for the Regional Strategy Sessions	Prince George
16th	President's Open Office Hours	Prince George
19th	Meeting with City of Prince George Representative (Interim City Manager)	Prince George
19th	Meeting with CAR UNBC	Prince George
19th	MSRHR Meeting	Prince George
21st	CMC Annual Meeting	Prince George
21st	Meeting with Prince George MLAs	Prince George
22nd	Media Interview with CKPG	Prince George
22nd	Senate Student Leadership Awards	Prince George
26th	Student Roundtable on Confronting Racism on our Campus	Prince George
27 th & 28th	Universities Canada Virtual Meetings & Workshop Sessions	Prince George
29th	President's Task Force on Equity, Diversity, and Inclusion Meeting	Prince George
30th	MSRHR Meeting	Prince George
30th	President's Open Office Hours	Prince George
November		
2nd	MSRHR Meeting	Prince George
3rd	Zoom meeting with Varsity Athletes - Women's Basketball	Prince George
4th	RUCBC Presidents Committee Meeting	Prince George
4th	Update on geopolitical realities and the university sector - Universities Canada	Prince George
6th	Zoom meeting with Varsity Athletes - Men's Basketball Team	Prince George
6 th	Zoom meeting Mayor of Prince George	Prince George

Interim President BOG Report

16th	Zoom meeting with Northern Health Representatives	Prince George
17th	Zoom meeting with UBC Faculty of Medicine Dean	Prince George

Agenda Item:	7.a.(i) Reports of the Vice-Presidents – Interim Provost and Vice-President Academic
Material:	1. Quarterly Public Written Report of the Interim Provost and Vice-President Academic

Our Vision: to be 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

Report to the UNBC Board of Governors

**Submitted by Dr. Mark Dale, Interim Provost and Vice-President Academic
For the period September 2020 to November 2020**

Key current initiatives and collaborations of the Office of the Provost and Vice-President, Academic that support UNBC's Strategic Priorities:

Strategic Priority #1 - Attract, retain and develop outstanding students, faculty and staff

1. Indigenous

a. Office of Indigenous Initiatives

- Dr. Henry Harder began his two-year term as the Vice-Provost Indigenous Initiatives on September 8.
- Introducing the Office of Indigenous Initiatives as the central point of contact and coordination for Indigenous communities, partners, and UNBC faculty and staff.
- Facilitating discussions with UNBC faculty and staff in assessing actions to date in responding to the Truth and Reconciliation's Calls to Action and the UNBC Academic Action Plan.
- Supporting the initial planning of the Indigenous Action Plan.
- Exploring strategies for a virtual northern tour to connect Indigenous communities and partners across the North with the University in support of the 2021/22 Aboriginal Service Plan.
- Supporting the recruitment of the Indigenous Initiatives Program Manager who will be the operational lead in the planning and implementation of Indigenous programs and services across UNBC campuses, and in Indigenous communities in northern BC.

b. Vice-Provost Indigenous Initiatives

- Resuming the search process for a permanent Vice-Provost Indigenous Initiatives in mid-summer 2021.

2. Graduate Degree Programs

a. New/Renewed Programming

- Facilitating various aspects of the planning and implementation of the UBC Physical Therapy and Occupational Therapy degree programs.
- Supporting the Dean and the School of Education in the renewal of the Master of Education Program.
- Supporting the Dean and the Department of Psychology in moving the Master of Education in Counselling degree to a Master of Arts (MA) in Counselling Psychology.
- Supporting the Dean and the School of Business in developing the MBA degree program that will be offered in Grande Prairie.
- Supporting the Dean in the development of an MASc in Engineering degree

program proposal for DQAB review and Minister approval.

- Developing consultation plan for differential fees for international students in Graduate programs.

3. Undergraduate Degree Programs

a. New/Renewed Programming

Supporting, leading and facilitating various aspects of the following new academic programs at UNBC:

- Civil and Environmental Engineering Laboratory: Facilitating final renovations and procurement of the remaining capital and minor equipment.
- Nursing in the Northeast: Degree program proposal was approved by DQAB and the Minister in September. Renovations are completed at the Fort St. John Campus; current faculty and staff have been moved into the new space. Nursing related equipment is being ordered; the application process is open and we are looking forward to a full cohort in F21.
- Bachelor of Education: First intake of students in the refreshed program in September 2020 at the PG campus. Continuing to support the Dean and the School of Education with the implementation of the refreshed BEd at all UNBC campuses.

b. COVID-19

- Chairing weekly meetings of the Readiness Group, previously called the Fall Planning Group, to discuss and give advice about the winter term and beyond, in response to the pandemic and its effects on teaching and learning at UNBC. COVID planning continues with W21 moving to alternative delivery. Considering format choices for spring and summer courses.

4. Student Affairs

- Supporting the development of an enhanced advising model proposal that will integrate academic and career goal advising, and provide students a better experience, enhance student advising capacity and build on collaborations and connections with Faculty.

5. International Education – uTrek Program

- Supporting International Education planning for a proposed revised English language pathway program with an anticipated start date of September 2021.
- Beginning engagement to introduce the conceptual plan and receive input to the planning and implementation.

6. Kaffeeklatsch Discussions

- Supporting and facilitating discussions between students, the Readiness Group and various academic and student service units focusing on issues related to pandemic academic planning and pedagogy.

Strategic Priority #2 - Enhance the quality and impact of academic programming and delivery

1. Academic Restructuring:

a. Dean Searches

The Deans for the five new Faculties are as follows:

- Faculty of Business and Economics: Dr. Ronald Camp
(Start Date: January 1, 2021)
- Faculty of Human and Health Sciences: Dr. Shannon Wagner
(Start Date: July 1, 2020)

- Faculty of Indigenous Studies, Social Sciences and Humanities: Dr. Kriston Rennie (Start Date: January 1, 2021)
 - Faculty of Science and Engineering: Dr. Deborah Roberts (Started: October 1, 2020)
 - Faculty of Environment: Interim appointment - Dr. Peter Jackson (Start Date: January 1, 2021). The search for a permanent Dean re-initiated in October, for an anticipated start of July 1, 2021.
- b. Development of the Academic Leadership Development and Orientation Program (draft stage)
7. Supporting and facilitating a leadership development program, with the goal of supporting transformational leadership to drive UNBC's success, building on the strengths of each leader through the various modules.
- Leading and facilitating discussions with the Provost's Advisory Committee on the Academic Action Plan. This committee plays an important role in supporting, advocating and advising on the implementation of the recommendations. Discussions have included:
 - Convocation and Regional Campus Celebrations – Move to Five Faculties
 - Draft principles to guide the creation of the internal structures of the five faculties
 - Academic Leadership Development and Orientation Program
 - Academic Leadership Development – Draft Nomination Form
- c. Graduate Programs
- The Vice-President Research is leading conversations with faculty, staff and students on process optimization to enhance the graduate student experience.
- d. Implementation of the Five Faculties
- Supporting the transition to five Faculties and working with units across the University to identify priorities in preparation for implementation on April 1, 2021.
2. Registrar
- a. Delivery Methods
- Supporting changes to delivery methods and adjusting scheduling in F20 and W21 to align with alternative delivery course plans.
 - Preparing for F21 and W22 scheduling and registration requirements
 - Supporting the planning and implementation of the Banner system changes required to transition to the five Faculties model on April 2, 2021.
3. Recruitment
- Revised the committee structure to review student recruitment and retention, and student success: the Enrollment Task Force has evolved into "Students' Plus", currently Provost, Registrar, Recruitment, International Education, & Student Affairs, with additional participants to join in as required.
4. Library
- a. University Librarian
- Chairing the University Librarian Search Committee. The search for a University Librarian restarted in October.

Strategic Priority #3 - Enhance the research culture

1. Research personnel

- a. Faculty
 - Oversee the hiring of tenure-track faculty with proven research excellence or promise.
- b. Academic administrators
 - Encourage continued research activity.
 - Set an example of research involvement and productivity.

