



BOARD OF GOVERNORS

PUBLIC SESSION AGENDA

Thursday, March 13, 2025
Senate Chamber Room 1079
3:30 – 5:15 p.m.

Members – Ibolya Agoston, Amanda Alexander, Allison Beswick, Eric Dampson, Joyce Henley, Iliyan Lakhani, Jim Martin (Vice-Chair), Darlene McIntosh, Joel McKay - CHAIR, Trevor Morrison, Phil Mullins, Geoff Payne, Gregory Stewart, Todd Whitcombe

Acknowledgement of Territory

For thousands of years, Indigenous Peoples have walked gently on the diverse traditional territories where the University of Northern British Columbia community is grateful to live, work, learn, and play. We are committed to building and nurturing relationships with Indigenous peoples, we acknowledge their traditional lands.

The Prince George campus is situated on the unceded traditional territory of the Lheidli T'enneh First Nation, part of the Dakelh (Carrier) peoples' territory.

1. **Acknowledgement of Territory**

2. **Chair's Remarks**

- Declarations of Conflict
- Correspondence Received

Universities Canada's 2025 reaffirmation process- **page 5**

3. **Approval of Agenda**

That the Agenda for the Public Session of the March 13, 2025 meeting of the Board of Governors be approved as presented.

4. **Approval of Minutes**

a. **Public Session Minutes of January 30, 2025 – **page 12****

That the Public Session Minutes of the January 30, 2025 meeting of the Board of Governors be approved as presented.

5. **Report from the Closed Session of the Board**

a. **November 28, 2024**

- Presentation on Communications and Marketing at UNBC
- President's Contract Approved
- Governance Action Items Discussed
- Board Attendance Reviewed
- Enrolment Management Discussion
- Engagement of Public Relations

- b. **January 30, 2025**
 - Board Evaluations
 - Engagement of Public Relations

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

- a. **Budget for PhD in Chemistry Update** - B. Owen – **page 14**

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

- (i) **Audit and Risk Committee** – G. Stewart, Chair – **page 18**

- a. **Audit Plan by KPMG Audit Representatives** (For Information) – R. Somani – **page 19**
- b. **UNBC Accessibility Plan Report and Update** – R. Somani – **page 46**

- (ii) **Finance and Investment Committee** – A. Beswick, Chair – **page 50**

- a. **2025/26 Consolidated Budget** – R. Somani – **page 51**
That on the recommendation of the Finance and Investment Committee the Board of Governors approves the 2025/26 Consolidated Budget, as presented.
- b. **Scholarships, Bursaries & Awards** – P. Woods-Adams – **page 130**
That on the recommendation of the Finance and Investment Committee the Board of Governors approves the scholarships, bursaries and awards as recommended and approved by the UNBC Senate, for the period of November 2024 to January 2025, as presented.
- c. **UNBC Endowment Investment Statement & Policy (SIGP)** – R. Somani
 - i. **Updates to Statement of Investment Policies and Goals (SIGP) Section 4.0 Asset Allocation Guideline (Permitted Ranges)** – R. Somani – **page 142**
That on the recommendation of the Finance and Investment Committee and the Investment Advisory Committee the Board of Governors approves the UNBC Endowment Statement of Investment Policies and Goals as presented.
 - ii. **Recommendation to hold spending rate at 3.5%** – R. Somani – **page 143**
That on the recommendation of the Finance and Investment Committee and the Investment Advisory Committee the Board of Governors approves the that the spending rate (3.5%) remain unchanged for 2025/2026.
- d. **UNBC process for approving new academic programs – proposed enhancements** - B. Owen (verbal)
- e. **Q3 Financial Forecast (For information)** – R. Somani – **page 144**

- (iii) **Governance and Human Resources Committee** – J. McKay, Chair – **page 151**

- a. **Market Differentials** – B. Owen
 - i. **Market differential for the School of Business**– **page 152**
That the Governance and Human Resources Committee recommends to the Board of Governors the approval of the Market Differential stipends for the School of Business as follows:

A market differential amount which varies across the rank and employment category as summarized in the table below. The recommended duration is for a period of five years, commencing July 1, 2025 and ending June 30, 2030.

Rank	Current Market Differential	Requested Market Differential	Difference
Full Professor	\$29,853.29	\$46,000.00	☐ by \$16,146.71
Associate Professor	\$27,151.37	\$43,000.00	☐ by \$15,848.63
Assistant Professor	\$39,062.00	\$42,000.00	☐ by \$2,938.00
Senior Instructor I to III	\$9,451.00	\$9,451.00	No change
Lecturer Senior Lab Instructor I to IV	\$18,902.00	\$18,902.00	No change

- b. **Board of Governors Code of Ethical Conduct and Annual Signing** – J. McKay – **page 169**
- c. **Quarterly Board of Governors Appointment Delegation Policy Report** (for information) –R. Somani – **page 177**
- d. **Annual Schedule of Board Meetings** – J. McKay – **page 181**

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

- a. **Report of the President** – G. Payne
 - Regular Report – **page 182**
 - Senate Update – **page 187**
- b. **Public Reports of the Vice-Presidents, written**
 - Interim Vice-President Academic and Provost – B. Owen – **page 188**
 - 2025 Winter Add/Drop Enrolment Update – **page 190**
 - Vice-President, Finance and Administration – R. Somani – **page 195**
 - Vice-President, Research and Innovation – P. Wood-Adams – **page 197**

9. **Other Business**

10. **Upcoming Events**

- Faculty of Business and Economics Dinner- March 14
- Convocation Main (Prince George) Campus- May 30
- Wilp Wilxo'oskwhl Nisga'a Institute (WWNI) Campus Celebration-June 2
- Northwest (Terrace) Campus Celebration- June 3
- Northeast (Fort St. John) Campus Celebration – June 6
- South-Central (Quesnel) Campus Celebration- June 11
- 2025 Northern BC Research and Quality Conference- October 23

For more UNBC events, please visit www2.unbc.ca/events

11. Primary Focus for May Meeting –2025 Board of Governors Meeting

- Mandate Letter/Minister Letter
- Audit Findings Report
- Presentation and Approval of Financial Statements
- FTE Audit Report to March 31
- Executive Compensation Disclosure

12. Adjournment

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613 563-1236
univcan.ca



March 1, 2025

Geoffrey Payne
President
University of Northern British Columbia
3333 University Way
Prince George, British Columbia V2N 4Z9

Dear Dr. Payne,

In October 2003, the Board of Directors determined that every five years all institutional members of Universities Canada would be requested to reaffirm their adherence to the criteria for membership in the association. The first reaffirmation process took place in 2005. In October 2014 the Board of Directors confirmed the significance of the reaffirmation process. It considers the reaffirmation to be of great importance in the context of today's rapidly evolving post-secondary education environment in Canada and internationally. In 2025, members will be asked to reaffirm their adherence to the criteria for membership.

The University of Northern British Columbia joined Universities Canada in 1995 as an institutional member. As part of the membership reaffirmation process, the University of Northern British Columbia participated in the first four reaffirmation cycles in 2005, 2010, 2015 and 2020 by signing the reaffirmation statement.

The University of Northern British Columbia is asked to participate in the upcoming 2025 reaffirmation process to ensure that the institution continues to meet the membership criteria, which is seen as a mark of Canadian higher education quality around the world.

The 97 universities and university degree-level colleges that are members of Universities Canada must meet a set of criteria that requires a governance and administrative structure appropriate to a university, academic freedom, depth and breadth of program offering and a commitment to scholarship and research.

Reaffirmation of continued adherence to the membership criteria will further strengthen Universities Canada membership as an indicator of the level and quality of institutions that comprise the association.

.../2



Geoffrey Payne
March 1, 2025
Page 2

I have enclosed the text for institutional membership eligibility from Universities Canada's by-laws and the reaffirmation statement. I would encourage you to review these criteria as necessary within your institution and, if appropriate, with your Governing Board and Senate or their equivalents, as part of the reaffirmation process. If your review of the criteria raises any questions, please do not hesitate to contact Holly Batten, corporate and board secretary at hbatten@univcan.ca.

Once you have had the opportunity to review the criteria and to discuss your institution's adherence to it as needed with any key stakeholders, we would appreciate receiving the signed reaffirmation statement. Please forward the signed document to [Holly Batten](#).

Sincerely,

A handwritten signature in black ink, appearing to read 'Deep Saini', with a large, stylized loop at the beginning.

Deep Saini
Chair, Universities Canada Board of Directors
President, McGill University

Enclosures (1)

DS/hb



Membership Criteria

Institutional members shall be those universities and colleges named in the Schedule to the Act of Parliament incorporating the Association and such other Canadian universities and university-degree level colleges as are from time to time approved for Institutional Membership by the Board and subsequently approved by a vote of the Voting members, provided that each of such universities and university-degree level colleges, including those federated with, affiliated to or a constituent portion of a university, shall satisfy the following conditions:

59. It has the powers it purports to exercise pursuant to authority granted by the Crown or by Statute or by formal agreement with its affiliated or federated university, or the university of which it is a constituent portion;
2. It has governance and an administrative structure appropriate to a university, including:
 - Authority vested in academic staff for decisions affecting academic programs including admissions, content, graduation requirements/standards, and related policies and procedures through membership on an elected academic senate or other appropriate elected body representative of academic staff;
 - An independent board of governors, or appropriate equivalent, that:
 - is committed to public accountability and functions in an open and transparent manner
 - has control over the institution's finances, administration and appointments
 - includes appropriate representation from the institution's external stakeholders (including the general public), from academic staff, from students and from alumni
 - and uses the institution's resources to advance its mission and goals.
 - A senior administration normally including a president and vice-presidents and/or other senior officers appropriate to the size of the institution and the range of its activities.
3. It has an approved, clearly articulated and widely known and accepted mission statement and academic goals that are appropriate to a university and that demonstrate its commitment to:
 - teaching and other forms of dissemination of knowledge;
 - research, scholarship, academic inquiry and the advancement of knowledge;
 - service to the community.

4. It has as its core teaching mission the provision of education of university standard with the majority of its programs at that level.

5. It offers a full program or programs of undergraduate and/or graduate studies that animate its mission and goals, and that lead to a university degree or degrees conferred by itself or, if federated or affiliated with, or a constituent of a university, by the parent institution. Indicators will include:

- Highly qualified academic staff holding the PhD or other appropriate terminal degree, and relevant professional experience where appropriate
- Undergraduate programs taught by senior academic staff
- A quality assurance policy that results in cyclical or continuous assessment of all of its academic programs and support services, and which includes the participation by those directly involved in delivery of the program or service, as well as by other institutional colleagues and external experts and stakeholders
- Provision for the periodic evaluation of the performance of academic staff including a student assessment component
- Access to library and other learning resources appropriate to the institution's mission, goals and programs
- The periodical monitoring of graduate outcomes, and established and transparent processes for disseminating this information inside and outside the institution
- Academic counselling and other student services appropriate to its programs
- Financial resources to meet its mission statement and goals

6. Its undergraduate degree programs are characterized by breadth and depth in the traditional areas of the liberal arts and/or sciences, and first degrees of a professional nature – such as medicine, law, teacher education, engineering – have a significant liberal arts and/or sciences component.

7. It has a proven record of scholarship, academic inquiry and research, expects its academic staff to be engaged in externally peer reviewed research and to publish in externally disseminated sources, and provides appropriate time and institutional support for them to do so. Indicators of this commitment will include policies and programs pertaining to the creation of knowledge, the development of curriculum and the execution of research projects.

8. Its approach to the protection of academic freedom respects the spirit of the Universities Canada Statement on Academic Freedom which was approved by the membership on October 25, 2011 and as may be amended by the membership from time to time.

9. If it is a constituent of an Institutional Member, its application for membership is supported by its parent institution.

10. It operates on a not-for-profit basis.



11. It satisfies the Board, after receiving a report by a visiting committee appointed by the Board, that it is providing education of university standard and meets the criteria for membership in the association.

12. With respect to all institutional policies and practices, the institution affirms its commitment to equal treatment of all persons without discrimination, on the basis of race, religious beliefs, colour, gender, physical or mental disability, age, ancestry, place of origin, marital status, family status, sex, and sexual orientation, or other grounds identified in applicable human rights law.

An institution that does not meet all of the criteria for membership may not re-apply for a period of three (3) years.





Reaffirmation of Adherence to Criteria for Membership

Universities Canada is a voluntary membership organization, representing Canadian public and private not-for-profit universities and university degree-level colleges. Institutions wishing to join the association must meet the criteria that are set out in the organization's bylaws and which can be found on Universities Canada's web site at www.univcan.ca.

Significant importance is placed on membership in the association, particularly in the absence of institutional accreditation in Canada. Both in Canada and abroad, membership in Universities Canada, combined with the appropriate provincial legislation, is seen as a mark of quality higher education.

The universities and university degree-level colleges that are institutional members of Universities Canada must meet a rigorous set of criteria. The affirmation of an institution's adherence to the membership criteria provides an important foundation to ensure quality assurance for members of Universities Canada and signals the high quality and value of universities that are members of Universities Canada.

The criteria for membership represent the organization's collective definition of the fundamental characteristics of a university: higher education, research and scholarship, and community service.

Members of Universities Canada are committed to encouraging the highest standards in teaching and other forms of dissemination and mobilization of knowledge; research, scholarship, academic inquiry and the advancement of knowledge; and service to the community. Member institutions affirm that they have a governance and administrative



structure appropriate to a university and that they provide education of a university standard, with the appropriate depth and breadth, and with a full program or programs of undergraduate and/or graduate studies that animate their mission and goals. Member institutions have a profound commitment to academic freedom, which is fundamental to the mandate of universities to pursue truth, educate students and disseminate knowledge and understanding. Member institutions affirm that they are committed to equal treatment of all persons without discrimination, on the basis of race, religious beliefs, colour, gender, physical or mental disability, age, ancestry, place of origin, marital status, family status, sex, and sexual orientation, or other grounds identified in applicable human rights law.

On behalf of my institution, I hereby confirm the fundamental importance of the criteria for institutional membership in Universities Canada; I have fully reviewed the criteria for membership and reaffirm that (NAME OF INSTITUTION)

_____ continues to adhere to these requirements for institutional membership in Universities Canada.

Signature: _____

Title: _____

Date: _____



UNBC New program budget template – [for submission to faculty council/SCAAf/Senate/Board]

University of Northern British Columbia
Degree program: Ph.D. Chemistry
Budget prepared by: Todd Whitcombe
Date of last revision: February 20, 2025

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UNBC New program budget template – [for submission to faculty council/SCAAf/Senate/Board] 1

Budget Overview 2

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Cost Overview

Please provide a budget overview for the proposed program. This should include annual direct costs, estimated indirect costs, one-time expenditure (set-up costs, capital), any revenue projections, and an indication of funding sources.

General assumptions made in calculations should be listed. It is acknowledged some costs will be estimates.

In preparing for submission to the UNBC governance approvals process, the Department Chair and/or Faculty Dean must engage with Provost's Office at degree.qa@unbc.ca to discuss potential budgetary implications. The Provost's Office can also provide advice on the completion of this template.

a) Complete the cost table (adapt cost items as necessary);

(CAD\$)	Guidance	One time start-up costs	Year N – At capacity
Annual direct costs			
- Salary* (position 1)	See footnotes	0	2580
- Salary* (position 2)		0	2580
- Non-salary	Sundries, equipment	0	0
Annual indirect costs			
- Average costs**	Year N = 50% of direct costs	0	2580
Other			
- Capital assets	Year N = Maintenance costs	0	0
- External review/approval/accreditation		24500	0
- Internal program review		0	1200
TOTAL BUDGET		24500	8940
- Of which requires additional funding***		24500	0

* For new programs not requesting additional funding or new salaried positions, and proposing to use existing UNBC resources, please nonetheless indicate the direct costs involved i.e. the costs of instruction, supervision, TA/SAs etc. This may include course development costs.

** Includes central operational costs (Recruitment, Academic Support, Library, ITS etc.)

***Additional funding components are those that cannot be financed from existing budget allocation to the program/department. List these below:

- External review, site visit, and ministerial approval (\$24500)

b) List relevant assumptions used in calculating the above budget;

- As there is no requirement for additional faculty, the salary lines were calculated as 1 hour of direct (one-on-one) contact with a student per week.
- Internal program reviews take place every 5 years and cost approximately \$6000, accumulated at a rate of \$1200 per year.
- To offer the degree, it is subjected to a review and site visit through the provincial Degree Quality Assessment Board, prior to ministerial approval [\$24500 = \$3500 application fee on PSIPS, \$15000 mandated honoraria (1 panel chair (\$6000) and 2 additional panel members (\$4500 x 2), \$6000 travel expenses for the panel (\$2000 x 3)]

c) Where no additional funding is required, please provide a rationale for how the required instruction and other costs are accommodated;

- All of the graduate courses required are already offered as part of the degree program. Individualized discussions/instruction specifically related to a student's research has been included in the budget.
- Equipment and instrumentation are paid for by faculty members through their research and other grants.
- Chemicals and biologicals are paid for by faculty members through their research and other grants.
- Office space allocation, where required, will be from the general graduate pool of offices.

d) Where additional funding is required, please describe the expected funding source;

- Additional funding for the initial review of the degree program would be provided through the Vice-President Academic and Provost's and Dean's budget, similar to the model presently used for Internal Program Reviews.

e) Indicate expected enrollment projection, and tuition and other revenue expectation;

(CAD\$)	Year 1	Year 2	Year 3	Year N (At capacity)
Tuition per student*	N/a	N/a	N/a	N/a
Enrollment	1	2	2	2
Other revenue**	N/a	N/a	N/a	N/a

* If a tuition waiver is granted to students please indicate here, yes-or-no, and under what conditions:

- As this is a Ph.D. degree, the presumption is that the Ph.D. tuition waiver would apply. The student would be required to cover the costs of any applicable student fees through their graduate stipend provided by their supervisor.

** If other direct or indirect revenue is expected please describe the source:

- N/a

f) Other comments;

- This data is to the best of our present knowledge based on previous experience with graduate students pursuing a Ph.D. in cognate disciplines. It may change over time if and when the degree is approved and starts to register students.

Review

(for use by the Faculty Dean)

Please sign to indicate the above new program budget has been reviewed and is considered a reasonable estimate of expected costs and enrollment forecast.

a) Faculty Dean;

Faculty: Science and Engineering

Printed Name: Deborah Roberts

Date: 3/4/2025

Signature:

Deborah Roberts

Audit and Risk Committee Report to the UNBC Board of Governors

Submitted by: Greg Stewart

Dates of meeting(s) since last report: February 26, 2025

Topics reviewed and discussed:

1. Audit Plan and Schedule

- Reviewed KPMG's audit plan and schedule.
- Finance team is better positioned to support the audit work this year.
- Reviewed and discussed the materiality threshold for the audit.
- Discussed specific questions around revenue recognition and breadth of the audit activities.

2. Cyber-Security GAP Assessment Update

- Provided an update on the assessment.
- KPMG is comparing our Cyber-Security against NIST cyber security framework
- Full, final report being prepared and will be presented to the Board

3. UNBC Accessibility Plan Report and Update

- Discussed the report.
- Concern expressed about the attitudinal resistance to accessibility and the need to overcome this issue.

4. ERM Risk Mitigation Summary Report

- Discussed the ERM summary report and the good progress made on the identified risks.
- [ERM Risk Mitigation Summary Report \(Feb 2025\).pdf](#)



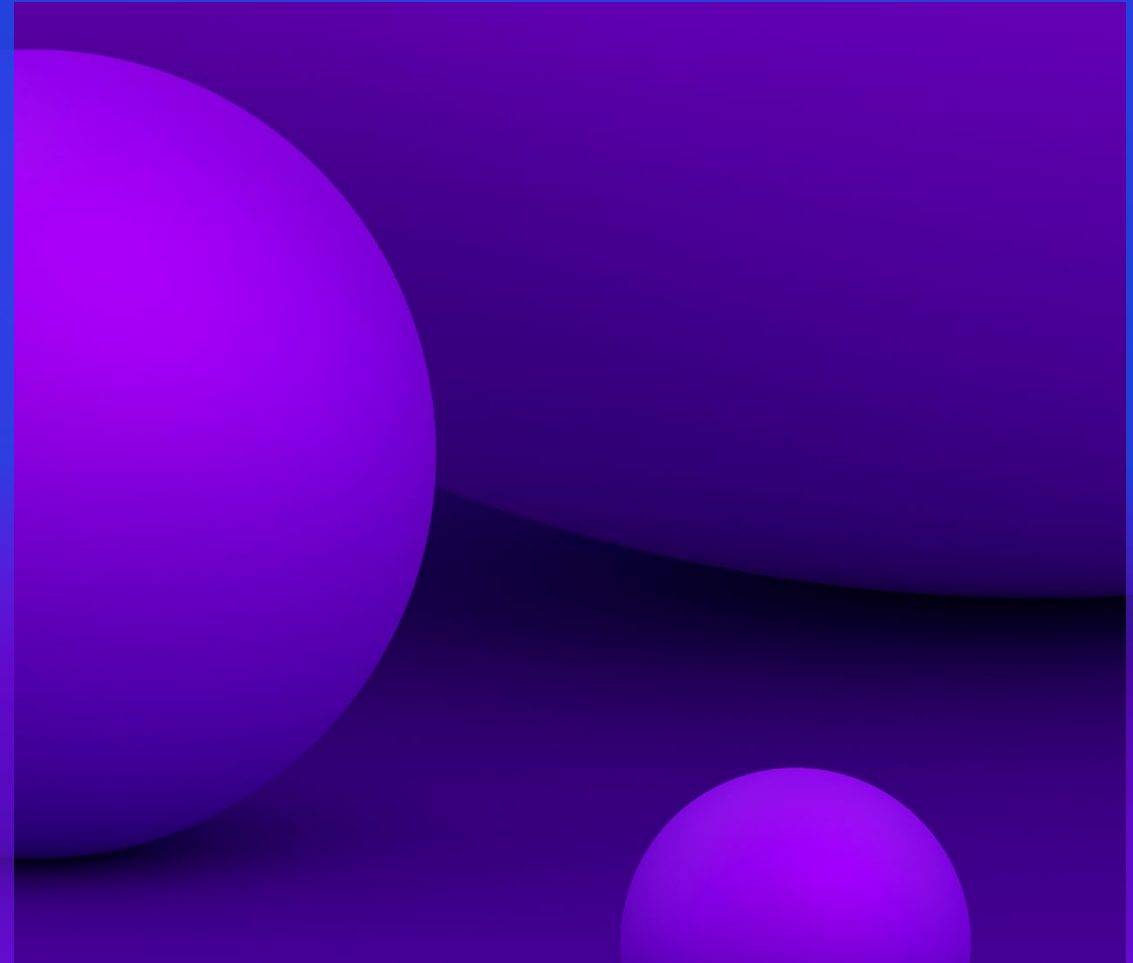
University of Northern British Columbia

**Audit Planning Report
for the year ending
March 31, 2025**

KPMG LLP

Prepared as of February 13, 2025 for presentation to the Audit and Risk Committee on February 26, 2026.

kpmg.ca/audit



KPMG contacts

Key contacts in connection with this engagement

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Key milestones and deliverables

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Appendices

The purpose of this report is to assist you, as a member of the Audit and Risk Committee, in your review of the plan for our audit of the financial statements. This report is intended solely for the information and use of Management, the Audit and Risk Committee and should not be used for any other purpose or any other party. KPMG shall have no responsibility or liability for loss or damages or claims, if any, to or by any third party as this report to the Audit and Risk Committee has not been prepared for, and is not intended for, and should not be used by, any third party or for any other purpose.

Digital use information

This Audit Planning Report is also available as a “hyper-linked” PDF document.

If you are reading in electronic form (e.g. In “Adobe Reader” or “Board Books”), clicking on the home symbol on the top right corner will bring you back to this slide.



Click on any item in the table of contents to navigate to that section.



Audit highlights



No matters to report



Matters to report – see link for details

Scope

Our audit of the financial statements (“financial statements”) of University of Northern British Columbia (“the University”) as of and for the year, ending March 31, 2025, will be performed in accordance with Canadian generally accepted auditing standards.

Audit strategy

Materiality \$2,700,000



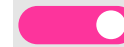
Audit timelines



Required communications



Risk assessment

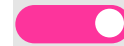


Risk of management override of controls



Other significant risks

There are no significant risks to report beyond those required by professional standards.



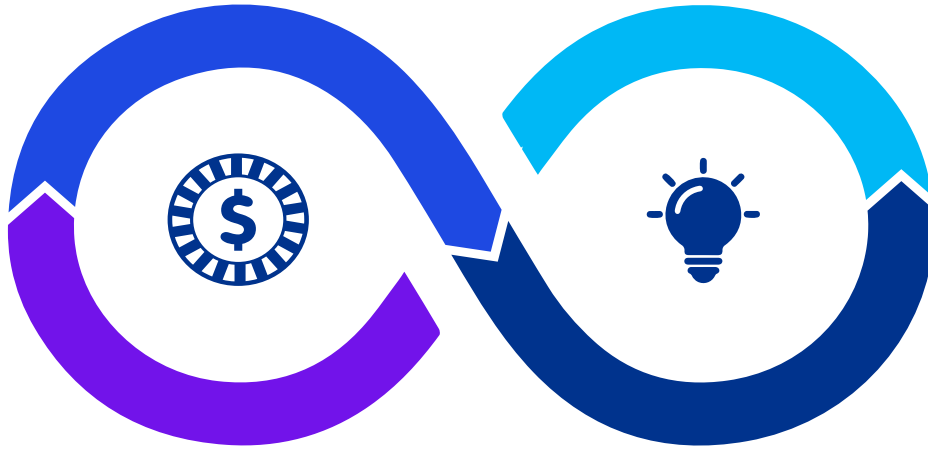
Other risks of material misstatement



- Revenue and deferred contributions
- Expenses including salary and benefits expenses
- Tangible capital assets and deferred capital contributions
- Cash, investments and endowments



Materiality



We **initially determine materiality** at a level at which we consider that misstatements could reasonably be expected to influence the economic decisions of users. Determining materiality is a matter of **professional judgement**, considering both quantitative and qualitative factors, and is affected by our perception of the common financial information needs of users of the financial statements as a group. We do not consider the possible effect of misstatements on specific individual users, whose needs may vary widely.

We **reassess materiality** throughout the audit and revise materiality if we become aware of information that would have caused us to determine a different materiality level initially.

Plan and perform the audit

We **initially determine materiality** to provide a basis for:

- Determining the nature, timing and extent of risk assessment procedures;
- Identifying and assessing the risks of material misstatement; and
- Determining the nature, timing, and extent of further audit procedures.

We design our procedures to detect misstatements at a level less than materiality in individual accounts and disclosures, to reduce to an appropriately low level the probability that the aggregate of uncorrected and undetected misstatements exceeds materiality for the financial statements as a whole.

Evaluate the effect of misstatements

We also **use materiality** to evaluate the effect of:

- Identified misstatements on our audit; and
- Uncorrected misstatements, if any, on the financial statements and in forming our opinion.



Initial materiality



Prior year (2024) total expenses

\$146,623,000

(2024: \$132,287,000 - Based on 2023 audit financial statements total expenses)

No change in benchmark compared to prior year

% Benchmark

1.84%

(2024: 1.89%)

The prescribed range is between 0.5% and 3.0% of the benchmark

Audit Misstatement Posting Threshold

\$135,000

(2024: \$125,000)



Risk assessment summary

Our planning begins with an assessment of risks of material misstatement in your financial statements.

We draw upon our understanding of the University and its environment (e.g. the industry, the wider economic environment in which the business operates, etc.), our understanding of the University's components of its system of internal control, including our business process understanding.

		Risk of fraud	Risk of error	Risk rating
● Management Override of Controls		✓		Significant risk as required by Canadian auditing standards
● Revenue and deferred contributions			✓	Base
● Expenses including salary and benefits expenses			✓	Base
● Tangible capital assets and deferred capital contributions			✓	Base
● Cash, investments and endowments			✓	Base

● SIGNIFICANT RISK ● PRESUMED RISK OF MATERIAL MISSTATEMENT ● OTHER RISK OF MATERIAL MISTATEMENT

Advanced Technologies

Our **KPMG Clara Dynamic Risk Assessment** tool gives us a more sophisticated, forward-looking and multi-dimensional approach to assessing audit risk.

[Learn more](#)

Our **KPMG Clara Business Process Mining** provides immediate visualization of how 100% of your transactions are processed to complement your process narratives & flow charts.

[Learn more](#)

KPMG Clara Account Analysis allows us to analyze the flow of transactions through your business to drive a more meaningful risk assessment.

[Learn more](#)

KPMG Clara AI allows us to layer AI into our auditing platform, allowing us to scan 100% of your data and pull all of the risky transactions and anomalies out for further analysis.

[Learn more](#)

The **Clara Asset Impairment Tool** delivers advanced analysis of long-lived assets and goodwill impairment models (based on discounted cash flows) through the use of predictive analytics, enabling a more robust and independent challenge of management's assumptions.

[Learn more](#)



Significant risks



Management Override of Controls (non-rebuttable significant risk of material misstatement)

RISK OF



FRAUD

**Presumption
of the risk of fraud
resulting from
management
override of
controls**

Why is it significant?

Management is in a unique position to perpetrate fraud because of its ability to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively. Although the level of risk of management override of controls will vary from entity to entity, the risk nevertheless is present in all entities.

Our planned response

As this presumed risk of material misstatement due to fraud is not rebuttable, our audit methodology incorporates the required procedures in professional standards to address this risk. These procedures include:

- testing of journal entries and other adjustments,
- performing a retrospective review of estimates
- evaluating the business rationale of significant unusual transactions.

Advanced technologies

Our **KPMG Clara Journal Entry Analysis Tool** assists in the performance of detailed journal entry testing based on engagement-specific risk identification and circumstances. Our tool provides auto-generated journal entry population statistics and focusses our audit effort on journal entries that are riskier in nature.



[Click to learn more](#)



Required inquiries of the audit committee



Inquiries regarding risk assessment, including fraud risks

- What are the Audit and Risk Committee's views about fraud risks, including management override of controls, in the University? And have you taken any actions to respond to any identified fraud risks?
- Is the Audit and Risk Committee aware of, or has the Audit and Risk Committee identified, any instances of actual, suspected, or alleged fraud, including misconduct or unethical behavior related to financial reporting or misappropriation of assets?
 - If so, have the instances been appropriately addressed and how have they been addressed?
- How does the Audit and Risk Committee exercise oversight of the University's fraud risks and the establishment of controls to address fraud risks?



Inquiries regarding company processes

- Is the Audit and Risk Committee aware of tips or complaints regarding the University's financial reporting (including those received through the Audit and Risk Committee's internal whistleblower program, if such programs exist)? If so, the Audit and Risk Committee's responses to such tips and complaints?

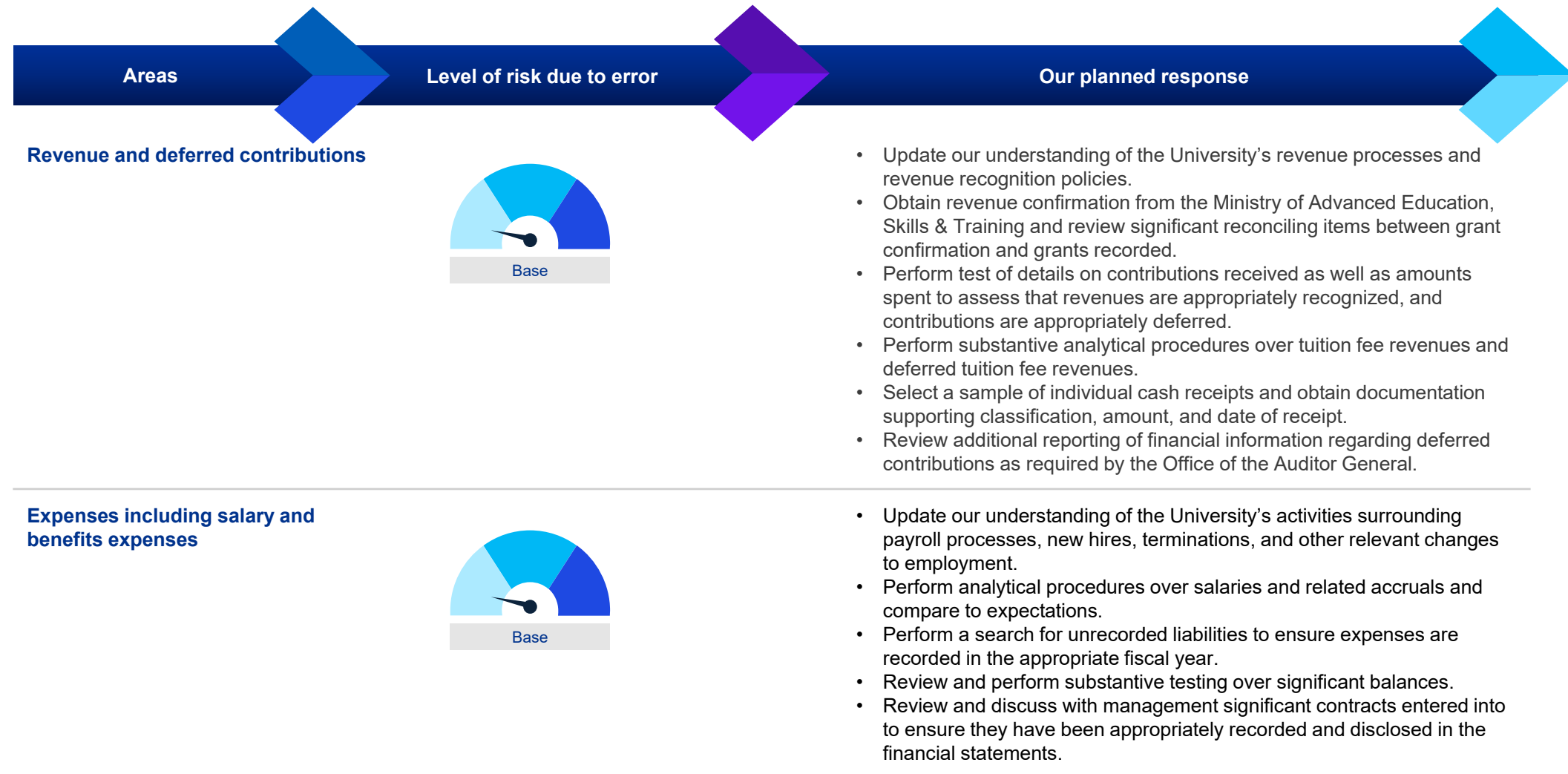


Inquires regarding related parties and significant unusual transactions

- Is the Audit and Risk Committee aware of any instances where the University entered into any significant unusual transactions?
- What is the Audit and Risk Committee's understanding of the University's relationships and transactions with related parties that are significant to the University?
- Is the Audit and Risk Committee concerned about those relationships or transactions with related parties? If so, the substance of those concerns?

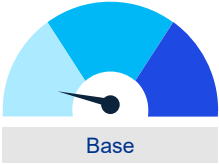
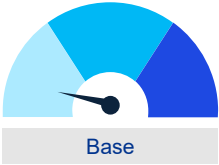


Other risks of material misstatement





Other risks of material misstatement (continued)

Areas	Level of risk due to error	Our planned response
Tangible capital assets and deferred capital contributions	 <p>Base</p>	<ul style="list-style-type: none"> • Obtain an understanding of the process activities and controls over recording deferred capital contributions and recognizing tangible capital assets. • Select significant tangible capital assets and related deferred capital contribution additions during the year, agree to supporting documentation and review the supporting contribution agreements. • Select significant disposals of tangible capital assets and ensure they were recorded appropriately. • Perform substantive analytical procedures over amortization of tangible capital assets and deferred capital contributions taking into consideration budgeted and planned capital projects. • Review additional reporting of financial information regarding deferred capital contributions as required by the Office of the Auditor General.
Cash, investments and endowments	 <p>Base</p>	<ul style="list-style-type: none"> • Obtain an understanding of the process activities and controls over recording portfolio investments. • Obtain third party confirmations of cash and investment balances. • Review presentation of the portfolio investments and ensure all disclosures are included in the financial statements as required by the Public Sector Accounting Standards including reporting remeasurement gains and losses, if any. • Inspect board minutes to determine if internal or external restrictions have been reported accurately in the financial statements.



Key milestones and deliverables



Appendices

1

Required communications

2

Audit quality

3

Newly effective and upcoming changes to auditing standards

4

New accounting standards

5

Thought leadership and insights

6

Audit and assurance insights

7

Technology insights



Appendix : Required communications

Auditor's report

A copy of our draft auditor's report setting out the conclusion of our audit will be provided at the completion of the audit.

Engagement Letter

The objectives of the audit, our responsibilities in carrying out our audit, as well as management's responsibilities, are set out in the engagement letter.

Audit findings report

At the completion of the audit, we will provide our findings report to the Audit and Risk Committee.

Management representation letter

We will obtain from management certain representations at the completion of the audit. In accordance with professional standards, a copy of the representation letter will be provided to the Audit and Risk Committee.

Independence

We are independent and have a robust and consistent system of quality control. We provide complete transparency on all services and follow the Audit and Risk Committee's approved protocols. At the completion of our audit, we will re-confirm our independence to the Committee..

Internal control deficiencies

Control deficiencies identified during the audit will be communicated to management and the Audit and Risk.



Audit quality - How do we deliver audit quality?

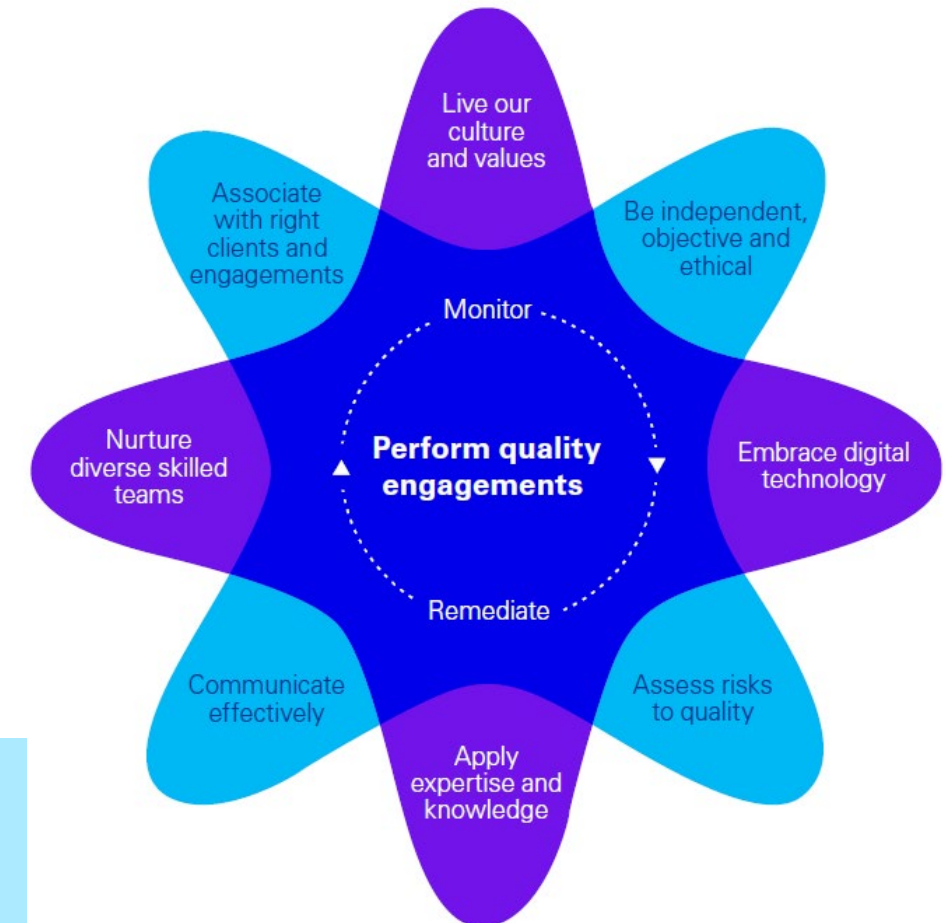
Quality essentially means doing the right thing and remains our highest priority. Our Global Quality Framework outlines how we deliver quality and how every partner and staff member contributes to its delivery.

The drivers outlined in the framework are the ten components of the KPMG System of Quality Management (SoQM). Aligned with ISQM 1/CSQM 1, our SoQM components also meet the requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA) and the relevant rules of professional conduct / code of ethics applicable to the practice of public accounting in Canada, which apply to professional services firms that perform audits of financial statements. Learn more about our system of quality management and our firm's statement on the effectiveness of our SoQM:

 [KPMG Canada Transparency Report](#)

We define 'audit quality' as being the outcome when:

- audits are **executed consistently**, in line with the requirements and intent of **applicable professional standards** within a strong **system of quality management**; and
- all of our related activities are undertaken in an environment of the utmost level of **objectivity, independence, ethics and integrity**.



Doing the right thing. Always.



Appendix: Newly effective and upcoming changes to auditing standards

For more information on newly effective and upcoming changes to auditing standards - see Current Developments



Effective for periods beginning on or after December 15, 2023

ISA 600/CAS 600

.....
Revised special considerations – Audits of group financial statements

Effective for periods beginning on or after December 15, 2024

ISA 260/CAS 260

.....
Communications with those charged with governance

ISA 700/CAS 700

.....
Forming an opinion and reporting on the financial statements

Further information about CAS 260 and CAS 700 from CPA Canada

[Amended CAS 260 and CAS 700](#)



Appendix: Newly effective and upcoming changes to auditing standards (continued)

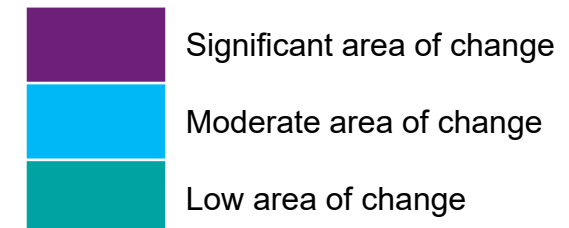
CAS 600 *Special Considerations – Audits of Group Financial Statements (including the work of component auditors)* (“CAS 600”) is an auditing standard that is currently applied by KPMG for the audit of the University’s financial statements. Effective for the University’s 2025 fiscal year, CAS 600 has been revised to include new and enhanced requirements that KPMG will be required to implement in the audit. A summary of the key changes in CAS 600 is as follows:

[Click here](#) for information about the revised CAS 600 from CPA Canada



Key changes include:

- Risk-based approach to group audit scoping.
- Increased direction and supervision of component auditors.
- Increased two-way communication through the audit.



KPMG is in the process of evaluating the impact of the revised CAS 600 for University’s audit and will communicate with management and the Committee as more information is available.



Appendix : Changes in accounting standards

Standard	Summary and implications
Concepts Underlying Financial Performance	<ul style="list-style-type: none"> The revised Conceptual Framework is effective for fiscal years beginning on or after April 1, 2026 with early adoption permitted. The framework provides the core concepts and objectives underlying Canadian public sector accounting standards. The ten chapter conceptual framework defines and elaborates on the characteristics of public sector entities and their financial reporting objectives. Additional information is provided about financial statement objectives, qualitative characteristics and elements. General recognition and measurement criteria, and presentation concepts are introduced.
Financial Statement Presentation	<ul style="list-style-type: none"> The proposed section PS 1202 Financial statement presentation will replace the current section PS 1201 Financial statement presentation. PS 1202 Financial statement presentation will apply to fiscal years beginning on or after April 1, 2026 to coincide with the adoption of the revised conceptual framework. Early adoption is permitted. The proposed section includes the following: <ul style="list-style-type: none"> Relocation of the net debt indicator to its own statement called the statement of net financial assets/liabilities, with the calculation of net debt refined to ensure its original meaning is retained. Separating liabilities into financial liabilities and non-financial liabilities. Restructuring the statement of financial position to present total assets followed by total liabilities. Changes to common terminology used in the financial statements, including re-naming accumulated surplus (deficit) to net assets (liabilities). Removal of the statement of remeasurement gains (losses) with the information instead included on a new statement called the statement of changes in net assets (liabilities). This new statement would present the changes in each component of net assets (liabilities), including a new component called "accumulated other". A new provision whereby an entity can use an amended budget in certain circumstances. Inclusion of disclosures related to risks and uncertainties that could affect the entity's financial position.



Appendix : Changes in accounting standards (continued)

Standard	Summary and implications
Employee Future Benefit Obligations	<ul style="list-style-type: none"> • The Public Sector Accounting Board has initiated a review of sections PS 3250 <i>Retirement benefits</i> and PS 3255 <i>Post-employment benefits, compensated absences and termination benefits</i>. • The intention is to use principles from International Public Sector Accounting Standard 39 <i>Employee benefits</i> as a starting point to develop the Canadian standard. • Given the complexity of issues involved and potential implications of any changes that may arise from the review of the existing guidance, the new standards will be implemented in a multi-release strategy. The first standard will provide foundational guidance. Subsequent standards will provide additional guidance on current and emerging issues. • The proposed section PS 3251 <i>Employee benefits</i> will replace the current sections PS 3250 <i>Retirement benefits</i> and PS 3255 <i>Post-employment benefits, compensated absences and termination benefits</i>. • The proposed changes will apply to fiscal years beginning on or after April 1, 2029. Early adoption will be permitted and guidance applied retroactively. • This proposed section would result in public sector entities recognizing the impact of revaluations of the net defined benefit liability (asset) immediately on the statement of financial position. Organizations would also assess the funding status of their post-employment benefit plans to determine the appropriate rate for discounting post-employment benefit obligations.



Higher Education thought leadership and insights

Note: Click on images to visit document link.



Navigating the new terrain

Generative AI in higher education

AI in Higher Education

AI is reshaping higher education.

Higher education institutions are making significant strides in their AI initiatives, actively developing AI policies and processes into their educational frameworks. Institutions will continue to see the importance of AI literacy amongst facilitators and students and the need for a proactive approach to embed AI frameworks into their operating model to enhance educators' capabilities and prepare students for a future where AI literacy is essential. Higher education must integrate responsible AI through collaboration and curriculum development. Collaboration between higher education institutions and industry experts is increasingly prevalent, to enhance academic offerings and student readiness for the AI driven workforce, including increasing awareness of the ethical implications surrounding AI technologies, and emphasizing responsible and safe use. AI use cases related to student recruitment, retention and cost saving advanced analytics continue to be accelerators in the education sector transformation. Higher education is positioned to be a leader in the AI space, fostering an environment where innovation and ethical considerations go hand in hand.



Improving Student Service Experience

Getting the student experience right is both more difficult and more important than ever.

Students want more from their higher education institutions across all aspects of their experience and particularly want the services attached to the management of their course to match the service experience they have in other industries. Students are becoming less willing to experience service that does not meet their expectations, and intentional service design based on robust customer experience practice is the norm everywhere else in their lives. Surveys have shown that students' experience at higher education institutions is often lagging. Globally, six big shifts have been identified that are needed to modernize student services and better meet students' needs, leading to student success. Mechanisms are also needed to help higher education institutions shift their student service models.



Decarbonization

Your journey to a low-carbon future

Decarbonization

Decarbonization is now a priority for higher education institutions across Canada.

As decarbonization and infrastructure resiliency become central to ESG programs, universities must develop strategies that address the evolving priorities of diverse stakeholders. To achieve standardized decarbonization initiatives and enhance climate resiliency, institutions need to consider the operational requirements of their facilities and departments alongside their decarbonization targets.

