

## BOARD OF GOVERNORS

### **PUBLIC SESSION AGENDA**

Friday, September 16, 2022  
Northwest Campus – Terrace  
(Room 103/104)  
10:30 am – 1:00 pm

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**Members** – Ibolya Agoston, Amanda Alexander, Kostas Bach, Allison Beswick, Darwyn Coxson, Joyce Henley, Darlene McIntosh, Joel McKay, Geoff Payne, Michael Reed – VICE-CHAIR, Paul Sanborn, Gregory Stewart, Stephanie Wilford, Catherine Wishart – CHAIR

1. **Acknowledgement of Territory**

2. **Chair's Remarks**

- Declarations of Conflict
- Correspondence Received

3. **Approval of Agenda**

*That, the Agenda for the Public Session of the September 16, 2022 meeting of the Board of Governors be approved as presented.*

4. **Approval of Minutes**

a. **Public Session Minutes of June 18, 2022 – page 3**

*That, the Public Session Minutes of the September 16, 2022 meeting of the Board of Governors be approved as presented.*

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

a. Strategic Planning- Update – G. Payne

6. **Presentation – Trevor Smith, Sr. Academic Budget and Planning Officer – Northwest Campus and Programming**

7. **Reports of Committees and Related Motions**

(i) **Audit and Risk Committee** – G. Stewart, Chair – **page 8**

a. **Financial Information Act Report** – C. Smith / R. Somani – **page 11**

*That, on the recommendation of the Audit and Risk Committee, the Board of Governors approves the Financial Information Act Report to March 31, 2022, as presented.*

(ii) **Governance and Human Resources Committee** – C. Wishart, Chair – **page 31**

- a. **Motion to Rescind #2020BP11.20.04 - Master of Arts in Counselling Psychology** – W. Rodgers – **page 33**

*That, on the recommendation of the Governance and Human Resources Committee, the Board of Governors rescind motion 2020BP11.20.04 New Program Approval – Master of Arts in Counselling Psychology approved by the Board of Governors on November 20, 2020, as recommended and approved by the UNBC Senate.*

(iii) **Finance and Investment Committee** – A. Beswick, Chair – **page 36**

- a. **Agreements, Scholarships, Bursaries and Awards** – W. Rodgers – **page 38**  
*That, on the recommendation of the Finance and Investment Committee, the Board of Governors approves the agreements, scholarships, bursaries and awards as recommended and approved by the UNBC Senate, for the period of August 2022, as presented.*
- b. **Five Year Capital Plan** – R. Somani – **page 45**  
*That, on the recommendation of the Finance and Investment Committee, the Board of Governors approves the 2023/24 to 2027/28 Five Year Capital Plan for the University of Northern British Columbia, as presented.*

8. **Board Motions**

None

9. **Mandatory and Standing Reports – Public Session**

a. **Report of the President – G. Payne**

- Regular Report – **page 65**
- COVID-19 – Update (verbal)
- Senate Update (verbal)

b. **Public Reports of the Vice-Presidents, written**

- Vice-President Academic and Provost – W. Rodgers – **page 72**
- Vice-President, Finance and Administration – R. Somani – **page 80**
- Interim Vice-President, Research and Innovation – K. Lewis – **page 117**

10. **Other Business**

a. **Schedule of Upcoming UNBC Events**

- September 28
  - UNBC Senate
- October 12
  - Board of Governors Engagement Session
- October 21
  - Installation of UNBC's new Chancellor and UNBC's six President & Vice-Chancellor
  - Classes of 2020 & 2021 Graduate Celebration Ceremony
- October 26
  - UNBC Senate
  - UNBC Senate and Board Informal Reception

For more UNBC events, please visit [www2.unbc.ca/events](http://www2.unbc.ca/events)

11. **Adjournment**

<b>Meeting Date:</b>	September 16, 2022
<b>Agenda Item:</b>	7.i. Audit and Risk Committee Report
<b>Material:</b>	1. Audit and Risk Committee Quarterly Public Written Report

## ***Audit and Risk Committee Report to the UNBC Board of Governors***

**Submitted by: Greg Stewart**

**Dates of meeting(s) since last report: August 31, 2022**

### **Topics reviewed and discussed:**

#### **1. Enterprise Risk Management – Risk Identification Interviews**

- *General discussion, questions, and points of consideration*
  - Reviewed the Enterprise Risk Management Report.
  - Asked questions about the risk of natural disasters and immigration and if they are covered in the identified risks.
  - Given the importance of this initiative, the committee discussed the need to add a resource to help manage the risk program
- *Outcomes (motion, bring forward to future discussion)*
  - Currently the team is building a spreadsheet to identify the key risks and the corresponding actions to address or mitigate the risks. The spreadsheet is expected to be presented at the January meeting.
  - Regular progress reporting will be developed. Initially, semi-annual reporting to the Audit and Risk Committee and an annual Board report is being considered.

#### **2. Financial Information Act**

- *General discussion, questions, and points of consideration*
  - Reviewed the statements to identify if any of the information was inconsistent. No inconsistent information was identified.
  - The Committee is recommending the Board approves the Financial Information Act Report.

#### **3. Risks Associated with the Fall Semester Return to Campus**

- *General discussion, questions, and points of consideration*
  - With the help of the Provincial Health Office, UNBC will be monitoring the instances of COVID and Flu.
  - UNBC remains focused on health and wellbeing of the people at UNBC and will continue to take the guidance from the Provincial Health Office.
  - Discussed how to re-enforce the strong recommendation to wear a mask and limitations of a mask mandate.
  - Further discussed the importance of promoting and educating campus about mask wearing.

#### **4. Board Evaluation**

- *General discussion, questions, and points of consideration*
  - Audit and Risk Committee will be working on a self-evaluation of the Board

- Targeting June to provide the report to the Board.
  - Committee will develop a recommendation for the Board regarding the nature and frequency of the Board evaluations.
- *Outcomes (motion, bring forward to future discussion)*
  - Identify models and frameworks for a self- evaluation of the Board at our next Audit and Risk Committee meeting.

DRAFT

<b>Meeting Date:</b>	September 16, 2022
<b>Agenda Item:</b>	7.i.a. <i>Financial Information Act</i> Report – C. Smith / R. Somani
<b>Material:</b>	1. <i>Financial Information Act</i> Report
<b>Motion:</b>	<i>That, the Audit and Risk Committee recommends to the Board of Governors, the approval of the Financial Information Act Report to March 31, 2022.</i>

# **UNIVERSITY OF NORTHERN BRITISH COLUMBIA**

## ***Financial Information Act***

### **Financial Information Regulation, Schedule 1**

#### **Statement of Financial Information**

The following information is prepared for the year ending March 31, 2022, as required under the provincial *Financial Information Act* and related *Financial Information Regulation*

The attached schedules are an excerpt from the complete report so pages are numbered 23 through 40. Pages 1 – 22 are reserved for the audited financial statements approved at the May 26, 2022 meeting of the Board of Governors

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA  
SCHEDULE OF CAPITAL DEBT OUTSTANDING  
AS AT MARCH 31, 2022**

Schedule of Debts (FIR Schedule 1 Section 1(1)(c))

The University of Northern British Columbia has no outstanding debt.

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA**  
**SCHEDULE OF GUARANTEE AND INDEMNITY AGREEMENTS**  
**AS AT MARCH 31, 2022**

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

<b>INDEMNITEE</b>	<b>ISSUANCE NUMBER</b>
Her Majesty the Queen in Right of Canada as represented by the Minister of the Environment and Climate Change who is responsible for Environment and Climate Change Canada	202212880
Branch out Neurological Foundation	202212911
Her Majesty the Queen in Right of Canada, as represented by the Minister of Employment and Social Development	202212958
The First Nations Information Governance Centre	202212962
Society for Ecosystem Restoration in Northern BC (SERNbc)	202212997
First Nations Health Authority	202213034
Her Majesty the Queen in Right of Canada, represented by the President and Chief Executive Officer of Polar Knowledge Canada	202213053
McLeod Lake MacKenzie Community Forest Limited Partnership	202213089
WSC Wildlife Conservation Society Canada	202213100
The Governors of the University of Alberta	202213141
Her Majesty the Queen in Right of the Province of British Columbia, represented by the Minister of Agriculture, Food and Fisheries	202213219
Her Majesty the Queen in Right of Canada, represented by the Minister of Natural Resources	202213267
ACTUA	202213295
Element Materials Technology Canada Inc.	202213400
C-Therm Technologies Ltd.	202213419
L.A. Promotions & Tents	202213490
Coast Mountain College	202213518
Thompson Rivers University	202213530
BC Conservation Foundation	202213538
Prestige Lakeside Resort Nelson	202213551
Courtyard by Marriott Prince George; Evolution Hospitality, LLC	202213573
The Royal Institution for the Advancement of Learning McGill University	202213593
Covenant Care	202213632
Powell River Public Library	202213728
The Toronto Dominion Bank	202213796
Simon Fraser University	202213829
Northern Lights College	202213844
National Research Council Canada	202213860
The Governors of the University of Calgary	202213895
Criterion Pictures, a division of PMG California, Inc.	202213904
Childhood Obesity Foundation	202213941
ACTUA	202213968
Rural Alternatives Training Society	202214012
Habitat Conservation Trust Foundation	202214040
Triumf Inc.	202214108
Her Majesty the Queen in Right of Canada as represented by the Minister responsible for Pacific Economic Development Canada	202214111
Innovate BC	202214112
British Columbia Investment Agriculture Foundation	202214148
OVID Technologies, Inc.	202214172
Thompson Rivers University	202214214
The Nature Conservancy of Canada	202214266

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA  
BOARD OF GOVERNORS  
FOR THE YEAR ENDED MARCH 31, 2022**

<b>Name</b>	<b>Type of Appointment</b>	<b>Member at March 31</b>	<b>Expenses</b>
Dr. Geoffrey Payne	Interim President and Vice Chancellor	Yes	-
Allison Beswick	Order-in-Council, Alumni	Yes	-
Dr. Darwyn Coxson	Elected, Faculty Representative	Yes	-
Joyce Henley	Elected, Staff Representative	Yes	-
Joel McKay	Order-in-Council	Yes	-
Michael Reed	Order-in-Council, Alumni	Yes	284.61
Andrew Robinson	Order-in-Council	Yes	1,921.38
Dr. Paul Sanborn	Elected, Faculty Representative	Yes	-
Kostas Bach	Elected, Undergraduate Student Representative	Yes	-
Greg Stewart	Order-in-Council	Yes	-
Catherine Wishart	Order-in-Council	Yes	-
Amanda Alexander	Order-in-Council	Yes	-
Aaron Ekman	Order-in-Council	No	356.36
Michael Lo	Order-in-Council	No	-

Board members receive no remuneration. Applicable travel expenses are reimbursed by the University. Employee travel expenses are reflected on the remuneration schedule.

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA**  
**SCHEDULE OF EMPLOYEE REMUNERATION**  
**FOR THE YEAR ENDED MARCH 31, 2022**

<b>Employee Name</b>	<b>Position</b>	<b>Total Remuneration</b>	<b>Total Expenses</b>
Abney, Richard	Sports Information Officer	76,741.84	1,947.38
Adoor, Meghana	Sr Lab Instructor - HLSC	85,189.07	0.00
Ali, Khawaja Faran	Assist Prof - GEOG/EENG	127,874.21	2,320.65
Alschech, Jonathan	Assist Prof - SOCW	90,366.82	0.00
Anderson, R. Scott	Maintenance Asst Locksmith	75,213.38	1,306.06
Annear, Robert	University Registrar	140,546.22	2,148.53
Atkinson, Donna	NCCIH/AAN Research Manager	90,916.08	979.48
Baerwald, Erin	Assist Prof - ESM(FSTY)	90,078.67	1,500.42
Bahr, Melinda	Manager NW Campus Liaison/Ops	83,140.93	4,522.10
Bai, Ping	Sr Lab Instructor - GIS	103,049.92	2,044.09
Balliet, Nicole	Sr. Research Project Officer	75,051.82	692.12
Banack, Hartley	Assis Prof - EDUC	83,714.41	14,343.84
Bankole, Julius	Senior Instructor - BUSM	150,480.21	1,002.50
Banner-Lukaris, Davina	Assoc Prof - NURS	132,135.61	7,359.37
Barnes, Mark	Director Research & Innovation	153,738.42	105.22
Barrett, Tanya	P/T Instructor - NURS	79,843.10	0.00
Bartels, Samuel	Assist Prof - ESM(FSTY)	82,272.48	1,390.73
Bast, David	Facilities Services Supervisor	86,266.63	1,059.73
Beaumont, Sherry	Professor - PSYC	139,737.32	426.27
Beeler, Karin	Chair - English	179,747.55	251.24
Bernier, Jean-Sebastien	Assist Prof - PHYS	116,398.84	403.86
Best, Beverly	Mgr Aboriginal Std Engagement	85,506.76	92.76
Beveridge, Erin	Sr Lab Instructor - MATH	108,978.64	0.00
Binnema, Theodore	Professor - HIST	155,659.07	1,549.11
Bird, Ranjana	Professor - HLSC	168,389.26	0.00
Blair, Jenia	Sr Lab Instructor - ESM(BIOL)	103,419.12	1,008.57
Booth, Annie	Professor - ENVA	162,214.98	73.26
Borgia, Christopher	Assistant Chief Engineer	89,651.96	1,163.41
Bouchard, Michel	Acting Chair - Anthropology	160,434.45	258.72
Bowen, Jean	Learning Specialist - Sci/Math	112,151.19	349.58
Bowles, Paul	Professor - ECON/INTS	125,497.82	1,314.30
Bradley, Benjamin	Assist Prof - HIST	85,135.14	1,359.43
Bradshaw, Charles	Analytical Lab Specialist NALS	75,127.27	0.00
Brown, Darren	Assist Prof - BUSM	133,174.10	490.30
Bryan, Heather	Assist Prof - ESM (BIOL)	88,929.81	625.00
Budde, Robert	Professor - ENGL	170,365.04	38.00
Burke, Leslie	Purchasing Agent Level III	79,015.23	0.00
Burke, Susan	Assoc Prof - SOCW	135,704.71	281.00
Burton, Philip	Professor - ESM-FSTY (RO)	131,970.46	4,590.87
Caldwell, Megan	Administrative Manager - FHHS	86,454.52	87.57
Callaghan, Russell	Professor - NMP	153,345.70	296.31
Camp II, Ronald	Dean, Business & Economics	182,059.58	14,331.34
Campbell, Robert	Manager Marketing	88,494.11	264.58
Cannon, Marlene	Manager Security & Parking	89,158.88	151.59
Carter, Deborah	Sr Lab Instructor - NURS	83,082.33	0.00
Casperson, David	Assoc Prof - CPSC	119,833.59	0.00
Chen, Jing	Assist Prof - BUSM	173,828.47	0.00
Chen, Liang	A/Chair - Computer Science	168,492.81	1,073.52
Chew, William	Treasury Services Manager	114,495.16	1,859.43
Choi, Sungchul	Chair - School of Business	213,997.66	8,348.07
Chun, Wootae	Assoc Prof - BUSM	179,706.41	2,524.23

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA**  
**SCHEDULE OF EMPLOYEE REMUNERATION**  
**FOR THE YEAR ENDED MARCH 31, 2022**

Employee Name	Position	Total Remuneration	Total Expenses
Clapp, Tara	Chair - Planning & Sustainabil	107,657.25	10,169.81
Claus, David	Director Facilities/Capital PI	126,739.35	3,002.26
Connell, David	Professor - ESM	137,343.33	585.16
Constantin, Alina	Sr Lab Instructor - NMP	103,170.58	0.00
Costello, Bridget	Lecturer - PHYS	86,597.62	361.54
Coxson, Darwyn	Professor - ESM(BIOL)	190,406.48	2,725.37
Cuthbertson, Mike	Senior Instructor - BUSM	197,248.27	5,098.57
Dale, Mark	Interim Provost & VP Academic	219,089.86	298.34
Dawson, Jennifer	Senior HR Consultant	86,293.29	8,112.20
Dawson, Russell	Professor - ESM(BIOL)	152,627.34	954.81
de Leeuw, Sarah	Canada Research Chair	182,950.98	7,309.40
Deck, Tracy	HR Partner - Faculty Relations	86,064.17	300.00
Deineko, Viktor	Research Manager - NBI	75,482.13	0.00
Deo, Balbinder	Assoc Prof - BUSM	196,582.73	0.00
Dery, Stephen	Industrial Research Chair	163,715.29	12,573.33
Dewell, Sarah	Assist Prof - NURS	90,350.23	11,043.68
DeWiel, Boris	Assoc Prof - POLS	144,862.96	0.00
Dewijn, Katherine	Patient Program Supervisor	77,933.87	2,017.22
Dickson, Lisa	Professor - ENGL	145,196.18	0.00
Dobrowolski, Edward	Senior Instructor - MATH	112,322.74	0.00
Dodenberg, Heidi	Sr Lab Instructor - NURS	104,739.61	1,562.63
Douglass, Aneta	Accounting Analyst - Research	77,516.09	1,215.38
Dowd, Annelise	Librarian Access Services	86,386.40	0.00
Duchesne, Annie	Assist Prof - PSYC	93,357.27	181.39
Dziedzic, Mauricio	Chair - Engineering	116,563.06	4,321.09
Earley, Sinead	Assist Prof - ENVA	82,291.95	158.00
El Smailly, Mohammad	Assoc Prof - MATH	117,870.73	297.27
Elkin, Che	Endowed Chair - Mixedwood	150,438.92	2,547.68
Elliott, Sarah	Director, Safety and Security	127,382.40	1,918.63
Empey, Heather	Acquis/Collec & Info Librarian	124,167.65	0.00
Erasmus, Daniel	Sr Lab Instructor - BIOCHEM	120,273.33	13.68
Evans, Suzanne	Operations Coordinator	78,033.03	1,164.79
Evens, Evelyn	Contract Specialist	78,686.53	3,447.23
Fadock, Kaila	Sr Lab Instructor - CHEM	101,144.41	0.00
Fondahl, Gail	A/Chair - GEOG/EARTH/ENSC	165,563.35	370.88
Foster, Justin	Interim Director Stdnt Affairs	86,358.76	168.43
Fraser, Tina	Chair - Education	141,723.80	1,207.22
Fredeen, Art	Professor - ESM(FSTY)	168,686.20	147.00
Fredj, Karima	Assoc Prof - ECON	123,192.76	0.00
Freeman, Shannon	Assoc Prof - NURS	145,253.83	5,462.28
Freylejer, Leandro	Assist Prof - ECON	76,661.44	0.00
Fu, Chengbo	Assist Prof - BUSM	152,152.58	2,578.13
Fuller, Bonnie	Senior Instructor - EDUC	87,284.84	0.00
Furber, Kendra	Assist Prof - NMP	83,390.61	3,647.27
Fuson, Trevor	Chief Information Officer	131,945.92	2,868.88
Fyfe, Trina	Librarian Northern Health Scie	136,420.66	1,897.30
Garcia-Becerra, Flor	Assist Prof - EENG	75,611.03	42,872.19
Garraway, Leana	Research Associate	81,398.62	1,670.50
Ge, Xin	Assoc Prof - BUSM	181,089.37	0.00
Gehloff, Maik	Sr Lab Instructor - IENG	108,868.09	22.04
Gingerich, Andrea	Assist Prof - NMP	93,794.79	5,350.14

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA**  
**SCHEDULE OF EMPLOYEE REMUNERATION**  
**FOR THE YEAR ENDED MARCH 31, 2022**

Employee Name	Position	Total Remuneration	Total Expenses
Gorrell, Andrea	Assoc Prof - BIOCHEM	136,878.35	0.00
Gosse, Pablo	Software Development Engineer	76,340.06	319.83
Graham, Rylan	Assist Prof - ENPL	84,533.92	9,830.59
Gray, Sarah	Assistant Dean - NMP, Canada Research Chair	193,907.39	726.67
Green, Scott	Assoc Prof - ESM(FSTY)	152,920.61	1,435.29
Greenwood, Margo	Academic Leader NCCIH/BC Init	152,741.80	21,278.11
Groulx, Mark	Assoc Prof - ENPL	91,322.27	8,101.55
Guest, Kristen	Professor - ENGL	122,181.01	0.00
Hagiwara, Ami	Senior Instructor - INTS	138,478.03	0.00
Halseth, Greg	Canada Research Chair	211,377.36	345.28
Hamelin, Twylla	Administrative Director NMP	143,920.44	2,164.72
Hamieh, Alia	Assist Prof - MATH	91,117.13	500.00
Hanlon, Neil	Professor - GEOG	147,781.69	0.00
Hanson, Clayton	Manager Client Services	125,532.63	50.82
Hanson, Samuel	Assist Prof- CHEM	103,193.47	424.30
Haque, Waqar	Professor - CPSC/BUSM	214,342.93	1,587.15
Harder, Henry	VP Indigenous Initiatives	159,917.38	115.32
Harnett, Rebecca	Admin Manager - PT & OTP	75,536.91	0.00
Harris, Robinson	Assoc Prof - HLSC	118,237.73	0.00
Hartley, Ian	Professor - ESM(FSTY)	173,853.55	696.75
Haslett, Lisa	Director Business Svs / CS	143,339.62	4,504.69
Hawes, Marlina	Associate Registrar Enrolment	80,512.08	205.39
Healy, Theresa	Instructor - PLST	90,449.33	458.17
Helle, Steve	Assoc Prof - EENG	141,085.83	467.59
Hellyer, Stephanie	Instructor - INTS	91,484.58	0.00
Hemingway, Dawn	Assoc Prof - SOCW	177,483.59	853.00
Herbert, Patrick	Manager Enterprise Systems	89,811.78	518.54
Hernandez-Read, Erica	Head, NBC Archives & Spec Coll	102,610.98	0.00
Hirt, Andreas	Assist Prof - CPSC	122,945.34	0.00
Ho Younghusband, Alice	Assist Prof - EDUC	92,010.36	2,528.02
Hofsink, Clarence	Sr Lab Instructor - CTLT	92,462.09	203.86
Holler, Jacqueline	Chair - International Studies	188,027.14	104.06
Holvick, Zarrah	Manager Retail Services	76,367.02	586.34
Horne, Dee	Professor - ENGL	185,570.19	3,707.24
Howard, Julie	Sr Lab Instructor - PSYC	103,049.91	185.18
Howitt, Kellie	Sr. Governance Officer	88,912.96	0.00
Huber, Dezene	Professor - ESM(FSTY)	148,642.46	1,522.96
Hutchings, Kevin	Professor - ENGL	158,299.20	0.00
Huynh, Ngoc	Sr Lab Instructor - NURS	88,488.55	1,324.49
Hyndman, Jennifer	Chair - Mathematics	137,110.20	25.00
Ingram, Christina	Access Coordinator	83,172.42	2,268.39
Iqbal, MD Asif	Assoc Prof - IENG	116,392.51	4,098.63
Islam, Siraj ul	Assist Prof - ENSC	81,564.75	479.26
Jackson, Christine	Sr Lab Instructor -GEOG	85,240.28	460.91
Jackson, Peter	Professor - ENSC	174,055.10	947.53
Jain, Rahul	Assist Prof - SOCW	92,887.66	562.00
Jarvis, Douglas	Assist Prof - POLS	79,538.58	3,498.36
Jensen, Erik	Chair - Physics	152,673.71	25.00
Jiang, Fan	Assist Prof - CPSC	120,050.58	2,232.65
Johnson, Christopher	Professor - ESM(FSTY)	153,622.07	1,757.63
Johnson, Violet	Admissions Officer	75,065.15	210.57

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA**  
**SCHEDULE OF EMPLOYEE REMUNERATION**  
**FOR THE YEAR ENDED MARCH 31, 2022**

Employee Name	Position	Total Remuneration	Total Expenses
Joly, Tara	Assist Prof - ANTH	79,611.95	3,444.85
Jones, George	Sr Lab Instructor - PHYS	97,412.57	0.00
Jordan, Todd	Head Coach - Mens Basketball	89,917.25	8,643.56
Kaiser, Amelia	Senior Manager - Med Education	104,025.56	450.00
Kaminska, Malgorzata	Assist Prof - NMP	119,207.49	1,233.17
Kang, Chao	Sr Lab Instructor - ENGR	92,972.02	2,969.91
Kazemian, Hossein	Sr Lab Instructor - NALS	111,330.93	386.08
Kearns, Anne	Counselling Coordinator	80,614.63	466.73
Keeler, Gwen	Sr Lab Instructor - NURS	93,009.92	1,214.54
Keen, Kevin	Professor - MATH	148,642.46	0.00
Kelly, Justice	Shift Engineer	76,969.84	0.00
Kelly, Liam	Assist Prof - ECON	78,331.99	0.00
King, Jessie	Assist Prof - FNST	90,297.66	0.00
Kinsley, Sean	Sr Financial Analyst	94,520.83	446.13
Kitchenham, Andrew	Professor - EDUC	177,278.60	0.00
Klassen-Ross, Tammy	Senior Instructor - HLSC	114,245.50	0.00
Klepetar, Amy	Senior Instructor - NURS	135,017.05	1,730.05
Korkmaz, Elie	Professor - PHYS	186,785.66	2,547.27
Kranz, Allan	Sr Lab Instructor - CPSC	103,306.02	0.00
Kubert, David	Chief Info Security Officer	140,376.96	1,547.76
Kumar, Pranesh	Professor - MATH	174,440.64	0.00
Kuo, Kuo-Hsing	Assoc Prof - NMP	143,671.83	0.00
Kyle, Lisa	Instructor - SOCW	103,585.23	638.00
Lacharite, Jason	Senior Instructor - POLS	144,581.23	0.00
Lee, Chow	Professor - CHEM	170,666.20	3,091.87
Lewis, Kathy	Acting VP Research & Innovation	201,306.44	3,052.01
Li, Han	Professor - PSYC	149,819.20	0.00
Li, Jianbing	Professor - EENG	192,767.74	10,487.71
Liggins, Michael	Treasury Services Coordinator	78,323.82	979.07
Linklater, Natalie	Sr Lab Instructor - EENG	97,158.60	610.91
Lucarelli, Arleta	Assistant Director HR	112,780.41	1,538.03
Lukawitski, Natascha	Lecturer - BUSM	108,154.18	3,210.06
MacLeod, Martha	KMb - Research Chair	230,774.97	1,506.08
MacPhail, Fiona	Professor - ECON	99,479.28	45.45
Madill, Emilie	Web Manager	78,388.03	0.00
Mandy, Margot	Professor - CHEM	160,544.11	0.00
Manyanga, Taru	Assist Prof - MPT-N	104,245.13	0.00
Marceau, Raelene	Assist Prof - NURS	102,945.10	2,842.98
Margolin, Indrani	Assoc Prof - SOCW	117,212.60	435.45
Martins, Eduardo	Assist Prof - ESM(FSTY)	92,489.99	2,180.50
Matheson, Heath	Assist Prof - PSYC	94,808.76	314.81
Mattfeld, Monica	Assist Prof - ENGL/HIST	99,509.77	0.00
Maurice, Sean	Director Foundations Medicine	148,234.77	1,322.34
Maxam, Phillip	Mechanical Sys & Controls Tech	87,216.81	7.10
McAloney, Richard	Director - CTAAN	125,499.38	2,608.65
McCabe, Kealin	Librarian Research/Learning Sv	103,333.98	0.00
McCannon, Jason	Assistant Director Facilities	94,413.06	434.70
McClaskey, Matthew	Counsellor	87,874.55	722.09
McIntyre, Tracey	Sr Financial Analyst	87,473.42	0.00
McKenzie, Shelley	Director Health & Wellbeing	101,390.99	501.47
McKinnon, Michele	Manager Contracts/Supply Chain	87,259.75	778.33

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA**  
**SCHEDULE OF EMPLOYEE REMUNERATION**  
**FOR THE YEAR ENDED MARCH 31, 2022**

Employee Name	Position	Total Remuneration	Total Expenses
McLean, Matthew	Sr Lab Instructor - GIS	95,057.02	313.08
Meletis, Zoe	Assoc Prof - GEOG	127,700.57	305.47
Menounos, Brian	Canada Research Chair	177,576.82	4,432.32
Migabo, Saphida	Sr Lab Instructor - ESM(BIOL)	103,049.91	657.75
Mitchell Nielsen, Jill	Associate Registrar, Graduate	92,511.43	1,004.13
Mo, Fiona	Int Assist Mngr. RR & Res Life	79,633.14	3,371.11
Monu, Kafui	Assoc Prof - BUSM	165,876.81	0.00
Morris, Jason	Senior Instructor - POLS	159,119.08	100.00
Morris, Marleen	Associate Director - CDI	143,584.90	1,318.85
Mullins, Philip	Assoc Prof - ORTM	119,081.90	0.00
Murdoch, Loralyn	Director Athletics/Recreation	126,610.93	1,243.83
Murphy, Michael	Professor - POLS	147,221.48	170.00
Murphy, Sharon	Manager Financial Svcs/Systems	119,768.74	2,004.14
Murray, Brent	A/Chair - Ecosystem Sci & Mgt	156,479.35	2,261.32
Nawaz, Shamaila	Assist Prof - ECON	87,999.76	2,619.73
Neilson, Tyler	Prin Soln Architect - Reg	85,659.32	0.00
Neufeld, Nicole	Manager Continuing Studies	87,837.77	298.21
Niebergall, Michelle	Payroll Services Coordinator	113,099.18	1,307.29
Nolin, Catherine	Professor - GEOG	151,978.14	653.27
Ntownimana, Remegie	Shift Engineer	77,148.92	14,637.60
Olsen, Aaron	Mgr Operations/Compliance/Svs	108,019.99	7.10
O'Neill, Linda	Assoc Prof - PSYC	157,218.70	23.33
Opio, Christopher	Professor - ESM(FSTY)	136,238.80	391.55
Orlowsky, John	Greenhouse Curator	83,868.99	0.00
Oster, Michelle	Research Manager	90,174.78	1,202.74
Otter, Ken	Professor - ESM(BIOL)	169,307.19	107.78
Owen, William	Vice-Provost Faculty Relations	171,768.89	3,434.34
Owens, Philip	Endowed Chair - Land Ecol	140,627.58	4,359.21
Parkes, Margot	Professor - HLSC/NMP	123,907.47	2,385.93
Parshotam, Umesh	Sr Lab Instructor - CHEM	104,849.92	451.02
Patenaude, Bernadette	Director - Integrated Planning	120,206.01	0.00
Pawlowska-Mainville, Agnieszka	Assoc Prof - FNST	96,471.70	704.31
Payne, Geoffrey	Interim President & Vice Chancellor	323,865.50	10,600.44
Pearce, Tristan	Canada Research Chair	138,221.01	745.81
Pearson, Tammy	Assist Prof - SOCW	146,454.00	281.00
Pelletier, Chelsea	Assoc Prof - HLSC	98,848.52	919.31
Peters, Heather	Assoc Prof - SOCW (RO)	148,684.84	156.35
Petersen, Bjorn	Mgr International Operations	86,543.86	2,321.93
Petticrew, Ellen	Endowed Chair - Landscape Ecol	162,483.49	3,394.98
Pierce, Joanna	Chair - Social Work	143,155.18	360.00
Poirier, Lisa	Assoc Prof - ESM(BIOL)	101,259.40	1,025.45
Popovic, Peter	Electrician	87,474.81	7.10
Potter, Grant	Sr Lab Instructor - E-Learning	124,688.21	4,866.35
Preston, Michael	Assist Prof - ESM(BIOL)	100,348.70	0.00
Rader, Stephen	Professor - CHEM	150,999.49	473.73
Rahemtulla, Farid	Senior Instructor - ANTH	127,988.96	472.80
Raposo, Jim	Solutions Architect	76,971.42	195.24
Ray, Christie	Sr Advisor Business Develop	84,626.33	301.24
Rea, Roy	Sr Lab Instructor - ESM	108,169.65	7,729.90
Read, Kimberly	Associate Registrar Record/Sys	96,564.97	489.46
Reid, Matthew	Professor - PHYS	154,169.91	0.00

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA**  
**SCHEDULE OF EMPLOYEE REMUNERATION**  
**FOR THE YEAR ENDED MARCH 31, 2022**