Strategic Priority #4 - Ensure financial accountability, sustainability and operational effectiveness

1. Planning and Budget

- a. Integrated Planning
 - Collaborating and supporting the development of the 2021/22 planning strategies and priorities with the President, Vice-Presidents, Integrated Planning, and Financial Services.
 - Facilitating the Customer Relationship Management (CRM) System Project for an integrated approach across UNBC student services to:
 - enhance student recruitment, retention, and tracking.
 - enhance the student experience and support students throughout their journey at UNBC (from prospect to alumni).
 - unify communications and coordinate supports across multiple student services.
- b. International Education – uTrek Program
 - Supporting the development of a comprehensive plan for uTREK will provide opportunities for revenue generation (see Strategic Priority 1 – item 5)
- c. Information Technology
 - Restructured the current Information Technology Security Officer role as a Chief Information Security Officer and realigned reporting direct to the Provost and Vice-President Academic to:
 - focus on a strategic university-wide mandate as the technology used to manage and manipulate it has become a critical infrastructure that affects every aspect of university operations, research, and teaching.
 - develop and implement an information security program for UNBC to defend against actions aimed at obtaining valuable research data, attempting to defraud staff and students, or causing disruption to university operations
 - Refreshing audio visual equipment in classrooms and WIFI connectivity on campus.
 - Continuing to ensure our infrastructure systems are sufficient to support alternative delivery for teaching and support services.
 - Supporting the implementation of Elucian WorkFlow optimization and automation that will allow the university to increase efficiencies across UNBC's units.
 - Supported the transition to an electronic tenure and promotion process.
- d. Labour Relations
 - Attended the Joint Consultation Committee meeting with the UNBC FA to discuss articles and issues to deal proactively with potential grievances and increase communications and improve relations. Increased frequency of JCC meetings to twice a month to deal with a backlog of concerns and participated in two JCC subcommittees to work on grievances.

2. Workforce Planning

- Supporting and facilitating work being done on workforce structure that best supports the Five Faculty model utilizing existing resources to better address the needs of the new structure.

Other current and key initiatives and collaborations:

Renew efforts on the development of the on-line BHSc, with Dean Wagner.

Develop interdisciplinary PhD program, working with former Dean Schorcht and VPR.

Work with CTLT and others on “web & coach” and other models of course delivery.

Summary & Looking Forward (Portfolio Goals & Priorities for the next 6 -12 months)

Maintain and enhance academic excellence through the months of the pandemic.

Facilitate a smooth and effective transition from two Colleges to five Faculties.

Consider options for format of spring and summer courses for 2021. Start discussions on options for delivery of courses in F21 and W22 while we project future impacts of COVID.

Agenda Item:	<p>7.a.(i) Reports of the Vice-Presidents – Interim Provost & Vice-President Academic</p> <ul style="list-style-type: none"> • Notification of Upcoming Promotion & Tenure Process
Material:	<p>1 Memorandum dated November 5, 2020 from M. Dale to G. Payne re: University Promotion and Tenure Committee</p>

MEMORANDUM

TO: Geoffrey Payne, Interim President

FROM: Mark Dale, Interim Provost and Vice-President Academic

DATE: November 5, 2020

RE: **University Promotion and Tenure Committee**

Dr. Payne,

The UPTC has received notice that two (2) faculty members will be applying for tenure, five (5) faculty members will be applying for tenure and promotion to Associate Professor, one (1) faculty member will be applying for tenure and promotion to full professor, one (1) faculty member will be applying for promotion to Associate Professor, four (4) faculty members will be applying for promotion to Full Professor, one (1) Senior Lab Instructor will be applying for continuation, one (1) Senior Lab Instructor will be applying for continuation and promotion to SLI III, and one (1) Senior Lab Instructor will be applying for promotion to SLI II.

The UPTC committee will meet the first week of December.

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

Agenda Item:	7.a.(i) Reports of the Vice-Presidents – Vice-President, Finance and Administration
Material:	1. Quarterly Public Written Report of the Vice-President, Finance and Administration

Report to the UNBC Board of Governors

Submitted by: Rahim Somani, Vice President, Finance and Administration

Date: November 10, 2020

Our Vision: to be 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

1.0 Acknowledgement

1.1 The University of Northern British Columbia (UNBC) is located and serves diverse traditional territories that are home to numerous First Nations and other Indigenous groups. As I joined UNBC on November 2nd at the Prince George campus, my family and I feel truly fortunate to be a part of the university both in and for the north, at this important juncture. The Prince George campus is situated on the traditional territory of the Lheidli T'enneh.

2.0 Preamble

- 2.1 I am grateful to the UNBC community including the Board of Governors, university leadership team, faculty, staff, and students for reposing their trust and confidence and look forward to working with the dynamic and passionate UNBC team and making my humble contribution to the best of my abilities, in taking UNBC's ambitious and inspiring vision to transform the lives of communities through excellence, inclusivity, and compassion.
- 2.2 I firmly believe that the notion of accepting diversity and differences as strengths, working as a coherent and integrated team to achieve collective excellence, and nurturing compassion will be pivotal in achieving UNBC's long-term aspirations. This resonates well and fully aligns with UNBC's motto "En Cha Huná".
- 2.3 I would like to acknowledge the resilience, hard work, team efforts, dedication, and commitment of the UNBC community in coping with the COVID-19 pandemic while ensuring health and safety for all. Given the global experience during the recent few months, it is evident that "crises are enablers of creativity and innovation".
- 2.4 I am confident that UNBC will continue to build upon the pillars of mutually respectful relationships, reputation, vision, and economic sustainability, and will come out much stronger and continue its positive impact to the community in the months and years to come.
- 2.5 I would also like to express my sincere gratitude to colleagues within Finance and Administration, and particularly Colleen Smith, who stepped into the interim role with considerable dedication to the UNBC community.

Office of the Vice President, Finance and Administration**3.0 An Overview**

3.1 The portfolio of the Vice President, Finance and Administration comprises:

- ⇒ Office of the Vice President, Finance and Administration
- ⇒ Financial Services (Colleen Smith, Associate Vice President)
- ⇒ Business Services and Continuing Studies (Lisa Haslett, Director)
- ⇒ Facilities Management and Capital Planning (David Claus, Director)
- ⇒ Human Resources (Arleta Lucarelli, Acting Director)
- ⇒ Safety and Security (Sarah Elliott, Director)
- ⇒ Health and Wellbeing (Shelley McKenzie, Director)
- ⇒ Integrated Planning (Bernadette Patenaude, Director - joint reporting with the Provost)

4.0 COVID-19 Pandemic

4.1 The COVID-19 pandemic, particularly the second wave, continues to present unprecedented challenges, rapidly changing circumstances, and uncertainties. Our paramount goal is to protect the health and wellbeing of the UNBC community, while continuing to ensure effective university operations and services, and delivery of programs to the best degree possible.

4.2 Despite the COVID-19 pandemic, UNBC continues to show its resilience and make steady progress, primarily driven by unwavering commitment, dedication, and collective team effort of the UNBC community. As the situation evolves, UNBC will continue to monitor the situation, promptly take mitigation steps, and update its operating plans and projections on an ongoing basis.

5.0 Deficit Mitigation and Financial Accountability

5.1 As discussed previously with the Board of Governors, UNBC has had a financial deficit for the past several years. A four-year financial sustainability framework was conceptualized as part of 2020/21 financial planning to achieve both short and long-term financial sustainability, which entails difficult decisions. The steps taken in 2020/21 included rationalization, reduction in operating expenses and deferral of some expenses.

5.2 The impact of the COVID-19 pandemic further exacerbates the financial challenges; however, the key principles for university planning and budgeting remain the same as previous year, which include: (a) invest in the core mission of knowledge creation and dissemination (research and teaching), campus experience and infrastructure aligned with strategic priorities, (b) achieve operational efficiency, effectiveness and excellence, and (c) systematically address the financial sustainability through a structured and consultative approach and minimize the need for one-time budget adjustments.