A campus-wide approach to creating solutions applicable across various assets and infrastructure is essential to meet competing demands in a multi-stakeholder environment. Institutions should implement initiatives that advance emission reduction targets while also protecting against the impacts of extreme weather.



Higher Education thought leadership and insights (cont'd)

Note: Click on images to visit document link.



Space Optimization and Facilities Management

Optimizing of space and facilities management could lead to cost savings and revenue generation opportunities.

Many higher education institutions were established decades ago – when enrollment levels, academic programming, course curriculum, and methods of instruction were significantly different. While aspects of academic programming have changed, many higher education institutions are trying to find ways to adapt facilities that were built decades ago to today's needs. This generally results in a challenges with the ability to optimize space utilization (which has since further been exacerbated through COVID, which brought about hybrid and hi-flex course delivery). By undertaking a methodical review of programmable space, higher education institutions may uncover cost savings and/or revenue generating opportunities.



ESG and Sustainability Strategy

ESG and Sustainability continues to be a priority for higher education institutions across Canada.

As Canadian higher education institutions make commitments to sustainability, such as achieving Net Zero, adopting Diversity, Equity, and Inclusion practices, and enhancing Governance, it is becoming more common for stakeholders to expect to see the evidence substantiating these commitments. Having a plan that demonstrates how commitments will be prioritized, actioned, and reported on, helps to achieve internal alignment, particularly in allocating resources to support implementation. This also enables institutions to demonstrate the full scope of their commitments comprehensively – through transparent and robust Sustainability Plans and ESG Reports.



Appendix : Thought leadership and insights (continued)

Environmental, social and governance (“ESG”)

What is ESG?

ESG is a framework to integrate environmental, social and governance risks and opportunities into an organization’s strategy to build long term financial sustainability and create value. ESG includes a wide range of non-financial scoring categories, used by investors and other stakeholders to assess the impact of a Association’s products and business practices on sustainability and social causes.

Environmental

Our IMPACT on our planet

- Climate change
- Greenhouse gas (GHG) emissions
- Natural resource depletion
- Waste and pollution
- Deforestation
- Hazardous materials
- Biodiversity

Social

Our IMPACT in our communities

- Working conditions, including slavery and child labour
- Impact on local communities
- Conflict regions
- Health and safety
- Employee diversity, equity, and inclusion
- Product mis-selling
- Data protection

Governance

Our conduct

- Executive pay
- Bribery and corruption
- Political lobbying and donations
- Board diversity and structure
- Tax strategy
- Data breaches

ESG strategies can help entities deliver long-term value through effective engagement with all stakeholders – generating trust and a competitive advantage.



Appendix: Audit and assurance insights

Our latest thinking on the issues that matter most to Audit Committees, board of directors and management.

KPMG Audit & Assurance Insights

Curated research and insights for audit committees and boards.

Board Leadership Centre

Leading insights to help board members maximize boardroom opportunities

Current Developments

Series of quarterly publications for Canadian businesses including Spotlight on IFRS, Canadian Assurance & Related Services, Canadian Securities Matters, and US Outlook reports.

Accelerate - The key issues driving the audit committee agenda

Discover the most pressing risks and opportunities that face audit committees, boards and management teams.

Sustainability Reporting

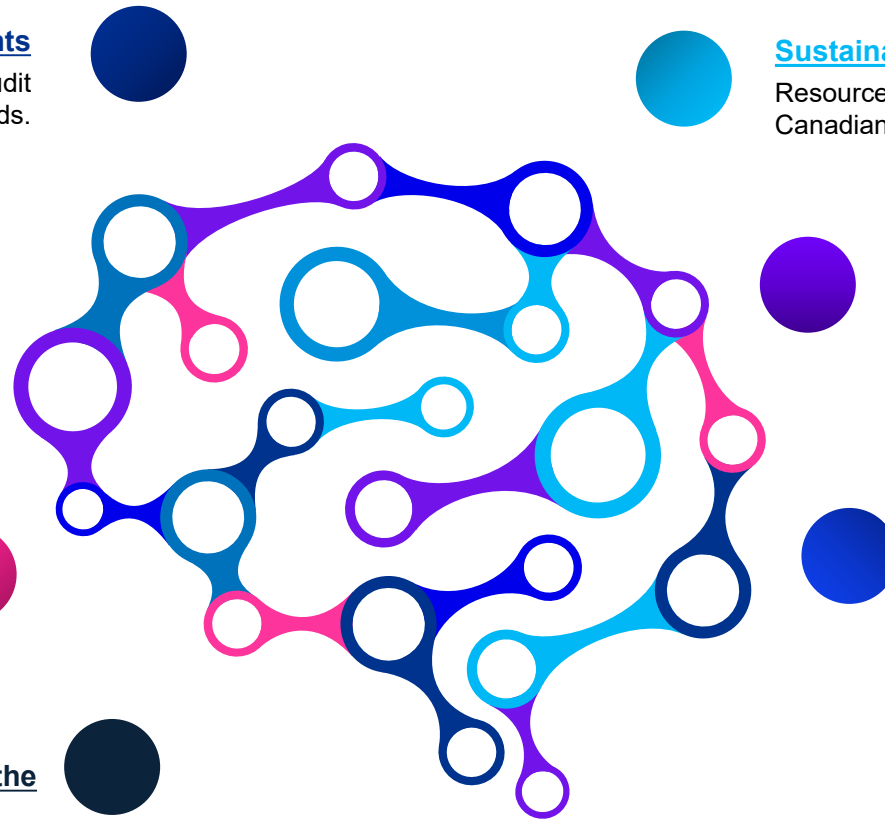
Resource centre on implementing the new Canadian reporting standards

IFRS Breaking News

A monthly Canadian newsletter that provides the latest insights on accounting, financial reporting and sustainability reporting.

Audit Committee Guide – Canadian Edition

A practical guide providing insight into current challenges and leading practices shaping audit committee effectiveness in Canada.





Appendix: Our technology story



Streamlined client experience

And deeper insights into your business, translating to a better audit experience.



Secure

A secure client portal provides centralized, efficient coordination with your audit team.



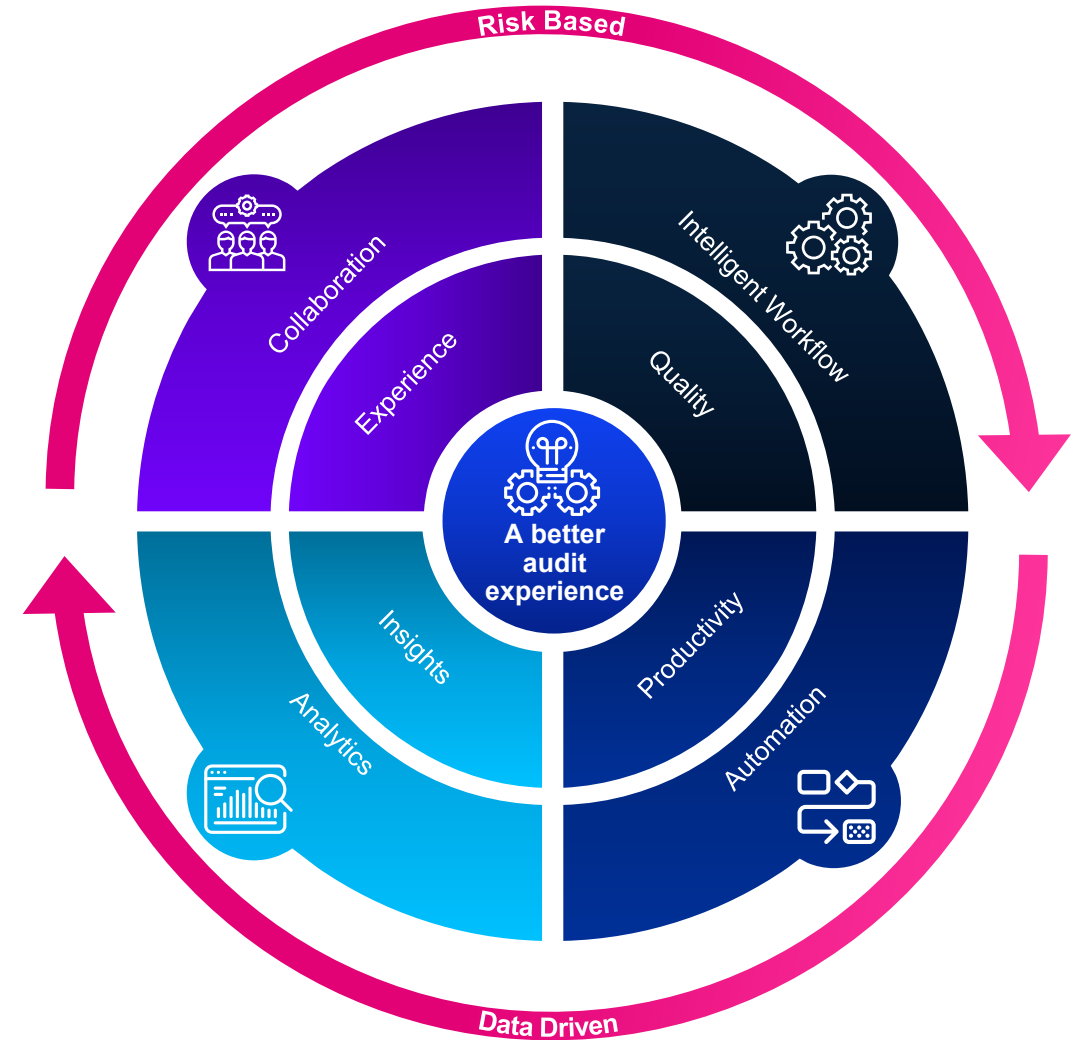
Intelligent workflow

An intelligent workflow guides audit teams through the audit.



Increased precision

Advanced data analytics and automation facilitate a risk-based audit approach, increasing precision and reducing your burden.





Appendix: Expanding the use of audit technology



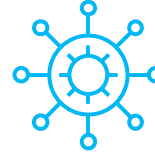
Analytics

- AI Transaction Scoring
- Audit Routine Catalogue
- Data Visualization
- Group Scoping Tool
- Matching Routines
- Process Mining Analytics
- KPMG Forecast Analytics Suite



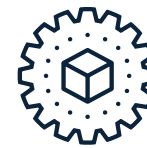
Automation

- Automated Industry Routines
- Confirmation
- Data Extraction Scripts
- DataShare
- DataSnipper
- Inventory Counter App
- iRadar and iNav
- Offset Remover



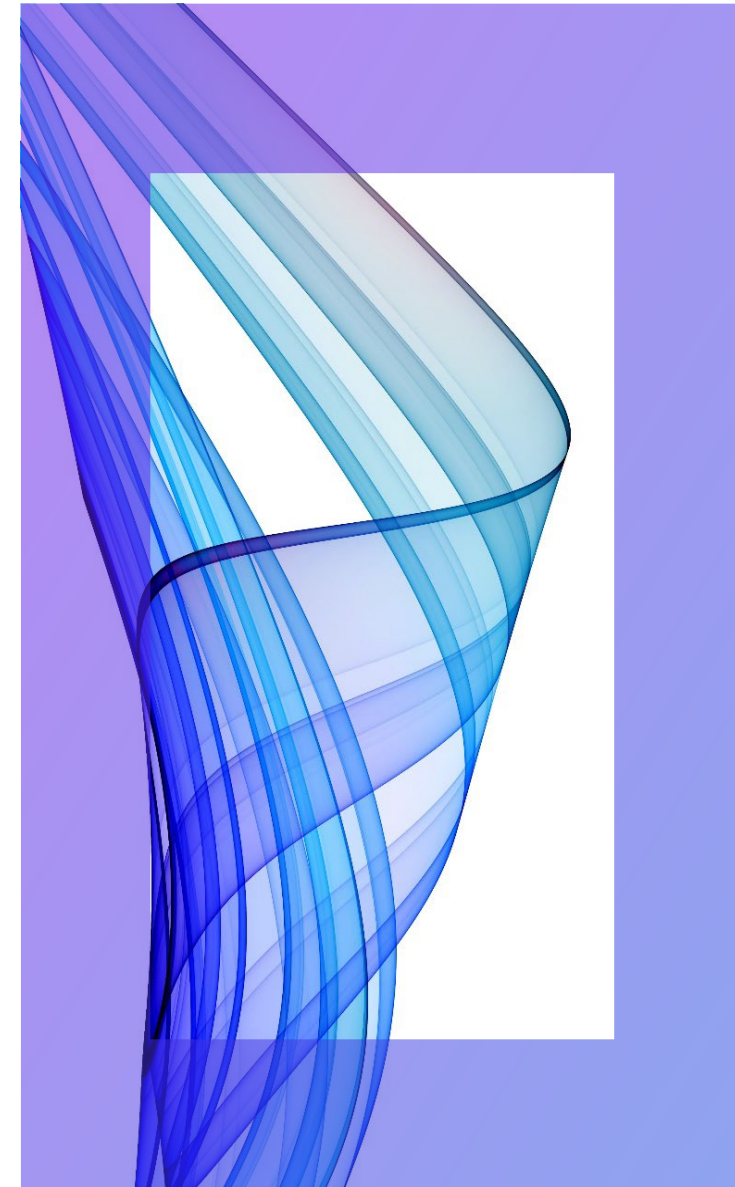
Collaboration

- DocuSign™
- KPMG Clara for Clients



Workflow

- KPMG Clara Workflow
- Account Analysis
- Journal Entry Analysis
- Planning Analytics





Appendix: Continuous evolution

Our investment: \$5B

We are in the midst of a five-year investment to develop our people, digital capabilities, and advanced technology.

Responsive delivery model

Tailored to you to drive impactful outcomes around the quality and effectiveness of our audits.

Result: A better experience

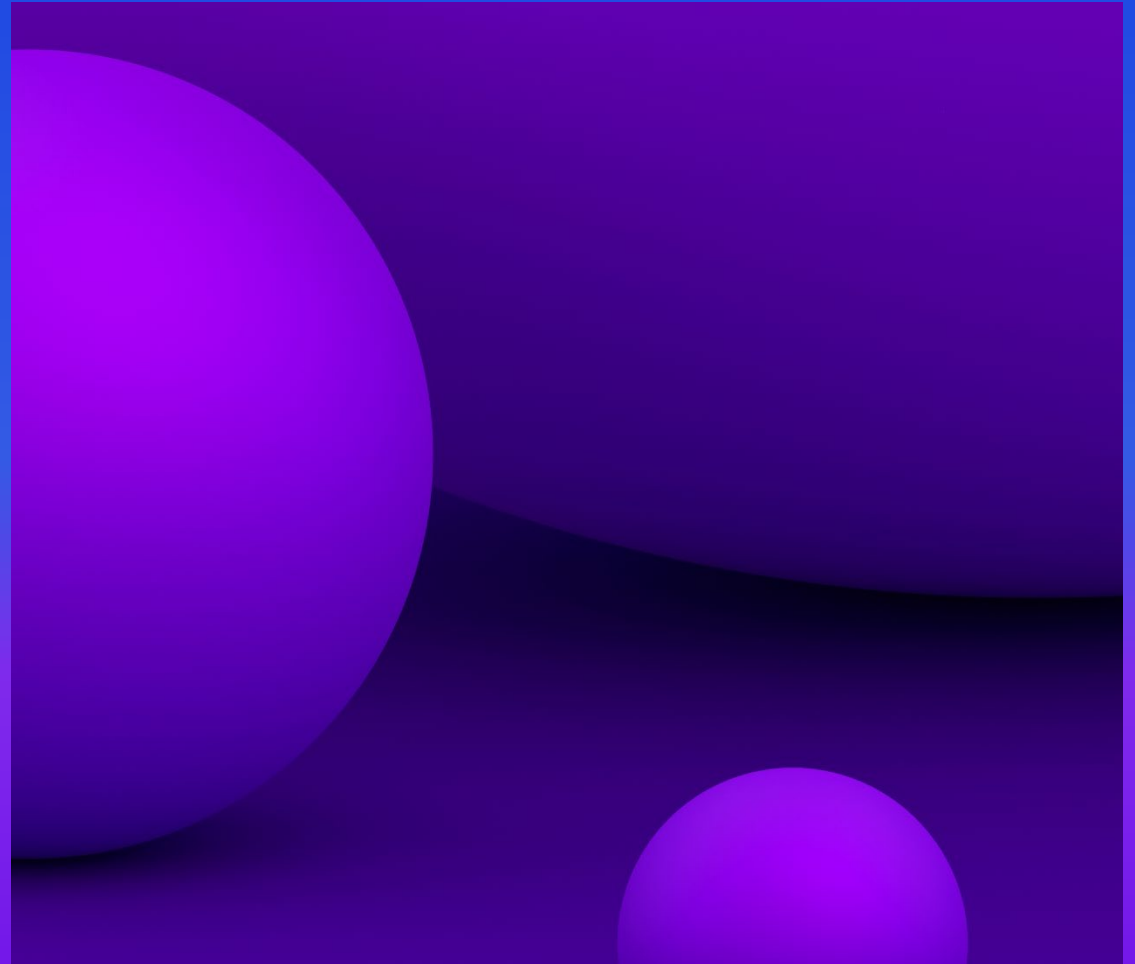
Enhanced quality, reduced disruption, increased focus on areas of higher risk, and deeper insights into your business.





kpmg.ca

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REPORT TO:

UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES

Subject:	UNBC Accessibility Plan report and update
Audit & Risk Committee	Meeting Date: February 26, 2025
Submitted By:	Rahim Somani, Vice President, Finance & Administration

REPORT:

Project status report. February 11, 2025
UNBC Accessibility Plan.
Project Manager: Mindy Gobbi
Report Prepared by Cynthia Williams.

Since the launch of the Accessibility plan mid-2024, nine subcommittees or working groups have been established to act on each initiative identified in the development of the UNBC Accessibility Plan.

Each subcommittee is composed of a representative from the Office of Equity and Inclusion, at least one to two members of the Accessibility Committee, and a representative from each accountable department, as outlined in the UNBC Accessibility Plan. These subcommittees are scheduled to meet at least once a month.

Figure 1.0 provides an overview of the progress made for each initiative.

Additionally, feedback continues to be collected through our accessibility feedback mechanism. (Feedback from August 2024-January 2025)

1. **Architectural/Physical Barriers:**

These submissions focused on the challenges related to accessing specific buildings, specifically highlighting inaccessible doors and harsh lighting conditions. Respondents continue to share their difficulties with finding accessible parking and how this issue has negatively impacted both them.

2. **Attitudinal and Organizational Barriers:**

The attitudes and lack of empathy around disabilities create a difficult environment to access services effectively. There has been specific feedback regarding scents and the impact it has on community members.

2. **Technological Barriers:**

The feedback indicated issues with specific website-related usability, which included difficulty navigating certain pages and a lack of accessibility features for users with disabilities (internal websites).

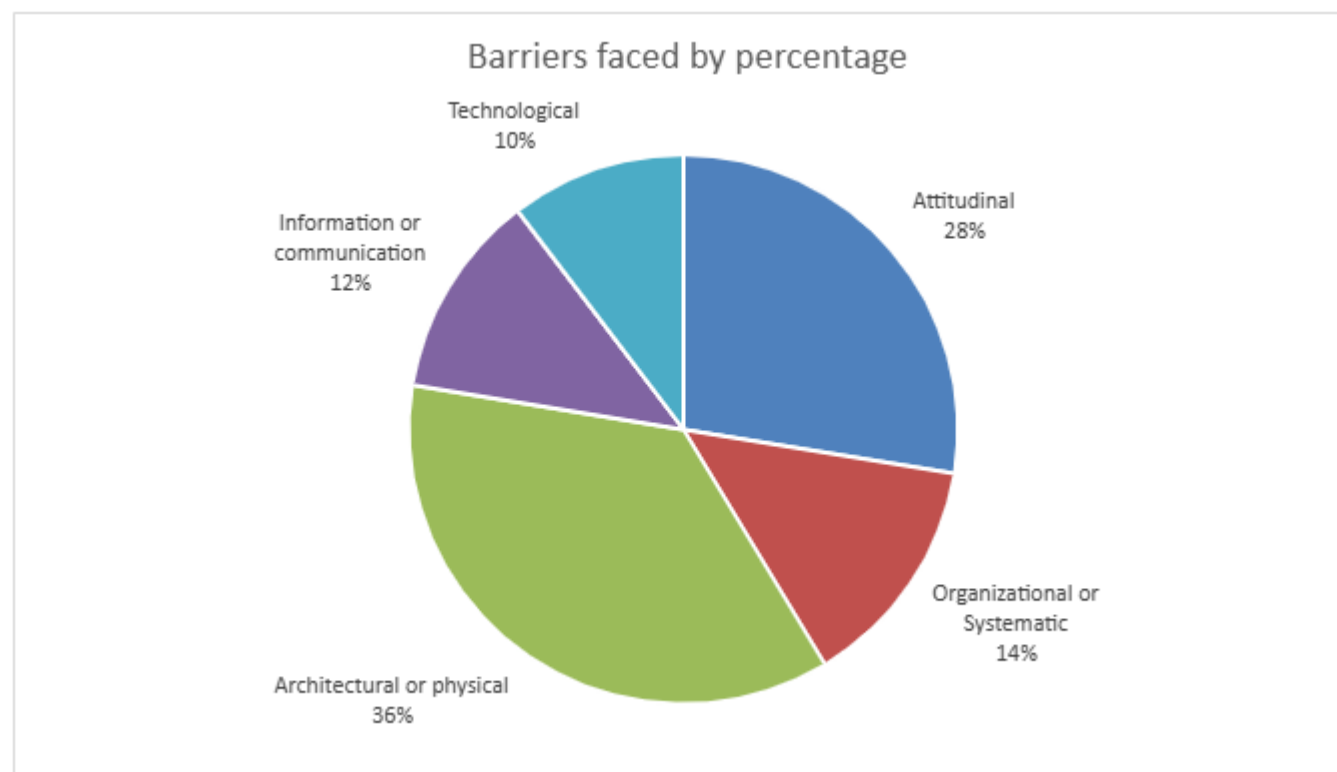
Figure 1.1 demonstrates that physical and attitudinal barriers continue to be the largest concerns for students, staff, and faculty. Note that most of these reported barriers were centered around the Prince George campus.

Wins: Some respondents acknowledged past improvements in accessibility, such as increased awareness of accessibility needs and adjustments to infrastructure (ie. seating in lecture halls).

Figure 1.0

Area	Initiative	Timeline	Deliverable	Progress	Comments/Notes
BUILT ENVIRONMENT	Washroom and door functionality	2024-2025	Accessibility Compliance Portal	50%	This portal development will provide the assessment tool for the 2025 initiative to review the built environment providing a baseline audit for washroom and door functionality. This portal provides UNBC the ability to track and report on physical accessibility compliance at UNBC's Prince George campus.
	Evacuation / emergency preparedness plan review	2024	Update plan through accessibility lens	75%	Evacuation procedures have been reviewed and revised. Working through finalized versions for distribution.
	Snow removal on campus review	2024	Review, share and implement ideas to improve current procedures.	0%	On hold in 2024 - work will commence in 2025.
EDUCATION	Accessibility resource bank	2024-2026	Develop a centralized repository for resource materials	25%	Repository has been created with all accountable departments. Developing a centralized location (website) to share resources.
	Accessibility training for employees	2024-2026	Accessibility training schedule	25%	Working with CTLT to develop lunch and learns sharing the Accessibility guidelines.
EMPLOYMENT	Inclusive training program for onboarding	2024-2025	Develop accessibility training for onboarding of all employees	50%	Training has been partially developed.
	Equitable and inclusive recruitment practice audit	2024-2025	Conduct a comprehensive audit of the organization's recruitment practices with a focus on accessibility.	15%	ATS implementation has begun.
INFORMATION AND COMMUNICATION	Accessibility webpage	2024-2026	Develop a central webpage for Accessibility	25%	Mock up of website completed. Next stages are for content development and placement.
	Campus accessibility guidelines	2024-2025	Develop guidelines and share with community	80%	Guidelines have been developed and reviewed by the Accessibility Committee.
PROCUREMENT	Contracts and supply chain	2024-2026	Develop accessibility guidelines for the procurement process	0%	On hold due to vacant position lead in CSM.
SERVICE DELIVERY	Accessible intramurals	2024	Create an offering of Accessible Intramurals	80%	Contract being developed by CSM. The accessible sport options are currently being advertised by Athletics.
TRANSPORTATION	Accessible parking review	2024-2026	Review accessible parking options and develop solutions to current barriers	25%	Review of SPARC requirements and number of spaces available.

Figure 1.1



Finance and Investment Committee Report to the UNBC Board of Governors

Submitted by: Allison Beswick

Dates of meetings since last report: March 3, 2025

Topics reviewed and discussed:

1. Business Arising

- a. Discussed proposed enhancements from the Interim Provost on the process for approving new academic programs.
- b. Received the Budget template for PhD in Chemistry

2. Presentation

- a. UNBC Budget 2025/26 and Projections for 2026-29

3. Motions to be brought forward to the Board

- a. 2025/26 Consolidated Budget
- b. Scholarships, Bursaries & Awards
- c. UNBC Land Trust - Approval of the Agreement to Lease (ATL)
- d. UNBC Endowment Investment Statement & Policy (SIGP)
 - o Updates to Statement of Investment Policies and Goals (SIPG) Section 4.0 Asset Allocation Guideline (Permitted Ranges)
 - o Recommendation to hold spending rate at 3.5%

4. Other Reports and Updates reviewed and discussed

- a. UNBC Q3 Financial Forecast
- b. [UNBC Pension Trust Standing Report](#)
- c. University Advancement Advisory Board Update (verbal) – next meeting to be scheduled once the Campaign Priorities have been approved.
- d. Investment Advisory Committee Update (verbal) - Committee met in January



UNBC UNIVERSITY OF
NORTHERN BRITISH COLUMBIA

Budget 2025-26 and Projection for 2026-29

March 2025



Sustaining Excellence: A Strategic Approach to Financial Resilience and Student Success

Balancing Fiscal Responsibility, Institutional Sustainability, and Impact

Cover Photo Captions

1. Top left: Hands-on learning for a group of Biology students in the Dala-Kildala estuary near Terrace, B.C. The photo shows a large group gathered in the lush estuary with mountains in the background.
2. Top right: With guidance from staff at the First Nations Centre, students participated in a ribbon skirt-making workshop. The photo shows a student at a sewing machine, with another person in the foreground leaning over to offer direction.
3. Middle photo: UNBC's Student Ambassadors promote campus events and encourage student participation. The photo shows three students standing in UNBC-branded tops, with one student kneeling in front.
4. Bottom left: UNBC faculty and student researchers gathered with an industry partner at a field-testing site for an innovative oil spill recovery project. The photo shows a research container on the left and a team of researchers and industry partners wearing hard hats and safety vests on the right.
5. Bottom right: A student researcher gains hands-on experience in one of UNBC's state-of-the-art laboratories. The photo shows a student wearing safety goggles, a white lab coat, and blue gloves, holding a syringe filled with fluid.

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Traditional Territory Acknowledgement

Since time immemorial, Indigenous peoples have walked gently on the diverse traditional territories where the University of Northern British Columbia community is grateful to live, work, learn, and play. We are committed to building and nurturing relationships with Indigenous peoples, we acknowledge their traditional lands, and we thank them.

Prince George Campus: The Prince George campus is situated on the unceded traditional territory of the Lheidli T'enneh First Nation, part of the Dakelh (Carrier) peoples' territory.

South-Central Campus: The South-Central campus in Quesnel is situated on the unceded traditional territories of the Lhtako Dene Nation, Nazko First Nation, Lhoosk'uz Dené Nation, and Esdilahg First Nation (formerly Alexandria Band). Lhtako, Nazko, and Lhoosk'uz are on traditional Dakelh territory, and Esdilahg is a member of the Tsilhqot'in Nation.

Peace River-Liard Campus: The Peace River-Liard campus in Fort St. John is situated in Treaty 8 territory on the traditional lands of the Dane-zaa peoples of the Doig River First Nation, Blueberry River First Nation, and Halfway River First Nation.

Northwest Campus: The Northwest campus in Terrace is situated on the unceded traditional Ts'msyen (Tsimshian) territory of the Kitsumkalum and Kitselas First Nation. It includes a satellite campus in the coastal community of Prince Rupert, situated on the unceded traditional Tsimshian territory of the Lax Kw'alaams Band and Metlakatla First Nation.

Wilp Wilxo'oskwhl Nisga'a Institute: UNBC has a federated agreement with the Wilp Wilxo'oskwhl (House of Wisdom) Nisga'a Institute (WWNI). Established by the Nisga'a Lisims Government in 1993 and situated on Gitwinksihlkw Village Lands within Nisga'a Treaty territory, WWNI is a fully accredited university-college serving all people in northwestern British Columbia.

Acronyms

\$	Canadian Dollar
A	Actual
AD&D	Accidental Death, and Dismemberment
AWS	Amazon Web Services
B	Budget
B.C.	British Columbia
BC AHSN	B.C. Academic Health Science Network
BCKDF	B.C. Knowledge Development Fund,
BCSRIF	British Columbia Salmon Restoration and Innovation Fund
CAGR	Compound Annual Growth Rate
CDI	Career Development Increments
CFI	Canada Foundation for Innovation
CIHR	Canadian Institutes of Health Research
CNC	College of New Caledonia
CPP	Canada Pension Plan
CRC	Canada Research Chair
CRM	Client Relationship Management
CTAAN	Centre for Technology Adoption for Aging in the North
CUPE	Canadian Union of Public Employees
DCC	Deferred Capital Contributions
DMS	Division of Medical Sciences
EDIA	Equity, Diversity, Inclusion, and Accessibility
EET	Equivalent Enrollment Taught
EFAP	Employee and Family Assistance Program
EFL	Enhanced Forestry Lab
EI	Employment Insurance
ERM	Enterprise Risk Management
F	Forecast
FBE	Faculty of Business and Economics
FE	Faculty of Environment
FHHS	Faculty of Human and Health Sciences
FIRE	Feminist Institute for Research and Evaluation
FISSS&H	Faculty of Indigenous Studies, Social Sciences and Humanities

FSE	Faculty of Science and Engineering
FTE	Full-Time Equivalent
GIS	Geographic Information System
Grad	Graduate
HPC	High-Performance Computing
HR	Human Resources
HRI	Health Research Institute
ISSS&H	Indigenous Studies, Social Sciences and Humanities
IT	Information Technology
ITS	Information Technology Services
JPRF	John Prince Research Forest
LTD	Long Term Disability
MBA	Master of Business Administration
MoE	Ministry of Education
NALS	Northern Analytical Laboratory Services
NCCIH	National Collaborating Centre for Indigenous Health
NHHR	Northern Hub for Health Research
NHSRF	Northern Health Sciences Research Facility
NMP	Northern Medical Program
NRESi	Natural Resources & Environmental Studies Institute
NSERC	Natural Sciences and Engineering Research Council of Canada
NSSE	National Survey of Student Engagement
P	Projection
PG	Prince George
PSFS	Ministry of Post-Secondary Education and Future Skills
QRRC	Quesnel River Research Centre
RDC	Research Data Centre
REB	Research Ethics Board
RSF	Federally funded Research Support Fund
RUCBC	Research Universities Council of British Columbia
SFA	Senior Financial Analyst
SFU	Simon Fraser University
SPOR	Strategy for Patient-Oriented Research
SSHRC	Social Sciences and Humanities Research Council

TRU	Thompson Rivers University
UBC	University of British Columbia
UBC-O	University of British Columbia – Okanagan Campus
UG	Undergraduate
UNBC	University of Northern British Columbia
UVic	University of Victoria
VPAP	Vice President, Academic and Provost
VPFA	Vice President, Finance and Administration
VPRI	Vice President, Research and Innovation
WIL	Work Integrated Learning
WWNI	Wilp Wilxo'oskwhl (House of Wisdom) Nisga'a Institute

1.0 Executive Summary

The 2025-26 Budget for the University of Northern British Columbia (UNBC) reflects a strategic balance between financial prudence and cautious, critical investment in student success, employee engagement, service excellence, Indigenous initiatives, and institutional sustainability. Amidst ongoing fiscal pressures, shifting enrollment patterns, and evolving government policies, UNBC remains committed to delivering high-quality education and fostering regional and global impact while implementing targeted measures to mitigate financial risks.

Since its founding in 1990, UNBC has played a pivotal role in research excellence, community engagement, and Indigenous partnerships, contributing \$487.9M annually to B.C.'s economy and supporting 5,752 jobs. However, like other post-secondary institutions, UNBC faces macroeconomic challenges, demographic shifts, and policy changes, including the federal cap on international students, provincial budget constraints, and rising operational costs. While international tuition revenue comprises 8% of UNBC's general operating budget, long-term enrollment risks remain, necessitating proactive recruitment and retention strategies.

Aligned with its 2023-2028 strategic plan, *Ready*, UNBC remains committed to its Student-First approach, advancing student success, employee engagement, community impact, and institutional resilience. Priorities include enhancing academic quality, expanding learning opportunities, strengthening Indigenous partnerships, and fostering equity, diversity, and inclusion, and Indigenization. At the same time, optimizing financial sustainability, shared services, and digital transformation will drive efficiency and long-term stability. By continuously refining financial and performance metrics, UNBC will ensure resource alignment, adaptability, and sustained impact.

Table 1: Abridged Consolidated Financial Summary

\$ in thousands	2024A	2025B	2025F	2026B	2027P	2028P	2029P
Total Revenues	144,980	156,585	152,871	158,523	161,158	163,637	166,022
Total Expenses	(146,623)	(156,085)	(150,371)	(161,023)	(162,158)	(163,587)	(165,821)
Annual Operating Surplus / (Deficit) before Restricted Contributions	(1,643)	500	2,500	(2,500)	(1,000)	50	200
Restricted Endowment Contributions	1,378	1,500	1,500	1,500	1,500	1,500	1,500
Annual Surplus / (Deficit)	(265)	2,000	4,000	(1,000)	500	1,550	1,700
Accumulated Surplus, beginning of year	159,623	158,655	159,358	163,358	162,357	162,857	164,408
Accumulated Surplus, end of year	159,358	160,655	163,358	162,357	162,857	164,408	166,108
Student FTE	2,848	2,925	2,858	2,925	3,025	3,095	3,165
Cost per Domestic Student FTE (\$)		41,100		43,300	41,700	40,300	39,300
Cost per International Student FTE (\$)		45,900		49,200	47,400	45,800	44,600
Ancillary Revenue per Student FTE (\$)		3,800		3,900	3,900	4,000	4,100
	A: Actual	B: Budget	F: Forecast	P: Projection			

The 2025-26 budget projects total revenues of \$158.5M, with an operating deficit of \$2.5M before restricted contributions. The Provincial Operating Grant remains the largest revenue source at \$78.9M, while tuition and student fees are expected to reach \$28.6M. Employee costs account for 78% of general operating expenses, totaling \$94M, reflecting a 5% increase (\$4.3M) from the 2025 budget and an 8% increase (\$6.6M) from the 2025 forecast. This increase is primarily due to career development increments, faculty promotions, the full-year impact of new hires from 2025, and vacancies filled. Operating costs are budgeted at \$26.5M, marking a 4% increase (\$1M) from the 2025 budget and a 14% increase (\$3.3M) from the 2025 forecast, with investments supporting academic programs, Indigenous initiatives, research, and IT infrastructure.

To strengthen financial resilience, UNBC is implementing vacancy management controls, restricting new regular positions except in critical cases with demonstrated need and approved funding. A strategic budget holdback will be applied to non-salary expenses until Q2 or Q3, contingent on financial performance. Additionally, a portion of the operating grant has been provincially restricted to support future strategic initiatives, ensuring sustained investment in student success, digital transformation, Equity, Diversity, and Inclusion, and Indigenization.

Enrollment remains vital to UNBC's financial sustainability and growth. While trends may suggest stabilization, enrollment remains below Ministry targets, highlighting the need for targeted recruitment, retention, and student success strategies. Strengthening domestic enrollment, improving student persistence, and adapting to international policy shifts are essential for long-term viability. UNBC's student-to-faculty ratio, among the lowest in Canada, may support a personalized learning environment when intentional, yet classroom utilization rates indicate opportunities to optimize capacity. Strategic enrollment management will focus on expanding outreach, enhancing student support, and aligning programs with student and societal needs to sustain and grow enrollment.

Through its Enterprise Risk Management (ERM) program, UNBC proactively mitigates risks related to capacity constraints, financial sustainability, IT security, and enrollment stability. Key initiatives include IT disaster recovery planning, Banner database migration to AWS, and strategic enrollment management. In 2025-26, UNBC will undertake a comprehensive renewal of its ERM framework, embedding a risk-aware culture through targeted training, enhanced governance structures, and university-wide risk assessments.

While financial and enrollment challenges persist, UNBC remains committed to long-term sustainability through responsible financial stewardship, operational efficiencies, and data-informed decision-making. By aligning resources with strategic priorities and maintaining a strong focus on student success, the university is well-positioned to navigate uncertainties and continue delivering meaningful impact.

2.0 Overall Context

2.1 Institutional Role and Impact

The University of Northern British Columbia (UNBC) was founded in 1990. Built on a vision championed by 16,000 northern community members through a public petition, endorsing “a university both in and for the North”. UNBC plays a vital role in socio-economic transformation at local and global levels, thriving through its research-enriched learning environment, community engagement, and strong Indigenous partnerships.

As a hub for knowledge creation and innovation, UNBC advances research across multiple disciplines, including environment and natural resources, community development, northern and rural health, and Indigenous studies. Through strategic initiatives and collaborations, it fosters meaningful partnerships with Indigenous and northern communities by advancing education, economic development, and cultural collaboration, driving regional and societal transformation.

2.2 Economic Impact

The 2023 Economic Impact Study by Lightcast highlights UNBC’s significant economic contributions. The university adds \$487.9M annually to B.C.’s economy, supporting 5,752 jobs province-wide. In Northern B.C., it contributes \$268.9M, sustaining 3,348 jobs, while in Prince George, it generates \$232.6M in income and 2,981 jobs.

Every \$1 invested in UNBC generates \$1.40 in lifetime earnings for students, \$1.40 in added tax revenue for taxpayers, and \$3.60 in provincial revenue and social savings, underscoring UNBC’s role as a key driver of economic growth and prosperity.

2.3 Financial Context

The financial landscape for B.C.’s post-secondary institutions is shifting due to multiple external pressures, including federal cap on study permits, ongoing pressure on provincial budget, and broader economic uncertainties. Rising costs, stagnant or declining domestic enrollment, and a changing labor market continue to challenge institutional sustainability.

At UNBC, international tuition revenue represents 8% of the general operating budget. While the direct financial impact of the federal cap on study permits may be less pronounced due to UNBC’s smaller international student numbers, the broader decline in international applications and the potential reputational impact on Canada’s post-secondary sector introduce longer-term risks. The University will need to assess and adapt recruitment strategies to mitigate these uncertainties.

Beyond enrollment-related pressures, macroeconomic factors—including potential U.S. tariffs—could have a cascading effect on B.C.’s economy, potentially impacting provincial revenues and institutional funding. Tariffs may also contribute to supply chain delays and rising costs for construction, maintenance, and capital projects, further straining financial resources.

Given these dynamics, UNBC remains committed to its key strategic priorities while navigating near-term financial challenges. The University anticipates a short-term deficit as it adapts to these evolving conditions but will rigorously monitor the financial outlook to ensure long-term stability and a sustainable rebound. Strategic financial management, efficiency improvements, and revenue diversification will remain central to maintaining UNBC's resilience and capacity to deliver high-quality education and research.

3.0 UNBC's Strategic Vision and Institutional Priorities

3.1 UNBC's Strategic Direction: Ready 2023-2028

UNBC's 2023-2028 strategic plan, *Ready*, guides the university's commitment to excellence in education, research, and community engagement. It prioritizes student success, fosters teaching and research excellence, and strengthens connections with Northern communities. By expanding access to education and research, UNBC aims to develop a skilled workforce, responsible citizens, and address regional challenges while cultivating a culture of respect, inclusivity, and adaptability in Northern B.C.

Anchored in UNBC's motto, 'En Cha Huná', *Ready* reinforces the university's core values of equity, diversity, and inclusion. Its mission, "*Ignite. Inspire. Lead Change.*", and vision, "*Leading a Sustainable Future*," provide a clear framework for institutional development. The plan is built around four strategic themes that align with UNBC's core strengths in teaching and research excellence, northern development, and Indigenous engagement. By leveraging its expertise, UNBC fosters a transformative learning environment, strengthens community partnerships, and drives innovative solutions to regional and global challenges. These strategic themes include:

1. **Cultivate Curiosity** – Excel in teaching, learning, and inquiry while inspiring lifelong learning.
2. **Act on Truth and Reconciliation** – Advance meaningful reconciliation through education, research, and partnerships with Indigenous Peoples.
3. **Empower Northern Communities** – Collaborate to generate knowledge and build capacity for thriving communities.
4. **Foster Local Solutions for Global Impact** – Leverage UNBC's strengths to mobilize knowledge for change locally and globally.

As part of its Foundational Goals, UNBC is committed to enhancing student learning experiences, celebrating achievements, nurturing top talent, and shaping policy locally and globally.

3.2 Translating Ready into Action: UNBC's Distinct Value Proposition

To ensure *Ready* reflects the needs of the UNBC community, extensive input was gathered to prioritize key strategic themes. A strong Student First approach emerged as central to UNBC's distinct value proposition—embedded in its academic, research, and operational strategies.

UNBC's learner-centered model goes beyond education—it fosters deep connections with communities by emphasizing employability, research opportunities, community-engaged learning, and personalized support. This approach ensures students are well-educated and well-prepared to contribute meaningfully to the social, economic, and environmental landscape.

UNBC's impact extends beyond higher education; it serves as a catalyst for positive change. Being Student First means aligning institutional efforts with student success and well-being while nurturing regional talent, advancing knowledge mobilization, and driving socio-economic community impact. This commitment is structured around three key priorities:

- ⇒ **Purpose** (why we exist) – Support fulfilling student learning journeys.
- ⇒ **Approach** (how we achieve this) – Attract and retain outstanding people to build a thriving academic community.
- ⇒ **Impact** (what inspires us) – Leverage UNBC's deep connections to place and people to solve locally and globally relevant challenges.

This focused strategy ensures that UNBC remains relevant, resilient, and a leader in transformative education and research.

4.0 Key Priorities and Expected Outcomes

UNBC is advancing strategic initiatives under Ready, progressing through planning, and implementation stages, to enhance student learning, attract and retain outstanding people, strengthen community engagement, and optimize operations. These initiatives align with UNBC's foundational goals, strategic themes, and institutional priorities and are supported by expected outcomes and measurable success indicators.

4.1 Supporting Fulfilling Student Learning Journeys

UNBC is committed to enhancing academic quality, accessibility, and career readiness to ensure students successfully complete their studies with strong engagement.

Expected Outcome	
Enhanced Student Learning Experiences: Students benefit from high-quality education, accessible learning opportunities, and career readiness, ensuring successful completion of their studies with strong engagement.	
Key Priorities	Potential Metrics
<i>Enhancing Academic Quality & Student Success</i> ⇒ Academic quality assurance and degree program reviews. ⇒ Explore & expand hybrid learning, micro-credentials, and experiential education. ⇒ Improve student support services, accessibility, and career readiness. ⇒ Implement systematic student experience surveys to inform enhancements. <i>Expanding Learning Opportunities & Pathways</i> ⇒ Develop a long-term strategy for student-centered learning initiatives. ⇒ Increase research-integrated learning, employability opportunities, and Work-Integrated Learning (WIL). ⇒ Expand dual-credit and early admission pathways for high school students. ⇒ Enhance and expand Indigenous student pre-orientation and faculty-level first-year courses.	⇒ Retention & Graduation Rates (First-to-second-year retention, graduation rate). ⇒ Student Satisfaction & Engagement (NSSE and internal surveys). ⇒ Experiential Learning Participation (Co-ops, internships, research, community projects). ⇒ Post-Graduation Employment Outcomes (Employment rate, employer feedback).

4.2 Attracting & Retaining Outstanding People

UNBC strives to be a top choice for faculty, staff, and leadership, fostering a culture of excellence, well-being, compassion, and inclusion.

Expected Outcome

A Strengthened Faculty and Staff Community: UNBC nurtures top talent, ensuring a diverse and engaged community.

Key Priorities

Potential Metrics

Strengthening Faculty & Staff Development

- ⇒ Improve recruitment, onboarding, and employee retention strategies.
- ⇒ Expand faculty research support and development programs.
- ⇒ Enhance employee well-being initiatives and work-life balance programs.

Advancing Equity, Diversity, and Inclusion; Accessibility; and Indigenization

- ⇒ Evaluate, develop, and implement the EDIA Educational Framework.
- ⇒ Strengthen Indigenization and decolonization training for faculty and staff.
- ⇒ Expand training and awareness programs to support marginalized communities.

- ⇒ Faculty & Staff Retention Rates.
- ⇒ Employee Engagement & Workplace Culture (Survey data on satisfaction, belonging, and leadership effectiveness).
- ⇒ Diversity & Inclusion (Representation of underrepresented groups in faculty, staff, and leadership).
- ⇒ Participation in Professional Development, training, mentorship, and research.

4.3 Valuing & Leveraging UNBC's Connections to Place & People

UNBC is strengthening its regional and Indigenous partnerships, ensuring it remains a hub for knowledge, collaboration, and impact.

Expected Outcome	
Deeper Community and Indigenous Partnerships: UNBC drives impactful research, partnerships, and community engagement that support regional and global challenges.	
Key Priorities	Potential Metrics
<i>Deepening Community & Indigenous Engagement</i> ⇒ Strengthen regional, government, and Indigenous partnerships. ⇒ Expand domestic student recruitment in Northern communities. ⇒ Foster community-based and place-based learning opportunities. <i>Enhancing Sustainability & Institutional Impact</i> ⇒ Reduce greenhouse gas emissions through operational improvements. ⇒ Integrate sustainability frameworks into academic and campus initiatives. ⇒ Advance UNBC's standing in global sustainability rankings.	⇒ Number & Impact of Community Partnerships (Active collaborations with Indigenous communities, local businesses, and international organizations). ⇒ Community-Based Research Engagement addressing local/global challenges. ⇒ Indigenous Program Enrollment and faculty/staff participation in reconciliation.

4.4 Enabling Success: Institutional Efficiency and Digital Transformation

UNBC is optimizing financial sustainability, shared services, and technological advancements to enhance operational resilience and institutional efficiency.

Expected Outcome	
Greater Institutional Resilience: Greater institutional resilience, achieved through financial sustainability, shared services, and technological innovation to optimize operations and drive efficiency.	
Key Priorities	Potential Metrics
<i>Enhancing Institutional Efficiency & Service Excellence</i> <ul style="list-style-type: none">⇒ Implement redesigned VPFA portfolio and establish a Shared Services model for efficiency, effectiveness, and improved service delivery.⇒ Improve cross-departmental collaboration and processes.⇒ Leverage existing tools & systems to enhance operational excellence. <i>Enhancing Digital Infrastructure & Innovation</i> <ul style="list-style-type: none">⇒ Explore and expand hybrid learning technologies to improve accessibility and engagement.⇒ Upgrade digital communication and integrated marketing tools to strengthen institutional presence.⇒ Implement a data-informed approach to student success.⇒ Optimize user experience through digital solutions that foster engagement, development, and belonging.⇒ Strengthen cybersecurity and digital governance for operational resilience.	<ul style="list-style-type: none">⇒ Financial resilience: new funding streams, cost control, stable budgets.⇒ Shared Services Implementation & Process/Operational Efficiencies.⇒ Adoption of Hybrid Learning Technologies (Usage metrics, student/faculty feedback).⇒ Enhanced Cybersecurity & Digital Governance including System security assessments, compliance adherence.