Employee Name	Position	Total Remuneration	Total Expenses
Reimer, Kerry	Professor - CHEM	148,292.27	13.68
Rennie, Kriston	Dean, Indigenous Studies, SSH	164,930.76	5,380.42
Reynolds, Tannis	Lecturer - FNST	80,552.86	0.00
Roberts, Deborah	Dean, Science and Engineering	179,714.84	710.54
Roberts, Kerry	Director Human Resources	137,593.77	2,390.15
Romanets, Maryna	Professor - ENGL/WMST	133,012.06	1,019.26
Rushton, Anne	Sr Exec Administrator-Pres	89,714.67	0.00
Rutherford, P Michael	Professor - ENSC	142,790.57	1,144.21
Ryan, Daniel	Assoc Prof - MATH	220,597.17	401.52
Safaei Boroojeny, Jalil	Chair - Economics	163,510.21	0.00
Sanborn, Paul	Assoc Prof - ESM(FSTY)	139,621.21	2,846.01
Sanders, Caroline	Acting Chair - Nursing	136,390.20	3,200.88
Schiller, Catharine-Joanne	Assist Prof - NURS	117,646.91	1,374.15
Schlesinger, Brenda	Manager Ancillary Projects	75,946.27	919.26
Schorcht, Blanca	A/Chair - First Nations	145,665.09	0.00
Schretlen, Kevin	Manager IT Infrastructure	105,031.72	5,674.87
Schwenger, Eric	Manager SC Campus Liaison/Ops	76,043.78	5,350.47
Scott, Laurence	Senior Instructor - BUSM	165,914.88	2,464.86
Sedgwick, Neil	Head Coach - Womens Soccer	76,595.29	5,792.22
Shchepotkin, Sergey	Head Coach - Womens Basketball	89,283.11	12,510.17
Shea, Joseph	Assoc Prof - GEOG	127,400.13	2,002.15
Shrimpton, Mark	Professor - ESM(BIOL)	175,043.95	130.99
Shubair, Mamdouh	Assoc Prof - HLSC	107,132.78	0.00
Siakaluk, Paul	Chair - Psychology	199,121.80	89.40
Simonson, Stephan	Head Coach - Mens Soccer	76,798.80	5,504.26
Simpson, Andrew	Chief Engineer	89,200.58	104.36
Sims, Daniel	Assoc Prof - FNST	102,357.32	1,191.21
Sitter, Brenda	EA - VP Academic & Provost	79,765.05	0.00
Smith, Alicia	Manager Northern Sport Ctr	90,019.40	3,293.03
Smith, Angele	Assoc Prof - ANTH	130,793.83	0.00
Smith, Colleen	AVP - Financial Services	153,968.14	1,515.67
Smith, Heather	Professor - INTS	161,956.79	0.00
Smith, Trevor	Sr Acad Budget/Plng Officer	135,860.63	681.93
Somani, Rahim	VP Finance & Administration	205,744.70	23,395.27
Sommerfeld, Elizabeth	Interim Director CTLT	98,987.55	666.16
Stanyer, Shauna	Sr Lab Instructor - CTLT	79,127.42	0.00
Stark, Dennis	Director Student Recruitment	105,269.93	749.06
Stathers, Kimberley	Archivist	84,025.69	1,172.40
Stella, Tanya	EA - Associate VP NMP	80,928.44	1,098.22
Stranack, Kevin	University Librarian	87,832.18	0.00
Sui, Jueyi	Professor - EENG	161,909.57	937.87
Swainger, Jonathan	Professor - HIST	144,753.38	549.29
Tang, Youmin	Professor - ENSC	102,080.27	1,388.85
Tannert, Thomas	BC Chair - IENG	186,644.35	1,210.98
Thielmann, Glen	Lecturer - EDUC	87,880.61	0.00
Thompson, Robert	Greenhouse Curator	75,702.22	1,426.32
Thring, Ronald	Professor - EENG	174,551.52	511.29
Transken, Si	Assoc Prof - SOCW	132,010.58	0.00
Tripp, Lianne	Assist Prof - ANTH	102,477.94	157.56
Troc, Lydia	Manager Health & Safety	95,766.62	1,489.96
Trujillo, Maria	Employee Liaison Coordinator	105,249.17	17.46

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA**  
**SCHEDULE OF EMPLOYEE REMUNERATION**  
**FOR THE YEAR ENDED MARCH 31, 2022**

Employee Name	Position	Total Remuneration	Total Expenses
Usman, Lantana	Assoc Prof - EDUC	157,492.69	0.00
Van Pelt, Linda	Senior Instructor - NURS	132,087.24	1,304.68
Veitch, Conan	Systems Administrator I	89,400.94	0.00
Venter, Oscar	Endowed Chair - Growth & Yield	121,242.55	11,871.98
Vogelsang, Gretchen	Lecturer - EDUC	80,664.62	0.00
Wagner, Shannon	Professor - DISM	126,482.70	2,773.01
Wan, Tak Shik	Assist Prof - MATH	86,927.58	761.39
Wang, Ke	Educational Technology Manager	98,112.59	2,230.17
Weeks, Daniel	Special Advisor	115,780.95	0.00
Wessell Lightfoot, Dana	Chair - History	134,473.57	0.00
Whalen, Catherine	Assoc Prof - EDUC	120,667.15	0.00
Wheate, Roger	Professor - GEOG	151,526.56	0.00
Whitcombe, Todd	Chair - CHEM/BIOCHEM	190,298.42	1,015.36
Wiebe, Robert	Shift Engineer	79,812.51	0.00
Wilson, Erin	Assist Prof - NURS	149,585.54	1,786.30
Wilson, Gary	Chair - Political Science	146,039.13	1,358.22
Wimmers, Guido	Assoc Prof - IENG	186,247.19	928.67
Wimmers-Klick, Julia	Portfolio Site Lead - NMP	139,608.59	2,025.12
Winwood, Paul	AVP – Division of Med Sciences	221,750.78	5,128.08
Wood, Lisa	Assist Prof - ESM(BIOL)	97,768.18	10,245.17
Wood, Matthew	Director Communications & Mktg	139,460.44	2,209.25
Wrath, Kathleen	Sr Lab Instructor - NURS	93,057.82	611.40
Wright, Pamela	Assoc Prof - ORTM	148,580.38	4,694.59
Young, Jennifer	Mgr Curric/Assess Yrs 3/4 NMP	96,086.04	640.02
Zhao, Zhe	Shift Engineer	78,882.93	0.00
Zheng, Wenbo	Assist Prof - EENG	103,786.28	3,991.69
Zhou, Jianhui	Assist Prof - IENG	105,739.03	1,798.30
Total remuneration > \$75,000		40,670,870.80	619,232.02
Total remuneration < \$75,000		30,112,798.91	547,360.71
Grand total remuneration		70,783,669.71	1,166,592.73

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

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA  
SCHEDULE OF EMPLOYER CONTRIBUTIONS  
FOR THE YEAR ENDED MARCH 31, 2022**

<b>Statutory Benefit</b>	<b>Annual Employer Contributions</b>
Employment Insurance Contributions	943,518.55
Canada Pension Contributions	2,480,262.89
<b>Total Contributions to Receiver General of Canada</b>	<b>3,423,781.44</b>

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA  
STATEMENT OF SEVERANCE AGREEMENTS  
FOR THE YEAR ENDED MARCH 31, 2022**

There were 4 severance agreements under which payment commenced between the University of Northern British Columbia and its non-unionized employees during fiscal year 2021/2022.

These agreements represent from 8 to 10 months of compensation.

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA**  
**PAYMENTS FOR GOODS AND SERVICES**  
**FOR THE YEAR ENDED MARCH 31, 2022**

<b>Vendor Name</b>	<b>Total Payment</b>
879142 Alberta Ltd. o/a Measur	87,574.82
Accelerated Sport & Spine Physiotherapy	39,331.19
Acme Parking Lot Maintenance Ltd	62,775.30
Acquia Inc.	60,000.00
Acro Media Inc.	58,117.50
Agilent Technologies Canada Inc.	100,796.14
Alexander Holburn Beaudin & Lang Barristers & Solicitors	46,028.00
All Points Fire Protection Ltd.	30,051.24
All Pro Plumbing and Heating Inc.	98,176.91
Allrite Heating and Ventilation	73,274.04
American Chemical Society	30,752.50
Amylia Capital Corp.	153,610.00
Andrew Sheret Ltd.	26,079.35
Apex Elevator Consulting Inc.	28,226.26
Applanix Corporation	40,628.36
Apple Canada Inc.	125,653.70
Ascentech Solutions Inc	151,716.64
Associated Health Systems Inc.	36,526.17
AVI-SPL Canada Ltd.	116,021.28
Barry Wong Copy Services Ltd	72,158.02
Bartle & Gibson Co. Ltd.	44,869.64
Battle River Watershed Alliance Society	39,268.92
BC Cancer Agency	114,636.91
BC Hydro	1,036,754.40
BCNET	764,866.87
Bio-Rad Laboratories (Canada) Ltd.	97,336.27
Blackbaud Canada	48,941.52
Blackboard Inc	52,383.38
BMO MasterCard (Employee Procurement Cards)	2,281,937.73
Boyden Vancouver, Inc.	227,140.82
Brookfield Asset Management Inc	91,777.14
Brooks-Corning Company Ltd.	30,605.95
Burgundy Asset Management Inc	167,104.08
Calstone Inc.	181,569.34
Campbell Scientific Corp.	58,443.52
Canada Post Corporation	28,218.69
Canada West Universities Athletic Association	65,839.09
Canadian Institutes of Health Research (CIHR)	1,616,136.67
Canadian Research Knowledge Network	1,159,061.47
Carrier Sekani Family Services	214,525.00
Cascades Recovery+	29,314.59
CEM Corporation	46,549.32
Cengage Canada	85,889.01
Central Interior Piping and Maintenance Ltd.	123,687.39
Charter Telecom Inc.	80,314.99
Chubb Life Insurance Company	29,318.76
Cision Canada Inc.	31,500.00
City of Prince George	231,603.69
Coast Mountain College	26,400.00

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA  
PAYMENTS FOR GOODS AND SERVICES  
FOR THE YEAR ENDED MARCH 31, 2022**

<b>Vendor Name</b>	<b>Total Payment</b>
Coast Mountains Board of Education School District 82	49,375.00
College of New Caledonia	175,276.98
Collett Contracting	57,347.73
Compugen Inc.	733,642.28
COPPUL	29,561.95
Council of Prairie and Pacific University Libraries	169,673.64
Cowley, Clarence	39,262.34
Craft, Aimee	26,250.00
Crego Design Services Inc.	42,472.50
Dana Hospitality LP	46,630.10
DDB Canada	71,859.60
Decorum Painting Ltd	32,328.45
Dell Canada Inc.	68,895.14
DeSousa, Natasha	58,966.72
Dr Gerrard Prigmore Inc.	57,750.00
Dr Jessica Zimble, Inc.	69,615.00
Dr K Closson Inc.	39,375.00
Dr Karin Blouw, Inc.	28,600.00
Dr. Kathleen O'Malley Inc.	59,062.50
Drs Spooner and Odulio Inc	86,677.50
EB Horsman & Son Ltd	57,241.20
EBSCO Canada Ltd	207,797.79
EDI Environmental Dynamics Inc	79,726.50
EECOL Electric Ltd.	90,713.21
Ellement Consulting Group	93,974.97
Ellucian Technologies Canada ULC	83,566.42
Enviro-Ex Contracting Ltd.	424,986.88
Essential Resources Inc.	45,329.68
evisions Inc.	34,566.60
Evolution AV Ltd.	234,704.05
First Nations Information Governance Centre (FNIGC)	139,075.00
FortisBC-Natural Gas	142,125.77
Getinge Canada Ltd.	25,490.06
GOBI Library Solutions From EBSCO	217,792.48
Goferbroke Investments Inc.	25,619.07
Graphic Office Interiors Ltd.	62,917.86
Greenmech Ltd.	28,430.80
Gunnar Pacific Agencies, Inc.	69,750.46
Harmony Johnson Consulting	33,442.50
Homewood Health Inc.	90,727.69
Hopkins, Terri	43,312.50
Hoskin Scientific Ltd.	49,666.68
IDL Projects Inc.	2,352,492.70
IDP Education Ltd	61,242.25
IEEE Customer Operations	34,825.00
IFM Investors	94,105.97
Illume Student Advisory Services	102,625.00
Industrial Forestry Service Ltd	34,062.76
InnovaSea Marine Systems Canada Inc.	60,991.87

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA**  
**PAYMENTS FOR GOODS AND SERVICES**  
**FOR THE YEAR ENDED MARCH 31, 2022**

<b>Vendor Name</b>	<b>Total Payment</b>
Innovative Interfaces Inc	50,335.98
Integra Forest Consulting Ltd.	121,044.77
Integrus Insurance Services Ltd.	34,846.00
Kenroc Building Materials Co Ltd.	56,932.58
Kewistep, Neal	47,500.00
K-Line Trailers Ltd.	27,500.60
Kode Contracting Ltd	27,084.48
KONE Inc.	56,730.22
KPMG LLP	112,657.53
Lakeland Mills Ltd.	265,901.90
Lamar Transit Advertising Canada, Ltd.	52,053.75
LeBlanc, Birgit	31,975.00
Les Industries Rouillard	67,446.23
Linde Canada Inc.	39,779.09
Login Brothers Canada	132,034.65
Lord of Floors Inc.	104,681.07
Lotek Wireless	53,749.25
M Square Business Solutions Inc.	50,000.13
Manitoulin Transport Inc	27,208.33
Manning, Eric	37,939.57
Marsh Canada Limited	31,305.00
Martin Family Initiative	75,000.00
MasterCard Inc	150,453.34
McGraw Hill Ryerson Ltd.	34,638.55
Michael Smith Foundation for Health Research	1,528,527.00
Microserve/MicroAge	379,053.20
Minister of Finance	496,007.47
Ministry of Finance BC Mail Plus	31,322.29
Moore Canada Corporation	58,339.00
MPS	47,012.61
NIVA Inc.	29,688.76
North Cariboo Flying Service Ltd.	77,092.15
Northern Health Authority	826,278.62
Northern Lights College Dawson Creek	128,662.36
OCLC Inc	38,120.13
Odessa Doors Ltd.	67,354.57
On Side Restoration Services Ltd.	245,412.58
ONETeam Sports Group Inc.	69,469.23
Onyris Inc.	54,390.00
Oracle Canada ULC	106,125.12
Oxford University Press Canada	60,193.81
Pacific Western Transportation Ltd.	53,045.79
Parker, Stuart	60,000.00
Pearson Canada Inc.	74,691.15
PG Custom Woodworks Ltd.	111,929.16
PJS Systems Inc.	85,300.10
Planit First Consultants Ltd.	61,826.49
PML Professional Mechanical Ltd.	87,143.74
Prism Engineering Ltd.	41,548.50

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA**  
**PAYMENTS FOR GOODS AND SERVICES**  
**FOR THE YEAR ENDED MARCH 31, 2022**

<b>Vendor Name</b>	<b>Total Payment</b>
PrismRBS	34,711.10
Process Pathways Inc.	28,000.00
ProQuest LLC	58,200.74
Purolator Inc	25,685.14
Riada Sales Inc.	93,225.44
Ricoh Canada Inc.	41,849.90
Roper Greyell LLP	129,500.50
S2 Mechanical Ltd.	47,482.75
Salesforce.org, LLC	42,800.60
Sasuchan Environmental Limited Partnership	32,303.25
School District No 57	193,083.88
Shanahans Ltd. Partnership	25,601.95
Sharper Marketing Inc.	35,956.10
Shell Energy North America(Canada) Inc.	221,606.37
Shepard, Michael	33,282.45
Siemens Canada Limited	76,703.88
Sigma-Aldrich Canada Co	34,999.17
Silvertip Ecotours Ltd.	32,225.84
Simon Fraser University	267,866.79
Siu Architecture Inc.	79,332.78
Sodexo Canada Ltd.	1,239,961.42
Southern Butler Price	73,343.89
Staples Professional Inc.	28,170.35
StarRez Inc.	37,350.53
Stevens Company Limited	44,772.32
Sun Life Assurance Company of Canada	6,711,613.46
TargetX.com, LLC	166,308.80
TELUS	261,157.93
Thermo Fisher Scientific	221,600.68
Toxw owx (Becoming Clear) Communications	29,006.25
Trane Canada ULC	59,640.14
Trident Lock & Security Ltd.	121,908.18
Tula Foundation	124,000.00
Tyrod Industries Ltd	161,657.23
Unity Connected Solutions Inc.	248,287.79
Universite' de Moncton	53,755.00
Universities Canada	38,193.00
University of British Columbia	2,754,674.21
University of Calgary	41,500.00
University of Guelph	56,141.58
University of Toronto Press	25,391.80
University of Victoria	63,525.44
Venture Elevator Inc	356,793.68
Verschoor, Jacob	34,953.46
Viking Fire Protection Inc.	32,950.21
Visa Inc	208,299.16
Vox International Translation Services	67,079.06
Vu Hoang, Lan	27,028.08
VWR International Co.	145,589.97

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA  
PAYMENTS FOR GOODS AND SERVICES  
FOR THE YEAR ENDED MARCH 31, 2022**

<b>Vendor Name</b>	<b>Total Payment</b>
Westcana Electric Inc.	75,483.21
Westline Ford Ltd.	56,629.44
White Oak Global Advisors	40,762.56
Williams Machinery Ltd.	28,099.17
WMC Management Services Alberta Ltd.	29,273.34
Xerox Canada Ltd.	72,797.55
Zoom Video Communications, Inc.	53,998.14
Total payments to vendors > \$25,000	39,240,866.24
Total payments to vendors < \$25,000	4,978,111.82
Total payments to vendors	44,218,978.06

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

Total payments made to vendors also includes \$0.00 dollars in salaries reimbursed to third party agencies (primarily for research) reported as salaries and benefits in the financial statements.

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

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA  
GRANTS AND CONTRIBUTIONS  
FOR THE YEAR ENDED MARCH 31, 2022**

<b>Name</b>	<b>Total Payment</b>
MITACS Inc	68,312.50
Northern Health Authority	45,000.00
Saddle Lake Boys and Girls Club	35,000.00
UNBC Childcare Society	45,000.00
Wilp Wilxo'oskwhl Nisga'a Institute	354,372.44
Total Grants and Contributions > \$25,000	547,684.94

**BOARD OF GOVERNORS – PUBLIC SESSION**

<b>Meeting Date:</b>	September 16, 2022
<b>Agenda Item:</b>	7.ii. Governance and Human Resources Committee Report
<b>Material:</b>	1. Governance and Human Resources Committee Quarterly Public Written Report

***Governance and Human Resources Committee  
Report to the UNBC Board of Governors***

**Submitted by: Catherine Wishart**

**Dates of meetings since last report: September 1, 2022**

**Topics reviewed and recommendations made:**

**1. Governance**

- Reviewed proposed governance actions and priorities for 2022-2023. Proposal will be brought to the September BOG meeting, including a recommendation that a status update be provided at each regular BOG meeting this year.
- Reviewed status of strategic plan RFP for consultant. Board Chair has been an observer to the RFP process and will participate in the three final interviews.
- Recommendation to the Board:
  - To rescind 2020 motion regarding Master of Arts in Counselling Psychology
- Reviewed schedule of Board meetings
- Reviewed skills matrix of Order-in-Council Board members in preparation for filling the current vacancy. We will post the position with CABRO and encourage applications from the northwest region, particularly from Indigenous people with a public policy background.
- Noted that the Board orientation and on-going development materials are being transitioned to a Teams site. BOG members are receiving invitations to connect to the new site.
- The updated Committee lists were reviewed.

**2. Human Resources**

- Reviewed status of bargaining activity provincially and at UNBC
- Recommendations to the Board:
  - That the Board does not conduct an annual performance review for the president as per policy in 2022-23
  - Appointments of faculty and Dr. Donald Rix BC Leadership Chair

<b>Meeting Date:</b>	September 16, 2022
<b>Agenda Item:</b>	7.ii.a. Motion to Rescind #2020BP11.20.04 – Master of Arts in Counselling Psychology – W. Rodgers
<b>Material:</b>	1. Senate Motion S-202204.11
<b>Motion:</b>	<i>That, on the recommendation of the Governance and Human Resources Committee, the Board of Governors rescind motion 2020BP11.20.04 New Program Approval – Master of Arts in Counselling Psychology approved by the Board of Governors on November 20, 2020, as recommended and approved by the UNBC Senate.</i>

**SENATE COMMITTEE ON ACADEMIC AFFAIRS**

**PROPOSED MOTION**

**Motion:** That the following motions related to the new Master of Arts in Counselling in Psychology approved by Senate on October 28, 2020 be rescinded:

- S-202010.04 New Program Approval – Masters of Arts in Counselling Psychology
- S-202010.05 New Program Approval – Masters of Arts in Counselling Psychology (calendar entry)

**Effective Date:** Upon the approval of Senate

**Rationale:** Changes to the MEd Counselling Specialization were approved by Senate in October 2020 and the Board of Governors in November 2020. The Department of Psychology submitted a *Determination of New Degree Form* and documentation to the Degree Quality Assessment Board to determine if the changes to the program were substantive enough whereby a new degree program proposal needed to be submitted to DQAB and the Minister for approval.

After an initial review, DQAB asked the Ministry to have an external review of nomenclature used at BC post-secondary institutions in the field of Counselling Psychology and the corresponding program requirements and expectations. UNBC met with the external reviewer in March 2021 and received the external report from the DQAB in June 2021.

Given the additional resources and supervisory hours needed to move from MEd Counselling Specialization to MA Counselling Psychology, the Department of Psychology, in consultation with the Dean, Human and Health Sciences, decided to stay with the MEd Counselling Specialization.

**Motion proposed by:** Paul Siakaluk – Chair, Department of Psychology

**Academic Program:** MEd Counselling Specialization

**Implications for Other Programs / Faculties?** None

**Faculty:** Faculty of Human and Health Sciences

**Faculty Council / Committee Motion Number:** FHHSFC.2022.03.17.04

**Faculty Council / Committee Approval Date:** March 17, 2022

**Attachment Pages (if applicable):**   #0   pages

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

**Brief Summary of Committee Debate:**

**Motion No.:** SCAAF202204.11

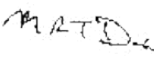
**Moved by:** T. Whitcombe

**Seconded by:** K. Rennie

**Committee Decision:** CARRIED

**Approved by SCAAF:** May 13, 2022

**Date**

  
**Chair's Signature**

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

**BOARD OF GOVERNORS – PUBLIC SESSION**

<b>Meeting Date:</b>	September 16, 2022
<b>Agenda Item:</b>	7.iii. Finance and Investment Committee Report
<b>Material:</b>	1. Finance and Investment Committee Quarterly Public Written Report

***Finance and Investment Committee Report to the UNBC Board of Governors***

**Submitted by: Allison Beswick**

**Dates of meetings since last report: September 1<sup>st</sup>, 2022**

**Topics reviewed and discussed:**

- 1. Investment advisory committee's terms of reference were received**
  - a. Action to look for additional members, and change of wording related to external members and reaching quorum
- 2. Five year capital plan**
  - a. Approval of plan as presented
- 3. Mandatory and Standing reports:**
  - a. Received Q1 2022-23 report, First quarter forecast, Northern Sports Centre Ltd Financials and Annual report, Funding review update from Geoff.

<b>Meeting Date:</b>	September 16, 2022
<b>Agenda Item:</b>	7.iii.a. Agreements, Scholarships, Bursaries and Awards – W. Rodgers
<b>Material:</b>	1. Agreements, Scholarships, Bursaries and Awards as recommended by the Senate for the period of June 2022 to August 2022.
<b>Motion:</b>	<i>That, the Finance and Investment Committee recommends to the Board of Governors, the approval of the agreements, scholarships, bursaries and awards as recommended and approved by the UNBC Senate, for the period of June 2022 to August 2022, as presented.</i>



Motion Number (assigned by SCS): SCSB20220622.03

## SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

### PROPOSED MOTION

**Motion:** That the new Terms and Conditions for the International Student Support Award be approved.

**Rationale:** To activate the International Student Support Award commencing the 2022-2023 Academic Year.

**Proposed By:** Tara Mayes, Development Officer – Donor Relations

**Research & Innovation Contact:** Tara Mayes, Development Officer – Donor Relations

**Faculty/Academic Department:** N/A

**Indigenous Content:** No (Determined by the Development Officer)

**Date to SCSB:** May 3, 2022

#### TO BE COMPLETED AFTER SCSB MEETING

**Brief Summary of Committee Debate:** .

**Motion No.:** SCSB20220622.03

**Moved by:** Zogas

**Committee Decision:** CARRIED

**Approved by SCSB:** June 22, 2022

**Date**

**For Information of Senate & Board**

**Seconded by:** Zhou

**Attachments:**

**Chair's Signature**

**AWARDS GUIDE INFORMATION:**

**Award Category:** General

**Award Name:** International Student Support Award

**Awards Guide Description/Intent:** This award has been established to support international students facing significant challenges or financial barriers who may be from a developing country or a country facing economic, political, global, or human rights conflicts.

**Donor:** Generous UNBC supporters

**Value:** Variable

**Number:** Variable

**Award Type:** Award

**Eligibility:** Available to a full-time undergraduate or graduate international student who is facing significant challenges or financial barriers. First preference will be given to a student from a developing country or a country facing current economic, political, global, or human rights conflicts.

**Criteria:** Satisfactory academic standing

**Effective Date:** Established 2022

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



Motion Number (assigned by SCS): SCSB20220622.04

## SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

### PROPOSED MOTION

**Motion:** That the new Terms and Conditions for the Elsie Osterberg Memorial Award be approved.

**Rationale:** To activate the Elsie Osterberg Memorial Award commencing the 2022-2023 Academic Year.

**Proposed By:** Tara Mayes, Development Officer – Donor Relations

**Research & Innovation Contact:** Tara Mayes, Development Officer – Donor Relations

**Faculty/Academic Department:** N/A

**Indigenous Content:** No (Determined by the Development Officer)

**Date to SCSB:** May 3, 2022

#### TO BE COMPLETED AFTER SCSB MEETING

**Brief Summary of Committee Debate:** .

**Motion No.:** SCSB20220622.04

**Moved by:** Gehloff

**Committee Decision:** CARRIED

**Approved by SCSB:** June 22, 2022

**Date**

**For Information of Senate & Board**

**Seconded by:** Zhou

**Attachments:** 2 pages

**Chair's Signature**

**AWARDS GUIDE INFORMATION:**

**Award Category:** General

**Award Name:** Elsie Osterberg Memorial Award

**Awards Guide Description/Intent:** Elsie Dora Osterberg was born September 12, 1932 and passed away August 22, 2021 at the age of 88. Elsie was a beautiful soul who loved life. She was talented, creative and loved working with her hands. Elsie did everything from panning for gold to running her own upholstery business. Upholstering helicopters was her passion. During her retirement, she enjoyed creating beautiful floor rugs from recycled fabrics that were hand-braided and sewn together. Elsie's other passions were reading, learning, and teaching. Elsie taught many people how to sew and could often be found with a book in her hand. Elsie enriched the lives of all who knew her and through this award, she will continue to enrich the lives of students at UNBC.

**Donor:** Elsie Osterberg

**Value:** \$1,000

**Number:** One

**Award Type:** Award

**Eligibility:** Available to a full-time or part-time undergraduate or graduate student facing significant challenges or financial barriers.

**Criteria:** Satisfactory academic standing

**Effective Date:** Endowed 2022

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



Motion Number (assigned by SCS): SCSB20220622.05

## SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

### PROPOSED MOTION

**Motion:** That the new Terms and Conditions for the EGBC Northern Branch Matching Scholarship be approved.

**Rationale:** To activate the EGBC Northern Branch Matching Scholarship commencing the 2022-2023 Academic Year.

**Proposed By:** Tara Mayes, Development Officer – Donor Relations

**Research & Innovation Contact:** Tara Mayes, Development Officer – Donor Relations

**Faculty/Academic Department:** N/A

**Indigenous Content:** No (Determined by the Development Officer)

**Date to SCSB:** May 11, 2022

#### TO BE COMPLETED AFTER SCSB MEETING

**Brief Summary of Committee Debate:** .

**Motion No.:** SCSB20220622.05

**Moved by:** Zogas

**Committee Decision:** CARRIED

**Approved by SCSB:** June 22, 2022

**Date**

**For Information of Senate & Board**

**Seconded by:** Gehloff

**Attachments:** 2 pages

  
\_\_\_\_\_  
**Chair's Signature**

## **AWARDS GUIDE INFORMATION:**

**Award Category:** Entrance

**Award Name:** EGBC Northern Branch Matching Scholarship

**Awards Guide Description/Intent:** The Engineers and Geoscientists of BC (EGBC) Northern Branch established the Engineers and Geoscientists of BC Northern Branch Scholarship with Coast Mountain College (CMTN). The BC Northern Branch Scholarship is for students that go on to one of BC's universities and focus on engineering. This award has been established to encourage those students to attend UNBC by matching the CMTN scholarship if they come to UNBC.

**Donor:** UNBC Faculty of Science and Engineering

**Value:** \$1,000

**Number:** One to three

**Award Type:** Scholarship

**Eligibility:** Available to a full-time or part-time undergraduate or graduate student who is enrolled in an Engineering Program and has received the Engineers and Geoscientists of BC Northern Branch Scholarship at CMTN.

**Criteria:** Academic proficiency

**Application Instructions:** Applicants must provide proof that they received the Engineers and Geoscientists of BC Northern Branch Scholarship at CMTN to the Awards Office via [awards@unbc.ca](mailto:awards@unbc.ca)

**Effective Date:** Established 2022

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

<b>Meeting Date:</b>	September 16, 2022
<b>Agenda Item:</b>	7.iii.b. Five Year Capital Plan – R. Somani
<b>Material:</b>	1. Five Year Capital Plan – 2023/24 to 2027/28
<b>Motion:</b>	<i>That, the Finance and Investment Committee recommends to the Board of Governors, the approval of the 2023/24 to 2027/28 Five Year Capital Plan for the University of Northern British Columbia, as presented.</i>

## FIVE YEAR CAPITAL PLAN

2023/24 – 2027/28



### ***Review Timeline:***

July 15, 2022	Submission of draft to Ministry
September 16, 2022	To UNBC Board of Governors for Approval
September 2022	Final submission to Ministry

UNBC –Five Year Capital Plan – July 2022

## **SUMMARY**

This document outlines the University's plans for the next five years for the planning and construction of new buildings and the renewal of others. Two renovations to facilitate new nursing program expansions are included in the submission for completeness, despite the relatively low dollar amounts.

The priority project is a new multiple use building that will include: student housing expansion, room for First Nations student housing on campus, a re-envisioned First Nations Centre, an Innovation Centre, a new cafeteria as well as purpose-built space for new academic programs. Additional planning is required to bring this project to where it is ready for funding evaluation. The current Routine Capital funds are fully allocated towards maintaining the lifespan of the existing assets, so UNBC is looking for \$400,000 in additional funding to complete this work.

UNBC has also been in discussion with Coast Mountain College regarding a new joint building on their Terrace campus that would house UNBC operations in that region. UNBC is also undertaking a partnership project with the David Douglas Botanical Garden Society to develop the northern most Botanical Garden in Canada at the University of Northern British Columbia. Renewal of the Agora and Research Lab buildings completes the list of identified priorities through this round of capital planning.

The UNBC Office of Indigenous Initiatives has partnered with Facilities to plan and complete a Ceremonial Fire Circle on campus and to enhance the indigenous welcome to campus through creation of an Elder's Seating area adjacent to the main entrance. Work on the Wabooz Gardens, planning for a memorial to children who died in residential schools and revisions to campus wayfinding are currently underway.

Conceptual planning of new space for Engineering will be a focus for the coming year, along with development of the nursing and downtown clinic concepts. Implementation of the DDBGS expansion will continue to occupy a significant portion of our capital planning resources.

## **Our Priorities**

This Plan reflects UNBC's commitment to the internal priorities laid out in our Strategic Road Map. Facilities development is guided by the Campus Master Plan, most recently updated in 2019 under the title of Destination 2040.

## **Our Progress**

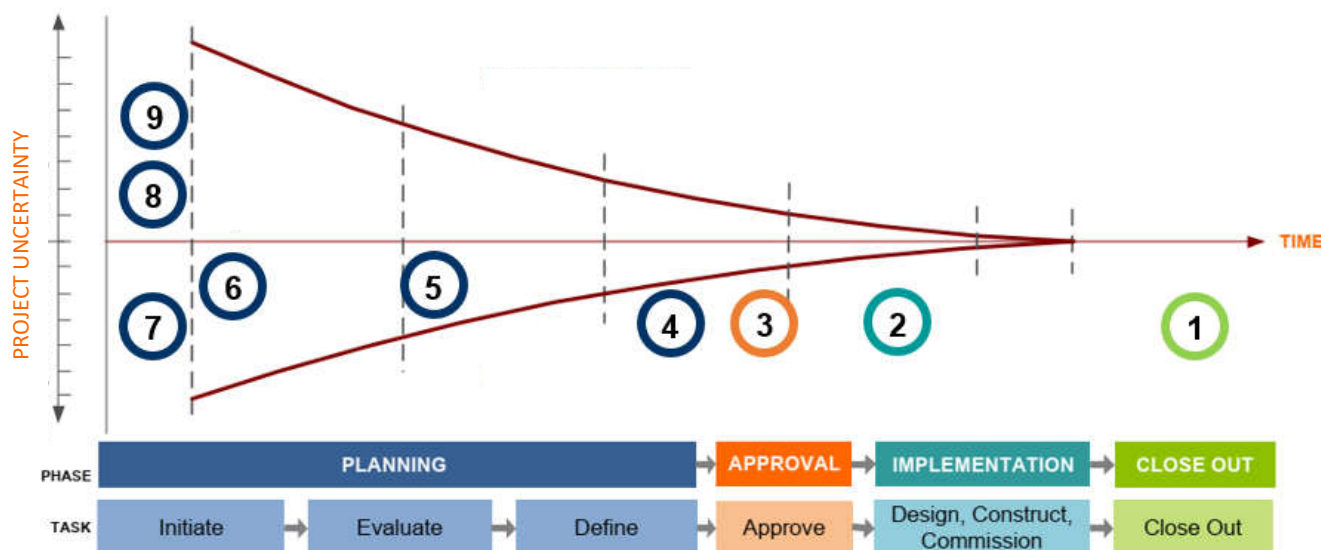
In the immediate term UNBC is focused on development and implementation of the nursing projects. The current level of Routine Capital funding is sufficient to manage building FCI at a reasonable rate, given the young age of the campus, though building renewal needs are growing. Replacement of elevators and roofs will require a significant portion of the funding available through the Routine Capital program for the coming years.

As new programs continue to grow they will have need for expanded facilities (Civil Engineering, Environmental Engineering, Physical Therapy and Occupational Therapy are all expected see strong enrolment in coming years).

Canada's Green University will continue to lead in the reduction of greenhouse gas emissions. We are developing plans to bring the entire Prince George campus to net zero emissions through building envelope enhancement, heat recovery via low carbon electrification, and local carbon sequestration. These plans will be included in subsequent capital plans and will build upon the 60% reduction in GHG emissions that UNBC has achieved to date.

## Project Overview

The following graphic and table outline the projects that UNBC has in progress. The objective is to move projects forward in planning and implementation, such that resource bandwidth is not overtaxed while still serving the developing needs of the institution.