Office of the Vice President, Finance and Administration

- 5.3 In the short-term, the student enrolment and course registration will continue to pose a financial challenge due to the online mode of delivery and international travel restrictions. Other financial challenges include (a) expected loss of revenue from ancillary services, and (b) additional measures required to prevent the spread of COVID-19 and ensure the health and wellbeing of the UNBC community.
- 5.4 The overall financial challenge is partly mitigated through managing expenditure due to suspension of face-to-face activities and in-person classes. UNBC will continue to ensure stringent financial discipline during these difficult times (a) carefully monitor and scrupulously manage expenditure, (b) use video conferencing and online means of communication, and (d) continually identify savings, operating efficiencies, and effectiveness.
- 5.5 Under normal circumstances, the university is not permitted to operate in a deficit; however, given the extraordinary impact of the COVID-19 pandemic, the government will consider approval of deficit for the current year. UNBC has submitted a formal request with updated Q2 forecast for 2020/21 to the Ministry of Advance Education, Skills and Training, projecting an operating deficit of \$4.3M (declined from \$7.2M projected in Q1). The annual deficit will be funded through available reserves.

6.0 Capital Projects

- 6.1 All major projects are progressing on time and within budget while ensuring complete adherence to the sanitary requirements and safety standards as recommended by the Public Health Authorities.

7.0 Business Services

- 7.1 Business Services has prioritized re-starting activities with enhanced safety protocols, business development plans, and advancing a strong customer service focus. Specific highlights include:
- 7.1.1 *Hospitality Services:* Dana Hospitality has been contracted to serve in the Agora Dining Hall effective September 2020, with a focus on food that is local, fresh, and made from scratch.
- 7.1.2 *Continuing Studies:* Face to face courses have been converted to virtual delivery to the extent possible. Industry certified field-based courses such as Wild Land Danger Tree have been delivered using COVID-19 safety protocols. Notable custom programs and partnerships include Nisga'a Health Authority, First Nations Health Authority, and Takla Nations. UNBC recently finalized an agreement with TC Energy to deliver Environmental Monitoring training to 30 Indigenous Students from across northern Alberta.
- 7.1.3 *Residence Life:* Continues to deliver virtual programming for ~125 students in Housing.
- 7.1.4 *Northern Sport Centre:* Currently serving ~700 students and ~3000 community members.

Office of the Vice President, Finance and Administration

8.0 Safety Regulations

8.1 See Appendix A for report on Safety Regulations.

9.0 Future Priorities

9.1 Key future priorities for the coming months and the next fiscal year(s) include (but not limited to and may be adapted as required):

- ⇒ Assumptions and planning for the fiscal year 2021/22 including final recommendations for Tuition Fees.
- ⇒ Workforce planning for the five-faculty model to optimally utilize available resources for effective implementation of the new academic structure.
- ⇒ Review of business processes, systematic workflow analysis, and gradual realignment to achieve operational efficiencies and excellence over time.
- ⇒ Ongoing review and optimization of business plans related to Business Services to achieve greater impact, efficiencies, and contribution over time.
- ⇒ Progress planning and implementation of approved capital projects as per schedule and within budget.
- ⇒ Ongoing monitoring and proactive mitigation of safety, security, health, and wellbeing risks, particularly related to COVID-19 pandemic.
- ⇒ Review and adapt the Human Resources strategy including employee health and wellbeing to attract and retain quality human resources, ensure effective employee engagement, and adequate health and wellbeing for all employees.
- ⇒ Build upon the substantial preparatory work and complete the review of progress to date related to start-up requirements and finalize a roadmap with timelines, decisioning criteria and interim milestones for operationalizing the UNBC Land Trust.
- ⇒ Build upon the previous work and conceptualize an Enterprise Risk Management program for UNBC to identify, prioritize, and mitigate significant enterprise risks.

Appendix A: Report on Safety Regulations

Prepared by: David Claus, Director, Facilities Management and Capital Planning

Reviewed by: Rahim Somani, Vice President, Finance and Administration

Date: November 10, 2020

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

The Power Plant and Bio Energy Plant, including all ancillary equipment, are currently being operated within the guidelines established under the regulation. The servicing and repairs of all equipment falling under the regulation is being completed by qualified staff and/or contractors.

- a. *2020 Regulation Changes:* There are no new regulation changes this period that affect UNBC operations.

2. Elevating Devices Safety Regulations

The University is operating within the guidelines established under the provincial regulation. The servicing and repairs of all Elevating devices falling under the regulation is being completed by qualified contractors. Renewal of the two elevators in the Teaching and Learning Building atrium are being planned and funded through Routine Capital spending. The planning and procurement for this project is nearly complete, and a contract award is expected within weeks.

- a. *2020 Regulation Changes:* The province adopted the 2016 version of Canadian Standard Association (CSA) B44 (the elevator code) on 30 April 2020. The implications for UNBC are being handled by Kone on our behalf and include plans for transitioning all units to the new code, plus a Maintenance Control Plan for each elevator.

3. Electrical Installation and Operating Regulations

All electrical installations and operations fall under Technical Safety BC; the University is operating within the guidelines established under the provincial regulation.

The University employs a certified Electrician who acts as the Field Safety Representative (FSR). Technical safety British Columbia (TSBC) has granted the University an exemption whereby work on the high voltage systems (over 600V) is permitted by a qualified contractor.

Agenda Item:	7.a.(i) Reports of the Vice-Presidents – Acting Vice-President, Research
Material:	1. Quarterly Public Written Report of the Acting Vice-President, Research

Report to the UNBC Board of Governors

Summary of Activities in the Office of Research for the Period: Sept 2020 – Nov 2020
Submitted by Dr. Kathy Lewis, Acting Vice President, Research (and Graduate Programs)

Administration (SP1,2,3 &4)

- Ongoing support of research activities under the COVID-19 pandemic, support for applications under the Canada Research Continuity Emergency Fund.
- Regular meetings with research institutions: Health Research Institute, Natural Resources and Environmental Studies Institute, and the Research Data Centre.
- Drafted new research space allocation policy and procedures for review by university community.
- Initiated a Graduate Advisory Group to address procedural issues with graduate programs, and plan for move to 5 faculty structure.
- Initiated a Teaching Assistant Advisory Group to improve processes around Graduate TA application and assignment.
- Initiated renewal of UNBC's 5-year Strategic Research Plan.
- Working with High Performance Computing group to support the facility with a term hire, and ongoing strategic discussions.

Equity, Diversity and Inclusion (EDI) (SP1,2 &3)

- Working with Western Management Consultants on the Canada Research Chairs Program EDI Action Plan. (SP 3 and 4)¹. This work is focused on improving employment systems to ensure that all people have an opportunity to see themselves working at UNBC, feel they are provided with the necessary supports to apply and know that in applying, their application will be handled in accordance with best practices and standards with regards to issues of diversity and equity.

Faculty Research Support – highlights (SP1,2 &3)

- Office of Research team supported 10 researchers in development and submission of their Natural Science and Engineering Research Council Discovery Grant applications, and one researcher in development and submission of Social Sciences and Humanities Research Council Insight Grant application.
- Highly prestigious Banting Postdoctoral Fellowship awarded to Nadezhda Mamontova, who is working with Dr. Gail Fondahl.

Student Research Support – highlights (SP1,2,3 &4)

- Research Project Awards provided to 7 students (16 applicants), that will support their graduate research.
- Leveraged the Research Project Awards program and to award 3 Mitacs Research Training Awards (RTA).

¹SP: UNBC Strategic Priorities

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

Partnered Initiatives and Innovation (SP1,2 &3)

- Ministry of Forests, Lands, Natural Resource Operations and Rural Develop – ongoing discussions regarding research opportunities to support forest ecosystem management.
- Interior Universities Research Coalition (UNBC, TRU, UBC-O), grant from the Ministry of Health to support collaborative research on COVID-19. \$150,000 for each of two years. One of four awarded grants to UNBC as lead researcher (SP 1, 3).

Status on Priorities from last Quarter

- Research Space Allocation draft policy and procedures almost ready for broad consultation.
- Graduate Programs transition, ongoing.
- Office of Research budget and scoping exercise ongoing, for input into University Integrated Planning and Budgeting.

Priorities next Quarter

- Start research space allocation policy and procedures through approval process.
- Continue work on Graduate Programs transition.
- Continue collaborations with FLNRORD.
- Research Week Planning.
- Office of Research budget and work planning as input into University Integrated Planning and Budgeting.