5.0 Ensuring Institutional Impact and Financial Sustainability

UNBC remains committed to advancing its Student-First approach, fostering a transformative and resilient university that drives student success, employee engagement, community impact, and technological innovation. To sustain meaningful progress and ensure long-term institutional viability, UNBC must continue rationalizing, optimizing, and reprioritizing resources while navigating financial constraints.

To achieve this, UNBC is implementing proactive financial sustainability and cost management measures that will enhance operational efficiency and ensure fiscal discipline while advancing key institutional priorities.

5.1 Financial Sustainability and Cost Management Measures

To maintain financial resilience during these uncertain economic times, UNBC will implement the following strategies:

- ⇒ **Vacancy Management:** Each Vice President will rigorously evaluate existing vacancies and any new vacancies arising during the fiscal year due to resignations or retirements, carefully assessing necessity, optimal timing for recruitment, and alignment with institutional strategic priorities before initiating hiring processes.
- ⇒ **Controlled Creation of New Regular Positions:** As a general rule, no new regular positions will be created. In exceptional cases where a position is deemed critical, explicit approval must be obtained from the Office of the President. Such requests must be supported by: (a) validation of the critical need, (b) identification of sustainable funding sources through cost savings or demonstrated return on investment, and (c) thorough financial review and confirmation by the Vice President, Finance and Administration.
- ⇒ **Strategic Budget Holdback:** A portion of each unit's non-salary operating budget will be withheld centrally until Quarter 2 or Quarter 3. These funds will be released upon confirmation of satisfactory financial performance, achievement of revenue targets, and certainty of meeting the approved budget deficit.

These proactive financial management strategies will enable UNBC to remain agile, fiscally responsible, and strategically focused, supporting the successful advancement of institutional priorities within a constrained economic environment.

5.2 Measuring Success and Institutional Progress

Through these financial and operational strategies, UNBC will continue to lead as a student-centered, research-driven, and community-engaged institution, delivering lasting societal and economic benefits while shaping a sustainable and globally connected future. To ensure continuous improvement, accountability, and financial sustainability, UNBC will:

- ⇒ Monitor and refine key performance indicators to assess institutional impact.
- ⇒ Regularly evaluate progress against strategic priorities and adapt initiatives accordingly.
- ⇒ Leverage data-informed insights to optimize decision-making and resource allocation.

- ⇒ Enhance cost controls through targeted savings while maintaining service quality.
- ⇒ Streamline operations to improve user experience, efficiency, and effectiveness.
- ⇒ Diversify revenue sources through strategic partnerships, expanded recruitment, and alternative funding opportunities.
- ⇒ Strengthen financial sustainability by aligning spending with institutional priorities and ensuring fiscal discipline through multi-year budgeting and targeted cost efficiencies.

By integrating financial sustainability with institutional performance measures, UNBC will ensure that it remains resilient, adaptable, and well-positioned to navigate economic uncertainties while advancing its long-term mission. The University will continue refining financial and performance metrics to drive measurable progress, adaptability, and sustained impact.

5.3 Enterprise Risk Management (ERM) and Institutional Resilience

The Enterprise Risk Management (ERM) program at UNBC plays a strategic role in identifying, analyzing, and managing risks across the institution to support long-term success. By integrating risk management into decision-making, UNBC proactively mitigates threats and capitalizes on opportunities to enhance performance, resilience, and sustainability.

Currently, 23 risks are actively monitored, categorized as 7 major, 13 moderate, and 3 minor, with no critical risks flagged. Each identified risk has an assigned action owner responsible for implementing mitigation strategies. Significant progress has been made in risk reduction, with most ongoing and planned activities expected to be substantially completed by 2025. Regular risk updates are presented and discussed at the Audit and Risk Committee of the Board of Governors.

UNBC's key risk areas include capacity constraints, strategic enrollment management, IT security, business continuity, and financial sustainability. Emerging risks are driven by macroeconomic challenges, tariff uncertainties, and potential funding reductions. In response, ongoing initiatives focus on digital transformation, student success strategies, workforce optimization, and governance improvements.

Key risk mitigation efforts include IT incident response and disaster recovery plans, migrating Banner database backups to AWS, and strategic enrollment initiatives, which have modestly improved student numbers. However, enrollment remains below Ministry targets, requiring additional student success strategies.

A core priority for 2025 is embedding a proactive risk-aware culture across the institution. This includes refining ERM guidelines, increasing awareness through newsletters, conducting risk training sessions, and offering advisory services to faculty and staff. During 2025-26, a new cycle of comprehensive risk assessments will be conducted in collaboration with unit heads, ensuring that departmental risks align with institutional strategic goals and enterprise risks.

Through continuous risk monitoring and an adaptive approach, UNBC will strengthen its institutional resilience, safeguarding long-term sustainability. This proactive stance ensures the University remains well-positioned to navigate uncertainties while staying focused on its core mission of student success, research excellence, and community impact.

6.0 Financial Overview

Table 2: Consolidated Financial Summary

\$ in thousands	2024A	2025B	2025F	2026B	2027P	2028P	2029P
Provincial Operating Grant	69,033	78,683	72,252	78,936	76,720	76,370	75,820
Tuition and Student Fees	26,735	29,400	27,453	28,574	30,607	32,776	35,129
Other Grants and Donations	25,720	26,294	29,526	27,166	28,923	29,178	29,328
Other Income	15,830	14,208	15,339	15,547	16,408	16,613	16,844
Revenue recognized for DCC	7,662	8,000	8,300	8,300	8,500	8,700	8,900
Total Revenues	144,980	156,585	152,871	158,523	161,158	163,637	166,022
Employee Costs	(97,586)	(106,138)	(103,448)	(110,809)	(111,082)	(112,349)	(113,859)
Operating Costs	(49,037)	(49,947)	(46,923)	(50,214)	(51,076)	(51,238)	(51,962)
Total Expenses	(146,623)	(156,085)	(150,371)	(161,023)	(162,158)	(163,587)	(165,821)
Annual operating surplus / (deficit) before restricted contributions	(1,643)	500	2,500	(2,500)	(1,000)	50	200
Restricted Endowment Contributions	1,378	1,500	1,500	1,500	1,500	1,500	1,500
Annual Surplus	(265)	2,000	4,000	(1,000)	500	1,550	1,700
Accumulated Surplus, beginning of year	159,623	158,655	159,358	163,358	162,357	162,857	164,408
Accumulated Surplus, end of year	159,358	160,655	163,358	162,357	162,857	164,408	166,108
A: Actual	F: Forecast		DCC: Deferred Capital Contributions				
B: Budget	P: Projection						

The consolidated financial summary includes both unrestricted and restricted funds. Unrestricted funds account for 80% of total expenses, comprising general operating (74%) and ancillary services (6%). The remaining 20% consists of restricted funds, which include research, specific-purpose allocations, endowments, and capital projects.

Restricted funds cannot generate surpluses; any unspent amounts at year-end are deferred until fully utilized or the project concludes. As a result, unrestricted funds serve as the primary measure of UNBC's ongoing financial sustainability.

The 2025 consolidated forecast surplus, before adjusting for operating grant restrictions, is projected at \$4M, compared to the originally budgeted surplus of \$0.5M. This variance is primarily driven by lower-than-anticipated employee costs due to vacancies and turnover, as well as the non-utilization of budgeted contingency. These savings were partly reduced by tuition and student fees being 7% lower than budgeted.

Given this improved forecast, UNBC secured provisional approval to restrict \$1.5M for future strategic initiatives. Accordingly, the 2025 provincial operating grant forecast has been adjusted to reflect (a) government-approved wage increases, (b) redistribution of previously restricted operating grants, and (c) the provisionally approved restrictions from the current year.

Given ongoing economic volatility, UNBC continues to monitor financial performance and will collaborate with the Ministry to review and adjust provincial grant restrictions as needed to align with financial performance and future strategic priorities.

The proposed 2026 consolidated budget is \$158.5M, with a budgeted deficit of \$2.5M before restricted contributions. UNBC has received provisional approval for this deficit.

Budget projections for restricted funds are based on historical trends and available data. As these estimates rely on average-based forecasting, annual totals may fluctuate due to timing differences in expenses, one-time items, evolving financial conditions, and other relevant factors.

Table 3: Overall Financial Summary: Unrestricted Funds

\$ in thousands	2025B	2025F	2026B	2027P	2028P	2029P
Total Revenues	132,927	129,862	134,865	137,740	139,829	141,829
Employee Costs	(94,368)	(91,580)	(98,670)	(99,163)	(100,373)	(101,770)
Operating Costs	(31,805)	(29,567)	(32,662)	(33,576)	(33,610)	(34,175)
Total Expenses	(126,173)	(121,148)	(131,332)	(132,739)	(133,983)	(135,945)
Capital and Transfers	(6,254)	(6,214)	(6,034)	(6,001)	(5,795)	(5,684)
Operating Surplus / (Deficit)	500	2,500	(2,500)	(1,000)	50	200
Fund Distribution						
General Operating Fund	(121,408)	(116,690)	(126,992)	(127,986)	(128,692)	(130,280)
Ancillary Services Fund	(11,019)	(10,672)	(10,374)	(10,754)	(11,086)	(11,349)
Total Expenses, Capital & Transfers	(132,427)	(127,362)	(137,366)	(138,740)	(139,778)	(141,629)

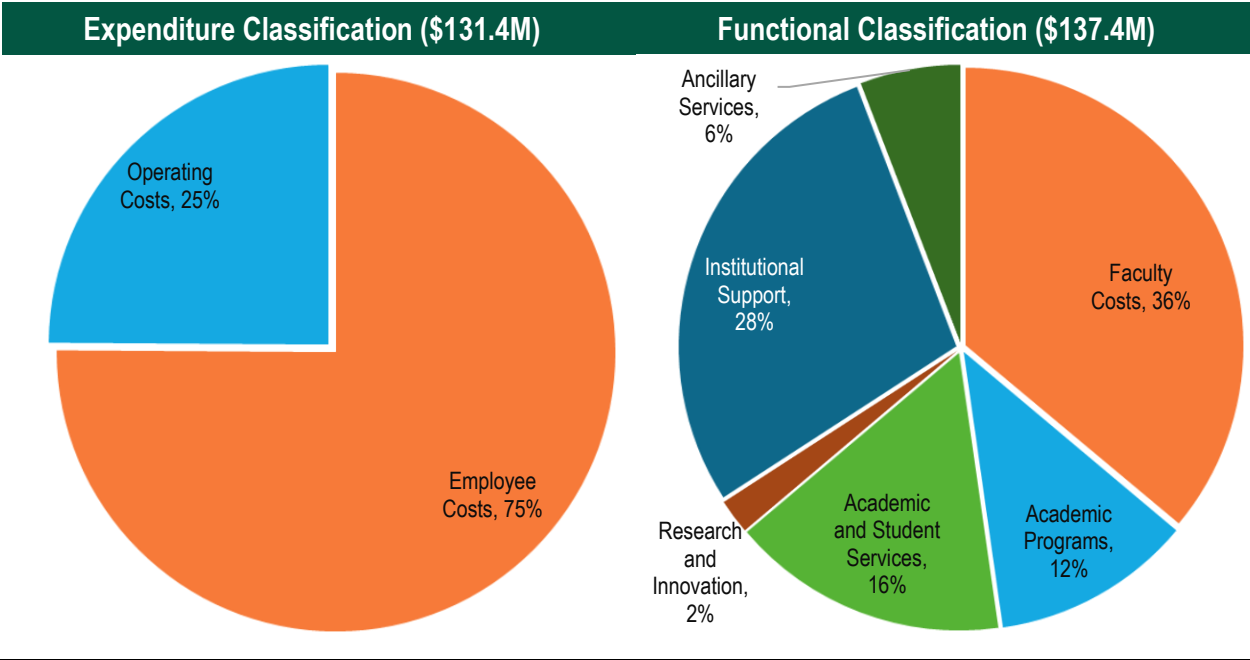
The 2026 budget for unrestricted funds is projected at \$137.4M, comprising \$131.4M for expenses and \$6M for capital and transfers. This represents a \$5M increase (4%) over the 2025 budget and a \$10M increase (8%) compared to the 2025 forecast. Total expenses are \$131.4M, with \$98.7M (75%) allocated to employee costs and \$32.7M to operating costs.

The primary drivers of this increase include rising employee costs, reflecting the full-year impact of previously applied general wage increases, new positions, filled vacancies, and career development increments (CDI) and faculty promotion increases. Operating cost increases are tied to IT infrastructure, academic programs, and Indigenous initiatives. Additionally, a modest contingency provision has been included to mitigate financial risks such as potential declines in undergraduate student FTE and other uncertainties.

While a \$2.5M operating deficit is budgeted for 2026, UNBC remains focused on strategic enrollment growth, enhancing the student experience, revenue diversification, and operational efficiencies to stabilize finances and ensure long-term sustainability. As socio-economic uncertainties persist, fiscal prudence remains imperative. UNBC must continue to align financial decisions with its core mission and strategic priorities, ensuring that resources enhance student success, research excellence, and community engagement while maintaining financial resilience.

By prioritizing strategic financial planning and operational discipline, UNBC will remain well-positioned to navigate challenges, support institutional excellence, and drive sustainable impact.

Figure 1: 2026 Budget Classification: Unrestricted Funds



Notes:

- ⇒ Expenditure Classification represents the distribution of employee costs and operating costs.
- ⇒ Functional Classification represents the distribution of total expenses, capital, and transfers.
- ⇒ Faculty costs represent the estimated cost of faculty members within UNBC.
- ⇒ Academic Programs represent the total of the five Faculties and the Division of Medical Sciences (DMS), excluding the cost of faculty members included in Faculty Costs. Additionally, it includes Continuing Studies.
- ⇒ Academic, Student Services represent the total cost of all units within the Vice President, Academic and Provost’s portfolio, other than the five Faculties and DMS. Additionally, it includes Athletics and Recreation.
- ⇒ Research and Innovation represents the total of the Office of Research and Innovation, and Research Facilities and Laboratory Services.
- ⇒ Institutional Support represents all other units within the general operating fund that are not included in the above three categories.
- ⇒ Ancillary Services include Business Services and Parking Services and exclude Continuing Studies, which is included in Academic Programs.

7.0 Historical Financial Analysis (2015-2024)

This section provides a high-level overview of UNBC’s financial performance over the past decade, emphasizing the importance of fiscal vigilance, adaptability, and strategic decision-making. Detailed financial data is available in Appendix D.

UNBC’s financial performance over the past decade has been marked by revenue constraints, cost pressures, and external disruptions. While proactive financial management and strategic interventions have helped maintain stability, continued focus on revenue diversification, cost control, and strategic resource allocation is essential for long-term sustainability.

Figure 2 illustrates the **Operating Surplus/(Deficit)** from 2015 to 2024, highlighting financial fluctuations influenced by enrollment trends, external funding changes, and economic disruptions.

- ⇒ **2016-2017:** Operating deficits emerged due to limited revenue growth, largely driven by declining domestic undergraduate enrollment. This required stringent deficit mitigation measures.
- ⇒ **2019-2020:** The COVID-19 pandemic created additional financial strain, impacting revenues across tuition and ancillary services.
- ⇒ **2021-2024:** UNBC reinstated a financial sustainability framework, implementing prioritization, portfolio adjustments, layoffs, and cost reductions to restore fiscal stability.
- ⇒ **2024:** The operating deficit remained within the approved \$2M limit, primarily due to a \$4M operating grant restriction earmarked for future strategic initiatives.

Figure 2: Historical Financial Performance (\$ in thousands)

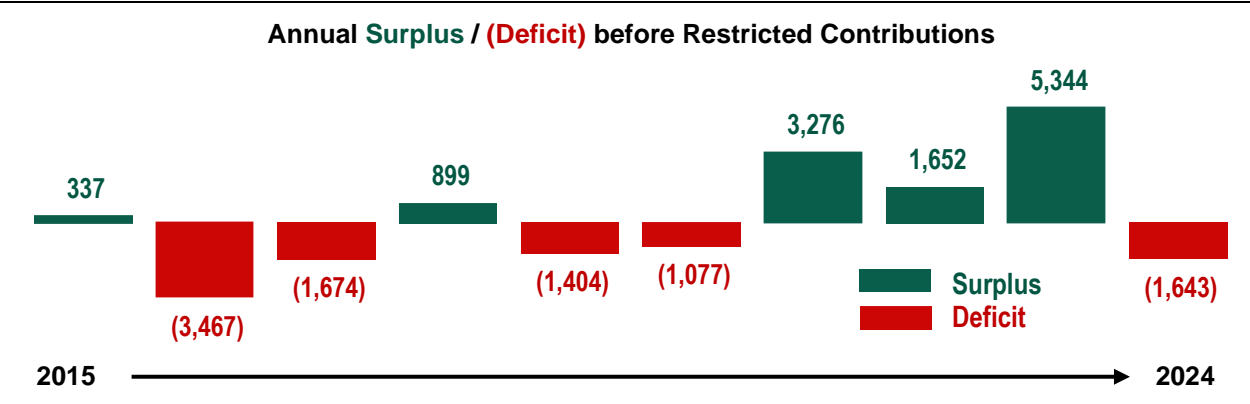


Figure 3 presents the **Historical Revenue Trend**, which shows a 3% Compound Annual Growth Rate (CAGR), reflecting a 38% total increase over the period. Key revenue drivers include:

- ⇒ **Provincial Grant:** Increased at 4% CAGR, primarily due to government wage adjustments and targeted funding.
- ⇒ **Ancillary Revenue:** Declined by 7% (-1% CAGR), largely due to COVID-19 disruptions.
- ⇒ **Tuition and Student Fees:** Grew at 3% CAGR, driven by increasing international enrollment. However, revenue growth remains constrained due to declining domestic undergraduate enrollment. Despite a 20% increase in domestic tuition and a 44% increase in international tuition, total tuition revenue remains impacted by demographic shifts. Tuition revenue declined to 93% in 2016, recovered in 2018, and has steadily increased, except for 2021, which saw pandemic-related disruptions.

Figure 3: Historical Revenue Trend (\$ in thousands)

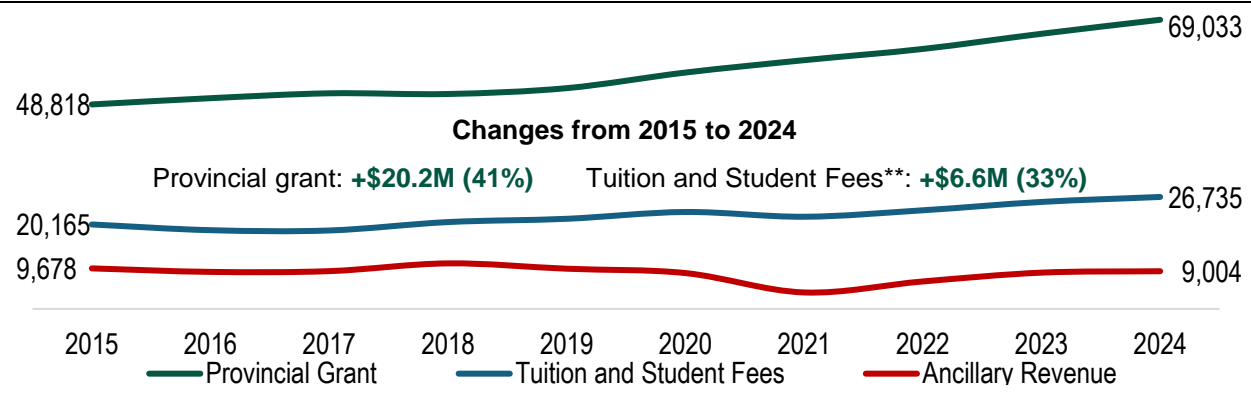
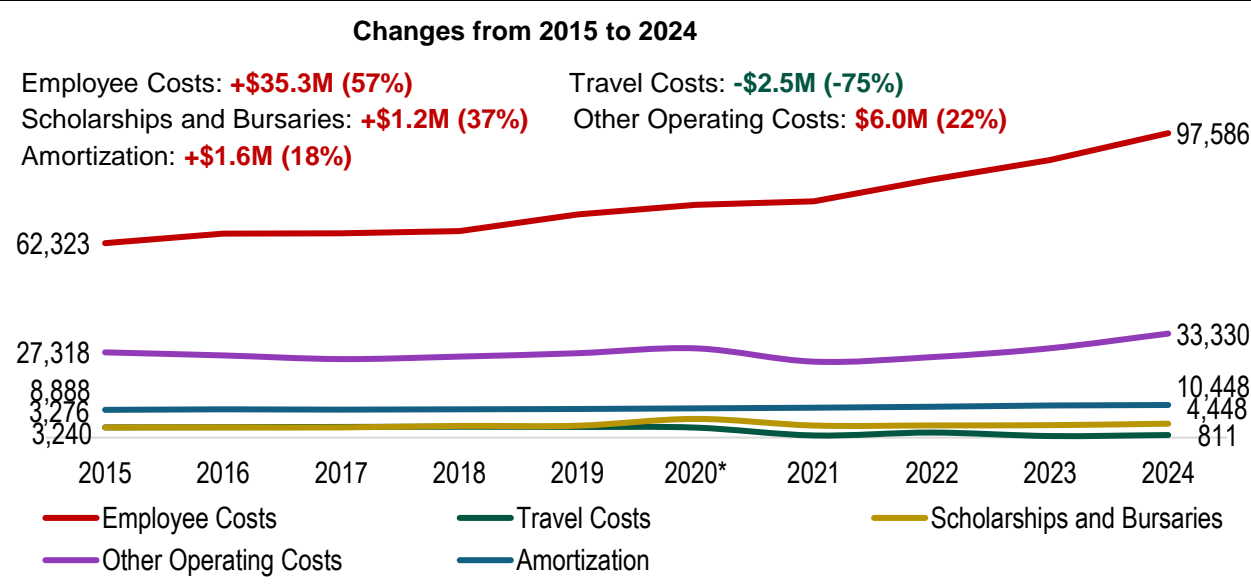


Figure 4 outlines **Historical Expenditure Trends**, showing a 3% CAGR, with total expenses increasing by 40% over the decade. Key cost drivers include:

- ⇒ **Employee Costs:** Representing two-thirds of total expenditure, employee costs grew at 5% CAGR, reaching 157% of 2015 levels in 2024. General wage increases were funded by provincial grant, but CDI and faculty promotions required internal funding.
- ⇒ **Travel Costs:** Declined significantly since 2021, reflecting pandemic-related restrictions, cost containment efforts, and the adoption of more efficient virtual collaboration methods.
- ⇒ **Scholarships and Bursaries:** Increased to 137% of 2015 levels in 2024, reinforcing UNBC’s commitment to financial accessibility.
- ⇒ **Other Operating Costs:** Maintained at baseline levels, but recently increased due to program expansion, requiring continued financial monitoring.

Figure 4: Historical Expenditure Trend



* Scholarships and Bursaries for 2020 exclude \$1.87M in tuition credits related to job action.

7.1 Reserves and Accumulated Surpluses

Table 4: Reserves and Accumulated Surpluses: as per Audited Financial Statements

\$ in thousands	31-Mar-2023	31-Mar-2024
Equity Reserve	50,520	50,385
Endowment	71,817	73,199
Restricted Reserves	4,920	4,721
Carryforwards	2,944	2,351
Equipment Replacement and Special Projects	20,699	20,581
Capital Reserve	11,635	11,512
Specific Purpose	6,692	5,460
Ancillary Services (Note 1)	(13,091)	(12,368)
Unrestricted Surplus	3,517	3,517
General Reserves	32,396	31,053
Total Reserves and Accumulated Surpluses	159,653	159,358
Primary Reserve Ratio (Note 2)	103 days	98 days

Note 1: Represents the outstanding balance of the internal housing renovation loan to ancillary services and the cumulative operating deficit for ancillary services during COVID-19. The loan is expected to be fully repaid by 2037.

Note 2: The Primary Reserve Ratio compares the unrestricted general reserve to total expenses, indicating how long the institution could operate using its reserves. In 2023, the average national ratio was 118 days, Ontario's average was 206 days, and B.C.'s average was approximately 50 days. UNBC projects the ratio to be 90 days or higher from 2025 to 2029.

8.0 Enrollment Analysis

UNBC continues to navigate post-pandemic enrollment challenges while adapting to evolving international student policies. Despite government-driven growth targets and additional funded seats, domestic undergraduate (UG) enrollment has experienced a slight decline, averaging a 0.1% annual decrease from 2016 to 2025. Domestic undergraduate Full-Time Equivalent (FTE) enrollment peaked at 2,608 in 2004, averaging 2,050 over the past decade. In recent years, enrollment has fallen below this average, reaching a low of 1,941 FTE in 2024 before showing signs of stabilization in 2025.

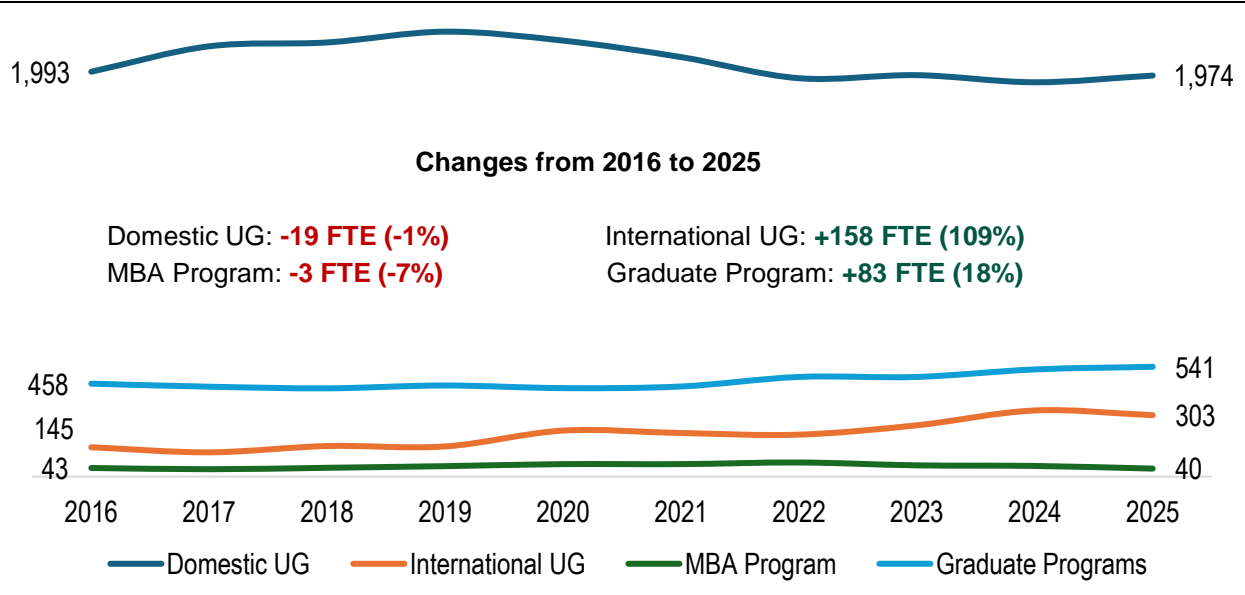
Table 5 presents UNBC's Historical Enrollment Trend (2016-2025) across various categories, alongside the Ministry Target and achievement rate:

Table 5: Historical Enrollment Trend (Student FTE: 2016-2025)

Student FTE	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	+/-
Domestic UG	1,993	2,118	2,137	2,190	2,146	2,065	1,961	1,976	1,941	1,974	-1%
International UG	145	120	151	149	227	215	207	253	326	303	109%
MBA Program	43	37	44	52	62	62	70	56	53	40	-7%
Graduate Programs	458	443	435	449	436	444	491	491	528	541	18%
Total	2,639	2,718	2,767	2,840	2,871	2,786	2,729	2,776	2,848	2,858	8%
Ministry Target	3,455	3,443	3,424	3,429	3,505	3,575	3,663	3,752	3,773	3,793	10%
% Achieved	72%	75%	76%	78%	75%	72%	69%	66%	63%	63%	

While total FTE enrollment has fluctuated, it is trending toward stability. However, UNBC’s enrollment achievement rate has declined from 72% in 2016 to 63% in 2025, down from 80% in 2014, consistently falling short of Ministry targets. This highlights the need for targeted recruitment and retention strategies to bridge the gap.

Figure 5: Historical Enrollment Trend



Key Enrollment Insights

- ⇒ **Domestic UG:** Experienced a gradual decline but shows signs of stabilization in 2025.
- ⇒ **International UG:** Fluctuated over the years, peaking in 2024 but declining in 2025.
- ⇒ **MBA Program:** Peaked in 2022 but continues to decline.
- ⇒ **Graduate Programs:** Demonstrated 18% growth, reflecting enrollment resilience.

Since the expansion of degree-granting colleges, UNBC has faced increasing competition, a declining post-secondary-aged population (8% drop in New Caledonia, 3% in B.C. from 2013–2022), and suboptimal retention rates. Additionally, the number of public post-secondary students entering directly from high school has steadily declined due to shifting demographics. Attrition

from application to Year 3 also remains a challenge, driven by lower conversion and yield rates, as well as retention issues affecting student progression.

International enrollment, which has historically helped offset domestic declines, remains uncertain due to ongoing policy changes affecting study permits, visas, and financial requirements. Given these uncertainties, strengthening recruitment, conversion, and retention strategies is essential to stabilizing enrollment and ensuring long-term sustainability.

8.1 Cap and Changes in International Student Policy: Potential Impact

The federal cap on international student enrollment, along with subsequent policy changes, poses a potential risk to UNBC's international enrollment, particularly at the undergraduate level. UNBC is actively working with Universities Canada, RUCBC, and the provincial Ministry of Post-Secondary Education and Future Skills to implement these evolving requirements. However, given the frequent policy shifts, the full financial impact remains uncertain.

Currently, international students make up 20.4% (776 out of 3,810) of UNBC's total student headcount, with 16.7% in undergraduate programs (502 out of 2,999), and 33.8% in graduate programs (274 out of 811). In the 2026 budget, international tuition revenue accounts for 39% of total tuition revenue, contributing 8% to the general operating revenue.

Over the past decade (2016–2025), UNBC has experienced significant growth in international student enrollment:

- ⇒ International graduate student enrollment grew by 136%, peaking at 310 students in 2024 before declining to 274 in 2025.
- ⇒ International undergraduate enrollment increased by 124%, reaching 533 students in 2024, and currently standing at 502 students.

Given the relatively small proportion of international students at UNBC, maintaining or modestly increasing enrollment levels remains feasible, supported by enhanced student services for both domestic and international students. However, ongoing policy changes introduce considerable uncertainty:

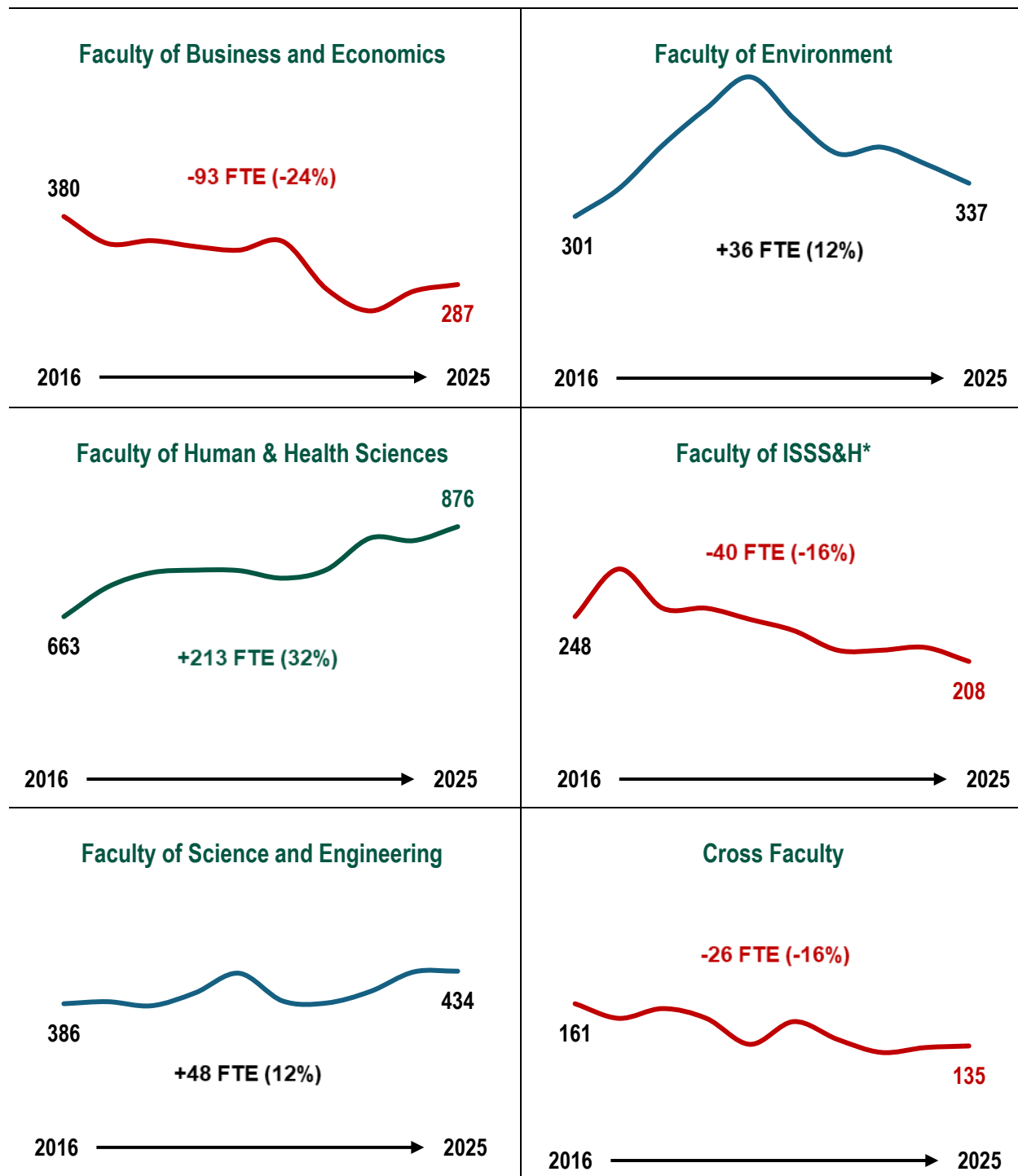
- ⇒ The inclusion of international graduate students within the cap and predefined allocations adds further constraints.
- ⇒ Frequent adjustments to visa and study permit regulations are impacting Canada's reputation as a preferred destination for international education.
- ⇒ A decline in applications to Canadian universities could further affect UNBC's ability to attract international students.

While the full impact remains uncertain, a reduction of 35 international students could result in a revenue loss of ~\$1M. Ongoing monitoring and adaptable response strategies will be crucial to mitigating risks and ensuring financial and enrollment stability. A targeted approach to enhancing domestic enrollment will be key to offsetting potential declines in international students.

8.2 Undergraduate Enrollment

An analysis of undergraduate Full-Time Equivalent (FTE) enrollment from 2016 to 2025 presents faculty-specific trends (see Appendix C and Figure 6).

Figure 6: Historical Enrollment Trend: Faculty-Wise Undergraduate FTE



* ISSS&H: Indigenous Studies, Social Sciences and Humanities.

- ⇒ **Business and Economics:** Enrollment declined 24% (-93 FTE) from 2016 to 2025 (CAGR: -3%) due to a decline in both domestic and international enrollment. However, recent years show signs of stabilization.
- ⇒ **Environment:** Peaked at 452 FTE in 2020, then declined to 337 FTE in 2025 (CAGR: 1%), due to a decline in domestic UG enrollment, while international UG enrollment remains stable.
- ⇒ **Human and Health Sciences:** Grew 32% (+213 FTE) (CAGR: 3%), driven by consistent student demand and additional funded seats.
- ⇒ **ISSS&H:** Declined 16% (-40 FTE) (CAGR: -2%), primarily due to a decline in domestic UG enrollment, though international UG enrollment has shown modest growth.
- ⇒ **Science and Engineering:** Increased 12% (+48 FTE) (CAGR: 1%), offsetting a 9% decline in domestic UG enrollment with 3.5x growth in international UG enrollment.
- ⇒ **Cross Faculty:** Declined 16% (-26 FTE) (CAGR: -2%) due to an overall enrollment decline.

Total undergraduate enrollment grew 6% (+138 FTE) (CAGR: 1%) but remains below the Ministry target, reflecting challenges in domestic recruitment and retention. While international enrollment has helped offset declines, policy changes introduce uncertainty, necessitating strategic interventions for long-term stability.

8.3 Enrollment Performance and Projections

Student Full-Time Equivalent (FTE) is calculated based on the full-time workload of a student within a specific program and faculty. In contrast, Equivalent Enrollment Taught (EET) is determined by course-level enrollment, reflecting the faculty offering the course rather than the student's enrolled faculty.

Figure 7: Faculty-Wise FTE and EET Distribution: 2025

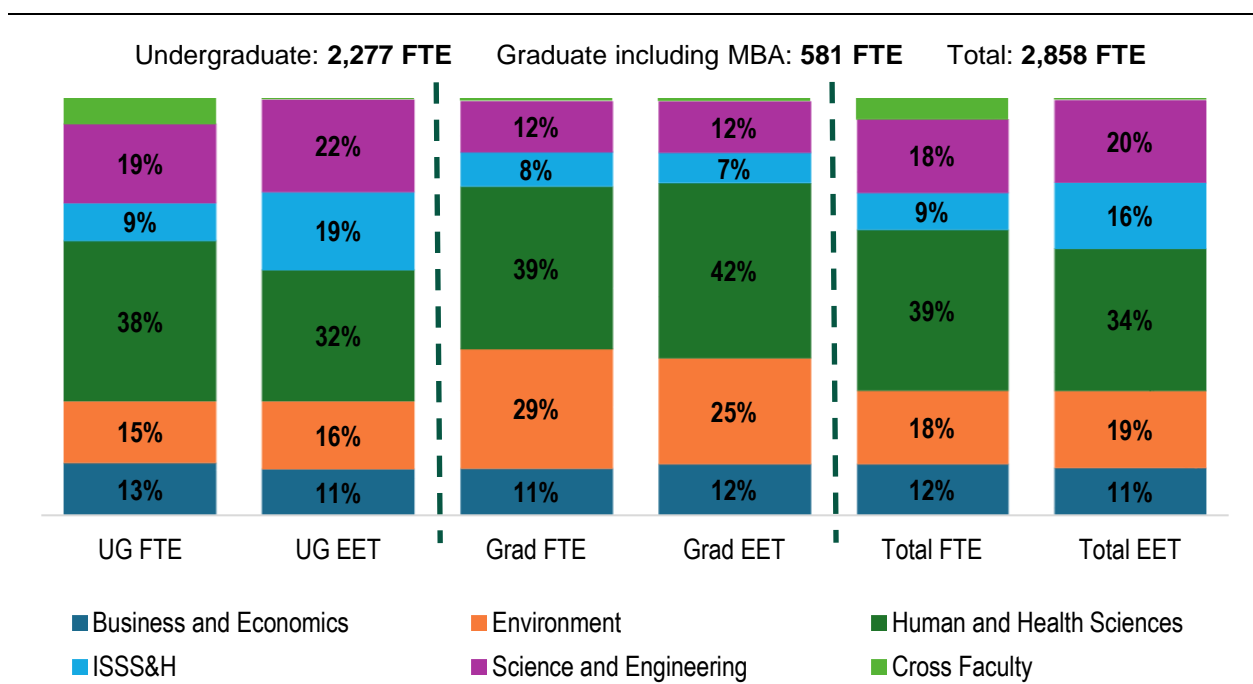


Figure 7 illustrates the proportional allocation of student FTE and EET across undergraduate and graduate programs at UNBC, including Cross Faculty. This analysis highlights interdependencies among faculties. For instance, students enrolled in Human and Health Sciences often take courses offered by ISSS&H, leading to a higher EET proportion of ISSS&H (19% for undergraduate) compared to its 9% share of undergraduate FTE.

The annualized FTE enrollment for 2025 is projected to be 2% below budget, primarily due to an 11% shortfall in international undergraduate FTE and a 38% negative variance in MBA program FTE. Domestic undergraduate and graduate program FTE remain in line with budget expectations, as no growth projections were included.

Table 6: Enrollment Performance and Projections

Student FTE	2025 B	2025 F	Variance	2026 B	2027 P	2028 P	2029 P	CAGR
Domestic UG	1,975	1,974	0%	2,010	2,110	2,220	2,330	3%
International UG	340	303	-11%	300	310	320	330	2%
MBA Program	65	40	-38%	45	55	70	80	15%
Graduate Programs	545	541	-1%	540	540	540	540	0%
Total	2,925	2,858	-2%	2,925	3,025	3,095	3,165	2%
Ministry Target	3,793	3,793		3,813	3,813	3,813	3,813	
% Achieved	64%	63%		64%	66%	69%	72%	

Enrollment forecasts remain conservative:

- ⇒ Domestic undergraduate FTE remains flat in 2025, followed by incremental growth of 40 FTE in 2026 and ~100 FTE annually, totaling 356 FTE over four years.
- ⇒ International undergraduate enrollment is projected to remain stable, contributing 27 additional FTE by 2029.
- ⇒ MBA program is expected to gradually expand, adding 40 FTE over four years as it moves toward optimal capacity.
- ⇒ The 20 FTE increase in the Ministry target for 2026 accounts for recently funded seats in the Family Nurse Practitioner program.

Institutional Capacity Considerations

Despite these projections, total enrollment remains below the Ministry target, with achievement rates expected to improve from 63% in 2025 to 72% by 2029. If UNBC does not meet these conservative projections, a serious reassessment of institutional capacity will be required. The current infrastructure and resources are designed for a larger student population, and adjustments may be necessary to align capacity with actual enrollment levels. This underscores the critical need for ongoing recruitment, retention, and program alignment efforts to sustain long-term viability and enrollment growth.

8.4 Student Recruitment and Admissions

Table 7 summarizes Undergraduate and Graduate program recruitment, including applicant numbers, conversion rates, and yield percentages from 2015 to 2024, with average trends.

Table 7: Student Recruitment Summary

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Average
Undergraduate											
Applicants	2,210	2,721	3,050	2,646	2,588	2,540	2,360	2,889	2,682	2,349	2,600
Conversion %	72%	72%	73%	70%	67%	65%	72%	70%	58%	67%	1,790 (69%)
Yield %	54%	51%	45%	52%	52%	52%	43%	38%	49%	45%	860 (48%)
Graduate											
Applicants	1,005	751	1,216	1,374	1,792	2,639	1,006	1,171	1,232	920	1,310
Conversion %	19%	36%	24%	22%	13%	13%	43%	31%	29%	33%	310 (24%)
Yield %	66%	69%	68%	64%	66%	67%	47%	52%	56%	64%	190 (61%)

Conversion %: Admission offers divided by number of applicants.

Yield %: Registered students divided by admission offers.

Recruitment trends reflect evolving dynamics. While domestic undergraduate applications grew 1%, international applications declined 39%, driven by policy changes, resulting in a 49% drop in new international student registrations. Despite a stable yield rate, regional applicants show stronger conversion and yield rates than non-regional and international applicants:

- ⇒ Highest Conversion Rates: Prince George (86%) and Southeast B.C. (88%)
- ⇒ Lowest Conversion Rates: Ontario (37%) and International Applicants (31%)
- ⇒ Strongest Yield Rates: Prince George (68%) and Peace River/Liard (58%)
- ⇒ Lowest Yield Rates: Southwest B.C. (19%) and Alberta (22%)

These patterns align with K-12 enrollment trends, where B.C. public school enrollment has declined, while private school enrollment has steadily grown, reflecting shifts in education preferences that may continue to influence post-secondary enrollment.

Strategic Recruitment and Retention Priorities

Maintaining a sustainable enrollment trajectory remains a priority, with a stronger focus on student success and retention strategies to enhance the overall student experience. UNBC must enhance recruitment, improve student commitment post-admission, and strengthen retention efforts. Key priorities include:

- ⇒ Expand regional recruitment, targeting traditional and underrepresented student groups.
- ⇒ Improve yield for non-regional applicants by enhancing engagement and support.
- ⇒ Strengthen retention strategies to reduce attrition and improve student progression.

By aligning recruitment strategies with demographic trends, UNBC aims to foster student success, improve retention, and sustain long-term institutional growth.

8.5 Strategic Initiatives for Future Growth

To address enrollment challenges and position UNBC for sustainable growth, a multi-faceted strategy is being implemented, focusing on expanding recruitment efforts, enhancing student retention, and adapting to demographic and policy changes.

Expanding High School and College Outreach: UNBC continues to strengthen its recruitment pipeline by increasing engagement with high schools and colleges:

- ⇒ In 2024, the Future Students Team visited 306 high schools across B.C., Yukon, Northwest Territories, Alberta, & Ontario, along with 48 outreach events at colleges and community fairs.
- ⇒ Dual Credit enrollment reached a record 113 students, supported by the TeKX program in partnership with the College of New Caledonia (CNC).
- ⇒ Engineering outreach initiatives, including a high school design competition, led to an 80% increase in new Engineering students, marking the highest intake in four years.

Navigating International Student Policy Changes: The 2024 federal visa cap resulted in a decline in international undergraduate enrollments. In response, UNBC is:

- ⇒ Diversifying international recruitment markets and strengthening institutional partnerships.
- ⇒ Enhancing student support services to improve retention and student success.

Responding to Demographic Shifts and Expanding Student Access: Revised BC Stats projections (2025) indicate a 20% decline in the 18-21 age group (2024-2027) before a partial rebound, necessitating targeted outreach:

- ⇒ Strengthening Indigenous student engagement, including the Lheidli T'enneh Tuition Initiative renewal and a March 2025 Education Gala with CNC and Indigenous partners.
- ⇒ Expanding recruitment efforts to rural and remote communities, Former Youth in Care, and alternative education students.

Enhancing the Applicant Experience and Student Support: To increase conversion and yield rates, UNBC has introduced:

- ⇒ Graduate CRM applicant portal (2023) and Undergraduate CRM (October 2024) to reduce pending applications and improve completion rates.
- ⇒ Expanded student success initiatives, including early intervention advising & career support.

Commitment to Sustainable Enrollment Growth: UNBC remains committed to:

- ⇒ Expanding outreach to diverse student populations.
- ⇒ Strengthening student success initiatives to improve retention.
- ⇒ Adapting recruitment strategies to address demographic and policy shifts.

These efforts will support long-term enrollment stability and institutional resilience, ensuring UNBC remains a competitive and student-centered institution.

9.0 Student-to-Faculty Ratio and Course Enrollment Analysis

UNBC offers 71 bachelor's degrees, 34 master's degrees, and 3 doctoral programs through 1,644 courses. The student-to-faculty ratio, based on full-time equivalent (FTE) students and regular faculty members, is 12.5, among the lowest in Canada, compared to a national average of 25 and a B.C. average of 21. However, this calculation excludes sessional faculty, who also deliver courses, particularly in professional programs such as Nursing (Faculty of Human and Health Sciences) and Business. With sessional faculty contributing approximately 90 FTE, the actual student-to-faculty ratio is likely even lower.

