

BOARD OF GOVERNORS

SPECIAL PUBLIC SESSION AGENDA

Thursday, May 29, 2025

Zoom Only

9:15 am – 10:30 am

Members – Ibolya Agoston, Amanda Alexander, Allison Beswick, Darlene McIntosh, Joyce Henley, Jim Martin– VICE-CHAIR, Joel McKay - CHAIR, Trevor Morrison, Phil Mullins, Geoff Payne, Lina Shehata, Gregory Stewart, Todd Whitcombe

Acknowledgement of Territory

1. Chair's Remarks

- Declarations of Conflict
- Correspondence Received

2. Report from the Closed Session of the Board

- Cyber-Security GAP Assessment Presentation and Update
- UNBC Land Trust - Approval of the Agreement to Lease (ATL)
- President's Recommendation for Tenure & Promotion
- Market Differentials
- Update Enrolment Management

3. Approval of Agenda

That, the Agenda for the Public Session of May 29, 2025, of the Board of Governors be approved as presented.

4. Approval of Minutes

a. Public Session Minutes of March 13, 2025 – page 3

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

5. Business Arising from Previous Public Session Minutes

6. Reports of Committees and Related Motions

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

a. Audit Findings Report – KPMG Audit Representatives – C. Naphtali – page 9

b. Presentation and Approval of Financial Statements – R. Somani – page 44

That, on the recommendation of the Audit and Risk Committee, the Board of Governors approves the University of Northern British Columbia's Consolidated Financial Statements for the year ended March 31, 2025.

c. UNBC Enrollment Audit – Annualized FTE Audit Report – B. Owen – page 66

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

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

- a. **Memorandum of Understanding between Tohoku University Graduate School of Medicine and UNBC– page 70**
That on the recommendation of the Governance and Human Resources Committee and the UNBC Senate, the Board of Governors approves the Memorandum of Understanding between Tohoku University Graduate School of Medicine and the University of Northern British Columbia to promote further intercultural, education, scientific and technological exchanges as well as for the exchange of students as promoted by the Agreement on Academic Exchange as proposed.
- b. **Memorandum of Understanding (MOU) between UNBC and the City of Prince Rupert – page 75**
That on the recommendation of the Governance and Human Resources Committee and the UNBC Senate, the Board of Governors approves the Memorandum of Understanding (MOU) formalizes the partnership between the University of Northern British Columbia (UNBC) and the City of Prince Rupert to pursue areas of joint interest, including workforce development, research and innovation, and broader community engagement.
- c. **UNBC Global engagement: Ready for student Success plan 2025-2029– page 80**
That on the recommendation of the Governance and Human Resources Committee and the UNBC Senate, the Board of Governors approves the UNBC Global engagement: Ready for student Success plan 2025-2029 as proposed.
- d. **Executive Compensation Disclosure – R. Somani - page 99**
That on the recommendation of the Governance and Human Resources Committee the Board of Governors approves the Executive Compensation Disclosure as presented.

7. **Other Business**

- a. Annual Schedule of Board Meetings 2025 – for information – J. McKay – **page 107**
- b. Schedule of Upcoming UNBC Events
 - **Class of 2025 Convocation – May 30, 2025**
Location: Northern Sport Centre, Prince George
 - **Class of 2025 Graduate Campus Celebrations**
 - Northwest campus (Terrace, B.C.) - June 3, 2025
Location: R.E.M. Lee Theatre
 - Wilp Wilxo'oskwhl Nisga'a Institute (Gitwinksihlkw, B.C.) - June 4, 2025
Location: Ts'oohl Ts'ap Memorial Centre
 - South-Central campus (Quesnel, B.C.) - June 11, 2025
Location: UNBC South-Central Campus Atrium
 - Northeast campus (Fort St. John, B.C.) - June 6, 2025
Location: Room 1405 (Formerly room 202) Northern Lights College Atrium

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

8. **Adjournment**



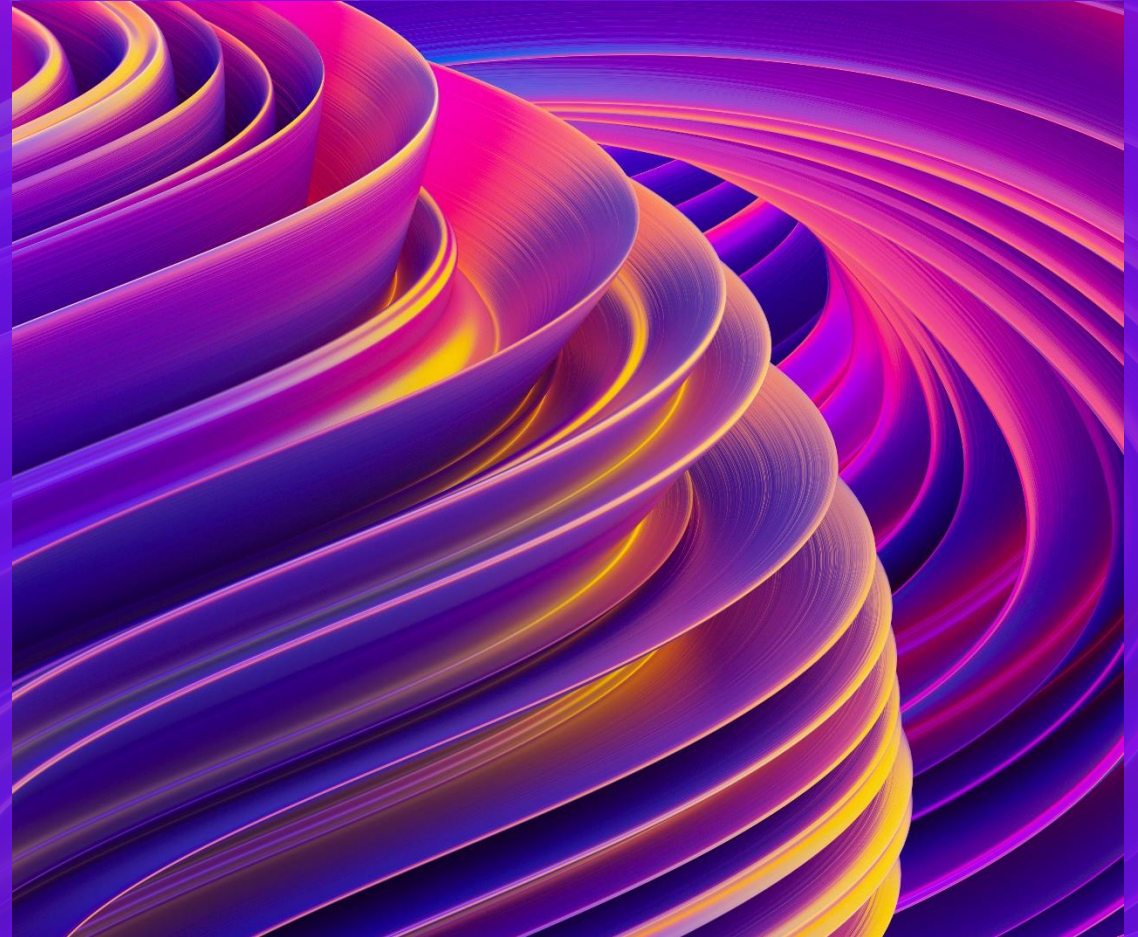
University of Northern British Columbia

Audit Findings Report for the
year ended March 31, 2025

KPMG LLP

Prepared for presentation to the Audit and Risk
Committee on May 26, 2025.

kpmg.ca/audit



KPMG contacts

Key contacts in connection with this engagement

Corey Naphtali

Engagement Partner

250-614-4067

cnaphtali@kpmg.ca

Emin Akkurt

Audit Manager

250-614-4054

eakkurt@kpmg.ca



Table of contents

Digital use information

This Audit Findings 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.

4	Audit Highlights	6	Risk and Results	10	Policies and Practices
11	Control Observations	12	Audit Quality	13	Appendices

The purpose of this report is to assist you, as a member of the Audit and Risk Committee, in your review of the results of our audit of the financial statements. This report is intended solely for the information and use of Management, the Board of Governors and 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 has not been prepared for, and is not intended for, and should not be used by, any third party or for any other purpose.



Audit highlights



No matters to report



Matters to report – see link for details

Purpose of this report

The purpose of this Audit Findings Report is to assist you, as a member of the Audit and Risk Committee, in your review of the results of our audit of the financial statements (hereinafter referred to as the “financial statements”) of The University of Northern British Columbia (“the University”) as at and for the year ended March 31, 2025. Our audit has been performed in accordance with Canadian generally accepted auditing standards (CAS).

Status

As of the date of this report, we have completed the audit of the financial statements, with the exception of certain remaining procedures, which include:

- Completing our discussions with the Committee and the Board of Governors.
- Obtaining the signed management representation letter.
- Obtaining evidence of Board’s acceptance of the financial statements.
- Obtaining remaining legal and investment confirmations.
- Completing subsequent event review procedures up to the date of Board’s acceptance of the financial statements.
- Completing file assembly and review.

We will update you and management on significant matters, if any, arising from the completion of the audit, including the completion of the above procedures. Our auditor’s report, a draft of which is enclosed with this report, will be dated upon the completion of any remaining procedures.

Risks and results



Significant risks



Other risks of material misstatement



Going concern matters



Audit highlights (continued)



No matters to report



Matters to report – see link for details

Uncorrected misstatements



Uncorrected misstatements

We identified two uncorrected audit misstatements as detailed in the management representation letter attached in appendix 2.

Corrected misstatements



Corrected misstatements

We did not identify any corrected misstatements.

Control deficiencies



Significant deficiencies

We did not identify any control deficiencies that we determined to be significant deficiencies in internal control over financial reporting.



Other control deficiencies

We did not identify any new other control deficiencies in the current year.