Agenda Item:	7.a.(i) Reports of the Vice-Presidents – University Advancement
Material:	1. Quarterly Public Written Report of the Vice-President, University Advancement

Report to the UNBC Board of Governors

Submitted by: Mr. Tim Tribe, Vice President University Advancement
For the Period: September 2020 to November 2020

Athletics and Recreation

Varsity Sports:

U SPORTS, Canada's National Governing body for University Athletics has canceled all Fall and Winter championships for the 2020-2021 season. As a result of U Sport's decision, the Canada West Athletics Association has canceled winter league play.

Athletics Directors in Canada West are working within their provinces to determine the feasibility of exhibition play for the winter sports. The Athletics Directors in British Columbia are working on a modified competition model for January for the sports of basketball, volleyball and soccer.

UNBC men's and women's basketball will be in a pod with Thompson Rivers University, the University of British Columbia-Okanagan and Okanagan College to play some exhibition games starting early November and potentially hosting TRU at the end of November. Athletics has worked with the Safety Office to put in place appropriate and approved plans for an exhibition schedule.

The annual Academic All Canadian reception will be hosted virtually this year. UNBC will celebrate 28 student-athletes who achieved a Grade Point Average (GPA) of 3.67 or higher. The Provost Award for the team with the highest GPA goes to Women's Basketball with a 3.6348 GPA, second place is awarded to Women's Soccer with a 3.618 GPA. The overall department GPA was 3.514

To honor the legacy of varsity athletes at UNBC, the Athletics Department is working with the Northern Sports Centre (NSC) to create a Wall of Honour that will recognize past varsity athletes and their accomplishments in competition. This Wall of Honour is being supported by a local donor family.

UNBC Athletics is one of the most active promoters of student-athletes in Canada West and continues to keep Athletics and student-athletes relevant through storytelling and recruitment information through various social media channels.

Athletics Fundraising:

The Athletics department is exploring alternative delivery options for the 2021 Annual Legacy Breakfast. The Legacy Breakfast is the main scholarship and bursary fundraiser for the Varsity teams.

The Adopt a Timberwolf program is underway and meeting with success, it is not too late to Adopt a Timberwolf.

Donors continue to support Varsity Athletics at UNBC with a number stepping up to create new awards or renew support for the program:

The Timberwolves Student Athletics Society has contributed to an endowed Athletics fund to increase the annual award and to increase the number of awards granted to two or more

One new business in Prince George has reached out to explore tying their company to the Timberwolves, we hope to be able to announce a new partner for Timberwolves Athletics in the coming months.

Intramurals:

To continue to support the student experience for all UNBC students, the Intramural staff are working on approvals to launch esports league for the winter semester. The Intramural staff are collaborating with student life and wellness on programming for students and staff on campus.

Communications and Marketing

The Communications and Marketing team have been focused on three major efforts:

Website – Drupal 8 upgrade

- The project is on track, on budget, with a November 2021 deadline.
- Notable progress of late includes reaching the testing phase of new “programs at a glance” functionality and moving our web hosting to a Cloud-hosted environment as opposed to the current self-hosted model. We anticipate the first phase of Drupal 8 pages going live by the December break. Moving the web-hosting to the cloud environment will provide UNBC with 99.9 % uptime for the University websites and will mitigate against natural disasters or technology disruptions caused by limited fibre redundancy in Prince George.

Recruitment Marketing

- Extensive support for recruitment marketing, including social and traditional media, earned media, and material development to support domestic and international recruitment (handbooks, posters, pamphlets, presentations, video content)

COVID-19 communications

- Ongoing support to President and various operational units regarding the University’s pandemic response.

Video Support

- To support the request for video production by several units (Orientation, Convocation, Recruitment, Fundraising and Academic areas) across campus I have made the strategic decision to allow the Alumni Officer, who’s true training and skill lie in video journalism to support the video production across campus. I am pleased to share two links to videos that have been produced in recent months:
 - <http://bit.ly/UNBCVideo-01-20> This 30-second spot is running on CKPG
 - <http://bit.ly/UNBCVideo-02-20> This video was shared with new students during orientation.

Community Relations

Alumni Relations:

Sadly, most of UNBC's Alumni engagement activity has been placed on hold due to COVID-19. The Alumni office continues to engage with the Alumni Council and the broader alumni audience via virtual meetings and email.

The Spring Alumni Magazine was suspended and will transition to a Fall delivery. Alumni have been invited to submit stories to the Magazine that highlight the contributions of UNBC alumni during COVID-19.

During COVID-19, alumni programs across BC have been sponsoring virtual meet-ups that provide alumni relations staff with the opportunity to share ideas, learn from one another and test new ideas out.

With the passing of the Chancellor, the Alumni Council has identified two members of the Council to participate in the Chancellor Search Committee.

Alumni Relations worked with Development to host a virtual and free Estate Planning Seminar. This virtual seminar was made possible through the generous support of HSJ Inc, and featured many UNBC alumni who are now pursuing careers in financial planning.

Convocation:

UNBC is Still considering options for May 2021, depending on the province's position on gatherings, etc. Currently, UNBC is anticipating that convocation will be in the form of a virtual ceremony, but a final decision is yet to be made, we are hoping to confirm this decision in January.

The Convocation and Ceremonies team is also looking into how a Chancellor Installation in 2021 might look in a virtual ceremony if the traditional event is not possible.

Active Minds:

With the onset of COVID- 19 UNBC's very successful summer camps were canceled. To ensure that UNBC could to support children and parents during the pandemic the Active Minds Team, made a very significant pivot to online/virtual activity delivery for Summer 2020:

- delivered 48 virtual Activity Clubs (each club was one hour long delivered over Zoom)to children and parents over 8 weeks, engaging 228 participants. 121 in PG, 97 in BC (outside of PG), 6 in Alberta and 4 in Ontario
- offered Activity Clubs free of charge during August as a way to give back to the community during this time
- created Activity Boxes that proved to be very popular – the first trial sold out almost immediately and a second trial of boxes, sold 59 activity boxes throughout northern BC
- delivered 7 *Ask A Prof Friday* events, with 6273 total views
- employed 8 university students over the summer months using a Canada Summer Jobs grant during a tenuous employment time for students

- Active Minds is planning to continue the Activity Boxes program with plans for Halloween and Christmas themed activities. The team will also be exploring how these Activity Boxes could be used to build the UNBC brand and support Pro D days and March Break.
- hosted a pre-recorded workshop for the *Girls and STEAM* event at Science World in November
- Go CODE Girl will go ahead as an online event in early 2021
- UNBC's Active Minds was announced as Actua's 41st Network Member. The collaboration with Actua will assist in extending STEM programming to better engage underserved populations and continue to improve Indigenous outreach. Membership in Actua also allows Active Minds to access additional funding to support this community relations program.

Development

Fundraising:

In November UNBC will be carrying out our annual solicitation; the focus of this solicitation will be emergency support for students (first one this year due to COVID and laying off 2.5 FTE).

Other activity underway includes the following:

- Current Proposals/Asks in the Community sit at over \$500,000 with \$200,000+ agreed to verbally
- Working to complete a planned gift of approximately \$300,000
- \$25,000 has been raised for the Nursing NE Equipment Fund
- Raised to date \$3,400,000

Database/User Interactions:

UNBC has transitioned to NetCommunity, an online platform that links directly to the Fundraising database. This new online platform will allow UNBC to reduce the amount of time spent on manual processing of donations, issuing charitable receipts, sponsorships, event registrations, and alumni updates. In the past, such transactions had to be completed manually between two different software systems, resulting in a huge use of time. Donors making gifts through the NetCommunity platform will be treated to a more efficient process that will provide them with a thank you note and Charitable Receipt at the time they make their donation. Up until the introduction of the NetCommunity it would take UNBC a week to issue a thank you letter and charitable receipt.

Donor Recognition:

Traditionally, fall is the time of year when UNBC would usually host its annual donor recognition reception. This year, UNBC will recognize and thank our donors through a partnership with the Pattison Broadcast Group. 5 - 4 minute Special Series Stories will run Monday to Friday in the CKPG TV 5pm and 6pm News for 1 week in early December. These stories will feature different faculty and students from UNBC who have benefited from donor support.