When analyzed using Equivalent Enrollment Taught (EET), which accounts for courses taught rather than student enrollment in a faculty, the ratios vary by discipline. Business and Economics has the highest at 16.2, followed by Human and Health Sciences at 13.9, Indigenous Studies, Social Sciences, and Humanities at 14.2, Environment at 10.5, and Science and Engineering at 10.2. These ratios are also influenced by the exclusion of sessional faculty members, meaning the actual ratios would be lower across all faculties.

Course enrollment patterns further illustrate the distribution of student demand and instructional utilization across UNBC. Compared to other B.C. universities, UBC Okanagan and UBC Vancouver have the highest lower-level course enrollments, exceeding 80 students per class, while UNBC has the lowest, with a median of 27 students per class. At the upper level, UBC Vancouver and Okanagan have more than 45 students per class, whereas UNBC remains the smallest, with a median of 12 students per class. SFU, UVic, and TRU fall within the mid-range, with lower-level class sizes between 35 and 60 students and upper-level enrollments ranging from 28 to 32 students. These figures highlight UNBC's smaller class sizes and overall lower enrollments compared to other B.C. institutions.

Table 8: UG Course Enrollment Distribution by Faculty, Campus, Course Level, and Term

	Courses	AVG	MEDIAN	MAX	<10 FTE	10-24 FTE	25-49 FTE	>50 FTE	Fill Rate
FBE	100	25	19	88	29	27	32	12	55%
FE	149	23	16	144	46	56	35	12	63%
FHHS	255	22	15	187	75	99	66	15	74%
FISSS&H	208	19	15	96	74	75	44	15	67%
FSE	178	25	16	168	58	67	28	25	60%
UNBC	890	23	15	187	282	324	205	79	64%
PG Campus	646	25	18	187	175	236	163	72	64%
Other Campuses	244	15	11	96	107	88	42	7	66%
Lower Level	306	35	27	187	52	88	101	65	69%
Upper Level	584	16	12	85	230	236	104	14	60%
Summer Term	92	17	13	96	29	42	18	3	65%
Fall Term	394	24	16	187	120	143	92	39	64%
Winter Term	404	22	15	169	133	139	95	37	65%

Table 8 provides an overview of undergraduate course enrollment distribution across faculties, campuses, course levels, and terms at UNBC. The average class size is 23 students, with a median of 15, reflecting low enrollment relative to available capacity. A significant proportion of courses, 68 percent, enroll fewer than 25 students, while only 9 percent exceed 50 students.

The fill rate, which represents actual enrollment divided by the seat capacity set by the instructors and/or academic departments, measures how effectively available instructional space is utilized. UNBC’s overall undergraduate class seat utilization for lectures and lab courses stands at 64 percent, with 22 percent of classes operating at 90 percent or higher seat capacity, 16 percent between 75 and 89 percent capacity, 26 percent between 50 and 74 percent capacity, and 35 percent operating below 50 percent capacity.

Figure 8: UG Course Enrollment Trends: Class Size Distribution Across Campuses, Course Levels, and Terms

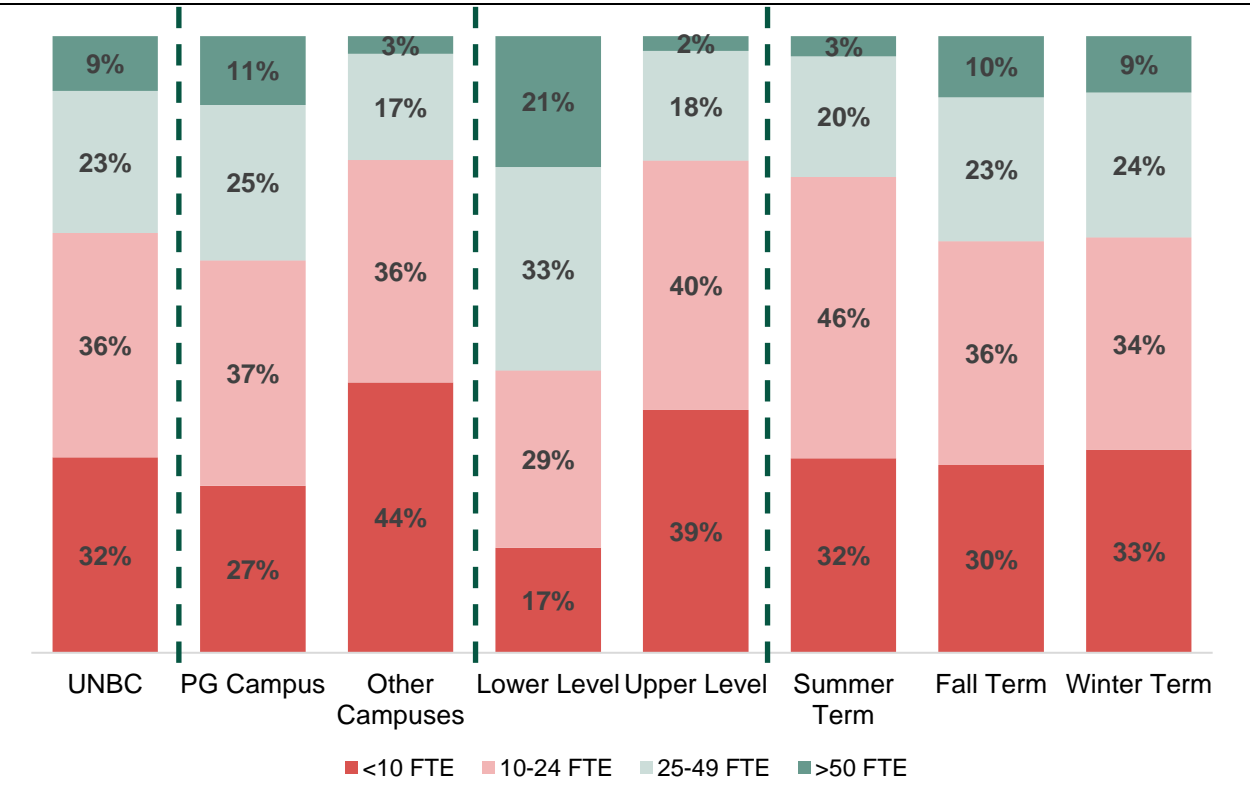


Figure 8 presents undergraduate course enrollment trends by class size distribution across campuses, course levels, and terms. The data suggests that UNBC’s smaller class sizes can offer a more personalized learning environment when intentionally designed based on quality and pedagogical considerations. However, where smaller class sizes result from underutilization, there may be opportunities to optimize instructional capacity by aligning course offerings with student demand. Further analysis of enrollment patterns could help identify strategies to improve class utilization rates, enhance efficiency in academic programming, and strengthen overall resource allocation to support student success.

10.0 General Operating Revenues

UNBC's general operating revenues remained stagnant or declined before 2018 but have shown steady growth since then. However, tuition and student fees have faced challenges due to enrollment challenges, the COVID-19 pandemic, and recent international student policy changes.

The primary driver of revenue growth has been the Provincial Operating Grant, which accounted for two-thirds of the total increase from 2020 to 2025, largely due to government-approved wage adjustments and funding for expanded student seats.

Table 9: General Operating Revenues (\$ in thousands)

\$ in thousands	2024A	2025B	2025F	2026B	2027P	2028P	2029P
Provincial Operating Grant	59,519	75,793	72,143	76,961	76,511	76,061	75,411
Tuition and Student Fees	24,392	26,996	25,049	26,121	27,982	30,020	32,235
Other Grants and Donations	16,534	14,126	15,626	14,832	14,923	15,078	15,128
Other Income	5,034	4,993	5,866	5,656	6,540	6,373	6,221
Total Revenues	105,478	121,908	118,684	123,570	125,956	127,532	128,995

The general operating budget funds core academics, student services, research administration, and facilities operations. Its primary sources—provincial grants and tuition—are tied to student FTE. Other income, though smaller, partly depends on FTE, particularly through ancillary services. Grants and donations, while important, are often designated for specific uses and do not directly support general operations.

UNBC relies on the Provincial Operating Grant for over 60% of its general operating revenue, compared to 42% for other B.C. institutions, 30% in Ontario, and 42% nationwide. Tuition and student fees contribute just 21% at UNBC, well below 55% in B.C., 62% in Ontario, and 50% across Canada. While tuition revenue is projected to reach 25% by 2029, long-term stability requires increasing this share to 30–35% of general operating revenue.

Diversifying revenue remains a strategic priority, though initiatives like enrollment growth and the UNBC land trust will yield financial benefits over the long-term. With high reliance on provincial funding, UNBC must enhance student success, retention, and recruitment to increase FTE and ensure financial sustainability.

10.1 Provincial Operating Grant

Funding levels are expected to remain stable, with adjustments for additional funded seats and approved mandate increases. The 2026 budget and 2027–2029 projections incorporate the remaining deferred operating grant from the 2024 restriction and the provisionally approved 2025 restriction, based on anticipated financial results. These restricted funds will support strategic initiatives aligned with UNBC's Student First strategy, digital transformation, equity, diversity, inclusion, and Indigenization, as well as enhancements in privacy governance and cybersecurity.

In B.C., the Ministry of Post-Secondary Education allocates funding through a Block Grant for general operations and Targeted Funding for priority programs. Since 2007, the operating grant has covered wage increases for unionized employees, extending to non-unionized, exempt employees in 2022. Funding is based on prior-year allocations, adjusted annually for wage

increases and targeted funding. While student FTE targets serve as an accountability measure, the operating grant is not directly tied to these targets, and targeted funding is confirmed annually. However, other inflationary cost pressures, including operating expenses, exchange rate fluctuations, faculty career development increments (CDI), and promotion increases, must be managed internally through other revenue sources.

Comparing operating grants across institutions is complex due to variations in program types, faculty salaries, geographic location, and institutional history. In 2022, UNBC's Provincial Operating Grant per actual FTE was \$23K and \$16K per Target FTE, compared to Coast Mountain College at \$42K per actual FTE, Northern Lights College at \$30K, College of New Caledonia at \$25K, and the Research Universities' Council of British Columbia (RUCBC) average of \$15K per Target FTE. These differences reflect historical funding decisions, institutional mandates, and unique program delivery models.

10.2 Tuition and Student Fees

Tuition and student fees currently contribute 21% of UNBC's general operating revenue, significantly lower than the 55% average in B.C., 62% in Ontario, and 50% across Canada. Table 10 provides a detailed breakdown of historical trends (2020–2025), including program classifications, revenue categories, and budget variances.

To enhance financial sustainability, increasing tuition revenue to 30–35% of general operating revenue remains a long-term goal. This will require targeted enrollment growth, competitive program offerings, and continued improvements in student recruitment and retention strategies.

Table 10: Tuition and Student Fees: Historical Trend and Performance

\$ in thousands	2020	2021	2022	2023	2024	2025 F	CAGR	2025 B	2025F / 2025B
PROGRAM CLASSIFICATION									
Undergraduate Programs	16,186	15,889	15,700	17,388	18,516	19,308	3%	20,481	-6%
Graduate Programs	2,121	2,248	2,545	2,669	2,795	2,945	6%	2,969	-1%
MBA Program	1,132	1,446	1,617	1,379	1,250	1,023	-2%	1,470	-30%
Other Fees	1,761	1,014	1,664	1,874	1,830	1,773	0%	2,076	-15%
TOTAL	21,200	20,597	21,526	23,310	24,391	25,049	3%	26,996	-7%
REVENUE CLASSIFICATION									
Domestic Undergraduate	11,619	11,419	11,119	11,329	10,592	11,046	-1%	11,077	0%
Domestic Graduate	1,644	1,687	1,737	1,576	1,487	1,612	0%	1,543	4%
Sub-Total Domestic	13,263	13,106	12,856	12,905	12,079	12,658	-1%	12,620	0%
International Undergraduate	4,567	4,470	4,581	6,059	7,924	8,262	10%	9,404	-12%
International Graduate	477	561	808	1,093	1,308	1,333	19%	1,426	-7%
Sub-Total International	5,044	5,031	5,389	7,152	9,232	9,595	11%	10,830	-11%
MBA Program	1,132	1,446	1,617	1,379	1,250	1,023	-2%	1,470	-30%
Other Fees	1,761	1,014	1,664	1,874	1,830	1,773	0%	2,076	-15%
TOTAL	21,200	20,597	21,526	23,310	24,391	25,049	3%	26,996	-7%

Over the historical period, UNBC faced a decline in domestic undergraduate tuition revenue, marked by a negative CAGR of -1%, driven by lower domestic undergraduate FTE. Despite this, overall undergraduate revenue grew at a CAGR of 3%, primarily supported by a 10% CAGR in international undergraduate revenue. However, total undergraduate tuition revenue is projected to be 6% lower than the 2025 budget, as domestic undergraduate revenue remains flat, while international undergraduate revenue is expected to be 12% below budget.

Graduate programs continue to grow, with a 6% CAGR, though forecasted revenue for 2025 is 1% below budget. In contrast, the MBA Program faces significant challenges, experiencing a 30% shortfall relative to budget, reflecting ongoing enrollment declines. Other fees remain stable, though projected revenue for 2025 is 15% lower.

Overall, total tuition and student fee revenue is projected to be 7% below budget for 2025, reinforcing the critical need for strategic enrollment management. A stronger focus on student recruitment, retention, and success—particularly for domestic undergraduate FTE—is essential to ensuring long-term financial stability and sustainable revenue growth.

Table 11: Tuition and Student Fees: Projections

\$ in thousands	2026 B	2026 B / 2025 F	2026 B / 2025 B	2027 P	2028 P	2029 P	CAGR
PROGRAM CLASSIFICATION							
Undergraduate Programs	20,266	5%	-1%	21,920	23,741	25,730	6%
Graduate Programs	3,004	2%	1%	3,064	3,126	3,188	1%
MBA Program	1,043	2%	-29%	1,117	1,196	1,281	5%
Other Fees	1,808	2%	-13%	1,881	1,957	2,036	3%
TOTAL	26,121	4%	-3%	27,982	30,020	32,235	5%
REVENUE CLASSIFICATION							
Domestic Undergraduate	11,492	4%	4%	12,308	13,182	14,118	5%
Domestic Graduate	1,644	2%	7%	1,677	1,711	1,745	2%
Sub-Total Domestic	13,136	4%	4%	13,985	14,893	15,863	5%
International Undergraduate	8,774	6%	-7%	9,612	10,559	11,612	7%
International Graduate	1,360	2%	-5%	1,387	1,415	1,443	1%
Sub-Total International	10,134	6%	-6%	10,999	11,974	13,055	7%
MBA Program	1,043	2%	-29%	1,117	1,196	1,281	5%
Other Fees	1,808	2%	-13%	1,881	1,957	2,036	3%
TOTAL	26,121	4%	-3%	27,982	30,020	32,235	5%

In the 2026 budget, undergraduate programs account for 78% of total tuition and student fees, while international student tuition comprises 39%. The Compound Annual Growth Rate (CAGR) for tuition and student fees was 3% from 2020 to 2025, and the projected CAGR for 2026 to 2029 is 5%, reflecting conservative but targeted enrollment growth and annual tuition increases.

By 2029, tuition and student fees are expected to represent 25% of general operating revenues, with international student tuition contributing 40% of total tuition and student fees. However, if enrollment remains flat with no FTE growth, the university faces a projected revenue loss of \$0.2M

in 2026 and \$6.5M over the 2026-2029 period. This underscores the critical need for sustained enrollment growth and retention strategies to maintain financial and operational stability.

10.2.1 Evolution of Tuition Rates and Increases Over Time

The provincial government introduced the Tuition Limit Policy in 2005, extending it to include institutional and program mandatory fees in 2007. This policy is designed to ensure affordability and accessibility for students attending public post-secondary institutions. Under the applicable legislation, post-secondary boards are responsible for setting, determining, and collecting tuition and mandatory fees, while remaining within the policy’s guidelines.

However, with rising inflation, the 2% cap on domestic tuition increases has constrained institutions' ability to fully fund increasing inflationary and self-funded costs. For instance, the budgeted tuition increase for 2026, estimated at approximately \$0.8M, would cover less than 60% of inflationary and self-funded cost increases, creating a funding gap and increasing pressure to grow student enrollment.

In compliance with the Provincial Tuition Limit Policy, domestic tuition increases remain capped at 2% annually. However, research and teaching universities across B.C. have implemented higher tuition increases for international undergraduate students, as their education is not subsidized by the government. UNBC’s tuition rates remain in the lower quartile compared to other post-secondary institutions in B.C. (refer to Table 12), reinforcing its commitment to affordability while highlighting fiscal constraints in an evolving cost environment.

Table 12: Comparative Undergraduate Tuition Rates (Source: UNBC Viewbook)

Canadian Dollars	Domestic				International			
	Minimum		Maximum		Minimum		Maximum	
	Amount	Index	Amount	Index	Amount	Index	Amount	Index
UNBC	5,985	100%	7,185	100%	26,750	100%	32,105	100%
SFU	6,235	104%	7,485	104%	33,045	124%	39,655	124%
UVic	6,290	105%	7,810	109%	31,720	119%	35,900	112%
UBC-O	5,960	100%	9,520	132%	31,570	118%	58,985	184%
UBC	5,960	100%	11,525	160%	39,415	147%	73,275	228%

Note: Annual tuition costs are compared to other BC Research Universities, accounting for first-, second-, third-, and fourth-year tuition amounts. Based on average tuition amounts per year of a standard four-year degree. (Minimum 30 credits per year/Maximum 36 credits per year). Minimum and Maximum tuition costs depend on factors such as total credit count per year and any program fee differentials applied.

SFU: Simon Fraser University

UVic: University of Victoria

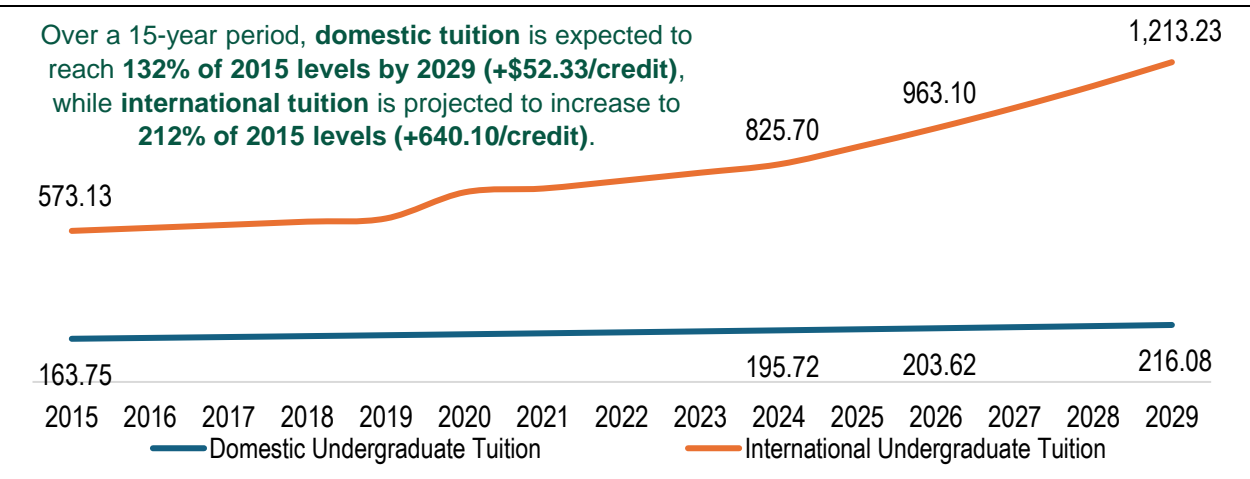
UBC-O: University of British Columbia-Okanagan

UBC: University of British Columbia

Historically, UNBC applied a 3.5x multiplier for international undergraduate tuition, alongside an annual 2% increase. In 2020, the multiplier for incoming cohorts was raised to 3.98x, with successive 2% annual increases. In 2022, for the first time, a higher percentage increase was introduced to support academic and research excellence and enhance student success. As a result, international tuition increased by 4% annually from 2022 to 2024, followed by an 8% increase effective 2025. The 2026 budget and projections for 2027–2029 maintain this 8% annual

increase for international tuition, ensuring continued investment in institutional priorities while aligning with broader financial sustainability objectives.

Figure 9: Tuition Rate Index Trend: 2014-2028 (\$ per credit)



At its November 28, 2024 meeting, the UNBC Board of Governors approved the 2026 tuition fee schedule, which includes a 2% increase for all domestic students and international students who began their studies before September 2021, and an 8% increase for international undergraduate students who enrolled after August 31, 2021. The estimated monthly impact over eight months for a full-time student (30 credits per year) is as follows:

- ⇒ Domestic undergraduate students: \$15/month
- ⇒ International undergraduate students (pre-September 2021): \$50/month to \$60/month
- ⇒ International undergraduate students (September 2021 onwards): \$270/month

10.3 Other Grants and Donations

This category includes Provincial routine capital and one-time funding, Federal grants (primarily the Research Support Fund), grants from universities—notably from the University of British Columbia for the Division of Medical Sciences' Northern Medical Program—as well as other grants and donations. These funding streams have remained stable, and projections indicate continued consistency in the coming years.

10.4 Other Income

Other income includes interest income, rental and miscellaneous income, contributions from ancillary services, research overhead, and administration fees from the UNBC endowment. While these revenue streams are projected to remain stable, a downturn in 2021 and 2022 was primarily driven by the COVID-19 pandemic's impact on ancillary services contributions.

Interest income remains volatile, influenced by market conditions, though recent economic trends have led to improved performance. However, as interest rates continue to decline, this volatility is expected to stabilize, potentially resulting in lower future interest income.

11.0 General Operating Expenses

The 2025 forecast for general operating expenses is \$110.7M, reflecting a \$4.6M (4%) decrease compared to the budget. This reduction is primarily due to employee turnover, ongoing vacancies, and the non-utilization of budgeted contingency. Specifically, lower employee costs account for \$2.4M (3%), while reduced operating costs contribute \$2.2M (9%) to the overall decrease.

Table 13: General Operating Expenses (\$ in thousands)

\$ in thousands	2024A	2025B	2025F	2026B	2027P	2028P	2029P
Employee Costs	82,054	89,760	87,382	94,024	94,321	95,435	96,733
Operating Costs	23,555	25,524	23,282	26,496	27,158	26,930	(27,220)
Total General Operating Expenses	105,609	115,284	110,664	120,520	121,479	122,365	123,953

The proposed 2026 budget for general operating expenses is \$120.5M, representing a \$5.2M (5%) increase over the 2025 budget and \$9.9M (9%) increase over the 2025 forecast. The projected CAGR for general operating expenses from 2025 to 2029 is 1.3%, significantly lower than the historical CAGR of 4% from 2020 to 2024. However, the budget and projections do not account for potential wage increases pending formal approval, which will be offset by corresponding increases in the provincial operating grant. Employee costs represent 78% of total general operating expenses, underscoring the significance of compensation-related expenditures in the overall budget.

11.1 Employee Costs

The proposed 2026 budget for employee costs is \$94M, reflecting a \$4.3M (5%) increase over the 2025 budget and a \$6.6M (8%) increase from the 2025 forecast. This allocation includes \$77.4M for salaries, including stipends and market differentials, and \$16.7M for benefits. Within the total budget, \$4M is allocated for part-time instructors and \$1.4M for student employees, including Teaching Assistants under CUPE 2278-03.

The budgeted increase for 2026 is driven by proposed new positions, the full-year impact of positions added in 2025, vacancies filled during 2025, career development increments (CDI), and faculty promotions. These increases were partially offset by the elimination or freezing of certain positions. Table 16 summarizes the changes to employee FTEs within unrestricted funds, including general operating and ancillary services. Future employee cost projections do not account for potential wage increases pending formal approval, which will be funded by corresponding increases in the provincial operating grant. Adjustments will be made to the budget once these increases are confirmed.

The benefits include components totaling an average of 22% of applicable salaries. These benefits include:

- ⇒ Pension Contribution: Ranging from 8% to 10%, with an employee contribution of 3% to 5%. Additional voluntary contributions by employees, up to a maximum statutory limit, are permitted without a matching employer contribution.

- ⇒ Extended Health and Dental Care: Covering expenses in accordance with the prevailing policy terms and depending on family status and employee group. This includes coverage for life insurance, accidental death, and dismemberment (AD&D). Employees have the option to purchase additional applicable coverage for themselves and their dependents. Long-term disability (LTD) premiums are paid by employees.
- ⇒ Employee and Family Assistance Program (EFAP).
- ⇒ Statutory Benefits: Including Employment Insurance (EI), Workers' Compensation premiums, and Canada Pension Plan (CPP) contributions.
- ⇒ Employer Health Tax: Amounting to 1.95% of applicable salaries.
- ⇒ Tuition Waivers: With an allocated budget of \$0.6M, as applicable.

Table 14: Employee Costs: General Operating Fund (\$ in thousands)

\$ in thousands	FTE	Salaries	Benefits	Total
President's Portfolio	32.57	2,847	605	3,452
Vice President, Academic and Provost's (VPAP) Portfolio	477.49	57,500	10,242	67,742
Vice President, Research and Innovation's (VPRI) Portfolio	45.92	3,897	872	4,769
Vice President, Finance and Administration's (VPFA) Portfolio	157.18	12,163	2,603	14,766
Centrally Managed Allocations	-	963	2,332	3,295
Employee Costs: General Operating Fund	713.16	77,370	16,654	94,024

Table 15: Employee FTE Distribution and Estimated Average Salary: General Operating Fund

	Faculty	CUPE 3799	Exempt	Leadership	Executives	Total
President's Portfolio	-	11.57	16.00	4.00	1.00	32.57
VPAP's Portfolio	264.96	178.28	19.25	14.00	1.00	477.49
VPRI's Portfolio	2.00	31.92	8.00	3.00	1.00	45.92
VPFA's Portfolio	-	103.61	46.57	6.00	1.00	157.18
Total General Operating Fund	266.96	325.38	89.82	27.00	4.00	713.16
Estimated Average Salary	\$130,500	\$71,100	\$87,200	\$163,200	\$263,100	\$101,000

Notes:

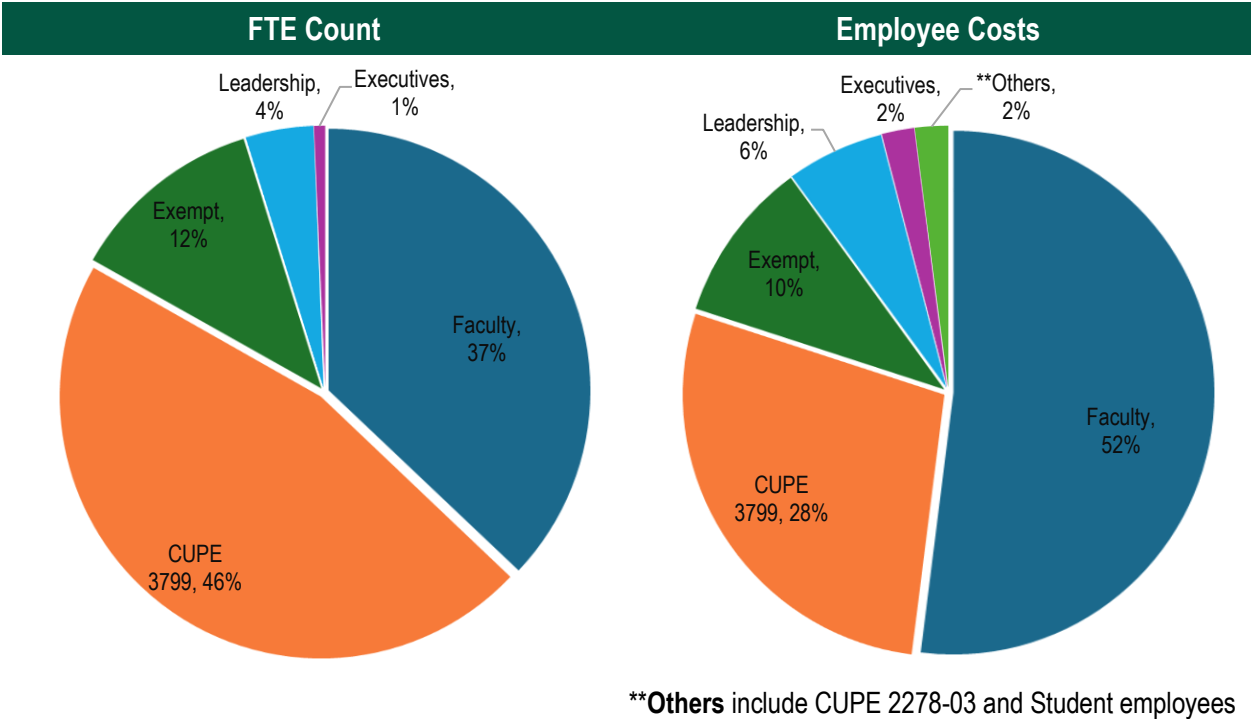
The FTE count does not include the part-time instructors, CUPE 3799 casual employees, CUPE 2278-03 affiliated Teaching Assistants, and student employees.

Leadership comprises Deans, Associate Vice Presidents, Vice Provosts, and Directors.

Table 16: Employee FTE Changes: General Operating and Ancillary Services Fund

Portfolio	FTE	Change	Comments
President's Portfolio	32.57	+4.2	<p><i>Governance Coordinator</i>: Converted to full-time (+0.2 FTE).</p> <p><i>Information Security and Privacy</i>: Functions integrated (-1 FTE).</p> <p><i>Indigenous Initiatives</i>: Additional five positions (+5 FTE), funded through a separate provincial grant in the short to medium term.</p>
VPAP's Portfolio Including Continuing Studies, part of Ancillary Services Fund (12.14 FTE)	489.63	+18.58	<p><i>FHHS Expansion</i> (+16.4 FTE): Faculty (+5.6), Assistant Managers (+2), CUPE (+8.8).</p> <p><i>Student & Academic Support</i> (+4.18 FTE): Additional faculty member (FBE), Foundational Skills Coordinator, Academic Unit Support (Part-time Lab Technician & Feasibility Assessment Assistant - FE, Admin Support - Regional Operations & FBE).</p> <p><i>Continuing Studies</i> (+2 FTE): Increased capacity.</p> <p><i>Budget Transfers</i>: Two Admin Managers moved from Regional Operations to the Office of the Provost & FHHS. ITS Support (-1) to ITS. Sr. Financial Analyst (-1) from the Office of the Provost to Finance.</p> <p><i>Rationalization</i> (-2 FTE): Vice Provost, Faculty Relations, and Director, Institutional Research, Analysis & Performance roles rationalized.</p>
VPRI's Portfolio	45.92	+5	<p><i>Northern Analytical Laboratory Services (NALS)</i> (+2 FTE): Additional Specialists.</p> <p><i>Advancement</i> (+1 FTE): Manager, Campaign and Major Gifts.</p> <p><i>Research Accounting</i> (+2 FTE): Personnel moved from Finance.</p>
VPFA's Portfolio Including Business part of Ancillary Services Fund (34.26 FTE)	191.44	+2.16	<p><i>Rationalization</i> (-4 FTE): Associate Vice President Administration, Associate Director HR, and Retail Services Buyer eliminated. One Sr. Financial Analyst position frozen.</p> <p><i>Student Finance Support</i> (+1 FTE): Financial Services Officer added.</p> <p><i>Transfers</i>: Three Processing Coordinators moved from HR to Payroll. Research Accounting Team transferred to Office of Research and Innovation (-2). SFA transferred from Office of the Provost (+1).</p> <p><i>Organizational Development</i> (+2 FTE): HR Advisor and HR Coordinator added to support employee engagement, retention, and development.</p> <p><i>Facilities & Capital Projects</i> (+1.5 FTE): Maintenance Assistants increased by 0.25 FTE each (+0.5). Project Manager added for capital projects (+1).</p> <p><i>Information Technology</i> (+3.46 FTE): Senior Software Development Engineer, Systems Administrator GIS, two part-time student positions converted to CUPE, and transfer from Regional Operations.</p> <p><i>Other Adjustments</i>: Part-time Security & Parking Officer converted to Part-time Admin Assistant (Risk & Safety). Manager, Retail Services converted to full-time (+0.2).</p>
Total	759.56	+29.94	

Figure 10: Employee FTE Count and Costs: 2025 Budget



11.2 Operating Costs

The proposed 2026 budget for operating costs is \$26.5M, representing a \$1M (4%) increase over the 2025 budget and a \$3.2M (14%) increase from the 2025 forecast. Operating costs include supplies and expenses, professional and contractual services, property and upkeep, student support, travel, and IT-related expenditures. All units at the designated reporting level are advised to allocate these costs appropriately to ensure effective budget management.

Operating costs are generally maintained at current levels, with targeted increases primarily supporting academic programs and Indigenous Initiatives (\$0.15M), research facilities (\$0.08M), advancement (\$0.04M), and IT enhancements (\$0.73M). The IT-related increases reflect inflationary pressures, exchange rate fluctuations, software licensing costs, the transition to Azure cloud-based virtual desktops, and technology investments such as Amazon AWS to enhance disaster recovery and reduce hardware dependency. The budget also includes a modest contingency to mitigate risks associated with potential declines in undergraduate student FTE.

These targeted but minimal IT investments balance cost management with long-term efficiencies, ensuring financial sustainability and a progressively resilient IT and operational infrastructure. Given evolving institutional needs, a more substantial IT investment may be required and will be strategically planned and presented in future budget submissions.

11.3 Capital and Transfers

Minor capital expenditure is projected to remain at a steady level. Capital expenditures and internal inter-fund transfers are excluded from the consolidated financial statements. The budget and forward projections for capital and transfers include the following:

- ⇒ Minor capital and provincially funded routine capital expenditures.
- ⇒ Transfers to the capital fund, professional development reserves, faculty start-up reserves, internal research funds, UNBC's contribution to the Northern Sport Centre, scholarships and bursaries, and specific purpose funds as per approved initiatives.
- ⇒ Transfers are adjusted for contributions received from sponsored research, endowment funds, the Northern Medical Program, ancillary services fund, and specific purpose funds, as applicable.
- ⇒ Transfers also include the annual transfer for post-retirement benefits and medical service travel for eligible employee groups as per the collective agreements.

11.4 Student FTE Analysis

Tables 17 and 18 provide a detailed financial analysis of per-student Full-Time Equivalent (FTE) costs and revenues for domestic and international undergraduate students. This analysis, based on averages and estimates, offers critical insights into the composition of costs and revenue streams, illustrating how tuition, provincial grants, and other funding sources contribute to UNBC's financial sustainability.

The data highlights the financial dynamics of supporting students, demonstrating the gap between costs and revenue generation, particularly for international students. This information is essential for strategic decision-making regarding tuition policies, funding allocations, and long-term financial planning.

Table 17: Domestic Student FTE Analysis

Domestic Undergraduate Student (\$)	2024F	2025B	2026P	2027P	2028P
Faculty Costs (Note 1)	16,000	16,900	16,300	15,900	15,500
Academic Programs (Note 2)	4,200	5,200	5,300	4,900	4,700
Academic, Student Services, and Research (Note 3)	7,500	7,300	7,100	6,800	6,600
Institutional Support (Note 4)	13,400	13,900	13,000	12,700	12,500
Cost per Domestic Student	41,100	43,300	41,700	40,300	39,300
Provincial Grant	31,100	30,600	29,900	29,300	28,600
Tuition and Student Fees	6,500	6,630	6,760	6,900	7,040
Ancillary Services Contribution	500	500	500	600	600
Other Grants and Donations	4,800	5,100	5,000	4,800	4,700
Other Income	1,200	1,500	1,700	1,400	1,300
Revenues per Domestic Student	44,100	44,330	43,860	43,000	42,240
Surplus	3,000	1,030	2,160	2,700	2,940
Domestic Tuition and Student Fees as a % of Cost	16%	15%	16%	17%	18%
Domestic Student Contribution (Note 5) as a % of Cost	91%	86%	88%	90%	91%

Note 1: Faculty costs represent the estimated cost of faculty members within UNBC.

Note 2: Academic Programs represent the total cost of the five Faculties and the Division of Medical Sciences (DMS), excluding the cost of faculty members included in Faculty Costs.

Note 3: Academic, Student Services, and Research represent the total cost of all units within the Vice President, Academic and Provost's portfolio, other than the five Faculties, DMS, and UNBC International. The per student FTE cost of UNBC International is shown separately in Table 18 related to international student FTE analysis. Additionally, it includes Athletics and Recreation, the Office of Research and Innovation, and Research Facilities and Laboratory Services.

Note 4: Institutional Support represents all other units within the general operating fund that are not included in the above three categories.

Note 5: The Domestic Student Contribution comprises the total tuition and student fees paid by the student, along with the per-student average of the operating grant provided by the province.

For domestic students, the financial model remains stable, with the provincial grant continuing to be the primary funding source, though its proportion per student remains higher due to UNBC not achieving its Ministry FTE targets. Currently, domestic student contributions—including tuition and provincial funding—cover 86% to 91% of the total cost per student. As tuition and student fees account for only 16% to 18% of the overall cost, the university remains highly dependent on government funding to sustain domestic student education. Moving forward, strategic planning and a strong focus on student recruitment, retention, and success—along with efforts to enhance the student experience—will be critical in driving a gradual and sustainable increase in domestic enrollment. This approach will support long-term financial resilience while strengthening UNBC's role in serving students and communities.

Table 18: International Student FTE Analysis

International Undergraduate Student (\$)	2024F	2025B	2026P	2027P	2028P
Cost per Domestic Student	41,100	43,300	41,700	40,300	39,300
Additional Cost of UNBC International	4,800	5,900	5,700	5,500	5,300
Cost per International Student	45,900	49,200	47,400	45,800	44,600
Tuition and Student Fees	27,550	29,750	32,130	34,700	37,480
Ancillary Services Contribution	500	500	500	600	600
Other Grants and Donations	4,800	5,100	5,000	4,800	4,700
Other Income	1,200	1,500	1,700	1,400	1,300
Revenues per Domestic Student	34,050	36,850	39,330	41,500	44,080
Shortfall	(11,850)	(12,350)	(8,070)	(4,300)	(520)
International Tuition and Student Fees as:					
⇒ Percentage of Cost	60%	60%	68%	76%	84%
⇒ Percentage of Domestic Student Contribution	73%	80%	88%	96%	105%

The analysis highlights a persistent funding gap for international students, as their tuition and student fees currently cover only 60% of the total cost of their education. Despite planned annual tuition increases of 8% over the next four years, international students will still contribute less than domestic students in the near term. However, by 2029, tuition increases are projected to close

much of this gap, covering 84% of costs and achieving parity with domestic student funding levels. Addressing this shortfall will require a balanced approach that ensures financial sustainability while maintaining the competitiveness of UNBC's international tuition structure.

12.0 Ancillary Services Fund

The Ancillary Services Fund encompasses Business Services, Parking Services, and Continuing Studies. To enhance UNBC's academic alignment, offer integrated pathways for developing future skills and lifelong learning, extend its reach, and generate resources, Continuing Studies continue to operate under the Vice President, Academic and Provost's portfolio.

Business Services remains dedicated to delivering exceptional service and advancing the implementation of a Service Excellence strategy across the Vice President, Finance and Administration's (VPFA) portfolio. To support these changes, considerable efforts have been invested in recruiting and onboarding key roles, alongside a thoughtful reorganization of the unit.

Looking forward to the 2026 budget, the focus will remain on enhancing exceptional services, ensuring financial accountability, and advancing knowledge and skills. These endeavors underscore Business Services' commitment to fostering excellence and innovation within UNBC's community support systems.

Table 19: Ancillary Services Fund (\$ in thousands)

\$ in thousands	2024 A	2025 B	2025 F	2026 B	2027 P	2028 P	2029 P
Housing & Residential Services Revenue	3,394	3,184	3,614	3,613	3,793	3,983	4,182
Hospitality Services Revenue	919	766	673	843	864	887	911
Retail Services Revenue	1,461	1,912	1,320	1,434	1,462	1,491	1,520
Northern Sport Centre Revenue	2,393	2,208	2,548	2,336	2,453	2,576	2,705
Parking Services Revenue	589	525	596	545	561	578	596
Continuing Studies Revenue	2,340	2,404	2,404	2,500	2,625	2,756	2,894
ID Card System Revenue	25	20	22	25	25	26	26
Ancillary Services Revenues	11,120	11,019	11,177	11,295	11,784	12,296	12,834
Employee Costs	(3,758)	(4,608)	(4,198)	(4,647)	(4,842)	(4,938)	(5,037)
Operating Costs	(4,640)	(4,958)	(4,730)	(4,625)	(4,771)	(4,924)	(5,082)
Gross Operating Result	2,723	1,453	2,250	2,024	2,171	2,434	2,714
Contributions	(1,365)	(1,323)	(1,556)	(1,541)	(1,647)	(1,756)	(1,872)
Net Operating Result	1,358	130	694	483	524	678	842
Capital and Transfers	(482)	(130)	(188)	438	506	532	643
Total	876	-	505	921	1,030	1,210	1,485

Note: Gross Operating Result represents operating surplus/(deficit) before contribution and debt servicing and **Net Operating Result** comprises Gross Operating Result net of contribution.

The 2025 forecast for Ancillary Services revenue is 1% above budget, driven by stronger revenue forecast in Housing & Residential Services and the Northern Sport Centre, offsetting lower projections in Hospitality and Retail Services. Effective cost management has kept operating

expenses 7% below budget, resulting in higher gross and net operating results and enabling additional contributions to the general operating fund.

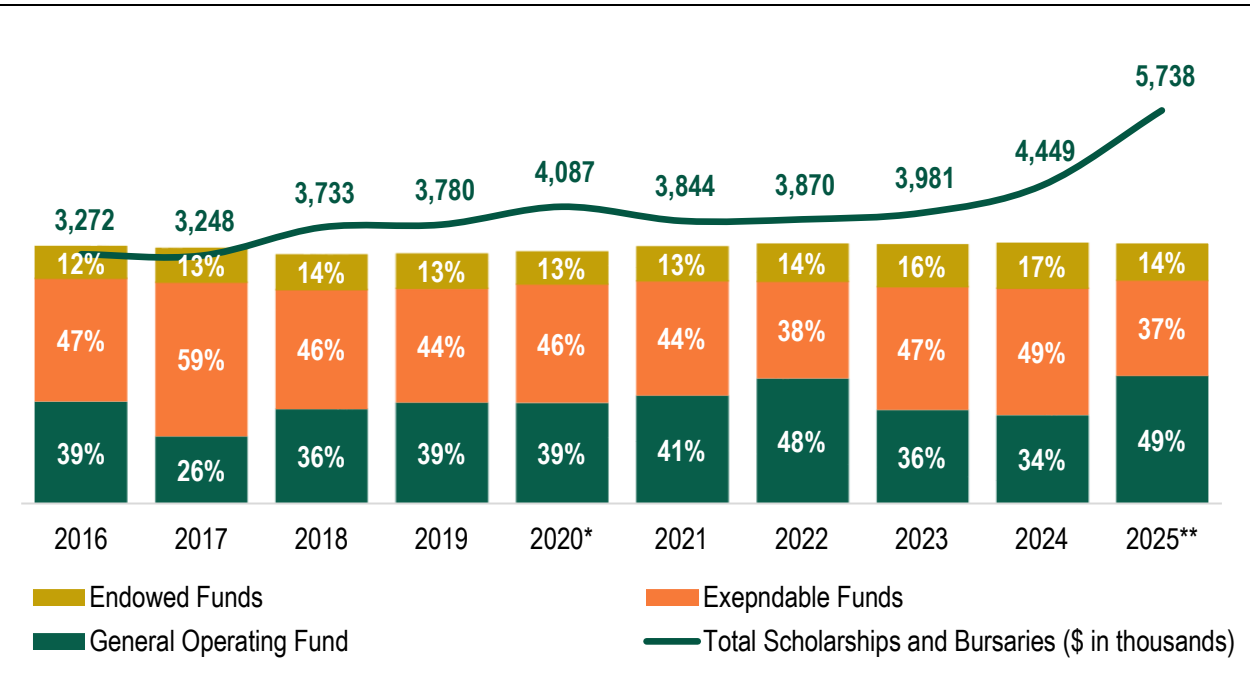
For 2026, budgeted revenue is 1% above the 2025 forecast and 3% higher than the 2025 budget, maintaining moderate growth. Operating expenses, though 4% above the 2025 forecast due to inflation and staffing costs, remain 3% below the 2025 budget, ensuring financial stability, sustained contributions to the general operating fund, and continued investments.

Between 2026 and 2029, approximately \$2.5M will be allocated for servicing the internal housing renovation loan, which is on track for full repayment by 2037.

13.0 Scholarships and Bursaries

Since its inception, UNBC has disbursed over \$73.4M in scholarships and bursaries across four funding sources: General Operating Fund (\$25.2M, 34%), Expendable Funds (\$36.2M, 49%), Endowed Funds (\$11.4M, 16%), and Ancillary Services Fund (\$0.6M, 1%). Scholarships and bursaries account for 19% of Tuition and Student Fees, based on the four-year average. The increase in the 2025 forecast is mainly due to the newly approved Nursing Student Tuition Grant, funded by the Ministry of Health to support nursing student recruitment and retention in B.C.

Figure 11: Scholarships and Bursaries (\$ in thousands)



* It excludes \$1.87M in tuition credits provided to students in 2020 due to job action.

** April 2024 to February 2025 – The full-year annual figures will be updated based on the financial closing at year-end. It also includes the Nursing Student Tuition Grant is classified under the General Operating Fund.

From 2020 to 2024, UNBC's scholarship and bursary awards fluctuated, with an initial decline until 2022 due to the COVID-19 pandemic, followed by a gradual recovery. Total awards rebounded to 1,174 in 2023 and further increased to 1,185 in 2024. Need-based awards peaked

at 402 in 2023, while merit-based awards reached their highest level of 913 in 2020 before stabilizing at 817 in 2024.

The percentage of self-declared female recipients, Indigenous recipients, and Northern residents has generally mirrored UNBC's student demographics, though female representation declined to 58% in 2024, the lowest in five years. International recipients have steadily increased, reaching 20% in 2024.

Table 20: Scholarships and Bursaries: Historical Trend

	2020	2021	2022	2023	2024
Donor-Directed Awards	678	644	672	733	790
UNBC General Fund Awards	232	134	102	175	136
UNBC Scholar Awards	133	143	102	109	99
Graduate Tuition Awards	55	71	72	85	84
Athletic Tuition Awards	32	39	32	47	48
Provincial Youth in Care Awards	8	10	12	16	20
Other Awards	114	44	14	9	8
Total Awards	1,252	1,085	1,006	1,174	1,185
Need-Based Awards	339	312	323	402	368
Merit-Based Awards	913	773	683	772	817
Self-declared Female Recipients	67%	64%	67%	69%	58%
Self-declared Indigenous Recipients	8%	7%	8%	9%	9%
International Recipients	-	-	18%	19%	20%
Northern Residents	60%	65%	63%	62%	56%
New Awards: # (total value)	82 (\$220,750)	34 (\$56,250)	63 (\$173,100)	33 (\$528,500)	31 (\$56,500)
Unawarded Awards: # (total value)	25 (\$34,700)	28 (\$39,900)	29 (\$61,650)	22 (\$52,250)	22 (\$26,250)

Over the past five years, 243 new donor-directed awards were established, totaling \$1.04M, including 31 new awards in 2024 valued at \$56,500. However, 126 awards remained unawarded during this period, totaling \$0.2M, with 22 unawarded awards in 2024 valued at \$26,250. Additionally, 10 awards, valued at \$15,700, were dissolved in 2024.