Policies and practices



Significant unusual transactions



Accounting policies and practices



Quality control and Independence

We confirm that we are independent with respect to the University within the meaning of the relevant rules and related interpretations prescribed by the relevant professional bodies in Canada and any applicable legislation or regulation from April 1, 2024 up to the date of this report.



Significant risks and results



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

RISK OF



Significant risk

Estimate?

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.

No

Our response

As the risk 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 significant estimates and evaluating the business rationale of significant unusual transactions.
- Utilizing application software to evaluate the completeness of the journal entry population through a roll-forward of all accounts.
- Reviewing the accounting estimates and assessing whether management's estimates are reasonable and not indicative of management bias.

Significant findings

There were no issues noted in our audit testing described above.



Other risks of material misstatement and results (continued)

We highlight our significant findings in respect of **other risks of material misstatement**.



Revenue and Deferred Contributions

Background

Revenue is recorded on an accrual basis and is recognized when it is earned and measurable. Revenue relating to future periods, including tuition is reported as deferred revenue and recognized when earned as per PS 3400 Revenue Recognition.

Estimate?

No

Our response

- We updated our understanding of the process activities and controls over revenue and deferred contributions.
- Obtained revenue confirmation from the Ministry of Post-Secondary Education and Future Skills and reviewed significant reconciling items between grant confirmation and grants recorded.
- Performed test of details on contributions received as well as amounts spent to assess that revenues are appropriately recognized, and contributions are appropriately deferred.
- Performed substantive analytical procedures over Tuition revenue that take into account key drivers and set an audit expectation based on those drivers. Underlying data and assumptions used in setting the expectation are tested to supporting documentation. For significant variances between our initial audit expectation and actual amounts, if any, were further investigated including obtaining corroborative support.
- We performed vouching over deferred tuition revenue balances, including testing management's process and adjustments for determining deferred tuition revenue balances.
- We reviewed the financial statement note disclosures to ensure it is complete and accurate, reviewed additional reporting of financial information regarding deferred contributions as required by the Office of the Auditor General.

Our findings

There were no issues noted in our audit testing described above.



Other risks of material misstatement and results (continued)

We highlight our significant findings in respect of **other risks of material misstatement**.



Expenses, including salaries and benefits expense

Background

Expenses are closely monitored against approved budgets. Salaries and expenses represent a significant portion of the University's expenses. There is a need to ensure that the expenses recognized are appropriate.

Estimate?

No

Our response

- We updated our understanding of the process activities and controls over expenses, including salaries and benefits expense.
- We performed testing over the payroll accruals and assessed the completeness and reasonability of the accruals.
- We developed an expectation for the current year salaries and benefits expense based on the prior year expense adjusted for changes in head count, pay rates and other non-recurring items. We compared our expectation to the actual salaries and benefits expense recorded and corroborated any significant variances noted.
- We performed substantive procedures over expenses, including reviewing and vouching a sample of expenses to underlying supporting documentation, ensuring the expenses are appropriately recognized.
- We selected a sample of payments made, trade payables recorded, and invoices received subsequent to year-end and ensured they were recorded in the appropriate fiscal year.

Our findings

There were no issues noted in our testing.



Other risks of material misstatement and results (continued)

We highlight our significant findings in respect of **other risks of material misstatement**.



Tangible Capital Assets (“TCA”) and Deferred Capital Contributions (“DCC”)

Background

TCA represent a significant portion of assets of the University. For contributions received towards capital, the University is required under reporting provisions of the Budget Transparency and Accountability Act to defer these capital contributions and recognize to revenue over the same basis as the amortization of the related tangible capital assets.

Estimate?

Yes - the established useful lives of TCA (non significant)

Our response

- We updated our understanding of the process activities and controls over TCA and DCC, including the year-end process around identifying assets for impairment.
- We obtained the TCA and DCC continuity schedules, verified mathematical accuracy, and performed substantive procedures over additions, disposals, and other adjustments.
- We performed recalculation over amortization of tangible capital assets and deferred capital contributions taking into consideration budgeted and planned capital projects.
- We reviewed the financial statement note disclosures to ensure it is complete and accurate, including additional information regarding DCC as required by the Office of the Auditor General.

Our findings

There were no issues noted in our audit testing described above.



Other risks of material misstatement and results (continued)

We highlight our significant findings in respect of **other risks of material misstatement**.



Investments

Background

Estimate?

Investments represent a significant portion of assets of the University. The purpose of the investments is to generate investment income for various functions including operating and endowment investments.

No

Our response

- We updated our understanding of the process activities and controls over recording portfolio investments.
- We obtained confirmations of investment balances with respective financial institutions where possible and compared to the amounts recorded in the financial statements. We also performed alternative procedures including vouching to investment statements where required.
- We reviewed presentation of the portfolio investments and ensured all disclosures are included in the financial statements as required by the Public Sector Accounting Standards including reporting remeasurement gains and losses.

Our findings

During our testing of investments, KPMG noted an uncorrected audit misstatement with respect to the valuation of endowment balances and portfolio investments along with timing differences with respect to cash distributions consistent with prior years.

There were no other issues noted in our testing.



Accounting policies and practices



Significant accounting policies

- There have been no initial selections of, or changes to, significant accounting policies and practices.
- There were no significant accounting policies in controversial or emerging areas.
- There were no issues noted with the timing of the University's transactions in relation to the period in which they were recorded.
- There were no issues noted with the extent to which the financial statements are affected by a significant unusual transaction and extent of disclosure of such transactions.
- There were no issues noted with the extent to which the financial statements are affected by non-recurring amounts recognized during the period and extent of disclosure of such transactions.



Significant accounting estimates

- There were no issues noted with management's identification of accounting estimates.
- There were no issues noted with management's process for making accounting estimates.
- There were no indicators of possible management bias.
- There were no significant factors affecting the University's asset and liability carrying values



Significant disclosures and financial statement presentation

- There were no issues noted with the judgments made, in formulating particularly sensitive financial statement disclosures.
- There were no issues noted with the overall neutrality, consistency, and clarity of the disclosures in the financial statements.
- There were no significant potential effects on the financial statements of significant risks, exposures, and uncertainties.



Control observations

Consideration of internal control over financial reporting (ICFR)



In planning and performing our audit, we considered ICFR relevant to the University's preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances for the purpose of expressing an opinion on the financial statements, but not for the purpose of expressing an opinion on ICFR.

Our understanding of internal control over financial reporting was for the limited purpose described above and was not designed to identify all control deficiencies that might be significant deficiencies. The matters being reported are limited to those deficiencies that we have identified during the audit that we have concluded are of sufficient importance to merit being reported to those charged with governance.

Our awareness of control deficiencies varies with each audit and is influenced by the nature, timing, and extent of audit procedures performed, as well as other factors. Had we performed more extensive procedures on internal control over financial reporting, we might have identified more significant deficiencies to be reported or concluded that some of the reported significant deficiencies need not, in fact, have been reported.

A deficiency in internal control over financial reporting



A deficiency exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect misstatements on a timely basis. A deficiency in design exists when (a) a control necessary to meet the control objective is missing or (b) an existing control is not properly designed so that, even if the control operates as designed, the control objective would not be met. A deficiency in operation exists when a properly designed control does not operate as designed, or when the person performing the control does not possess the necessary authority or competence to perform the control effectively.

Significant deficiencies in internal control over financial reporting



A deficiency, or a combination of deficiencies, in internal control over financial reporting that, in our judgment, is important enough to merit the attention of those charged with governance.

We did not identify any control deficiencies that we determined to be significant deficiencies in ICFR.

KPMG will issue a management letter with other observations for management to consider for the subsequent fiscal year.



Audit quality - How do we deliver audit quality?

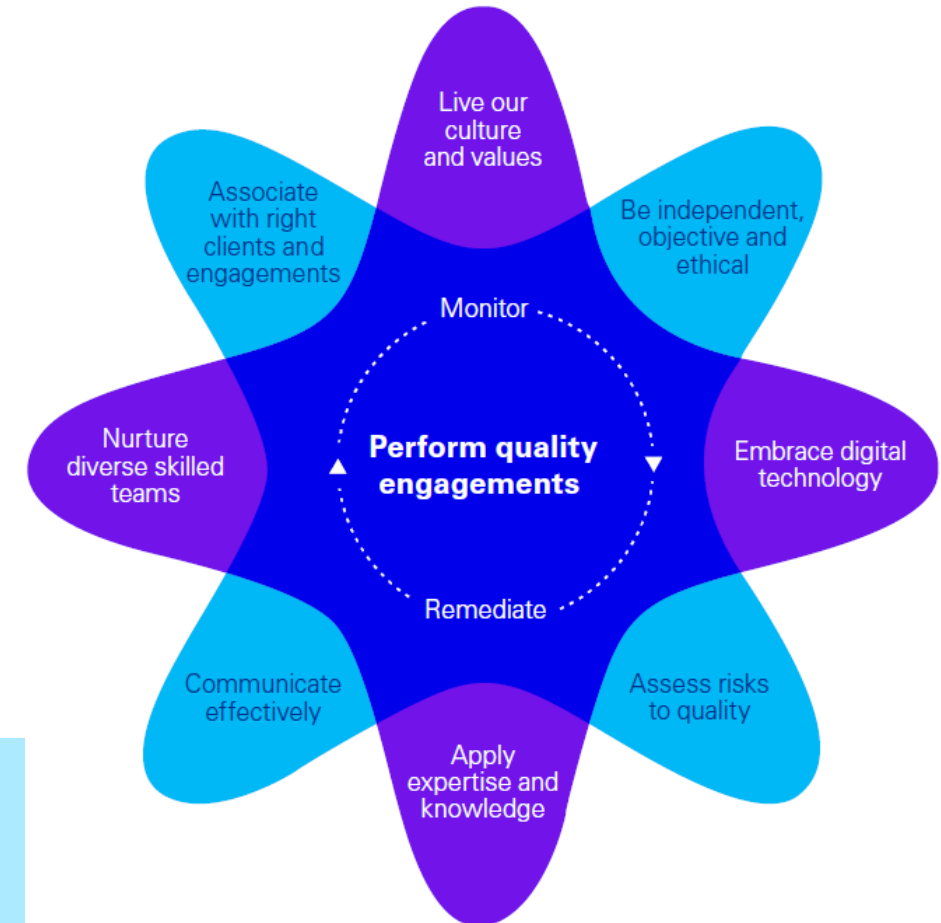
Quality essentially means doing the right thing and remains our highest priority. Our Global Quality Framework outlines how we deliver quality and how every partner and staff member contributes to its delivery.