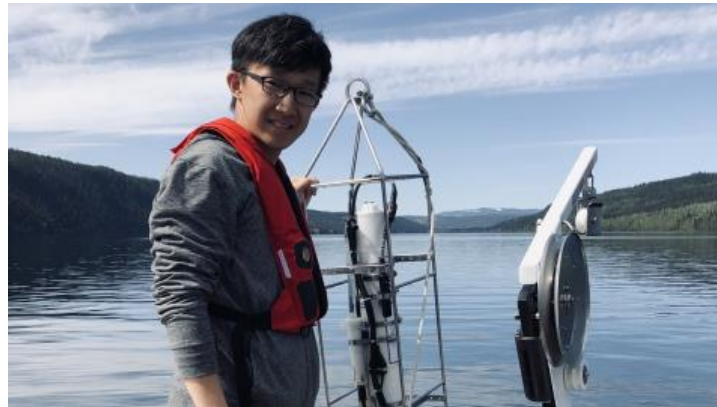
The traditional recognition reception would have been attended by about 130 donors; the Special Series Stories will allow UNBC to reach over 240,000 viewers in the CKPG broadcast area which stretches to MacKenzie in the North over to Kitimat in the West and down to 100 Mile House in the South. In addition to increasing our reach, the cost of the Special Series Stories is about 1/3 of hosting an event.

Agenda Item:	7.c. Quarterly Financial Reporting (for information) – C. Smith / R. Somani (i) General Operating Fund Report to September 30, 2020
Material:	1. General Operating Fund Report to September 30, 2020



GENERAL OPERATING FUND REPORT

FOR THE PERIOD ENDED SEPTEMBER 30, 2020



Submitted by: Colleen Smith
Associate Vice President, Financial Services

Reviewed by: Rahim Somani
Vice President, Finance & Administration

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA
OPERATING STATEMENT
AS AT SEPTEMBER 30, 2020**

REVENUES

	2020/2021 Approved Budget	2020/2021 Revised Budget	Actual YTD	Variance from Budget	
	(000's) (Note 1)	(000's) (Note 2)	(000's)	(000's)	%
<u>OPERATING FUND REVENUES</u>					
Revenue Generated					
Provincial Government Grants	55,038	55,142	27,095	(28,046)	-50.86%
Federal Government Grant	3,211	3,211	1,605	(1,606)	-50.02%
Student Fees (Note 3)	21,769	21,769	11,905	(9,864)	-45.31%
Interest, Miscellaneous & Other	921	920	757	(163)	-17.76%
Ancillary Services (Note 4)	1,606	1,606	345	(1,261)	-78.50%
Internal Cost Recoveries	1,013	1,013	492	(521)	-51.39%
Total Operating Revenues	83,558	83,660	42,200	(41,461)	-49.56%

Comments on Revenue Variances:

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

Provincial Government Grants	Within expected range.
Federal Government Grant	Within expected range.
Student Fees	Within expected range.
Interest, Miscellaneous & Other	Within expected range. Interest income slightly higher than expected due to higher than predicted cash balances relating to research funding and the Northern Medical Program.
Ancillary Services	Within expected range. Revenues lower than normal due to COVID-19 impacts.
Internal Cost Recoveries	Within expected range.

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA
OPERATING STATEMENT
AS AT SEPTEMBER 30, 2020**

EXPENDITURES and TRANSFERS

	2020/2021 Approved Budget	2020/2021 Revised Budget	Actual YTD	Committed	Budget Remaining	
	(000's) (Note 1)	(000's) (Note 2)	(000's)	(000's) (Note 5)	(000's)	%
<u>OPERATING EXPENDITURES</u>						
Salaries & Benefits (Note 5)						
President's Office / Executive Services	680	682	337	324	22	3.2%
University Advancement	2,513	2,674	1,361	1,278	35	1.3%
Academic Services	7,852	7,735	3,732	3,611	392	5.1%
Office of Research	929	941	475	458	7	0.8%
Academic Programs	34,541	34,991	15,927	14,861	4,204	12.0%
Student Recruitment	2,136	2,026	857	852	316	15.6%
Administrative Services	7,298	7,411	3,639	3,531	241	3.3%
University Operations (Note 6)	5,868	5,444	427	330	4,687	86.1%
Total Salaries and Benefits **	61,817	61,904	26,755	25,244	9,904	16.0%
Operating Expenditures						
President's Office / Executive Services	211	211	52	5	154	73.0%
University Advancement	1,019	972	196	43	733	75.4%
Academic Services	1,276	866	108	7	750	86.7%
Office of Research	143	143	40	10	93	65.3%
Academic Programs	2,540	2,638	868	103	1,666	63.2%
Student Recruitment	542	563	79	2	482	85.5%
Administrative Services	728	728	302	25	401	55.1%
University Operations (Note 6)	12,636	12,857	6,177	1,288	5,392	41.9%
Total Operating Expenditures **	19,095	18,977	7,822	1,483	9,671	51.0%
Transfers to Other Funds (Note 8)	3,477	3,596	2,018	-	1,578	43.9%
Transfers from Other Funds (Note 9)	(2,560)	(2,545)	(823)	-	(1,722)	-67.7%
Total Operating Expenditures and Transfers	81,829	81,931	35,773	26,727	19,431	23.7%

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA
OPERATING STATEMENT
AS AT SEPTEMBER 30, 2020**

EXPENDITURES

	2020/2021 Approved Budget	2020/2021 Revised Budget	Actual YTD	Committed	Budget Remaining	% Remaining
	(000's) (Note 1)	(000's) (Note 2)	(000's)	(000's)	(000's)	
<u>CAPITAL EXPENDITURES</u>						
Library Acquisitions	1,729	1,729	1,729	-	-	0.0%
Capital Equipment Replacement Reserve	-	-	-	-	-	0.0%
Total Capital Expenditures	1,729	1,729	1,729	-	-	0.0%
2020/21 Total Budget	83,558	83,660	37,502	26,727	19,431	23.3%

Comments on Expenditures, Labour & Transfers:

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

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

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

Note: The Approved Budget reflects the budget with the 2020/21 permanent & one-time adjustments approved by the Board. The Revised Budget also includes these adjustments as well as reallocations between various units; for example, results of internal reorganizations and annual salary increases.

GLOSSARY

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

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

NOTES TO THE OPERATING STATEMENT

1. The 2020/21 Approved Budget comprises the amounts approved at the June 19, 2020 Board meeting for the General Operating fund only.
2. The 2020/21 Revised Budget comprises the approved budget plus reallocations and transfers that occur during the fiscal year.
3. Student fee revenue represents revenue recorded when a student registers. It does not mean that the fees have been collected. During the fiscal year, the system automatically adjusts student fee as students add or drop courses. An assessment is made at year end to determine whether outstanding fees are collectible. Where they are determined to be doubtful, the amount is recorded as bad debt.
4. This revenue represents the rent paid to UNBC by National Collaborating Centre for Aboriginal Health for on-campus space, and by other agencies renting space at the University. As well, it includes the chargeback to Ancillary operations and the Master of Business Administration program for personnel services, administrative and operational (heat, light and power) services provided to them, based on a percentage-of-revenue formula.
5. The budget for salaries and benefits includes \$833,011 in salary savings prorated amongst the various operating areas. The committed amount includes benefits on contractual salaries estimated at 8.0% to 21.5%.
6. Salary budget in University Operations includes estimated costs for items such as tuition waivers for employees, increases occurring July 1 2020, and other costs under the various employee agreements, and long term leaves such as maternity/parental leaves. During the year, this budget is reallocated to the operational areas incurring the expenses. The year-to-date spending under this category represents the cost of tuition waivers for staff and faculty, administrative leaves and any employee severance payments.
7. The University Operations budget includes the plant operation costs of \$3,167,724.
8. Transfers to other funds include such items as transfers to capital, sponsored research, professional development and scholarship funds, as included in the 2020/21 approved budget. These transfers occur at various points during the year.
9. Transfers from other funds include such items as transfers from endowments, research funds and the Northern Medical Program, as included in the 2020/21 approved budget. These transfers occur at various points during the year.