- 1** Physical Therapy/Occupational Therapy Phase 1&2 – this multi-year project is now complete and in the close-out phase.
- 2** David Douglas Botanical Garden Society – Gardens Expansion: this project has received a grant that covers a portion of the budget. They are moving forward with implementation with a focus on the gardens rather than the Visitor Centre.
- 3** Physical Therapy/Occupational Therapy Phase 3 – Clinic: approved in principle, this project involves collaboration with Northern Health and UBC to determine the operating model. Once this is established a business case submission will be made.
- 4** Nursing Expansion – Downtown Cohort: this would add nursing seats in the Wood Innovation Design Centre. Approved in principle, this requires lease details for the business case.
- 5** Nursing Expansion – Prince George Campus: additional nursing seats on the Prince George campus. Planning is complete, but this proposal has not been approved.
- 6** Student Housing / Mixed Use: this building would house students, the cafeteria, the First Nations Centre, student supports and academic space. Planning has not moved beyond initial concept, and would require an updated market study to confirm housing demand.
- 7** Terrace Coast Mountain College Joint Building: No activity on this project following preliminary discussions in 2020. There would be operational synergies, but the details of the co-location partnership between the two institutions have to be worked out.
- 8** Deep Retrofits of Existing Buildings: Part of the campus decarbonisation plan would see buildings retrofitted to recover heat, improve building envelope and reduce carbon emissions to near zero. First buildings to be examined for this include the Research Laboratory and the Agora.
- 9** Engineering Laboratory Building: purpose built space to support engineering research and on-going expansion of these programs.

Attachments:

Att 2 – Five Year Capital Plan – Project Overview

- Northern Baccalaureate Nursing Program – Prince George (Category 1)
- Family Nurse Practitioner Expansion – (Category 1)
- New Mixed Use Student Housing, Academic Programs, Connection Hub and Food Services Building (Category 3)
- Coast Mountain College and UNBC Terrace Learning Centre (Category 1)
- Agora Renewal (Category 2)
- Research Lab Renewal (Category 2)

Att 3 - Prioritized List of the Proposed Projects

Att 4 - Summary of Major (>\$5 million) ongoing and/or self-funded projects

- David Douglas Botanical Garden (Self-funded > \$5 million)

Att 5 - List of Student Housing Projects – Existing and Underway

DRAFT

## Attachment 2: Project Overview

### Five-Year Capital Plan (2023/24 – 2027/28)

Project Detail		
Institution	Campus/City	Project Priority
UNBC	Prince George	1 of 6
Project Title		
Renovations for the Northern Baccalaureate Nursing Program (NBNP) in Prince George – Wood Innovation Design Centre		
Project Category		Program Type
New Priority		Health Sciences
Project Budget (\$ millions)		
Total Project Cost	Provincial Funding	PSI / Donor Funding
\$2.25M	\$2.25M	\$0
<ul style="list-style-type: none"> <li>In February 2022 the Ministry of Advanced Education Skills and Training provided approval for the operating funds (net of tuition) for this new program as per UNBC's original proposal. Operating funds were approved on a phased in approach with start-up operating funds being received in fiscal 22/23, additional funding in 23/24 and final phase in of funding in 24/25.</li> <li>The budget for this project is based on UNBC coordinating the design and construction for tenant improvements. If this is to be handled by the building operator the budget will likely need to be revisited, and is expected to increase.</li> </ul>		
Strategic Alignment		
CleanBC Targets	DRIPA Response	
The intent is to locate this program within the existing Wood Innovation Design Centre – this building is heated from the biomass based City of Prince George District Energy System, and achieved LEED Gold when it was constructed. Housing the program within an existing building avoids most of the emissions from new construction.	<p>The NBNP Prince George program will maintain a similar allocation of seats to Indigenous students as it does in Fort St. John. It is expected that this program will provide a priority of twenty-five percent (25%) of seats allocated to self-identified Indigenous applicants. It should also be noted that UNBC feels that the NBNP program meets the BCCNM standard for Indigenous cultural safety, cultural humility and anti-racism throughout the 2-year curriculum. It achieves that standard through:</p> <ul style="list-style-type: none"> <li>- Self-reflective practice</li> <li>- Building knowledge through practice</li> <li>- Anti-racist practice</li> <li>- Creating safe health care experiences</li> <li>- Person centred care/relational care</li> <li>- Strengths based &amp; trauma informed care</li> </ul>	
Mass Timber Eligibility	Community Benefits	
The intent is to locate this program within the existing Wood Innovation Design Centre – a six storey mass timber demonstration structure in downtown Prince George.	<p>By locating this program in the downtown core we feel that access to existing clinics and services will provide additional support to the community in this area.</p> <p>As a new Nursing program with up to 24 graduates a year, this should benefit the local health services with additional resources to hire which support local health outcomes and the local economy.</p>	

<ul style="list-style-type: none"> <li>This new program approval is part of the BC governments strategy to increase nurses in BC to support overall health care needs in the province. This program will expand nursing seats in Northern BC by 24 per annual intake. This program extends the recently launched NBNP Program out of Fort St. John to Prince George. The NBNP is a condensed 5-semester BScN program, that prepares graduates to enter into practice as Registered Nurses (RN) safely, competently and ethically in both generalist and primary health care roles.</li> <li>This program also assists the Province's StongerBC's Economic goals by closing the skills gap in the health care system.</li> <li>Health related programming is a key programming area for UNBC and its Faculty of Human and Health Sciences. This program is based on a community centred model that builds on placing nursing students in the heart of a developing downtown setting. In addition to placing the program directly in community, the new location is close to student housing, nearby clinics and access to health partners. With other programming already being offered at this location we are also able to leverage existing resources where possible.</li> </ul>		
<b>Project Schedule</b>		
<b>Target Bus. Plan Approval Date</b>	<b>Target Construction Start Date</b>	<b>Target Occupancy Date</b>
September 2022	April 2023	July 2023
<p>The schedule end date is driven by the timing of the opening of the new (approved) program. Approval of the Business Plan depends on confirming details of the leasing of the WIDC space – something that is in progress. The intention is to work out the details in August 2022 and submit a completed business plan in September. Also to be worked out is whether the project would be designed and managed by UNBC, or through the contracted building operator under the Ministry of Citizen's Services.</p> <p>Recruitment for the initial cohort for this program will start shortly with the program to commence in September 2023.</p>		
<b>Project Scope &amp; Objectives</b>		
<b>Project Scope</b>		
<ul style="list-style-type: none"> <li>UNBC is proposing to renovate 360m2 of space on the 3<sup>rd</sup> floor of the WIDC building that is currently not developed.</li> <li>This renovation is purpose-built space based on engagement with Nursing Leadership, faculty as well as those working directly in the lab/simulation and clinical environments <ul style="list-style-type: none"> <li>Renovation covers a new nursing simulation lab</li> <li>An additional 24 seat VC enabled classroom</li> <li>Office spaces for the projected faculty and staff</li> <li>Open/study space for students</li> <li>Some modifications to existing UNBC space to integrate this programming with existing program space</li> </ul> </li> </ul>		
<b>Project Objectives</b>		
<p>With the identified Nursing shortages in BC this program is expected to generate up to 24 new Nursing graduates each year. This 5-semester program has been supported by our local health authority (Northern Health) as it supports their recruitment goals in this area.</p>		
<b>Key Risks</b>		
<p>Approval to move forward with a COA is contingent on obtaining a lease agreement for the additional space at WIDC. With a start date of Sept 2023, we need the COA in place to move forward with all aspects of this project so available time to complete is a risk. If we are not able to reach a lease arrangement with WIDC, we could go to the local lease market in our downtown core to see if we could find suitable space.</p>		
<b>Options Considered</b>		
<p>There were mainly three reasons why we want this in the WIDC building:</p> <ul style="list-style-type: none"> <li>Currently have resources and programming in that building that we could leverage</li> <li>We want this program to be community driven and close to local services and service needs</li> <li>We currently do not have a large enough footprint on main Prince George Campus to fit this program</li> </ul>		
<b>Current Situation</b>		
<ul style="list-style-type: none"> <li>This is a new BScN program which at full capacity will have 48 students in theory, lab/simulation and/or clinical based courses. Nursing space &amp; scheduling requirements are unique compared to most of our other University programming.</li> <li>With a community centred approach, the preferred location for this program is in the downtown core.</li> <li>UNBC has programming located at the WIDC building so we have experience with this location and would like to leverage the existing resources to support this new program.</li> </ul>		

## Attachment 2: Project Overview

### Five-Year Capital Plan (2023/24 – 2027/28)

Project Detail		
Institution	Campus/City	Project Priority
UNBC	Prince George	2 of 6
Project Title		
Family Nurse Practitioner Simulation Lab Expansion		
Project Category		Program Type
New Priority		Health Sciences
Project Budget (\$ millions)		
Total Project Cost	Provincial Funding	PSI / Donor Funding
\$2.8M	\$2.8M	\$0
<ul style="list-style-type: none"> <li>UNBC responded to a Ministry of Advanced Education, Skills and Training health programs expansion call by providing an operating and capital proposal to support an annual 20-student increase in FNP students per year.</li> <li>Nursing programs (graduate and undergraduate) use the same lab/simulation space on the Prince George campus.</li> <li>Engagement was conducted with all School of Nursing Faculty and Lab instructors (all programs) to review what space adjustments &amp; additional equipment would be needed to handle existing programming while supporting a 20-student increase in FNP students per year. Additional space requirements were identified along with approaches to address fit for purpose to meet the changing needs in FNP education while ensuring all the other programs are supported in the new space.</li> <li>Classroom &amp; research space near the existing lab/simulation footprint was identified as potential areas to expand the lab/simulation space. Drawings were reviewed and updated and through an iterative process a larger new lab design was agreed to by all parties involved that accommodates unique programs' student needs.</li> <li>Operating plans to support the FNP expansion were developed with Nursing leadership.</li> <li>Ministry forms were submitted for expansion of the FNP annual intake considering the increased lab/simulation space required for all Nursing programs on the Prince George campus.</li> </ul>		
Strategic Alignment		
CleanBC Targets	DRIPA Response	
Not applicable – renovation in an existing structure	<p>All students entering the FNP program are required to successfully complete San'yas Indigenous cultural safety training within the previous two years prior to the semester of admission.</p> <p>All FNP students are required to take NURS 604 – Health and Well-being of Indigenous Peoples. This course provides a critical examination of Indigenous healing and well-being in relation to the historical influences of European contact and colonization, government social policy, environmental change, migration, and evolving lifestyles. Traditional and contemporary knowledge, worldviews and spirituality, as well as Indigenous approaches to healing and well-being within families and communities are explored. Taught by an Indigenous faculty member, this course provides students with a grounding in cultural safety, Indigenous protocols, and working with Indigenous patients and communities.</p> <p>The FNP program actively seeks practicum placements in Indigenous communities and with organizations such as the First Nations Health Authority and Carrier-Sekani Family Services to ensure that FNP students gain critical experience working with Indigenous patients, families and communities while under the mentorship and guidance of preceptors actively working in these areas.</p>	
Mass Timber Eligibility	Community Benefits	
Not applicable – renovation in an existing structure	Increasing the FNP intake by 20 students is a 100% increase of students into the program. FNPs are an important part of health care service provision and these additional students will provide additional resources for local providers to access/recruit.	

<ul style="list-style-type: none"> <li>This expansion call is part of the BC government's strategy to increase nurses/Nurse Practitioners in BC to support overall health care needs/outcomes in the province.</li> <li>This program expansion also assists the Province's StongerBC's Economic goals by closing the skills gap in the health care system.</li> <li>Northern community consultation with clinical networks and providers and paying attention to human resource gaps was the focus of this proposal.</li> <li>Unique Northern complexity highlights disparities in nursing workforce recruitment and retention policies that need to be addressed. Therefore, in concert with increased clinical, teaching and academic positions for Nurse Practitioners this expansion supports workforce planning to fill vacancies in all sectors.</li> </ul>		
<b>Project Schedule</b>		
<b>Target Bus. Plan Approval Date</b>	<b>Target Construction Start Date</b>	<b>Target Occupancy Date</b>
February 2023	May 2023	July 2023
Project would be completed primarily using in-house resources, so the timeline is able to be compressed. Target occupancy date is required to support intake of students for expanded program.		
<b>Project Scope &amp; Objectives</b>		
<b>Project Scope</b>		
<ul style="list-style-type: none"> <li>Nursing lab/simulation space will increase from the existing 96 sq metres to the larger 255 sq metres.</li> <li>The new space will be fully renovated to cover the lab/simulation needs of the larger FNP cohort but also support the needs of the other existing nursing programs and their lab/simulation needs.</li> <li>Key components of the new space: <ul style="list-style-type: none"> <li>Contain flexible seating for theory-based components with the availability of synchronous online delivery</li> <li>Includes stations that support lab/simulation experience in acute and clinic-based environments</li> <li>Dedicated simulation area with remote viewing for student &amp; instructor observations</li> <li>Appropriate storage for mannequins and associated equipment</li> <li>Appropriate design to maximize student/instructor flow within the lab space</li> </ul> </li> </ul>		
<b>Project Objectives</b>		
With the identified Nursing shortages in BC this program is expected to generate up to an additional 20 new FNP graduates per year at full capacity. The new lab/simulation space will be purpose built and support all the Nursing programs offered at UNBC campus.		
<b>Key Risks</b>		
<p>At this stage UNBC has not received feedback on the initial proposal. The initial plan was to have the additional students in the FNP program for a Sept 2023 start. To support the student recruitment, faculty recruitment as well as the capital renovations we anticipate we would need all approvals in place by late August 2022. In the event approvals were provided after we may need to postpone the intake for another year.</p> <p>The window for capital renovations is restricted to the months of May-August as this period is the lowest usage in the current lab and alternative space could be made available to support lab/simulations for programs that run over this period.</p>		
<b>Options Considered</b>		
One of the key space considerations for the increased lab/simulation space was proximity to most of the faculty and support staff for the program. By looking at current space use within the School of Nursing and being open to different approaches to using space – the larger lab space is workable within the School. Some creative design work by our Facilities team allowed for research space that was needed for the larger lab to be incorporated into the School in a different manner. Faculty flexibility was also key, but all saw the increase in student outcomes by moving to this redesigned lab/simulation space.		
<b>Current Situation</b>		
<ul style="list-style-type: none"> <li>To expand the FNP program (currently 20 FTE per intake) to support an additional 20 students per year, additional space for Lab/Simulation is required</li> <li>The existing lab/simulation space is reaching capacity at current FTE levels and a refresh is needed in this area</li> <li>The capital request being made does allow for the expansion of the 20 FTE of FNP students and also allows for an updated area for all Nursing programming bringing in current best practices into a purpose-built space.</li> </ul>		

## Attachment 2: Project Overview

### Five-Year Capital Plan (2023/24 – 2027/28)

Project Detail																											
Institution	Campus/City	Project Priority																									
UNBC	Prince George	3 of 6																									
Project Title																											
New Mixed Use Student Housing, Academic Programs, Connection Hub and Food Services Building																											
Project Category		Program Type																									
Student Housing		Student Housing																									
Project Budget (\$ millions)																											
Total Project Cost	Provincial Funding		PSI / Donor Funding																								
\$99.1 M	\$96.5 M		\$2.6 M																								
<table><tr><td></td><td>Provincial Funding</td><td>UNBC</td><td>Total</td></tr><tr><td>Student Housing (200 beds)</td><td>54,500,000</td><td>600,000</td><td>55,100,000</td></tr><tr><td>Food Services</td><td>12,200,000</td><td>2,000,000</td><td>14,200,000</td></tr><tr><td>New Academic Programs</td><td>13,300,000</td><td></td><td>13,300,000</td></tr><tr><td>First Nations Centre and Event Space</td><td>16,500,000</td><td></td><td>16,500,000</td></tr><tr><td>Total</td><td>96,500,000</td><td>2,600,000</td><td>99,100,000</td></tr></table>					Provincial Funding	UNBC	Total	Student Housing (200 beds)	54,500,000	600,000	55,100,000	Food Services	12,200,000	2,000,000	14,200,000	New Academic Programs	13,300,000		13,300,000	First Nations Centre and Event Space	16,500,000		16,500,000	Total	96,500,000	2,600,000	99,100,000
	Provincial Funding	UNBC	Total																								
Student Housing (200 beds)	54,500,000	600,000	55,100,000																								
Food Services	12,200,000	2,000,000	14,200,000																								
New Academic Programs	13,300,000		13,300,000																								
First Nations Centre and Event Space	16,500,000		16,500,000																								
Total	96,500,000	2,600,000	99,100,000																								
Annual operating costs will be cost recovery for the housing and food services portions of the project, new funding sought from government for the operations of the academic programs. The funding for the First Nations Centre will be maintained through internal operating budgets. Preliminary design is required to develop the project scope and plan to facilitate funding evaluation. UNBC is seeking \$400,000 in funding to support this work. Routine Capital is currently fully allocated to preserving the value of existing assets – it could either be increased or funds redirected.																											
Strategic Alignment																											
CleanBC Targets		DRIPA Response																									
As a passive house project this building will use 90% less heat than existing buildings on campus, and will be heated by the Bioenergy facility to further reduce greenhouse gas emissions		Existing supports for Indigenous students will be enhanced through purpose build housing and social space. Flexible space for work integrated learning and training/skills development programs will enhance existing academic programs and provide connections for students to research and communities of practice.																									
Mass Timber Eligibility		Community Benefits																									
Mass timber passive house construction will result in lower life cycle costs and GHG emissions. Fast site works will lower overall construction costs.		The Cafeteria, Event Space and First Nations Centre would all be used by the broader community. In the event of emergencies, UNBC has a history of making Housing and other campus spaces available in support of emergency response operations.																									

This project supports Government priorities by providing dedicated space and Housing beds for Indigenous students, constructing new campus student Housing beds, advanced wood product use in construction, flexible space for work integrated learning and training and employment initiatives, as well as space for professional programs to be determined.

A signature building that champions Indigenization, sustainability and mass timber construction, and connection to community fits UNBC's vision to be Canada's leading destination University, supports our identity as Canada's Green University, and models our signature areas such as Indigenous priorities and Northern Community Sustainability and Development. The 2019 Campus Master Plan identified the proposed location as a key spot for enhancing the community and culture of the campus.

Providing space for academic programs would be based on well-documented needs in Northern BC and support resource development activities in the region, as well as emerging employment opportunities.

Active Learning classrooms support emerging pedagogical styles, while technology for remote delivery enables increased variety of program offerings in rural parts of the province, both in terms of academic programs and shorter training/skills development programs.

Life-safety risk will be reduced by eliminating the steep grade that is the approach from the residences to the main campus. Space utilization will improve through co-locating research groups, and it will place student welcome services at an easy to locate "start here".

## Project Schedule

Target Bus. Plan Approval Date	Target Construction Start Date	Target Occupancy Date
February 2024	June 2025	August 2026

Project would begin with functional planning in Fall 2023. Construction would begin in Q1 of 2025/26 and be complete by August 2026. This schedule is based on a funding decision by Q4 of 2023/24.

Design Bid Build	Quarter	2023/2024			2024/2025				2025/2026				2026/27			
		Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Functional Planning																
Funding Approval																
Design																
Award General Construction Contract																
Construction																
Project Completion																

## Project Scope & Objectives

### Project Scope

Construct a new 8,300 m<sup>2</sup> mixed use building as the heart of the campus. A mass timber residence would be situated atop a two story conventional construction academic foundation. The housing will be single bedrooms, with central washrooms. Indoor and outdoor social spaces, expansion of our First Nations Centre, new dining hall, and an Innovation Centre incorporated in the lower two floors of the building, along with potential new academic program space.

The location for the building is to the west of the Wintergarden, between the existing residences and the Agora/Library. UNBC Planning students put forward concepts to consider. Aspects we like are the integration of First Nations design elements, including notion of a pit house, thoughtful connections with existing buildings and outdoor space to develop thoroughfare from current Residences, and social/innovation space with views of the City (further solidifying in design the relationship with community).

### Project Objectives

This building will support existing programs through the provision of space designed for connections: between program areas, faculty and students, students and community, researchers and residents. Space for upskilling and reskilling programs through Continuing Studies is a key consideration at this time. New academic programs will be integrated depending on program type.

- 4,750 m<sup>2</sup> housing – 200 beds, single occupancy bedrooms with central washrooms, no kitchens and basement laundry
- 1,200 m<sup>2</sup> food services – cafeteria and kitchen to supports 700 students on campus, plus catering for off campus staff, students and faculty. Seating for 300 in "all you care to eat" plus general access seating for another 150 learners
- 1,000 m<sup>2</sup> new academic programs – new programs to come based on academic priorities; space is needed for labs, distance learning enabled classrooms, faculty offices and problem based learning breakout rooms

- 500 m<sup>2</sup> new Innovation Centre –the Global North Innovation Centre will support all academic programs at UNBC. It will enhance Economic Diversification in northern British Columbia and northern Canada by:
  - Working with northern and Indigenous communities to develop and enhance sustainable economic and commercial opportunities that provide employment and community building.
  - Creating partnerships with industry to research, develop, demonstrate and commercialize new and innovative processes, technologies and resource management practices that are environmentally sustainable and enhance global competitiveness;
  - Supporting the green economy, sustainability in the north and diversification of resource-based industries.

For several years prior to COVID, UNBC Housing maintained a waiting list. Market studies show demand as well. This project will increase student housing available on campus, add a new unit style and shift first and second year students living on campus closer to support services. This building will provide suitable housing options for Indigenous students, and co-locates the First Nations Centre to assist with integrated programming. Priority access for former youth in care, Indigenous students, and first year students will be key. The building will develop social space on campus, ideally incorporating elements to promote innovation and work-integrated learning in connection with research, business and industry. A new Dining Hall will allow for meal plan students from existing and new residences to take advantage of informal mentoring opportunities in an “all you care to eat” facility at the heart of campus, along with specific programs to support wellbeing and healthy living. The overall project will demonstrate mass timber construction with high supply chain integration and efficient site construction.

Drawing on our unique geographic perspective and inter-disciplinary approach to research, development, and educational program delivery, the Innovation Centre will:

- Be a catalyst for industrial partnerships that drive research, innovation and commercialization of processes and technologies that are environmentally sustainable and enhance global competitiveness while providing educational and training opportunities for coding and digital skills development to Canadian youth;
- Be a leader in applied research and teaching in civil and environmental engineering for changing northern climates and ecosystems, prepare future engineers for the emerging low-carbon, green economy and climate change, and meet the current shortfall and high forecasted demand for engineers in northern BC;
- Explore how resource-dependent communities in northern British Columbia and around the world can adapt to globalization and changing economic and environmental conditions.

### Key Risks

Multi-use building with multiple funding sources – requires concerted effort to coordinate the design and ensure all funding partners’ needs are met.

Tall wood and mass timber construction using prefabricated elements is still an emerging field in BC. This project will incorporate careful supply chain planning and Building Information Modelling (BIM) to ensure components arrive just in time for short duration construction. BIM will also lower the long term costs of maintaining the building

### Options Considered

Stand alone housing was considered, but the locations available were not suitable, nor did they promote the strong connection to the heart of campus. One and two bedroom suites were considered, but are too low of density to be cost-effective to construct, nor does it provide an advantage to first and second year student retention.

Phasing the building of additional campus housing has been considered, and may be a viable path forward. UNBC plans to examine this in the coming year, and incorporate this option into the functional planning phase of the project. One option of interest is to construct a smaller stand-alone housing building that would provide some diversity of supply type (mature students potentially).

### Current Situation

This would be a new building on vacant land adjacent to existing buildings. Current Student Housing is one style (4-room suites) with consistent wait lists during the past 5 (non-COVID) years. Efforts are underway to integrate Housing programming more closely with Student Services on main campus, with a focus on first year experience and retention.

Dedicated space for Indigenous students within and connected to Housing is desired, along with opportunities to increase programs such as Elder in Residence. As work integrated learning matures at UNBC, space for students to innovate alongside business and industry leaders, as well as connect research to communities of practice is essential.

The work of Continuing Studies in upskilling and reskilling also requires additional space, which could be programmed flexibly to optimize space use. Finally, the existing Dining Hall is capable of supporting existing meal plan students, but could not reasonably support the needs of a new Housing development.

The existing Agora Dining Hall would be repurposed as an open access learning commons, with retail food services for Housing residents and commuters.

## Attachment 2: Project Overview

### Five-Year Capital Plan (2023/24 – 2027/28)

Project Detail					
Institution		Campus/City		Project Priority	
UNBC		Terrace		4 of 6	
Project Title					
CMTN UNBC Terrace Learning Centre					
Project Category			Program Type		
New Priority			Arts & Sciences		
Project Budget (\$ millions)					
Total Project Cost		Provincial Funding		PSI / Donor Funding	
\$140.8 M		\$140.8 M			
The estimated capital cost for the project is \$140,800,000.					
		2024/25	2025/26	2026/27	Total
Provincial Cashflow	800,000	59,400,000	80,600,000	140,800,000	
The annual operating costs are anticipated to be met through reallocation of existing resources for the buildings that would be replaced.					
The existing UNBC Terrace building and land could potentially be sold – this revenue has not currently been factored into the project funding.					
Strategic Alignment					
CleanBC Targets			DRIPA Response		
Energy efficiency of a new building constructed to Energy Step 4 is expected to reduce emissions by approximately 75% relative to comparable institutional buildings. Operating a single combined building (rather than two buildings on separate sites) will achieve additional efficiencies.			Student and local First Nations consultation will be a strong component of the design development. This project will build on and complement the Indigenous forms and spaces of the recently completed student housing project at the Coast Mountain College site. It is expected that students and faculty from the Frieda Diesing School of Northwest Coast Art will have opportunities to contribute art towards the project.		
Mass Timber Eligibility			Community Benefits		
Mass timber is expected to be the primary construction methodology, subject to confirmation during detailed design.			No specific community benefits have been identified at this time.		
<ul style="list-style-type: none"><li>Supports UNBC’s regional campus goals, and supporting students in rural areas of the province.</li><li>Cost effectiveness would be achieved through combined building services. On the broader campus level there would be shared usage of existing CMTN facilities including housing and the First Nations Longhouse.</li><li>Videoconference classroom for remote support of the Nursing program, and joint delivery of programs between the University and the College as a means to meet the educational needs to rural regions of the province.</li><li>Space utilization would be improved through co-location of student services between the two institutions. Shared services within the building would include the Cafeteria and Food Services.</li></ul>					

- Better integration with the College, and stronger service delivery in the home regions will improve the access to education for Aboriginal learners.

## Project Schedule

Target Bus. Plan Approval Date	Target Construction Start Date	Target Occupancy Date
May 2024	November 2025	March 2027

Based on funding approval in Q1 of 2024/25 the project would begin design in July 2024, proceed to construction in Fall 2025 and be complete by March 2026.

Design Bid Build	Quarter	2023/24			2024/25				2025/26				2026/27			
		Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Functional Planning																
Funding Approval																
Design																
Award General Construction Contract																
Construction																
Project Completion																

## Project Scope & Objectives

### Project Scope

At a conceptual level this would be nominally 11,000 m<sup>2</sup> in gross area and of mass timber construction. The two institutions intend to proceed with functional planning in 2024 with a possible construction schedule as shown above.

Programs include Nursing, Social Work and Education from UNBC, and Early Childhood Education, Social Work and Nursing from CMTN.

### Project Objectives

The primary reason for considering this is to provide an enhanced learning environment for our students in North Western BC, and ensure that our students have the supports they need to succeed. This would create operational efficiencies especially around facilities, and expand the support systems for students (many of which UNBC shares with CMTN now, even though we are not on the same site).

UNBC is exploring the idea of moving our operations out of UNBC's existing facility in Terrace, and disposing of both the land and the building.

### Key Risks

The project is at the concept development stage; key risks and proposed mitigation strategies will be developed as the Functional Planning is completed (Fall 2024).

### Options Considered

The primary alternative option would be to maintain the status quo of each institution within their existing facilities on separate sites while the buildings continue to age.

### Current Situation

UNBC will continue to strengthen our partnerships with the colleges that operate in the North, particularly where there are synergies in facility utilization and program delivery. The aim is to provide better pathways for our students wherever possible.

The UNBC Terrace campus is a single 1,314 m<sup>2</sup> building with an FCI of 0.44 that is owned by UNBC. Due to challenges associated with operating a single remote building, and a desire to provide better pathways for students in the Northwest region, UNBC and Coast Mountain College are proposing combining programming into a single site and a new building.

The Terrace campus accommodates roughly 80 FTE.

The expectation is that the existing Terrace UNBC campus building and land would be sold.

## Attachment 2: Project Overview

### Five-Year Capital Plan (2023/24 – 2027/28)

Project Detail		
Institution	Campus/City	Project Priority
UNBC	Prince George	5 of 6
Project Title		
Agora Renewal		
Project Category		Program Type
Whole Asset Replacement or Renewal		Other
Project Budget (\$ millions)		
Total Project Cost	Provincial Funding	PSI / Donor Funding
\$27.88 M	\$27.8 M	\$0.08M
<ul style="list-style-type: none"><li>The estimated capital cost for the project is \$27,880,000.</li><li>A net reduction in operating and maintenance costs is expected due to newer and more efficient mechanical systems.</li></ul>		
Strategic Alignment		
CleanBC Targets	DRIPA Response	
Upgrades to HVAC, lighting, heat recovery and building envelope will be included to further reduce the emissions resulting from operating this building.	The Agora hosts the First Nations Centre, which will be enhanced as it is included within the scope. Consultation for design and planning will include the staff and participants in the First Nations Centre, as well as the UNBC Office of Indigenous Initiatives. The main campus entrance will enhance the Elder’s welcome area and aims to incorporate elements to increase the welcome for Indigenous members of our campus community.	
Mass Timber Eligibility	Community Benefits	
Mass timber structural elements were incorporated in the original building design, and this refit will preserve and enhance those components. No new structural work is proposed.	The Agora is the main point of access for community members coming to campus. In a typical year it hosts craft fairs, speech arts festivals, school groups and individuals seeking an indoor walking space.	
<ul style="list-style-type: none"><li>Sustainability and efficient provision of campus space are strategic university goals. Maintenance of key campus buildings is a central tenet of the campus master plan. Describe how the project aligns with government priorities investment in new training and employment opportunities</li><li>Improved building envelope and advanced heat recovery will enable low carbon electrification of the building heating systems.</li><li>Campus infrastructure services would be upgraded to current standards as part of the renewal.</li><li>Repairing and renewing the building at this stage in its life is more cost effective than deferring until catastrophic failures occur.</li><li>Provides high quality and safe learning environment.</li></ul>		
Project Schedule		
Target Bus. Plan Approval Date	Target Construction Start Date	Target Occupancy Date
April 2024	April 2025	July 2026
Preplanning	2023/24	
Planning	2024	
Design	2024/25	
Construction	2025 -2026	

<b>Project Scope &amp; Objectives</b>
<b>Project Scope</b> <p>This project will involve an evaluation, repair and upgrade to the mechanical and electrical systems, stabilization of concrete retaining walls, substantial roof repairs (green, BUR, concrete pavers, etc.), and architectural interior work including glazing, doors, accessibility upgrades and access control.</p>
<b>Project Objectives</b> <p>The primary objective of the project would be to repair and/or replace aging infrastructure prior to any further damage taking place. A number of the upgrades will also have energy savings opportunities.</p>
<b>Key Risks</b> <p>The project will need to be completed while the campus is operational – close cooperation with the scheduling office, night work and swing spaces will be utilized to mitigate impacts.</p> <p>Renovation work has the potential to uncover unknown conditions. Exploratory checks during design and contingency budgeting will reduce this to a manageable level.</p>
<b>Options Considered</b> <p>The only option available is to try to address small parts of this project with the yearly Routine Capital funding. Given the project management resources available and the volume of work required, this would take up to ten years to complete and is not a viable option.</p>
<b>Current Situation</b> <p>One of the original five campus buildings, the Agora was constructed in 1994 and contains Lecture Theatres, Main Entrances, Lobby, Offices and Food Services. It connects all the original buildings and behind all these services is the Utilidor that contains all the campus utility infrastructure.</p> <p>The exterior of the building includes cast-in-place concrete walls, stone and brick cladding finishing's and pre-cast concrete elements. The roof includes adhered built-up-roof with concrete interlocking pavers, metal roof assemblies and green roofs.</p> <p>With a high FCI (at 0.55), and being the heart of the campus, this building has been deemed the highest maintenance priority.</p> <p>According to VFA there are \$27.9 million worth of requirements identified in the next five years.</p> <p>The Agora will continue to serve as the heart and hub of campus – connecting the majority of the building while providing essential student services and classroom space.</p>

## Attachment 2: Project Overview

### Five-Year Capital Plan (2023/24 – 2027/28)

Project Detail		
<b>Institution</b>	<b>Campus/City</b>	<b>Project Priority</b>
UNBC	Prince George	6 of 6
<b>Project Title</b>		
Research Lab Renewal		
<b>Project Category</b>		<b>Program Type</b>
Whole Asset Replacement or Renewal		Sciences & Technology
<b>Project Budget (\$ millions)</b>		
<b>Total Project Cost</b>	<b>Provincial Funding</b>	<b>PSI / Donor Funding</b>
\$35.9 M	\$35.8 M	\$0.1M
<p>The estimated capital cost for the project is \$35,900,000.</p> <p>A net reduction in operating and maintenance costs is expected due to newer and more efficient mechanical systems.</p>		
<b>Strategic Alignment</b>		
<b>CleanBC Targets</b>	<b>DRIPA Response</b>	
Upgrades to HVAC, lighting, heat recovery and building envelope will be included to further reduce the emissions resulting from operating this building. The goal is to bring this existing laboratory building to Net Zero ready.	Indigenous engagement and consultation for this project will focus on enhancing the Indigenous welcome and sense of place through the interior finishes revitalization.	
<b>Mass Timber Eligibility</b>	<b>Community Benefits</b>	
The existing concrete structure will be retained, and no new structural elements are planned. Mass timber accents on the building exterior will be retained and refinished as required.	Describe how the project delivers community benefits (e.g., emergency management centres and/or childcare facilities)	
<p>Sustainability and efficient provision of campus space are strategic university goals. Maintenance of key campus buildings is a central tenet of the campus master plan.</p> <p>Repairing and renewing the building at this stage in its life is more cost effective than deferring until catastrophic failures occur.</p> <p>Improved building envelope and advanced heat recovery will enable low carbon electrification of the building heating systems.</p> <p>Campus infrastructure services would be upgraded to current standards as part of the renewal.</p> <p>Provides high quality and safe learning environment.</p>		
<b>Project Schedule</b>		
<b>Target Bus. Plan Approval Date</b>	<b>Target Construction Start Date</b>	<b>Target Occupancy Date</b>
April 2025	April 2026	July 2027
Planning	2024/25	
Design	2025/26	
Construction	2026-2027	