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.

Appendices

1

Required
communications

2

Management
representation
letter

3

Current
developments

4

Thought
leadership and
insights



Appendix 1: Required communications

Draft auditor's report

The conclusion of our audit is set out in our draft auditor's report attached to the draft financial statements.

Audit findings report

Represented by this report.

Management representation letter



In accordance with professional standards, a copy of the management representation letter for the University is included in Appendix 2.

Internal control deficiencies



We did not identify any control deficiencies that we determined to be significant deficiencies in internal control over financial reporting.

KPMG will issue at the end of the audit a management letter with other observations for management to consider in the future.

Independence



In accordance with professional standards, we have confirmed our independence on page 5.



KPMG LLP
177 Victoria Street, Suite 400
Prince George BC V2L 5R8
Canada
Telephone 250 563-7151
Fax 250 563-5693

INDEPENDENT AUDITOR'S REPORT

To the Board of Governors of the University of Northern British Columbia, and
To the Minister of Post-Secondary Education and Future Skills, Province of British Columbia

Opinion

We have audited the consolidated financial statements of the University of Northern British Columbia (the "University"), which comprise:

- the consolidated statement of financial position as at March 31, 2025
- the consolidated statement of operations and accumulated surplus for the year then ended
- the consolidated statement of changes in net debt for the year then ended
- the consolidated statement of cash flows for the year then ended
- and notes to the consolidated financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements as at and for the year ended March 31, 2025 of the University are prepared, in all material respects, in accordance with the financial reporting provisions of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the **"Auditor's Responsibilities for the Audit of the Financial Statements"** section of our auditor's report.

We are independent of the University in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter – Financial Reporting Framework

We draw attention to Note 2(a) of the financial statements, which describes the applicable financial reporting framework and the significant differences between that financial reporting framework and Canadian public sector accounting standards.

Our opinion is not modified in respect of this matter.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation of the financial statements in accordance with the financial reporting provisions of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the University's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the University or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the University's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the University's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the University to cease to continue as a going concern.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

Chartered Professional Accountants

Prince George, Canada

May 29, 2025



Appendix 2: Management representation letter

UNIVERSITY OF NORTHERN BRITISH COLUMBIA
3333 UNIVERSITY WAY
PRINCE GEORGE, BC V2N 4Z9

KPMG LLP
177 Victoria Street, Suite 400
Prince George, BC V2L 5R8
Canada

May 29, 2025

We are writing at your request to confirm our understanding that your audit was for the purpose of expressing an opinion on the consolidated financial statements (hereinafter referred to as "financial statements") of **University of Northern British Columbia** ("the Entity") as at and for the periods ended March 31, 2025.

GENERAL:

We confirm that the representations we make in this letter are in accordance with the definitions as set out in **Attachment I** to this letter.

We also confirm that, to the best of our knowledge and belief, having made such inquiries as we considered necessary for the purpose of appropriately informing ourselves:

RESPONSIBILITIES:

- 1) We have fulfilled our responsibilities, as set out in the terms of the engagement letter dated November 1, 2022, including for:
 - a) the preparation and fair presentation of the financial statements and believe that these financial statements have been prepared and present fairly in accordance with the relevant financial reporting framework.
 - b) providing you with all information of which we are aware that is relevant to the preparation of the financial statements ("relevant information"), such as financial records, documentation and other matters, including:
 - the names of all related parties and information regarding all relationships and transactions with related parties;
 - the complete minutes of meetings, or summaries of actions of recent meetings for which minutes have not yet been prepared, of shareholders, board of directors and committees of the board of directors that may affect the financial statements. All significant actions are included in such summaries.
 - c) providing you with unrestricted access to such relevant information.
 - d) providing you with complete responses to all enquiries made by you during the engagement.

- e) providing you with additional information that you may request from us for the purpose of the engagement.
- f) providing you with unrestricted access to persons within the Entity from whom you determined it necessary to obtain audit evidence.
- g) such internal control as we determined is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. We also acknowledge and understand that we are responsible for the design, implementation and maintenance of internal control to prevent and detect fraud.
- h) ensuring that all transactions have been recorded in the accounting records and are reflected in the financial statements.
- i) ensuring that internal auditors providing direct assistance to you, if any, were instructed to follow your instructions and that we, and others within the entity, did not intervene in the work the internal auditors performed for you.

INTERNAL CONTROL OVER FINANCIAL REPORTING:

- 2) We have communicated to you all deficiencies in the design and implementation or maintenance of internal control over financial reporting of which we are aware.

FRAUD & NON-COMPLIANCE WITH LAWS AND REGULATIONS:

- 3) We have disclosed to you:
 - a) the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.
 - b) all information in relation to fraud or suspected fraud that we are aware of that involves:
 - management;
 - employees who have significant roles in internal control over financial reporting; or
 - otherswhere such fraud or suspected fraud could have a material effect on the financial statements.
 - c) all information in relation to allegations of fraud, or suspected fraud, affecting the financial statements, communicated by employees, former employees, analysts, regulators, or others.
 - d) all known instances of non-compliance or suspected non-compliance with laws and regulations, including all aspects of contractual agreements or illegal acts, whose effects should be considered when preparing financial statements.
 - e) all known actual or possible litigation and claims whose effects should be considered when preparing the financial statements.

SUBSEQUENT EVENTS:

- 4) All events subsequent to the date of the financial statements and for which the relevant financial reporting framework requires adjustment, or disclosure, in the financial statements have been adjusted or disclosed.

RELATED PARTIES:

- 5) We have disclosed to you the identity of the Entity's related parties.
- 6) We have disclosed to you all the related party relationships and transactions/balances of which we are aware.
- 7) All related party relationships and transactions/balances have been appropriately accounted for, and disclosed, in accordance with the relevant financial reporting framework.

ESTIMATES:

- 8) The methods, the data and the significant assumptions used in making accounting estimates, and their related disclosures are appropriate to achieve recognition, measurement or disclosure that is reasonable in the context of the applicable financial reporting framework.

GOING CONCERN:

- 9) We have provided you with all information relevant to the use of the going concern assumption in the financial statements.
- 10) We confirm that we are not aware of material uncertainties related to events or conditions that may cast significant doubt upon the Entity's ability to continue as a going concern.

OTHER INFORMATION:

- 11) We confirm that the final version of the annual report will be provided to you when available, and prior to issuance by the Entity, to enable you to complete your required procedures in accordance with professional standards.

MISSTATEMENTS:

- 12) The effects of the uncorrected misstatements described in Attachment II are immaterial, both individually and in the aggregate, to the financial statements as a whole.

NON-SEC REGISTRANTS OR NON-REPORTING ISSUERS:

- 13) We confirm that the Entity is not a Canadian reporting issuer (as defined under any applicable Canadian securities act) and is not a United States Securities and Exchange Commission ("SEC") Issuer (as defined by the Sarbanes-Oxley Act of 2002).
- 14) We also confirm that the financial statements of the Entity will not be included in the group financial statements of a Canadian reporting issuer audited by KPMG or an SEC Issuer audited by any member of the KPMG organization.

OTHER

- 15) We confirm that we have provided you with a complete list of service organizations (SO) and sub-service organizations (SSO) and that the relevant complementary user entity controls (CUECs) related to each SO/SSO have been designed and implemented.
- 16) We confirm that the Board of Governors approved the audited financial statements for March 31, 2025.

Yours very truly,

By: Dr. Geoffrey Payne, President and Vice-Chancellor

By: Dr. Rahim Somani, Vice President, Finance and Administration

Attachment I – Definitions

MATERIALITY

Certain representations in this letter are described as being limited to matters that are material.

Information is material if omitting, misstating or obscuring it could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

Judgments about materiality are made in light of surrounding circumstances, and are affected by perception of the needs of, or the characteristics of, the users of the financial statements and, the size or nature of a misstatement, or a combination of both while also considering the entity's own circumstances.

FRAUD & ERROR

Fraudulent financial reporting involves intentional misstatements including omissions of amounts or disclosures in financial statements to deceive financial statement users.

Misappropriation of assets involves the theft of an entity's assets. It is often accompanied by false or misleading records or documents in order to conceal the fact that the assets are missing or have been pledged without proper authorization.

An error is an unintentional misstatement in financial statements, including the omission of an amount or a disclosure.