Agenda Item:	7.c. Quarterly Financial Reporting (for information) – C. Smith / R. Somani (ii) Consolidated Financial Report to September 30, 2020
Material:	1. Consolidated Financial Report to September 30, 2020



CONSOLIDATED FINANCIAL REPORT FOR THE PERIOD ENDED SEPTEMBER 30, 2020



Submitted by: **Colleen Smith**
 Associate Vice President, Financial Services

Reviewed by: **Rahim Somani**
 Vice President, Finance and Administration

UNIVERSITY OF NORTHERN BRITISH COLUMBIA
STATEMENT OF FINANCIAL POSITION
AS AT SEPTEMBER 30, 2020

(unaudited)
(thousands of dollars)

ASSETS

	<u>2020</u>	<u>2019</u>
CURRENT ASSETS		
Cash and temporary investments	\$ 54,451	\$ 53,697
Accounts receivable	8,094	4,489
Inventory	1,279	931
Prepaid and deferred charges	<u>2,327</u>	<u>3,065</u>
	66,151	62,182
 INVESTMENTS AND RESTRICTED CASH	 85,109	 79,960
 CAPITAL ASSETS	 <u>203,975</u>	 <u>207,549</u>
	<u>\$ 355,235</u>	<u>\$ 349,691</u>

LIABILITIES & NET ASSETS

CURRENT LIABILITIES		
Accounts payable and accrued liabilities	\$ 12,797	\$ 13,500
Unearned revenue	<u>10,152</u>	<u>10,940</u>
	22,949	24,440
 DEFERRED CONTRIBUTIONS	 34,605	 33,122
 UNAMORTIZED DEFERRED CAPITAL CONTRIBUTIONS	 152,090	 153,527
 NET ASSETS	 <u>145,591</u>	 <u>138,602</u>
	<u>\$ 355,235</u>	<u>\$ 349,691</u>

UNIVERSITY OF NORTHERN BRITISH COLUMBIA
DETAILED SCHEDULE OF OPERATIONS
FOR THE QUARTER ENDED SEPTEMBER 30, 2020
(Unaudited)

(thousands of dollars)

	General Operating		Ancillary		Capital		Specific Purpose & Expendable Funds		Sponsored Research		Total	
	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
REVENUE												
Government grants												
Provincial government	\$ 27,882	\$ 27,045	\$ -	\$ -	\$ -	\$ -	\$ 1,318	\$ 686	\$ 100	\$ 34	\$ 29,300	\$ 27,765
Other govt/univ/college	3,116	2,821	-	-	-	-	-	10	-	3	3,116	2,834
Federal government	1,605	1,471	-	-	-	-	-	64	2,508	3,185	4,113	4,720
Tuition - Domestic	3,204	3,059	489	1,404	-	-	-	-	-	-	3,693	4,463
Tuition - International	1,339	1,232	-	-	-	-	-	-	-	-	1,339	1,232
Other fees	261	457	4	4	-	-	4	-	-	-	269	461
Investment	538	558	-	8	-	5	965	1,106	-	-	1,503	1,677
Misc	442	988	562	559	-	-	1,590	1,187	1,661	1,213	4,255	3,947
Sales	617	808	901	2,954	3	17	44	242	133	478	1,698	4,499
Amortization of deferred capital contributions	-	-	-	-	3,324	3,300	-	-	-	-	3,324	3,300
	39,004	38,439	1,956	4,929	3,327	3,322	3,921	3,295	4,402	4,913	52,610	54,898
EXPENSES												
Salaries and benefits	29,499	31,155	2,008	2,147	177	68	920	1,012	3,169	2,999	35,773	37,381
Operating expense	8,216	9,594	1,229	2,492	1,740	1,372	2,448	2,987	842	2,114	14,475	18,559
Amortization	-	-	-	-	4,669	4,600	-	-	-	-	4,669	4,600
Debt service costs	-	-	-	58	-	-	-	-	-	-	-	58
Cost of goods sold	21	38	80	791	-	-	-	-	-	-	101	829
	37,736	40,787	3,317	5,488	6,586	6,040	3,368	4,007	4,011	5,113	55,018	61,427
Excess (deficiency) of revenue over expenses	\$ 1,268	\$ (2,348)	\$ (1,361)	\$ (559)	\$ (3,259)	\$ (2,718)	\$ 553	\$ (712)	\$ 391	\$ (200)	\$ (2,408)	\$ (6,529)

Agenda Item:	7.c. Quarterly Financial Reporting (for information) – C. Smith / R. Somani (iii) Second Quarter Forecast (for reference)
Material:	1. Second Quarter Forecast (for reference)



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October 30, 2020

Funding and Analysis Branch
Ministry of Advanced Education, Skills and Technology

To Whom It May Concern:

This is to confirm that I have reviewed the attached 2020/21 second quarter forecast submitted by the University of Northern British Columbia with senior management of the University. I agree that the forecast has been prepared based on the assumptions and plans that are currently under consideration in the budget planning process.

Sincerely,

A handwritten signature in black ink, appearing to read 'ABeswick', with a stylized flourish at the end.

Allison Beswick
Chair, Finance and Investment Committee
UNBC Board of Governors

Stmnt of Contributions

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

	Forecast 2020/21	2021/22	Projections 2022/23	2023/24
<u>Operating Contributions</u>				
From Ministries				
Contributions deferred from previous years	1,376	1,376	1,376	1,376
plus: Operating contributions from AVED	56,465	58,400	59,800	59,800
plus: Operating contributions from other Ministries	1,100	1,100	1,100	1,100
plus: Routine Capital (received through EFT) recognized as	128	128	128	128
minus: Amounts amortized to revenue	(57,693)	(59,628)	(61,028)	(61,028)
Deferred contribution balance at the end of the year	1,376	1,376	1,376	1,376
From Other Service Delivery Agencies				
Contributions deferred from previous years	4,429	4,429	4,429	4,429
plus: Contributions received in the current year	6,841	6,985	7,132	7,275
minus: Amounts amortized to revenue	(6,841)	(6,985)	(7,132)	(7,275)
Deferred contribution balance at the end of the year	4,429	4,429	4,429	4,429
From the Federal Government				
Contributions deferred from previous years	2,902	2,902	2,902	2,902
plus: Contributions received in the current year	8,200	8,364	8,531	8,702
minus: Amounts amortized to revenue	(8,200)	(8,364)	(8,531)	(8,702)
Deferred contribution balance at the end of the year	2,902	2,902	2,902	2,902
From Other Sources				
Contributions deferred from previous years	9,890	9,890	9,890	9,890
plus: Contributions received in the current year	3,400	3,400	3,400	3,400
minus: Amounts amortized to revenue	(3,400)	(3,400)	(3,400)	(3,400)
Deferred contribution balance at the end of the year	9,890	9,890	9,890	9,890
Endowment Deferred Contributions				
Opening Balance	12,366	12,366	12,366	12,366
New endowment spend contribution (Endowment Matching)				
Unrealized gains/(losses)	2,062	2,084	2,106	2,129
Realized gains/(losses)				
Transfers (to)/from Capitalization	(962)	(984)	(1,006)	(1,029)
Transfers to Stmt of Remeasurement				
Amortized/Transferred to revenue	(1,100)	(1,100)	(1,100)	(1,100)
Balance at end of period	12,366	12,366	12,366	12,366
<u>Deferred Capital Contributions</u>				
From Ministries: Cash				
Contributions deferred from previous years	126,445	131,384	131,426	126,625
plus: Certificates of Approval (COAs) received	9839	4,892	-	-
plus: other (please specify nature in Notes)	100	100	100	100
minus: Amounts amortized to revenue	(5,000)	(4,950)	(4,901)	(4,852)
Deferred capital contribution balance at the end of the year	131,384	131,426	126,625	121,873
From Ministries: Depreciable Assets				
Contributions deferred from previous years	-	-	-	-
plus: Contributions received in the current year				
minus: Amounts amortized to revenue				
Deferred capital contribution balance at the end of the year	-	-	-	-
From the Federal Government: Cash				
Contributions deferred from previous years	12,116	11,416	10,704	9,980