Aligned with the Student First approach, a number of new awards were introduced in 2024-25, with additional awards planned for 2025-26 to enhance student recruitment and retention. These initiatives are expected to support sustainable enrollment growth, ensuring greater access to financial assistance and strengthening UNBC's commitment to student success.

14.0 Fundraising and Donations

In 2024, UNBC received \$1.3M in donations, and as of February 2025, an additional \$1.9M has been received, excluding \$1.05M designated for a specific project related to the John Prince Research Forest. The annual average for the past decade (2015–2024) stands at \$2.3M.

Notable contributions from previous years include: (a) \$2.3M in 2021 from the estate of a long-term donor, endowed with 50% allocated to the library fund and 50% to scholarships and

bursaries, and (b) \$2.25M in 2015 for the B.C. Leadership Chair in Tall Wood and Hybrid Structures Engineering.

Table 21: Annual Donations (\$ in thousands)

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Avg	2025*
Expendable	1,545	1,122	1,477	1,621	812	1,020	1,235	765	1,374	1,017	1,200	1,046
Endowed	2,502	811	319	502	1,254	314	2,558	801	1,310	303	1,100	873
Total	4,047	1,933	1,796	2,123	2,066	1,334	3,793	1,566	2,684	1,320	2,300	1,919
Key Indicators												
Cost of Fundraising	750	734	443	1,156	1,102	1,526	1,361	309	411	571	800	710
Efficiency Ratio	5.40	2.63	4.05	1.84	1.87	0.87	2.79	5.07	6.53	2.31	2.88	2.70
Cost per \$ Raised	0.19	0.38	0.25	0.54	0.53	1.14	0.36	0.20	0.15	0.43	0.35	0.37

* April 2024 to February 2025 – The full-year annual figures will be updated based on the financial closing at year-end. It excludes \$1.05M received for John Prince Research Forest project

Green represents the highest-level **Red** represents below Average

Fundraising Efficiency Ratio: Total funds raised ÷ Total fundraising costs (Dollars raised per \$1 spent – Higher is better).

Cost per \$ Raised: Total fundraising costs ÷ Total funds raised (\$ spent to raise \$1 – Lower is better).

Although recent donation levels fall below the historical average, UNBC continues to reorganize its advancement function in preparation for future fundraising initiatives, with expectations of securing higher-value donations in the coming years.

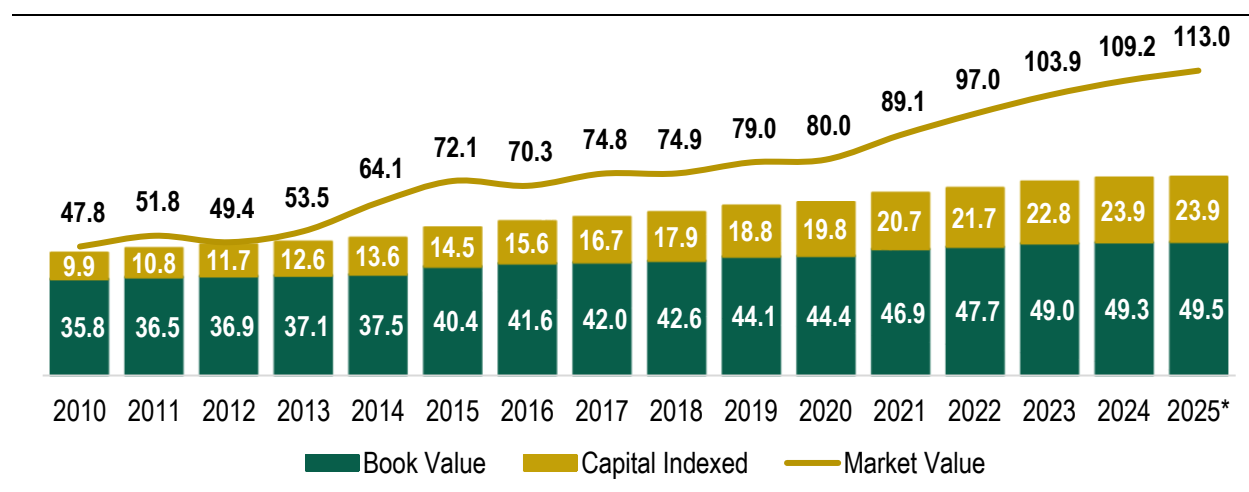
Given the transition and evolution of donor services within the Office of Research and Innovation, along with the impact of the COVID-19 pandemic and prevailing economic conditions, the Fundraising Efficiency Ratio and Cost per \$ Raised have fluctuated and remained suboptimal prior to the reorganization of the advancement function in 2021.

As UNBC prepares for future fundraising activities, the annual fundraising cost is projected to be approximately \$0.8M, with these ratios expected to improve alongside higher anticipated donation values in the coming years.

15.0 Endowment

The UNBC endowment portfolio is strategically invested with a focus on diversification to ensure stable cash flow, maximize returns within an acceptable risk framework, minimize market volatility, and optimize long-term capital growth. The UNBC Investment Advisory Committee, a sub-committee of the Finance and Investment Committee of the UNBC Board, employs a risk-based approach to vigilantly monitor investments and determine optimal asset allocation. This approach ensures that UNBC's spending needs are met while allowing for adjustments to adapt to evolving market conditions.

In the fiscal year ending March 31, 2024, the UNBC endowment recorded a 7.7% growth before management fees. The ten-year annualized return stood at 7.4%, exceeding the custom benchmark of 5.2%. As of September 30, 2024 (Q2 of the current fiscal year), the fund delivered a one-year return of 11.8% and a four-year return of 10%, surpassing the primary objective but slightly trailing the custom benchmark.

Figure 12: Endowment Performance (\$ in millions)

* As of December 31, 2024.

The annual distribution rate at UNBC is 4.5%, including a 1% administration fee, and is calculated based on a three-year rolling average market value. Historically, the annual distribution rate was 5.5% from 1997 to 2008, reduced to 4.0% from 2008 to 2018, and subsequently increased to 4.5% from 2018 onwards. The administration fee, originally 0.5%, was raised to 1% in 2018. As of December 31, 2024, the provisional endowment market value was \$113M, up from \$109.2M as of March 31, 2024. For the 2026 budget, the amount available for distribution is estimated at \$3.8M, with administration fees projected at \$1M.

Table 22: Summary of Endowed Funds (December 31, 2023)

\$ in thousands	# of Funds	%	Value of Funds	%	Average per Fund
Student Awards	288	82%	40,002	35%	139
Northern Medical Program	38	11%	14,068	12%	370
Research and Faculty Support	13	4%	47,826	42%	3,679
Library Services	9	3%	4,808	4%	534
Program Support	4	1%	6,264	6%	1,566
Total	352	100%	112,968	100%	321

16.0 Research and Innovation; and Sponsored Research

UNBC has four Canada Research Chairs (one tier 1 and three tier 2), one Industrial Research Chair, two B.C. Leadership Chairs, and five Endowed Chairs through four endowments. The overall scope for the Office of Research and Innovation comprises:

- Research support and coordination for sponsored research.
- University advancement, donor relations, alumni engagement, youth programming and community engagement.
- Communications, marketing, and external relations.

- d. Research Centres:
 - ⇒ Quesnel River Research Centre (QRRC)
 - ⇒ Centre for Technology Adoption for Aging in the North (CTAAN)
 - ⇒ National Collaborating Centre for Indigenous Health (NCCIH)
- e. Research Services:
 - ⇒ High-Performance Computing (HPC)
 - ⇒ Enhanced Forestry Lab (EFL)
 - ⇒ Northern Analytical Laboratory Services (NALS)
- f. Research Institutes:
 - ⇒ Natural Resources & Environmental Studies Institute (NRESi)
 - ⇒ Community Development Institute (CDI)
 - ⇒ Health Research Institute (HRI)
 - ⇒ Northern FIRE (Feminist Institute for Research and Evaluation)
- g. Research Services:
 - ⇒ Research Data Centre (RDC)
 - ⇒ Northern Health Sciences Research Facility (NHSRF)
- h. Research Forests:
 - ⇒ John Prince Research Forest (JPRF)
 - ⇒ Aleza Lake Research Forest

The Research Ethics Board (REB) functions independently from the Office of the Vice President, Research and Innovation but is supported by the Office of Research and Innovation.

Table 23: Sponsored Research (\$ in thousands)

	2020A	2021A	2022A	2023A	2024A	CAGR	2024 vs 2020	2025*
Tri-Council and CRC Grants	4,004	4,750	4,651	5,107	5,260	6%	31%	4,496
Internally Funded Grants	250	261	258	506	759	25%	204%	587
Other Grants and Donations	6,489	7,366	9,877	11,727	11,568	12%	78%	7,750
Revenues (Fund: 20000)	10,743	12,377	14,786	17,340	17,587	10%	64%	12,833
Endowment Disbursement	1,213	997	1,142	1,252	1,207	0%	0%	1,300
Total Revenues	11,956	13,374	15,928	18,592	18,794	9%	57%	14,133
RSF for UNBC	1,197	1,326	1,199	1,503	1,529	5%	28%	1,550
Office of VPRI	1,171	1,264	1,401	1,609	1,980	11%	69%	1,860
% of Total Revenues	11%	10%	9%	9%	11%			14%

* April 2024 to February 2025 – The full-year annual figures will be updated based on the financial closing at year-end.

Tri-Council federal funding at UNBC includes contributions from the Natural Sciences and Engineering Research Council of Canada (NSERC), the Social Sciences and Humanities Research Council (SSHRC), and the Canadian Institutes of Health Research (CIHR). Other major funding sources include the Canada Research Chair (CRC) program, the federally funded Research Support Fund (RSF), the B.C. Knowledge Development Fund, the Canada Foundation for Innovation (CFI), as well as various government agencies, foundations, and industry sponsors.

The increase in federal grants from 2023 onwards primarily relates to funding for the Institute of Indigenous Peoples' Health.

The RSF for UNBC is reported excluding transfers related to Canada's Strategy for Patient-Oriented Research (SPOR), which is administered in collaboration with Health Research B.C. (formerly the B.C. Academic Health Science Network [BC AHSN]).

The percentage of total revenues pertains only to the Office of the Vice-President, Research and Innovation (VPRI) and does not reflect the entire VPRI portfolio; it excludes University Advancement, Communications and Marketing, and Research Facilities and Laboratory Services.

The Office of the VPRI's cost is projected to be approximately \$2.3M annually from 2026 to 2029.

17.0 Capital Planning and Projects

Following Board of Governors' approval, UNBC submitted its updated Five-Year Capital Plan in 2024, outlining strategic investments in student housing, academic and research infrastructure, sustainability, accessibility, and digital transformation. Key priorities include new student housing, the Northern Hub for Health Research (NHHR), and deep retrofits of the Research Laboratory and Agora to enhance energy efficiency and longevity. The plan also includes IT infrastructure upgrades, such as hybrid learning enhancements and network security improvements. Additionally, UNBC continues to prioritize Indigenous engagement initiatives, campus accessibility improvements, and climate risk mitigation projects for capital planning submission, ensuring long-term sustainability and alignment with institutional and provincial priorities.

During 2025, all projects are progressing within budget and in compliance with safety standards. Key capital improvements achieved include the completion of new teaching spaces for the Nursing Baccalaureate and Family Nurse Practitioner programs, the installation of a fuel dispensing system to remove environmental liability from underground storage, and cooling system upgrades to enhance operational efficiency and year-round climate control. UNBC continues to effectively manage project risks, including workforce availability, rising material costs, potential tariff impacts, and supply chain challenges. Notably, over 50% of the budget has been spent locally, reinforcing UNBC's commitment to regional economic impact.

UNBC also made significant progress on the following major capital initiatives.

- ⇒ **Student Housing:** UNBC submitted a detailed business case for a new \$60.2M, 150-bed student housing project designed to reflect Indigenous cultures and values, fostering community, enhancing student experience, and ensuring affordability for those transitioning to the Prince George campus.
- ⇒ **Childcare Expansion:** UNBC submitted a \$20.6M childcare expansion proposal, proposing a new facility adjacent to the Northern Sport Centre to increase capacity and accessibility.
- ⇒ **Land Trust:** Progress continues on the Land Trust initiative, with efforts focused on finalizing the business case for ministerial submission, the Agreement to Lease, resolving the Reverter Clause, securing infrastructure right-of-way, and advancing the Affiliation Agreement for a potential student housing project.

- ⇒ **Northern Hub for Health Research (NHHR):** UNBC advanced plans for the NHHR in collaboration with Northern Health, Lheidli T'enneh, UBC, and other partners, submitting a Canada Foundation for Innovation (CFI) application for the \$142M project (CFI: 40%, BCKDF: 40%, Others: 20%) to advance health research and amplify expertise across northern B.C.
- ⇒ **UNBC Teaching Forest Reserve:** Planning is underway for the UNBC Teaching Forest Reserve, designed to support long-term teaching activities in the forests surrounding the Prince George campus (see Figure 13). Designated as a reserve rather than a preserve, it ensures flexibility for future campus and facility development while supporting academic and research initiatives.

Figure 13: Proposed UNBC Teaching Forest Reserve



- ⇒ **Botanical Gardens:** UNBC continued collaboration with the David Douglas Botanical Garden Society to further develop Canada's northernmost botanical garden, enhancing community engagement and biodiversity research.

These developments reinforce UNBC's commitment to institutional sustainability, student success, and community engagement.

UNBC's 2026 routine capital projects prioritize infrastructure renewal, energy efficiency, safety, and institutional resilience, ensuring long-term sustainability and enhanced student experience. Key projects include upgrades to chilled water systems, heat recovery, and lighting for improved energy efficiency, along with roofing replacements, elevator modernization, and lab enhancements to extend facility lifespan. Safety and compliance initiatives include fire system upgrades, generator testing, and accessibility improvements. Additionally, classroom renovations and housing infrastructure projects support student experience and institutional growth, ensuring a sustainable and student-centered campus. Table 24 presents a multi-year overview of estimated routine capital and other capital projects.

Table 24: Capital Projections (\$ in thousands)

	2025F	2026B	2027P	2028P	2029P	2030P
PSFS: Routine Capital Funding	1,533	1,533	1,533	1,533	1,533	1,533
PSFS: Carbon Neutral Capital Program Funding	131	131	131	131	131	131
PSFS: Facilities Management Grant Funding	128	128	128	128	128	128
PSFS: Capital Project Funding (Tentative)	6,450	2,050	3,700	20,850	24,150	15,700
BCSRIF: Capital Project Funding	80	2,287	-	-	-	-
MoE: Capital Project Funding (Tentative)	22	250	1,800	5,700	10,015	2,000
UNBC: Various (Tentative)	1,243	4,096	25	20	-	-
Total	9,587	10,475	7,317	28,362	35,957	19,492
Expected Project Management Contribution	170	320	340	1,110	1,370	750

PSFS: Ministry of Post-Secondary Education and Future Skills

BCSRIF: British Columbia Salmon Restoration and Innovation Fund

MoE: Ministry of Education

Tentative: Indicative Estimate, subject to change

UNBC Various: Includes Green Grant Fund, Energy Conservation Revolving Loan, Ancillary Services Fund, Northern Medical Program, Research and Innovation and other Internal Funding.

Appendix A: Financial Structure and Fund Accounting

Introduction to Fund Accounting

UNBC's financial statements follow the principles of fund accounting, a systematic approach that organizes and reports financial transactions based on funds. This method enables organizations to monitor resources with specific restrictions or designated purposes. The key terms associated with fund accounting include:

- ⇒ **Restricted Revenue:** This refers to income designated for specific purposes by the funding provider, with explicit restrictions on its utilization.
- ⇒ **Unrestricted Revenue:** This category comprises income with general terms, providing management and the board with discretion on how to allocate it. Internal restrictions may apply either fully or partially.
- ⇒ **Deferred Contributions:** This represents the unspent portion of external funding allocated for specific purposes. It is recognized as a liability until utilized, often seen in contexts such as research, capital projects, or scholarships.
- ⇒ **Deferred Capital Contributions:** This term refers to funds received for acquiring or developing capital assets. Rather than recognizing the entire contribution as revenue immediately, it is deferred and recorded gradually over time. This recognition aligns with the amortization of the corresponding tangible capital asset, ensuring a systematic and proportional accounting treatment as the asset's value is expensed over its useful life. This approach synchronizes the recognition of the contribution with the ongoing utilization and depreciation of the associated capital asset.

Financial Operating Components at UNBC

Based on the above, UNBC's financial operating components include the following categories:

Unrestricted Funds (also known as spendable funds)

To alleviate pressure on the operating budget, only unrestricted funds, such as general operating and ancillary services, should be utilized. These funds are the sole considerations when evaluating the ongoing financial sustainability of UNBC.

General Operating (10000 series): Includes core academic and student services, research oversight and administration, and university administration and facilities operations. Funding for general operating comes from the Provincial operating grant, tuition and student fees, Provincial routine capital, one-time grants, federal grants (primarily research support fund), grants from universities, and other income, which includes contributions from ancillary services. The general operating revenues are also utilized for other operating components through transfers for research, scholarships, capital, etc. The general operating includes the following funds:

- ⇒ General Operating (10100)
- ⇒ Northern Medical Program (10125) and Physiotherapy (10145) - *restricted funds*
- ⇒ MBA Program (10175)
- ⇒ Routine Capital (10200)

- ⇒ Summer School (11200)
- ⇒ One-Time Allocation (11425)
- ⇒ Carry Forward (11500)
- ⇒ Professional Development (12000 series), Start-up/Internal Research (15000 series)

Ancillary Services (80000 series): Includes supplementary services and facilities provided on campus to enhance the overall student experience and support the educational environment. Typically, they are self-funded through user fees and operate independently of the core academic functions of the university. UNBC's ancillary services include housing and residential services, hospitality services, retail services, the Northern Sport Centre, Parking services, and Continuing Studies. On average, ancillary services contribute 12% of their total revenue to general operating, estimated at ~\$1.5M for the 2025 budget.

Restricted Funds

Restricted funds are governed by terms and conditions set by fund providers, preventing their use to alleviate pressure on the operating budget. They are not eligible to generate surpluses; any unspent amount at year-end is deferred to the following year until the funds are exhausted or the project is finished. Unspent funds must be returned to the grantor, adhering to the specified terms.

Research (20000 series): Includes sponsored and non-sponsored activities, funded through various sources, including the Tri-Council (NSERC, SSHRC, CIHR), Canada Research Chair, federally funded Research Support Fund, B.C. Knowledge Development Fund, Canada Foundation for Innovation (CFI), government, foundations, industry sponsors, and internal transfers from general operating.

Specific Purpose (30000 series): Includes restricted donations and contracts for specific purposes and operations other than general operating and research activities. It also includes internal transfers from general operating and expendable funds for scholarships and bursaries.

Endowment (40000 series): Includes perpetually restricted donations for scholarship, research, and specific purpose, as applicable. Only the income derived from these funds is spent, and again, in accordance with the wishes of the donors.

Capital (95000 series): Includes projects primarily funded through Provincial capital grants.

Balanced-Budget Rule and Financial Management

The Provincial operating grant is recognized as income in the year of receipt, and any unused portion cannot be deferred without specific approval from the Ministry. Additionally, due to the balanced-budget rule for public post-secondary institutions in B.C., UNBC must secure equivalent additional revenues or restrict expenditures to cover expenses, even if using general reserves.

Organizational Code Structure and Reporting Levels

The "Orgn" code system categorizes departments and programs. Multiple units within a department share the same two starting numbers, and a "roll-up" org code aggregates results for all sub-orgs. However, existing roll-up structure requires adjustments based on historical evolution and changes. Appendix B provides a list of reporting levels designated for budget management and future reporting purposes.

Appendix B: Revised Reporting Levels

President Portfolio

- ⇒ Office of the President
- ⇒ University Governance (incl. Data Governance, Privacy, Information and (Cyber) Security)
- ⇒ Office of Indigenous Initiatives
- ⇒ Athletics and Recreation

Vice President, Academic and Provost Portfolio

- ⇒ Office of the Provost including Institutional Research
- ⇒ Council of Deans
- ⇒ CCST and Regional Operations
- ⇒ Centre for Teaching & Learning
- ⇒ Registrar's Office including UNBC International
- ⇒ Student Recruitment
- ⇒ Student Success
- ⇒ Geoffrey R. Weller Library
- ⇒ Faculty of Business and Economics
- ⇒ Faculty of Environment
- ⇒ Faculty of Human and Health Sciences
- ⇒ Faculty of Indigenous Studies, Social Sciences and Humanities
- ⇒ Faculty of Science and Engineering
- ⇒ Division of Medical Sciences
- ⇒ Continuing Studies (*Ancillary Services Fund*)

Vice President, Finance and Administration Portfolio

- ⇒ Office of the Vice President, Finance and Administration
- ⇒ Finance
- ⇒ People, Equity and Inclusion (including Human Resources)
- ⇒ Facilities & Capital Planning
- ⇒ Information Technology Services
- ⇒ Enterprise Risk, Safety and Security
- ⇒ Business Services including Parking Services (*Ancillary Services Fund*)
- ⇒ University Operations - Central

Vice President, Research and Innovation Portfolio

- ⇒ Office of the Vice President Research & Innovation
- ⇒ Research Facilities and Laboratory Services
- ⇒ University Advancement
- ⇒ Communications and Marketing

Appendix C: Historical Enrollment Trend

Faculty-Wise Undergraduate FTE

Student FTE	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	CAGR
Domestic Undergraduate	289	281	282	287	269	279	211	169	179	191	-4%
International Undergraduate	91	62	65	52	65	67	70	82	99	96	1%
Faculty of Business and Economics	380	343	347	339	334	346	281	251	278	287	-3%
Domestic Undergraduate	289	321	360	388	401	366	336	335	307	293	0%
International Undergraduate	12	10	18	30	51	41	33	41	51	44	14%
Faculty of Environment	301	331	378	418	452	407	369	376	358	337	1%
Domestic Undergraduate	657	723	751	759	752	733	748	817	800	832	2%
International Undergraduate	6	10	16	14	20	21	26	32	43	44	22%
Faculty of Human and Health Sciences	663	733	767	773	772	754	774	849	843	876	3%
Domestic Undergraduate	244	282	246	243	229	221	208	209	208	196	-2%
International Undergraduate	4	7	9	12	17	14	11	10	13	12	12%
Faculty of ISSS&H	248	289	255	255	246	235	219	219	221	208	-2%
Domestic Undergraduate	364	365	353	369	365	323	326	323	319	333	-1%
International Undergraduate	22	24	30	33	66	67	61	81	114	101	16%
Faculty of Science and Engineering	386	389	383	402	431	390	387	404	433	434	1%
Domestic Undergraduate	150	146	145	144	129	143	133	124	128	129	-1%
International Undergraduate	11	6	13	8	7	7	6	7	6	6	-6%
Cross Faculty	161	152	158	152	136	150	139	131	134	135	-2%
Domestic Undergraduate	1,993	2,118	2,137	2,190	2,145	2,065	1,962	1,977	1,941	1,974	0%
International Undergraduate	146	119	151	149	226	217	207	253	326	303	8%
Total Undergraduate at UNBC	2,139	2,237	2,288	2,339	2,371	2,282	2,169	2,230	2,267	2,277	1%

Appendix D: Financial Tables

The financial tables include the following:

- ⇒ Consolidated Historical Summary
- ⇒ General Operating Fund: Overall Summary
- ⇒ Ancillary Services Fund: Overall Summary
- ⇒ Ancillary Services Fund: Contributions
- ⇒ Portfolio Summary: President's Portfolio
- ⇒ Portfolio Summary: Vice President, Academic and Provost's Portfolio
- ⇒ Portfolio Summary: Vice President, Research and Innovation's Portfolio
- ⇒ Portfolio Summary: Vice President, Finance and Administration's Portfolio
- ⇒ Portfolio Summary: University Operations – Central
- ⇒ Employee FTE Summary
- ⇒ Consolidated Financial Summary for Audited Financial Statements

University of Northern British Columbia
Consolidated Historical Summary (Audited Financial Statements)

CAGR: Compound Annual Growth Rate

(\$ in thousands)

Consolidated Financial Summary	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	CAGR %	2024 vs 2015
Provincial Operating Grant	48,818	50,314	51,477	51,312	52,712	56,434	59,387	62,071	65,693	69,033	4%	41%
Tuition and Student Fees	20,165	18,797	18,731	20,738	21,520	23,144	22,008	23,546	25,545	26,735	3%	33%
Other Grants and Donations	16,947	15,919	14,932	14,810	18,365	20,873	20,791	22,611	26,511	25,720	4%	52%
Sales of Goods and Services	9,678	8,839	9,020	10,875	9,598	8,559	3,934	6,555	8,663	9,004	-1%	-7%
Other Income	3,185	3,341	3,686	3,733	4,788	4,993	4,518	3,835	3,851	6,826	8%	114%
Deferred Capital Contribution	6,589	6,649	6,802	7,838	6,620	6,648	6,793	7,005	7,368	7,662	2%	16%
Total Revenues	105,382	103,859	104,648	109,306	113,603	120,651	117,431	125,623	137,631	144,980	3%	38%
Employee Costs	62,323	65,373	65,518	66,219	71,571	74,613	75,728	82,743	88,932	97,586	5%	57%
Travel Costs	3,276	3,317	3,412	3,479	3,412	3,196	683	1,613	495	811	-13%	-75%
Scholarships and Bursaries	3,240	3,279	3,259	3,740	3,801	5,982	3,860	3,894	3,982	4,448	3%	37%
Other Operating Costs	27,318	26,335	25,158	25,959	27,043	28,600	24,342	25,795	28,635	33,330	2%	22%
Amortization	8,888	9,022	8,975	9,010	9,180	9,337	9,542	9,926	10,243	10,448	2%	18%
Total Expenses	105,045	107,326	106,322	108,407	115,007	121,728	114,155	123,971	132,287	146,623	3%	40%
Balance before Restricted Contributions	337	(3,467)	(1,674)	899	(1,404)	(1,077)	3,276	1,652	5,344	(1,643)	-	-588%
Restricted Endowment Contributions	3,663	1,957	1,518	1,805	2,375	1,257	3,520	1,809	2,353	1,378	-9%	-62%
Annual Surplus	4,000	(1,510)	(156)	2,704	971	180	6,796	3,461	7,697	(265)	-	-107%
Recast	-	-	7,840	-	-	(3,475)	-	-	-	-	-	-
Accumulated Surplus, beginning of year	131,115	135,115	133,605	141,289	143,993	144,964	141,669	148,465	151,926	159,623	2%	22%
Accumulated Surplus, end of year	135,115	133,605	141,289	143,993	144,964	141,669	148,465	151,926	159,623	159,358	2%	18%
Accumulated Operating Surplus	87,733	84,265	82,591	83,490	82,086	77,534	80,810	82,462	87,806	86,159	0%	-2%
Endowments	47,382	49,340	58,698	60,503	62,878	64,135	67,655	69,464	71,817	73,199	4%	54%

Notes:

1. **CAGR** is the measurement of annual change during a specific period. A CAGR of 5%, for example, indicates a consistent annual increase of 5% throughout that period.
2. **2024 vs 2015** shows changes in the 2024 compared to the 2015.

University of Northern British Columbia
Budget 2025-2026 and Projections for 2026-2029

Funds: 10000 (General Operating Funds)

A: Actual

B: Budget

F: Forecast

P: Projection

(\$ in thousands)

Overall Financial Summary: Unrestricted Funds	2019 A	2020 A	2021 A	2022 A	2023 A	2024 A	2025 B	2025 F	2026 B	2027 P	2028 P	2029 P
Total Revenues	95,467	100,759	97,562	105,405	114,583	116,598	132,927	129,862	134,865	137,740	139,829	141,829
Employee Costs	(62,432)	(65,619)	(66,483)	(72,366)	(76,828)	(85,811)	(94,368)	(91,580)	(98,670)	(99,163)	(100,373)	(101,770)
Operating Costs	(25,862)	(28,341)	(21,346)	(24,627)	(26,128)	(29,560)	(31,805)	(29,567)	(32,662)	(33,576)	(33,610)	(34,175)
Total Expenses	(88,294)	(93,960)	(87,829)	(96,993)	(102,956)	(115,371)	(126,173)	(121,148)	(131,332)	(132,739)	(133,983)	(135,945)
Capital and Transfers	(8,298)	(4,382)	(6,228)	(5,540)	(10,293)	(9,394)	(6,254)	(6,214)	(6,034)	(6,001)	(5,795)	(5,684)
Operating Surplus/ (Deficit)	(1,125)	2,417	3,505	2,872	1,334	(8,167)	500	2,500	(2,500)	(1,000)	50	200
Fund Distribution												
General Operating Fund	(86,169)	(88,457)	(87,531)	(94,284)	(104,228)	(114,521)	(121,408)	(116,690)	(126,992)	(127,986)	(128,692)	(130,280)
Ancillary Services Fund	(10,423)	(9,885)	(6,526)	(8,249)	(9,021)	(10,245)	(11,019)	(10,672)	(10,374)	(10,754)	(11,086)	(11,349)
Total Expenses, Capital & Transfers	(96,592)	(98,342)	(94,057)	(102,533)	(113,249)	(124,766)	(132,427)	(127,362)	(137,366)	(138,740)	(139,778)	(141,629)

General Operating Fund: Overall Summary	2019 A	2020 A	2021 A	2022 A	2023 A	2024 A	2025 B	2025 F	2026 B	2027 P	2028 P	2029 P
Provincial Operating Grant	50,049	53,458	56,190	58,567	62,911	59,519	75,793	72,143	76,961	76,511	76,061	75,411
Tuition and Student Fees	19,456	21,199	20,598	21,527	23,310	24,392	26,996	25,049	26,121	27,982	30,020	32,235
Other Grants and Donations	10,925	12,209	13,275	14,308	12,996	16,534	14,126	15,626	14,832	14,923	15,078	15,128
Other Income	4,086	4,062	2,840	2,821	5,508	5,034	4,993	5,866	5,656	6,540	6,373	6,221
Total Revenue	84,516	90,928	92,903	97,223	104,725	105,478	121,908	118,684	123,570	125,956	127,532	128,995
Employee Costs	(59,462)	(62,249)	(63,455)	(68,961)	(73,278)	(82,054)	(89,760)	(87,382)	(94,024)	(94,321)	(95,435)	(96,733)
Operating Costs	(18,565)	(21,773)	(17,456)	(19,564)	(20,521)	(23,555)	(25,524)	(23,282)	(26,496)	(27,158)	(26,930)	(27,220)
Total Expenses	(78,027)	(84,022)	(80,911)	(88,525)	(93,799)	(105,609)	(115,284)	(110,664)	(120,520)	(121,479)	(122,365)	(123,953)
Capital and Transfers	(8,142)	(4,435)	(6,620)	(5,759)	(10,429)	(8,912)	(6,124)	(6,026)	(6,472)	(6,507)	(6,327)	(6,327)
General Operating Surplus / (Deficit)	(1,653)	2,471	5,372	2,939	497	(9,043)	500	1,994	(3,422)	(2,030)	(1,160)	(1,285)
Portfolio Distribution												
President's Portfolio	(2,184)	(2,402)	(1,819)	(2,304)	(3,070)	(3,942)	(4,292)		(5,094)	(5,577)	(5,577)	(5,577)
VPAP's Portfolio	(41,247)	(42,505)	(41,956)	(46,931)	(51,419)	(58,626)	(63,796)		(66,984)	(67,874)	(67,969)	(68,363)
VPRI's Portfolio	(3,632)	(4,255)	(3,832)	(3,443)	(3,949)	(4,946)	(4,735)		(5,423)	(5,423)	(5,423)	(5,423)
VPFA's Portfolio	(14,855)	(15,501)	(15,638)	(16,457)	(16,977)	(20,370)	(21,192)		(23,444)	(23,529)	(23,529)	(23,529)
Central Administration	60,265	67,134	68,617	72,074	75,912	78,840	94,515		97,523	100,374	101,339	101,608
General Operating Surplus / (Deficit)	(1,653)	2,471	5,372	2,939	497	(9,043)	500		(3,422)	(2,030)	(1,160)	(1,285)

University of Northern British Columbia
 Budget 2025-2026 and Projections for 2026-2029

Funds: 80000 (Ancillary Services Funds)				A: Actual	B: Budget	F: Forecast	P: Projection	(\$ in thousands)				
Ancillary Services Fund: Overall Summary	2019 A	2020 A	2021 A	2022 A	2023 A	2024 A	2025 B	2025 F	2026 B	2027 P	2028 P	2029 P
Housing and Residential Services Revenue	2,831	2,548	700	2,288	3,016	3,394	3,184	3,614	3,613	3,793	3,983	4,182
Hospitality Services Revenue	929	647	11	171	636	919	766	673	843	864	887	911
Retail Services Revenue	2,163	2,035	1,327	1,642	1,465	1,461	1,912	1,320	1,434	1,462	1,491	1,520
Northern Sport Centre Revenue	2,075	1,884	1,051	1,539	2,021	2,393	2,208	2,548	2,336	2,453	2,576	2,705
Parking Services Revenue	539	501	165	469	499	589	525	596	545	561	578	596
Continuing Studies Revenue	2,391	2,193	1,386	2,052	2,198	2,340	2,404	2,404	2,500	2,625	2,756	2,894
ID Card System Revenue	23	23	19	21	23	25	20	22	25	25	26	26
Ancillary Services Revenues	10,951	9,831	4,659	8,182	9,858	11,120	11,019	11,177	11,295	11,784	12,296	12,834
Employee Costs	(2,970)	(3,370)	(3,028)	(3,405)	(3,550)	(3,758)	(4,608)	(4,198)	(4,647)	(4,842)	(4,938)	(5,037)
Operating Costs	(5,658)	(5,338)	(3,474)	(4,119)	(4,283)	(4,640)	(4,958)	(4,730)	(4,625)	(4,771)	(4,924)	(5,082)
Gross Operating Result	2,323	1,123	(1,843)	658	2,025	2,723	1,453	2,250	2,024	2,171	2,434	2,714
Contributions	(1,639)	(1,230)	(416)	(944)	(1,324)	(1,365)	(1,323)	(1,556)	(1,541)	(1,647)	(1,756)	(1,872)
Net Operating Result	684	(107)	(2,259)	(286)	701	1,358	130	694	483	524	678	842
Capital and Transfers	(156)	53	392	219	136	(482)	(130)	(188)	438	506	532	643
Total	528	(54)	(1,867)	(67)	837	876	-	505	921	1,030	1,210	1,485

University of Northern British Columbia
Budget 2025-2026 and Projections for 2026-2029

Funds: 80000 (Ancillary Services Funds)

A: Actual

B: Budget

F: Forecast

P: Projection

(\$ in thousands)

Ancillary Services Fund: Gross Operating Result	2019 A	2020 A	2021 A	2022 A	2023 A	2024 A	2025 B	2025 F	2026 B	2027 P	2028 P	2029 P
Housing and Residential Services	1,640	1,276	(293)	1,166	1,493	1,829	1,375		1,828	1,944	2,067	2,197
Hospitality Services	288	(81)	(263)	(46)	168	309	137		79	85	93	101
Retail Services	(21)	(49)	(218)	(134)	(95)	(105)	100		117	119	121	123
Northern Sport Centre	334	149	(491)	(255)	194	378	157		208	282	362	446
Parking Services	300	157	(145)	106	137	211	35		160	171	182	194
Continuing Studies	109	18	(78)	257	469	342	373		314	368	423	482
Business Services Central	(327)	(347)	(355)	(436)	(341)	(377)	(724)		(782)	(797)	(812)	(827)
Total Gross Operating Result	2,323	1,123	(1,843)	658	2,025	2,586	1,453	-	1,924	2,173	2,436	2,716

Ancillary Services Fund: Contributions	2019 A	2020 A	2021 A	2022 A	2023 A	2024 A	2025 B	2025 F	2026 B	2027 P	2028 P	2029 P
Housing and Residential Services	920	573	157	511	680	689	637	741	741	759	797	836
Hospitality Services	164	105	-	-	131	140	139	113	122	128	134	141
Retail Services	97	102	58	45	39	31	33	32	36	34	36	37
Northern Sport Centre	330	299	167	246	322	376	397	459	421	442	464	487
Parking Services	21	20	7	19	20	24	21	20	22	22	23	24
Continuing Studies	107	131	27	123	132	106	96	192	200	263	303	347
Total Contributions	1,639	1,230	416	944	1,324	1,365	1,323	1,556	1,541	1,647	1,756	1,872

University of Northern British Columbia
Budget 2025-2026 and Projections for 2026-2029

Funds: 10000 (General Operating Funds)

A: Actual

B: Budget

F: Forecast

P: Projection

(\$ in thousands)

President's Portfolio	2020 A	2021 A	2022 A	2023 A	2024 A	2025 B	2026 B	2027 P	2028 P	2029 P
Revenue	102	72	39	65	53	40	50	50	50	50
Employee Costs	(1,794)	(1,568)	(1,810)	(2,038)	(2,721)	(2,917)	(3,452)	(3,935)	(3,935)	(3,935)
Operating Costs	(1,015)	(266)	(815)	(1,094)	(1,462)	(1,405)	(1,627)	(1,627)	(1,627)	(1,627)
Total Expenses	(2,707)	(1,762)	(2,586)	(3,067)	(4,130)	(4,282)	(5,029)	(5,512)	(5,512)	(5,512)
Capital and Transfers	305	(57)	283	(3)	187	(10)	(65)	(65)	(65)	(65)
General Operating Surplus / (Deficit)	(2,402)	(1,819)	(2,303)	(3,070)	(3,942)	(4,292)	(5,094)	(5,577)	(5,577)	(5,577)
Portfolio Distribution										
Office of the President	(693)	(538)	(487)	(767)	(801)	(1,108)	(1,137)	(1,137)	(1,137)	(1,137)
University Governance	(575)	(410)	(416)	(539)	(729)	(935)	(1,053)	(1,089)	(1,089)	(1,089)
Office of Indigenous Initiatives	-	-	43	(77)	(480)	(385)	(883)	(1,330)	(1,330)	(1,330)
Athletics and Recreation	(1,134)	(871)	(1,443)	(1,687)	(1,933)	(1,864)	(2,022)	(2,022)	(2,022)	(2,022)
General Operating Surplus / (Deficit)	(2,402)	(1,819)	(2,303)	(3,070)	(3,942)	(4,292)	(5,094)	(5,577)	(5,577)	(5,577)

University of Northern British Columbia
Budget 2025-2026 and Projections for 2026-2029

Funds: 10000 (General Operating Funds)

A: Actual

B: Budget

F: Forecast

P: Projection

(\$ in thousands)

Office of the President	2020 A	2021 A	2022 A	2023 A	2024 A	2025 B	2026 B	2027 P	2028 P	2029 P
Revenue	46	47	20	28	-	-	-	-	-	-
Employee Costs	(524)	(505)	(471)	(657)	(751)	(774)	(802)	(802)	(802)	(802)
Operating Costs	(187)	(30)	(47)	(144)	(253)	(305)	(309)	(309)	(309)	(309)
Capital and Transfers	(28)	(50)	11	6	203	(29)	(26)	(26)	(26)	(26)
UNBC Contribution	(693)	(538)	(487)	(767)	(801)	(1,108)	(1,137)	(1,137)	(1,137)	(1,137)

University Governance	2020 A	2021 A	2022 A	2023 A	2024 A	2025 B	2026 B	2027 P	2028 P	2029 P
Revenue	-	15	-	-	-	-	-	-	-	-
Employee Costs	(513)	(382)	(485)	(499)	(620)	(768)	(880)	(917)	(917)	(917)
Operating Costs	(60)	(41)	(51)	(37)	(106)	(160)	(164)	(164)	(164)	(164)
Capital and Transfers	(2)	(2)	120	(3)	(3)	(7)	(9)	(9)	(9)	(9)
UNBC Contribution	(575)	(410)	(416)	(539)	(729)	(935)	(1,053)	(1,089)	(1,089)	(1,089)

Office of Indigenous Initiatives	2020 A	2021 A	2022 A	2023 A	2024 A	2025 B	2026 B	2027 P	2028 P	2029 P
Revenue	-	-	-	-	0	-	-	-	-	-
Employee Costs	-	-	(94)	(75)	(387)	(348)	(718)	(1,165)	(1,165)	(1,165)
Operating Costs	-	-	-	(1)	(83)	(30)	(142)	(142)	(142)	(142)
Capital and Transfers	-	-	137	(1)	(10)	(7)	(23)	(23)	(23)	(23)
UNBC Contribution	-	-	43	(77)	(480)	(385)	(883)	(1,330)	(1,330)	(1,330)

Athletics and Recreation	2020 A	2021 A	2022 A	2023 A	2024 A	2025 B	2026 B	2027 P	2028 P	2029 P
Revenue	56	10	19	37	53	40	50	50	50	50
Employee Costs	(757)	(681)	(760)	(807)	(964)	(1,027)	(1,051)	(1,051)	(1,051)	(1,051)
Operating Costs	(768)	(195)	(717)	(912)	(1,020)	(910)	(1,013)	(1,013)	(1,013)	(1,013)
Capital and Transfers	335	(5)	15	(5)	(3)	33	(7)	(7)	(7)	(7)
UNBC Contribution	(1,134)	(871)	(1,443)	(1,687)	(1,933)	(1,864)	(2,022)	(2,022)	(2,022)	(2,022)

University of Northern British Columbia
Budget 2025-2026 and Projections for 2026-2029

Funds: 10000 (General Operating Funds)

A: Actual

B: Budget

F: Forecast

P: Projection

(\$ in thousands)

VPAP Portfolio	2020 A	2021 A	2022 A	2023 A	2024 A	2025 B	2026 B	2027 P	2028 P	2029 P
Revenue	9,645	11,009	11,796	11,722	11,800	13,738	14,370	14,411	14,505	14,505
Employee Costs	(43,044)	(44,963)	(50,590)	(52,821)	(59,009)	(64,353)	(67,685)	(68,110)	(68,279)	(68,634)
Operating Costs	(7,011)	(5,705)	(6,773)	(7,737)	(8,685)	(9,721)	(9,891)	(10,362)	(10,561)	(10,601)
Total Expenses	(40,410)	(39,659)	(45,567)	(48,836)	(55,894)	(60,336)	(63,206)	(64,061)	(64,335)	(64,729)
Capital and Transfers	(2,095)	(2,297)	(1,364)	(2,583)	(2,731)	(3,460)	(3,778)	(3,813)	(3,633)	(3,633)
General Operating Surplus / (Deficit)	(42,505)	(41,956)	(46,931)	(51,419)	(58,626)	(63,796)	(66,984)	(67,874)	(67,969)	(68,363)
Portfolio Distribution										
Office of the VPAP	(1,633)	(977)	(1,220)	(1,524)	(1,557)	(2,053)	(1,438)	(1,438)	(1,438)	(1,438)
CCST and Regional Operations	(1,721)	(1,104)	(982)	(1,230)	(1,317)	(1,939)	(1,094)	(1,094)	(1,094)	(1,094)
Centre for Teaching and Learning	(393)	(480)	(399)	(397)	(454)	(668)	(684)	(684)	(684)	(684)
Registrar's Office	(2,702)	(2,842)	(2,865)	(2,609)	(3,048)	(3,579)	(3,733)	(3,733)	(3,733)	(3,733)
UNBC International	(862)	(960)	(699)	(1,191)	(1,352)	(1,618)	(1,753)	(1,753)	(1,753)	(1,753)
Student Recruitment	(633)	(515)	(520)	(712)	(822)	(989)	(1,046)	(1,046)	(1,046)	(1,046)
Student Success	(1,785)	(1,951)	(2,131)	(2,482)	(2,936)	(3,567)	(3,255)	(3,377)	(3,377)	(3,377)
Geoffrey R. Weller Library	(3,354)	(3,402)	(3,443)	(3,484)	(3,827)	(4,204)	(4,246)	(4,246)	(4,246)	(4,246)
Two Colleges (Closed Orgn)	(1,587)	(2,075)	(1)	-	1	-	-	-	-	-
Faculty of Business and Economics	(2,788)	(2,403)	(2,884)	(3,597)	(3,910)	(4,191)	(4,626)	(4,626)	(4,626)	(4,626)
Faculty of Environment	(6,169)	(5,995)	(7,671)	(7,818)	(8,450)	(8,663)	(9,137)	(9,176)	(9,176)	(9,176)
Faculty of Human and Health Sciences	(9,290)	(9,301)	(10,767)	(12,068)	(13,901)	(14,853)	(17,323)	(17,445)	(17,445)	(17,445)
Division of Medical Sciences	313	703	179	390	(488)	-	(194)	(717)	(811)	(1,205)
Faculty of ISSS&H	(4,007)	(4,242)	(5,458)	(5,441)	(6,040)	(5,953)	(6,297)	(6,297)	(6,297)	(6,297)
Faculty of Science and Engineering	(5,894)	(6,412)	(8,070)	(9,256)	(10,525)	(11,519)	(12,159)	(12,245)	(12,245)	(12,245)
General Operating Surplus / (Deficit)	(42,505)	(41,956)	(46,931)	(51,419)	(58,626)	(63,796)	(66,984)	(67,874)	(67,969)	(68,363)

CCST: Collaborative Campus Support Team

ISSS&H: Indigenous Studies, Social Sciences and Humanities

It includes only the General Operating Fund and does not include **Continuing Studies (2026 B: \$2.6M)**, which is part of the Ancillary Services Fund.