Attachment II

Summary of uncorrected misstatements

Description of Audit Misstatement		Resolution
1	The University is required under public sector accounting standards to prepare a statement of re-measurement gain and loss. Management has determined that the total accumulated remeasurement gain/loss as at March 31, 2025 is not a material amount and has represented to us that the omission of this statement is not material to the users of the consolidated financial statements.	Uncorrected
2	Included within the portfolio and endowment investments are \$44,194,000 of private debt, private equity, real estate and infrastructure funds which have been valued as of December 31, 2024. Due to the timelines set out by the Ministry of Post-Secondary Education, the change in the fair market value to March 31, 2025 is not attainable as of the date of the release of the consolidated financial statements. Management has disclosed this timing difference to users of the financial statements. While the potential magnitude of the change may be material, we concur with Management this difference is not material to financial statement users when considered qualitatively. Adjustments to the fair value of the portfolio investments would increase or decrease deferred endowment income and have no impact on the statement of operations. We also note that Management has not included certain cash distributions of approximately \$1,300,000 in the deferred contribution balance related to investments. This accounting practice is consistent with prior years.	Uncorrected



Appendix 3: Current developments

Changes in auditing standards

Effective for periods beginning on or after December 15, 2023

ISA 600/CAS 600

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

Click here for information about CAS 600
from CPA Canada:
[Revised CAS 600](#)

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

Click here for information about CAS 260
and CAS 700 from CPA Canada:
[Amended CAS 260 and CAS 700](#)



Appendix 3: Current developments (continued)

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 <i>Financial statement presentation</i> will replace the current section PS 1201 <i>Financial statement presentation</i>. PS 1202 <i>Financial statement presentation</i> 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 3: Current developments (continued)

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 issued proposed new standard PS 3251 <i>Employee benefits</i> which would replace the current sections PS 3250 <i>Retirement benefits</i> and PS 3255 <i>Post-employment benefits, compensated absences and termination benefits</i>. • After evaluating comments received about the July 2021 exposure draft, a new re-exposure draft was released in October 2024. The re-exposure draft continues to use principles from International Public Sector Accounting Standard 39 <i>Employee benefits</i> as a starting point to develop the Canadian standard. • The proposed standard 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. • The re-exposure draft also proposes that fully funded post-employment benefit plans use a discount rate based on the expected market-based return of plan assets and unfunded plans use a discount rate based on the market yield of government bonds, high-quality corporate bonds or another appropriate financial instrument. A simplified approach to determining a plan's funding status is provided. • For most other topics, the re-exposure draft is consistent with the original exposure draft. A few exceptions are: <ul style="list-style-type: none"> • Deferral provisions – Remeasurement gains and losses will be presented as part of accumulated remeasurement gains and losses. • Valuation of plan assets – Public sector entities may continue to recognize non-transferable financial instruments that meet the definition of plan assets under existing PS 3250 guidance. • Joint defined benefit plans – Defined benefit accounting will be used for measurement of the proportionate share of the plan, instead of previously proposed multi-employer plan accounting which was based on defined contribution plan concepts. • Disclosure of other long-term employee benefits and termination benefits – The re-exposure draft does not include prescriptive disclosure requirements for other long-term employee benefits and termination benefits. • The proposed section PS 3251 <i>Employee benefits</i> will apply to fiscal years beginning on or after April 1, 2029. Early adoption will be permitted and guidance applied retroactively, with or without prior period restatement.



Appendix 4: Higher Education thought leadership and insights

Click on images to visit document link.



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

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.



Appendix 4: Higher Education thought leadership and insights (cont'd)

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 4: Thought leadership and insights

Canadian CEO Outlook

KPMG interviewed more than 800 business owners and C-suite leaders across Canada on a variety of topics ranging from their top-of-mind concerns to their acquisition plans, the risks and rewards of artificial intelligence (AI), productivity, the omnipresent threat of cybercrime, and the impact of aging demographics on the workforce.

[Click here](#) to access KPMG's portal.

Future of Risk

Enterprises are facing an array of reputational, environmental, regulatory and societal forces. To navigate this complex landscape, the C-suite should seek to embrace risk as an enabler of value and fundamentally transform their approach. KPMG's global survey of 400 executives reveals that their top priorities for the next few years are adapting to new risk types and adopting advanced analytics and AI. As organizations align risk management with strategic objectives, closer collaboration across the enterprise will be essential.

[Click here](#) to access KPMG's portal.

Resilience Amid Complexity

In today's rapidly evolving and interconnected business landscape, organizations face unprecedented challenges and an increasingly complex and volatile risk landscape that can threaten their competitiveness and future survival. We share revealing real-world examples of how companies have overcome their challenges and emerged stronger as the rapid pace of change accelerates and look at the key components of KPMG's enterprise resilience framework and how it is helping these businesses build resilience and achieve their strategic objectives in an increasingly uncertain world.

[Click here](#) to access KPMG's portal.

Future of Procurement

Procurement is at an exciting point where leaders have the opportunity to recast their functions as strategic powerhouses. In this global report we examine how these forces may affect procurement teams and discuss how procurement leaders can respond – and the capabilities they will need to thrive. Our insights are augmented by findings from the KPMG 2023 Global Procurement Survey, which captured the perspectives of 400 senior procurement professionals around the globe, representing a range of industries.

[Click here](#) to access KPMG's portal.



Appendix 4: Thought leadership and insights (continued)

Why the Public Sector Must Take the Lead in Sustainability Reporting

As the world prepares for the implementation of sustainability reporting standards from the International Sustainability Board (ISSB), the need for public sector leadership is pronounced. While governments around the world have collaborated on vital policy and regulatory solutions, they have yet to provide sustainability reporting for their own government reporting entities. This presents a major obstacle to global sustainability ambitions, particularly considering the vast physical infrastructure, non-renewable resources, rare earth elements, water and natural assets controlled by governments around the world. .

[Click here](#) to access KPMG's portal.

Fighting Modern Slavery in Canadian Supply Chain

The deadline for the first year of reporting under Canada's Fighting Forced Labour and Child Labour in Supply Chains Act (the Act) was May 31, 2024. Under the Act, eligible entities are required to publicly report on steps taken to reduce the risk of forced labour and child labour in their business and supply chain. KPMG in Canada reviewed 5,794 report submissions for the act to identify key takeaways.

[Click here](#) to access KPMG's portal.

ESG for Cities Webinar Series

Cities and municipalities play a crucial role to drive climate action and resilience measures, acting as stewards for the communities they serve – including their constituents, and public, private and non-profit organizations. With the physical impacts of climate changes – including floods, wildfires and droughts – accelerating in terms of both increased frequency and severity, city and municipal leaders are increasingly considering how they can tackle the multifaceted challenge of achieving net zero greenhouse gas (GHG) emissions by 2050. KPMG in Canada's Public Sector and ESG practices completed a three-part national webinar series focusing on the journey to net zero – from strategic planning and stakeholder engagement to the implementation at the asset and operational level, and subsequent reporting obligations.

[Click here](#) to access KPMG's portal.

Building a Successful Transformation Program

Today's government and public sector organizations have a rapidly evolving customer service relationship with the populations they serve. Canadians are used to finding and accessing information and services easily and conveniently through digital channels. When digital interactions don't meet expectations or become obstacles to program access, service delivery innovation and other stakeholder objectives are not met.

[Click here](#) to read KPMG's article.



Appendix 4: Thought leadership and insights (continued)

Artificial Intelligence in Financial Reporting and Audit

Artificial intelligence (AI) is transforming the financial reporting and auditing landscape, and is set to dramatically grow across organizations and industries. In our new report, KPMG surveyed 1,800 senior executives across 10 countries, including Canada, confirming the importance of AI in financial reporting and auditing. This report highlights how organizations expect their auditors to lead the AI transformation and drive the transformation of financial reporting. They see a key role for auditors in supporting the safe and responsible rollout of AI, including assurance and attestation over the governance and controls in place to mitigate risks.

[Click here](#) to access KPMG's portal.

Control System Cybersecurity Annual Report 2024

Based on a survey of more than 630 industry members (13% from government organizations), this report reveals that while the increase in cyberattacks is concerning, organizations have become more proactive in their cybersecurity budgets, focused on prevention, and acknowledging the threat of supply chain attacks. Furthermore, the report highlights a pressing need for skilled cybersecurity professionals in the face of escalating cyber threats. Explore the full report to help gain a clearer understanding of the growing cyber threat landscape and learn how to overcome the roadblocks to progress.

[Click here](#) to access KPMG's portal.

Cybersecurity Considerations 2024: Government and Public Sector

In every industry, cybersecurity stands as a paramount concern for leaders. Yet, for government and public sector organizations, the game of digital defense takes on a whole new level of intensity. The reason? The sheer volume and sensitivity of data they manage, which can amplify the potential fallout from any breach. These agencies are the custodians of a vast array of personal and critical data, spanning from citizen welfare to public safety and national security. This article delves into the pivotal cybersecurity considerations for the government and public sector. It offers valuable perspectives on critical focus areas and provides actionable strategies for leaders and their security teams to fortify resilience, drive innovation, and uphold trust in an ever-changing environment.

[Click here](#) to access KPMG's portal.



Appendix 4: Thought leadership and insights (continued)

Our latest thinking on the issues that matter most to the Board 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

Audit Committee Guide – Canadian Edition

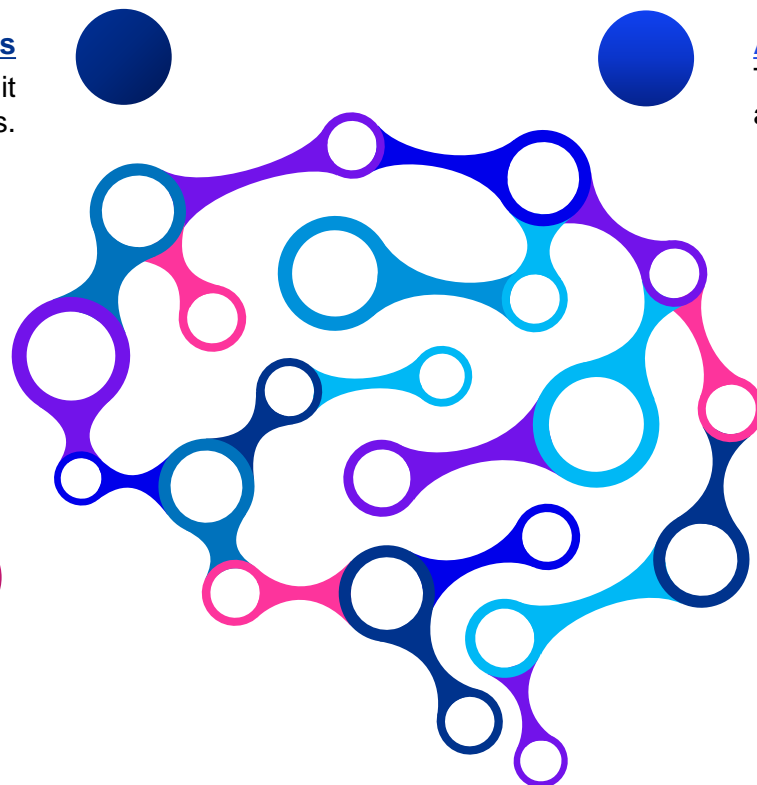
A practical guide providing insight into current challenges and leading practices shaping audit committee effectiveness in Canada.