Stmnt of Contributions

plus: Contributions received in the current year	500	500	500	500
minus: Amounts amortized to revenue	(1,200)	(1,212)	(1,224)	(1,236)
Deferred contribution balance at the end of the year	11,416	10,704	9,980	9,244
From Other Sources: Cash				
Contributions deferred from previous years	14,298	14,098	13,905	13,719
Q3 plus: Contributions received in the current year	500	500	500	500
minus: Amounts amortized to revenue	(700)	(693)	(686)	(679)
Deferred capital contribution balance at the end of the year	14,098	13,905	13,719	13,540
From Other Sources: Depreciable Assets				
Contributions deferred from previous years		-	-	-
plus: Contributions received in the current year				
minus: Amounts amortized to revenue				
Deferred capital contribution balance at the end of the year	-	-	-	-
Contributed Surplus				
Cash				
Contributed surplus from previous years		-	-	-
plus: Contributions received in the current year				
minus: Amounts amortized to revenue				
Contributed surplus balance at the end of the year	-	-	-	-
Non-depreciable Assets				
Contributed surplus from previous years		-	-	-
plus: Contributions received in the current year				
minus: Amounts amortized to revenue				
Contributed surplus balance at the end of the year	-	-	-	-
Externally Restricted Assets				
Opening balance	64,135	65,597	67,081	68,587
plus: Contributions received in the current year	500	500	500	500
Endowment transfers (to)/from other institutions/entities				
Transfers to/(from) Deferred Endowment Contributions to Stmt of Remeasurement Gains/Losses	-	-	-	-
Transfers to/(from) Deferred Endowment Contribution (income permanently restricted for inflation protection)	962	984	1,006	1,029
Closing balance at the end of the year	65,597	67,081	68,587	70,116

Operating Statement

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

	Forecast 2020/21	Projections		
	2020/21	2021/22	2022/23	2023/24
	----- \$thousands -----			
Revenue - (credits)				
Amortization of contributions:				
Operating contributions from Provincial Ministries	(57,693)	(59,628)	(61,028)	(61,028)
Operating contributions from Provincial Crown Corps & Agencies	(6,841)	(6,985)	(7,132)	(7,275)
Operating contributions from the Federal Government	(8,200)	(8,364)	(8,531)	(8,702)
Operating contributions from other sources	(3,400)	(3,400)	(3,400)	(3,400)
Deferred capital contributions from Province	(5,000)	(4,950)	(4,901)	(4,852)
Deferred capital contributions from Federal Government	(1,200)	(1,212)	(1,224)	(1,236)
Deferred capital contributions from Other Sources	(700)	(693)	(686)	(679)
Contributed surplus	-	-	-	-
Sales of goods and services to Provincial Ministries (including contracts)				
Sales of goods and services to Crown Corps & Agencies (including contracts)				
Sales of goods and services to others (contracts and other sales)				
Sales of goods and services to others (Ancillary Services)	(4,325)	(5,521)	(8,870)	(9,225)
Domestic Tuition and Mandatory Fees	(15,489)	(18,025)	(18,566)	(19,494)
International Tuition and Mandatory Fees	(4,975)	(4,803)	(5,621)	(6,183)
Recognition of endowment investment income	(1,100)	(1,100)	(1,100)	(1,100)
Realized investment earnings (gains)/losses	-	-	-	-
Earnings from commercial subsidiaries (GBE's)				
Investment Earnings (not included above)	(2,200)	(2,200)	(2,200)	(2,200)
Other revenue (not included above)	(3,850)	(3,927)	(4,006)	(4,086)
Total Revenue	(114,973)	(120,808)	(127,265)	(129,460)
Expenses - debits				
Salaries and benefits	75,569	77,133	78,665	80,525
Cost of goods sold	950	1,289	1,774	1,845
Operating costs paid to Provincial Ministries				
Operating costs paid to Provincial Crown Corps & Agencies				
Other operating costs (less amortization & debt servicing)	29,607	30,749	31,827	31,964
Capital asset amortization expense	9,300	9,393	9,487	9,582
Capital asset write-downs				
Grants to Crown corporations and agencies				
Grants to third parties (Scholarships)	3,885	3,990	4,030	4,070
Grants to third parties (Foundations and Other)				
Debt service costs (net of sinking fund earnings)	-			-
Amortization of debt issue costs				
Other				
Total Expense	119,311	122,554	125,783	127,986
Net (Revenues)/Expenses before extraordinary items	4,338	1,746	(1,482)	(1,474)
(Gain) loss on sale of capital assets	-	-	-	-
Net (Revenues)/Expenses	4,338	1,746	(1,482)	(1,474)
Unallocated Pressures (use in Q1 only)				

Operating Statement

Operating Net (Income) Loss (for Ministry)	<u>4,338</u>	<u>1,746</u>	<u>(1,482)</u>	<u>(1,474)</u>
Endowment (restricted asset) contributions	(1,462)	(1,484)	(1,506)	(1,529)
Net (Income) Loss (PSI)	<u>2,876</u>	<u>262</u>	<u>(2,988)</u>	<u>(3,003)</u>

Stmnt of Financial Position

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

	Forecast 2020/21	Projections		
		2021/22	2022/23	2023/24
Financial assets - debits				
Cash and temporary investments	45,164	43,800	45,740	47,713
Accounts receivable (net):				
from Ministries				
from other Service Delivery Agencies				
other receivables	3,700	3,737	3,774	3,812
	3,700	3,737	3,774	3,812
Sinking Funds:				
Sinking funds on Fiscal Agency Loan program debt	-	-	-	-
Sinking funds on other debt	-	-	-	-
	3,700	3,737	3,774	3,812
Inventory held for resale	620	626	632	638
Loans, advances and mortgages receivable (net)				
Investments in commercial subsidiaries (GBE's)				
Investments - other (net)	16,861	17,030	17,200	17,372
TOTAL FINANCIAL ASSETS	66,345	65,193	67,346	69,535
Liabilities - (credits)				
Accounts payable (net):				
to Provincial Ministries				
to Provincial Crown Corporations and Agencies				
other payables (excluding current portion of debt and/or leases)	(12,113)	(12,234)	(12,356)	(12,480)
	(12,113)	(12,234)	(12,356)	(12,480)
Unfunded pension and other accrued liabilities				
Deferred income on externally restricted assets	(12,366)	(12,366)	(12,366)	(12,366)
Deferred contributions:				
deferred operating contributions - Ministries & SDAs	(5,805)	(5,805)	(5,805)	(5,805)
deferred operating contributions - Federal & Other	(12,792)	(12,792)	(12,792)	(12,792)
deferred capital contributions - Ministries	(131,384)	(131,426)	(126,625)	(121,873)
deferred capital contributions - Federal & Other	(25,514)	(24,609)	(23,699)	(22,784)
Deferred Tuition				
Deferred Other	(1,900)	(1,919)	(1,938)	(1,957)
Unearned lease revenue				
	(177,395)	(176,551)	(170,859)	(165,211)
Public debt (including current portion):				
Obligations under Capital Leases (including current portion)	-	-	-	-
P3 liabilities	-	-	-	-
Fiscal Agency Loan program debt	-	-	-	-
other debt	-	-	-	-
	-	-	-	-
TOTAL LIABILITIES	(201,874)	(201,151)	(195,581)	(190,057)
Net assets/(liabilities)	(135,529)	(135,958)	(128,235)	(120,522)
Non-financial assets - debits				
Inventory for operating purposes	70	71	72	73
Capitalized debt issue costs		-	-	-
Prepaid expenses and other deferred charges	2,600	2,600	2,600	2,600
Endowment Funds (restricted assets)	65,597	67,081	68,587	70,116

Stmnt of Financial Position

Capital assets (net of amortization)	<u>209,530</u>	<u>208,212</u>	<u>201,970</u>	<u>195,730</u>
TOTAL NON-FINANCIAL ASSETS	<u>277,797</u>	<u>277,964</u>	<u>273,229</u>	<u>268,519</u>
Accumulated (surplus)/deficit - Operating				
Share capital		-	-	-
Contributed surplus	-	-	-	-
Accumulated Surplus	<u>(142,268)</u>	<u>(142,006)</u>	<u>(144,994)</u>	<u>(147,997)</u>
Accumulated Remeasurement Gains and (losses)	-	-	-	-
TOTAL ACCUMULATED (SURPLUS)/DEFICIT	<u>(142,268)</u>	<u>(142,006)</u>	<u>(144,994)</u>	<u>(147,997)</u>
Guarantees of Third Party Debt	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