<b>Project Scope &amp; Objectives</b>
<b>Project Scope</b> <p>This project will involve an evaluation, repair and upgrade to the mechanical and electrical systems, Fire Alarm system renewal, exhaust system renewal (fume hoods), substantial roof repairs (green, BUR, concrete pavers, etc.), and architectural interior work including glazing, doors, accessibility upgrades and access control.</p>
<b>Project Objectives</b> <p>The primary objective of the project would be to repair and/or replace aging infrastructure prior to any further damage taking place. A number of the upgrades will also have positive energy savings opportunities.</p> <p>Will also be undertaking the first functional planning exercise for this building since the adjacent Teaching Lab was built in 2002/2004 and the use of this original lab building changed.</p>
<b>Key Risks</b> <p>The project will need to be completed while the campus is operational – close cooperation with the scheduling office, night work and swing spaces will be utilized to mitigate impacts.</p> <p>Renovation work has the potential to uncover unknown conditions. Exploratory checks during design and contingency budgeting will reduce this to a manageable level.</p>
<b>Options Considered</b> <p>The only option available is to try to address small parts of this project with the yearly Routine Capital funding. Given the project management resources available and the volume of work required, this would take up to ten years to complete and is not a viable option.</p>
<b>Current Situation</b> <p>One of the original five campus buildings, this building is a four storey building with approximately 7,581 square meters of floor space. The “Research Lab” was originally built as the only lab on campus and housed, teaching labs, research labs and graduate space. This building is now used solely for Research and Graduate students and contains a variety of research labs, a greenhouse, an archaeology lab, DNA sequencing lab, loading bay, Chemical Stores, multiple specialized labs and substantial associated mechanical and electrical systems.</p> <p>With UNBC’s highest FCI (at 0.77) this building has been deemed a high maintenance priority.</p> <p>According to VFA there are \$35.9 million worth of requirements identified in the next five years.</p> <p>The Research Lab will continue to provide lab space for research and office space for faculty and graduate students</p>

Attachment 3: Prioritized List of Proposed Projects  
Five-Year Capital Plan Instructions (2023/24 to 2027/28)



Project Data (Table Part 1 of 2)								Strategic Alignment									
#	Institution	Campus	Region	Project Title	Project Description	Program Type	Project Category	CleanBC Targets	DRIPA Response	Mass Timber Eligibility	Community Benefits	Facility Condition Index (for existing assets)	Asset Replacement Value	Anticipated Approval Date	Anticipated Construction Start Date (Month/Year)	Anticipated Occupancy Date (Month/Year)	Total Project Budget
1	UNBC	Prince George	Cariboo	Renovation for Northern Baccalaureate Nursing Program in Prince George - Wood Innovation Design Centre	Create classroom, laboratory and office spaces for new nursing program in downtown Prince George - tenant improvements in existing building	Health Sciences	New Priority	Yes	Yes	Yes	Yes	Unknown	Unknown	Sep/2022	Apr/2023	Jul/2023	\$ 2,250,000
2	UNBC	Prince George	Cariboo	Family Nurse Practitioner Simulation Lab Expansion	Nursing simulation/lab expansion in Prince George to support MScN FNP seat expansion of 20 students	Health Sciences	New Priority	No	Yes	No	Yes	0.25	\$ 34,604,198	May/2023	May/2024	Jul/2024	\$ 2,788,000
3	UNBC	Prince George	Cariboo	New Mixed Use Student Housing, Academic Programs, Connection Hub and Food Services Building	Multi-use Building: Housing, First Nations Centre, Food Services and Professional Programs	Student Housing	Student Housing	Yes	Yes	Yes	Yes	N/A	N/A	Feb/2024	Jun/2025	Aug/2026	\$ 99,100,000
4	UNBC	Terrace	North Coast	CMTN and UNBC Terrace Learning Centre	New joint building for UNBC Terrace campus on the Coast Mountain Campus site	Arts & Sciences	New Priority	Yes	Yes	Yes	No	0.71	\$ 5,277,765	May/2024	Nov/2025	Mar/2027	\$ 140,800,000
5	UNBC	Prince George	Cariboo	Agora Renewal	Whole building renewal including: building envelope, HVAC efficiency upgrades and finishes	Other - please specify	Whole Asset Replacement & Renewal	Yes	Yes	No	Yes	0.57	\$ 50,614,146	Apr/2024	Apr/2025	Jul/2026	\$ 27,880,000
6	UNBC	Prince George	Cariboo	Research Lab Renewal	Whole building renewal including: building envelope, HVAC efficiency upgrades and finishes	Science & Technology	Whole Asset Replacement & Renewal	Yes	Yes	No	No	0.77	\$ 46,093,082	Apr/2025	Apr/2026	Jul/2027	\$ 35,900,000
																	\$ -
																	\$ 308,718,000

Budget Data (Table Part 2 of 2)

#	Institution	Campus	Region	Project Title	Project Description	Total Project Budget	Total Cashflow Forecast 2023/24	Total Cashflow Forecast 2024/25	Total Cashflow Forecast 2025/26	Total Cashflow Forecast 2026/27	Total Cashflow Forecast 2027/28	Total Cashflow Forecast Outgoing Years	Provincial Cashflow Forecast 2023/24	Provincial Cashflow Forecast 2024/25	Provincial Cashflow Forecast 2025/26	Provincial Cashflow Forecast 2026/27	Provincial Cashflow Forecast 2027/28	Total Provincial Cashflow Forecast Outgoing Years	Total Provincial Budget	Project Fully Funded by the Province?
1	UNBC	Prince George	Cariboo	Renovation for Northern Baccalaureate Nursing Program in Prince George - Wood Innovation Design Centre	Create classroom, laboratory and office spaces for new nursing program in downtown Prince George - tenant improvements in existing building	\$ 2,250,000	\$ 2,250,000						\$ 2,250,000						\$ 2,250,000	YES
2	UNBC	Prince George	Cariboo	Family Nurse Practitioner Simulation Lab Expansion	Nursing simulation/lab expansion in Prince George to support MScN FNP seat expansion of 20 students	\$ 2,788,000	\$ 2,788,000						\$ 2,788,000						\$ 2,788,000	YES
3	UNBC	Prince George	Cariboo	New Mixed Use Student Housing, Academic Programs, Connection Hub and Food Services Building	Multi-use Building: Housing, First Nations Centre, Food Services and Professional Programs	\$ 99,100,000	\$ 200,000	\$ 13,900,000	\$ 39,500,000	\$ 45,500,000				\$ 13,100,000	\$ 38,700,000	\$ 44,700,000			\$ 96,500,000	NO
4	UNBC	Terrace	North Coast	CMTN and UNBC Terrace Learning Centre	New joint building for UNBC Terrace campus on the Coast Mountain Campus site	\$ 140,800,000		\$ 800,000	\$ 59,400,000	\$ 80,600,000				\$ 800,000	\$ 59,400,000	\$ 80,600,000			\$ 140,800,000	YES
5	UNBC	Prince George	Cariboo	Agora Renewal	Whole building renewal including: building envelope, HVAC efficiency upgrades and finishes	\$ 27,880,000	\$ 80,000	\$ 1,400,000	\$ 18,100,000	\$ 8,300,000				\$ 1,400,000	\$ 18,100,000	\$ 8,300,000			\$ 27,800,000	NO
6	UNBC	Prince George	Cariboo	Research Lab Renewal	Whole building renewal including: building envelope, HVAC efficiency upgrades and finishes	\$ 35,900,000		\$ 100,000	\$ 1,800,000	\$ 23,600,000	\$ 10,400,000				\$ 1,800,000	\$ 23,600,000	\$ 10,400,000		\$ 35,800,000	NO
						\$ -													\$ -	
						\$ 308,718,000	\$ 5,318,000	\$ 16,200,000	\$ 118,800,000	\$ 158,000,000	\$ 10,400,000	\$ -	\$ 5,038,000	\$ 15,300,000	\$ 118,000,000	\$ 157,200,000	\$ 10,400,000	\$ -	\$ 305,938,000	

Attachment 4: Summary of Major Ongoing and Planned Self-Funded Projects (>\$5 million)

Five-Year Capital Plan Instructions (2023/24 to 2027/28)



#	Institution	Campus	Region	Project Description	Anticipated Construction Start Date (Month/Year)	Anticipated Occupancy Date (Month/Year)	Total Project Budget	Total Cashflow Forecast 2023/24	Total Cashflow Forecast 2024/25	Total Cashflow Forecast 2025/26	Total Cashflow Forecast 2026/27	Total Cashflow Forecast 2027/28	Total Cashflow Forecast Outgoing Years
1	UNBC	Prince George	Caribou	David Douglas Botanical Garden	Jul/2022	Oct/2026	\$ 5,300,000		\$ 2,700,000		\$ 1,600,000	\$ 1,000,000	
							\$ -						
							\$ 5,300,000	\$ -	\$ 2,700,000	\$ -	\$ 1,600,000	\$ 1,000,000	\$ -

Attachment 5: Existing Student Housing Building Inventory Data - Completed and Under Construction

Five-Year Capital Plan Instructions (2023/24 to 2027/28)



#	Institution	Campus	Municipality	Neighbourhood / Building Group Name	Building Name	Type (e.g. Single, Quad, Duplex)	Description	Number of Beds	Year Built	Year Renovated (if applicable)	Description of Renovations
1	UNBC	Prince George	Prince George		Neyoh - Dorm 1	Quad	Both Housing buildings on campus are identical. They are primarily wood frame construction and the majority of the suites are 4 bedroom with shared kitchen and bathrooms. There are a few 2 bedroom suites for RL Coordinators. There is also some common space provided.	270	1995	2016	The work completed was substantially on the interior and involved the architectural elements (eg. Paint, flooring and furniture replacements, washroom upgrades, upgraded social space and lighting). All electrical baseboard heaters within the suites and common areas were also replaced with hydronic radiators and connected to the Bioenergy Plant. Door hardware was also replaced and upgraded to card access. Basic envelope repairs were completed to the roof and the exterior, as well as a major upgrade tot he sidewalk to accommodate accessibility issues. Cost was \$5.2 million.
2	UNBC	Prince George	Prince George		Keyoh - Dorm 2	Quad	Both Housing buildings on campus are identical. They are primarily wood frame construction and the majority of the suites are 4 bedroom with shared kitchen and bathrooms. There are a few 2 bedroom suites for RL Coordinators. There is also some common space provided.	270	1996	2017	The work completed was substantially on the interior and involved the architectural elements (eg. Paint, flooring and furniture replacements, washroom upgrades, upgraded social space, and lighting, the same as Neyoh. All electric baseboard heaters within the suites and common areas were also replaced with hydronic radiators and connected to the Bioenergy Plant. Door hardware was also replaced and upgraded to card access. Basic envelope repairs were completed to the roof and the exterior, as well as a major upgraeade to the sidewalk to accommodate accessibility issues. Cost was \$5.5 million.

**BOARD OF GOVERNORS – PUBLIC SESSION**

<b>Meeting Date:</b>	September 16, 2022
<b>Agenda Item:</b>	9.a. Report of the President
<b>Material:</b>	1. Quarterly Public Written Report of the President

## Board of Governors Report

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Submitted by: Dr. Geoffrey Payne, President and Vice-Chancellor  
For the Period: June 2022-September 2022

### Overview

Outlined below are several key areas of focus that have been active during the period since my last annual report provided in June. The key indicators of focus leading into 2022-2023 are to collect relevant data to facilitate informed decisions to ensure the University is achieving its goals and allocating resources appropriately. The executive team is working on a dashboard and metrics that will track trends and key performance indicators. Such metrics and indicators will include the following and will be expanded upon along with the guiding overarching themes:

- Financial Trends
- Enrolment and Program Trends
- Human Resources (Equity, Diversity and Inclusion)
- Research Funding
- University Wide Projects
- Risk Assessment and Mitigation
- Philanthropy and Donor Engagement
- Student Experience
- Community Engagement

### Overarching Themes

- *Continue to foster respectful and collaborative relationships with the First Nations and Indigenous communities.*
- *Continue to make decisions that are informed by data and evidence to leverage opportunities and maximize our resources in areas identified by our renewed strategic vision.*
- *Continue to ensure UNBC is welcoming and safe community with significant and substantial commitment to equity, diversity and inclusion.*
- *Provide outstanding experiences to our students which support their foundation to build and achieve the next steps in their aspirations.*
- *Reaffirm our commitment to our communities and regions in realizing the vision that was outlined for our University.*
- *Strong commitment to collaborative, open and meaningful employee relationships which support and empower them within our community.*

## **Summary**

Throughout the summer there has been much progress within my portfolio and the portfolio's of the Vice-President's and direct reports. We do however continue to have areas that need attention and support including student enrolment, workforce turnover and information technology among others. During our weekly President Executive Council meetings and additional one-to-one meeting's, I continue to be updated and work with the Vice-Presidents and the Executive Director of Strategy and Staff to support the University as a whole. Additionally, my focus continues to be more University wide and externally focused as I support the University through my engagements throughout the North, provincially, nationally and internationally.

## **President's Office**

In addition to the Vice President's as direct reports to the President, the President also has the following units reporting through their directors and receiving support and direction from myself. Highlighted are some of the of key accomplishments from those departments over the period of the report.

- Office of Equity, Diversity & Inclusion
- Office of University Governance
- Office of Communications & Marketing
- Office of University Athletics

## **Transitions and COVID-19**

Coming through the summer months and leading into the Fall 2022 academic term, we continue to work externally with the Provincial Health Office and Northern Health along with internal university leaders to meet the needs of our community. We are always learning and preparing for the next phases but I am happy to report that Summer 2022 term was very successful and our Fall term is off to a very busy and exciting start with campus activity not seen September 2019.

## **Enrolment**

As highlighted above and although our enrolment is showing some positive signs particularly in areas of graduate and international students our domestic enrolment remains a significant area of concern. The issue is multifactorial and beyond student numbers has additional impacts and risk in multiple areas for the University. A solution-driven approach that focused both recruitment and retention working with all departments across the University is required and one that is grounded in student-experience and success. There are a number of initiatives addressing this across the Vice President's portfolios supported by their respective teams and within the portfolio of the Associate Vice President for Equity, Diversity and Inclusion.

## **British Columbia Post-Secondary Funding Review**

As summarized in my annual review in June 2022 the provincial government funding review for post-secondary institutions was a two-phase approach and guided by eight main principles. Phase 1 included individual institutional submissions and consultations to support findings context and then in phase 2 those finding would inform recommendations led of the Ministry of Advanced Education Skills and Training. Phase 1 is about to be completed and for information is the link to UNBC’s submission as part of the review process.

[https://www2.gov.bc.ca/assets/gov/education/post-secondary-education/funding-review/ffr-submissions/university-of-northern-british-columbia\\_ffr-submission.pdf](https://www2.gov.bc.ca/assets/gov/education/post-secondary-education/funding-review/ffr-submissions/university-of-northern-british-columbia_ffr-submission.pdf)

## Strategic Plan Renewal

The next phases of the plan to renew UNBC’s Strategic Plan are underway that will position UNBC for future success and the changing landscape of higher education. The approach will utilize the expertise of an external consultant team that will be supported by an internal steering committee comprised in individuals across our University community. Highlighted below are details and timelines related to the process. As noted we are currently wrapping up phase 1 with the selection of our external consultant. The specific steps and actions in this process will be finalized once the lead consultant is selected. However, in general, all proposals have identified the following timeline:

<p><b>* Phase 1:</b> July – August</p> <p><b>Selection of Consultant</b></p>	<p><b>Update:</b> a strong interest with 13 proposals. We will meet with the shortlisted companies the week of September 6<sup>th</sup> and finalize the contract week of September 12<sup>th</sup>.</p> <p><b>Outcomes:</b> Following the completion of the RFP process the contract is awarded.</p>
<p><b>Phase 2:</b> Sept – October</p> <p><b>Process Design and Planning</b></p>	<p>Formation of the steering committee followed by a workshop to design the process.</p> <p><b>Outcomes:</b> A shared understanding of project expectations and desired outcomes, alignment on vision, and process design.</p>
<p><b>Phase 3:</b> November to February</p> <p><b>Current State Assessment (Research, Consultation, Engagement)</b></p>	<p><b>Outcomes:</b> Summary report of consultations as well as consensus on areas of opportunity and vision for the future.</p>
<p><b>Phase 4:</b> (March to July)</p> <p><b>Plan Development and Finalization</b></p>	<p><b>Outcomes:</b> Consensus on a clearly defined strategic plan that will serve as UNBC’s action plan for the next 5-years.</p>

\* We are here

## **Office of Indigenous Initiatives and First Nations Centre**

There has been significant turnover of staff within both the Office of Indigenous Initiatives and the First Nations Centre in recent months. This is a critical area for our University community. In early August it was decided the best way to support these offices would be through reporting to the Office of Equity, Diversity and Inclusion. Aman Litt, Associate Vice President would oversee and support these units for a period of 3-4 months to garner feedback and outline a direction going forward for UNBC and our Indigenous efforts and relationships both within and external to the University community.

## **Budget and Planning/CLF**

Vice President Finance & Administration, Somani has been working with the executive team and Collaborative Leadership Forum (Deans and Directors) to continue develop a financial accountability and stewardship approach for the 2023-2024 University budget. We continue to move closer to a position of fiscal sustainability and growth opportunity. The principles of our budget remain as previous years 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 the infrastructure to support.

## **Northern Post-Secondary Institution Collaborations**

I am currently the Chair of the Northern Post-Secondary Council which includes the four Northern post-secondary institution Presidents. We continue to work on ideas that capitalize on the individual strengths of each institution to collectively enhance opportunities for students. This past August, I hosted a retreat of this council and representatives from AEST at UNBC in which the areas of discussion were:

- Healthcare Pathways for International Students
- Contact North BC
- Potential Areas of Institutional Collaboration
- Funding Model Review update
- Student Mental Health
- Enrolment
- Post-COVID Ideas
- Study North BC Continuance
- Mastercard Foundation Opportunities

## **Research Universities of British Columbia Council (RUCBC)**

There continues to be monthly meetings with the Presidents of the Research Universities of BC (University of British Columbia, University of Victoria, Simon Fraser University, Royal Roads University and Thompson Rivers University). In mid-August there was a President's retreat in Victoria. The areas of discussion during the retreat were:

- BC Government Post-Secondary Funding Review
- Working better with government
- Partnerships and Collaborations amongst the RUCBC Universities.

## **Engagement**

I continue to re-establish and enhance connections with our broader community and stakeholders. This will continue be a growth area within my portfolio to benefit the University through a variety of connections, opportunities and integral relationships. Below is a selected report of key meetings and engagements that have occurred during this period to bring the following to the attention of the Board and the University Community.

- On June 22<sup>nd</sup>, I attended the opening of the Witness Blanket exhibition at UNBC.
- On July 6<sup>th</sup>, I had a lunch meeting with two donors and supporters of UNBC to talk about future opportunities.
- On July 18<sup>th</sup> I had lunch with federal Minister Carolyn Bennet discussing homelessness and health care access.
- On August 5<sup>th</sup>, I had a meeting regarding the Black Entrepreneurship Collaboration with Carleton University.
- On August 5<sup>th</sup>, I had a meeting with Fortescue Industries on research and academic opportunities related to a Green Hydrogen collaboration with UNBC
- On August 11<sup>th</sup>, I traveled to meet with Chief Louie and Council of the Nadleh Whuten First Nation on partnerships with UNBC.
- On August 29<sup>th</sup>, I had a meeting with President of Northern Health Cathy Ulrich on a collaborative project with UNBC.

## **Advancement**

We have reached a critical point where it is important to meet the needs regarding University Advancement and donor engagement through my office. I will be restarting the Advancement Advisory Committee to support our efforts at UNBC in which this group of external individuals can provide insight and advice to me on. The #payitforward campaign launched prior to the summer continues to be very successful and in the Office of Research of Innovation we have added two positions including a Development Officer to support the campaign and a Sponsorship Officer to work with Office of University Athletics.

## **Leadership Searches**

I am excited to report that the new Vice President Academic and Provost, Dr. Wendy Rodgers has started her tenure at UNBC and we are thrilled to have her part of the UNBC community. We are also at the application stage for the new Vice President for Research and Innovation that will be critical for UNBC and round out the executive team.

## **Summary**

Overall, it continues to be a busy and exciting time for UNBC and the start of the fall term has a level of activity not seen in a number of years. 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.

**BOARD OF GOVERNORS – PUBLIC SESSION**

<b>Meeting Date:</b>	September 16, 2022
<b>Agenda Item:</b>	9.b. Reports of the Vice-Presidents – Vice-President Academic and Provost
<b>Material:</b>	1. Quarterly Public Written Report of the Vice-President Academic and Provost

**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 June 2022 to August 2022**

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. Office of Faculty Relations**

- The University and the Faculty Association continue to engage in positive communications, consultation, collegial relations, and amicable approaches to settle differences or grievances as they arise. This environment of mutual respect has stabilized the relationship between the University and the Faculty Association, which is especially important because the parties will be preparing for negotiations in 2023.
- The Office of Faculty Relations will host a workshop on negotiations in early October for the senior academic administrators and exempt staff to provide greater understanding of collective bargaining and support for the bargaining team.
- The Office of Faculty Relations also continues to support the solution to grievances and arbitration. Through communication and mutual understanding, it is our goal to resolve many of the grievances without resorting to arbitration.
- This Fall, the Office of Faculty Relations will expand its mandate to include a focus on Faculty Engagement through more proactive workshops on aspects of faculty career development.

#### **2. Indigenous Initiatives**

- The Office of Equity Affairs, led by Aman Litt, Associate Vice-President, EDI, will be overseeing the Office of Indigenous Initiatives and the First Nations Centre on an interim basis.

#### **3. Graduate Degree Programs**

##### **New and Renewed Programming**

- Continuing to facilitate various aspects of the planning and implementation of the UBC Physical Therapy and Occupational Therapy degree programs. F22 will have the second cohort of the distributed Physical Therapy program at UNBC and the first cohort of the Occupational Therapy program. Implementation of these programs is continuing as expected.
- As part of the implementation, we are continuing to work with Northern Health, Northern Medical Program, and other UNBC health programs to develop an Inter-Professional Training Centre in Prince George. A feasibility study has been completed and the group is working to confirm specific program offerings at this Centre. Implementation includes the development of a training plan to meet the

provincial requirement for violence prevention for clinical placement students in Nursing, Social Work, and OT/PT.

- Continuing work with the Dean and the School of Education in the renewal of the Master of Education Program. Revisions to the degree requirements have been approved by Senate and the Board. Once complete we will submit a proposal to DQAB and the Ministry for approval. The tentative start date is July 2023.
- Supporting the Dean, the Chair and the School of Engineering in the implementation of the MASc in Engineering. The Minister has approved the proposal, as announced in November. Welcoming the first cohort of students into the MASc in Engineering in September.
- Working with the Dean, Faculty of Indigenous Studies, Social Sciences and Humanity (FISSSH) on the proposed PhD in Interdisciplinary Studies. Because UNBC is not exempt at the PhD level, a full program proposal will be submitted to DQAB and the Minister for approval.
- Continuing discussion and homework to develop a proposal for a program in Veterinarian Medicine based on a distributed model; it will enable UNBC to help in solving the Veterinarian shortage in Northern BC.

#### 4. Faculties

- b. Introducing social and academic events to showcase Faculty (FISSSH) and realize a vibrant and welcoming community and culture (e.g. Professorial Lecture Series in October and February, Visiting Professorship, Annual Lectures).
- c. Developing faculty onboarding procedures, aimed to integrate new faculty members to the Faculty of Indigenous Studies, Social Sciences and Humanities.
- d. Creating Faculty principles and procedures for school outreach initiatives in FISSSH.
- e. Beginning the search for the Computer Science Chair in FSE.

#### 5. Undergraduate Degree Programs

##### a. New and Renewed Programming

Continuing support and facilitation of various aspects of the following new academic programs at UNBC:

- Civil and Environmental Engineering: F22 is the 4th and final year of the phase-in with the first cohort graduating in June. These programs are a focus area for student recruitment.
- Nursing in the Northeast: Nursing in the Northeast continues with its second cohort for F22. Faculty now at full complement for this program.
- Bachelor of Education: Continuing to support the Dean and the School of Education with the implementation of the refreshed BEd at all UNBC campuses.
- Initial approval has been provided to increase nursing seats within our Nursing Collaborative Baccalaureate Program (NCBNP) at our regional campuses as well as the development of a new 5 semester Nursing undergraduate program in Prince George. Continuing work on the implementation of these two initiatives, along with the lease agreement between UNBC and the Ministry for space in the Wood Innovation and Design Centre.
- Undergraduate Social Work renewal is ongoing and is expected to be completed in 22/23.
- Supporting the Dean and the Chair of First Nations Studies in partnership with the Wilp Wilxo'oskwhl Nisga'a Institute in the development of a Nisga'a Language Fluency Certificate, a Nisga'a Language Fluency Diploma, and a Bachelor of Arts in Nisga'a Language Fluency. Motions related to the program were approved by Senate in November 2021 and the Board of Governors in January 2022. The degree program proposal was submitted to DQAB and the Minister in February

for approval. The proposed start date is September 2022.

- In response to the Ministry's call in April 2022 to support programming for 2,000 Tech Relevant seat expansions in BC, UNBC prepared and submitted a prioritized list of programming options for consideration.

b. COVID-19

- Continuing to learn from our experience with alternate forms of course delivery during the pandemic.

c. Student Recruitment

- Between May and August, 24 tours of the Prince George campus were delivered for a total of 323 prospective students of all ages (many of these tours were large group tours requested by schools). While this number of tours is fewer than pre-pandemic, it is a significant increase compared to the summers of 2020 or 2021.
- Alongside Student Advising, developed and deployed pre-registration email communications to new undergraduate students admitted for Fall 2022 and Winter 2023.
- Alongside Student Advising, scheduled, promoted, developed, and delivered five online course registration information sessions in June to new Fall 2022 and Winter 2023 undergraduate students.
- Recruitment coordinated and performed in-high-school course registration sessions at School District 57 high schools to support new high school student course registration,
- Performed three sets of phone and text campaigns to Fall/Winter applicants who had outstanding documents to support undergraduate admissions.
- Prepared and distributed the 2022/23 UNBC Dual Credit application materials to SD 57, Cedars, and Westside Academy partners. Further, upon the release of the 2022/23 Course Schedule, prepared and distributed the Approved Dual Credit Course List to high school partners and admitted Dual Credit students. Lastly, Recruitment is responsible for course registration support for admitted Dual Credit students.
- Recruitment and Marketing prepared, coordinated, and delivered a promotional campaign for UNBC during the 2022 BC Summer Games in Prince George. This included a \$2,000 tuition credit for Athletes who attend UNBC by 2027 and a robust promotion campaign for the tuition credit and for UNBC overall. 170 participating athletes provided their contact information as the first step in eligibility for the credit.
- The Director of Student Recruitment is co-Chairing the UNBC Strategic Enrolment Management Working Group for Recruitment, Outreach, and Engagement.
- Alongside Continuing Studies and Conference and Events Services, coordinated the three-day UNBC component of "Science Week" for the 2022 Outlands Youth Employment Program for Northern BC, which saw 16 Indigenous Youth spend the week in UNBC Campus Housing to take part in Science-related activities alongside faculty and current students at UNBC and CNC.

6. Student Success

- Welcoming Justin Foster into the role of Director of Student Success effective September 1, 2022.
- Completing the restructuring of the Student Success portfolio to address critical gaps in first year experience, to improve first year retention by 33% by September 2023 and to reduce overall attrition by 20%; also to re-invest the increased revenues to support the second year experience. The enhanced structure will focus on student support and programming for increased resiliency of at-risk students and their success at UNBC.
- Supporting the Student Success team on the strategic enrolment management planning which

focuses on enrolment health and sustainability throughout the entire student experience. This will be done by creating a data-rich environment to inform decisions and evaluate outcomes.

- The Director of Student Success and the Associate Vice-President of Equity, Diversity and Inclusion are co-chairs of the Student Success SEM Working group supporting initiatives to improve the student experience and retention rates at UNBC.
- Student Success is launching the 3-year Proactive Retention System program at UNBC in August with the first round of surveys going out to all first-year students. The survey combines attitudinal variables with situational variables and a non-cognitive readiness self-assessment. This will create a predictive test that will identify students who are at risk as well as personalized Readiness Report; allowing us to reach out and build relationships early on to better understand how to actualize success for at-risk students and significantly improve retention at UNBC.
- Moving forward with the adoption of the National Standards for Mental Health and Well-Being for Post-Secondary Students and the creation of Customized Mental Health Framework and Audit Tool at UNBC through Student Success and Office of Equity Affairs.
- Welcoming incoming and returning students to UNBC orientation sessions and events that include online undergraduate and graduate student orientations, welcome ceremony, UNBC services fair, parents and family welcome, workshops, musical jam session, movie night under the stars, pancake breakfast, etc.

## 7. International Education

- Continuing to support the new Associate Registrar International in the restructuring of the International Education endeavor and integration with the Registrar's Office and related activities in Recruitment and Student Affairs, and the academic units.

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

#### 1. Academic Initiatives:

- Restarting the cycle of external program reviews in 2022-23 beginning with ENGL and INTS.
- Responding to recommendations from the external review of NORS.
- Supporting the Dean, FISSSH in the planning and renewal of each academic program for teaching/curriculum, with a view to creating predictable programming for students.
- Continuing to work with units to implement operational, system and reporting modifications related to the transition to five Faculties.
- Supporting the Deans and their academic units in developing realistic enrolment targets while enhancing the student experience following Strategic Enrolment Management (SEM) principles, and Integrated Planning and Budgeting processes.
- Supporting the University-wide Strategic Enrolment Management Planning Group with diverse representatives from across the UNBC community. The Dean of the Faculty of Environment and the Senior Academic Budget and Planning Officer are co-leads.

#### 2. Registrar

- Developing and implementing the admissions lifecycle in Salesforce TargetX, our new Customer Relationship Management tool, beginning with graduate admissions, and followed by undergraduate and international admissions.

- Implementing new systems' functionality for high school student admission, including the receipt of XML Ministry of Education transcripts, management of self-reported grades, and automation of admissions' decisions and communication.
- Preparing for upcoming systems upgrades: Education Planner BC Master Institution List, Education Planner BC 3.0, Banner Document Management, and Self-Service Banner 9.0, including new Registration and Advising Profile modules.
- Continuing curriculum systems' review and clean-up for DegreeWorks implementation and five faculty system enhancements.
- International Education
  - Continuing the integration of international enrolment in the Office of the Registrar, including the creation and implementation of several new CUPE positions to support international student recruitment, agent relations, international student administration, and overall retention.
  - Focusing on Fall 2022 international student intake and support, including the development of immigration consultation and IRCC support sessions and international orientation.
  - Coordinating the intake of exchange students from Japan, Norway and Switzerland this Fall; these are our first exchange students back on campus since 2019.

### 3. Student Recruitment

- Collaborated with Orientation to deploy staged Orientation module "call-to-action" emails for incoming new Fall 2022 students through the new CRM tool.
- Continue to incorporate new student recruitment and relationship building functionality available with the new CRM tool into student recruitment operations and activities.

### 4. Library

- The Library continues to progress with the RFP process for a new Integrated Library System (SaaS) that will manage the entire life cycle of library materials in all formats. In June, the RFP Working Group met with three different vendors, watched their presentations, and evaluated the products that were proposed. The Working Group has selected their preferred vendor and are waiting for the Privacy Impact Assessment to be approved before negotiations begin.
- Planning is underway for a term Librarian to help support the first intake of Occupational Therapy students in Fall 2022.  
Annelise Dowd, Access Services Librarian, received a University Excellence in Professional Practice, Mentorship, or Stewardship Award for their leadership and dedication to providing high quality service, particularly during COVID-19.

### 5. CTLT

With the departure of Anne Sommerfeld, we have implemented a team-based approach to the management of the CTLT, led by Dr. Owen, with contributed efforts from Dr. Heather Smith, Daniel Erasmus, Roy Rae, and various members of the revived Provost's Committee on Pedagogical Practice. This is intended as an interim measure, allowing the new Provost the opportunity to consider alternatives for the Centre.

## *Strategic Priority #3 - Enhance the research culture*

### 1. Research personnel

#### a. Faculty

- Continue to oversee the hiring of tenure-track faculty with proven research excellence or promise;

recruiting Faculty in First Nations Studies, Engineering, Psychology, Education, Nursing, and Social Work.

- Supporting the work of the Active Research Committee and the Office of Research and Innovation in planning UNBC's Research Week in February/March.

b. Academic administrators

- Encourage continued research productivity, setting an example of research activity and quality.