Accelerate 2025

The key issues driving the audit committee agenda in 2025.

Sustainability Reporting

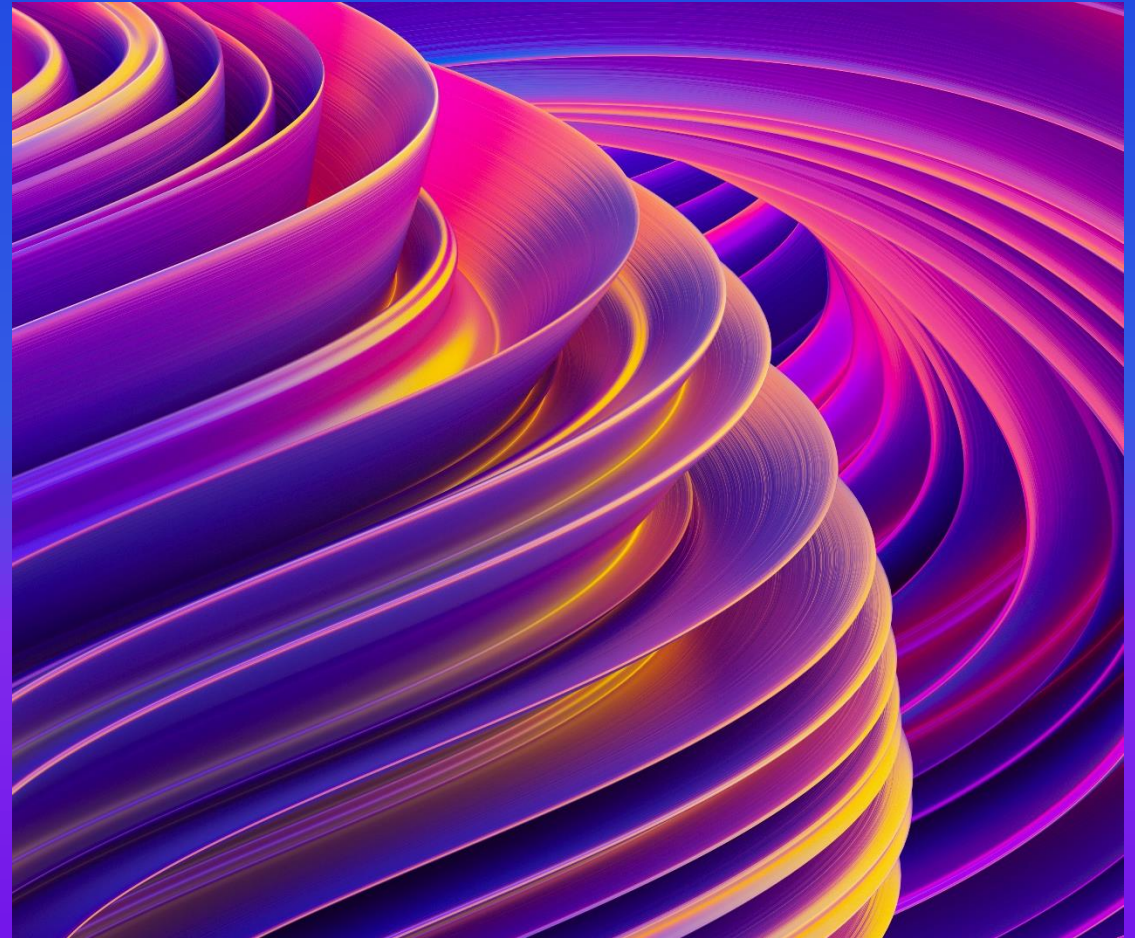
Resource centre on implementing the new Canadian reporting standards





kpmg.ca

© 2024 KPMG LLP, an Ontario limited liability partnership and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. All rights reserved. The KPMG name and logo are trademarks used under license by the independent member firms of the KPMG global organization.



BRIEFING NOTE FOR:**UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES**

Subject:	Consolidated Financial Statements for the year ended March 31, 2025	
Audit and Risk Committee	Meeting Date: May 26, 2024	<u>For making recommendation to BOG for Approval</u>
Board of Governors	Meeting Date: May 29, 2024	<u>For Approval</u>
Submitted By:	Rahim Somani, Vice President, Finance and Administration	
Please note other guests to be in attendance:	Kiran Kullar, Director of Finance	
Appendices:	Consolidated Financial Statements for the year ended March 31, 2025	
Motion Number:	<i>To be completed by Office of University Governance</i>	

MOTION**Audit and Risk Committee:**

That, the Audit and Risk Committee recommends to the Board of Governors, the approval of the University of Northern British Columbia's Consolidated Financial Statements for the year ended March 31, 2025.

Board of Governors:

That, on the recommendation of the Audit and Risk Committee, the Board of Governors approves the University of Northern British Columbia's Consolidated Financial Statements for the year ended March 31, 2025.

Consolidated Financial Statements

Year Ended March 31, 2025

University of Northern British Columbia

Consolidated Financial Statements

Table of Contents

	<u>Page</u>
STATEMENT OF MANAGEMENT RESPONSIBILITY	1
INDEPENDENT AUDITORS' REPORT	2
AUDITED FINANCIAL STATEMENTS	
Consolidated Statement of Financial Position	5
Consolidated Statement of Operations and Accumulated Surplus	6
Consolidated Statement of Changes in Net Debt	7
Consolidated Statement of Cash Flows	8
Notes to Consolidated Financial Statements	9

UNIVERSITY OF NORTHERN BRITISH COLUMBIA

STATEMENT OF MANAGEMENT RESPONSIBILITY

The consolidated financial statements of the University of Northern British Columbia (the University) have been prepared by management in conformity with Section 23.1 of the *Budget Transparency and Accountability Act* of the Province of British Columbia and the Restricted Contribution Regulation 198/2011 issued pursuant to it. The regulations require financial statements to be prepared in accordance with the standards of the Canadian Public Sector Accounting Board except that the contributions received or receivable by the University for the purpose of acquisition of tangible capital assets are accounted for as deferred capital contributions as described in note 2(a) of the consolidated financial statements. The consolidated financial statements present the consolidated financial position of the University as at March 31, 2025 and the consolidated results of its operations and its consolidated cash flows for the year ended March 31, 2025.

In fulfilling its responsibilities and recognizing the limits inherent in all systems, management has developed and maintains a system of internal controls designed to provide reasonable assurance that University's assets are safeguarded from loss and that the accounting records are a reliable basis for the preparation of consolidated financial statements.

The Board of Governors carries out its responsibility for review of the consolidated financial statements and oversight of management's performance of its financial reporting responsibilities principally through its Audit and Risk Committee.

Except for the President, members of the Audit and Risk Committee are not administrative officers of the University. The composition of the Committee may include any Board member, including those elected by employee groups and members of student societies. All members of the Board have a fiduciary duty to act in the best interest of the University.

The Committee meets with management and the external auditors to discuss the results of audit examinations and financial reporting matters. The external auditors have full access to the Audit and Risk Committee, with and without the presence of management.

The consolidated financial statements for the year ended March 31, 2025 have been reported on by KPMG LLP. The Independent Auditor's Report outlines the scope of the examination and provides the firm's opinion on the consolidated financial statements.

Rahim Somani, CPA, CA
Vice President, Finance & Administration

Kiran Kullar, CPA, CA
Director of Finance

May 29, 2025

UNIVERSITY OF NORTHERN BRITISH COLUMBIA

Consolidated Statement of Financial Position

March 31, 2025, with comparative figures for March 31, 2024 (in thousands of dollars)

		2025	2024
Financial assets			
Cash and cash equivalents		\$ 55,251	\$ 55,567
Operating investments	(Note 3)	23,463	22,808
Accounts receivable		8,921	11,562
Inventories for resale		361	526
Portfolio investments	(Note 4)	39,420	36,395
		127,416	126,858
Liabilities			
Accounts payable and accrued liabilities	(Note 5)	19,143	18,991
Deferred revenue		5,327	7,108
Deferred contributions	(Note 7)	69,605	68,662
Deferred capital contribution	(Note 8)	153,368	150,645
		247,443	245,406
Net debt		(120,027)	(118,548)
Non-financial assets			
Tangible capital assets	(Note 9)	204,004	201,030
Inventories held for use		252	127
Endowment investments	(Note 4 and 13)	75,591	73,199
Prepaid expenses		3,314	3,550
		283,161	277,906
Accumulated surplus	(Note 12)	\$ 163,134	\$ 159,358

Contractual obligations and commitments (Note 11)

See accompanying notes to consolidated financial statements

On behalf of the Board of Governors:

Joel McKay
Chair, Board of Governors

Geoffrey Payne
President & Vice Chancellor

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

For the Year ended March 31, 2025, with comparative figures for March 31, 2024 (in thousands of dollars)

	Budget				
	(Note 2(o))		2025		2024
Revenues					
Government grants					
Provincial government	\$	78,683	\$	78,134	\$ 69,033
Federal government		9,500		12,044	10,584
Tuition - Domestic		16,494		15,630	15,178
Tuition - International		10,830		10,508	9,530
Other fees		2,076		1,984	2,027
Sales of goods and services		9,535		9,223	9,004
Gifts, bequests, non-government grants and contracts		16,794		18,851	15,136
Investment income		4,100		4,038	6,820
External cost recovery and other income		573		9	6
Revenue recognized from deferred capital contributions		8,000		8,249	7,662
		156,585		158,670	144,980
Expenses					
Ancillary operations		7,459		8,904	7,648
Facilities operations and maintenance		18,419		19,433	18,177
Instruction		60,734		61,126	57,406
Institutional support		49,373		46,710	43,250
Sponsored research		5,500		16,580	14,072
Special purpose		14,600		4,532	6,070
		156,085		157,285	146,623
Annual operating surplus (deficit) before restricted contributions		500		1,385	(1,643)
Restricted endowment contributions		1,500		2,391	1,378
Annual surplus (deficit)		2,000		3,776	(265)
Accumulated surplus, beginning of year		158,655		159,358	159,623
Accumulated surplus, end of year	\$	160,655	\$	163,134	\$ 159,358

See accompanying notes to consolidated financial statements.