Financial Position Changes

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

	Forecast 2020/21	Projections		
		2021/22	2022/23	2023/24
Opening balance - cash & temporary investments	53,107	45,164	43,800	45,740
Operating activities:				
Net (Income) Loss (PSI)	(2,876)	(262)	2,988	3,003
Less:				
non-cash revenue	(83,034)	(85,232)	(86,902)	(87,172)
(gain) loss sale of assets	-	-	-	-
Add:				
non-cash expenses	9,300	9,393	9,487	9,582
cash received for operating contributions	76,134	78,377	80,091	80,405
Net change in working capital	(1,000)	97	98	99
Net change in investments	(1,000)	(169)	(170)	(172)
Net change in restricted assets & Deferred Endowment Contributions	(1,462)	(1,484)	(1,506)	(1,529)
Net change in other assets	(2,000)	(1)	(1)	(1)
	<u>(5,938)</u>	<u>719</u>	<u>4,085</u>	<u>4,215</u>
Financing activities:				
Cash received for deferred capital contributions	10,939	5,992	1,100	1,100
Cash received for contributed surplus	-	-	-	-
Capital Leases:				
New capital leases				
Capital lease payments				
P3 liabilities:				
Liabilities incurred (i.e. capitalized contract costs)				
Reduction in liabilities (impact of unitary payments)				
Fiscal Agency Loans:				
New borrowing under Fiscal Agency Loan program				
Repayment of existing Fiscal Agency Loan program debt				
Sinking fund instalments - Fiscal Agency Loan program debt				
Other Borrowing:				
New borrowing of other debt				
Repayment of other debt				
Sinking fund instalments - other debt				
Capitalized debt issue costs				
Dividends				
	<u>10,939</u>	<u>5,992</u>	<u>1,100</u>	<u>1,100</u>
Capital asset activities:				
Capital assets additions (with Provincial funding)	(9,839)	(4,892)	-	-
Capital assets additions (without Provincial funding)	(3,105)	(3,183)	(3,245)	(3,342)
Capital assets additions (including P3s and capital lease assets)	<u>(12,944)</u>	<u>(8,075)</u>	<u>(3,245)</u>	<u>(3,342)</u>
Capitalized interest (including IDC on P3 projects)	-	-	-	-
Proceeds from sale of capital assets	-	-	-	-
	<u>(12,944)</u>	<u>(8,075)</u>	<u>(3,245)</u>	<u>(3,342)</u>
Closing balance - cash & temporary investments	<u>45,164</u>	<u>43,800</u>	<u>45,740</u>	<u>47,713</u>

Variance Analysis

(\$ thousands)	PSI					Variance Explanation (please focus commentary on changes between Current Quarter and Budget)
	Final Audited Financial Stmt's 19/20 (Note 1)	20/21 Budget	Current Quarter Forecast 20/21 *linked*	Variance PY to Current Quarter	Variance Current Quarter to Budget	
Revenue - (credits)						
Operating contributions from the Province	(56,434)	(57,750)	(57,693)	(1,259)	57	Updated estimates
Operating contributions from Crown corporations and agencies	(6,725)	(6,841)	(6,841)	(116)	-	
Operating contributions from the federal government	(8,354)	(8,364)	(8,200)	154	164	
Operating contributions from other sources	-	(3,400)	(3,400)	(3,400)	-	split between DCC and other revenue below
Recognition of DCC - Provincial sources	(4,971)	(5,940)	(5,000)	(29)	940	reallocated split based on detailed analysis exercise
Recognition of DCC - Federal sources	(1,181)	(485)	(1,200)	(19)	(715)	reallocated split based on detailed analysis exercise
Recognition of DCC - Other sources	(496)	(475)	(700)	(204)	(225)	reallocated split based on detailed analysis exercise
Contributed Surplus	-	-	-	-	-	
Sales of goods and services to the Province (including contracts)	-	-	-	-	-	
Sales of goods and services to Crown corporations and agencies (including contracts)	-	-	-	-	-	
Sales of goods and services to others (Contract Sales)	-	-	-	-	-	
						Estimated loss due to limited numbers in Housing, Bookstore curtailment, waiver of parking fees, fewer conferences, closure of rec centre, other ancillary business impacts
Sales of goods and services (Ancillary)	(8,559)	(10,204)	(4,325)	4,234	5,879	Estimated loss of domestic grad/undergrad enrolment, fees not charged due to online courses/closure of facilities
Domestic Tuition and Mandatory Fees	(17,678)	(17,364)	(15,489)	2,189	1,875	Estimated loss of international grad/undergrad enrolment, fees not charged due to online courses/closure of facilities
International Tuition and Mandatory Fees	(5,466)	(5,088)	(4,975)	491	113	
Recognition of endowment investment income	349	(1,100)	(1,100)	(1,449)	-	
Realized investment (gains)/losses	-	-	-	-	-	
Earnings from Government Business Enterprises (GBEs) (Note 2)	-	-	-	-	-	
Investment earnings	(4,980)	(2,200)	(2,200)	2,780	-	split between DCC above and other revenue; includes research and other non-recurring income sources subject to high degrees of variability
Other revenue (not included above)	(6,147)	(2,556)	(3,850)	2,297	(1,294)	
Total Revenue	(120,642)	(121,767)	(114,973)	5,669	6,794	
Expenses - debits						
						Reflects adjustments for mandate increases, impact of strike, reductions due to planned elimination of positions and potential adjustments related to COVID
Salaries and benefits	74,613	77,252	75,569	956	(1,683)	COVID related impact on sales
Cost of goods sold	1,660	2,041	950	(710)	(1,091)	
Operating costs paid to the Province	-	-	-	-	-	
Operating costs paid to Crown corporations and agencies	-	-	-	-	-	
						Reflects adjustments for impact of strike, reductions due to planned reduction of expenses and potential increases/decreases related to COVID
Other operating costs (less amortization & debt servicing)	30,077	29,853	29,607	(470)	(246)	
Capital asset amortization expense	9,337	9,292	9,300	(37)	8	
Capital asset write-downs	-	-	-	-	-	
Grants to Crown corporations and agencies	-	-	-	-	-	
						Variance from PY relates to financial credit for students during 19/20 not a recurring item
Grants to third parties (Scholarships)	5,982	3,990	3,885	(2,097)	(105)	
Grants to third parties (Foundations & others)	-	-	-	-	-	
Debt service costs (net of sinking fund earnings)	49	-	-	(49)	-	
Amortization of debt issue costs	-	-	-	-	-	
Other	1	-	-	(1)	-	
Total Expense	121,719	122,428	119,311	(2,408)	(3,117)	
Net (Revenues)/Expenses before extraordinary items	1,077	661	4,338	3,261	3,677	COVID related impacts
(Gain) loss on sale of capital assets	-	-	-	-	-	
Net (Revenues)/Expense	1,077	661	4,338	3,261	3,677	
Unallocated Pressures	-	-	-	-	-	
Operating Net (Income) Loss (for Ministry)	1,077	661	4,338	3,261	3,677	
Endowment (restricted asset) contributions	(1,257)	(1,465)	(1,462)	(205)	3	
Net (Income) Loss	(180)	(804)	2,876	3,056	3,680	

Capital Asset Additions	Forecast 2020/21 *linked*	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24
Capital assets additions (with Provincial funding)	(9,839)	(4,892)	-	-
Capital assets additions (without Provincial funding)	(3,105)	(3,183)	(3,245)	(3,342)
Total capital asset additions (including assets under capital lease)	(12,944)	(8,075)	(3,245)	(3,342)

Q3 2019/20 (Budget)			
Capital assets additions with provincial funding	(2,180)	-	-
Capital assets additions without provincial funding	(3,090)	(3,183)	(3,278)
Total capital asset additions (including assets under capital lease)	(5,270)	(3,183)	(3,278)

Variance					Variance Explanation
Capital assets additions with provincial funding	(7,659)	(4,892)	-	-	Updated to include approvals for CEEP and Ft. St John project
Capital assets additions without provincial funding	(15)	-	33	(3,342)	
Total capital asset additions (including assets under capital lease)	(7,674)	(4,892)	33	(3,342)	