University of Northern British Columbia
Budget 2025-2026 and Projections for 2026-2029

Funds: 10000 (General Operating Funds)

A: Actual

B: Budget

F: Forecast

P: Projection

(\$ in thousands)

Office of the VPAP	2020 A	2021 A	2022 A	2023 A	2024 A	2025 B	2026 B	2027 P	2028 P	2029 P
Revenue	5	-	-	78	-	-	-	-	-	-
Employee Costs	(1,064)	(1,137)	(1,154)	(1,024)	(1,019)	(1,563)	(883)	(883)	(883)	(883)
Operating Costs	(151)	(57)	(73)	(144)	(268)	(280)	(280)	(280)	(280)	(280)
Capital and Transfers	(423)	217	7	(434)	(269)	(210)	(275)	(275)	(275)	(275)
UNBC Contribution	(1,633)	(977)	(1,220)	(1,524)	(1,557)	(2,053)	(1,438)	(1,438)	(1,438)	(1,438)

CCST and Regional Operations	2020 A	2021 A	2022 A	2023 A	2024 A	2025 B	2026 B	2027 P	2028 P	2029 P
Revenue	21	22	1	1	4	-	-	-	-	-
Employee Costs	(1,236)	(788)	(695)	(765)	(882)	(1,505)	(609)	(609)	(609)	(609)
Operating Costs	(462)	(365)	(371)	(420)	(438)	(425)	(483)	(483)	(483)	(483)
Capital and Transfers	(44)	27	83	(46)	(1)	(9)	(2)	(2)	(2)	(2)
UNBC Contribution	(1,721)	(1,104)	(982)	(1,230)	(1,317)	1,939	(1,094)	(1,094)	(1,094)	(1,094)

Centre for Teaching and Learning	2020 A	2021 A	2022 A	2023 A	2024 A	2025 B	2026 B	2027 P	2028 P	2029 P
Revenue	4	-	-	-	-	-	-	-	-	-
Employee Costs	(332)	(517)	(524)	(452)	(422)	(625)	(630)	(630)	(630)	(630)
Operating Costs	(68)	(23)	(31)	(29)	(30)	(29)	(40)	(40)	(40)	(40)
Capital and Transfers	3	60	156	84	(1)	(14)	(14)	(14)	(14)	(14)
UNBC Contribution	(393)	(480)	(399)	(397)	(454)	(668)	(684)	(684)	(684)	(684)

University of Northern British Columbia
Budget 2025-2026 and Projections for 2026-2029

Funds: 10000 (General Operating Funds)

A: Actual

B: Budget

F: Forecast

P: Projection

(\$ in thousands)

Registrar's Office	2020 A	2021 A	2022 A	2023 A	2024 A	2025 B	2026 B	2027 P	2028 P	2029 P
Revenue	32	23	54	83	60	50	55	55	55	55
Employee Costs	(2,155)	(2,295)	(2,419)	(2,332)	(2,664)	(3,157)	(3,318)	(3,318)	(3,318)	(3,318)
Operating Costs	(97)	(82)	(111)	(180)	(175)	(180)	(177)	(177)	(177)	(177)
Capital and Transfers	(482)	(488)	(389)	(180)	(268)	(292)	(293)	(293)	(293)	(293)
UNBC Contribution	(2,702)	(2,842)	(2,865)	(2,609)	(3,048)	(3,579)	(3,733)	(3,733)	(3,733)	(3,733)

UNBC International	2020 A	2021 A	2022 A	2023 A	2024 A	2025 B	2026 B	2027 P	2028 P	2029 P
Revenue	14	15	6	9	7	5	7	7	7	7
Employee Costs	(450)	(491)	(334)	(296)	(442)	(651)	(698)	(698)	(698)	(698)
Operating Costs	(396)	(462)	(345)	(879)	(892)	(950)	(1,040)	(1,040)	(1,040)	(1,040)
Capital and Transfers	(30)	(22)	(26)	(25)	(25)	(22)	(22)	(22)	(22)	(22)
UNBC Contribution	(862)	(960)	(699)	(1,191)	(1,352)	(1,618)	(1,753)	(1,753)	(1,753)	(1,753)

Student Recruitment	2020 A	2021 A	2022 A	2023 A	2024 A	2025 B	2026 B	2027 P	2028 P	2029 P
Revenue	-	-	-	-	-	-	-	-	-	-
Employee Costs	(458)	(424)	(466)	(563)	(631)	(796)	(852)	(852)	(852)	(852)
Operating Costs	(187)	(87)	(64)	(166)	(191)	(190)	(190)	(190)	(190)	(190)
Capital and Transfers	12	(4)	10	17	-	(3)	(4)	(4)	(4)	(4)
UNBC Contribution	(633)	(515)	(520)	(712)	(822)	(989)	(1,046)	(1,046)	(1,046)	(1,046)

Student Success	2020 A	2021 A	2022 A	2023 A	2024 A	2025 B	2026 B	2027 P	2028 P	2029 P
Revenue	43	50	38	36	42	36	40	40	40	40
Employee Costs	(1,659)	(1,871)	(2,213)	(2,324)	(2,713)	(3,328)	(3,081)	(3,203)	(3,203)	(3,203)
Operating Costs	(194)	(134)	(125)	(153)	(264)	(250)	(208)	(208)	(208)	(208)
Capital and Transfers	25	4	169	(41)	(1)	(25)	(6)	(6)	(6)	(6)
UNBC Contribution	(1,785)	(1,951)	(2,131)	(2,482)	(2,936)	(3,567)	(3,255)	(3,377)	(3,377)	(3,377)

University of Northern British Columbia
Budget 2025-2026 and Projections for 2026-2029

Funds: 10000 (General Operating Funds)

A: Actual

B: Budget

F: Forecast

P: Projection

(\$ in thousands)

Geoffrey R. Weller Library	2020 A	2021 A	2022 A	2023 A	2024 A	2025 B	2026 B	2027 P	2028 P	2029 P
Revenue	12	6	1	2	2	2	3	3	3	3
Employee Costs	(1,450)	(1,473)	(1,548)	(1,586)	(2,036)	(2,127)	(2,361)	(2,361)	(2,361)	(2,361)
Operating Costs	(256)	(244)	(212)	(255)	(320)	(275)	(275)	(275)	(275)	(275)
Capital and Transfers	(1,660)	(1,691)	(1,684)	(1,645)	(1,473)	(1,804)	(1,613)	(1,613)	(1,613)	(1,613)
UNBC Contribution	(3,354)	(3,402)	(3,443)	(3,484)	(3,827)	(4,204)	(4,246)	(4,246)	(4,246)	(4,246)

Two Colleges (Closed Orgn)	2020 A	2021 A	2022 A	2023 A	2024 A	2025 B	2026 B	2027 P	2028 P	2029 P
Revenue	472	652	-	-	1	-	-	-	-	-
Employee Costs	(1,864)	(2,465)	-	-	-	-	-	-	-	-
Operating Costs	(87)	(13)	(1)	-	-	-	-	-	-	-
Capital and Transfers	(108)	(249)	-	-	-	-	-	-	-	-
UNBC Contribution	(1,587)	(2,075)	(1)	-	1	-	-	-	-	-

Faculty of Business and Economics	2020 A	2021 A	2022 A	2023 A	2024 A	2025 B	2026 B	2027 P	2028 P	2029 P
Revenue	1,132	1,446	1,733	1,444	1,296	1,470	1,090	1,090	1,090	1,090
Employee Costs	(3,348)	(3,351)	(4,065)	(4,389)	(4,533)	(5,087)	(5,141)	(5,141)	(5,141)	(5,141)
Operating Costs	(595)	(478)	(530)	(613)	(655)	(625)	(609)	(609)	(609)	(609)
Capital and Transfers	23	(20)	(22)	(39)	(18)	51	35	35	35	35
UNBC Contribution	(2,788)	(2,403)	(2,884)	(3,597)	(3,910)	(4,191)	(4,626)	(4,626)	(4,626)	(4,626)

Faculty of Environment	2020 A	2021 A	2022 A	2023 A	2024 A	2025 B	2026 B	2027 P	2028 P	2029 P
Revenue	116	29	75	125	116	50	90	90	90	90
Employee Costs	(6,772)	(6,760)	(8,518)	(8,607)	(9,057)	(9,088)	(9,665)	(9,703)	(9,703)	(9,703)
Operating Costs	(315)	(157)	(232)	(362)	(327)	(175)	(175)	(175)	(175)	(175)
Capital and Transfers	802	893	1,004	1,026	818	550	612	612	612	612
UNBC Contribution	(6,169)	(5,995)	(7,671)	(7,818)	(8,450)	(8,663)	(9,137)	(9,176)	(9,176)	(9,176)

University of Northern British Columbia
Budget 2025-2026 and Projections for 2026-2029

Funds: 10000 (General Operating Funds)

A: Actual

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(\$ in thousands)

Faculty of Human and Health Sciences	2020 A	2021 A	2022 A	2023 A	2024 A	2025 B	2026 B	2027 P	2028 P	2029 P
Revenue	45	50	177	114	163	5	5	5	5	5
Employee Costs	(9,141)	(9,088)	(10,562)	(11,868)	(13,494)	(13,923)	(16,237)	(16,359)	(16,359)	(16,359)
Operating Costs	(509)	(376)	(548)	(470)	(665)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
Capital and Transfers	315	113	166	156	94	65	(91)	(91)	(91)	(91)
UNBC Contribution	(9,290)	(9,301)	(10,767)	(12,068)	(13,901)	(14,853)	(17,323)	(17,445)	(17,445)	(17,445)

Division of Medical Sciences	2020 A	2021 A	2022 A	2023 A	2024 A	2025 B	2026 B	2027 P	2028 P	2029 P
Revenue	7,707	8,683	9,261	9,470	9,693	12,080	13,031	13,071	13,165	13,165
Employee Costs	(3,610)	(3,846)	(4,282)	(4,361)	(4,877)	(5,997)	(6,640)	(6,697)	(6,867)	(7,221)
Operating Costs	(3,218)	(2,953)	(3,725)	(3,500)	(3,856)	(4,812)	(4,887)	(5,358)	(5,557)	(5,597)
Capital and Transfers	(566)	(1,181)	(1,075)	(1,219)	(1,447)	(1,271)	(1,697)	(1,732)	(1,552)	(1,552)
UNBC Contribution	313	703	179	390	(488)	-	(194)	(717)	(811)	(1,205)

Faculty of ISSS&H	2020 A	2021 A	2022 A	2023 A	2024 A	2025 B	2026 B	2027 P	2028 P	2029 P
Revenue	5	4	277	265	280	5	10	10	10	10
Employee Costs	(3,991)	(4,290)	(5,716)	(5,446)	(6,104)	(5,628)	(5,991)	(5,991)	(5,991)	(5,991)
Operating Costs	(120)	(47)	(105)	(201)	(225)	(180)	(177)	(177)	(177)	(177)
Capital and Transfers	99	91	86	(59)	9	(150)	(139)	(139)	(139)	(139)
UNBC Contribution	(4,007)	(4,242)	(5,458)	(5,441)	(6,040)	(5,953)	(6,297)	(6,297)	(6,297)	(6,297)

Faculty of Science and Engineering	2020 A	2021 A	2022 A	2023 A	2024 A	2025 B	2026 B	2027 P	2028 P	2029 P
Revenue	37	29	173	95	134	35	40	40	40	40
Employee Costs	(5,514)	(6,167)	(8,094)	(8,808)	(10,133)	(10,878)	(11,579)	(11,665)	(11,665)	(11,665)
Operating Costs	(356)	(227)	(300)	(365)	(377)	(350)	(350)	(350)	(350)	(350)
Capital and Transfers	(61)	(47)	151	(178)	(149)	(326)	(270)	(270)	(270)	(270)
UNBC Contribution	(5,894)	(6,412)	(8,070)	(9,256)	(10,525)	(11,519)	(12,159)	(12,245)	(12,245)	(12,245)

University of Northern British Columbia
 Budget 2025-2026 and Projections for 2026-2029

Funds: 10000 (General Operating Funds)

A: Actual

B: Budget

F: Forecast

P: Projection

(\$ in thousands)

Supplementary Information: MBA FBE	2020 A	2021 A	2022 A	2023 A	2024 A	2025 B	2026 B	2027 P	2028 P	2029 P
Revenue	1,132	1,446	1,617	1,379	1,250	1,470	1,090	1,206	1,306	1,406
Employee Costs	(615)	(531)	(666)	(763)	(949)	(1,052)	(669)	(669)	(669)	(669)
Operating Costs	(487)	(453)	(485)	(530)	(535)	(550)	(534)	(534)	(534)	(534)
Capital and Transfers	(3)	(27)	(4)	(28)	-	132	113	(3)	(3)	(3)
UNBC Contribution	27	435	461	58	(234)	-	(0)	(0)	100	200

University of Northern British Columbia
Budget 2025-2026 and Projections for 2026-2029

Funds: 10000 (General Operating Funds)

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(\$ in thousands)

VPRI Portfolio	2020 A	2021 A	2022 A	2023 A	2024 A	2025 B	2026 B	2027 P	2028 P	2029 P
Revenue	215	176	106	186	259	70	220	220	220	220
Employee Costs	(3,624)	(3,379)	(2,627)	(2,925)	(3,973)	(4,416)	(4,768)	(4,768)	(4,768)	(4,768)
Operating Costs	(762)	(446)	(553)	(909)	(1,087)	(645)	(765)	(765)	(765)	(765)
Total Expenses	(4,171)	(3,649)	(3,074)	(3,648)	(4,800)	(4,991)	(5,313)	(5,313)	(5,313)	(5,313)
Capital and Transfers	(85)	(181)	(370)	(302)	(145)	256	(110)	(110)	(110)	(110)
General Operating Surplus / (Deficit)	(4,256)	(3,830)	(3,444)	(3,950)	(4,946)	(4,735)	(5,423)	(5,423)	(5,423)	(5,423)
Portfolio Distribution										
Office of VPRI	(1,171)	(1,264)	(1,402)	(1,609)	(1,980)	(2,028)	(2,274)	(2,274)	(2,274)	(2,274)
Research Facilities and Laboratory Services	(676)	(522)	(683)	(699)	(1,002)	(727)	(945)	(945)	(945)	(945)
Advancement	(1,527)	(1,360)	(309)	(411)	(571)	(599)	(795)	(795)	(795)	(795)
Communications and Marketing	(883)	(684)	(1,050)	(1,231)	(1,393)	(1,381)	(1,410)	(1,410)	(1,410)	(1,410)
General Operating Surplus / (Deficit)	(4,256)	(3,830)	(3,444)	(3,950)	(4,946)	(4,735)	(5,423)	(5,423)	(5,423)	(5,423)

University of Northern British Columbia
Budget 2025-2026 and Projections for 2026-2029

Funds: 10000 (General Operating Funds)

A: Actual

B: Budget

F: Forecast

P: Projection

(\$ in thousands)

Office of VPRI	2020 A	2021 A	2022 A	2023 A	2024 A	2025 B	2026 B	2027 P	2028 P	2029 P
Revenue	-	-	-	2	-	-	-	-	-	-
Employee Costs	(873)	(832)	(916)	(1,013)	(1,399)	(1,835)	(1,919)	(1,919)	(1,919)	(1,919)
Operating Costs	(121)	(53)	(66)	(106)	(270)	(125)	(125)	(125)	(125)	(125)
Capital and Transfers	(177)	(379)	(419)	(492)	(311)	(68)	(231)	(231)	(231)	(231)
UNBC Contribution	(1,171)	(1,264)	(1,402)	(1,609)	(1,980)	(2,028)	(2,274)	(2,274)	(2,274)	(2,274)

Research Facilities and Laboratory Services	2020 A	2021 A	2022 A	2023 A	2024 A	2025 B	2026 B	2027 P	2028 P	2029 P
Revenue	215	176	106	184	259	70	220	220	220	220
Employee Costs	(761)	(627)	(665)	(717)	(1,093)	(770)	(1,057)	(1,057)	(1,057)	(1,057)
Operating Costs	(219)	(182)	(125)	(261)	(249)	(120)	(200)	(200)	(200)	(200)
Capital and Transfers	90	111	-	95	80	93	93	93	93	93
UNBC Contribution	(676)	(522)	(683)	(699)	(1,002)	(727)	(945)	(945)	(945)	(945)

Advancement	2020 A	2021 A	2022 A	2023 A	2024 A	2025 B	2026 B	2027 P	2028 P	2029 P
Revenue	-	-	-	-	-	-	-	-	-	-
Employee Costs	(1,309)	(1,236)	(261)	(346)	(468)	(728)	(679)	(679)	(679)	(679)
Operating Costs	(197)	(142)	(37)	(63)	(97)	(60)	(100)	(100)	(100)	(100)
Capital and Transfers	(20)	17	(11)	(2)	(5)	189	(17)	(17)	(17)	(17)
UNBC Contribution	(1,527)	(1,360)	(309)	(411)	(571)	(599)	(795)	(795)	(795)	(795)

Communications and Marketing	2020 A	2021 A	2022 A	2023 A	2024 A	2025 B	2026 B	2027 P	2028 P	2029 P
Revenue	-	-	-	-	-	-	-	-	-	-
Employee Costs	(681)	(685)	(785)	(849)	(1,013)	(1,083)	(1,114)	(1,114)	(1,114)	(1,114)
Operating Costs	(225)	(70)	(324)	(478)	(471)	(340)	(340)	(340)	(340)	(340)
Capital and Transfers	23	70	60	97	91	42	45	45	45	45
UNBC Contribution	(883)	(684)	(1,050)	(1,231)	(1,393)	(1,381)	(1,410)	(1,410)	(1,410)	(1,410)

University of Northern British Columbia
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A: Actual

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(\$ in thousands)

VPFA Portfolio	2020 A	2021 A	2022 A	2023 A	2024 A	2025 B	2026 B	2027 P	2028 P	2029 P
Revenue	2,142	2,241	2,249	2,228	4,764	2,307	2,171	2,171	2,171	2,171
Employee Costs	(9,800)	(9,820)	(10,235)	(10,707)	(12,851)	(14,031)	(14,766)	(14,852)	(14,852)	(14,852)
Operating Costs	(7,109)	(7,014)	(7,223)	(6,978)	(9,382)	(8,149)	(8,980)	(8,980)	(8,980)	(8,980)
Total Expenses	(14,767)	(14,593)	(15,209)	(15,457)	(17,468)	(19,873)	(21,575)	(21,660)	(21,660)	(21,660)
Capital and Transfers	(735)	(1,045)	(1,248)	(1,519)	(2,903)	(1,319)	(1,869)	(1,869)	(1,869)	(1,869)
General Operating Surplus / (Deficit)	(15,502)	(15,639)	(16,457)	(16,976)	(20,370)	(21,192)	(23,444)	(23,529)	(23,529)	(23,529)
Portfolio Distribution										
Office of VPFA	(347)	(313)	(318)	(318)	(275)	(412)	(422)	(422)	(422)	(422)
Finance	(2,309)	(2,125)	(2,344)	(2,331)	(2,765)	(2,993)	(3,162)	(3,199)	(3,199)	(3,199)
People, Equity, and Inclusion	(1,695)	(2,040)	(2,135)	(2,129)	(3,344)	(2,933)	(2,938)	(2,987)	(2,987)	(2,987)
Facilities and Capital Planning	(6,112)	(6,076)	(6,227)	(6,217)	(6,139)	(7,004)	(7,364)	(7,364)	(7,364)	(7,364)
Information Technology Services	(4,144)	(4,004)	(4,323)	(4,877)	(6,496)	(6,367)	(7,817)	(7,817)	(7,817)	(7,817)
Enterprise Risk, Safety and Security	(895)	(1,081)	(1,110)	(1,104)	(1,352)	(1,483)	(1,741)	(1,741)	(1,741)	(1,741)
General Operating Surplus / (Deficit)	(15,502)	(15,639)	(16,457)	(16,976)	(20,370)	(21,192)	(23,444)	(23,529)	(23,529)	(23,529)

It includes only the General Operating Fund and does not include **Business Services and Parking Services (2026 B: \$8.8M)**, which is part of the Ancillary Services Fund.

University of Northern British Columbia
Budget 2025-2026 and Projections for 2026-2029

Funds: 10000 (General Operating Funds)

A: Actual

B: Budget

F: Forecast

P: Projection

(\$ in thousands)

Office of VPFA	2020 A	2021 A	2022 A	2023 A	2024 A	2025 B	2026 B	2027 P	2028 P	2029 P
Revenue	-	-	-	-	-	-	-	-	-	-
Employee Costs	(319)	(295)	(305)	(287)	(478)	(570)	(361)	(361)	(361)	(361)
Operating Costs	(23)	(5)	(7)	(17)	(59)	(45)	(45)	(45)	(45)	(45)
Capital and Transfers	(5)	(12)	(6)	(14)	262	203	(16)	(16)	(16)	(16)
UNBC Contribution	(347)	(313)	(318)	(318)	(275)	(412)	(422)	(422)	(422)	(422)

Finance	2020 A	2021 A	2022 A	2023 A	2024 A	2025 B	2026 B	2027 P	2028 P	2029 P
Revenue	43	18	37	29	22	30	30	30	30	30
Employee Costs	(2,183)	(2,021)	(2,272)	(2,192)	(2,618)	(2,868)	(3,036)	(3,073)	(3,073)	(3,073)
Operating Costs	(159)	(104)	(107)	(139)	(187)	(140)	(140)	(140)	(140)	(140)
Capital and Transfers	(9)	(18)	(3)	(29)	18	(15)	(16)	(16)	(16)	(16)
UNBC Contribution	(2,309)	(2,125)	(2,344)	(2,331)	(2,765)	(2,993)	(3,162)	(3,199)	(3,199)	(3,199)

People, Equity, and Inclusion	2020 A	2021 A	2022 A	2023 A	2024 A	2025 B	2026 B	2027 P	2028 P	2029 P
Revenue	80	75	96	54	139	100	100	100	100	100
Employee Costs	(1,053)	(999)	(1,222)	(1,444)	(1,853)	(2,130)	(2,131)	(2,180)	(2,180)	(2,180)
Operating Costs	(927)	(1,113)	(1,070)	(832)	(1,666)	(875)	(875)	(875)	(875)	(875)
Capital and Transfers	205	(3)	61	93	37	(28)	(32)	(32)	(32)	(32)
UNBC Contribution	(1,695)	(2,040)	(2,135)	(2,129)	(3,344)	(2,933)	(2,938)	(2,987)	(2,987)	(2,987)

Facilities and Capital Planning	2020 A	2021 A	2022 A	2023 A	2024 A	2025 B	2026 B	2027 P	2028 P	2029 P
Revenue	1,829	1,933	1,860	1,944	4,346	1,957	1,791	1,791	1,791	1,791
Employee Costs	(2,626)	(2,763)	(2,772)	(2,807)	(3,059)	(3,211)	(3,404)	(3,404)	(3,404)	(3,404)
Operating Costs	(3,979)	(3,768)	(3,623)	(3,479)	(4,082)	(3,900)	(3,900)	(3,900)	(3,900)	(3,900)
Capital and Transfers	(1,336)	(1,477)	(1,692)	(1,874)	(3,344)	(1,850)	(1,852)	(1,852)	(1,852)	(1,852)
UNBC Contribution	(6,112)	(6,076)	(6,227)	(6,217)	(6,139)	(7,004)	(7,364)	(7,364)	(7,364)	(7,364)

University of Northern British Columbia
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Funds: 10000 (General Operating Funds)

A: Actual

B: Budget

F: Forecast

P: Projection

(\$ in thousands)

Information Technology Services	2020 A	2021 A	2022 A	2023 A	2024 A	2025 B	2026 B	2027 P	2028 P	2029 P
Revenue	166	175	173	97	159	150	150	150	150	150
Employee Costs	(2,396)	(2,486)	(2,455)	(2,714)	(3,460)	(3,665)	(4,120)	(4,120)	(4,120)	(4,120)
Operating Costs	(1,984)	(1,924)	(2,279)	(2,366)	(3,225)	(3,069)	(3,900)	(3,900)	(3,900)	(3,900)
Capital and Transfers	70	230	239	106	30	217	53	53	53	53
UNBC Contribution	(4,144)	(4,004)	(4,323)	(4,877)	(6,496)	(6,367)	(7,817)	(7,817)	(7,817)	(7,817)

Enterprise Risk, Safety and Security	2020 A	2021 A	2022 A	2023 A	2024 A	2025 B	2026 B	2027 P	2028 P	2029 P
Revenue	24	40	82	104	98	70	100	100	100	100
Employee Costs	(1,223)	(1,256)	(1,209)	(1,263)	(1,382)	(1,587)	(1,714)	(1,714)	(1,714)	(1,714)
Operating Costs	(36)	(100)	(136)	(145)	(163)	(120)	(120)	(120)	(120)	(120)
Capital and Transfers	340	235	153	199	95	154	(7)	(7)	(7)	(7)
UNBC Contribution	(895)	(1,081)	(1,110)	(1,104)	(1,352)	(1,483)	(1,741)	(1,741)	(1,741)	(1,741)

University of Northern British Columbia
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Funds: 10000 (General Operating Funds) A: Actual B: Budget F: Forecast P: Projection (\$ in thousands)

University Operations-Central	2020 A	2021 A	2022 A	2023 A	2024 A	2025 B	2026 B	2027 P	2028 P	2029 P
Revenue	78,824	79,405	83,034	90,524	88,600	105,753	106,805	107,936	109,288	110,666
Employee Costs	(3,987)	(3,724)	(3,698)	(4,787)	(3,500)	(4,043)	(3,294)	(2,598)	(3,542)	(4,486)
Operating Costs	(5,877)	(4,024)	(4,202)	(3,804)	(2,948)	(5,604)	(5,338)	(4,314)	(3,758)	(3,923)
Total Expenses	68,960	71,657	75,134	81,933	82,152	96,106	98,173	101,024	101,988	102,258
Capital and Transfers	(1,826)	(3,040)	(3,060)	(6,021)	(3,311)	(1,591)	(650)	(650)	(650)	(650)
General Operating Surplus / (Deficit)	67,134	68,617	72,074	75,912	78,840	94,515	97,523	100,374	101,338	101,608

Unit Description	2025 B	Added	Eliminated	Transfer (+)	Transfer (-)	Reprofiled	Net Addition	2026 B	Faculty	CUPE 3799	Exempt	MGMT	Leadership Team	Executive	2026 B
Office of the President	4.00	-	-	-	-	-	-	4.00	-	-	2.00	-	1.00	1.00	4.00
University Governance	8.80	0.20	1.00	-	-	3.00	(0.80)	8.00	-	-	6.00	1.00	1.00	-	8.00
Office of Indigenous Initiatives	6.57	5.00	-	-	-	-	5.00	11.57	-	8.57	-	2.00	1.00	-	11.57
Athletics and Recreation	9.00	-	-	-	-	-	-	9.00	-	3.00	4.00	1.00	1.00	-	9.00
President Portfolio	28.37	5.20	1.00	-	-	3.00	4.20	32.57	-	11.57	12.00	4.00	4.00	1.00	32.57
Office of the Provost	8.00	-	2.00	1.00	(1.00)	-	(2.00)	6.00	-	2.00	1.00	1.00	1.00	1.00	6.00
CCST and Regional Operations	10.35	0.64	-	-	(3.00)	-	(2.36)	7.99	-	6.74	0.25	1.00	-	-	7.99
Centre for Teaching & Learning	4.60	-	-	-	-	-	-	4.60	3.00	0.60	-	-	1.00	-	4.60
Registrar's Office including UNBC International	41.73	-	-	-	-	-	-	41.73	-	36.73	-	3.00	2.00	-	41.73
Student Recruitment	8.50	-	-	-	-	-	-	8.50	-	6.50	-	1.00	1.00	-	8.50
Student Success	30.53	1.00	-	-	-	-	1.00	31.53	-	28.53	-	2.00	1.00	-	31.53
Geoffrey R. Weller Library	21.71	-	-	-	-	-	-	21.71	9.00	10.71	1.00	-	1.00	-	21.71
Faculty of Business and Economics (Incl. MBA)	25.60	1.40	-	-	-	-	1.40	27.00	21.00	4.00	-	1.00	1.00	-	27.00
Faculty of Environment	57.90	1.14	-	-	-	-	1.14	59.04	52.50	5.54	-	-	1.00	-	59.04
Faculty of Human and Health Sciences	83.81	16.40	-	1.00	-	-	17.40	101.21	73.21	24.00	-	3.00	1.00	-	101.21
Faculty of ISSS&H	38.19	-	-	-	-	-	-	38.19	33.50	3.69	-	-	1.00	-	38.19
Faculty of Science and Engineering	70.64	-	-	-	-	-	-	70.64	58.00	11.64	-	-	1.00	-	70.64
Division of Medical Sciences	59.35	-	-	-	-	-	-	59.35	14.75	37.60	1.00	4.00	2.00	-	59.35
Continuing Studies (Ancillary Services Fund)	10.14	2.00	-	-	-	1.00	2.00	12.14	-	10.14	-	1.00	1.00	-	12.14
VPAP's Portfolio	471.05	22.58	2.00	2.00	(4.00)	1.00	18.58	489.63	264.96	188.42	3.25	17.00	15.00	1.00	489.63
Office of the VPFA	3.00	-	1.00	-	-	-	(1.00)	2.00	-	-	1.00	-	-	1.00	2.00
Finance	32.57	1.00	2.00	4.00	(2.00)	-	1.00	33.57	-	20.57	8.00	4.00	1.00	-	33.57
People, Equity, and Inclusion	24.57	2.00	1.00	-	(3.00)	1.00	(2.00)	22.57	-	2.00	14.57	4.00	2.00	-	22.57
Facilities & Capital Planning	37.57	1.50	-	-	-	-	1.50	39.07	-	30.07	-	8.00	1.00	-	39.07
Information Technology Services	37.00	2.46	-	1.00	-	-	3.46	40.46	-	36.46	-	3.00	1.00	-	40.46
Enterprise Risk, Safety and Security	19.51	0.51	0.51	-	-	-	-	19.51	-	14.51	2.00	2.00	1.00	-	19.51
Business and Parking Services (Ancillary Services Fund)	35.06	0.20	1.00	-	-	-	(0.80)	34.26	-	26.26	-	7.00	1.00	-	34.26
VPFA's Portfolio	189.28	7.67	5.51	5.00	(5.00)	1.00	2.16	191.44	-	129.87	25.57	28.00	7.00	1.00	191.44
Office of the VPRI	13.70	-	-	2.00	-	-	2.00	15.70	-	9.70	1.00	2.00	2.00	1.00	15.70
Research Facilities and Laboratory Services	8.22	2.00	-	-	-	-	2.00	10.22	2.00	7.22	-	1.00	-	-	10.22
University Advancement	8.00	1.00	-	-	-	-	1.00	9.00	-	7.00	-	2.00	-	-	9.00
Communications and Marketing	11.00	-	-	-	-	-	-	11.00	-	8.00	-	2.00	1.00	-	11.00
VPRI's Portfolio	40.92	3.00	-	2.00	-	-	5.00	45.92	2.00	31.92	1.00	7.00	3.00	1.00	45.92
University Operations: Central	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
University Operations: Central	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
UNBC: General Operating and Ancillary Services Funds	729.62	38.45	8.51	9.00	(9.00)	5.00	29.94	759.56	266.96	361.78	41.82	56.00	29.00	4.00	759.56
General Operating Fund	684.42	36.25	7.51	9.00	(9.00)	4.00	28.74	713.16	266.96	325.38	41.82	48.00	27.00	4.00	713.16
Ancillary Services Fund	45.20	2.20	1.00	-	-	1.00	1.20	46.40	-	36.40	-	8.00	2.00	-	46.40

University of Northern British Columbia
Consolidated Budget

	2025 B	2026 B
Government Grants		
- Provincial government	78,683	78,936
- Federal government	9,500	9,500
Tuition fees - Domestic	16,494	16,726
Tuition fees - International	10,830	10,134
Other fees	2,076	1,808
Sales of goods and services	9,535	10,495
Gifts, bequests, non-government grants and contracts	16,794	17,666
Investment income	4,100	4,227
External cost recovery and other income	573	825
Revenue recognized for deferred capital contributions	8,000	8,300
Total Revenues	156,585	158,617
Ancillary operations	(7,459)	(5,953)
Facility operations and maintenance	(18,419)	(18,364)
Instruction	(60,734)	(66,280)
Institutional support	(49,373)	(50,020)
Sponsored research	(14,600)	(14,500)
Specific purpose	(5,500)	(6,000)
Total Expenses	(156,085)	(161,117)
Annual operating surplus/(deficit) before restricted contributions	500	(2,500)
Restricted Endowment Contributions	1,500	1,500
Annual Surplus/(deficit) after restricted contribution	2,000	(1,000)
Accumulated Surplus, beginning of year	158,655	163,358
Accumulated Surplus, end of year	160,655	162,357

**BRIEFING NOTE FROM SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES
UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES**

Subject:	Scholarships, Bursaries and Awards	
Finance & Investment Committee	Meeting Date:	Purpose: <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input checked="" type="checkbox"/> Approval
UNBC Board of Governors	Meeting Date:	Purpose: <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input checked="" type="checkbox"/> Approval
Submitted By:	Chair Senate Committee on Scholarships and Bursaries, VP Research & Innovation	
Appendices:	1. New Natural Resources and Environment Award 2. Revised Start Strong Tuition Waiver Registration Incentive 3. Revised Kvist Family Award	
Motion Number:		

1.0 MOTION

That on the recommendation of the Finance and Investment Committee, the Board of Governors, the approves of the scholarships, bursaries and awards as recommended and approved by the UNBC Senate, for the period of November 2024 2024 to January 2025, as presented.

2.0 SCHOLARSHIPS, BURSARIES AND AWARDS RECOMMENDED BY THE SENATE FOR THE PERIOD OF NOVEMBER 2024 TO JANUARY 2025

NEW Award

1. Natural Resources and Environment Award

REVISED Awards

2. Start Strong Tuition Waiver Registration Incentive
3. Kvist Family Award



Motion Number (assigned by SCSB): SCSB20250122.03

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the new terms and conditions for the Natural Resources and Environment Award be approved.

Rationale: To activate the Natural Resources and Environment Award commencing in the 2025/26 Academic Year.

Proposed By: Carolyn Chrobot, Development Officer – Community Engagement

Research & Innovation Contact: Carolyn Chrobot, Development Officer – Comm. Engage.

Faculty/Academic Department: N/A

First Nations Content: No (as Determined by the Development Officer)

Date to SCSB: January 2025

TO BE COMPLETED AFTER SCSB MEETING

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

Motion No.: SCSB20250122.03

Moved by: Neil Hanlon

Seconded by: Kim Stathers

Committee Decision: Carried

Attachments: 1 Page

Approved by SCSB: January 22, 2025
Date


Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: General

Award Name: Natural Resources and Environment Award

Awards Guide Description/Intent: This award was created with contributions from patrons and attendees of the British Columbia Natural Resources Forum in Prince George. The intention is to support students in natural resources and environmental studies programs at UNBC. This award is particularly targeted towards students who are engaged in work-integrated learning or pursuing a research-based degree in natural resources at UNBC, and who intend to pursue a career in the natural resources sector in northern British Columbia.

Donor: Patrons of the British Columbia Natural Resources Forum

Value: \$1,000

Number: One

Award Type: Award

Eligibility: Available to a full-time, graduate, or undergraduate student enrolled in a natural resources or environmental program who has completed 60 credit hours and intends to pursue a career in the North. First preference will be given to a student doing work-integrated learning. Second preference will be given to a student in applied research.

Criteria: Demonstrated financial need, academic proficiency

Effective Date: Established 2024

Recipient Selection: Senate Committee on Scholarships and Bursaries on recommendation by the Awards and Financial Aid Office



Motion Number (assigned by SCS): SCSB20241127.04

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the proposed revisions for the Start Strong Tuition Waiver Registration Incentive be approved, with a name change to the "Ready for You Tuition Incentive" be approved.

Rationale: To activate the the waivers commencing the 2024-2025 Academic Year. Additional revisions include the amount and number of waivers to be offered.

Proposed By: Dennis Stark, Sr. Director Enrolment Management & Strategy

Research & Innovation Contact: N/A

Faculty/Academic Department: Enrolment Management & Strategy

Indigenous Content: No

Date to SCSB: October 23, 2024

TO BE COMPLETED AFTER SCSB MEETING

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

Motion No.: SCSB20241127.04

Moved by: Neil Hanlon

Seconded by: Harpreet Kaur

Committee Decision: Carried

Attachments: 6 pages

Approved by SCSB: December 2nd, 2024

Date

Chair's Signature

For approval of Senate & Board

Memorandum

To: Bill Owen, Vice President Academic and Provost
Cc: Kimberly Read, Matt Wood
From: Dennis Stark, Sr. Director Enrolment Management & Strategy
Date: May 2024
Issue: Revision of the “Start Strong Tuition Incentive” to “Ready for You Tuition Incentive”

Background:

In the summer of 2023, an initiative borne from the SEM Recruitment, Outreach, and Engagement working group was proposed by Dennis Stark and Dr. Saphida Migabo, co-chairs of the working group, and Matt Wood, Director of Communications and Marketing. The original memo is included below as Appendix A. This was approved and deployed during Summer of 2023. Ultimately, in part due to the success of this initiative, Fall 2023 domestic undergraduate admit-to-registrant yield improved over Fall 2022 by almost 4%, or about 50 additional students as a result of the improved yield.

For 2024, the initiative was brought forward by Dennis Stark to the Provost once again, and PEC, through the Provost, provided the below outlined requests for revision which were integrated and approved.

2024 UNBC Ready for You Tuition Waiver:

- The Provost’s first recommendation was to adjust the name of the waiver, and “Ready for You” was selected. This change better aligns this initiative with UNBC’s “Ready” Strategic Plan.
- The Provost’s second recommendation was to increase the dollar amount per waiver to \$300.
- Finally, to show additional commitment to supporting the retention of continuing UNBC students, the third recommendation was to add an additional 10 waivers to the Continuing student group.

Therefore:

In Fall of 2024, UNBC will offer a total of 130 \$300 tuition waivers (\$39,000 investment) across new and returning students who register in courses for either Fall 2024 or Winter 2025 to improve new student yield rates and improve continuing student retention and overall satisfaction. 60 waivers will be made available to new students and 70 will be made available to continuing students. Both undergraduate- and graduate-level students are eligible. The waivers will be awarded via two separate draws, held on staggered dates throughout summer 2024. Students who register in their courses early will have more chances to be drawn.

Schedule:

Date of Draw	New Students	Returning Students
Draw 1 – August 8	30 waivers available	30 waivers available
Draw 2 – August 30	30 waivers available	40 waivers available

Drawn students can instead choose a \$300 UNBC Bookstore gift card, for those whose tuition is already waived/covered by another means, or who would simply prefer the Bookstore credit.

Criteria:

The waiver is available to UNBC students who have active student status and who register in at least three (3) credits for either Fall 2024 or Winter 2025. Students who have registered on or before August 8 will be included in Draw 1. Students who have registered on or before August 30 will be included in Draw 2 (except for the winners from Draw 1).

Ineligible student types: Dual Credit/TechX, Auditing, Letter of Permission, Exchange, and Visiting Research Students.

Promoting the Initiative:

The Future Students/Communications and Marketing units will engage in a variety of activities to promote the incentive to continuing and incoming UNBC students:

1. **Virtual/digital engagement:** The Marketing office will create announcement and reminder posts promoting the incentive and draw dates. Marketing and Recruitment will also liaise with other Student Life teams with social media accounts to cross-post the content.
 - Coordination Responsibility: Brock Campbell, UNBC Marketing Manager, supported by student recruitment office.
2. **CRM Communications:** The Student Recruitment Office will develop and deploy email broadcasts to new undergraduate and graduate students about the incentive and draw dates.
 - Coordination Responsibility: Dennis Stark, UNBC Sr Director, Enrolment Management & Strategy

Expectations/Tracking:

The primary goal is to award all waivers to UNBC students.

Next:

- Goal to achieve Fall 2024 domestic undergraduate admit-to-yield rate of at least 48.1%
- Exploration into the change on continuing student retention rates will need to occur.
- Names and student numbers of all recipients will be tracked and a review of their Fall or Winter term credit counts will be verified to calculate cost-benefit.

Additional Details:

1. Students can only win one \$300 waiver or gift card. If a student wins, they will be ineligible from future draws.
2. Winners who are starting the Northern Collaborative Baccalaureate Nursing Program will be awarded the \$300 UNBC Bookstore gift card automatically. We are unable to offer/apply a tuition waiver for tuition charges at partner institutions.

Budget request

Proposed investment summary

Tuition waiver:

The Tuition waiver does not require resources other than staff time and budgets that have been pre-approved to support recruitment marketing initiatives. However, budgeting practices require setting a notional amount aside for potential “lost revenues” due to the waiver. If targets are met and all students elect for the \$300 tuition credit, the total lost revenue would equal \$39,000 (130 students at \$300 each). However, if each winning student takes on average 9 credit hours of coursework, the net tuition revenue would be between \$233,567 (all domestic undergraduate) and \$1,043,359 (all international undergraduate).

Bookstore gift card:

In 2023, 24% of the winners (29 students) chose the UNBC Bookstore gift card. At 130 names drawn in 2024, we estimate that around 32 students will choose the gift card. We request that PEC initially commit \$7,500 for 25 gift cards. The Senior Director, Enrolment Management & Strategy set aside an additional \$1,300 as contingency for an additional 10 cards.

Respectfully submitted,

Dennis Stark

Senior Director, Enrolment Management &
Strategy

Appendix A: Original Memorandum

Memorandum

To: President's Executive Council members

Cc: Kimberly Read

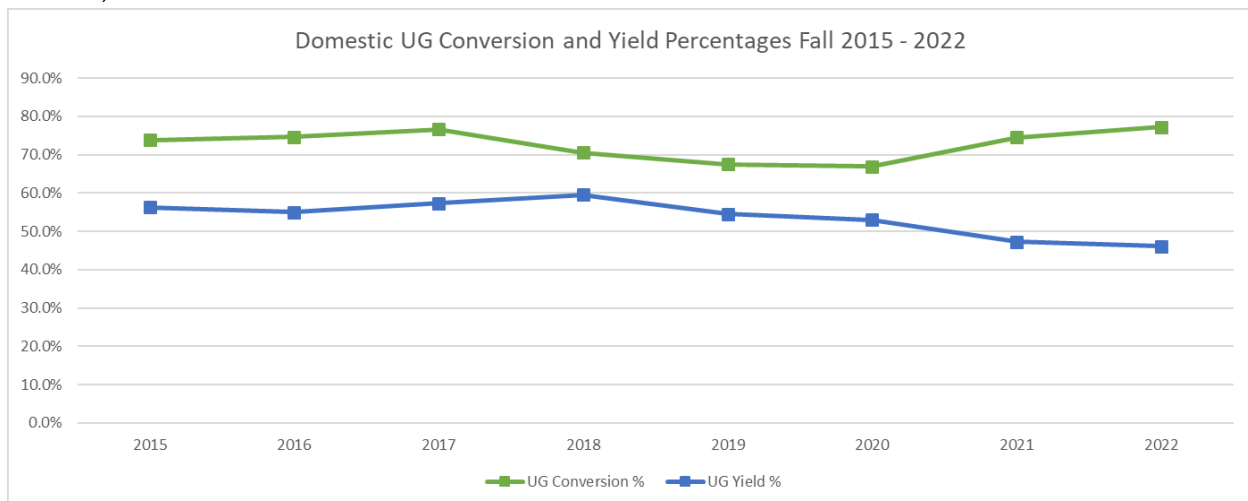
From: Dennis Stark and Dr. Saphida Migabo – Co-Chairs, UNBC SEM Recruitment, Outreach, and Engagement Working Group; Matt Wood Director Communications and Marketing

Date: May 5, 2023

Issue: Start Strong Tuition Waiver Registration Incentive

Background:

Domestic undergraduate admit-to-registrant yield rates have fallen over the past four Fall intakes, as shown on this chart:



Improving UNBC's undergraduate admit-to-registrant yield rate is critical in improving our incoming class size and contributing to UNBC's enrolment growth targets. By improving our new student yield, we maximize the work done to encourage applications and admit applicants, and do not need to increase applications as the sole way to subsequently increase registrants. Additionally, tactics designed to improve the retention of students and earlier achievement of a degree support student success and also increase UNBC's overall enrolment. This initiative

offers a tuition waiver incentive (or UNBC Bookstore gift card) to both new and returning UNBC students.

2023 UNBC Start Strong Course Registration Initiative:

UNBC will offer a total of 120 \$200 tuition waivers (\$24,000 investment) across new and returning students who register in courses for either Fall 2023 or Winter 2024 in an effort to improve new student yield rates and improve continuing student retention and overall satisfaction. 60 waivers will be made available to new students and 60 will be made available to continuing students. Both undergraduate- and graduate-level students are eligible. The waivers will be awarded via three separate draws, held on staggered dates throughout spring and summer 2023. Students who register in their courses early will have more chances to win.

Schedule:

Date of Draw	New Students	Returning Students
Draw 1 – June 15	20 waivers available	20 waivers available
Draw 2 – July 14	20 waivers available	20 waivers available
Draw 3 – August 15	20 waivers available	20 waivers available

Students can instead choose a \$200 UNBC Bookstore gift card, for those whose tuition is already waived/covered by another means, or who would simply prefer the Bookstore credit.

Criteria:

The waiver is available to UNBC students who have active student status and who register in at least three (3) credits for either Fall 2023 or Winter 2024. Students who have registered on or before June 15 will be included in Draw 1. Students who have registered on or before July 15 will be included in Draw 2 (except for the winners from Draw 1). Students who have registered on or before August 15 will be included in Draw 3 (except for the winners from Draws 1 and 2).

We may exclude certain types of students, such as Dual Credit, Auditing, Letter of Permission, or Visiting Research Students.

Promoting the Initiative:

The Student Recruitment/Communications and Marketing units will engage in a variety of activities to promote the incentive to continuing and incoming UNBC students:

3. **Virtual/digital engagement:** The Marketing office will create announcement and reminder posts promoting the incentive and draw dates. Marketing and Recruitment will also liaise with other Student Life teams with social media accounts to cross-post the content.

- Coordination Responsibility: Brock Campbell, UNBC Marketing Manager, supported by student recruitment office.
4. **CRM Communications:** The Student Recruitment Office will develop and deploy email broadcasts to new undergraduate and graduate students about the incentive and draw dates.
- Coordination Responsibility: Dennis Stark, UNBC Student Recruitment Director

Expectations/Tracking:

The primary goal is to award all waivers to UNBC students. Next:

- Goal to increase Fall 2023 admit-to-registrant yield from 43.6% to 50%.
- Exploration into the change on continuing student retention rates will need to occur.
- Names and student numbers of all recipients will be tracked and a review of their Fall or Winter term credit counts will be verified to calculate cost-benefit.

Additional Details:

3. Students can only win one \$200 waiver or giftcard. If a student wins, they will be ineligible from future draws.
4. Winners who are starting the Northern Collaborative Baccalaureate Nursing Program will be awarded the \$200 UNBC Bookstore gift card automatically. We are unable to offer/apply a tuition waiver for tuition charges at partner institutions.

Budget request

Proposed investment summary

Tuition waiver:

The Tuition waiver does not require resources other than staff time and budgets that have been pre-approved to support recruitment marketing initiatives. However, budgeting practices require setting a notional amount aside for potential “lost revenues” due to the waiver. If targets are met and all students elect for the \$200 tuition credit, the total lost revenue would equal \$24,000 (120 students at \$200 each). However, if each winning student takes on average 9 credit hours of coursework, the net tuition revenue would be between \$183,230 (all domestic undergraduate) and \$833,455 (all international undergraduate).

Bookstore giftcard:

While we expect the vast majority will choose the \$200 tuition credit, some will choose the \$200 Bookstore giftcard. We request that PEC initially commit \$5,000 for 25 giftcards. The Director of Student Recruitment will provide updates after each draw date as to the selection rate of the giftcard versus the tuition credit, should additional giftcard funds be required. Student Recruitment can also set aside an additional \$5,000 as contingency for an additional 25 cards.

Respectfully submitted,

Dennis Stark
Director, Student Recruitment

Matt Wood
Director, Communications and Marketing



Motion Number (assigned by SCSB): SCSB20250122.04

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the revised terms and conditions for the Kvist Family Award be approved.

Rationale: To revise the Kvist Family Award commencing in the 2025/26 Academic Year.

Proposed By: Carolyn Chrobot, Development Officer – Community Engagement

Research & Innovation Contact: Carolyn Chrobot, Development Officer – Comm. Engage.

Faculty/Academic Department: N/A

First Nations Content: No (as Determined by the Development Officer)

Date to SCSB: January 2025

TO BE COMPLETED AFTER SCSB MEETING

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

Motion No.: SCSB20250122.04

Moved by: Neil Hanlon

Seconded by: Kim Stathers

Committee Decision: Carried

Attachments: 1 Page

Approved by SCSB: January 22, 2025

Date

Chair's Signature

For Information of Senate & Board

AWARDS GUIDE INFORMATION:

Award Category: In-course

Award Name: Kvist Family Award

Awards Guide Description/Intent: Devin and Lacey Kvist truly understand the importance of education. As [a](#)Alumni of UNBC themselves, they appreciate the difference an award can [make](#)have in a student's life and hope to give that opportunity to someone deserving. This award has been established by the Kvist family to assist students who are facing barriers in pursuing an education at UNBC.