UNIVERSITY OF NORTHERN BRITISH COLUMBIA
Consolidated Statement of Changes in Net Debt

Year ended March 31, 2025, with comparative figures for March 31, 2024 (in thousands of dollars)

	Budget (Note 2(o))	2025	2024
Annual surplus (deficit)	\$ 2,000	\$ 3,776	\$ (265)
Exclude items not affecting net debt:			
Restricted endowment contributions	(1,500)	(2,391)	(1,378)
	500	1,385	(1,643)
Acquisition of tangible capital asset	-	(14,104)	(10,450)
Amortization of tangible capital assets	-	11,130	10,448
	-	(2,974)	(2)
Consumption of inventories held for use	-	126	93
Acquisition of inventories held for use	-	(252)	(131)
Consumption of prepaid expenses	-	3,550	3,689
Acquisition of prepaid expenses	-	(3,314)	(3,550)
	-	110	101
Decrease (increase) in net debt	500	(1,479)	(1,544)
Net debt, beginning of year	(128,962)	(118,548)	(117,004)
Net debt, end of year	\$ (128,462)	\$ (120,027)	\$ (118,548)

See accompanying notes to consolidated financial statements.

UNIVERSITY OF NORTHERN BRITISH COLUMBIA

Consolidated Statement of Cash Flows

Year ended March 31, 2025, with comparative figures for March 31, 2024 (in thousands of dollars)

	2025	2024
Cash provided by (used in):		
Operating Activities		
Annual surplus (deficit)	\$ 3,776	\$ (265)
Items not involving cash:		
Amortization of tangible capital assets	11,130	10,448
Amortization of deferred capital contributions	(8,249)	(7,662)
Change in non-cash operating working capital		
Decrease (increase) in accounts receivable	2,641	(4,898)
Decrease in prepaid expenses	236	139
Increase in inventories held for use	(125)	(36)
Decrease in inventories held for sale	165	95
Increase (decrease) in accounts payable and accrued liabilities	152	(3,436)
(Decrease) increase in deferred revenue	(1,781)	4,850
Net change in cash from operating activities	7,945	(765)
Capital activities		
Acquisition of tangible capital assets	(14,104)	(10,450)
Net change in cash from capital activities	(14,104)	(10,450)
Investing activities		
Capital contributions	10,972	7,801
Increase in operating investments	(655)	(296)
Increase in deferred contributions	943	10,205
Increase in endowment investments	(2,392)	(1,382)
Increase in portfolio investments	(3,025)	(4,017)
Net change in cash from investing activities	5,843	12,311
Net change in cash	(316)	1,096
Cash, beginning of year	55,567	54,471
Cash, end of year	\$ 55,251	\$ 55,567

Cash is comprised of cash and cash equivalents.

See accompanying notes to consolidated financial statements.

UNIVERSITY OF NORTHERN BRITISH COLUMBIA

Notes to Consolidated Financial Statements

Year ended March 31, 2025, with comparative figures for March 31, 2024 (in thousands of dollars)

1. Authority and Purpose

The University of Northern British Columbia ("UNBC" or "the University") operates under the authority of the *University Act* of British Columbia. UNBC is a comprehensive research university dedicated to improving the quality of life in its region, and beyond, by attaining the highest standards of undergraduate and graduate teaching, learning, and research. The University is governed by a 15 member Board of Governors, eight of whom are appointed by the Government of British Columbia, including two on the recommendation of the UNBC Alumni Association. The academic governance of the University is vested in the Senate. UNBC is a registered charity and is therefore exempt from income taxes under Section 149 of the *Income Tax Act*. The University receives a significant portion of its revenues from the Province of British Columbia.

2. Summary of significant accounting policies

The consolidated financial statements of the University are prepared by management in accordance with the basis of accounting described below. Significant accounting policies of the University are as follows:

(a) Basis of accounting

The consolidated financial statements have been prepared in accordance with Section 23.1 of the *Budget Transparency and Accountability Act* of the Province of British Columbia supplemented by Regulations 257/2010 and 198/2011 issued by the Province of British Columbia Treasury Board.

The *Budget Transparency and Accountability Act* requires that the consolidated financial statements be prepared in accordance with the set of standards and guidelines that comprise generally accepted accounting principles for senior governments in Canada, or if the Treasury Board makes a regulation, the set of standards and guidelines that comprise generally accepted accounting principles for senior governments in Canada as modified by the alternate standard or guideline or part thereof adopted in the regulation.

Regulation 257/2010 requires all tax-payer supported organizations in the Schools, Universities, Colleges and Hospitals sectors to adopt Canadian public sector accounting standards without any PS4200 elections.

Regulation 198/2011 requires that restricted contributions received or receivable are to be reported as revenue depending on the nature of the restrictions on the use of the funds by the contributors as follows:

- (i) Contributions for the purpose of acquiring or developing a depreciable tangible capital asset or contributions in the form of a depreciable tangible capital assets are recorded and, referred to as deferred capital contributions and recognized revenue at the same rate that amortization of the related tangible capital asset is recorded. The reduction of the deferred capital contributions and the recognition of the revenue are accounted for in the fiscal period during which the tangible capital asset is used to provide services.
- (ii) Contributions restricted for specific purposes other than those for acquisition or development of a depreciable tangible capital asset are recorded as deferred contributions and recognized in revenue in the year in which the stipulation or restriction on the contributions have been met.

2. Summary of significant accounting policies (continued)

(a) Basis of accounting - (continued)

For British Columbia tax-payer supported organizations, these contributions include government transfers and externally restricted contributions.

The accounting policy requirements under Regulation 198/2011 are significantly different from the requirements of Canadian public sector accounting standards which requires that:

- government transfers, which do not contain a stipulation that creates a liability, be recognized as revenue by the recipient when approved by the transferor and the eligibility criteria have been met in accordance with public sector accounting standard PS3100; and
- externally restricted contributions be recognized as revenue in the period in which the resources are used for the purpose or purposes specified in accordance with public sector accounting standard PS3100.

As a result, revenue is recognized in the Consolidated Statement of Operations and Accumulated Surplus and certain related deferred capital contributions would be recorded differently under Canadian Public Sector Accounting Standards.

(b) Basis of consolidation

The consolidated financial statements reflect the assets, liabilities, revenues and expenses of organizations that are controlled by UNBC. UNBC Investment Trust is a for-profit entity controlled by the University, whose primary purpose is to manage certain investment assets of the endowment fund; it is included in the financial statements on a fully consolidated basis.

(c) Cash and cash equivalents

Cash and cash equivalents include cash, money-market securities and investments with terms to maturity of three months or less at date of purchase and are cashable on demand.

(d) Operating investments

Operating investments consist of highly liquid money-market and bond securities and other investments with terms to maturity of greater than three months to one year at date of purchase.

(e) Financial instruments

Financial instruments are classified into two categories: fair value or cost.

Fair value category: Portfolio instruments that are quoted in an active market and derivative instruments are reflected at fair value as at the reporting date. Other financial instruments which the University has designated to be recorded at fair value include cash, cash equivalents and short term investments. Sales and purchases of investments are recorded on the trade date. Transaction costs related to the acquisition of investments are recorded as an expense. Significant unrealized gains and losses on financial instruments are recognized in the Statement of Remeasurement Gains and Losses until such time that the financial asset is derecognized due to disposal or impairment. At the time of derecognition, the related realized gains and losses are recognized in the Statement of Operations and Accumulated Surplus and related balances reversed from the Statement of Remeasurement Gains and Losses. Unrealized gains and losses on

2. Summary of significant accounting policies (continued)

(e) Financial instruments - (continued)

endowment investments where earnings are restricted as to use are recorded as deferred contributions and recognized in revenue when disposed and when the related expenses are incurred.

Cost category: Realized gains, losses and interest expense are recognized in the Statement of Operations and Accumulated Surplus when the financial asset is derecognized due to disposal or impairment. Accounts receivable, accounts payable and accrued liabilities are measured at cost. Any gains, losses or expense is recorded in the annual surplus (deficit) depending on the nature of the financial asset or liability that gave rise to the gain, loss or expense. Valuation allowances are made when collection is in doubt. Interest is accrued on accounts receivable to the extent it is deemed collectible.

(f) Inventories for resale

Inventories held for resale, including books, clothing, office and paper supplies, food and other items for retail sale are recorded at the lower of cost and net realizable value. Cost includes the original purchase cost, plus shipping and applicable duties. Net realizable value is the estimated selling price less any costs to sell.

(g) Non-financial assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

(i) Tangible capital assets

Tangible capital assets are recorded at cost, which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. Interest is not capitalized whenever external debt is issued to finance the construction of tangible capital assets. Donated assets are recorded at fair value at the date of transfer. In unusual circumstances where fair value cannot be reasonably determined, the tangible capital asset would be recognized at nominal value.

Tangible capital assets are amortized on a straight-line basis over their estimated useful life as shown below. Land is not amortized as it is deemed to have a permanent value.