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

1. Planning and Budget

a. Integrated Planning

- Officially launched the Integrated Planning and Budgeting process for 23/24 with the President, Vice-Presidents, Integrated Planning, and Financial Services. The process incorporates a three year planning horizon.
- Continuing to support the Green University Visioning Task Force and community engagement to identify a "Green University Strategic Vision" for the next 50 years.

b. Continuing to support the project management and implementation of the Phase 2 Customer Relationship Management (CRM) System focused on Admissions for Graduate, Undergraduate and International. This enterprise-wide solution will integrate across UNBC student services and enhance the full student life cycle from inquiry to alumni.

c. Supporting process improvement and optimization to align external processes with the CRM System implementation. This initiative is focused on improving services and support through optimization of processes, automation of forms, and technology adaption.

d. Supporting the Deans in finalizing and implementing their governance structures for the five Faculties. Approved by Senate, May 25, 2022. As part this structure, recruitment is underway for undergraduate student representatives.

e. Completing renovations to combine classrooms 8-364 and 8-365 into one 30 seat active studio classroom for September 2022 hybrid teaching and pedagogy.

2. Information Technology

a. Information Technology Services will report to Rahim Somani, Vice-President Finance and Administration, beginning June 2022.

3. Labour Relations

- Attended the Joint Consultation Committee meeting with the UNBC FA to discuss articles and issues to deal proactively with potential grievances and to increase communications and improve relations.
- The Vice-Provost Faculty Relations has been very effective at improving the relationship between the Faculty Association and the administration, and in facilitating the implementation of the new Collective Agreement.
- Six joint working groups have been established to investigate specific issues identified but not fully addressed in the last round of bargaining. Served on one such group reviewing post-UPTAC procedures; now concluded; three of the six have reported.

#### 4. Regional Planning

- The Board of Governors September meeting will be held at the Terrace campus.
- Planning is underway to host a face to face RAC meeting in Sept/Oct at the UNBC Terrace campus.

#### Other current and key initiatives and collaborations:

PhD in Interdisciplinary Studies moving through the approval process, thanks to former-Dean Schorcht and VPR.

Working with the VPR on increasing the number of course-based Master's programs.

Nisga'a language fluency credentials with WWNI (Certificate, Diploma, BA).

Very excited at the possibility of a distributed DVM program!

**BOARD OF GOVERNORS – PUBLIC SESSION**

<b>Meeting Date:</b>	September 16, 2022
<b>Agenda Item:</b>	9.b. Reports of the Vice-Presidents – Vice-President, Finance and Administration
<b>Material:</b>	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**

**Meeting Date: September 16, 2022**

Estimated Reading Time (excluding Appendix C): 20 minutes

### **1.0 Portfolio Overview**

- 1.1 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 (Kerry Roberts, Director)
  - ⇒ Information Technology (IT) Services (Trevor Fuson, Chief Information Officer)
  - ⇒ Safety and Security (Sarah Elliott, Director)
  - ⇒ UNBC Land Trust (Christie Ray, Sr. Advisor Business Development)
  - ⇒ Integrated Planning (Bernadette Patenaude, Director - joint reporting with VPAP)

### **2.0 Preamble**

- 2.1 UNBC community remains excited and cautiously optimistic as it welcomed students for the fall 2022 term and aspires to continually achieve:
- a. progressively enhanced student experience and success,
  - b. systematically improved multi-year integrated planning that supports strategic growth,
  - c. enhanced UNBC brand, transparency, and accountability,
  - d. increasingly inclusive people development and employee success,
  - e. progressively improved optimization and digital transformation, and
  - f. increased financial stability.
- 2.2 Major highlights for the reporting period include launch of 2023-24 budget and planning process, preparation for the launch of the capital planning process, introduction of new quarterly reporting package, return to normal operations for Business Services, and planning for Fall 2022.
- 2.3 The significantly stretched human resource capacity in finance and administration (collectively administrative services) and IT resource constraints remain key challenges that are resulting in exhaustion, burnout and affecting the pace of optimization and digitization. This is further compounded by existing vacancies, employee turnover, short-term illnesses, long-term disability cases, and recruitment challenges.
- 2.4 Various strategies are being explored to mitigate these challenges (see #3 and #4 of Appendix A). However, additional resources will be required to supplement the ongoing efforts for synergies, integration, and optimization to address them on a long-term basis. Relevant ideas and options will be discussed and considered as part of the budget and planning process.

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- 2.5 The review of finance and administration policies, procedures and guidelines are making a steady progress 34% complete. Out of 139 documents, 35 have been repealed, and 43 are at various stages of review.

**3.0 The Launch of 2023-24 Budget and Planning Process**

- 3.1 The 2023-24 budget and planning process was launched at the beginning of August and is intended to build upon the goals, objectives and strategies developed as part of 2022-23 budget and planning and will be informed by the recently completed enterprise risk management exercise. The process is expected to be completed in January with a final submission to the Board of Governors at the 27 January 2023 meeting (see Appendix B).
- 3.2 This process aims to expand the existing budget and planning approach by introducing multi-year objectives and measures to supplement the multi-year financial forecast. It provides an opportunity to validate existing goals and objectives, and align strategies based on evolving context and ongoing reflection while outlining concrete and tangible success measures, indicators, timelines, and responsibilities.

**4.0 Quarterly Report for Q1 2022-23**

- 4.1 The new quarterly reporting package (see Appendix C) was introduced in August to support a strategy-driven, data-informed, and risk-based approach that fosters transparency, accountability, fiscal and social responsibility. The intent of the reporting package is to provide useful and meaningful information and the template will continue to evolve and be adapted, as needed, to support UNBC's guiding principles. The reporting package includes:
- a. Executive Summary presents the overall context, enrolment trend and analysis, and consolidated operating result comparison with previous year.
  - b. Overall Financial Summary presents the multi-year financial information, and current budget tracking with key statistics and ratios.
  - c. Financial Dashboard includes graphs related to comparison of consolidated operating results, sources of funds, expenditure classification, functional classification, break-down of other expenditures (excluding employee costs), and endowment summary.
  - d. Student Fees, Headcount and FTE (Full-Time Equivalent) Dashboard presents comparative annual and quarterly student fees, headcount, and annualized FTE. It also presents faculty-wise quarterly Headcount and FTE along with the FTE : Headcount ratio separately for undergraduate and graduate programs.
  - e. Capital Projects and Routine Capital Dashboard presents status summary, progress graph and spending curve for current year projects along with some socio-economic indicators and progress photographs. These indicators will continue to evolve and be adapted in the future, as required.
  - f. Energy Management Program Dashboard presents graphs related to energy management program savings, GHG annual emissions trend, energy intensity and energy costs. This section will continue to vary for each quarter as some of this information will be presented once or twice a year. Therefore, each quarter the type of information presented in this section will vary, as needed.

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- g. Statement of Financial Position presents the comparative information including annual and year-to-date comparison.
- h. Business Services: Key Indicators presents key indicators related to Business Services. These indicators will continue to evolve and be adapted in the future, as required.
- i. Detailed Financial Information presents relevant financial tables that are consistent with the budget presentation and provide multi-year annual and quarterly comparison as well as tracking of current budget.

**5.0 Enterprise Risk Management (ERM)**

- 5.1 University-wide risks have been identified and categorized into strategic, governance, people, financial, operational, and facilities. These risks will inform the budget and planning process for 2023-24. The major risks as per the participatory ranking include:
  - a. limited capacity and over-stretched employees.
  - b. lack of strategic enrollment management.
  - c. business interruption.
  - d. limited capacity and constraints for information technology support.
  - e. employee recruitment and retention.
  - f. academic programming and the changing landscape of higher education.
- 5.2 The ERM summary report of the KPMG facilitated process was discussed at the Audit and Risk Committee meeting held on 31 August 2022. As part of the next steps, risks will be incorporated into a risk register, reviewed, and prioritised by the Executives along with the identification of the owner to determine the mitigation and timelines. This will happen concurrently with the budget and planning process to avoid duplication. Moreover, dedicated additional human resource capacity will be required to implement and sustain the risk management initiative. The relevant mechanism and details will be finalized shortly.

**6.0 Human Capital**

- 6.1 The Human Resources team in coordination with the financial services supported the reorganization of Student Services, and IT Services. The workflow automation for the employee request form has been reinitiated and the lean-thinking mindset is being applied to improve the current processes. The Privacy Impact Assessment for available automation in Microsoft Teams has been completed and initial forms will include exit surveys, self-identification of candidates, and census for employees' self-identification.
- 6.2 In consultation with the AVP EDI, the hiring processes and relevant policies will be reviewed. Working with the Continuing Studies (CS) the employee onboarding and orientation is being reviewed and redesigned to leverage CS systems and skills to deliver a quality onboarding experience. The work on the position management, data cleaning, and system-generated reporting continues with some delays due to staff turnover and limited IT support. To mitigate recruitment and retention challenges, an updated unified progression plan for IT staff and a new progression plan for purchasing agents have been implemented that is supported by CUPE 3799. The implementation is expected to partially mitigate staffing challenges.

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- 6.3 The bargaining plan for CUPE 3799 and 2278-03 has been agreed with the Board and PSEC. The bargaining is expected to begin in coming months after the financial mandate is finalized. The work on the exempt compensation framework including performance management and progression has been initiated and is expected to be completed in coming months.
- 6.4 Since January, HR has recruitment for 130 faculty and staff positions (new positions and vacancies due to employee turnover or internal transfers) excluding sessional instructors, Teaching Assistants and Student-Staff. The recruitment of 65 faculty and staff positions is in progress. Key recruitments include Vice-President, Research and Innovation, Registrar, Associate Registrar, Manager, Student Experience and Planning, Manager, Occupational Health and Safety, and University Librarian (currently on hold). Major recruitments completed include Vice-President Academic and Provost, Director, Student Success, Assistant Director, Human Resources, and Manager, Financial Planning, Reporting and Budget.
- 6.5 A recommended service provider for the Employee Assistance Program has been short-listed through a request for proposal process. Subject to the results of a privacy impact assessment, the final award of the contract will be recommended for approval. The communication and implementation of five paid sick days in accordance with the new Provincial legislation related to those employees that were not previously eligible (e.g., casual CUPE staff) have been completed in coordination with the employee unions. The work on principle-based remote work guidelines is in progress and expected to be completed in coming months.

**7.0 Process Optimization and Digitization**

- 7.1 An institutional framework for ongoing review and process optimization is being finalized with an aim to build internal capacity and provide opportunities to apply skills and learning for process review and optimization. This is severely affected by the limited human resource capacity and is currently on partial hold.
- 7.2 The workflow automation through digitizing the paper-based forms is initiated as a pilot and will be progressed based on available capacity and resources. The current state is:

Forms / Processes	Current state mapping	Optimize without systems renewal	Workflow design / development	Test, adapt and sign-off	Communicate and implement
Average Time Required	1-3 months	1-3 months	2 months	2-3 months	3-6 months
Employee request	100%	100%	100%	10%	
Employee set-up and payment	100%	100%	100%		
Leave request	100%	100%	100%	50%	
Access device	100%	100%	50%		
Web access	100%	100%			
Spending authority	100%	100%			
Travel authorization	100%	100%			
Travel Claim	100%	100%			
Cheque requisition	100%				
Employee onboarding and exit					

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- 7.3 The payroll process has been reviewed through a series of lean sessions facilitated by KPMG to map the current state, identify pain points, and opportunities. The organizing framework of the payroll services is currently being finalized to facilitate the process improvements, and an efficient and integrated approach. The next steps will be finalized in coming weeks.

**8.0 Capital Projects**

- 8.1 All projects are progressing on time and within budget ensuring complete adherence to the safety standards. The summer construction season has progressed well – Neyoh residence roof replacement, exterior wood refinishing, new accessible sidewalk for Charles J. McCaffrey Hall south entrance, water valve replacements, concrete restoration on the Doug Little Lounge and utility installation for the David Douglas Botanical Gardens Expansion are all expected to be complete by the end of September.
- 8.2 Key risks include budgetary pressures due to escalating material costs and shipping delays from global supply chain disruption. Another ongoing risk is personnel availability: short term COVID illnesses, long term disability cases and departures have risen in recent months. Shortages in critical trades could impact project schedules.
- 8.3 The Five-Year Capital plan has now been submitted for the Board of Governors' approval. Planning for next iteration is underway and will include a prioritization session with the Collaborative Leadership Forum at the end of September followed by a session with the Board.
- 8.4 The current phase of the David Douglas Botanical Gardens Expansion has been redefined to enable the grant funds to be expended within the agreed timeline. A donated kiosk will replace the proposed Visitor Centre, allowing funds to be directed towards initial stages of gardens development. Site clearing and bulk excavation are expected to commence in the fall.

**9.0 Facilities Management**

- 9.1 All facilities are open and operating in compliance with regulatory requirements. The specific Fire Safety Plan for each building will be updated this fall to maintain compliance.
- 9.2 The Bioenergy Plant has offset 85% of natural gas usage year-to-date that is consistent with the annual goal. The plant has been operating very well, aside from 19 days of unplanned outage due to fuel feed challenges in May.

**10.0 Information Technology Services (ITS)**

- 10.1 ITS was re-organized to enable (a) improved customer service, (b) increased capacity to replace aging classroom technologies, and (c) increased capabilities to transition to modern architectures in cloud. The reorganization resulted in reduced management staffing to facilitate an increase for AV support deemed critical given no major AV upgrades were performed during 2012-2020; current ITS staffing is 34 FTE that is 25% lower as compared to 2012.
- 10.2 Inability to recruit and retain IT talent continues to be a major challenge and historically, lower compensation has been a key reason for employee turnover. It is expected that the unified progression plan for IT staff will partly mitigate staffing challenges.

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- 10.3 As approved by the President's Executive Council, the ITS has successfully pivoted to a long-term remote work model for positions that are not required to be on campus. This has allowed ITS to free up 15 spaces for important teaching and research activities. Additionally, this model has proven to be a major factor in retaining existing staff.

***IT strategy roadmap***

- 10.4 One of the key challenges has been the substantial number of projects relative to available internal capacity that is further affected by high employee turnover and results in project delays. ITS is developing a comprehensive roadmap as part of a future IT strategy to help align IT projects with broader University priorities. The info-tech facilitated CXO-CIO alignment diagnostic, stakeholders' business vision and satisfaction diagnostic and management-governance diagnostic are complete and will inform the IT strategy roadmap.

***Information Security, Disaster Recovery and Cloud Adaptation***

- 10.5 ITS is working closely with the Information Security and Privacy offices on important initiatives around security and privacy, including completing numerous privacy impact assessments and reducing information security risk across the University. ITS has completed its first official disaster recovery tabletop scenario. This scenario simulated the loss of a key system which ITS and several other departments rely on to perform daily work. The simulation was a success and resulted in several key takeaways that have been addressed to reduce the time required to recover this system in the future, should the need arise.
- 10.6 Long term disaster recovery planning will take place this fall to address the long-standing risk of inadequate backup, recovery, and availability capabilities. The most cost-effective mitigation is migrating to cloud platforms and UNBC has selected Amazon Web Services (AWS) through a competitive process as the preferred partner for cloud technologies.

***Enterprise Systems***

- 10.7 UNBC key Enterprise Resource Planning (ERP) system Ellucian Banner was upgraded to improve efficiencies within the Registrar's office and the Financial Aid office. The next Banner upgrade will be completed in October for regulatory and tax compliance, as well as modernized student-facing registration systems. The upgrade of student portal i.e., Ellucian Experience is expected to deliver an improved student experience, with greatly improved mobile device support and better integrations to third-party systems.
- 10.8 The main website upgrade has experienced delays due to staffing challenges. The team is aiming to complete approximately 60 projects involving key system upgrades across the University by the end of the year. Phase 1 of the Client Relationship Management (CRM) system related to recruitment is complete and the phase 2 related to admissions is in progress.

***IT Infrastructure***

- 10.9 Routine enhancements, upgrades and security improvements have been the main area of focus in recent months. This includes continued deployment of Multi-Factor Authentication and the single sign-on feature.

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- 10.10 A complex contract selection process has been completed for back-end systems upgrades and capacity enhancement. This will increase the speed and resilience of core systems and networks across multiple UNBC campuses. ITS continues to work closely with staff of other higher education institutions to optimize the experience for the UNBC community.

**Client Services**

- 10.11 The client services team has experienced overwhelming challenges associated with high staff turnover and vacancies. Despite these challenges, ITS has added three new individuals to the group, each bringing a unique set of talents and experience. Additionally, two part time students were added to the team to learn and provide support for ongoing projects.
- 10.12 Client Services is upgrading the computer labs for September in one of the largest infrastructure changes to the computing lab. The student experience is expected to be substantially improved after this upgrade, and employees will also benefit from the improvements in the virtual desktop system. Client services hosted an e-waste day which resulted in 6 pallets of legacy computer equipment being properly disposed according to regulatory requirements and data security mandates.

**Education Technologies**

- 10.13 This new team is addressing the concern of aging equipment which is well past the useful life. This may continue to result in disruptions to classroom delivery for the coming years, however a sustainable approach is now in place to correct this problem. The global supply chain has caused delays for the planned 2022 installations.
- 10.14 The team is collaborating with the Centre for Teaching and Learning Technologies on exploring different approaches to delivering course content in hybrid (in person and online) delivery modes. In the interim, Education Technologies has ordered 10 mobile carts as a pilot to allow for hybrid delivery in any smaller sized room.

**11.0 Safety and Security**

- 11.1 Protecting the health and wellbeing of the UNBC community remains a paramount goal, while continuing to ensure effective university operations and services to the best degree possible. Despite the reduction of public health restrictions, UNBC maintained the additional sanitization requirements and continues to strongly recommend the wearing of non-medical masks in all indoor public spaces. All community members are encouraged to get vaccinated, perform a daily health check and remain at home when sick. Moreover, the Joint Occupational Health and Safety Committee procured additional Rapid Antigen Test packages for distribution to all campus and for all the students moving into residence.
- 11.2 With the increase of on-campus activities, an increase has been seen in ergonomic assessments (18 during May-August 2022 as compared to 7 during the same period in 2021), medical accommodation and furniture changes. These assessments have increased productive time and decreased time lost through Musculoskeletal Injuries (MSI).

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- 11.3 The field-based research and teaching activities that require increased engagement with the safety office for field safety training, orientation, and project risk assessments continues to ramp up (62 assessments to date in 2022 as compared to 36 during the same period in 2021). This poses a challenge for the already stretched human resource capacity compounded by the departure of Manager, Occupational Health and Safety; the recruitment is in progress.
- 11.4 Due to the success of the trial glove recycling program this initiative has now been implemented on a permanent basis throughout the university laboratories. An online training module has been sourced and implemented for faculty, staff and students using autoclaves to enable facilitate safety through appropriate use of the equipment.
- 11.5 UNBC is licensed under the Canadian Nuclear Safety Certification which underwent review this year and is now certified until May 2027. The radiation safety manual was reviewed and updated in accordance with changing legislation and requirements through licensing. UNBC currently has three active internal radiation permits which are licensed until 2024.
- 11.6 Currently there are three Level 2 Biohazardous laboratories approved on campus. UNBC's Level 2 Biosafety work is completed under a Public Health Agency of Canada (PHAC) license which is now valid until July 2027.

**12.0 Business Services**

- 12.1 All teams have come together demonstrating teamwork and perseverance to ensure continued success as activity ramps up. Service excellence remains a key focus, especially maximizing individual efforts and achievement through coaching. Specific highlights include:

***Hospitality Services***

- 12.1.1 The Agora Dining Hall opened for the fall semester with full capacity (~350 meal plan students), and the Good Earth Coffee House renovation in the Canfor Winter Garden is due to be completed by the end of September. The summer guest accommodations surpassed 2019 levels through 3,602 room nights.

***Retail Services***

- 12.1.2 The bookstore completed an entire system change (POS, inventory control, and ecommerce). Transactions are more transparent, online ordering is streamlined, and functionality for daily tasks has increased. The store refresh is 95% complete and the bookstore is in the process of developing its Strategic Plan for 2022-2025.
- 12.1.3 General merchandise sales are still trending upwards. The new system allows for more granular reporting on top and bottom selling items which will assist with continued efforts in reducing stale stock. The bookstore currently has a full complement of full and part time staff.

***Housing and Residence Life***

- 12.1.4 The summer has been a busy season for Housing & Residence Life due to increased number of students living in residence as compared to previous summers and substantial increase in guest accommodations. Three Residence & Guest Accommodations Assistants (student-staff) supported the students in residence and facilitated guest accommodations operations.

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- 12.1.5 The first on-site visit of the Restorative Justice consultant, Dennis Gingrich benefited approximately 15 different departments/groups and the implementation of Restorative Justice into non-academic misconduct/student support areas of UNBC will continue. Moreover, move-in dates in September were adjusted to occur before the Labour Day weekend, to provide students and staff intentional time for relationship building, transition, and event participation.
- 12.1.6 Moving into the September semester, the team includes 3 new professional staff members along with 17 Residence Assistants (student-staff), who attended two weeks of training led by the Residence Life Coordinators. For the fall term, the student housing is expected to be at full capacity with a waitlist of students (registered to date ~520 students).

**Northern Sport Centre (NSC)**

- 12.1.7 At the end of June, the NSC had 392 active student members, with 4675 members in total. In addition, the NSC hosted a two-night athlete specific recreation event as part of the BC Summer Games in July that saw approximately 2,000 athletes use the facility.

**Continuing Studies**

- 12.1.8 Continuing Studies continues to deliver on-campus and online programming and finalized the following new courses to be launched in fall and winter: Indigenous Entrepreneurship Micro-credential, Executive Leadership, Event Leadership, Eco Field Data Collection Micro-credential, and Mass Timber Micro-credential.

**UNBC Childcare and Early Learning Centre**

- 12.1.9 After 26 years of services, Kelly Thirkettle is departing UNBC Childcare to work at another Childcare Program in the community. Sydney Rustemeyer will be replacing Kelly as Manager of Childcare Services. Sydney has worked with the Centre for over 15 years and is familiar with the center and UNBC community.

**13.0 UNBC Land Trust**















- 13.1.1 As agreed at the UNBC BOG's Land Trust Ad hoc Committee meeting in June, a site visit was organized to understand the current utilization of the potential land trust site for teaching and research activities. On July 13, 2022, representatives from the UNBC Department of Ecosystem Science and Management; a Forest Manager from the Aleza Lake Research Forest; Vice-President, Finance & Administration, Director, Facilities Management and Capital Planning and Sr. Advisor Business Development and representatives from DIALOG Design toured the site. The findings "what we heard" document and refined options will be discussed at the next meeting of the Ad hoc Committee scheduled for September 12 and a verbal report will be provided to the Board.
- 13.1.2 As part of the process, additional services were required from the consultant to participate in a site visit including further refinement of the options and create an associated set of forest-friendly, fire-smart design guidelines. These activities will cost \$31K that will be funded through internally allocated budget for Land Trust planning. Based on these commitments the originally allocated sum of \$250K will be over utilized and an additional allocation of up to \$10K will be made to the Land Trust planning budget to meet the differential amount.

### Appendix A: Key Priorities and Action Items – Status Update















#### Action Items and Timelines to be updated/amended, as required on an ongoing basis

 Not Started
  Initiated
  Partially Completed
  Substantially Completed
  Completed

**Amber** symbols represent items at risk due to limited Human Resources and staffing challenges.

Action Items	Tentative Completion Date	Status
<b>1. Strategic Planning and Budget</b>		
a. Conceptualize and implement the strategic planning and budget framework and formalization of Strategic Planning and Budget Sub-Committee for 2022-23 cycle.	September 2021	
b. Finalize annual plan and budget 2022-23 document and presentations.	March 2022	
c. Conceptualize the strategic planning and budget framework for 2023-24 cycle.	September 2022	
d. Conceptualize and start implementing dashboard reporting framework for financial and administrative services – will continue to evolve, as required based on feedback.	September 2022	
e. Finalize the strategic deferred maintenance and long-term capital planning framework.	June 2023	
<b>2. Enterprise Risk Management</b>		
a. Finalize conceptual framework and complete risk interviews, validation, and ranking.	April 2022	
b. Finalize UNBC enterprise risk register and implementation framework.	November 2022	
c. Conceptualize the organizing framework for Audit and Risk at UNBC.	December 2022	
d. Conceptualize and implement fraud risk assessment framework.	April 2023	
e. Finalize emergency response plan.	June 2023	
a. Conceptualize and integrate UNBC risk appetite into enterprise risk management.	August 2023	
b. Implement individual risk registers for critical areas.	December 2023	
<b>3. Human Capital</b>		
a. Finalize the bargaining plan for CUPE 3799 and CUPE 2278.	March 2022	
b. Implement the training and development framework for CUPE employees.	September 2022	

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Action Items	Tentative Completion Date	Status
c. Conceptualize the framework for effective engagement and development of managers and employees within administrative services.	December 2022	
d. Conceptualize the exempt compensation framework including performance management and performance-based progression.	December 2022	
e. Conceptualize the performance management framework for people's development within administrative services.	June 2023	
<b>4. Strategy, Optimization and Digital Transformation</b>		
a. Complete environment scan and set strategic priorities for administrative services.	September 2021	
b. Complete the lean review for payroll processing facilitated by KPMG.	August 2022	
c. Start implementing the process optimization and digitization initiative and conceptualize an institutional framework for ongoing review and process optimization.	December 2022	
d. Implement the revised organizing framework for human resources.	December 2021	
e. Implement the changes related to re-alignment of Health and Wellbeing Portfolio	March 2022	
f. Finalize and implement an effective organizing framework for payroll services.	November 2022	
g. Finalize an effective people's plan and organizing framework for Financial Services.	December 2022	
h. Review and finalize an effective people's plan and organizing framework for Safety and Security and Contract and Supply Chain Management.	December 2022	
i. Standardize meeting schedule and agenda for UNBC Pension Plan; review and revise governing documents.	December 2022	
<b>5. Revenue Generation and Diversification</b>		
a. Establish and operationalize UNBC Land Development Corporation and provide orientation to UNBC community including Board of Governors.	March 2022	
b. In coordination with the ad hoc Committee of the Board of Governors, revalidate the working assumptions, action items, timelines, and the next steps for UNBC Land Trust development.	October 2022	

**Appendix B: Budget and Planning Timelines**

Launch of 2023-24 budget and planning process			
<ul style="list-style-type: none"> <li>Goals and objectives template</li> <li>Strategic investments template</li> </ul>			2-AUG-22 6-SEP-22
Collaborative Leadership Forum (introduction, clarification, and Q&A – 2023-24 budget and planning)			17-AUG-22
Capital Planning Workshop with the Collaborative Leadership Forum (CLF)			29-SEP-22
Portfolio-wise review of <b>goals and objectives</b> :		Portfolio-wise review of <b>strategic investments</b> :	
<ul style="list-style-type: none"> <li>Council of Deans</li> <li>VPAP Leadership Team</li> <li>VPFA Leadership Team</li> <li>VPRI Leadership Team</li> <li>President Portfolio Leadership Team</li> </ul>	5-AUG-22 TO 12-SEP-22	<ul style="list-style-type: none"> <li>Council of Deans</li> <li>VPAP Leadership Team</li> <li>VPFA Leadership Team</li> <li>VPRI Leadership Team</li> <li>President Portfolio Leadership Team</li> </ul>	9-SEP-22 TO 10-OCT-22
Unit-wise submission of goals and objectives	19-SEP-22	Unit-wise submission of strategic investments and routine capital requirements	21-OCT-22
Review of consolidated goals and objectives and key assumptions:		Review of consolidated strategic investments and routine capital requirements:	
<ul style="list-style-type: none"> <li>Collaborative Leadership Forum</li> <li>Senate Committee on University Budget</li> <li>President's Executive Council</li> <li>Finance and Investment Committee</li> <li>Board of Governors</li> </ul>	14-OCT-22 24-OCT-22 25-OCT-22 4-NOV-22 17-NOV-22	<ul style="list-style-type: none"> <li>Collaborative Leadership Forum</li> <li>Senate Committee on University Budget</li> <li>President's Executive Council</li> </ul>	18-NOV-22 25-NOV-22 29-NOV-22
University Town Hall: consolidated goals and objectives, key assumptions, and BOG feedback			30-NOV-22
Finalization of consolidated budget and plan			20-DEC-22

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Review of consolidated budget and plan	
• Collaborative Leadership Forum	10-JAN-23
• Senate Committee on University Budget	13-JAN-23
• President's Executive Council	17-JAN-23
• Finance and Investment Committee (recommendation to BOG)	20-JAN-23
• Senate (for information)	25-JAN-23
• Board of Governors (approval)	27-JAN-23
University Town Hall	9-FEB-23
Annual report submission to inform Institutional Accountability Plan and Report (IAPR) for 2022-23	3-APR-23
Celebration of 2023-24 and launch of 2024-25 budget and planning process	30-MAY-23

**Appendix C: Quarterly Report for Q1 2022-23**



**UNBC** UNIVERSITY OF  
NORTHERN BRITISH COLUMBIA

# Quarterly Report for Quarter 1 2022-23

For the period April to June 2022

August 2022



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### Cover Photo Captions:

1. Pride Month at UNBC's Prince George campus.
2. UBC Master of Physical Therapy North (MPT-N) 2020-2022 student cohort (the MPT-N program is delivered in collaboration with UNBC and hosted by the Division of Medical Sciences).
3. Rebecca Gosnell, graduate of the Wilp Wilxo'oskwhl Nisga'a Institute (WWNI) in Gitwinksihlkw.
4. Deborah Roberts (far left), Dean of the Faculty of Science and Engineering, tours UNBC's Hydrology Lab with students and the Minister of Advanced Education, Anne Kang.
5. Graduates of Convocation 2022.

## Executive Summary

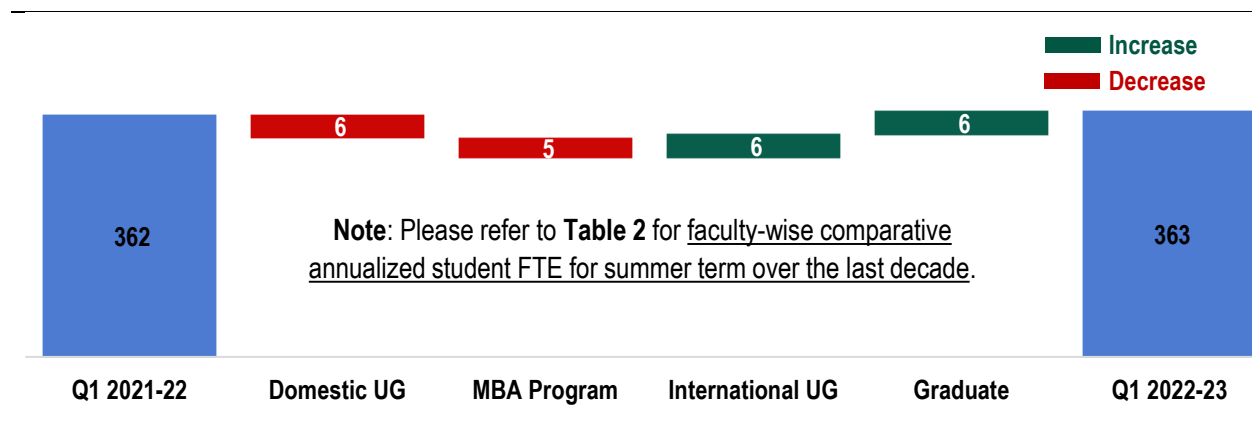
### Overall Context

Suboptimal undergraduate enrolment remains the primary reason for UNBC's fiscal challenges. Therefore, it is critical to demonstrate concerted efforts and substantial progress towards achieving planned enrolment over the next five years. Keeping the primary focus on increased enrolment through strategic enrolment management comprising student recruitment, retention, and success, the 2022-23 annual plan and budget aspires to achieve:

- progressively enhanced student experience and success,
- systematically improved multi-year integrated planning that supports strategic growth,
- enhanced UNBC brand, transparency, and accountability,
- increasingly inclusive people development and employee success,
- progressively improved optimization and digital transformation, and
- increased financial stability.

### 1.0 Enrolment

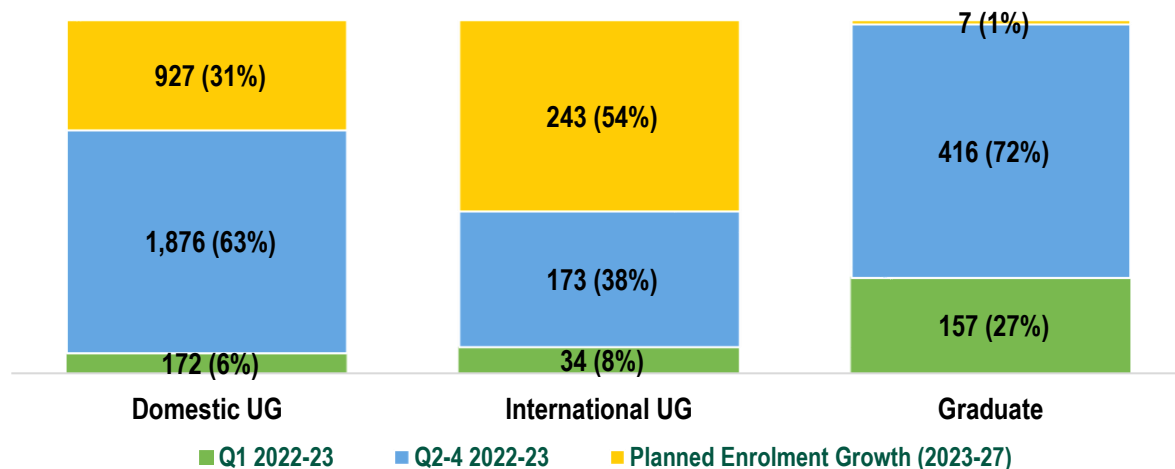
**Figure 1:** Comparison of Annualized Student FTE (Summer term)



- 1.1 Annualized domestic undergraduate FTE for Q1 2022-23 (Summer term) is 3% lower and MBA FTE is 31% lower as compared to Q1 2021-22, whereas the international undergraduate FTE is 21% and graduate FTE excluding MBA is 4% higher.
- 1.2 This corresponds with the tuition and student fees for Q1 2022-23, whereby, the domestic tuition is \$60K (4%) and MBA tuition is \$80K (24%) lower as compared to Q1 2021-22.
- 1.3 It is anticipated that the annualized enrolment targets will be met through higher enrolment in the upcoming Fall and Winter terms (see Figure 2). However, if the same trend for domestic and MBA student FTE were to continue during the Fall and Winter terms the potential revenue loss for the year may be up to \$0.9M.