Donor: Devin and Lacey Kvist

Value: \$2,000

Number: One

Award Type: Award

Eligibility: Available to a full time undergraduate student enrolled in the Nursing [or Social Work](#) Program who has completed 60 credit hours and who is facing significant challenges and/or financial barriers. First preference will be given to a student who identifies that their hometown lies within the Northern BC [r](#)Region.

Criteria: Satisfactory academic standing.

Application Instructions: All applicants must provide a statement to the Awards and Financial Aid Office outlining why they feel they are eligible for this award.

Effective Date: Established 2018

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

BRIEFING NOTE FOR:

UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES

Subject:	UNBC Endowment Investment Statement & Policy (SIGP)	
Finance & Investment Committee	Meeting Date: February 24, 2025	Purpose: <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input checked="" type="checkbox"/> Approval
UNBC Board of Governors	Meeting Date: March 13, 2025	Purpose: <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input checked="" type="checkbox"/> Approval
Submitted By:	Vice President, Finance and Administration	
Please note other guests to be in attendance:		
Appendices:	Statement of Investment Policies and Goals – Endowments and Other Long-Term Investments	
Motion Number:		

1.0 MOTIONS

i. Updates to Statement of Investment Policies and Goals (SIPG) Section 4.0 Asset Allocation Guideline (Permitted Ranges)

That on the recommendation of the Investment Advisory Committee, the UNBC Finance and Investment Committee recommends to the Board of Governors the approval of the UNBC Endowment Statement of Investment Policies and Goals as presented.

4 Asset Allocation Guidelines

The Board has adopted a target asset allocation policy designed to provide ample diversification, suitable liquidity and a prudent balance of risk and expected return. The target allocations along with allowable ranges are detailed in the table below:

Asset Class	Target Allocation	Permitted Range
Cash and short-term	2.5%	0.0% - 7.0%
Bonds	15.0%	5.0% - 30.0 25.0%
Private Debt	25.0%	10.0% - 30.0%
Total Fixed Income	42.5%	30.0% - 55.0%
Canadian Equity	10.0%	7.5% - 40.0 20.0%
Foreign Equity	10.0%	7.5% - 40.0 20.0%
Private Equity	7.5%	5.0% - 40.0 12.5%
Total Equities	27.5%	20.0% - 65.0 45.0%
Real Estate	15.0%	0.0 10.0% - 47.5 20.0%
Infrastructure	15.0%	0.0 10.0% - 47.5 20.0%
Total Real Assets	30.0%	0.0 20.0% - 35.0 37.5%

Adherence to the above ranges may not be possible during periods of asset mix transition.

Commented [Y11]: Consider lowering the maximum allowable allocation for public market investments and widen the maximum allowable allocation for alternative asset classes.

The higher maximum allowable allocation for Bonds, Canadian Equity, and Foreign Equity were previously set in recognition that it will take time to implement the alternative investment program

For Private Equity, Real Estate, and Infrastructure, given that these are illiquid assets that will need time to adjust allocation, the +2.5% upper limit from target can be constraining. Additionally, as both Real Estate and Infrastructure program are now implemented, we recommend increasing the minimum allocation ranges

Proposed adjustments are included in the table

ii. **Recommendation to hold spending rate at 3.5%**

That on the recommendation of the Investment Advisory Committee, the UNBC Finance and Investment Committee recommends to the Board of Governors the approval, that the spending rate (3.5%) remain unchanged for 2025/2026.

BRIEFING NOTE FOR:

UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES

Subject:	Q3 Financial Forecast and Financial Statements Forecast
Finance & Investment Committee	Meeting Date: February 24, 2025
Submitted By:	Rahim Somani, Vice-President, Finance and Administration

Q3 Financial Forecast

The Q3 forecast which was submitted to the ministry on December 16, 2024 indicated a surplus of \$2M, which is higher than the budgeted surplus of \$0.5M. The increase is primarily attributed to lower salaries and benefits expense due to continued vacant positions and reorganization efforts.

All other elements of the forecast remain relatively in line with the Q1 forecast, which was based on the 2024-2025 budget.

The projection for 2025-2026 was submitted as a \$2.5M deficit primarily due to an increase in labor expense from filling vacant positions and an increase in operating expenditures due to rising cost pressures.

The full financial submission has been provided to the Ministry as part of our regular reporting process. The confirmation sheet, attached herewith, will be resubmitted once signed by the Chair of the Finance and Investment Committee following the Committee's approval. For those interested in further details, the complete submission provided to the Ministry is available upon request.

Since submission to the ministry, we have been closely monitoring the financial situation and anticipate a \$4M surplus for the year, which is reflected in the budget document. The budget document also shows a \$3M deficit for 2025-2026, \$1M deficit for 2026-2027, and break even for 2027-2028 and 2028-2029.

Post-Secondary Institution: Forecast ConfirmationInstitution Name: University of Northern British Columbia UNBC Prepared by: Kiran KullarEntity Code: U05 Phone #: 250-960-5519Forecast Date: Quarter 3 24/25 E-mail: kiran.kullar@unbc.ca
(e.g., Quarter 1, 24/25)

Forecast Summary:	Forecast <u>2024/25</u>	Forecast <u>2025/26</u>	Forecast <u>2026/27</u>	Forecast <u>2027/28</u>
	----- \$thousands -----			
Statement of Operations				
Total revenue	(155,510)	(157,684)	(163,806)	(167,047)
Total expenditure	153,500	160,110	163,831	167,095
Net (Revenues)/Expenses **	(2,010)	2,426	25	48
(Gain) loss on sale of capital assets	-	-	-	-
Unallocated Pressures (use in Q1 only)	-	-	-	-
Operating Net (Income) Loss (for Ministry)	(2,010)	2,426	25	48
Endowment (restricted asset) contributions	(1,500)	(2,000)	(2,000)	(2,000)
Net (Income) Loss	(3,510)	426	(1,975)	(1,952)

I confirm that I have reviewed the financial forecast and key underlying assumptions provided to the Ministry for the 2024/25, 2025/26, 2026/27, and 2027/28, fiscal years as summarized in this schedule. This financial forecast represents, in all material respects, the post-secondary institution's best estimate of operating results and financial position by the year end. I also confirm that I will review the information provided to the Ministry with the Board.

Audit and Finance Committee Chair:Name: Allison Beswick

Signature: _____

Q3 Financial Statements

Quarter 3 Consolidated Statement of Financial Position and the Consolidated Statement of Operations and Accumulated Surplus are attached for review. Explanations for material variances have been provided.

Consolidated Statement of Financial Position December 31, 2024, with comparative figures on March 31, 2024.

Assets

1. Cash and Cash Equivalents:

Decrease in cash of \$1.2M due to significant payments made to vendors to settle outstanding invoices.

2. Accounts Receivable:

Decrease in accounts receivable by \$8.5M due to collection of \$1.8M from research grants for funds previously billed where deliverables have been met. Operating grants of \$4M were collected from the Province of BC and \$1.9M collected from UBC for the Northern Medical Program.

3. Portfolio Investments:

Increase in portfolio investments by \$2.7M due to favorable market conditions.

Liabilities

1. Accounts Payable and Accrued Liabilities

Accounts payable and accrued liabilities decreased by \$4.2M due to the timing of vendor payments, with increased payments made after year-end.

2. Deferred Revenue and Deferred contributions:

Deferred revenue: Decreased by \$1.8M due to tuition revenue recognized in the current reporting period. The decrease aligns with the academic calendar and portion of term completed during this reporting period.

Deferred contribution: Decreased by \$1.3M due to recognition of revenue for expenses incurred to date.

Consolidated Statement of Operations and Accumulated Surplus for the period ended December 31, 2024, with comparative figures for December 31, 2023

1. Operating Surplus/Deficit:

YTD Q3 for 2025 shows a surplus of \$2.3M compared to a deficit of \$4.1M for Q3 2024. This is generally due to the higher operating revenue in the current reporting period.

2. Total Revenue: Increased by \$13M compared to the prior year, attributed to:

- a. Tuition: Both domestic and international tuition increased by a total of \$2.5M compared to the prior year, corresponding to increased tuition rates.
- b. Gifts, bequests, non-government grants and contracts: Increased by \$6M due to increased grants from other universities, increased donations and the timing of other grants received by end of December this year as compared to 2023.

- c. Investment income: Increased by \$6M due to time-based adjustments in the prior year where Investment income for 2023 was recognized in Q4. Overall, there has been improved market performance and favorable interest rates.
3. **Total Expenses:** Increased by \$6.5M compared to the prior year primarily due to the mandated salary increases.

Consolidated revenues for the current reporting period are closely aligned to the proportionate budgeted amounts for Q3 2024-2025, while expenses are slightly lower than budgeted. This continues to provide a positive outlook for the remainder of the year.

UNIVERSITY OF NORTHERN BRITISH COLUMBIA

Consolidated Statement of Financial Position

December 31, 2024, with comparative figures for March 31, 2024 (in thousands of dollars)

	Dec 2024	March 2024
Financial assets		
Cash and cash equivalents	\$ 54,340	\$ 55,567
Operating investments	23,933	22,808
Accounts receivable	3,062	11,562
Inventories for resale	470	526
Portfolio investments	39,100	36,395
	120,905	126,858
Liabilities		
Accounts payable and accrued liabilities	14,793	18,991
Deferred revenue	5,337	7,108
Deferred contributions	66,341	68,662
Deferred capital contribution	151,649	150,645
	238,120	245,406
Net debt	(117,215)	(118,548)
Non-financial assets		
Tangible capital assets	202,714	201,030
Inventories held for use	139	127
Endowment investments	73,402	73,199
Prepaid expenses	2,776	3,550
	279,031	277,906
Accumulated surplus	\$ 161,816	\$ 159,358

UNIVERSITY OF NORTHERN BRITISH COLUMBIA
Consolidated Statement of Operations and Accumulated Surplus

For the period ended December 31, 2024, with comparative figures for December 31, 2023 (in thousands of dollars)

	Budget 2025 12 months	Dec 2024 9 months	Dec 2023 9 months
Revenues			
Government grants			
Provincial government	\$ 78,683	\$ 57,659	\$ 58,842
Federal government	9,500	7,827	9,905
Tuition - Domestic	16,494	10,359	7,408
Tuition - International	10,830	6,116	5,607
Other fees	2,076	1,263	2,190
Sales of goods and services	9,535	6,148	6,009
Gifts, bequests, non-government grants and contracts	16,794	14,486	8,893
Investment income	4,100	7,853	1,575
External cost recovery and other income	573	4	
Revenue recognized from deferred capital contributions	8,000	5,932	4,293
	156,585	117,647	104,722
Expenses			
Ancillary operations	7,459	6,010	5,764
Facilities operations and maintenance	18,419	13,597	13,801
Instruction	60,734	42,741	40,727
Institutional support	49,373	34,648	30,005
Sponsored research	5,500	11,569	10,161
Special purpose	14,600	6,827	8,389
	156,085	115,392	108,847
Annual operating surplus (deficit) before restricted contributions	500	2,255	(4,125)
Restricted endowment contributions	1,500	203	223
Annual surplus (deficit)	2,000	2,458	(3,902)
Accumulated surplus, beginning of year	158,655	159,358	159,623
Accumulated surplus, end of year	\$ 160,655	\$ 161,816	\$ 155,721

UNIVERSITY OF NORTHERN BRITISH COLUMBIA

Notes to Consolidated Financial Statements

Period ended Dec 31, 2024, with comparative figures for Dec 31, 2023 (in thousands of dollars)

1. Expense by object

The following is a summary of expenses by object:

	Dec 31, 2024	Dec 31, 2023
Salaries and wages	\$ 65,485	\$ 57,122
Benefits	12,614	12,135
Operational supplies and expenses	10,868	10,397
Professional and contracted services	5,649	4,191
Scholarships, fellowships and bursaries	4,245	2,657
Renovations, alterations and maintenance	2,985	8,985
Utilities	1,637	1,466
Cost of goods sold	809	964
Equipment, furnishings and rent	1,273	1,057
Travel and personnel costs	1,821	1,573
Amortization of tangible capital assets	8,006	8,300
Balance, end of year	\$ 115,392	\$ 108,847

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

Submitted by: Joel McKay

Date(s) of meetings since last report: March 3, 2025

Topics reviewed and recommendations made:

1. Governance

- Reviewed board agendas and March itinerary
- Reviewed annual schedule of board meetings
- Reviewed joint session of the Board and Senate summary
 - Senior Leadership to report back 2-3 key initiatives.
- Reviewed the Board of Governors Code of Ethical Conduct
 - To be signed by all Board members at the March 2025 meeting.
- The Associate Vice President, Indigenous has struck a working group to discuss Indigenous Membership Verification.
- Update on the Trevor Angus Wolf Logo
 - Logo is officially a UNBC Section 9 Mark. Details published in the *Trademarks Journal* of December 18, 2024, Volume 71, No. 3660.
- The governance action plan
 - The plan is being updated and revised based on the findings from the annual Board survey initiated by the Audit & Risk Committee.

2. Human Resources

- Quarterly Appointment Delegation Policy Report
 - The Vice-President Finance and Administration recommended that the Board transition from a quarterly to annual reporting cycle to align with HR dashboards and ensuring a comprehensive review in September.
- Recommendations to the Board:
 - UNBC Faculty Association Market Differentials
 - President's Recommendations for Tenure and Promotion

BRIEFING NOTE FOR:
UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES

Subject:			
Audit & Risk Committee	Meeting Date:	Purpose: <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input type="checkbox"/> Approval	
Finance & Investment Committee	Meeting Date:	Purpose: <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input type="checkbox"/> Approval	
Governance & Human Resources Committee	Meeting Date:	Purpose: <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input checked="" type="checkbox"/> Approval	
UNBC Board of Governors	Meeting Date:	Purpose: <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input checked="" type="checkbox"/> Approval	
Submitted By:	Interim Vice President Academic & Provost		
Please note other guests to be in attendance:			
Appendices:	<ol style="list-style-type: none"> 1. UNBC Faculty Association Market Differential Policy & Procedures 2. Memorandum from Interim VP Academic & Provost to Dean of Business and Economics dated February 18, 2025 3. Market Differential Committee's Recommendation to Interim VP Academic & Provost dated January 30, 2025 4. Memorandum from Dean of Business and Economics to Interim VP Academic & Provost received April 18, 2024 5. Memorandum from Chair of School of Business to Dean of Business and Economics dated April 18, 2024 6. Supporting Spreadsheets for the application for School of Business Market Differential; All five universities, Market Diff request tables 		
Motion Number:			

1.0 MOTION/DISCUSSION/RECOMMENDATION

Motion:

That, on the recommendation of the Governance and Human Resources Committee, the Board of Governors approves Market Differential stipends for the School of Business as follows:

A market differential amount which varies across the rank and employment category as summarized in the table below. The recommended duration is for a period of five years, commencing July 1, 2025 and ending June 30, 2030.

Rank	Current Market Differential	Requested Market Differential	Difference
Full Professor	\$29,853.29	\$46,000.00	↑ by \$16,146.71
Associate Professor	\$27,151.37	\$43,000.00	↑ by \$15,848.63
Assistant Professor	\$39,062.00	\$42,000.00	↑ by \$2,938.00
Senior Instructor I to III	\$9,451.00	\$9,451.00	No change
Lecturer Senior Lab Instructor I to IV	\$18,902.00	\$18,902.00	No change

2.0 BACKGROUND AND ANALYSIS

The analysis and comparisons on salaries was done using the data from our comparator post-secondary institutions (Simon Fraser University, University of Victoria, University of Lethbridge, Trend University, and Lakehead University). These numbers are based on 2021 and 2023 data. While there has been a revision of the salary scales in the latest Faculty Collective Agreement, current salaries without the market adjustment for members of the School of Business would be below the averages identified.

To meet the stated goal of creating an attractive salary in order to attract and retain high quality faculty members, UNBC needs to be competitive at least at the average salary levels for business faculties in the Primarily Undergrad Comparators in Canada. Even with the market differential we may not always be able to successfully compete for high quality faculty members, as can be seen in the recently failed search for an Assistant/Associate Professor in Finance.

3.0 ANTICIPATED FINANCIAL AND HUMAN RESOURCE IMPACTS:

The Market Differential stipend is funded by the existing position budget.

Fund	10100
Orgn	4310
Account	6115
Program	9999

4.0 LENS OF RECONCILIATION:

N/A

5.0 OTHER CONSIDERATIONS:

N/A

SUBJECT: FACULTY ASSOCIATION MARKET DIFFERENTIAL - POLICY**1. Purpose**

The purpose of this policy is to provide UNBC with the means to respond to the effects of external market pressures on recruiting and retaining Members of the Faculty Association within specific disciplines or sub-disciplines, or in exceptional circumstances when the University wishes to attract or retain a highly meritorious individual. This policy provides the guidelines for assessing market sensitive disciplines and sub-disciplines and for how market differential stipends are provided to Members of the Faculty Association within a discipline or sub-discipline. It also addresses market differential stipends to be paid to Members not associated with a designated discipline or sub-discipline. In the case of applications for Librarians, the UNBC Librarian will act in place of the Program Chair and/or Dean for application of this Policy.

2. Scope

This policy shall apply to Faculty Association Members in a tenure-track, tenured, probationary or continuing appointment. Market differential stipends can be awarded to Members within a discipline or sub-discipline, or on an individual basis. The policy may be applied to term Members of the UNBC Faculty Association at the discretion of the Provost.

3. Definition

A market differential stipend is a salary payment that is in addition to the Member's base nominal salary.

4. Authority

This policy is issued under the authority of the UNBC Board of Governors.

5. Responsibility

The Provost shall review and recommend to the Board of Governors all market differential stipends and ensure adherence to this policy.

6. Eligibility

Members within a discipline or sub-discipline may be eligible for a market differential stipend if it can be demonstrated that there is repeated difficulty in recruiting or retaining Members as a result of national or local market factors. Sensitivity to market pressures within a discipline or sub-discipline may be demonstrated by the following indicators:

- a. Extended periods where a position remains vacant in spite of recruitment efforts
- b. Repeated failed searches
- c. Difficulty attracting adequate number of qualified applicants
- d. Frequent position turnover
- e. Rejected contract offers based on salary negotiations
- f. Elevated salary ranges at appropriate comparator universities

A Faculty Association Member who is not in a market sensitive discipline or sub-discipline may also be granted a market differential stipend in exceptional circumstances where it is demonstrated that the individual is highly meritorious, fills a key academic role, or is in high demand by other universities.

7. Value of Market Differential

The value of market differential stipends shall be open and subject to market comparative data. The Provost shall approve the value of all market differential stipends, including any pro-rated value of the market differential stipend for cross-appointed Members.

8. Duration

Market differential stipends shall be paid to Members within an identified discipline or sub-discipline, or as an individual, for a period of up to five (5) years.

In the September semester, prior to the expiration of the Market Differential period, a discipline, sub-discipline or individual will be reviewed for continuation of the market differential stipend on submission of written application. There shall be no limit to the number of terms for which a market differential stipend can be continued.

The 5-year period for disciplines or sub-disciplines commences on July 1st following approval of the market differential application. New Members, including cross-appointed Members, appointed to disciplines or sub-disciplines receiving market differential shall be slotted into the discipline's or sub-discipline's 5-year period at the time of appointment and shall end at the termination of the 5-year period with the rest of the members of the discipline or sub-discipline.

In the case of a new Member where market differential is negotiated at the time of appointment outside of a designated discipline or sub-discipline, the period shall commence at the start date of appointment and shall be reviewed for continuation in the September semester prior to expiration of the designated market differential period.

In the case where a current Member is granted a market differential, the period shall commence on July 1st following approval of the market differential application and shall be reviewed for continuation in the September semester prior to expiration of the designated market differential period.

In all cases, if the market differential is not continued, the total salary (i.e. base nominal salary + market differential stipend) of the Member shall be "red circled" and the Member's market differential stipend shall be reduced each year by the same value of the progression through the rank increase (i.e. CDI) and general wage increase until the base nominal salary adjustments over time replace the market differential stipend.

9. Process

The Market Differential Committee reviews applications for market differential stipends to Members within a discipline or sub-discipline and makes a recommendation to the Provost.

The Provost reviews applications for individual market differential stipends to Members outside of a designated discipline or sub-discipline, as well as cross-appointed Members to disciplines or sub-disciplines currently receiving market differential.

The Market Differential Committee consists of two persons named by and representing the Faculty Association, two persons named by and representing the University, and one Chair of the Committee jointly appointed by the other four members. Committee members serve a maximum

3-year term. In the initial appointment of one of each of the members representing the Faculty Association and University, a maximum 2-year initial term is served to provide continuity to Committee activities.

The Market Differential Committee determines its own procedures. The Market Differential Committee terms of reference are the following:

- a. The Market Differential Committee conducts its activities in accordance with the Faculty Association Market Differential Policy.
- b. The Market Differential Committee annually reviews the Faculty Association Market Differential Policy and advises the Provost on recommended policy changes or amendments.
- c. The Market Differential Committee makes recommendation to the Provost on procedures and application criteria required to thoroughly assess market differential applications.
- d. Normally in the September semester, the Market Differential Committee reviews and makes written recommendation to the Provost on market differential applications for disciplines or sub-disciplines.
- e. The Market Differential Committee may seek independently other sources of information to validate the information provided within the application, which may include interviewing the relevant Program Chair, Dean or Member(s).

Applications, including the recommendation letters from the Chair and Dean, for initial or continuing market differential stipends for disciplines, sub-disciplines, or current Members, will be received by the Office of the Provost no later than the first working Monday after Labour Day to take effect the following July 1st.

10. Approval

The Market Differential Committee reviews and makes recommendation to the Provost on all applications for market differential consideration for disciplines and sub-disciplines only. The Provost reviews individual requests for market differential and recommends to the Board to grant or deny market differential stipends for disciplines, sub-disciplines or individuals.

The Provost also reviews cross-appointments to disciplines and sub-disciplines receiving market differential, and determines a pro-rated market differential stipend in accordance with the terms and conditions of the cross appointment.

The Provost provides annually to the Faculty Association a list of the disciplines, sub-disciplines and individuals receiving market differential, including the values.

11. Transition of Existing Market Differential Stipends

Disciplines, sub-disciplines and individuals currently receiving a market differential stipend will have their market differential stipend expire on June 30, 2008, unless application for continuation is made and approved under the terms of this policy and the *Faculty Association Market Differential Procedures*

SUBJECT: PROCEDURES FOR FACULTY ASSOCIATION MARKET DIFFERENTIAL

The purpose of this document is to outline the procedures and timelines that guide the application process and assessment of market differential stipends paid to Members of the Faculty Association. These procedures work in conjunction with the *Faculty Association Market Differential Policy*. In the case of applications for Librarians, the UNBC Librarian will act in place of the Program Chair and/or Dean for these Procedures.

1. Market Differential Committee

The Market Differential Committee reviews applications for market differential stipends to Members within a discipline or sub-discipline and makes a recommendation to the Provost.

The Provost reviews applications for individual market differential stipends to Members outside of a designated discipline or sub-discipline, in addition to cross-appointments to disciplines or sub-disciplines receiving market differential.

The Market Differential Committee consists of two persons named by and representing the Faculty Association, two persons named by and representing the University, and one Chair of the Committee jointly appointed by the other four members. Committee members serve a maximum 3-year term. In the initial appointment of one of each of the members representing the Faculty Association and University, a maximum 2-year initial term is served to provide continuity to Committee activities.

The Market Differential Committee determines its own procedures. The Market Differential Committee terms of reference are the following:

- a. The Market Differential Committee conducts its activities in accordance with the Faculty Association Market Differential Policy.
- b. The Market Differential Committee annually reviews the Faculty Association Market Differential Policy and advises the Provost on recommended policy changes or amendments.
- c. The Market Differential Committee makes recommendation to the Provost on procedures and application criteria required to thoroughly assess market differential applications.
- d. Normally in the September semester, the Market Differential Committee reviews and makes written recommendation to the Provost on market differential applications for disciplines or sub-disciplines.
- e. The Market Differential Committee may seek independently other sources of information to validate the information provided within the application, which may include interviewing the relevant Program Chair, Dean or Member(s).

Applications, including the recommendation letters from the Chair and Dean, for initial or continuing market differential stipends for disciplines, sub-disciplines or current Members, will be received by the Office of the Provost by no later than the first working Monday after Labour Day to take effect the following July 1st. In the case of new Member appointments to UNBC, or Member cross-appointments, the application will be made to the Provost at the time of appointment.

2. Application Procedures for Disciplines or Sub-disciplines

A written application for market differential for a discipline or sub-discipline is prepared by the Chair responsible for the discipline or sub-discipline, and submitted to the relevant Dean for review. The application will include:

- a. Summary of recruitment initiatives for the past (3) years, number of applicants who applied, quality of applicants, number of failed searches.
- b. Summary of employee turnover within the discipline or sub-discipline within the past (3) years.
- c. Salary comparison with at least (3) other universities of comparable size and location within the same discipline or sub-discipline. Industry comparison may be included, but will be a secondary consideration.
- d. Market differential comparison with other universities of comparable size and location within the same discipline or sub-discipline.
- e. Impact of geographic location on recruitment and retention.

The Dean reviews the application submitted by the Chair and forwards the application with a letter of recommendation to the Provost by no later than the first working Monday after Labour Day to take effect the following July 1st. It is the responsibility of the Program Chair and Dean to ensure all applications for market differential consideration are submitted by the September semester deadline for market differential stipends to be in effect on the following July 1st. If no application for renewal is received by the September deadline, the market differential shall expire for disciplines and sub-disciplines in accordance with the Faculty Association Market Differential Policy.

On receipt of the application, the Provost forwards the application and letters of recommendation to the Market Differential Committee for review commencing in the September semester.

The Market Differential Committee shall review the materials and provide recommendation to the Provost.

The Provost shall make a decision to recommend to the Board of Governors either to grant or to deny a market differential and shall notify in writing the Dean, Program Chair and Members of the discipline or sub-discipline of the recommendation normally within 30 days of receipt of the communication from the Market Differential Committee.

The decision of the Board of Governors shall be final and shall not be grievable.

3. Application Procedures for Individual Market Differential Stipend

Individual market differential stipends may be paid to an individual in exceptional circumstances when the University wishes to attract or retain a highly meritorious individual, or in the case where a Member is cross-appointed to a discipline or sub-discipline already receiving market differential.

An application for individual market differential stipend for new Members shall be prepared in writing by the Program Chair and forwarded to the Dean along with the recommendation letter from the Appointment Selection Committee at the time of appointment. The Dean shall review the materials and write a letter of recommendation to be forwarded to the Provost along with the Chair's recommendation. Applications should provide evidence of the individual's meritorious performance, evidence that the individual is fulfilling a key role within the Program and/or University, and evidence that the individual is highly marketable at other institutions.

An application for market differential for a current Member, or cross-appointed Member to a discipline or sub-discipline already approved for market differential, shall be prepared in writing by

the Member and submitted to the Program Chair. The Program Chair shall review the application and write a letter of recommendation to be forwarded to the Dean with the Member's application. The Dean shall review the materials and write a letter of recommendation to be forwarded to the Provost along with the Member's application and Chair's recommendation. Applications should provide evidence of the Member's meritorious performance, evidence that the Member is fulfilling a key role within the Program and/or University, and evidence that the Member is highly marketable at other institutions. Applications should be received by the Office of the Provost no later than the first working Monday after Labour Day to take effect the following July 1st.

It is the responsibility of the Member, Program Chair and Dean to ensure all applications for market differential consideration are submitted by the September semester deadline for market differential stipends to be in effect on the following July 1st. If no application for renewal is received by the September deadline, the market differential shall expire in accordance with the Faculty Association Market Differential Policy.

The Provost shall make a decision to recommend to the Board of Governors either to grant or to deny a market differential and shall notify in writing the Dean, Program Chair and Member of the recommendation normally within 30 days of receipt of the full application.

In the case of a cross-appointment to a discipline or sub-discipline receiving market differential, the Provost determines a pro-rated market differential stipend in accordance with the terms and conditions of the cross appointment.

The decision of the Board of Governors shall be final and shall not be grievable.

4. Value

A market differential stipend shall be expressed in terms of dollars and is not subject to general adjustments to scale.

A Member having less than a full normal workload as a result of an appointment modification pursuant to the conditions of the Faculty Agreement, or in the case of a cross-appointment, the Member shall receive a pro rata amount calculated with reference to the workload or the terms of the cross-appointment.

A market differential stipend shall be stipulated in writing in the letter of appointment or formal notification to be included in the Member's Official Personnel File ("OPF"). The letter shall also include the value of the market differential stipend and the expiry date.

A Member on sabbatical leave, academic and professional leave, or assisted study leave, pursuant to the conditions of the Faculty Agreement shall have his/her market differential stipend reduced by the same percentage as the base nominal salary while on leave. All other terms or procedures affecting the value of market differential stipends will be subject to the terms of the policy on Faculty Association Market Differential Stipends.


5. Transition of Existing Market Differential Stipends

Disciplines, sub-disciplines and individuals currently receiving a market differential stipend will have their market differential stipend expire on June 30, 2008, unless application for continuation is made and approved under the terms of these procedures and the *Faculty Association Market Differential Policy*.



MEMORANDUM

TO: Dr. Ronald D. Camp II, Dean, Faculty of Business and Economics
Dr. Kafui Monu, Chair, School of Business

FROM: Dr. Bill Owen, Interim Vice-President Academic and Provost 

DATE: February 18, 2025

RE: Market Differential Committee Recommendation – School of Business

cc: Tracy Deck, Senior Human Resources Partner – Faculty Relations

The Market Differential Committee has conducted a thorough review and evaluation of the School of Business's application for the renewal and increase of the market differential stipends. After reviewing the committee's recommendations and the methodology used to arrive at the recommendations, I intend to propose to the UNBC Board of Governors that they approve the committee's recommendations.

The Market Differential Committee has recommended the following:

A market differential amount which varies across the rank and employment category as summarized in the table below. The recommended duration is for a period of five years, commencing July 1, 2025 and ending June 30, 2030.

Rank	Current Market Differential	Requested Market Differential	Difference
Full Professor	\$29,853.29	\$46,000.00	↑ by \$16,146.71
Associate Professor	\$27,151.37	\$43,000.00	↑ by \$15,848.63
Assistant Professor	\$39,062.00	\$42,000.00	↑ by \$2,938.00
Senior Instructor I to III	\$9,451.00	\$9,451.00	No change
Lecturer Senior Lab Instructor I to IV	\$18,902.00	\$18,902.00	No change

The recommendation made by the Market Differential Committee was based on the information supplied by the School of Business, along with additional clarification obtained during their meeting with you. I agree with the suggestion of the Market Differential Committee that future applications require clearer explanations.

DATE: January 30, 2025

TO: Dr. Bill Owen
Interim Vice-President, Academic, and Provost

FROM: Dr. Catharine Schiller
Chair, Market Differential Committee

SUBJECT: **Recommendation of Market Differential Committee re: Application of UNBC School of Business**

CC: Dr. Mark Dale, Market Differential Committee Member
Dr. Malgorzata Kaminska, Market Differential Committee Member
Dr. Kriston Rennie, Market Differential Committee Member
Dr. Jianhui Zhou, Market Differential Committee Member

Dr. Owen,

The Market Differential Committee (“Committee”) met several times to discuss the market differential application (“Application”) submitted by the School of Business. The Committee also met with the Dean, Faculty of Business and Economics, Dr. Ronald Camp II, and the Chair, School of Business, Dr. Kafui Monu, to obtain additional and clarifying information regarding the Application.

The requested market differential per rank is as follows:

Rank	Current Market Differential	Requested Market Differential	Difference
Full Professor	\$29,853.29	\$46,000.00	↑ by \$16,146.71
Associate Professor	\$27,151.37	\$43,000.00	↑ by \$15,848.63
Assistant Professor	\$39,062.00	\$42,000.00	↑ by \$2,938.00
Senior Instructor I to III	\$9,451.00	\$9,451.00	No change
Lecturer Senior Lab Instructor I to IV	\$18,902.00	\$18,902.00	No change

Committee Recommendation:

The Committee recommends that the market differentials requested by the School of Business in their Application be approved.

Rationale for Recommendation:

1. The comparator universities selected by the School of Business are reasonable to use for salary comparisons. The School had asked the UNBC Faculty Association (“FA”) to provide a list of the comparator universities used by the FA during the most recent round of collective bargaining. The list that was provided to the School by the FA contained seven universities. The School explained the removal of Mount Allison University and Thompson Rivers University as comparators to the satisfaction of the Committee, and the remaining five universities on that list were used as comparator universities in the Application. Three of the comparator institutions are also listed in the same category as UNBC in the Maclean’s annual university rankings.
2. Although the School selected comparator universities directly from the list provided by the FA, they still demonstrated an awareness and appreciation of relevant differences between UNBC and two universities on that list: University of Victoria and Simon Fraser University. The School recognized that those differences will impact the faculty salaries that can reasonably be expected and offered at each institution. As a result, the School applied a 0.8 multiplier to Simon Fraser University salaries when comparing them with UNBC, and applied a 0.9 multiplier to University of Victoria salaries when making this same comparison.
3. The School described their recruitment and retention efforts to the Committee, including the number of applicants per posting, the number of qualified and short-listed candidates, and the outcome of negotiations. The Committee recognizes that the School of Business is currently at a disadvantage when competing with: (a) the market salaries that can be earned by qualified candidates; and (b) the salaries that such candidates could attract at comparator universities.

Additional Note from the Committee:

The Committee would like to express its concern about the quality of the Application that was submitted by the School of Business. The Committee found that the Application, as presented, was confusing; multiple important clarifications from Dr. Camp and Dr. Monu were needed before a decision could be made. In particular, the spreadsheets provided to the Committee as part of this Application were difficult to interpret and understand. The Committee would like to state an expectation that subsequent applications from the School of Business will clearly set out both their market differential requests and the detailed rationale for those requests.

MEMORANDUM

TO: Dr. Bill Owen, Interim VP Academic and Provost

FROM: Ronald D. Camp II, Ph.D., Dean, FBE 

DATE: 18 April 2024

RE: Market Differential Recommendation for the School of Business

The UNBC School of Business has applied for a renewal and an increase to some ranks/positions of the Market Differential (MD) applied to Faculty in the School of Business. The memo of rationale and request supplied by the Chair is attached.

The analysis and comparisons on salaries is done using the data sources referenced in Section 5 (p. 4), and in the "Revised Table 3 Salary Comparisons" (p. 9). These numbers are based on 2021 and 2023 data. While there has been a revision of the salary scales in the latest Faculty Collective Agreement, current salaries without the market adjustment for members of the School of Business would be below the averages identified.

To meet the stated goal of creating an attractive salary in order to attract and retain high quality faculty members, UNBC needs to be competitive at least at the average salary levels for business faculties in the Primarily Undergrad Comparators in Canada. Even with the market differential we may not always be able to successfully compete for high quality faculty members, as can be seen in the recently failed search for an Assistant/Associate Professor in Finance.

For these reasons I support the request for a renewal through 2029 of the market differentials as proposed by the Chair of the School of Business.

Please let me know if you need any additional information.

MEMO

To: Dr. Ronald D. Camp II, Dean, Faculty of Business and Economics

From: Dr. Kafui Monu, Chair, School of Business
Dr. Chengbo Fu, Associate Professor of Finance

Date: 18 April, 2024

Re: Market Differential Extension and Revision for the School of Business

Cc: Dr. Bill Owen, Interim VP Academic and Provost

This submission for an extension to the School of Business Market Differential follows the format asked by the 2021 Market Differential Committee based on two requests by the Committee:

1. Strengthen the comparability of salaries at UNBC and comparator institutions and based upon the strengthened salary comparison, present the analysis for a market differential stipend. The Committee suggests replacing Current Average Starting Base Salary (CDI 2) at UNBC with the Actual Average (Mean) Salary at UNBC, by rank. In the Addendum, please provide an Excel workbook and Table in the application memo, along with the analysis of the requested market differential stipend amount and explanation.
2. Demonstrate why a higher market differential stipend (higher than the existing one) is needed given the increase in salaries arising from the latest Collective Agreement. The Committee has requested the use of actual salary data from UNBC Human Resources which will provide the gross salary (i.e. net of taxes). Based upon an analysis of these data, demonstrate why a continued or higher market differential stipend is still required.

Point 1 - Comparator Information

In response to this request, the following submission uses salary information for UNBC and comparator institutions to consistently present the average salary as a mean of salaries for each rank. In the attached Excel workbook, we have provided the mean salary by rank at UNBC and the comparator institutions. The comparator schools we chose for this analysis were Lakehead University, Simon Fraser University, Trent University, University of Lethbridge, and University of Victoria.

Lakehead University, Trent University and University of Lethbridge are comparators since they are in the same category as UNBC in the Maclean's University rankings.

Simon Fraser University and University of Victoria are research intensive BC schools and therefore are the best BC comparators for the analysis. UNBC's average Business faculty salary plus current market differential is 0.72 of SFU's average Business salary and UNBC's average Business faculty salary plus current market differential is 0.80 of UVic's average Business salary. However, we are aware that these schools are in a better financial position than UNBC so in fairness to the context of UNBC, we applied a discount rate of 0.8 to the SFU salaries and a 0.9 multiplier to UVic salaries. The specifics of how we chose these numbers can be found in the "All five universities" file.

Lastly, all schools have been used as salary comparators by the Faculty Association in the last round of negotiations and therefore are fair comparators for this analysis.

Point 2 - Revised Market Differential Request for School of Business Faculty

We recognize that the recent Faculty Association Collective Agreement has resulted in an overall increase in salary for teaching members across UNBC; however, the increases in compensation alone were not enough to bump the School of Business into a competitive space with other post-secondary institutions with Schools of Business.

Currently, the School of Business operates at only 62% (8 tenure/tenure-track) of its previous capacity (13) in terms of tenured/tenure-track faculty members, with 38% of positions unfilled. We have lost an Associate Professor in the last five years and have had a failed search for an Assistant/Associate Professor position in Finance. Talking to the candidate afterwards we were informed that we were outbid by \$75,000. To ensure that we are at least competitive we will need to ensure that we are within the range of our close competitors.

Our shortage of faculty and barriers to hiring new faculty, significantly hampers our ability to update our teaching, research, and service to the broader community. There are substantial changes needed to ensure that we meet the Strategic Objectives of the University. However, this work is currently a burden on our faculty since we do not have enough people to do the work as quickly and conscientiously as is needed. We have developed teaching and research connections to Northern Health, the Chamber of Commerce, the City of Prince George, industries in the North, and several Nations. These connections are vital to the changes in the School and the University's plans for the School of Business as this work is needed to increase the number of enrollments for the University. To continue developing these relationships in an adequate timeframe, we will need to hire and retain faculty.

The request below strives to find a balance between ensuring that the School of Business is able to recruit and retain experienced, enthusiastic, and engaged candidates across all ranks to engage in this work, with understanding the fiscal constraints of UNBC at this time.

As shown in tables 2a and 2b below, the revised market differential rates requested bring the School of Business mean base salaries (exclusive of overload teaching, chair stipend, etc.) closer

to comparator salaries. We understand that the Market Differential Committee has asked that we include an analysis of the salary gap data.

In the tables below, we focus our ask as a comparison of UNBC mean salary by rank with the mean salary information from our comparator post-secondary institutions (Simon Fraser University, University of Victoria, University of Lethbridge, Trent University, and Lakehead University). We believe that the revised asks bring us more in line with comparator PSIs.

The School of Business makes the following revised requests for a renewed Market Differential:

- 1. That the Market Differential be increased to \$42,000 per annum for Asst. Professor, \$43,000 per annum for Assoc. Professor, and \$46,000 per annum for Full professor for July 2024 through June 2029.**
- 2. That the Market Differential for senior instructor members and lecturers be maintained at \$9,451 per annum at all ranks and \$18,902 for the period of July 2024 through June 2029.**

Gap of Current Revised Market Differential Request for Faculty Members

To determine the effect of the current salaries and the market differential on the competitiveness of our salaries, we determined the gap between the current UNBC salaries and differential and the comparator mean salaries.

The market for faculty members in business schools is highly competitive. Business schools across the country, including our comparators, are offering competitive salaries and benefits packages to attract and retain faculty members. Failure to offer a market-competitive compensation package puts the University at a significant disadvantage in this competitive landscape, making it difficult to recruit and retain faculty members who are essential to achieving our academic and strategic objectives.

In Table 1 we show the gap between UNBC salaries plus differentials and comparator salaries using mean salaries (we also provide median salaries in the “All five universities” file).

Table 1: Gap between UNBC Salary and Differential and Comparator Salaries						
Rank	UNBC Mean Salary	Current Bus MD	Salary + Differential	Comparator Mean*	Gap	Factor Adjusted Mean (SFU/Uvic data)
Professor	\$ 143,158	\$29,853	\$ 173,011	\$192,346	\$ 19,335	
Assoc Professor	\$115,809	\$27,151	\$142,960	\$161,654	\$18,694	

Assist Professor	\$95,028	\$39,062	\$134,090	\$136,646	\$2,556.00	
Lecturer	\$74,246	\$18,902	\$93,148	\$109,355	\$16,207	\$87,118
SI 3*	\$119,862	\$9,451	\$129,313	\$123,294	\$(6,019)	\$124,667
SI 2 *	\$103,662	\$9,451	\$113,113	\$122,725	\$9,612	\$147,902
SI 1 *	\$87,462	\$9,451	\$96,913	\$96,168	\$(745)	\$120,441

* estimate from 2021 School of Nursing submission for Lecturer and Senior Instructor comparators

We could not find specific salary details for Lecturers and SIs and we do not have SI level 1 or 2 in our school; therefore we used the numbers from the 2021 School of Nursing market differential memo to determine how comparable our salaries are to comparator salaries from a similar School at UNBC.

Revised Market Differential Request for Faculty Members

For faculty members, Table 2A shows that a \$42,000 (Assistant), \$43,000 (Associate), and \$46,000 (Full) market differential, in addition to the recently increased UNBC salaries, will bring mean School of Business salaries within range of competitor mean salaries.

With the differential, Assistant Professor salaries are within the range of our comparators with this new differential and therefore make us competitive as we begin to fill two positions. The Associate Professor differential and mean salary is below our mean comparators but is within the range of the average. This sends a signal of appreciation to retain top performers in this rank and make promotion attractive to those who wish to stay with us. The Professor salary and differential is also below comparators but ensures that promotion is not seen as a hindrance for Associate Professor members.

For the lecturer position, the School of Business recognizes the need to be competitive when recruiting instructors to limited term vacancies and maintaining the differential keeps our one Lecturer position salaries competitive with Simon Fraser and University of Victoria.

Table 2A: Market Differential Request for School of Business Faculty Members							
Rank	UNBC Mean Salary	Current Bus MD	Salary + Differential	Comparator Mean*	Gap	Comparator Mean (SFU/Uvic data)	Gap
Professor	\$143,158	\$46,000	\$189,158	\$192,346	\$3,188		
Assoc Professor	\$115,809	\$43,000	\$158,809	\$161,654	\$2,845		
Assist Professor	\$95,028	\$42,000	\$137,028	\$136,646	\$(382.00)		
Lecturer	\$74,246	\$18,902	\$93,148	\$109,355	\$16,207	\$87,118	\$(6,030)

* estimate from 2021 School of Nursing submission for Lecturer and Senior Instructor comparators

Market Differential Request for Senior Instructors

For senior instructors, Table 2.B shows that a maintained \$9,541 market differential for both the Senior Instructor III and Senior Instructor I mean salaries is in line with competitor mean salaries. Currently we do not have senior instructors at level 1.

Table 2B: Revised: Market Differential Request for School of Business Senior Instructor Members							
SI 3 *	\$119,862	\$9,451	\$129,313	\$123,294	\$(6,019)	\$124,667	\$(4,646)
SI 2 *	\$103,662	\$9,451	\$113,113	\$ 122,725.00	\$ 9,612.00	\$ 147,902.00	\$ 34,789.00
SI 1 *	\$87,462.00	\$9,451	\$96,913.00	\$ 96,168.00	\$ (745.00)	\$ 120,441.00	\$ 23,528.00

* estimate from 2021 Nursing submission for Lecturer and Senior Instructor comparators



UNIVERSITY OF NORTHERN BRITISH COLUMBIA
BOARD OF GOVERNORS
CODE OF ETHICAL CONDUCT

“The members of the board of a university must act in the best interests of the university”.
[s. 19.1 University Act (RSBC1996, c. 468)]

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

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

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

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

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

The Standards of Ethical Conduct for Directors of Public Sector Organizations

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

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

1. COMPLIANCE WITH THE LAW

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

2. CONFLICTS OF INTEREST

- 2.1 In general, a conflict of interest exists for directors who use their position at the organization to benefit themselves, friends or families.
- 2.2 A director should not use their position with the organization to pursue or advance the director's personal interests, the interests of a related person¹, the director's business associate, corporation, union or partnership, or the interests of a person to whom the director owes an obligation.
- 2.3 A director should not directly or indirectly benefit from a transaction with the organization over which a director can influence decisions made by the organization.
- 2.4 A director should not take personal advantage of an opportunity available to the organization unless the organization has clearly and irrevocably decided against pursuing the opportunity, and the opportunity is also available to the public.

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

- 2.5 A director should not use their position with the organization to solicit clients for the director's business, or a business operated by a close friend, family director, business associate, corporation, union or partnership of the director, or a person to whom the director owes an obligation.
- 2.6 Every director should avoid any situation in which there is, or may appear to be, potential conflict² which could appear³ to interfere with the director's judgment in making decisions in the organization's best interest.
- 2.7 There are several situations that could give rise to a conflict of interest. The most common are accepting gifts, favours or kickbacks from suppliers, close or family relationships with outside suppliers, passing confidential information to competitors or other interested parties or using privileged information inappropriately. The following are examples of the types of conduct and situations that can lead to a conflict of interest:
- (i) influencing the organization to lease equipment from a business owned by the director's spouse;
 - (ii) influencing the organization to allocate funds to an institution where the director or their relative works or is involved;
 - (iii) participating in a decision by the organization to hire or promote a relative of the director;
 - (iv) influencing the organization to make all its travel arrangements through a travel agency owned by a relative of the director;
 - (v) influencing or participating in a decision of the organization that will directly or indirectly result in the director's own financial gain.
- 2.8 A director should fully disclose all circumstances that could conceivably be construed as conflict of interest.
- 2.9 When the Board Chair has an apparent or possible conflict of interest or is implicated in ethical misconduct as outlined in this document, the Board's Vice-Chair assumes the responsibilities of the Board Chair under the Code of Ethical Conduct.

² "conflict" means a conflict of interest or apparent conflict of interest

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

3. DISCLOSURE

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

4. OUTSIDE BUSINESS INTERESTS

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

5. CONFIDENTIAL INFORMATION

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

6. INVESTMENT ACTIVITY

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

7. OUTSIDE EMPLOYMENT OR ASSOCIATION

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

8. ENTERTAINMENT, GIFTS AND FAVOURS

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

9. USE OF THE ORGANIZATION'S PROPERTY

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

10. RESPONSIBILITY

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

11. BREACH

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

12. WHERE TO SEEK CLARIFICATION

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

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

Dated: _____

Signature

Print Name

Witness Signature

Print Name

BRIEFING NOTE FOR: GOVERNANCE & HUMAN RESOURCES COMMITTEE
UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES

Subject:	Quarterly Board of Governors Appointment Delegation Policy Report	
Governance & Human Resources Committee	Meeting Date: March 3/25	Purpose: <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input type="checkbox"/> Approval
Prepared By:	Jennifer Dawson, Interim Director, Human Resources	
Submitted By:	Rahim Somani, Vice-President, Finance & Administration	
Please note other guests to be in attendance:		
Appendices:	1. <i>Appointment Delegation 5.0 Report February 2025</i>	
Motion Number:		

1.0 MOTION/DISCUSSION/RECOMMENDATION

This report is for information only.