Asset	Rate
Buildings and site improvements	50 years
Capital renovations	20 years
Library books	10 years
Furniture and equipment	8 years
Computers	3 years

Assets under construction are not amortized until the asset is available for productive use.

Tangible capital assets are written down when conditions indicate that they no longer contribute to the University's ability to provide goods and services, or when the value of future economic benefits associated with the tangible capital assets are less than their net book value.

2. Summary of significant accounting policies (continued)

(g) Non-financial assets - (continued)

(ii) Works of art and historic treasures

Works of art and historic treasures are not recorded as assets in these consolidated financial statements.

(iii) Inventories Held for Use

Inventories held for use such as office, stationery and lab supplies distributed to various departments are recorded at the lower of cost and replacement cost.

Cost includes the original purchase cost, plus shipping and applicable duties.

(h) Employee future benefits

The University and eligible employees contribute to a defined contribution pension plan providing benefits on a money purchase basis. The cost of pension benefits includes the current service cost based on 8% to 10% of salary, less a fixed offsetting amount relating to Canada Pension Plan contributory earnings. The assets and liabilities of this plan are not included in the University's consolidated financial statements. The University expenses its contributions to the plan in the year to which the contributions relate.

The University's sick leave benefits do not vest or accumulate and related costs are expensed as incurred.

Vacation benefits for the University's employees are accrued as earned. The obligations under these benefits are based on the applicable collective agreements for unionized employees and employment contracts for employees not covered by collective agreements.

(i) Revenue recognition

Revenue, including tuition, from transactions with performance obligations is recognized when (at a point in time) or as (over a period of time) the University satisfies the performance obligations, which occurs when control of the benefits associated with the promised goods or services has passed to the payer.

Revenue from transactions without performance obligations is recognized at realizable value when the University has the right to claim or retain an inflow of economic resources received or receivable and there is a past transaction or event that gives rise to the economic resources.

Unrestricted donations and grants and other income are recorded as revenue when receivable if the amounts can be estimated and collection is reasonably assured. Pledges from donors are recorded as revenue when payment is received or the transfer of property is completed.

The University follows the deferral method of accounting for contributions. Restricted donations and grants are reported as revenue depending on the nature of the restrictions on the use of the funds by the contributors as follows:

- (i) Contributions for the purpose of acquiring or developing a depreciable tangible capital asset or in the form of a depreciable tangible capital asset, in each case for use in providing services are recorded and referred to as deferred capital contributions and recognized in revenue at the same rate that amortization of the tangible capital asset is recorded. The reduction of the deferred capital contributions and the recognition of the revenue are accounted for in the fiscal period during which the tangible capital asset is used to provide

2. Summary of significant accounting policies (continued)

(i) Revenue recognition - (continued)

services.

- (ii) Contributions restricted for specific purposes other than for those to be held in perpetuity or the acquisition or development of a depreciable tangible capital asset are recorded as deferred contributions and recognized in revenue in the year in which the stipulations or restrictions on the contribution have been met.
- (iii) Contributions restricted to be retained in perpetuity, allowing only the investment income earned thereon to be spent are recorded as endowment contributions on the Consolidated Statement of Operations and Accumulated Surplus for the portion to be held in perpetuity and as deferred contributions for any restricted investment income earned thereon.
- (iv) Investment income includes interest recorded on an accrual basis and dividends recorded as declared, realized gains and losses on the sale of investments, and write-downs on investments where the loss in value is determined to be other-than- temporary.

(j) Use of estimates

The preparation of the consolidated financial statements in accordance with the *Budget Transparency and Accountability Act* requires management to make estimates and assumptions. These estimates and assumptions affect the reported amounts of assets, liabilities, and related disclosures. Key areas where management has made estimates and assumptions include those related to the determination of fair value of financial instruments, the useful life of tangible capital assets for amortization, the related amortization of deferred capital contributions and accrued payables. Where actual results differ from these estimates and assumptions, the impact will be recorded in future periods when the difference becomes known.

(k) Foreign currency translation

The University's functional currency is the Canadian dollar. Transactions in foreign currencies are translated into Canadian dollars at the exchange rate in effect on the transaction date. Monetary assets and liabilities denominated in foreign currencies and non-monetary assets and liabilities which were designated in the fair value category under the financial instrument standard are reflected in the consolidated financial statements in equivalent Canadian dollars at the exchange rate in effect on the date of the statement of financial position. Any gain or loss resulting from a change in rates between the transaction date and the settlement date or date of the statement of financial position is recognized in the statement of remeasurement gains and losses. In the period of settlement, the related cumulative remeasurement gain/loss is reversed in the statement of remeasurement gains and losses and the exchange gain or loss in relation to the exchange rate at the date of the item's initial recognition is recognized in the Consolidated Statement of Operations and Accumulated Surplus.

(l) Contaminated sites

Contaminated sites are defined as the result of contamination being introduced in air, soil, water or sediment of a chemical, organic, or radioactive material or live organism that exceeds an environmental standard.

A liability for remediation of contaminated sites is recognized, net of any expected recoveries, when all of the following criteria are met:

2. Summary of significant accounting policies (continued)

(l) Contaminated sites - (continued)

- (i) an environmental standard exists;
- (ii) contamination exceeds the environmental standard;
- (iii) the organization is directly responsible or accepts the responsibility for the liability;
- (iv) future economic benefits will be given up; and
- (v) a reasonable estimate of the liability can be made.

(m) Asset retirement obligation

The University recognizes asset retirement obligations in the period in which the following criteria are met:

- (i) there is a legal obligation to incur retirement costs in relation to a tangible capital asset;
- (ii) the past transaction or event giving rise to the liability has occurred;
- (iii) it is expected that future economic benefits will be given up; and
- (iv) a reasonable estimate of the amount can be made.

Tangible long-lived assets include leased premises and the legal obligation to incur retirement costs is a result from the acquisition, construction, development, and/or normal use of the asset.

The fair value of the asset retirement cost is capitalized as part of the carrying value of the related long-lived asset and is depreciated over the life of the asset. The liability may be changed to reflect the passage of time and changes in the fair value assessment of the retirement obligation.

(n) Budget figures

Budget figures are provided for comparative purposes and have been derived from the Budget March 31, 2024-25 and Projection for 2025-28 submission which included 2024-25 consolidated budget presentation for the financial statements, approved by the Board of Governors of UNBC as at March 31, 2024. The budget is reflected in the Consolidated Statements of Operations and Accumulated Surplus and Statements of Changes in Net Debt.

(o) Future changes in accounting standards

The University is currently assessing the impact of the following new conceptual framework and standard, and the extent of the impact of their adoption on the consolidated financial statements.

Effective April 1, 2026, The Conceptual Framework for Financial Reporting in the Public Sector. The conceptual Framework is the foundation for public sector financial reporting standards. It replaces the conceptual aspects of PS 1000, Financial Statements concepts and PS 1100, Financial Statement Objectives. The Conceptual Framework highlights considerations fundamental for the consistent application of accounting issues in the absence of specific standards.

Effective April 1, 2026, PS 1202 Financial Statement Presentation. PS 1202 sets out general and specific requirements for the presentation of information in general purpose financial statements. The financial statement presentation principles are based on the concepts within the Conceptual Framework.

3. Operating investments

		Fair Value Hierarchy	March 31, 2025	March 31, 2024
Term Deposits and Guaranteed Investment Certificates	Level 1	\$	13,400	\$ 13,400
Municipal financing Authority - bond fund	Level 1		10,063	9,408
		\$	23,463	\$ 22,808

4. Financial instruments

The financial instruments measured at fair value held within each investment are classified according to a hierarchy which includes three levels, reflecting the reliability of the inputs involved in the fair value determination. The different levels are defined as follows:

- Level 1: quoted prices (unadjusted) in active markets for identical assets and liabilities;
- Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and
- Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs)

Included within the portfolio and endowment investments are \$44,194 (2023- \$10,797) of private debt, private equity, real estate and infrastructure funds which have been valued as of December 31, 2024. The change in the fair market value to March 31, 2025 is not attainable as of the date of the release of the consolidated financial statements.

		Fair Value Hierarchy	March 31, 2025	March 31, 2024
Financial assets:				
Portfolio investments quoted at fair value - restricted endowment:				
Fixed income	Level 1	\$	7,052	\$ 6,339
Equity	Level 1		10,886	9,627
Real Estate	Level 3		4,831	4,695
Infrastructure	Level 3		8,229	7,174
Private debt	Level 3		6,837	6,692
Private equity	Level 3		1,585	1,868
		\$	39,420	\$ 36,395

		Fair Value Hierarchy	March 31, 2025	March 31, 2024
Non-financial assets:				
Restricted endowment investments quoted at fair value:				
Fixed income	Level 1	\$	13,523	\$ 12,750
Equity	Level 1		20,876	19,364

4. Financial instruments - (continued)

Real Estate	Level 3	9,265	9,442
Infrastructure	Level 3	15,780	14,428
Private debt	Level 3	13,111	13,459
Private equity	Level 3	3,036	3,756
		<u>\$ 75,591</u>	<u>\$ 73,199</u>
Total financial instruments		<u>\$ 115,011</u>	<u>\$ 109,594</u>

The following table reconciles the changes in fair value of financial instruments classified as level 3 during the year.

	March 31, 2025	March 31, 2024
Balance, beginning of year	\$ 61,513	\$ 60,158
Unrealized gain (loss)	2,766	(2,766)
Purchases	436	5,211
Dispositions	(2,042)	(1,090)
	<u>\$ 62,673</u>	<u>\$ 61,513</u>

5. Accounts payable and accrued liabilities

	March 31, 2025	March 31, 2024
Accounts payable and accrued liabilities	\$ 9,361	\$ 10,329
Salaries and benefits	7,910	6,857
Accrued vacation entitlement	1,872	1,805
	<u>\$ 19,143</u>	<u>\$ 18,991</u>

6. Pension plan

The University has a defined contribution pension plan covering all eligible, permanent employees of the University. The pension plan is a separate legal entity with its own Board of Trustees. Sun Life of Canada was appointed to provide custodial services for plan members. Investment management services are provided by several fund managers and plan members individually select their investment vehicles from those available which include bond, balanced, money market, equity and global funds, and guaranteed term deposits (1, 3, and 5 years).