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**Figure 2: Planned Enrolment Projection**



## 2.0 Overall Financial Summary

2.1 The consolidated position generally remains negative at the end of Q1, given the bulk of student related revenues are recognized in subsequent quarters, whereas the expenditure, particularly employee costs, are largely incurred evenly through the year except for the impact of mandated compensation increases effective July 1. For Q1 2022-23, tuition and student fees represent 13.4% of the annual budget as compared to expenditures that represent 23.4% of the annual budget.

**Table 1: Overall Financial Summary**

\$ in Millions	2021-22		2022-23				Variance Q1 YTD		
	Annual	Q1 YTD	Budget	Q1 YTD	% Utilized	Forecast	Amount	%	
Revenues	97.23	20.91	100.04	21.90	21.9%	100.04	0.99	5%	F
Expenditures	88.47	23.58	94.48	22.43	23.7%	94.48	(1.15)	-5%	F
<b>Operating Margin</b>	<b>8.76</b>	<b>(2.67)</b>	<b>5.56</b>	<b>(0.53)</b>	<b>-9.5%</b>	<b>5.56</b>	<b>2.14</b>	<b>-80%</b>	F
Capital and Transfers	5.76	0.12	6.70	2.46	36.7%	6.70	2.34	1950%	U
<b>General Operating Fund</b>	<b>3.00</b>	<b>(2.79)</b>	<b>(1.14)</b>	<b>(2.99)</b>	<b>262.3%</b>	<b>(1.14)</b>	<b>(0.20)</b>	<b>7%</b>	U
Ancillary Services Funds	(0.07)	(0.37)	0.00	(0.10)	-	0.00	0.27	-73%	F
Other Funds and Adjustments	(1.28)	(3.47)	0.00	(0.54)	-	0.00	2.93	-84%	F
<b>Consolidated Surplus/(Deficit)</b>	<b>1.65</b>	<b>(6.63)</b>	<b>(1.14)</b>	<b>(3.63)</b>	<b>318.4%</b>	<b>(1.14)</b>	<b>3.00</b>	<b>-45%</b>	F
Student FTE (Annualized)	2,769	362	2,828	363	12.8%	2,828	1	-2%	U

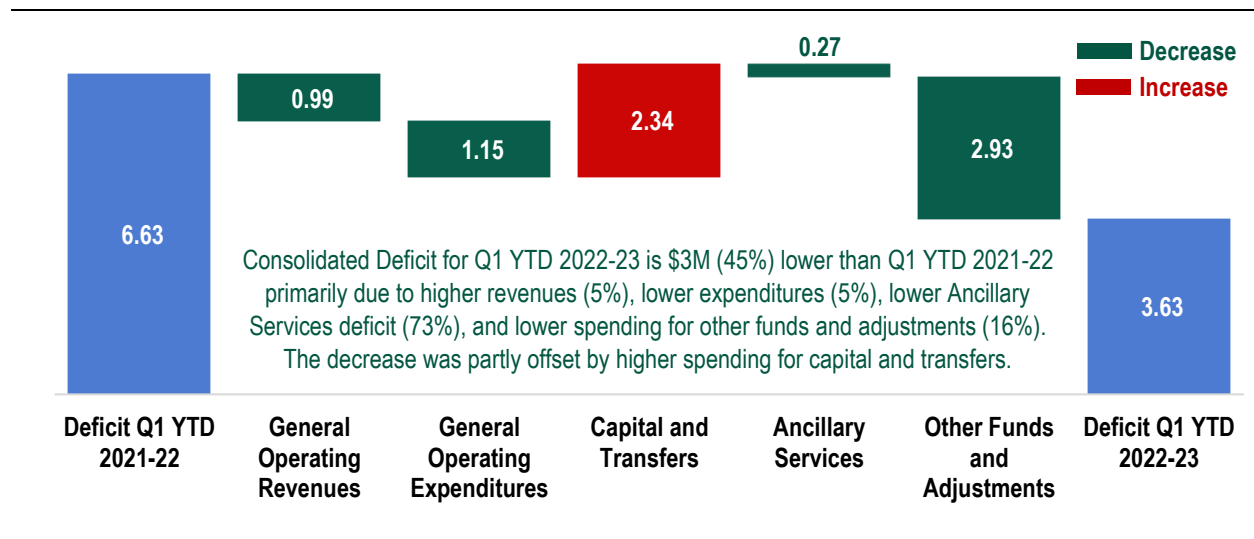
**Q1:** Quarter 1

**YTD:** Year-to-Date

**Note:** Variance represents difference of Q1 YTD 2022-23 from Q1 YTD 2021-22. **Favourable variance** results from higher revenue or lower expenditure/spending; **Unfavourable variance** results from lower revenue or higher expenditure/spending. Annualized student FTE variance is shown as **2% unfavourable** as the enrolment was projected to grow by 2% in 2022-23 as compared to actual 2021-22.

**Office of the Vice President, Finance and Administration**

**Figure 3: Comparison of Consolidated Deficit (\$ in Millions)**



**2.2 Higher general operating revenues: \$0.99M (5%) relate to:**

- Higher tuition and student fees: \$0.17M (6%) primarily relate to higher international tuition: \$0.26M (33%) and other fees: \$50K (21%) that were partly off set by lower domestic tuition: \$60K (4%) and MBA program: \$80K (24%).
- Higher provincial operating grant: \$0.76M (5%) due to the incremental and full-year impact of the 2019 Sustainable Services Negotiating Mandate for all employee groups; and incremental final year funding for engineering and nursing programs.
- Higher one-time grant(s) and grants from other universities: \$0.21M (9%) that were partly offset by lower Federal grant for Research Support Fund (RSF): \$0.11M (15%) and lower other income: \$40K (7%) related to lower interest income.

**2.3 Lower general operating expenditures: \$1.15M (5%) primarily relate to lower employee costs: \$1.37M (8%) that was partly offset by higher other expenditures \$0.22M (4%).** The employee costs for Q1 YTD 2021-22 were higher due to accrual of payments related to the voluntary retirement incentive program.

**2.4 Higher capital and transfers: \$2.34M (1950%).** Major transfers during the reporting period include contribution for capital equipment replacement reserve (\$0.8M), transfer for capital equipment related to engineering program (\$0.2M), transfer of RSF contribution to the Office of Research and Innovation (\$0.23M), scholarship and graduate awards (\$0.64M), energy loan (\$80K), research support and faculty travel grants (\$0.2M).

**2.5 Better financial performance by Ancillary Services \$0.27M (73%).**

**2.6 Overall positive impact of other funds and adjustments: \$2.93M (84%)** primarily relate to higher deferred revenue that was partly offset by higher spending in research funds, recognition of amortization in capital funds, and negative investment return in endowment funds.

**Office of the Vice President, Finance and Administration**

**Table 2: Comparative Annualized Student FTE (Summer term)**

Summer Term (Annualized FTE)	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Business and Economics	<b>59</b>	<b>48</b>	45	40	<b>28</b>	<b>27</b>	<b>27</b>	<b>37</b>	<b>32</b>	<b>27</b>
Environment	<b>15</b>	<b>11</b>	<b>11</b>	<b>13</b>	<b>12</b>	18	<b>26</b>	<b>24</b>	22	<b>25</b>
Human and Health Sciences	<b>47</b>	<b>46</b>	<b>47</b>	<b>44</b>	<b>54</b>	<b>51</b>	62	77	<b>85</b>	<b>103</b>
Indigenous Studies, Social Sciences and Humanities	<b>18</b>	<b>15</b>	<b>15</b>	<b>29</b>	23	22	21	22	23	<b>20</b>
Science and Engineering	19	<b>14</b>	<b>13</b>	<b>16</b>	<b>13</b>	<b>15</b>	<b>22</b>	21	<b>25</b>	18
Cross Faculty	20	21	<b>23</b>	<b>15</b>	<b>23</b>	<b>12</b>	<b>12</b>	<b>15</b>	19	<b>13</b>
<b>Total Undergraduate</b>	178	<b>155</b>	<b>154</b>	<b>157</b>	<b>153</b>	<b>145</b>	<b>170</b>	<b>196</b>	<b>206</b>	<b>206</b>
Business and Economics	<b>14</b>	<b>20</b>	<b>14</b>	<b>12</b>	<b>10</b>	15	<b>14</b>	<b>13</b>	<b>19</b>	<b>14</b>
Environment	<b>33</b>	<b>34</b>	<b>32</b>	<b>29</b>	<b>31</b>	<b>34</b>	40	39	<b>47</b>	<b>56</b>
Human and Health Sciences	<b>86</b>	75	<b>81</b>	72	<b>63</b>	<b>66</b>	<b>61</b>	<b>57</b>	<b>67</b>	<b>61</b>
Indigenous Studies, Social Sciences and Humanities	<b>16</b>	<b>16</b>	14	<b>12</b>	<b>10</b>	<b>12</b>	<b>11</b>	<b>9</b>	<b>10</b>	<b>10</b>
Science and Engineering	14	<b>17</b>	16	15	16	<b>13</b>	<b>7</b>	<b>8</b>	<b>11</b>	<b>15</b>
Cross Faculty	<b>2</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>1</b>
<b>Total Graduate</b>	<b>165</b>	<b>164</b>	157	<b>141</b>	<b>131</b>	<b>141</b>	<b>135</b>	<b>127</b>	156	157
<b>Total Annualized Student FTE</b>	343	<b>319</b>	<b>311</b>	<b>298</b>	<b>284</b>	<b>286</b>	<b>305</b>	323	<b>362</b>	<b>363</b>

**Note 1:** Annualized Student FTE for the periods 2019-20 to 2022-23 is based on July 1 bi-weekly reports for the respective years.

**Note 2:** **Green bold text** represents **high** (1 standard deviation above average), Regular black text represents medium, and **Red bold text** represents **low** (below average).

Reporting Period: **Q1 APR-JUN 2022-23**

\$ in Millions	2018-19	2019-20	2020-21	2021-22			2022-23					Variance	
	Actual	Actual	Actual	Actual	Q1	Q1 YTD	Budget	Q1	Q1 YTD	% Utilized	Forecast	Q1	Q1 YTD
Revenues (Table 1)	84.49	90.93	92.90	97.23	20.91	20.91	100.04	21.90	21.90	21.9%	100.04	5% <b>F</b>	5% <b>F</b>
Expenditures (Table 2)	78.31	84.43	81.02	88.47	23.58	23.58	94.48	22.43	22.43	23.7%	94.48	-5% <b>F</b>	-5% <b>F</b>
<b>Operating Margin</b>	<b>6.18</b>	<b>6.50</b>	<b>11.88</b>	<b>8.76</b>	(2.67)	(2.67)	<b>5.56</b>	<b>(0.53)</b>	<b>(0.53)</b>	-9.5%	<b>5.56</b>	<b>-80% F</b>	<b>-80% F</b>
Capital and Transfers (Table 3)	8.13	4.42	6.61	5.76	0.12	0.12	6.70	2.46	2.46	36.7%	6.70	1950% <b>U</b>	1950% <b>U</b>
<b>General Operating Fund</b>	<b>(1.95)</b>	<b>2.08</b>	<b>5.27</b>	<b>3.00</b>	<b>(2.79)</b>	<b>(2.79)</b>	<b>(1.14)</b>	<b>(2.99)</b>	<b>(2.99)</b>	<b>262.3%</b>	<b>(1.14)</b>	<b>7% U</b>	<b>7% U</b>
Ancillary Services Funds (Table 4)	0.52	(0.13)	(1.87)	(0.07)	(0.37)	(0.37)	-	(0.10)	(0.10)	-	-	-73% <b>F</b>	-73% <b>F</b>
Other Funds and Adjustments (Table 5)	0.03	(3.05)	(0.12)	(1.28)	(3.47)	(3.47)	-	(0.54)	(0.54)	-	-	-84% <b>F</b>	-84% <b>F</b>
<b>Consolidated Surplus / (Deficit)</b>	<b>(1.40)</b>	<b>(1.10)</b>	<b>3.28</b>	<b>1.65</b>	<b>(6.63)</b>	<b>(6.63)</b>	<b>(1.14)</b>	<b>(3.63)</b>	<b>(3.63)</b>	<b>318.4%</b>	<b>(1.14)</b>	<b>-45% F</b>	<b>-45% F</b>

#### Key Statistics and Ratios

UNBC Endowment (market value)	79.05	79.98	89.01	96.98	93.50	93.50		92.66	92.66
UNBC Pension Plan (market value)	90.15	85.38	104.71	114.59	110.83	110.83		103.97	103.97
Donations	2.30	1.30	3.80	1.56	0.09	0.09		0.45	0.45
Sponsored Research	14.17	14.78	16.54	18.62	6.36	6.36		5.36	5.36
General Reserves	24.28	24.40	24.92	27.06	17.22	17.22		23.04	23.04
Primary Reserve Ratio (# of days)	67	66	71	71	45	45		57	57
Current Ratio	1.96	1.87	1.74	1.73	1.51	1.51		1.69	1.69
Student FTE	2,887	2,919	2,814	2,769	362	362	2,828	363	363
Cost/Student FTE (\$)	29,900	30,400	31,100	34,000	27,000	27,000	35,800	28,200	28,200
Ancillary Revenue/Student FTE (\$)	4,000	3,600	1,900	3,300	1,900	1,900	3,700	2,400	2,400

The consolidated position generally remains negative at the end of Q1, given the bulk of student related revenues are recognized in subsequent quarters, whereas the expenditure, particularly employee costs, are largely incurred evenly through the year except for the impact of mandated compensation increases effective July 1.

For Q1 2022-23, tuition and student fees represent 13.4% of the annual budget as compared to expenditures that represent 23.7% of the annual budget.

**Note 1:** All figures are annual, unless specified.

**Note 2:** **Forecast** will be updated in October 2022 as part of Q2 reporting.

**Note 3:** **Variance** represents difference of 2022-23 from the corresponding period of 2021-22.

**Note 4:** **Favourable** variance results from higher revenue, lower spending or higher contribution to UNBC.

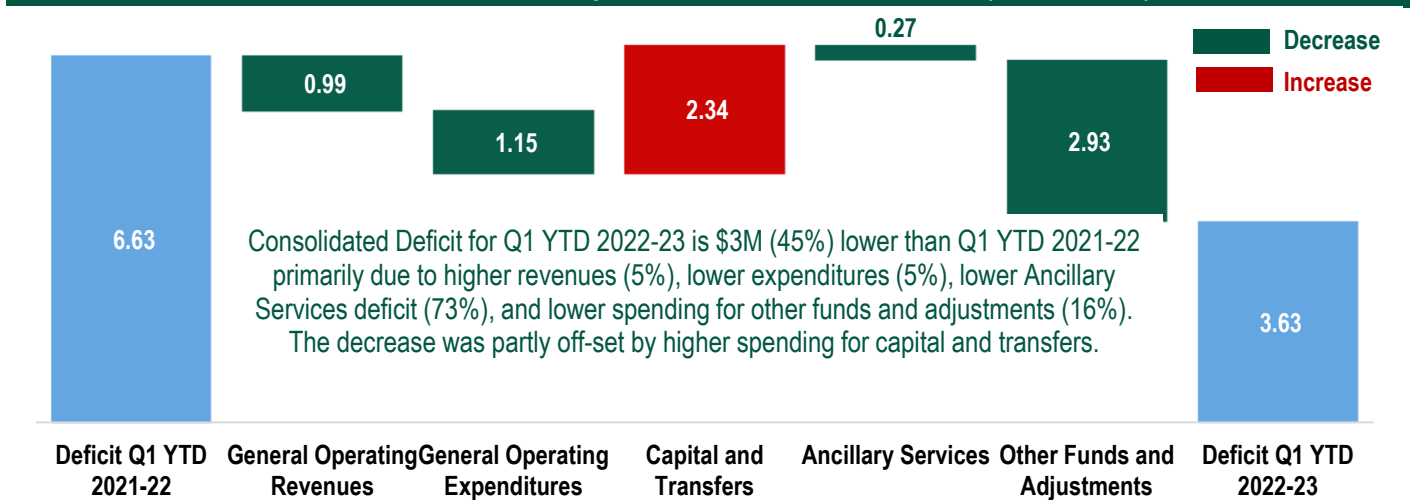
**Note 5:** **Unfavourable** variance results from lower revenue, higher spending or lower contribution to UNBC.

**Note 6:** **Green-Yellow** scaled shades present a comparative trend showing high to low values.

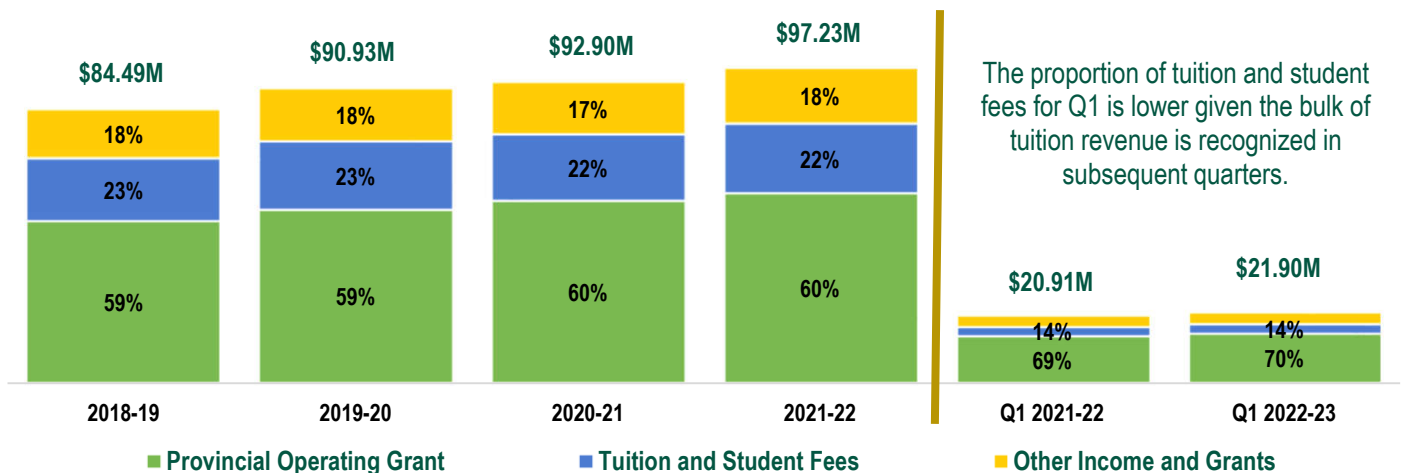
**Note 7:** Compares two corresponding periods showing high and low values, respectively.

Reporting Period: Q1 APR-JUN 2022-23

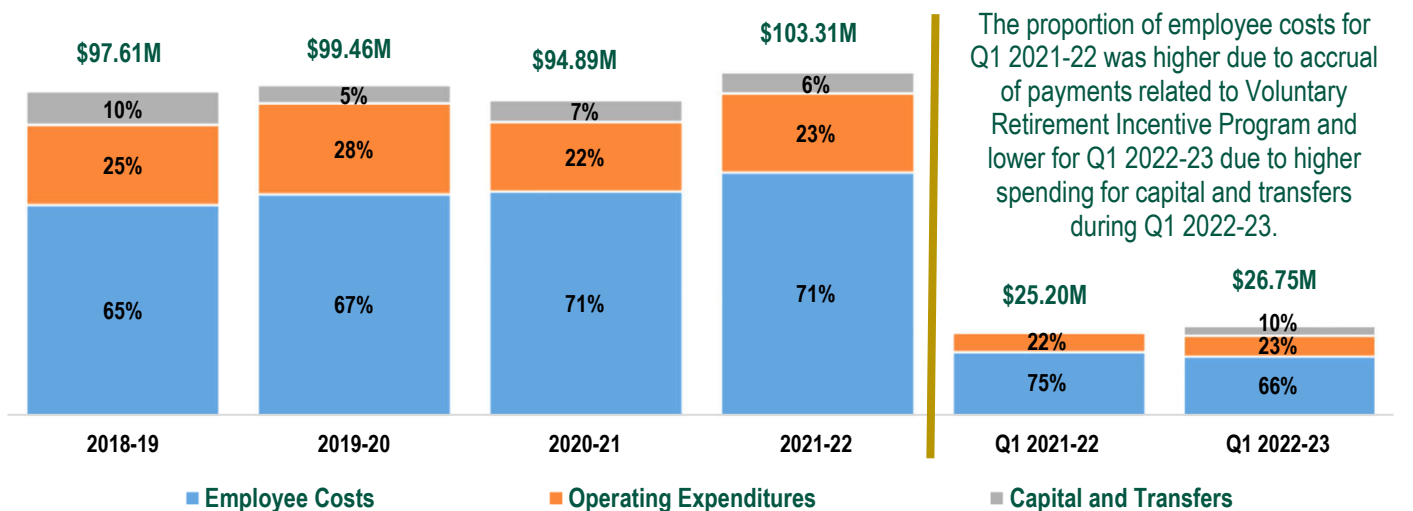
### Consolidated Deficit: Comparison of Current vs Previous (\$ in Millions)



### Sources of Funds (General Operating)

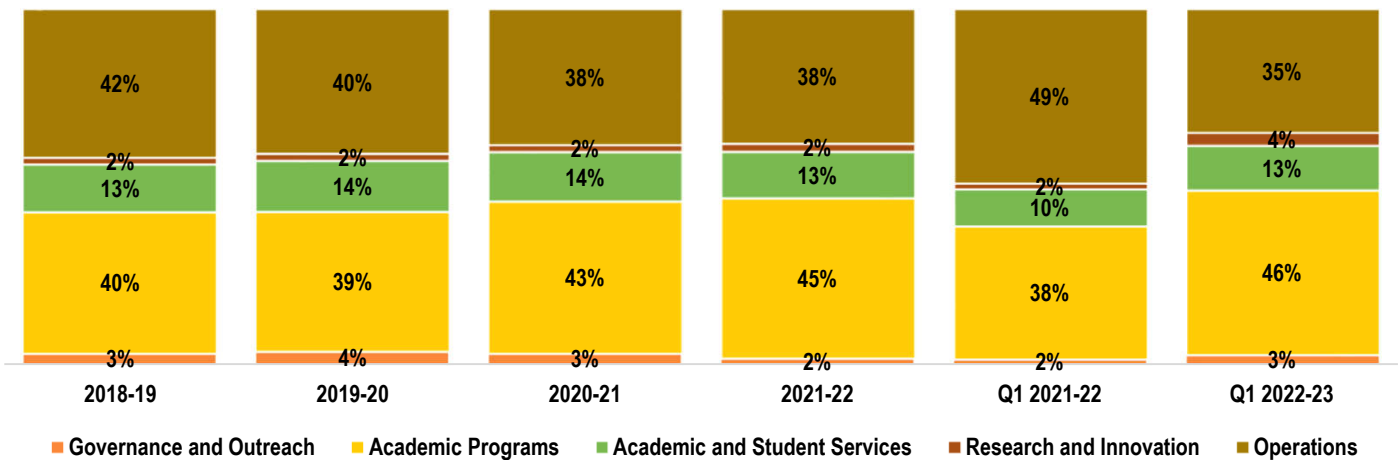


### Expenditure Classification (General Operating and Ancillary Services)

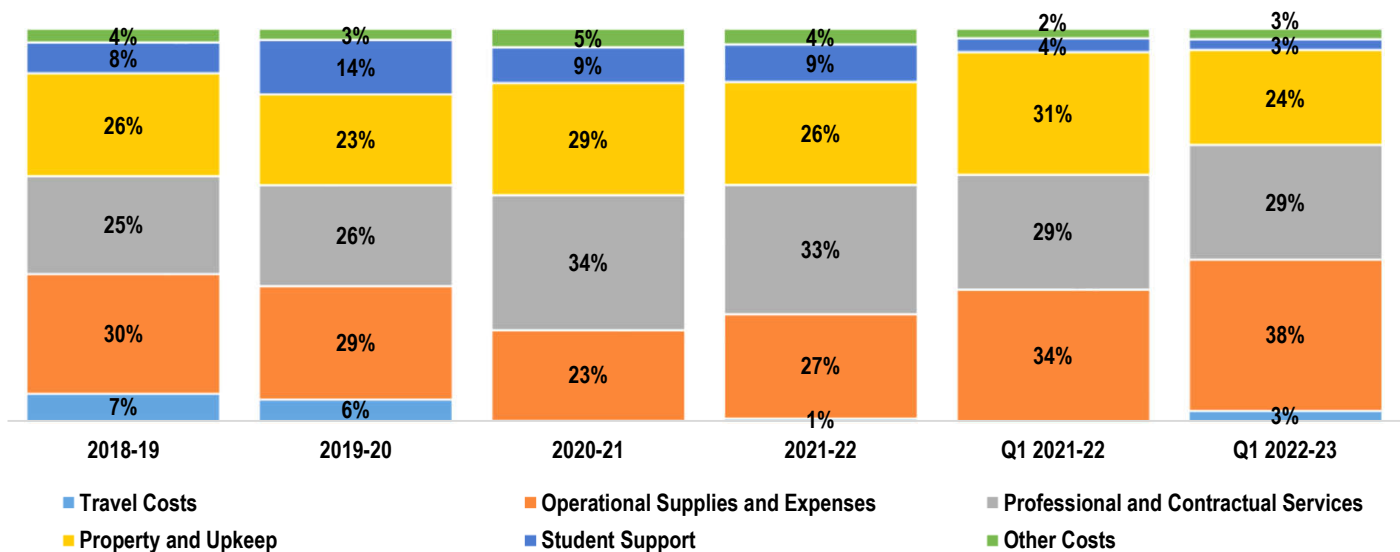


Reporting Period: Q1 APR-JUN 2022-23

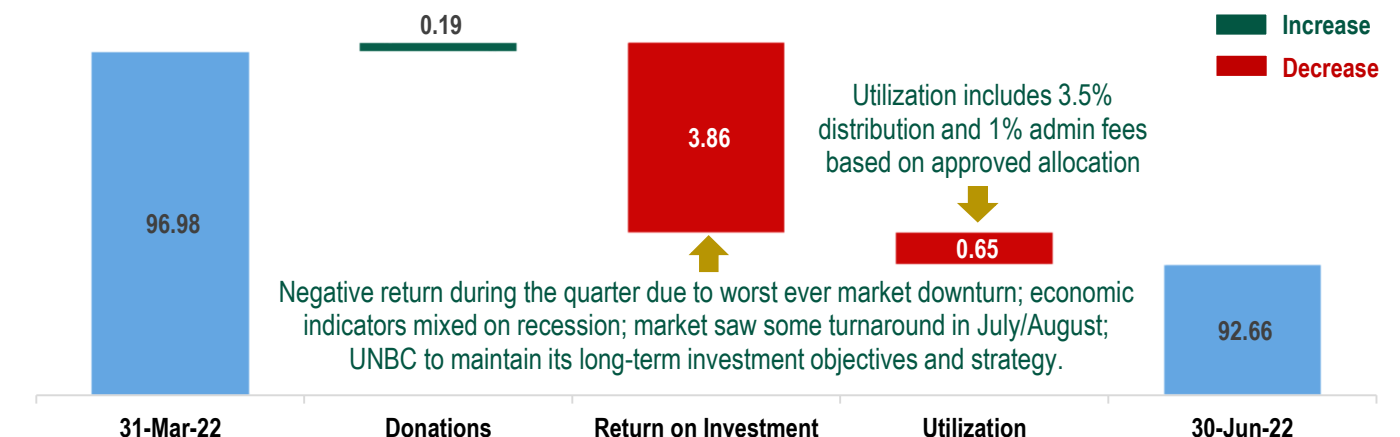
**Functional Classification (General Operating and Ancillary Services) - for details see Table 6 (pages 19-20)**



**Operating Expenditures (excluding employee costs)**



**Endowment Summary (\$ in Millions)**



# University of Northern British Columbia

## Student Fees, Headcount and Full-Time Equivalent (FTE) Dashboard

Reporting Period: **Q1 APR-JUN 2022-23**

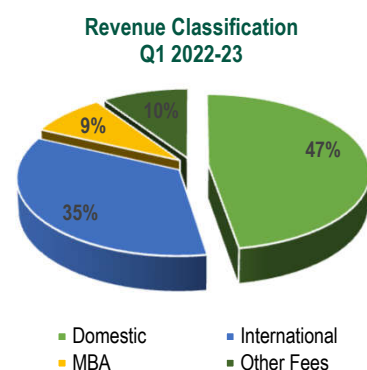
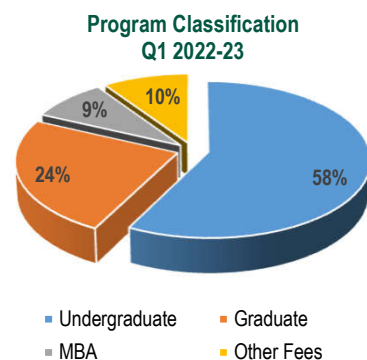
\$ in Millions	Annual: Actual				2022-23 Budget
	2018-19	2019-20	2020-21	2021-22	
Program Classification					
Undergraduate	● 14.39	● 16.22	● 15.89	● 15.70	● 16.69
Graduate	● 2.10	● 2.12	● 2.25	● 2.55	● 2.46
MBA Program	● 1.16	● 1.07	● 1.40	● 1.56	● 1.83
Other Fees	● 1.70	● 1.79	● 1.06	● 1.72	● 1.69
Total	● 19.35	● 21.20	● 20.60	● 21.53	● 22.67
Revenue Classification					
Domestic: Undergraduate	● 11.56	● 11.65	● 11.42	● 11.12	● 12.16
Domestic: Graduate	● 1.69	● 1.64	● 1.69	● 1.74	● 1.90
Sub-Total Domestic	● 13.25	● 13.29	● 13.11	● 12.86	● 14.06
International: Undergraduate	● 2.83	● 4.57	● 4.47	● 4.58	● 4.53
International: Graduate	● 0.41	● 0.48	● 0.56	● 0.81	● 0.56
Sub-Total International	● 3.24	● 5.05	● 5.03	● 5.39	● 5.09
MBA Program	● 1.16	● 1.07	● 1.40	● 1.56	● 1.83
Other Fees	● 1.70	● 1.79	● 1.06	● 1.72	● 1.69
Total	● 19.35	● 21.20	● 20.60	● 21.53	● 22.67
Student FTE					
Domestic UG	● 2,237	● 2,194	● 2,093	● 2,001	● 2,048
International UG	● 149	● 227	● 215	● 207	● 207
MBA Program	● 52	● 62	● 62	● 70	● 75
Graduate	● 449	● 436	● 444	● 491	● 498
Total	● 2,887	● 2,919	● 2,814	● 2,769	● 2,828
Ministry Target	3,429	3,505	3,575	3,663	3,752
% Achieved	● 80%	● 77%	● 73%	● 70%	● 70%

Program Classification  
Q1 2022-23

Undergraduate	58%
Graduate	24%
MBA	9%
Other Fees	10%

Revenue Classification  
Q1 2022-23

Domestic	47%
International	35%
MBA	9%
Other Fees	10%



● ● ● present a comparative trend for the multiple periods representing high, medium, and low values, respectively.

\$ in Millions	Q1 Year to Date: Actual				Q1 Year to Date: % Realized			
	2019-20	2020-21	2021-22	2022-23	2019-20	2020-21	2021-22	2022-23
<b>Program Classification</b>								
Undergraduate	● 1.17	● 1.41	● 1.55	● 1.75	■ 7.1%	■ 8.4%	■ 9.7%	■ 10.5%
Graduate	● 0.66	● 0.61	● 0.74	● 0.74	■ 30.8%	■ 28.2%	■ 34.3%	■ 30.1%
MBA	● 0.25	● 0.24	● 0.34	● 0.26	■ 19.5%	■ 20.0%	■ 18.6%	■ 14.2%
Other Fees	● 0.30	● 0.12	● 0.24	● 0.29	■ 18.3%	■ 7.0%	■ 17.8%	■ 17.2%
<b>Total</b>	● <b>2.38</b>	● <b>2.38</b>	● <b>2.87</b>	● <b>3.04</b>	■ <b>11.0%</b>	■ <b>10.9%</b>	■ <b>13.4%</b>	■ <b>13.4%</b>
<b>Revenue Classification</b>								
Domestic: Undergraduate	● 0.71	● 0.90	● 0.95	● 0.96	■ 5.8%	■ 7.4%	■ 8.1%	■ 7.9%
Domestic: Graduate	● 0.51	● 0.46	● 0.55	● 0.48	■ 29.7%	■ 26.4%	■ 31.6%	■ 25.3%
<b>Sub-Total Domestic</b>	● <b>1.22</b>	● <b>1.36</b>	● <b>1.50</b>	● <b>1.44</b>	■ <b>8.8%</b>	■ <b>9.8%</b>	■ <b>11.1%</b>	■ <b>10.2%</b>
International: Undergraduate	● 0.46	● 0.51	● 0.60	● 0.79	■ 10.6%	■ 11.0%	■ 14.0%	■ 17.4%
International: Graduate	● 0.15	● 0.15	● 0.19	● 0.26	■ 35.7%	■ 35.7%	■ 45.2%	■ 46.4%
<b>Sub-Total International</b>	● <b>0.61</b>	● <b>0.66</b>	● <b>0.79</b>	● <b>1.05</b>	■ <b>12.8%</b>	■ <b>13.0%</b>	■ <b>16.7%</b>	■ <b>20.6%</b>
MBA Program	● 0.25	● 0.24	● 0.34	● 0.26	■ 19.5%	■ 20.0%	■ 18.6%	■ 14.2%
Other Fees	● 0.30	● 0.12	● 0.24	● 0.29	■ 18.3%	■ 7.0%	■ 17.8%	■ 17.2%
<b>Total</b>	● <b>2.38</b>	● <b>2.38</b>	● <b>2.87</b>	● <b>3.04</b>	■ <b>11.0%</b>	■ <b>10.9%</b>	■ <b>13.4%</b>	■ <b>13.4%</b>
<b>Student FTE (Annualized)</b>								
Domestic UG	● 145	● 170	● 178	● 172	■ 6.6%	■ 8.1%	■ 8.5%	■ 8.4%
International UG	● 25	● 26	● 28	● 34	■ 11.0%	■ 12.1%	■ 13.0%	■ 16.4%
MBA Program	● 11	● 9	● 16	● 11	■ 18%	■ 15%	■ 26%	■ 15%
Graduate	● 124	● 118	● 140	● 146	■ 28.4%	■ 26.6%	■ 31.5%	■ 29.3%
<b>Total</b>	● <b>305</b>	● <b>323</b>	● <b>362</b>	● <b>363</b>	■ <b>10.6%</b>	■ <b>11.1%</b>	■ <b>12.9%</b>	■ <b>12.8%</b>

**Annualized Student FTE** is based on July 1 bi-weekly reports for the respective years and calculated by dividing the undergraduate FTE by two and graduate FTE by three.