2.0 BACKGROUND AND ANALYSIS

This report is submitted in accordance with the Appointment Delegation Policy and provides comprehensive data on the recruitment of Staff, Faculty, Students, Graduate Teaching Assistants (GTAs), and Senior Administrators at the University. It is compiled using available data from recruitment teams and UNBC's Human Resource Information System (HRIS) to support the Board of Governors in assessing recruitment trends, challenges, and overall hiring activity at UNBC.

This report includes two key modifications from previous versions. Previously, all appointee details from the past 12 months were included; moving forward, the report will only reflect data from the current reporting period. Additionally, the total number of positions filled over a 12-month period was previously summarized within the briefing note. This data is now integrated into the report, categorized by appointment type, and will be reported on a July-to-June basis.

Additionally, we recommend modifying the reporting period for the Annual HR Dashboard to a July-to-June cycle to align with this report.

3.0 OTHER CONSIDERATIONS

Human Resources is actively working to provide the additional information outlined in Policy Section 5.2.3. To facilitate this, the department is in the process of configuring an Applicant Tracking System (ATS), which will enhance data collection

capabilities and establish a more efficient reporting mechanism. Additionally, Human Resources is collaborating with the Office of Equity and Inclusion to ensure that data is collected in a manner that aligns with best practices and institutional commitments to equity and inclusion.

There are no other considerations of note.

Appointment Delegation

Amalgamated information for all Positions

Reporting Period (October to December 2024)	Year-To-Date (July to December 2024)
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Summary of Appointments Requiring Appointee Details

Tenure and Tenure Track Faculty Appointments	6	15
Academic and Administrative Associate Vice-Presidents and Vice-Provosts	-	1
Deans, Academic Directors, University Librarian and University Registrar	-	1
Administrative Executive Directors and Directors	4	4
Interim Senior Appointments (Leadership Team and Executives)	-	-
	10	21

Summary of Other Regular Appointments (No Appointee Details Required)

All other regular or on-going Faculty Appointments	1	14
Administrative Managers	1	2
All Other Administrative Positions	29	49
All Academic Services Positions	1	1
	32	66

Summary of Non-Regular Appointments (No Appointee Details Required)

CUPE 3799 (<i>Term, Casual</i>)	55	145
Exempt (<i>Term, Casual</i>)	1	6
Faculty (<i>Term, Part-time Sessional</i>)	183	412
Academic Services (<i>Term Contracts</i>)	11	37
Student Contracts	96	338
Graduate Teaching Assistants	2	112
	348	1,050

Total Appointments

390	1,137
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Appointment Delegation

5.0 Report: Appointee Details of Positions Filled (start date October 1, 2024 to December 31, 2024)

Tenure and Tenure Track Faculty Appointments

Name		Begin Date	End Date	Tenure/Tenure-Track
Assistant Professor - NURS	Rahmaty, Zahra	10/1/2024		Tenure-Track
Assistant Professor - CHEM	Walsh, Jacob	11/1/2024		Tenure-Track
Assistant Professor - ESM (FSTY)	Crockett, Erin	11/15/2024		Tenure-Track
Assistant Professor - NURS	DiFrancesco, Darryn	11/18/2024		Tenure-Track
Assistant Professor - ESM (FSTY)	Zhao, Shiyang	12/2/2024		Tenure-Track
Associate Professor - ESM	Janes, Jasmine	11/15/2024		Tenure-Track

Total Positions - 6

Academic and Administrative Associate Vice-Presidents and Vice-Provosts

Name	Begin Date	End Date
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Total Positions - 0

Deans, Academic Directors, University Librarian and University Registrar

Name	Begin Date	End Date
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Total Positions - 0

Administrative Executive Directors and Directors

Name		Begin Date	End Date
Associate Director, Athletics & Recreation	Abney, Richard	10/14/2024	
Director, Graduate	Mitchell Nielsen, Jill	12/2/2024	
University Secretary	Howitt, Kellie	11/4/2024	
Chief Information Security & Privacy Officer	Ross, Christopher	11/25/2024	

Total Positions - 4

UNBC Board of Governors – 2025 Meeting Dates	
Type of Board Meeting	Board Meetings
<u>Special Board Meeting</u> <u>Joint Board and Senate Dinner Session</u>	Thursday, January 30, 2025 3:00 – 5:30 p.m.; (Dinner 5:30 -8:00 pm)
<u>Regular Quarterly Board Meeting</u>	Thursday, March 13, 2025 3:00 p.m. – 7:30 p.m.
<u>Special Meeting:</u> Approval of Financial Statements Audit and Risk Committee meeting to receive Audit Findings Report from Audit Representatives (May 23, 2025)	Thursday, May 29, 2025 9:00 a.m. – 11:00 a.m.
<u>Regular Quarterly Board Meeting</u>	Thursday, June 26, 2025 3:00 – 7:30 p.m.
<u>Regular Quarterly Board Meeting</u> <u>(Regional – Wilp Wilxo'oskwhl Nisga', Nass Valley)</u>	Friday, September 19, 2025 8:30 – 3:00 p.m.
<u>Regular Quarterly Board Meeting</u>	Thursday, November 27, 2025 3:00 – 7:30 p.m.

Office of the President and Vice-Chancellor

Report to the UNBC Board of Governors

Submitted by: Dr. Geoffrey Payne, President and Vice-Chancellor

For the Period: November 2024 to March 2025

Overview

Outlined below are key areas of focus for me and my team during the period since my last written report, which was provided at the November 2024 Board of Governors meeting. I also provided verbal remarks during the January Board of Governors meeting.

The 2025 year will present significant challenges for the post-secondary sector as we continue to feel the impacts of Canadian federal policies on international student numbers. These policy decisions and their subsequent implementation have resulted in significant uncertainty, negative financial outlooks, and turmoil across post-secondary institutions in British Columbia and across Canada.

Despite these challenges, our focus remains on implementing the READY strategic plan and aligning our upcoming budget to support UNBC's major institutional priorities for the year:

1. Supporting student learning journeys
2. Attracting and retaining outstanding people
3. Valuing and leveraging UNBC's connections to place and people to address local and global challenges

To achieve these priorities, along with other sub-goals, we will continue to collect relevant data to make informed decisions, ensuring the University is achieving its goals and allocating resources appropriately. The executive team, along with their units, continues to develop approaches that will track trends and key performance indicators, highlighting actions resulting from the annual planning and budget cycle to demonstrate outcomes aligned with the strategic plan.

President's Priorities

Aligned with institutional priorities, these are the specific areas I am focusing on as I prepare to embark on my second term as President. Over the next few months, I will continue to provide updates on the progress and successes related to these priorities as part of my annual report to the Board at the June Board of Governors meeting:

- Actioning the READY strategic plan.
- Growing student enrolment and improving student retention in a sustainable way that aligns with UNBC's culture and strategic plan.
- Enhancing government relations and external partnerships.
- Acting on Truth and Reconciliation in meaningful ways through collaborative and respectful relationships with Indigenous communities.

- Ensuring UNBC is a welcoming and safe community with a commitment to Equity, Diversity, and Inclusion.
- Developing a strong and supportive culture that empowers diverse leadership across the University.

President's Office

In addition to the Vice-Presidents, who are direct reports to the President, the President's Office continues to realign reporting structures to better support the Office's direction. The following units report through their directors and receive support and direction from me. Below are some key accomplishments from these units during the reporting period:

- Office of Indigenous Initiatives (OII) & First Nations Centre
- Office of University Governance
- Office of University Athletics

Office of Indigenous Initiatives & First Nations Centre

The Office of Indigenous Initiatives (OII) has advanced several strategic initiatives, including submitting an application to the Vancouver Foundation for Transformational Systems Change and beginning the application process for BC Human Rights Commission Special Program Certification. AVPI will be representing UNBC as a newly accepted member of the National Indigenous University Senior Leadership Association (NIUSLA).

Significant progress has been made in operational planning, particularly with the finalization of floor plans and renovation requirements for the First Nations Centre (FNC) and OII spaces. Budgetary reviews for the 2024-25 fiscal year are underway, with long-term strategic themes established to guide FNC and OII development over the next three academic years: Establishing (2025-26), Reawakening (2026-27), and Expanding (2027-28). These efforts align with UNBC's broader commitment to Indigenous engagement and student-centered development.

Academic and community engagement remain central priorities. The AVPI has provided input on UNBC's Academic Plan Refresh, new provincial Indigenous funding guidelines, and the university's Strategic Research Planning process. Efforts to enhance Indigenous initiatives across regional campuses are also underway through a needs assessment in collaboration with Bruce Denis, Community Development Liaison and Operations Managers. Additionally, OII has strengthened its partnership with the Office of Research & Innovation (ORI) and the Centre for Teaching, Learning, and Technology (CTLT), advancing reconciliation and responding to the TRC's Calls to Action.

The AVPI continues to support key programs and initiatives, assuming budgetary oversight for the Weaving Words Celebration while delegating planning to Holly McVea, Manager of OII.

Office of University Governance

The University Governance Office has been working on several exciting initiatives over the past few months. With the Public Interest Disclosure framework in place at UNBC, the University Secretary has been meeting with supervisors to discuss their responsibilities under the Act, and the related website has been launched. With the awarding of the meeting management software, the team will be working on implementation with Board and Board committee meetings first. A student assistant has been hired to support the office in facilitating effective communication, fostering student engagement in university decision-making processes, and providing a voice for student concerns and interests. The Office supported the recent student governance engagement event and hosted a table on behalf of Senate and the Board. The Data Governance, Privacy, and Information Security Office is also working on several interesting initiatives. Data mapping activities have been initiated with Human Resources, Student Success Center, all 5 deans offices, and the Office of Research and Innovation. Along with identifying data processes, records are being classified, and retention schedules are being developed. The target is to have records classified and retention schedules developed for all administrative units by September 2025. A second security analyst has been hired, and the team has increased UNBC's security posture by pivoting from passive monitoring to active monitoring, investigating security alerts in the M365 environment, and deploying Crowdstrike endpoint sensors in targeted high-risk units.

The information security policy has been drafted and will soon move through the community consultation phase. The cybersecurity gap assessment is ongoing and will inform the roadmap for maturing UNBC's information security program. The Privacy Impact Assessment process continues to be the main tool to ensure that any new project or changes to existing projects are evaluated for data privacy and security risks. In 2024, 41 initiatives were reviewed. For each initiative, information privacy and security risks were assessed, and appropriate controls and safeguards were identified to treat those risks. Thus far in 2025, 5 initiatives have already been reviewed, and an additional 19 are currently under review.

Office of University Athletics

The 10th Annual Legacy Night was a resounding success, raising a record-breaking \$220,000 for student-athlete awards and bursaries. Our keynote speaker, Brian Burke, delivered an inspiring address that resonated deeply with attendees.

On the international stage, Associate Athletic Director Rich Abney served as the Manager of Communications for U SPORTS at the 2025 Winter Student Universiade Games in Italy, further demonstrating UNBC's commitment to global athletic engagement.

We proudly recognized 15 student-athletes as U SPORTS Academic All-Canadians for the 2023-24 academic year, celebrating those who achieved a GPA of 3.67 or higher. Notably, 50% of the women's basketball team earned this distinction, securing the Office of the Provost Academic Achievement Award for the fifth consecutive year with a collective GPA of 3.44.

Our intramural program expanded with two new offerings this winter semester, and we are collaborating with Engage Sport North to develop summer camp opportunities across the

region. As the varsity basketball season concludes, planning is already underway for the 2025-26 basketball and soccer seasons, ensuring our athletic programs continue to thrive.

Budget 2025-2026

The 2025-26 budget is complete and will be presented for final approval by the Board. Following three years of strong fiscal management, we are cautiously optimistic; however, we must remain fiscally disciplined as we enter a period of unprecedented uncertainty. Our budget planning remains focused on supporting UNBC's core mission and advancing institutional priorities, particularly as we look ahead to 2026-27.

Engagement

I continue to build internal and external connections, which will remain a priority growth area in my portfolio to enhance UNBC's profile, partnerships, and opportunities. Below are selected key engagements from this reporting period:

- Nov 29th, UNBC-TRU Collaborative meeting
- Dec 3rd, Empowering Alumni and student Lunch (with Mellisa Bolster)
- Dec 4th, Remarks at Faculty Orientation
- Dec 4th, Hosted Founding Alumni & Donor Holiday Reception
- Dec 5th, Northern Post-Secondary President Meeting (Victoria)
- Dec 6th, BC Council of International Education Strategic Board meeting (Victoria)
- Dec 9th, Year in Review interview with Vista Radio
- Dec 9th Donor Lunch (Todd Whitcombe)
- Dec 11th, Donor Lunch (Steve and Ann Henderson)
- Dec 12th, Remarks at Inaugural CNC/UNBC TechX Launch
- Dec 16th, Vancouver Board of Trade (Vancouver)
- Dec 16th, Health Research BC meeting (Vancouver)
- Jan 9th, Remarks at Magnifying Black Voices event
- Jan 14th-16th, BC Natural Resources Forum (multiple events)
- Jan 17th, RUCBC (Vancouver)
- Jan 20th, BC Cabinet and First Nations Leaders Event (Vancouver)
- Jan 25th, meeting with MLA's Bird and Neufeld
- Jan 28th, Donor lunch (Paul Danbrook & Kevin Pederson)
- Jan 30th, Presentation with Winston's Breakfast group
- Jan 30th Joint Board and Senate Dinner
- Feb 11, Remarks at Academic All Canadian dinner
- Feb 13th, UNBC Employee Recognition event
- Feb 18th-21st, Canada in Asia Conference (Singapore)
- Feb 25th, President's Student Scholars event
- Mar 5th, Northern Post-Secondary Presidents meeting (Victoria)

Leadership Searches

The search for UNBC's next Provost and VP Academic is underway, with the kickoff meeting held on February 25th. I will continue to evaluate leadership needs to support UNBC's mission, adjusting structures as needed to address evolving challenges in the post-secondary landscape.

Labour Relations

I remain optimistic about our strong and collaborative relationships with UNBC's three main labour groups and look forward to upcoming collective bargaining in 2025 as we work together to build an exciting future for UNBC.

Summary

Overall, I remain excited about UNBC's future and the collective focus and support of our community. However, I am keenly aware of the challenges ahead, particularly around budgets, federal international student policies, and global uncertainties. This is an unprecedented period for post-secondary institutions, but with careful, intentional, and prudent decision-making, I believe UNBC can achieve the success we all envision.

REPORT TO:

UNBC BOARD OF GOVERNORS

Subject:	UNBC Senate Report
UNBC Board of Governors	Meeting Date: March 3, 2025
Submitted By:	Geoff Payne, President and Chair of Senate
Prepared By:	Alexandra Parent, Governance Officer and Recording Secretary of Senate

REPORT:

- Regular Senate meetings were held on January 22 and February 26, 2025
- A Joint Board and Senate Session was held January 30, 2025. Topics discussed:
 - *Strengthening partnerships with local industries, governments, and communities to co-create solutions addressing regional challenges*
 - *Ways can UNBC integrate challenge-based learning and transdisciplinary research into its programs to enhance societal impact*
 - *Strategies for UNBC adopt to serve as a catalyst for regional economic growth and innovation*
- Senate continues with its usual business, including the approval of the following:
 - Course revisions, new course approvals and other academic and calendar updates;
 - Recommendations for new and revised scholarships, awards and bursaries;
 - January 2025 list of graduate and undergraduate graduands;
 - A list of candidates for the Honorary Doctor of Laws Degrees;
 - Professor Emeritus/a
- Senate also
 - Received the Program Reviews for School of Engineering and Anthropology;
 - Received a presentation on the *UNBC Budget 2025/26 and Protections for 2026-29*;
 - Received and discussed a report on Enrolment – Historical Dual Credit Data;
 - Received and discussed 2025 Winter Add/Drop Enrolment Update;
 - Received Community Development Institute Annual reports;
 - Considered and discussed Formative Assessment Prior to Academic Withdrawal;
 - Discussed and considered the powers, duties and responsibilities of the Secretary of Senate;
 - Received information on a pilot Student Experience of Learning Instrument from the Center of Teaching and Learning;
 - Received verbal reports and discussed regional activities and planning; and
 - Received updates from the President, Interim Provost and Registrar.

The next regular meeting of Senate is on **March 26, 2025**.

Report to the Board of Governors

Dr. Bill Owen, Interim Vice-President Academic and Provost

December 2024 – February 2025

The Vice President Academic and Provost Office's primary role is to oversee comprehensive strategic planning and development of academic matters in collaboration with academic units, governance, administrative, research, finance and other service areas of the University. The Office of the Provost ensures that the needs of students, faculty and staff are met, and that UNBC delivers excellence in academic programs and research initiatives.

Vice Provost Graduate and Post-Doctoral Studies

- Inaugural Supervisors Café: UNBC Faculty Grad supervisors monthly drop-in session to share competencies and techniques and best practices in supervision. This project is a collaboration with the CTLT.
- Postdoctoral Wayfinding Template: New tool for faculty on the UNBC process for onboarding post-doctoral fellows.

Faculty of Environment

- UNBC appointed two Research Chairs in partnership with Rio Tinto: Professor Dr. Stephen Déry was named Rio Tinto Research Chair in Climate Change and Water Security, and Dr. Eduardo Martins was appointed Rio Tinto Chair in Climate Change and Freshwater Fish. Source: UNBC Stories: <https://www.unbc.ca/our-stories/story/unbc-appoints-two-research-chairs-partnership-rio-tinto>
- Dr. Tristan Pearce has been reappointed as a Tier 2 Canada Research Chair in Cumulative Impacts of Environmental Change. Source: UNBC Stories: <https://www.unbc.ca/our-stories/story/dr-tristan-pearce-reappointed-tier-2-canada-research-chair>

Faculty of Human and Health Sciences

- Dr. Nathan Lachowsky will be starting as Dean, FHHS, on July 1, 2025.
- The School of Education has submitted a funding proposal to support delivery of the proposed Northern BEd Cohort, and has partnered with WWNI on a separate proposal to offer the BEd program to a cohort of learners in conjunction with WWNI and Nisga'a School District.
- FHHS programs have participated in Open House events at all four UNBC campuses to speak to potential future students about the opportunities within our faculty.

Faculty of Indigenous Studies, Social Sciences, and Humanities

- After years of program-driven work and prioritizing, we've adopted a Faculty strategy, mission, vision, and values (<https://www.unbc.ca/faculty-indigenous-studies-social-sciences-and-humanities/faculty-strategy>) to help set a clear direction for future decision making.
- Creation of new and innovative course (UNIV 103 – Introduction to Indigenous, Social Sciences and Humanities) is moving its way through Senate approval process for implementation in Fall 2025.

Division of Medical Sciences

- The first graduating class of the Master of Occupational Therapy North - 16 Occupational Therapists graduated from this new program in November 2024.
- The Northern Medical Program successfully has implemented a pilot of a new clinical training model for MD undergraduate students, the Northern Regional Integrated Clerkship (NRIC), in which year 3 students spend 6 months in a rural community in northern BC (integrated community clerkship) combined with 6 months in a traditional block clerkship rotating through specialties at the University Hospital of Northern BC. In the 2024/2025 academic year, students are spending 6 months in Mackenzie, Smithers and Daajing Giids. This model is designed to prepare learners for rural practice.

Continuing Studies

- Continuing Studies remains committed to enhancing services and expanding opportunities for learners across the region and province. Over the past few months, we have actively collaborated with academic departments to

identify new course development opportunities and have responded to industry demands by launching programs such as the Incident Management for IT Operators course and the Executive Leadership Electives Suite.

- Our team's dedicated recruitment efforts have led to full enrolment in most of our programs, prompting the development of additional course offerings to meet demand. This growth has increased departmental revenue, positioning us to exceed our projected budget for the year.

Regional Operations

- All three regional campuses recently held in-person open houses to showcase locally-offered professional programs, emphasize our collaborative relationship with our College partners, and respond to interest in Prince George-based programs. Presenters included the Provost, Dean of FHHS, local faculty, College partners, UNBC's Division of Medical Sciences, the School of Engineering, Northern Health, and First Nations Health Authority. It was a great opportunity for inter-professional discussion and public engagement.
- Regional faculty have been very active with research projects recently. Highlights include: Dr. David Litz, Assistant Professor, Education at the Northwest campus has been co-leading an on-going study on climate education at UNBC, tracking teacher candidates' and teachers' engagement with climate resources and examining their evolving practices in northern BC schools. Amanda De Smit, Senior Lab instructor for Nursing in Fort St. John has collaborated with UNBC researchers on two hermeneutic studies highlighting rural perinatal nursing practice.

Student Success

- The Student Success team remains committed to enhancing student retention and experience through various initiatives. In January, we simultaneously launched the Thrive File and Early Assist. The Thrive File serves as a guide for faculty and staff, helping them recognize and address students' emotional, behavioral, and academic challenges. It also provides guidance on when and how to use Early Assist—a referral program that connects students with the appropriate support services.
- Additionally, we have applied for funding through Health Canada's Youth Mental Health Fund. If approved, this funding will establish two new mental health-focused positions at UNBC for four years. These roles will improve the availability, accessibility, and quality of mental health support, particularly for students from underserved and marginalized communities.

Centre for Teaching and Learning Technologies

- CTLT has conducted a series of broad consultations with faculty and students on the feasibility of fully implementing the Student Experience of Learning and Instruction project, resulting in strong support from Faculty Members and students who participated in town halls and learning cafés. The Senate Committee on Academic Affairs has approved the piloting of the Student Experience of Learning and Instruction for the spring/summer and fall 2025 semesters.

Enrolment Management & Strategy and Future Students

- Winter Enrolment Push: On November 15, enrolment snapshots for Winter 2025 indicated a trailing in enrolment of -7.2% (-196) HC and -7.8% (-169.4) FTE compared to Winter 2024. Teams across Student Success, Registrar's Office, Future Students, Awards and Financial Aid, International, and Institutional Research partnered in December to deploy telephone outreach campaigns, utilization of un-disbursed entrance award funds from Fall, and launched the 350x\$350 draw for UNBC's 35th Anniversary. These efforts helped to support a closing of the gap in enrolment, and by January's add/drop snapshot, both deficits closed drastically: Winter 2025 is now down -0.9% (-30) HC and is up in FTE by +0.4% (+11.6).

Enrolment Update – Winter 2025

Prepared for: UNBC Senate February 26, 2025
 Prepared by: Dennis Stark & Kimberly Read
 Data provided by: UNBC Institutional Research
 Data source: Bi-weekly Application and Bi-weekly Enrolment Reports snapshotted on January 21, 2025

Overall Enrolment – Winter 2025 semester

Table 1 Winter 2025 FTE and headcount enrolment at January 21 Add/Drop compared to Winter 2024.

Category	Subcategory	FTE Change	FTE % Change	HC Change	HC % Change
Undergraduate	Domestic UG New	0.6	1.1%	11	9.1%
	Domestic UG Cont.	16.1	1.0%	-17	-0.8%
	<u>Domestic UG Total</u>	<u>16.7</u>	<u>1.0%</u>	<u>-6</u>	<u>-0.3%</u>
	International UG New	-37.2	-71.8%	-53	-72.6%
	International UG Cont.	25.5	8.6%	25	6.4%
	<u>International UG Total</u>	<u>-11.7</u>	<u>-3.4%</u>	<u>-28</u>	<u>-6.0%</u>
	<u>Continuing Studies Total</u>	<u>1.6</u>	<u>38.1%</u>	<u>18</u>	<u>29.5%</u>
	<u>Undergraduate Total</u>	<u>6.6</u>	<u>0.3%</u>	<u>-16</u>	<u>-0.6%</u>
Graduate	Domestic GR New	-1.6	-21.9%	-3	-30.0%
	Domestic GR Cont.	37.3	10.4%	24	6.0%
	<u>Domestic GR Total</u>	<u>35.7</u>	<u>9.8%</u>	<u>21</u>	<u>5.1%</u>
	International GR New	-2.3	-12.6%	-4	-20.0%
	International GR Cont.	-28.3	-12.9%	-31	-13.8%
	<u>International GR Total</u>	<u>-30.6</u>	<u>-12.9%</u>	<u>-35</u>	<u>-14.3%</u>
	<u>Graduate Total</u>	<u>5.1</u>	<u>0.8%</u>	<u>-14</u>	<u>-2.1%</u>
Overall Enrolment	Overall Total	11.7	0.4%	-30	-0.9%

Overall enrolment FTE: **Up +11.7 FTE (+0.4%)** compared to Winter 2024.

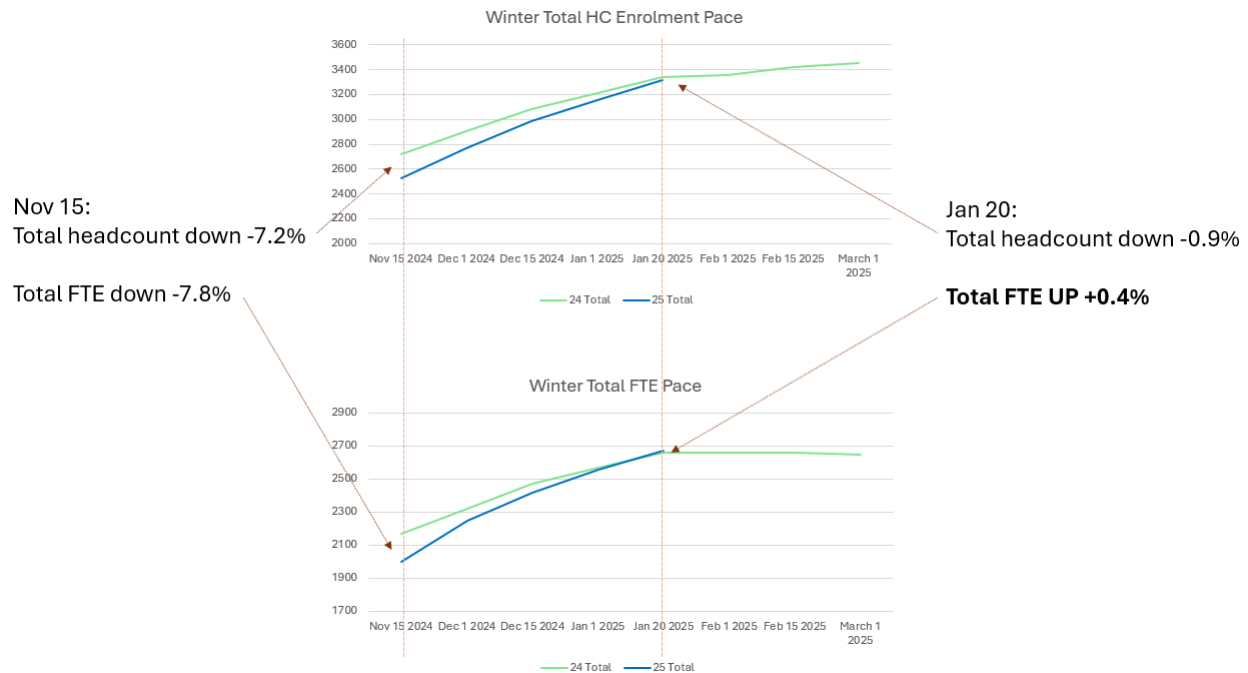
Overall enrolment HC: **Down -30 HC (-0.9%)** compared to Winter 2024.

Overall Enrolment Commentary

The slight net FTE growth was contributed to by modest growth in both new and continuing domestic undergraduate (+1.1% and +1.0% respectively), strong growth (+8.6%) in continuing international undergraduate, and strong growth (+10.4%) in continuing domestic graduate.

Effort was put toward a late push in December to support Winter enrolment, and a comparison of enrolment pace for Winter 2025 compared to Winter 2024 between November – January suggests that the effort may have had a positive impact.

Figure 1 Winter 2025 overall headcount and FTE enrolment pace compared to Winter 2024 across a November 15 – January 20 timeframe.



The national cooling in international student demand toward Canadian higher education affected international student enrolment at UNBC last Fall and has again this Winter. New international undergraduate FTE fell significantly (-71.8%) and new international graduate fell -12.6%. Declines in new international student enrolment at both the undergraduate and graduate level are expected for the immediate future.

At the faculty level, Human & Health Sciences (+4.6%) and Science & Engineering (+3.0%) grew in FTE, while Business & Economics (-2.0%), Environment (-5.3%), and Indigenous Studies, Social Sciences & Humanities (-6.1%) declined in FTE. Cross-faculty FTE enrolment grew slightly, +1.3%.

Undergraduate Enrolment – Winter 2025

Undergraduate Overall

Overall Undergraduate FTE: **Up +6.6 FTE (+0.3%)**

Overall Undergraduate HC: **Down -16 HC (-0.6%)**

Domestic Undergraduate

Domestic UG FTE: Up +16.7 FTE (+1.0%)

- New Domestic UG FTE: Up +0.6 FTE (+1.1%)
- Continuing Domestic UG FTE: Up +16.1 FTE (+1.0%)

Domestic UG HC: Down -6 HC (-0.3%)

- New Domestic UG HC: Up +11 (+9.1%)
- Continuing Domestic UG HC: Down -17 (-0.8%)

International Undergraduate

International UG FTE: Down -11.7 FTE (-3.4%)

- New International UG FTE: Down -37.2 FTE (-71.8%)
- Continuing International UG FTE: Up +25.5 FTE (+8.6%)

International UG HC: Down -28 HC (-6.0%)

- New International UG HC: Down -53 HC (-72.6%)
- Continuing International UG HC: Up +25 (+6.4%)

Undergraduate Enrolment Commentary and Highlights:

At the faculty level:

- Business & Economics grew +2.0% in FTE, largely due to a +21.4% increase in BCOMM Accounting.
- Environment declined -6.6% in FTE.
- Health & Human Sciences grew +3.0% in FTE, contributed to by +38.2% increase in Elementary Education (the Regional intakes affect this); a +7.5% increase in BHSc Biomedical Studies and Community & Population Health – Environmental Health; and continued year-over-year growth in Northern Baccalaureate Nursing (+47.3%).
- Indigenous Studies, Social Sciences & Humanities declined -8.0% in FTE.
- Science & Engineering grew +4.1% in FTE.
- Cross-faculty undergraduate FTE was essentially flat.

Graduate Enrolment – Winter 2025

Graduate Overall

Overall Graduate FTE: Up +5.1 FTE (+0.8%)

Overall Graduate HC: Down -14 HC (-2.1%)

Domestic Graduate

Domestic GR FTE: Up +35.7 FTE (+9.8%)

- New Domestic GR FTE: Down -1.6 FTE (-21.9%)
- Continuing Domestic GR FTE: Up +37.3 (+10.4%)

Domestic GR HC: Up +24 HC (+6.0%)

- New Domestic GR HC: Down -3 HC (-30.0%)
- Continuing Domestic GR HC: Up +24 HC (+6.0%)

International Graduate

International GR FTE: Down -30.6 FTE (-12.9%)

- New International GR FTE: Down -2.3 FTE (-12.6%)
- Continuing International GR FTE: Down -28.3 FTE (-12.9%)

International GR HC: Down -35 HC (-14.3%)

- New International GR HC: Down -4 HC (-20.0%)
- Continuing International GR HC: Down -31 HC (-14.3%)

Graduate Enrolment Commentary and Highlights:

Overall Graduate FTE enrolment is up +5.1 FTE (+0.8%). Strong domestic graduate FTE growth from continuing domestic graduate FTE offsets roughly -13% declines in both new and continuing international graduate FTE. Note: Few Graduate programs admit new students to Winter semester, so headcount and FTE from new graduate students is small in Winter.

Fall 2025 – Application & Admissions Update

With applications opening on October 1, 2024, and the first day of classes being September 3, 2025, the January 21 snapshot is almost exactly one-third through the application cycle for Fall 2025.

Total overall applications are down (-15.3%) compared to the previous intake, with all decline restricted to both international undergraduate (-36.6%) and graduate applications (-49.0%). Both domestic undergraduate (+1.2%) and domestic graduate (+16.2%) are up in applications.

Despite significantly fewer applications, offers of admission are up +6.5%. This increase is in large part due to 23.6% fewer applications sitting in a “pending,” or incomplete state, indicating improvements in throughput by the Admissions team, supported by the applicant portal in the TargetX CRM.

Table 2 High-level overview of Applications, Pending Applications, and Admits for Fall 2025 compared to Fall 2024 taken at January 21 for both intakes.

Student Level	Residency	Fall 2024				Fall 2025			
		Apps	Pending	Admits	Regs	Apps	Pending	Admits	Regs
UG	Canadian Total	938	476	441		950	418	505	
	International Total	213	180	21		135	112	17	
UG Total		1151	656	462		1085	530	522	
GR	Canadian Total	266	246	12		309	287	14	
	International Total	573	420	53		292	193	25	
GR Total		839	666	65		601	480	39	
Grand Total		1990	1322	527		1686	1010	561	

Report to the UNBC Board of Governors

Submitted by: Rahim Somani, Vice President, Finance and Administration (VPFA)

Meeting Date: March 13, 2025

1.0 Preamble

- 1.1 I extend my sincere appreciation to the entire Finance and Administration Services (FAS) team and leadership for their unwavering dedication and commitment. Their efforts have been instrumental in driving progress on key initiatives that enhance efficiency, service excellence, and institutional resilience.

2.0 Planning and Budgeting

- 2.1 The 2025-26 UNBC budget is being presented for Board of Governors approval. A series of individual and collective reviews with the Leadership Team were conducted to enhance budget understanding, inform future forecasts, and support effective fiscal management. These efforts continue to strengthen financial oversight, ensuring unit heads can manage their budgets efficiently. The budget has been uploaded into the system and will be released upon Board approval.

3.0 Enterprise Risk Management (ERM)

- 3.1 The ERM program actively monitors 23 institutional risks, focusing on capacity constraints, enrollment, IT security, business continuity, and financial sustainability. Mitigation efforts include IT disaster recovery, Banner database migration, and enrollment strategies, though student numbers remain below Ministry targets. In 2025, ERM will enhance risk awareness through training, assessments, and governance improvements to strengthen institutional resilience and sustainability.
- 3.2 The Emergency Response Plan draft and related communication materials have been completed, improving preparedness and risk mitigation.

4.0 VPFA Portfolio Organizational Redesign

- 4.1 A streamlined organizational structure focused on shared services and operational efficiency has been finalized. Director-level leaders have been identified, and the new design will be shared with the university community in March. A structured communication plan will ensure transparency throughout implementation. Prioritizing service excellence and user experience, the redesign has resulted in the elimination of four positions, including three management roles, with further optimization opportunities expected.

5.0 Recruitment and Human Resource Planning

- 5.1 Recruitment efforts continue across the VPFA portfolio, including hiring for the Manager, Contract and Supply Chain Management, Shared Services portfolio managers, Organizational Development support, and Purchasing Agent.

- 5.2 Strategies are underway to address workforce gaps, and the Applicant Tracking System remains on track for a September 2025 rollout, streamlining hiring processes and enhancing recruitment efficiency.

6.0 Employee Engagement and Service Excellence

- 6.1 The onboarding framework will resume after hiring Organizational Development support. UNBC honoured 98 employees (1,400 years of service) at the Employee Recognition Event, including 24 VPFA members with 275 years. VPFA staff received awards and nominations for innovation, service excellence, and leadership. UNBC, recognized as one of BC's Top Employers for the 11th time, reaffirms its commitment to excellence and inclusivity. The exempt employee performance review process is ongoing to support professional growth and accountability.

7.0 Equity, Diversity, Inclusion, and Accessibility (EDIA)

- 7.1 Since launching the UNBC Accessibility Plan, nine working groups have tackled key barriers, achieving 50% completion of the Accessibility Compliance Portal, 75% of the Emergency Preparedness Plan, and 80% of Campus Accessibility Guidelines. Challenges persist in physical accessibility, awareness, and digital usability, but initiatives like accessible intramurals and equitable recruitment audits are progressing.
- 7.2 Magnifying Black Voices earned the President's Award for Creative Initiative and the Community EDI Leadership Award from the Afro-Caribbean Society of Northern B.C. Count Us In, a demographic and experiential data initiative is launching to address systemic inequities and shape UNBC's Equity Plan. The EDIA Speaker Series continues through March, reinforcing UNBC's commitment to inclusion.

8.0 Digital Infrastructure and Enhancements

- 8.1 Key Banner enhancements are in progress. MFA secures all major systems, and Copilot evaluation is nearly complete. A new Kamloops network connection improves reliability, while Disaster Recovery Planning is the next priority. Campus and cloud data centers are integrated, with an ERP database backup in place. This year's focus includes a running test instance of Banner, FAST module training for Finance, and a PayMyTuition pilot before full implementation in Fall 2025.

9.0 Capital Planning

- 9.1 The Sustainability Plan 2025-2035 is being finalized, aligning with AASHE STARS submission efforts. Updates to the Space Policy are under review by the Provost Council, while regular meetings with the Office of Research and Innovation are strengthening project coordination. A three-year look-ahead plan is in development to enhance project and resource management.

10.0 Conclusion

- 10.1 The VPFA portfolio continues to drive risk mitigation, operational efficiency, and human resource development while reinforcing UNBC's commitment to equity, inclusion, and institutional resilience. Ongoing efforts will ensure service excellence, digital transformation, and capital planning remain aligned with strategic priorities to support UNBC's long-term success.

UNBC BOARD OF GOVERNORS REPORT:

Vice-President Research and Innovation – February 2025

PM Wood-Adams

Message from the VPRI

As the days become longer, we are looking forward to continued success in our activities. Researchers have been very busy tackling their projects, applying for grants and translating their findings. It is a pleasure to support this outstanding work. To build our reputation and increase name recognition across the country, we are producing enhanced social media activity featuring the research successes of our faculty members. UNBC had a very successful week at the Natural Resources Forum in January showcasing our students and our research. Three faculty members were selected to attend the Science meets Parliament BC session in Victoria in April. We continue to look for other opportunities to increase UNBC's visibility.

Research

Strategic Planning

UNBC's Strategic Research Plan will be renewed in 2025, with planning being led by Dr. Davina Banner-Lukaris, Interim Associate Vice-President, Research Operations. We have convened an Advisory Committee, engaged Prime Strategy Planning as a consulting team to support, and have completed a broad range of engagement sessions. Engagement activities were completed in January 2025. UNBC READY: Research Roadmap is expected to launch in April 2025, pending required approvals and endorsements.

UNBC READY - Cascade planning exercise is near completion in the sector. As a team, we have identified existing areas of alignment, and co-developed priorities for the coming three years.

Major Initiative - Canada Foundation for Innovation - Northern Hub for Health Research

An institutional application to the Canada Foundation for Innovation (CFI) was made for the Northern Hub for Health Research (NHHR). This initiative brings together diverse partners from across northern BC and beyond, including Northern Health, University of British Columbia, and Lheidli T'enneh. The \$114M proposed hub will be Indigenous-informed, purpose-built, and technology-leading, focused on advancing integrated innovations from three thematic areas of health research: 1. Community-Engaged Health Research, 2. Clinical Research and 3. Biomedical Research. The application is the largest research infrastructure proposal at UNBC to date.

Research Funding

The ORI has had a busy winter period, with many new grant applications being processed and submitted. In this reporting period (November 01, 2024-February 01, 2025), \$3.1 M in external funding applications were submitted. Awarded research funding is \$8.45M for the year-to-date (Apr. 1, 2024 to Feb. 1, 2025). Recent successes include: two new Rio Tinto Research Chairs: Dr. Stephen Dery, Rio Tinto Research Chair in Climate Change and Water Security and Dr. Eduardo Martins, Rio Tinto Research Chair in Climate Change and Freshwater Fish Ecology. As well as Dr. Jean-Sebastien Bernier with an NSERC Alliance International Collaboration Grant, which will support research into dynamical and environment control of ultracold atomic Fermi gases, and Dr. Oscar Venter with a

Mitacs Accelerate Grant, which will support high-resolution human footprint mapping for improved cumulative effects assessment in British Columbia.

The UNBC RSIG (Quarter 4) competition is complete. Out of 11 applications received, 3 were fully funded and 1 was partially funded. Also, 4 Graduate Student Travel Awards were funded.

In partnership with the Office of Indigenous Initiatives, the ORI co-funded Cheri Brown, an Indigenous student and MA candidate in First Nations Studies, to attend a gathering in Norway. Cheri was selected to participate in the ISFiT Dialogue Project, bringing together Indigenous students from across the world to create meaningful change.

Research Events

The ORI supported research events, including “Quality Measures for Qualitative Research: What Really Matters and Why” with speaker Dr. Virginia Braun on November 6, 2024.

The inaugural UNBC Faculty Writing Retreat was offered between February 10-20th, 2025, featuring a pre-retreat workshop with an internationally acclaimed guest speaker on academic writing and productivity, followed by a four-day retreat program. 14 faculty members and trainees participated, targeting particularly early career researchers.

Dr. Daniel Sims delivered a presentation titled “Insights from behind the scenes at SSHRC and the CRC: Reflections on Four Years Working for the Tri-Council” about his experiences as an adjudicator and reviewer for SSHRC and the Canada Research Chairs program.

Research Operations

Research Ethics Board – Human

The UNBC Research Ethics Board (REB) continues to support human research across UNBC, along with ethics approvals at colleges in northern BC. Over the 2024 calendar year, the UNBC REB processed over 300 applications and completed 10 presentations to faculty members and graduate students. A new MOU is being prepared for REB coverage for Northern Lights College. MOU renewals for Coast Mountain Collage and College of New Caledonia are underway. Finally, two compliance issues were documented in the annual report, both fully resolved with support from the UNBC REB leadership team. The UNBC REB Annual Report is appended for review.

Laboratory Safety

Lab inspections have been completed, and planning is underway for a lab clean-up initiative to begin soon. The clean-up will encompass the removal and appropriate disposal or recycling of any waste and unwanted or broken equipment.

In January 2025, one safety incident was reported. This involved the discovery of an old jar labelled tetrahydrofuran (a class B peroxide former) in a freezer in the lab 4-405 located on the Prince George campus of UNBC. The lab teams worked with Prince George Fire Service and RCMP to co-develop a plan for removal. The jar, freezer, and environment isolated and stabilized, chemical testing conducted, and item was successfully removed and disposed.

Animal Care

Canadian Council on Animal Care (CCAC) Interim Assessment process is ongoing. UNBC has replied to the CCAC Serious Recommendation of December 12th, 2023, concerning the construction of the new Aquatic Animal Holding Facility and the CCAC have approved plans for the renovations. Renovations are expected to begin over the coming month, with completion of the

facility planned for July 2025. A veterinary inspection of animal research facilities was conducted in November 2024 and final report produced in January 2025. The report indicates full compliance with the required standards. A complete revision of the [UNBC Animal Care and Use Program website](#) was undertaken including new requirements for transparency around animal care practices, procedures, and policies.

Philanthropy, Outreach and Engagement

Alumni Relations

The Founders-Alumni Holiday party held in December was a huge success. We look forward to hosting this event again in 2025.

Alumni Relations continue to work with the Career Centre and various faculties for Industry Nights. In this period, 6 Industry Nights were held, with 2 more planned for the remainder of the year. This is a positive opportunity to build connections amongst students, donors, prospects, faculty and alumni.

Alumni Relations continues to support the President as we increase connection with Alumni. The office helped to coordinate student lunches with Alumni and the President in November and December and is in constant dialogue for more events, including gatherings when the President is travelling. President Payne met with Alumni in Ottawa in the Fall and we are planning a Vancouver event for April. Alumni Council meetings were held in October & January with the next one scheduled for March. We are currently accepting applications for Alumni representative on the BOG. The software implementation program continues, and we anticipate launching this program in the Spring.

Advancement

We are actively working on a cohesive process for all donation and sponsorship requests at the University to be led by the Philanthropy and Engagement Office. This will ensure a coordinated approach to our donors and ensure that departments are not competing against one another, while maximizing return opportunities for the University. We also are reviewing internal processes for gift acceptance and processing to ensure that we are efficient in how we steward our donors.

Some successes since the last report: one new estate gift committed, two finalized, 9 new student awards created, 2 in process, and numerous current student awards are being reviewed through requests by donors

Donor Relations & Community Engagement

Donor stewardship and community engagement are paramount to the success of giving at the University. This remains a top priority for the Philanthropy & Engagement office. We are continuing to participate in relevant community and university events, including the Founder & Alumni Holiday Reception, Natural Resource Forum, Winston's Breakfast Club, Rotary, Timberwolves Basketball and more. We are working with the President's office on the upcoming Donor Appreciation event and identifying opportunities for the President to connect with donors and alumni when visiting other communities.

Marketing and Communications

Finalized our contract for an excellent social media management tool and are conducting onboarding and training. The tool will provide improved reporting on UNBC's social media performance while also creating staff time efficiency.

Completed the first phase of LinkedIn advertising to support the Northern Hub for Health Research. The campaign generated 126,000+ impressions, an average click-through rate of 1.04% (.42% is the industry benchmark), and an engagement rate on par with the industry benchmark (roughly 1.2%).

Completed a Meta student recruitment campaign targeting audiences in each of the western provinces, gaining 4 million+ impressions. Click-through rates (avg 1%) exceeded industry benchmarks (.73%), with the parents group reaching 2.25%. Video ads performed well, averaging about 1.7% CTR.

Supported UNBC's presence at the Natural Resources Forum, most notably working collaboratively with Rio Tinto communications on a national campaign to promote Dr. Stephen Déry and Dr. Eduardo Martins as Research Chairs.

Youth and Student Engagement

Youth programming continues to be highly popular as more engagement opportunities present themselves on a regular basis. Through the success of the Computer Science Club in November 2024, the club has now reopened with 18 participants. Also in November, our team collaborated with School District 57 for a workshop at the Spark Lab where 30 youth were introduced to 3D printing. We supported Research Ambassadors on campus by facilitating tabling sessions to promote research awareness and instill interest in research activities among students. STEM activity boxes containing 4 hands-on learning educational activities were sold during the holidays. We hosted "Go Code Girl" on February 1, which was attended by 7 girls, and encouraged their interest in coding and technology. We have moved forward in our community engagement with the Lheidli T'enneh. In January we provided STEM training to 12 local indigenous youth in the community. This was a great opportunity to build relationships and strengthen community.

In January, our team attended the Actua National Conference gaining insights into best practices for youth programming and connecting with educational partners across Canada to ensure we remain at the forefront, offering high-quality programming.

Future Outlook

Over the next reporting period, our team will:

1. Complete final outreach engagement activities for draft of the UNBC Strategic Research Plan and begin process of approval/endorsement. Expected launch of UNBC Strategic Research Plan – April 01, 2025.
2. Begin work on institutional Strategic Marketing and Communications Plan.
3. Continued review and stabilization of the sector's workforce, optimizing role clarity and contributions and providing access to additional support and training.
4. Planning for enhanced support for early career and new faculty members at UNBC, recognizing the recent hiring of a large cohort of new faculty.
5. Review and renew processes to support the administration of UNBC graduate student awards.
6. Ongoing outreach to support advancement, innovation, and external relations.