Reporting Period: Q1 APR-JUN 2022-23

	Annual Actual				Q1 Year to Date: Actual (July 1)			
	2018-19	2019-20	2020-21	2021-22	2019-20	2020-21	2021-22	2022-23
<b>Student Headcount</b>								
Undergraduate	● 3,302	● 3,244	● 3,535	● 3,336	● 875	● 926	● 1,048	● 958
Graduate	● 691	● 688	● 718	● 790	● 462	● 444	● 536	● 518
<b>Total Student Headcount</b>	● 3,993	● 3,932	● 4,253	● 4,126	● 1,337	● 1,370	● 1,584	● 1,476
<b>Student FTE</b>								
Undergraduate	● 2,386	● 2,421	● 2,308	● 2,208	● 339	● 390	● 411	● 411
Graduate	● 501	● 498	● 506	● 561	● 405	● 382	● 467	● 473
<b>Total Student FTE</b>	● 2,887	● 2,919	● 2,814	● 2,769	● 744	● 772	● 878	● 884
<b>FTE : Headcount Ratio</b>								
Undergraduate	↗ 0.72	↗ 0.75	↓ 0.65	↓ 0.66	↓ 0.39	↗ 0.42	↓ 0.39	↑ 0.43
Graduate	↗ 0.73	↗ 0.72	↓ 0.70	↓ 0.71	↗ 0.88	↓ 0.86	↗ 0.87	↑ 0.91
<b>All Programs</b>	↗ 0.72	↗ 0.74	↓ 0.66	↓ 0.67	↗ 0.56	↓ 0.56	↓ 0.55	↑ 0.60

● ● ● present a comparative trend for the multiple periods representing high, medium, and low values, respectively.

↗ ↘ ↙ ↚ ↛ compares relevant reporting blocks showing high to low values.

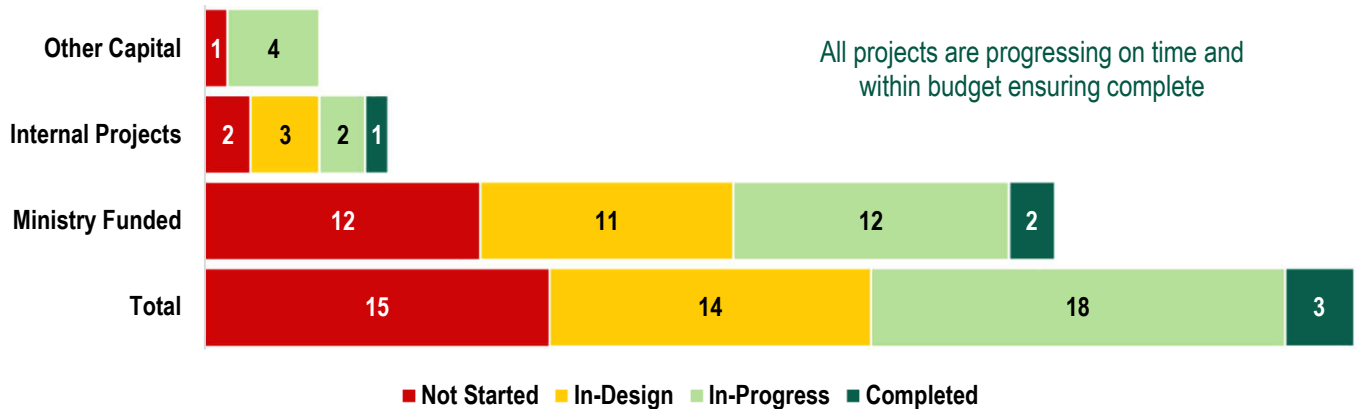
**Undergraduate FTE : Headcount ratio** for Q1 is lower as compared to annual ratio as Q1 represents the Summer term. Usually undergraduate students register for less courses as compared to Fall and Winter terms.

	Q1 Year to Date: Actual (July 1)							
	Undergraduate				Graduate			
	2019-20	2020-21	2021-22	2022-23	2019-20	2020-21	2021-22	2022-23
<b>Student Headcount</b>								
Business and Economics	● 126	● 174	● 146	● 127	● 51	● 47	● 62	● 43
Environment	● 140	● 131	● 132	● 126	● 120	● 120	● 143	● 170
Human and Health Sciences	● 323	● 343	● 401	● 413	● 226	● 212	● 246	● 218
ISSS&H	● 83	● 88	● 113	● 106	● 34	● 30	● 35	● 31
Science and Engineering	● 116	● 108	● 139	● 104	● 23	● 26	● 34	● 45
Cross Faculty	● 87	● 82	● 117	● 82	● 8	● 9	● 16	● 11
<b>Total Student Headcount</b>	● 875	● 926	● 1,048	● 958	● 462	● 444	● 536	● 518
<b>Student FTE</b>								
Business and Economics	● 54	● 73	● 63	● 55	● 44	● 40	● 57	● 43
Environment	● 52	● 47	● 44	● 49	● 119	● 118	● 141	● 169
Human and Health Sciences	● 122	● 154	● 168	● 205	● 183	● 170	● 200	● 182
ISSS&H	● 42	● 44	● 47	● 40	● 31	● 25	● 30	● 30
Science and Engineering	● 44	● 42	● 50	● 36	● 23	● 25	● 34	● 44
Cross Faculty	● 25	● 30	● 39	● 26	● 5	● 4	● 5	● 5
<b>Total Student FTE</b>	● 339	● 390	● 411	● 411	● 405	● 382	● 467	● 473
<b>FTE : Headcount Ratio</b>								
Business and Economics	↗ 0.43	↗ 0.42	↗ 0.43	↗ 0.43	↗ 0.86	↗ 0.85	↗ 0.92	↗ 1.00
Environment	↗ 0.37	↗ 0.36	↓ 0.33	↗ 0.39	↗ 0.99	↗ 0.98	↗ 0.99	↗ 0.99
Human and Health Sciences	↗ 0.38	↗ 0.45	↗ 0.42	↗ 0.50	↗ 0.81	↗ 0.80	↗ 0.81	↗ 0.83
ISSS&H	↗ 0.51	↗ 0.50	↗ 0.42	↗ 0.38	↗ 0.91	↗ 0.83	↗ 0.86	↗ 0.97
Science and Engineering	↗ 0.38	↗ 0.39	↗ 0.36	↗ 0.35	↗ 1.00	↗ 0.96	↗ 1.00	↗ 0.98
Cross Faculty	↓ 0.29	↓ 0.37	↓ 0.33	↓ 0.32	↗ 0.63	↓ 0.44	↓ 0.31	↗ 0.45
<b>All Programs</b>	↗ 0.39	↗ 0.42	↗ 0.39	↗ 0.43	↗ 0.88	↗ 0.86	↗ 0.87	↗ 0.91

ISSS&H: Indigenous Studies, Social Sciences and Humanities

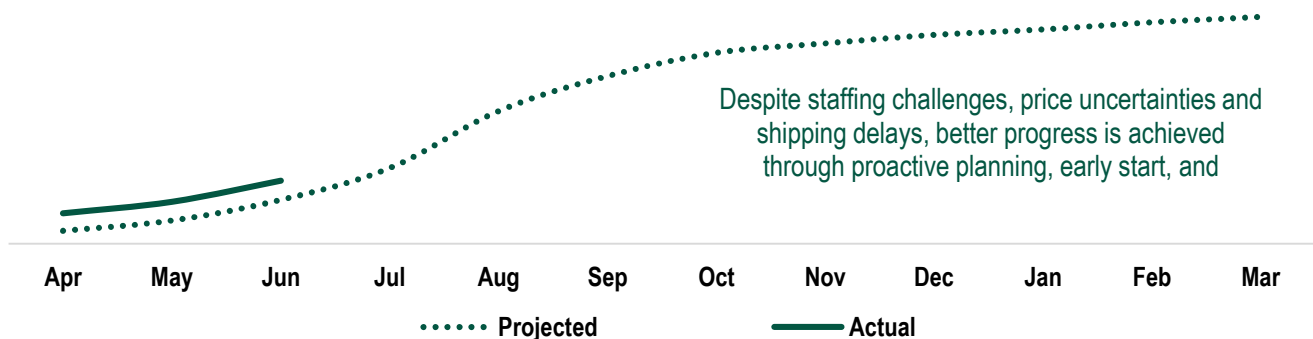
Reporting Period: Q1 APR-JUN 2022-23

### Project Status Summary (50 Projects)

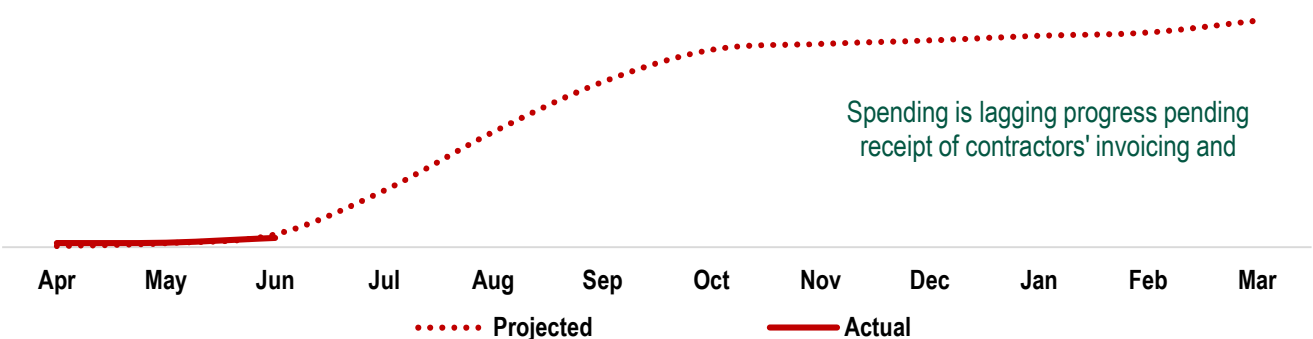


At peak **30 jobs** through 8 contractors  
Additional **2500+ hours** of work  
equivalent to **5 FTE** (Full-Time Equivalent)

### Capital Projects and Routine Capital: 2022-23 Progress



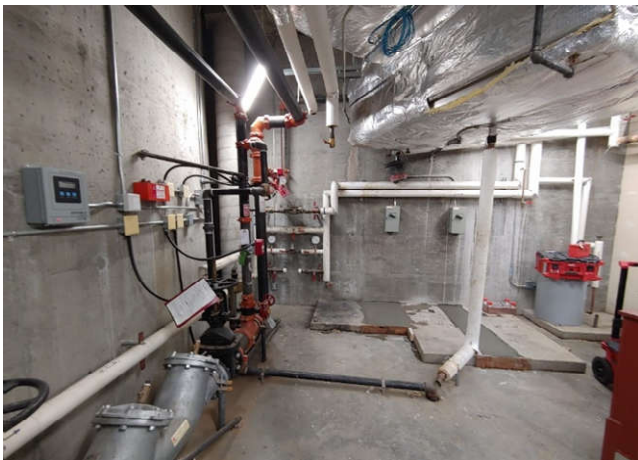
### Capital Projects and Routine Capital: 2022-23 Spending (Budget: \$2.1M)



## Progress Photographs



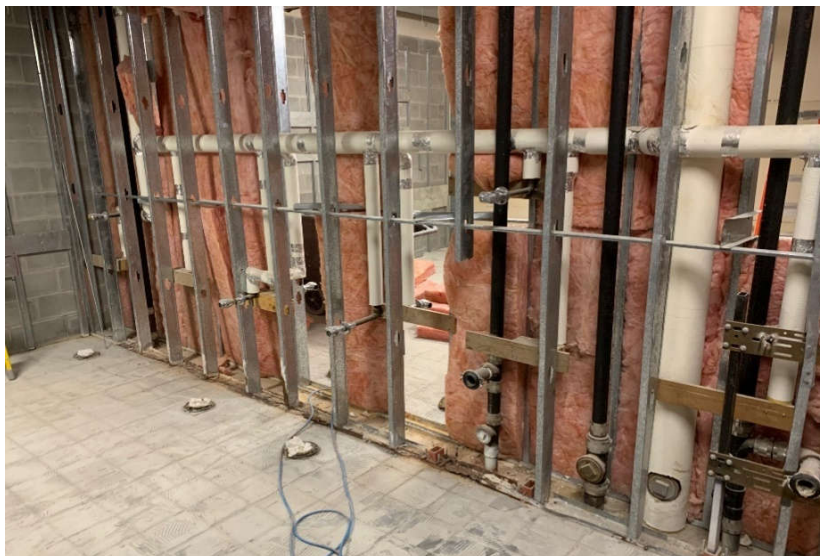
**Residence 1 Roof Replacement:** Original shingled roof was installed in 1995, replaced with new shingles in 2022.



**Agora Heat Exchanger Replacement:** Mechanical room 07-165 with old heat exchangers and pumps removed, concrete poured ready for new high efficiency pumps and heat exchangers.



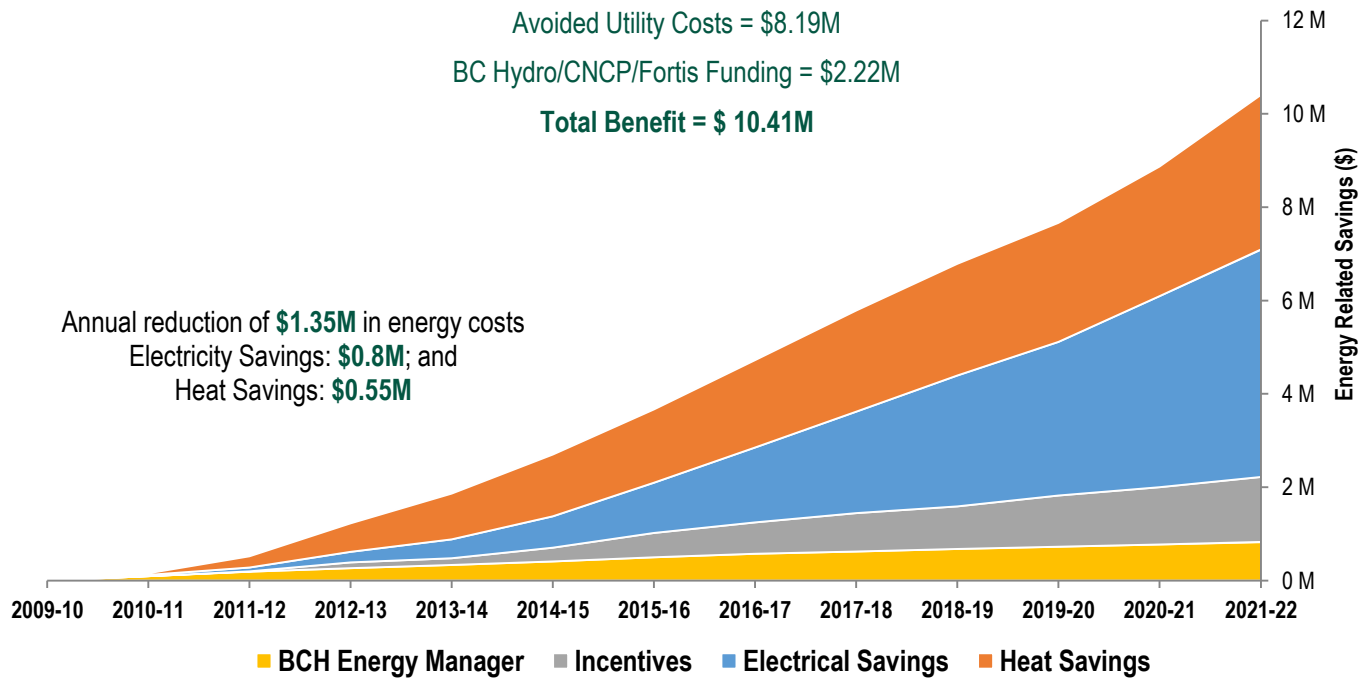
**Doug Little Lounge – Concrete Restoration:** Formwork and rebar ready for pour of new concrete



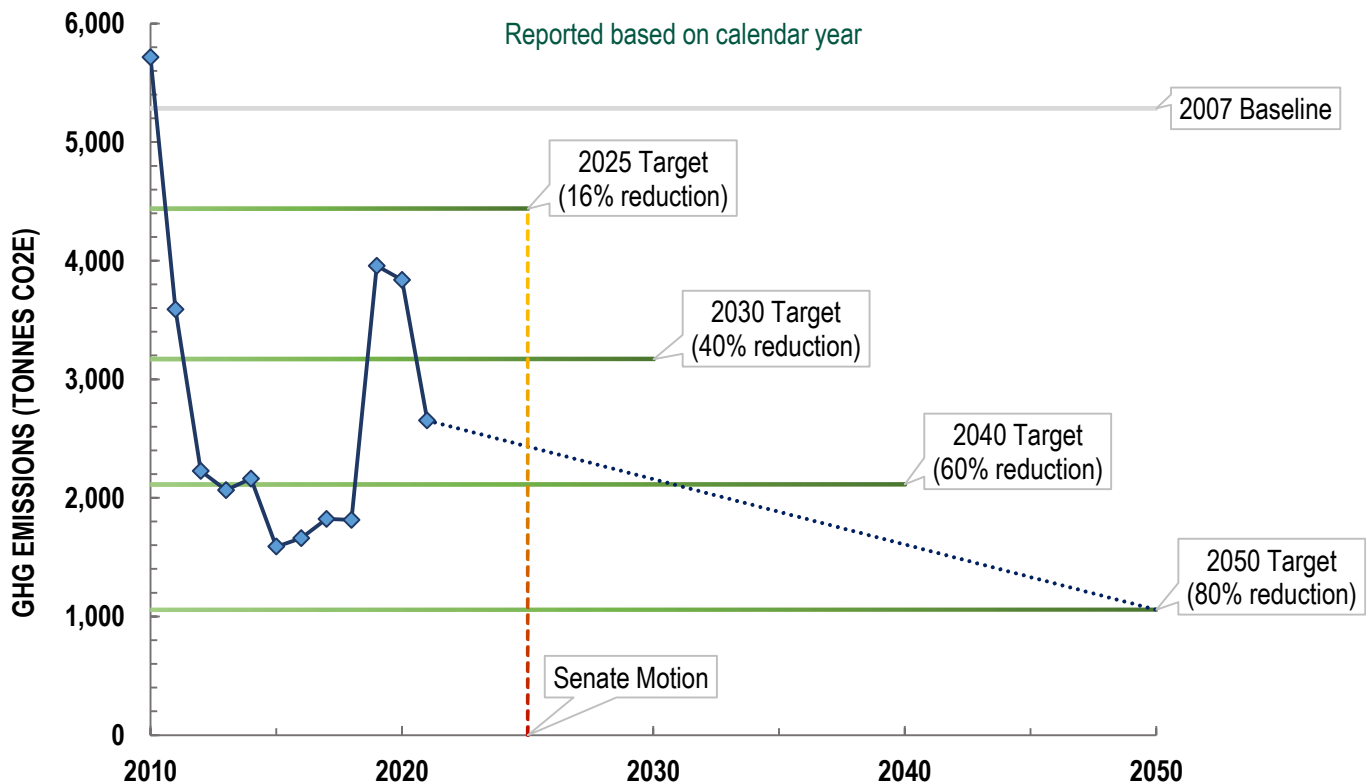
**Agora Washroom Renewal:** Demolition complete in washrooms adjacent to the First Nations Centre. New stalls, fixtures and finishes will be completed this fall.

Reporting Period: Q1 APR-JUN 2022-23

### Energy Management Program Savings

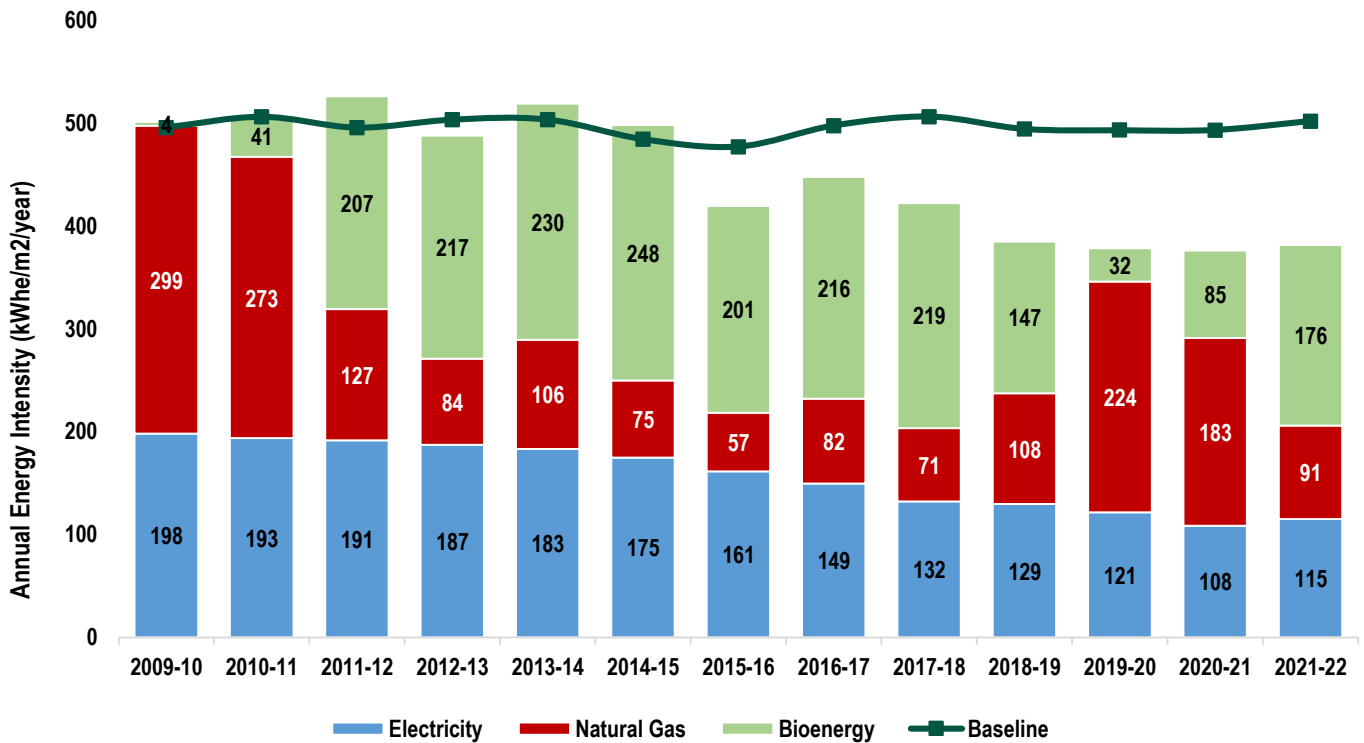


### GHG (Greenhouse gases) Annual Emissions Trend

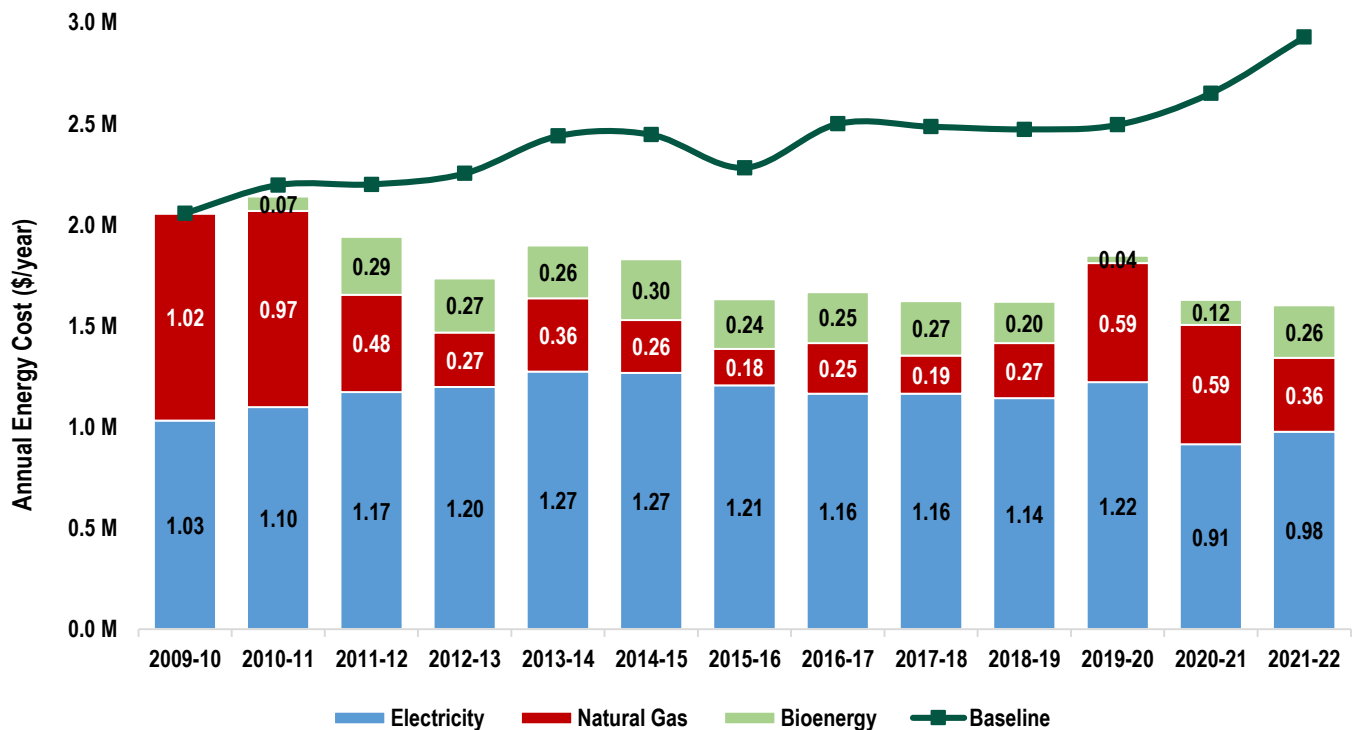


Reporting Period: Q1 APR-JUN 2022-23

### Energy Intensity



### Energy Cost














University of Northern British Columbia  
Statement of Financial Position


















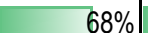




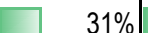

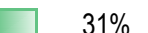











Reporting Period: Q1 APR-JUN 2022-23

\$ in Millions	31-Mar-19	31-Mar-20	31-Mar-21	31-Mar-22	30-Jun-21	30-Jun-22
<b>Financial assets</b>						
Cash and cash equivalents	32.06	32.86	40.83	47.31	32.91	40.38
Operating investments	18.12	20.25	19.19	20.38	21.24	20.81
Accounts receivable	3.25	3.75	4.63	4.42	7.21	4.59
Inventories for resale	0.62	0.68	0.65	0.57	0.75	0.54
Portfolio investments	16.62	17.86	21.90	26.68	23.18	23.55
Sinking Fund	3.13	-	-	-	-	-
<b>Total financial assets</b>	<b>73.80</b>	<b>75.40</b>	<b>87.20</b>	<b>99.36</b>	<b>85.29</b>	<b>89.87</b>
<b>Liabilities</b>						
Accounts payable and accrued liabilities	12.13	16.34	16.81	17.15	13.98	12.75
Deferred revenue	1.94	2.80	2.40	1.40	2.13	1.62
Deferred contributions	31.46	30.96	42.12	52.35	49.48	49.85
Deferred capital contributions	155.67	152.86	154.63	154.29	154.05	152.76
Long-term debt	3.00	-	-	-	-	-
<b>Total liabilities</b>	<b>204.20</b>	<b>202.96</b>	<b>215.96</b>	<b>225.19</b>	<b>219.64</b>	<b>216.98</b>
<b>Net debt</b>	<b>(130.40)</b>	<b>(127.56)</b>	<b>(128.76)</b>	<b>(125.83)</b>	<b>(134.35)</b>	<b>(127.11)</b>
<b>Non-financial assets</b>						
Tangible capital assets	209.98	205.89	206.14	204.52	205.15	203.06
Inventories held for use	0.07	0.07	0.08	0.09	0.09	0.08
Endowment investments	62.88	64.14	67.66	69.46	69.45	69.84
Prepaid expenses	2.43	2.61	3.35	3.68	1.78	2.26
<b>Total non-financial assets</b>	<b>275.36</b>	<b>272.71</b>	<b>277.23</b>	<b>277.75</b>	<b>276.47</b>	<b>275.24</b>
<b>Accumulated surplus</b>	<b>144.96</b>	<b>145.15</b>	<b>148.47</b>	<b>151.92</b>	<b>142.12</b>	<b>148.13</b>
Equity Reserve	54.31	53.03	51.51	50.23	51.10	50.30
Endowment (indexed principal)	62.88	64.14	67.66	69.46	69.45	69.84
Restricted Reserves	3.49	3.58	4.38	5.17	4.35	4.95
General Reserves						
- General Reserve	3.52	3.52	3.52	3.52	3.52	3.52
- Carry forwards	3.62	4.16	3.12	3.10		3.68
- Equipment Replacement/Special Projects	12.13	13.77	16.47	18.80		15.47
- Capital Reserve	8.87	7.97	8.94	9.14	13.70	8.35
- Specific Purpose	7.84	6.80	6.13	5.59		5.22
- Ancillary Services	(11.70)	(11.82)	(13.26)	(13.09)		(13.20)
	24.28	24.40	24.92	27.06	17.22	23.04
<b>Total accumulated surplus</b>	<b>144.96</b>	<b>145.15</b>	<b>148.47</b>	<b>151.92</b>	<b>142.12</b>	<b>148.13</b>

Reporting Period: Q1 APR-JUN 2022-23
















	2022-23			Variance	
	Budget	Q1	Q1 YTD	Q1	Q1 YTD
<b>Key Financial Indicators (\$ in Millions)</b>					
Total Revenue	10.34 	2.12 	2.12	 25%	 25%
Gross Operating Result	1.73 	0.26 	0.26	 37%	 37%
Debt Servicing - Internal	0.56	-	-	-	-
Contribution	1.17 	0.36	0.36	 -36%	 -36%

**Gross Operating Result** represents operating surplus/(deficit) before contribution and debt servicing.**Variance** represents difference of 2022-23 from the corresponding period of 2021-22.

Key Indicators	2021-22	Q1		Q1 YTD	
	Annual	2021-22	2022-23	2021-22	2022-23
<b>Housing and Residential Services</b>					
Total Residential Capacity	500	250	500	250	500
Student in Residence	430	45	70	 45  70	70
Residence Occupancy Rate %	 86%	Note 1		Note 1	
Paid Guests Room Nights	332	274	3,602	 274  3,602	3,602
<b>Hospitality Services</b>					
Meal Plans (Mandatory)	263	Note 1		Note 1	
Meal Plans (Optional)	38				
Feed BC %	39%				
Meal Plan Satisfaction Rate % (rank 'satisfied' or higher)	44%				
Room bookings: External	145	26	153	 26  153	153
Room bookings: Internal including Students	4,106	738	837	 738  837	837
<b>Retail Services (Bookstore)</b>					
# of Transactions			4,368		4,368
Average Transaction Value	Note 2	Note 2	\$55	Note 2	\$55
Bookstore Inventory Turnover Rate (Target: 4-6)			0.29		0.29
<b>Continuing Studies</b>					
# of courses offered	204	55	99	 55  99	99
# of course participants (F2F)	2,038	725	905	 725  905	905
# of course participants (online)	1,749	651	390	 651  390	390
Proportion of BC participants %	 58%	 57%	 68%	 57%	 68%
Proportion of out of province participants %	 42%	 43%	 31%	 43%	 31%
Proportion of international participants %	 0%	 0%	 1%	 0%	 1%
<b>Northern Sport Centre</b>					
Total NSC Members (Note 3)	4,800	6,751	4,675	 6,751  4,675	4,675
Daily Visits	179,090	39,885	51,982	 39,885  51,982	51,982
# of local sports organizations (Note 3)	10	13	15	 13  15	15

**Note 1:** These are tracked for Fall and Winter terms and reported in Q2 and Q4, respectively and the annual figures shows the average for the year.**Note 2:** These updated indicators are being tracked starting from 2022-23 and will continue to be reported in future.**Note 3:** The annual and YTD numbers represent the average of reporting quarters.**Note 4:**   Compares two corresponding periods showing high and low values, respectively.

Reporting Period: Q1 APR-JUN 2022-23

\$ in Millions	2018-19	2019-20	2020-21	2021-22			2022-23					Variance	
	Actual	Actual	Actual	Actual	Q1	Q1 YTD	Budget	Q1	Q1 YTD	% Utilized	Forecast	Q1	Q1 YTD
<b>Table 1: Revenues</b>													
Provincial Operating Grant	50.05	53.45	56.19	58.57	14.48	14.48	60.92	15.24	15.24	 25.0%	60.92	5% F	5% F
Tuition and Student Fees	19.35	21.20	20.60	21.53	2.86	2.86	22.67	3.03	3.03	 13.4%	22.67	6% F	6% F
Other Grants (Table 1.1)	10.82	12.07	13.11	14.05	3.02	3.02	12.80	3.12	3.12	 24.4%	12.80	3% F	3% F
Other Income (Table 1.2)	4.27	4.21	3.00	3.08	0.55	0.55	3.65	0.51	0.51	 14.0%	3.65	-7% U	-7% U
<b>Revenues</b>	<b>84.49</b>	<b>90.93</b>	<b>92.90</b>	<b>97.23</b>	<b>20.91</b>	<b>20.91</b>	<b>100.04</b>	<b>21.90</b>	<b>21.90</b>	 <b>21.9%</b>	<b>100.04</b>	<b>5% F</b>	<b>5% F</b>
<b>Table 1.1: Other Grants</b>													
Provincial Capital and One-Time Grants	1.73	2.37	2.39	3.32	0.22	0.22	2.04	0.26	0.26	 12.7%	2.04	18% F	18% F
Federal Grant: Research Support Fund	2.33	2.94	3.21	2.73	0.74	0.74	2.51	0.63	0.63	 25.1%	2.51	-15% U	-15% U
Grants from Other Universities	6.76	6.76	7.51	8.00	2.06	2.06	8.25	2.23	2.23	 27.0%	8.25	8% F	8% F
<b>Other Grants</b>	<b>10.82</b>	<b>12.07</b>	<b>13.11</b>	<b>14.05</b>	<b>3.02</b>	<b>3.02</b>	<b>12.80</b>	<b>3.12</b>	<b>3.12</b>	 <b>24.4%</b>	<b>12.80</b>	<b>3% F</b>	<b>3% F</b>
<b>Table 1.2: Other Income</b>													
Interest Income	0.84	1.05	0.67	0.08	0.10	0.10	0.64	0.05	0.05	 7.8%	0.64	-50% U	-50% U
Sales and Services	1.25	1.36	1.31	1.33	0.29	0.29	1.24	0.30	0.30	 24.2%	1.24	3% F	3% F
Miscellaneous Income	0.10	0.14	0.16	0.26	-	-	0.06	0.02	0.02	 33.3%	0.06	- F	- F
Internal Overhead Cost Recovery	1.82	1.41	0.64	1.19	0.13	0.13	1.43	0.09	0.09	 6.3%	1.43	-31% U	-31% U
Other Cost Recovery	0.26	0.25	0.22	0.22	0.03	0.03	0.28	0.05	0.05	 17.9%	0.28	67% F	67% F
<b>Other Income</b>	<b>4.27</b>	<b>4.21</b>	<b>3.00</b>	<b>3.08</b>	<b>0.55</b>	<b>0.55</b>	<b>3.65</b>	<b>0.51</b>	<b>0.51</b>	 <b>14.0%</b>	<b>3.65</b>	<b>-7% U</b>	<b>-7% U</b>

**Note:** Variance percentages represent difference of Q1 and Q1 YTD 2022-23 from the corresponding period in 2021-22. Favourable variance results from higher revenue and lower spending and Unfavourable variance results from lower revenue and higher spending.

Reporting Period: Q1 APR-JUN 2022-23

\$ in Millions	2018-19	2019-20	2020-21	2021-22			2022-23						Variance	
	Actual	Actual	Actual	Actual	Q1	Q1 YTD	Budget	Q1	Q1 YTD	% Utilized	Forecast	Q1	Q1 YTD	
Table 2: Expenditures														
Employee Costs (Table 2.1)	59.55	62.33	63.54	68.90	18.21	18.21	72.09	16.84	16.84	<div><div></div></div> 23.4%	72.09	-8% <span>F</span>	-8% <span>F</span>	
Other Expenditures (Table 2.2)	18.76	22.10	17.48	19.57	5.37	5.37	22.39	5.59	5.59	<div><div></div></div> 25.0%	22.39	4% <span>U</span>	4% <span>U</span>	
Expenditures	78.31	84.43	81.02	88.47	23.58	23.58	94.48	22.43	22.43	<div><div></div></div> 23.7%	94.48	-5% <span>F</span>	-5% <span>F</span>	
Table 2.1: Employee Costs														
Salaries														
- Faculty Group	50.44	52.22	52.81	57.74	7.49	7.49	32.14	7.25	7.25	<div><div></div></div> 22.6%	32.14	-3% <span>F</span>	-3% <span>F</span>	
- Staff Groups					6.69	6.69	24.51	5.47	5.47	<div><div></div></div> 22.3%	24.51	-18% <span>F</span>	-18% <span>F</span>	
- Teaching, Research and Student Assistants					0.12	0.12	1.24	0.16	0.16	<div><div></div></div> 12.9%	1.24	33% <span>U</span>	33% <span>U</span>	
- Others (Note 1)					1.32	1.32	3.44	1.12	1.12	<div><div></div></div> 32.6%	3.44	-15% <span>F</span>	-15% <span>F</span>	
- Budgeted Vacancy Factor (Note 2)					-	-	(1.98)	-	-		(1.98)			
	50.44	52.22	52.81	57.74	15.62	15.62	59.35	14.00	14.00	<div><div></div></div> 23.6%	59.35	-10% <span>F</span>	-10% <span>F</span>	
Employee Benefits														
- Pension Contribution	9.11	10.11	10.73	11.16	0.84	0.84	4.71	1.01	1.01	<div><div></div></div> 21.4%	4.71	20% <span>U</span>	20% <span>U</span>	
- Statutory Benefits (Note 3)					0.90	0.90	3.44	0.96	0.96	<div><div></div></div> 27.9%	3.44	7% <span>U</span>	7% <span>U</span>	
- Other Benefits (Note 4)					0.85	0.85	4.59	0.87	0.87	<div><div></div></div> 19.0%	4.59	2% <span>U</span>	2% <span>U</span>	
	9.11	10.11	10.73	11.16	2.59	2.59	12.74	2.84	2.84	<div><div></div></div> 22.3%	12.74	10% <span>U</span>	10% <span>U</span>	
Employee Costs	59.55	62.33	63.54	68.90	18.21	18.21	72.09	16.84	16.84	<div><div></div></div> 23.4%	72.09	-8% <span>F</span>	-8% <span>F</span>	

**Note 1:** Others include market differential, overtime, additional duties pay, stipends, sick leaves and centrally managed costs and pertains to all employee groups.

**Note 2:** The actual is reflected in individual lines as a difference between budget and actual; however, these are budgeted centrally.

**Note 3:** Statutory Benefits include Employment Insurance (EI), Workers Compensation premiums, and Canada Pension Plan (CPP) contributions.

**Note 4:** Include extended health and dental care, Employee and Family Assistance Program, Employee Health Tax, tuition and housing waivers, vacation pay, vehicle allowance, etc.

Table 2.2: Other Expenditures															
Travel Costs	1.35	1.26	0.04	0.18	-	-	0.76	0.16	0.16	<div><div></div></div> 21.1%	0.76	-	U	-	U
Operational Supplies and Expenses	5.71	6.38	4.05	5.20	1.81	1.81	8.89	2.15	2.15	<div><div></div></div> 24.2%	8.89	19%	U	19%	U
Professional and Contractual Services	4.68	5.68	6.00	6.44	1.57	1.57	5.45	1.63	1.63	<div><div></div></div> 29.9%	5.45	4%	U	4%	U
Rent, Utilities and Maintenance	4.91	5.12	4.99	5.12	1.67	1.67	4.95	1.35	1.35	<div><div></div></div> 27.3%	4.95	-19%	F	-19%	F
Cost of Goods Sold	0.10	0.09	0.07	0.10	0.02	0.02	0.07	0.04	0.04	<div><div></div></div> 57.1%	0.07	100%	U	100%	U
Scholarships, Fellowships and Bursaries	1.45	3.03	1.58	1.85	0.19	0.19	1.70	0.15	0.15	<div><div></div></div> 8.8%	1.70	-21%	F	-21%	F
Others	0.56	0.54	0.75	0.68	0.11	0.11	0.57	0.11	0.11	<div><div></div></div> 19.3%	0.57	0%	N	0%	N
Other Expenditures	18.76	22.10	17.48	19.57	5.37	5.37	22.39	5.59	5.59	<div><div></div></div> 25.0%	22.39	4%	U	4%	U
Table 3: Capital and Transfers															
Capital	1.26	1.45	1.64	1.75	0.26	0.26	1.72	0.21	0.21	<div><div></div></div> 12.2%	1.72	-19%	F	-19%	F
Transfers	6.87	2.97	4.97	4.01	(0.14)	(0.14)	4.98	2.25	2.25	<div><div></div></div> 45.2%	4.98	-1707%	U	-1707%	U
Capital and Transfers	8.13	4.42	6.61	5.76	0.12	0.12	6.70	2.46	2.46	<div><div></div></div> 36.7%	6.70	1950%	U	1950%	U























**Note:** Variance percentages represent difference of Q1 and Q1 YTD 2022-23 from the corresponding period in 2021-22.

Reporting Period: Q1 APR-JUN 2022-23

\$ in Millions	2018-19	2019-20	2020-21	2021-22			2022-23					Variance	
	Actual	Actual	Actual	Actual	Q1	Q1 YTD	Budget	Q1	Q1 YTD	% Utilized	Forecast	Q1	Q1 YTD
<b>Table 4: Ancillary Services Fund</b>													
Housing & Residence Life	2.83	2.55	0.70	2.29	0.09	0.09	2.80	0.27	0.27	9.6%	2.80	200% <b>F</b>	200% <b>F</b>
Hospitality Services	0.93	0.64	0.01	0.17	-	-	0.48	0.16	0.16	33.3%	0.48	- <b>F</b>	- <b>F</b>
Continuing Studies	1.97	2.17	1.38	2.05	0.79	0.79	2.00	0.69	0.69	34.5%	2.00	-13% <b>U</b>	-13% <b>U</b>
Retail Services	2.17	2.03	1.33	1.67	0.20	0.20	1.88	0.25	0.25	13.3%	1.88	25% <b>F</b>	25% <b>F</b>
Northern Sport Centre	2.07	1.87	1.05	1.54	0.36	0.36	1.83	0.46	0.46	25.1%	1.83	28% <b>F</b>	28% <b>F</b>
English Language Studies	0.42	0.02	-	-	-	-	-	-	-	-	-	- <b>N</b>	- <b>N</b>
Parking & Security Services	1.30	1.20	0.92	1.29	0.25	0.25	1.35	0.29	0.29	21.5%	1.35	16% <b>F</b>	16% <b>F</b>
<b>Revenues</b>	<b>11.69</b>	<b>10.48</b>	<b>5.39</b>	<b>9.01</b>	<b>1.69</b>	<b>1.69</b>	<b>10.34</b>	<b>2.12</b>	<b>2.12</b>	20.5%	<b>10.34</b>	<b>25% <b>F</b></b>	<b>25% <b>F</b></b>
Employee Costs	3.87	4.34	3.99	4.36	1.15	1.15	4.33	1.08	1.08	24.9%	4.33	-6% <b>F</b>	-6% <b>F</b>
Operating Expenditures	5.38	5.27	3.48	4.15	0.35	0.35	4.41	0.78	0.78	17.7%	4.41	123% <b>U</b>	123% <b>U</b>
Minor Capital	0.09	0.04	0.04	0.02	-	-	0.20	-	-	0.0%	0.20	- <b>N</b>	- <b>N</b>
Debt Servicing - Internal	0.80	0.54	-	-	-	-	0.56	-	-	0.0%	0.56	- <b>N</b>	- <b>N</b>
Contributions	1.62	1.23	0.42	0.94	0.56	0.56	1.17	0.36	0.36	30.8%	1.17	-36% <b>U</b>	-36% <b>U</b>
Transfers	(0.59)	(0.81)	(0.67)	(0.39)	-	-	(0.33)	-	-	0.0%	(0.33)	- <b>N</b>	- <b>N</b>
<b>Expenditures and Transfers</b>	<b>11.17</b>	<b>10.61</b>	<b>7.26</b>	<b>9.08</b>	<b>2.06</b>	<b>2.06</b>	<b>10.34</b>	<b>2.22</b>	<b>2.22</b>	21.5%	<b>10.34</b>	<b>8% <b>U</b></b>	<b>8% <b>U</b></b>
<b>Surplus / (Deficit)</b>	<b>0.52</b>	<b>(0.13)</b>	<b>(1.87)</b>	<b>(0.07)</b>	<b>(0.37)</b>	<b>(0.37)</b>	<b>-</b>	<b>(0.10)</b>	<b>(0.10)</b>	<b>-</b>	<b>-</b>	<b>-73% <b>F</b></b>	<b>-73% <b>F</b></b>
<b>Table 5: Other Funds and Adjustments</b>													
Research Funds	0.37	0.19	2.46	3.64	2.34	2.34	(0.75)	1.90	1.90	-253.3%	(0.75)	-19% <b>F</b>	-19% <b>F</b>
Specific Purpose and Endowment Funds	3.17	(0.32)	8.86	7.90	3.95	3.95	(1.10)	(3.97)	(3.97)	360.9%	(1.10)	-201% <b>F</b>	-201% <b>F</b>
Capital Funds	(7.40)	(10.22)	(8.26)	(9.91)	(1.72)	(1.72)	(3.75)	(3.20)	(3.20)	85.3%	(3.75)	86% <b>U</b>	86% <b>U</b>
<b>Other Funds</b>	<b>(3.86)</b>	<b>(10.35)</b>	<b>3.06</b>	<b>1.63</b>	<b>4.57</b>	<b>4.57</b>	<b>(5.60)</b>	<b>(5.27)</b>	<b>(5.27)</b>	94.1%	<b>(5.60)</b>	<b>-215% <b>F</b></b>	<b>-215% <b>F</b></b>
Capitalized expenditures	5.00	5.24	9.80	8.31	1.40	1.40	5.00	1.05	1.05	21.0%	5.00	-25% <b>F</b>	-25% <b>F</b>
Deferred Revenue	1.27	3.32	(9.46)	(9.41)	(9.17)	(9.17)	2.10	4.06	4.06	193.3%	2.10	-144% <b>F</b>	-144% <b>F</b>
Restricted donations & investment income	(2.38)	(1.26)	(3.52)	(1.81)	(0.27)	(0.27)	(1.50)	(0.38)	(0.38)	25.3%	(1.50)	41% <b>U</b>	41% <b>U</b>
<b>Adjustments</b>	<b>3.89</b>	<b>7.30</b>	<b>(3.18)</b>	<b>(2.91)</b>	<b>(8.04)</b>	<b>(8.04)</b>	<b>5.60</b>	<b>4.73</b>	<b>4.73</b>	84.5%	<b>5.60</b>	<b>-159% <b>F</b></b>	<b>-159% <b>F</b></b>
<b>Other Funds and Adjustments</b>	<b>0.03</b>	<b>(3.05)</b>	<b>(0.12)</b>	<b>(1.28)</b>	<b>(3.47)</b>	<b>(3.47)</b>	<b>-</b>	<b>(0.54)</b>	<b>(0.54)</b>	<b>-</b>	<b>-</b>	<b>-84% <b>F</b></b>	<b>-84% <b>F</b></b>

Note: Variance percentages represent difference of Q1 and Q1 YTD 2022-23 from the corresponding period in 2021-22.

Reporting Period: Q1 APR-JUN 2022-23

\$ in Millions	2018-19	2019-20	2020-21	2021-22			2022-23					Variance	
	Actual	Actual	Actual	Actual	Q1	Q1 YTD	Budget	Q1	Q1 YTD	% Utilized	Forecast	Q1	Q1 YTD
<b>Table 6: Functional Classification (General Operating, Ancillary Services - Expenditures, Capital and Transfers)</b>													
<b>Governance and Executive</b>													
University Governance	0.36	0.38	0.24	0.20	0.04	0.04	0.33	0.09	0.09	 27.3%	0.33	125% <b>U</b>	125% <b>U</b>
President's Office	0.67	0.74	0.59	0.51	0.11	0.11	0.57	0.18	0.18	 31.6%	0.57	64% <b>U</b>	64% <b>U</b>
<b>Sub Total</b>	<b>1.03</b>	<b>1.12</b>	<b>0.83</b>	<b>0.71</b>	<b>0.15</b>	<b>0.15</b>	<b>0.90</b>	<b>0.27</b>	<b>0.27</b>	 <b>30.0%</b>	<b>0.90</b>	<b>80% <b>U</b></b>	<b>80% <b>U</b></b>
<b>Advancement &amp; Outreach</b>													
Office of the Vice President, University Advancement	1.16	1.56	1.37	-	-	-	-	-	-	-	-	- <b>N</b>	- <b>U</b>
Communications and Alumni Relations	0.91	1.00	0.78	1.17	0.24	0.24	1.23	0.37	0.37	 30.1%	1.23	54% <b>U</b>	54% <b>U</b>
Equity, Diversity and Inclusion	-	-	-	-	-	-	0.30	0.06	0.06	 20.0%	0.30	- <b>U</b>	- <b>U</b>
Indigenous Initiatives	-	-	-	-	-	-	0.20	0.07	0.07	 35.0%	0.20	- <b>U</b>	- <b>U</b>
<b>Sub Total</b>	<b>2.07</b>	<b>2.56</b>	<b>2.15</b>	<b>1.17</b>	<b>0.24</b>	<b>0.24</b>	<b>1.73</b>	<b>0.50</b>	<b>0.50</b>	 <b>28.9%</b>	<b>1.73</b>	<b>108% <b>U</b></b>	<b>108% <b>U</b></b>
<b>Academic Programs</b>													
Council of Deans	2.08	2.07	2.73	-	-	-	1.28	-	-	0.0%	1.28	- <b>N</b>	- <b>N</b>
Faculty of Business and Economics	3.94	3.92	3.85	4.63	0.95	0.95	5.56	1.16	1.16	 20.9%	5.56	22% <b>U</b>	22% <b>U</b>
Faculty of Environment	6.53	6.28	6.02	7.74	1.84	1.84	7.56	2.21	2.21	 29.2%	7.56	20% <b>U</b>	20% <b>U</b>
Faculty of Human and Health Sciences	9.46	9.34	9.35	10.90	2.33	2.33	13.12	2.72	2.72	 20.7%	13.12	17% <b>U</b>	17% <b>U</b>
Faculty of Indigenous Studies, Social Sciences and Humanities	3.99	4.01	4.25	5.73	1.24	1.24	5.60	1.51	1.51	 27.0%	5.60	22% <b>U</b>	22% <b>U</b>
Faculty of Science and Engineering	5.53	5.94	6.44	8.24	1.62	1.62	9.09	2.31	2.31	 25.4%	9.09	43% <b>U</b>	43% <b>U</b>
Division of Medical Sciences	7.36	7.64	7.98	9.29	1.68	1.68	9.52	2.61	2.61	 27.4%	9.52	55% <b>U</b>	55% <b>U</b>
<b>Sub Total</b>	<b>38.89</b>	<b>39.20</b>	<b>40.62</b>	<b>46.53</b>	<b>9.66</b>	<b>9.66</b>	<b>51.73</b>	<b>12.52</b>	<b>12.52</b>	 <b>24.2%</b>	<b>51.73</b>	<b>30% <b>U</b></b>	<b>30% <b>U</b></b>
<b>Research and Innovation</b>													
Office of the Vice President Research & Innovation	1.11	1.27	1.36	1.68	0.27	0.27	2.14	0.77	0.77	 36.0%	2.14	185% <b>U</b>	185% <b>U</b>
Research Facilities and Laboratory Services	0.75	0.79	0.60	0.71	0.17	0.17	0.62	0.24	0.24	 38.7%	0.62	41% <b>U</b>	41% <b>U</b>
<b>Sub Total</b>	<b>1.86</b>	<b>2.06</b>	<b>1.96</b>	<b>2.39</b>	<b>0.44</b>	<b>0.44</b>	<b>2.76</b>	<b>1.01</b>	<b>1.01</b>	 <b>36.6%</b>	<b>2.76</b>	<b>130% <b>U</b></b>	<b>130% <b>U</b></b>
<b>Academic Services</b>													
Office of the Provost	0.33	0.77	0.47	0.68	0.11	0.11	1.07	0.32	0.32	 29.9%	1.07	191% <b>U</b>	191% <b>U</b>
Centre for Teaching & Learning	0.39	0.40	0.48	0.40	0.08	0.08	0.45	0.05	0.05	 11.1%	0.45	-38% <b>F</b>	-38% <b>F</b>
Collaborative Campus Support Team	2.26	1.88	1.28	1.23	0.40	0.40	1.48	0.36	0.36	 24.3%	1.48	-10% <b>F</b>	-10% <b>F</b>
Geoffrey R. Weller Library	3.36	3.37	3.41	3.44	0.48	0.48	3.76	0.50	0.50	 13.3%	3.76	4% <b>U</b>	4% <b>U</b>
<b>Sub Total</b>	<b>6.34</b>	<b>6.42</b>	<b>5.64</b>	<b>5.75</b>	<b>1.07</b>	<b>1.07</b>	<b>6.76</b>	<b>1.23</b>	<b>1.23</b>	 <b>18.2%</b>	<b>6.76</b>	<b>15% <b>U</b></b>	<b>15% <b>U</b></b>

**Note:** Variance percentages represent difference of Q1 and Q1 YTD 2022-23 from the corresponding period in 2021-22.

Reporting Period: Q1 APR-JUN 2022-23

\$ in Millions	2018-19	2019-20	2020-21	2021-22			2022-23						Variance	
	Actual	Actual	Actual	Actual	Q1	Q1 YTD	Budget	Q1	Q1 YTD	% Utilized	Forecast	Q1	Q1 YTD	
Student Services														
Athletics and Recreation	1.08	1.19	0.88	1.46	0.17	0.17	1.41	0.25	0.25	<div></div>	17.7%	1.41	47% <span>U</span>	47% <span>U</span>
First Nations Centre	0.25	0.26	0.31	0.31	0.07	0.07	0.33	0.08	0.08	<div></div>	24.2%	0.33	14% <span>U</span>	14% <span>U</span>
Student Health & Wellbeing	0.83	0.92	1.07	0.96	0.23	0.23	1.03	0.24	0.24	<div></div>	23.3%	1.03	4% <span>U</span>	4% <span>U</span>
Registrar's Office	2.85	3.24	3.13	2.92	0.67	0.67	3.03	0.93	0.93	<div></div>	30.7%	3.03	39% <span>U</span>	39% <span>U</span>
Student Affairs	0.86	0.65	0.62	0.90	0.14	0.14	1.29	0.30	0.30	<div></div>	23.3%	1.29	114% <span>U</span>	114% <span>U</span>
Student Recruitment	0.59	0.69	0.58	0.56	0.12	0.12	0.90	0.18	0.18	<div></div>	20.0%	0.90	50% <span>U</span>	50% <span>U</span>
UNBC International	0.35	0.88	0.97	0.71	0.23	0.23	1.22	0.21	0.21	<div></div>	17.2%	1.22	-9% <span>F</span>	-9% <span>F</span>
Sub Total	6.81	7.83	7.56	7.82	1.63	1.63	9.21	2.19	2.19	<div></div>	23.8%	9.21	34% <span>U</span>	34% <span>U</span>
Operations														
Office of the Vice President, Finance & Administration	0.62	0.35	0.31	0.32	0.07	0.07	0.31	0.08	0.08	<div></div>	25.8%	0.31	14% <span>U</span>	14% <span>U</span>
Facilities & Capital Planning	7.15	7.55	7.62	7.77	1.69	1.69	8.08	1.47	1.47	<div></div>	18.2%	8.08	-13% <span>F</span>	-13% <span>F</span>
Financial Services	2.28	2.74	2.30	2.43	0.53	0.53	2.64	0.57	0.57	<div></div>	21.6%	2.64	8% <span>U</span>	8% <span>U</span>
Human Resources	1.41	1.77	2.11	2.23	0.55	0.55	1.49	0.42	0.42	<div></div>	28.2%	1.49	-24% <span>F</span>	-24% <span>F</span>
Information Technology Services	4.32	4.51	4.36	4.72	1.94	1.94	5.01	2.07	2.07	<div></div>	41.3%	5.01	7% <span>U</span>	7% <span>U</span>
Integrated University Planning	0.12	0.16	0.01	0.35	(0.09)	(0.09)	0.15	0.05	0.05	<div></div>	33.3%	0.15	-156% <span>U</span>	-156% <span>U</span>
Safety & Security	0.12	0.26	0.39	0.42	0.10	0.10	0.38	0.12	0.12	<div></div>	31.6%	0.38	20% <span>U</span>	20% <span>U</span>
University Operations	13.42	12.32	11.77	11.62	5.72	5.72	10.03	2.39	2.39	<div></div>	23.8%	10.03	-58% <span>F</span>	-58% <span>F</span>
Ancillary Services	11.17	10.61	7.26	9.08	2.06	2.06	10.34	2.22	2.22	<div></div>	21.5%	10.34	8% <span>U</span>	8% <span>U</span>
Sub Total	40.61	40.27	36.13	38.94	12.57	12.57	38.43	9.39	9.39	<div></div>	24.4%	38.43	-25% <span>F</span>	-25% <span>F</span>
Grand Total	97.61	99.46	94.89	103.31	25.76	25.76	111.52	27.11	27.11	<div></div>	24.3%	111.52	5% <span>U</span>	5% <span>U</span>

## Supplementary Information

\$ in Millions	2018-19	2019-20	2020-21	2021-22			2022-23					Variance	
	Actual	Actual	Actual	Actual	Q1	Q1 YTD	Budget	Q1	Q1 YTD	% Utilized	Forecast	Q1	Q1 YTD
Donations Raised													
Endowed Funds	1.50	0.30	2.60	0.80	0.02	0.02		0.19	0.19			850% <span>F</span>	850% <span>F</span>
Expendable Funds	0.80	1.00	1.20	0.76	0.07	0.07		0.26	0.26			271% <span>F</span>	271% <span>F</span>
Total Donations	2.30	1.30	3.80	1.56	0.09	0.09		0.45	0.45			400% <span>F</span>	400% <span>F</span>
Sponsored Research													
Tri Council	3.83	4.02	4.91	5.06	3.17	3.17		2.27	2.27			-28% <span>U</span>	-28% <span>U</span>
Research Support Fund	2.33	2.94	3.21	2.73	0.68	0.68		0.63	0.63			-7% <span>U</span>	-7% <span>U</span>
Endowment	1.13	1.19	1.00	1.13	-	-		0.20	0.20			- <span>F</span>	- <span>F</span>
Others	6.88	6.63	7.42	9.70	2.51	2.51		2.26	2.26			-10% <span>U</span>	-10% <span>U</span>
Total Sponsored Research	14.17	14.78	16.54	18.62	6.36	6.36		5.36	5.36			-16% <span>U</span>	-16% <span>U</span>

Note: Variance percentages represent difference of Q1 and Q1 YTD 2022-23 from the corresponding period in 2021-22.

**BOARD OF GOVERNORS – PUBLIC SESSION**

<b>Meeting Date:</b>	September 16, 2022
<b>Agenda Item:</b>	9.b. Reports of the Vice-Presidents – Interim Vice-President, Research and Innovation
<b>Material:</b>	1. Quarterly Public Written Report of the Interim Vice-President, Research and Innovation

## ***Report to the UNBC Board of Governors***

**Submitted by Dr. Kathy Lewis, Interim Vice President, Research and Innovation (and Graduate Programs)**  
**Board Meeting Date: 16 September 2022.**

### **1. Highlights**

We had a busy summer with youth outreach programs, including in-person and virtual Active Minds camps, and several activities focused on Indigenous youth and student mentors. Office staff have been involved in planning and carrying out needed revisions to existing policies, repeal of unnecessary policies and development of new policies where needed. Our work in the area of Advancement has continued to support connections with donors and efficient operations, and expanded into development of new relationships with sponsors and donors, supported by the addition of two new staff members.

### **2. Overview of Office of Research and Innovation (ORI) Portfolio**

The ORI portfolio consists of:

#### **2.1 Direct Reports:**

- Research support and project officers, research ethics support, graduate scholarships and internal grants, research contracts, donor relations, prospect research and administrative support.
- Research Facilities, Centres, and Services: Pacific Institute for Climate Solutions (UNBC Program Manager), Quesnel River Research Centre, Centre for Technology Adoption for Aging in the North, TeejLab, Research Data Centre, Northern Health Sciences Research Facility, Research Ethics Board<sup>1</sup>
- Research Services: High Performance Computing, Enhanced Forestry Lab, Northern Analytical Services Lab

#### **2.2 Autonomous Institutes or Centres, reporting to or supported by ORI**

- National Collaborating Centre for Indigenous Health, Natural Resources and Environmental Studies Institute, Community Development Institute, Health Research Institute, John Prince Research Forest, Aleza Lake Research Forest

### **3. Reports from Centres, Institutes and Boards**

- Annual report to March 2022 received from the Health Research Institute (HRI). Highlights include changes in leadership with the retirement of Dr. Martha MacLeod and new people joining the HRI Leadership Council, administration of a successful seed funding program focused on northern issues, ongoing project support for health researchers, and many opportunities for knowledge exchange. The HRI has been a strong promoter of knowledge exchange, facilitated through the HRI Knowledge Synthesis Centre, a brown bag lunch series, and the HRI seminar series. The HRI hosted a very successful “Better Together for Health Research” workshop with updates on key developments for supporting health research in northern BC. (Full report available on request).
- Grand opening of the Northern Centre for Clinical Research and appointment of Dr. Anurag Singh as the inaugural Director. The NCCR is a partnership of UNBC, UBC Faculty of Medicine, and Northern Health.

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<sup>1</sup> REB is an independent decision-making body supported administratively by the ORI

#### **4. Research Grants, Contracts and Outreach (received since last report)**

- Social Sciences and Humanities Research Council (SSHRC) Insight Development grants (2)
- Indigenous Services Canada, grant to Sarah de Leeuw for Hearts-based Education and Anticolonial Learning
- Twelve UNBC researchers supported with internal grants from UNBC's SSHRC Institutional Grants award
- Five new Mitacs Accelerate Grants
- Two new Mitacs Elevate Grants

The office held a very successful Grant Writing Summer School with 12 mentees and 11 mentors

#### **5. Student Research Support and Engagement**

Since the last Board report:

- 5 Graduate Entrance Research Scholarship (GERS) awarded for the Jan 2023 semester
- 1 student awarded the Michael Smith Foreign Study Supplement (MSFSS)
- 1 student awarded a BC Network Environment for Indigenous Health Research (BC NEIHR) – Graduate Award
- 1 postdoc awarded the Michael Smith Health Research BC (MSHRBC) Research Trainee Award (through UNBC) and CIHR Fellowship (through UBC)

We also had 12 Mitacs Globalink Research Interns on campus this summer and one virtual participant (interns were from Hong Kong, India, China, Columbia and Mexico).

Two student Research Ambassadors returned for the summer session and six Research Ambassadors have been selected for the 2022/23 academic year. The summer Ambassadors worked primarily on plans for the upcoming year including Orientation workshops and other activities to inform new students about research opportunities. They also contributed to general recruitment efforts through design of school outreach activities and other outreach activities.

#### **6. Research Facilities and Infrastructure**

No new information to report.

#### **7. Graduate Programs**

- Applications have been received for a Research Assistant to assist with development of a Graduate Manual/Handbook that will assist graduate students with navigating their careers at UNBC from pre-admission through to completion. It will also include professional development links.
- A Letter of Understanding for graduate students and supervisors to review together has been posted on the Graduate Administration webpage. This optional tool will assist students and supervisors to have a mutual understanding of each other's roles and responsibilities.

#### **8. Partnerships and Advancement Activities**

New Approved Donor Funded Awards

- Paul Zanette Memorial Award
- Elsie Osterberg Memorial Award
- International Student Support Award
- EGBC Northern Branch Matching Scholarship

- Dr. Eldon Lee Memorial Award
- Andrea Johnson Memorial Award
- Lake Biodiversity Scholarship

We also established an agreement with a very generous donor who will be supporting students from the Agha Kahn Development Network. Six students will benefit from \$20,000 per year for 4 years.

We welcomed two new fundraising staff to our advancement team, one is a Development Officer – Community Engagement and the second is a Sponsorships Officer.

#### **9. Youth Engagement and Outreach**

- UNBC partnered with the Chuntoh Education Society on a Land-based Experiential Learning Pilot Program and part of the program involved interns visiting UNBC Prince George campus on July 27<sup>th</sup> and downtown WIDC and WIRL on August 24<sup>th</sup>.
- UNBC Active Minds hosted two weeks of in-person camps for youth age 9-12. These were a joint camp with the UNBC Athletic department that were branded “Active Mind, Active Bodies”. Total 36 youth attended.
- Active Minds also ran 6 weeks of virtual camp programs with activity boxes that were mailed out. We had a total of 39 youth participate with many attending multiple camps. Interest in virtual camps was not as high as last year, probably due to the return of more in-person options in the community and fewer people working from home. The Coding and Game Development virtual camps were particularly well received – we are looking to offer an in-person weekend Computer Club option this Fall.
- We employed 3 full-time summer students who developed and implemented and the Active Minds summer science camps programming. These students also hosted workshops and maintained social media presence for Active Minds.

#### **10. Priorities for upcoming months**

- Continue efforts to complete revisions to Office of Research and Innovation policies and procedures to support the incoming VP Research and Innovation
- Resume work on course-based masters programs
- Continue focus on Indigenous youth engagement with two programs starting this fall semester:
  - Indigenous Research Ambassador Pilot Program (IRAPP) launching this fall at UNBC (this is a UNBC/Mitacs partnered program).
  - Indigenous Research Award (INDRA) also launching soon. This is also a UNBC/Mitacs partnered program.
  - Continue to support our collaboration with UBC-Okanagan on the Westcoast Women in Engineering Science and Technology Indigenous Mentorship program.