The University expenses the contributions made to the plan in the year to which they relate. During the year, the University contributed \$6,786 (March 31, 2024 - \$5,832) to the plan.

7. Deferred contributions

Deferred contributions are comprised of funds restricted for research, capital acquisitions and other specific purposes. Changes in deferred contributions balances are as follows:

	Capital	Research	Specific Purpose	March 31, 2025	March 31, 2024
Balance, beginning of year:	\$ 35	\$ 14,783	\$ 53,844	\$ 68,662	\$ 58,457
Contributions received during the year	8,412	17,437	22,951	48,800	47,529
Revenue recognized from deferred contributions	(385)	(16,841)	(19,659)	(36,885)	(29,522)
Transfers to deferred capital contributions	(7,961)	(1,551)	(1,460)	(10,972)	(7,802)
Balance, end of year	<u>\$ 101</u>	<u>\$ 13,828</u>	<u>\$ 55,676</u>	<u>\$ 69,605</u>	<u>\$ 68,662</u>

8. Deferred capital contributions

Contributions that are restricted for capital are referred to as deferred capital contributions. Amounts are recognized into revenue as the liability is extinguished over the useful life of the asset. Treasury Board provided direction on accounting treatment as disclosed in note 2(a).

Changes in the deferred capital contributions balance are as follows:

	March 31, 2025	March 31, 2024
Balance, beginning of year	\$ 150,645	\$ 150,508
Contributions received during the year	10,972	7,799
Revenue recognized from deferred capital contributions	(8,249)	(7,662)
Balance, end of year	\$ 153,368	\$ 150,645

9. Tangible capital assets

March 31, 2025 Cost	Balance at March 31, 2024	Additions	Disposals/ Transfers	Balance at March 31, 2025
Land	\$ 7,145	\$ -	\$ -	\$ 7,145
Buildings and site improvements	313,317	-	8,709	322,026
Furniture and equipment	66,744	4,909	-	71,653
Computers	45,178	1,697	-	46,875
Library holdings	28,472	57	-	28,529
Assets under construction	2,531	7,441	(8,709)	1,263
Total	\$ 463,387	\$ 14,104	\$ -	\$ 477,491

March 31, 2025 Accumulated amortization	Balance at March 31, 2024	Disposals	Amortization expense	Balance at March 31, 2025
Land	\$ -	\$ -	\$ -	\$ -
Buildings and site improvements	(134,828)	-	(7,441)	(142,269)
Furniture and equipment	(57,325)	-	(2,243)	(59,568)
Computers	(43,243)	-	(1,350)	(44,593)
Library holdings	(26,961)	-	(96)	(27,057)
Total	\$ (262,357)	\$ -	\$ (11,130)	\$ (273,487)

	Net book value March 31, 2024	Net book value March 31, 2025
Land	\$ 7,145	\$ 7,145
Buildings and site improvements	178,489	179,757
Furniture and equipment	9,419	12,085
Computers	1,935	2,282
Library holdings	1,511	1,472
Assets under construction	2,531	1,263
Total	\$ 201,030	\$ 204,004

9. Tangible capital assets - (continued)

March 31, 2024 Cost	Balance at March 31, 2023	Additions	Disposals/ Transfers	Balance at March 31, 2024
Land	\$ 7,145	\$ -	\$ -	\$ 7,145
Buildings and site improvements	309,550	300	3,467	313,317
Furniture and equipment	63,657	3,087	-	66,744
Computers	43,972	1,206	-	45,178
Library holdings	28,437	35	-	28,472
Assets under construction	176	5,822	(3,467)	2,531
Total	\$ 452,937	\$ 10,450	\$ -	\$ 463,387

March 31, 2024 Accumulated amortization	Balance at March 31, 2023	Disposals	Amortization expense	Balance at March 31, 2024
Land	\$ -	\$ -	\$ -	\$ -
Buildings and site improvements	(127,692)	-	(7,136)	(134,828)
Furniture and equipment	(55,293)	-	(2,032)	(57,325)
Computers	(42,081)	-	(1,162)	(43,243)
Library holdings	(26,843)	-	(118)	(26,961)
Total	\$ (251,909)	\$ -	\$ (10,448)	\$ (262,357)

	Net book value March 31, 2023	Net book value March 31, 2024
Land	\$ 7,145	\$ 7,145
Buildings and site improvements	181,858	178,489
Furniture and equipment	8,364	9,419
Computers	1,891	1,935
Library holdings	1,594	1,511
Assets under construction	176	2,531
Total	\$ 201,028	\$ 201,030

(a) Assets under construction

Assets under construction having a value of \$1,263 (March 31, 2024 - \$2,531) are not amortized. Amortization of these assets commences when the asset is put into service; if it is determined that the costs no longer represent the cost of an ongoing project, they are expensed in the Consolidated Statement of Operations and Accumulated Surplus.

(b) Works of art and historical treasures

The University manages and controls various works of art and non-operational historical cultural treasures including artifacts, paintings and sculptures located at University sites and public display areas. These assets are not recorded as tangible capital assets and are not amortized.

10. Financial risk management

UNBC has exposure to the following risks from its use of financial instruments: credit risk, interest rate risk, liquidity risk and foreign exchange risk. The Board of Governors, through management, ensures that the University has processes in place to identify and monitor major risks.

(a) Credit risk

Credit risk is the risk of financial loss to the University if a customer or counterparty to a financial instrument fails to meet its contractual obligations. The credit risk from accounts receivable is relatively low as the majority of the balances are due from government agencies and tuition receivables. Credit risk from tuition is managed through restricted enrolment activities for students with delinquent balances and maintaining standard collection procedures.

Given the nature of the University's accounts receivable balances, and economic outlook, management has assessed the impact to credit risk as low.

(b) Interest rate risk

Interest rate risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in the market interest rates.

The University is exposed to interest risk in the portfolio investments.

(c) Liquidity risk

Liquidity risk is the risk that the University will not be able to meet its financial obligations as they become due.

The University manages liquidity risk by continually monitoring actual and forecasted cash flows from operations and anticipated capital, investing and financing activities to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the University's reputation.

The University prepares an annual operating budget to ensure that the University does not allocate any funding beyond its expected earnings. The operating budget, including capital expenditures, is monitored and updated as necessary. Significant capital projects require approval by the Board of Governors before commencement.

(d) Foreign exchange risk

Foreign exchange risk is the risk that the fair value of financial instruments or future cash flows associated with those instruments will fluctuate due to changes in foreign exchange rates. The University is exposed to foreign exchange risk on financial instruments denominated in foreign currencies, including foreign currency bank accounts.

The foreign exchange risk of the instruments has an insignificant impact on the University's results of operations.

11. Contractual obligations and commitments**Funding commitments**

Under its endowment investment strategy, the University has outstanding commitments to fund private debt \$3,432 (2024- \$3,831); private equity \$646 (2024- \$646) and infrastructure investments \$702 (2024 - \$703).

Contractual obligations

The University has contractual obligations which are commitments that will become liabilities in the future when the terms of contracts or agreements are met. Amounts related to the unperformed portion of significant contracts are shown below.

	2026	2027	2028
Service contracts	\$ 1,114	\$ 1,114	\$ 186
Maintenance	948	852	293
Total	\$ 2,062	\$ 1,966	\$ 479

12. Accumulated surplus

Accumulated surplus is comprised of the following:

	March 31, 2025	March 31, 2024
Accumulated operating surplus	\$ 87,543	\$ 86,159
Endowments (Note 4 and 13)	75,591	73,199
	\$ 163,134	\$ 159,358

Accumulated operating surplus consists of the following individual fund surpluses:

	March 31, 2025	March 31, 2024
Invested in tangible capital assets		
Capital assets	\$ 204,004	\$ 201,030
Amounts financed by deferred capital contributions	(153,368)	(150,645)
	50,636	50,385
Appropriated for specific purposes		
General Operating		
Department carryforwards	2,517	2,351
Minor capital projects, equipment purchases and special projects	16,409	20,581
Professional development and internal research funds	5,283	4,721
	24,209	27,653
Ancillary Services	(11,638)	(12,368)
Capital	11,909	11,512
Specific Purpose	8,910	5,460
	33,390	32,257
Unrestricted surplus	3,517	3,517
Total accumulated operating surplus	\$ 87,543	\$ 86,159

12. Accumulated surplus - (continued)

General operating appropriations are comprised of departments amounts calculated under a policy that allows them to carry forward unspent amounts to future periods, as well as an allocation of unspent salary amounts under the authority of the Provost and the Vice President, Finance and Administration. It also includes allocations for one time projects, minor capital projects and new equipment purchases and funds set aside for individuals covered under various employment handbooks for professional development and research.

Ancillary Services represents accumulated funds held for the ongoing operations of ancillaries such as the Bookstore, Conference Services, Continuing Education and Food Services, as well as the outstanding balance of an internal loan for a housing renovation project.

Capital represents funds held for specific capital projects and the Capital Equipment Replacement Reserve.

Specific Purpose are funds that are restricted internally for specific activities and use, such as conference fees, library fines and reserves.

13. Endowments

Endowment contributions form part of accumulated surplus. Changes to the endowment balances are as follows:

	March 31, 2025	March 31, 2024
Balance, beginning of year	\$ 73,199	\$ 71,817
Contributions received during the year	1,294	305
Capitalized interest	1,098	1,077
Balance, end of year	<u>\$ 75,591</u>	<u>\$ 73,199</u>

The balance shown does not include endowment principal with fair value of \$2,435 (March 31, 2024 - \$2,367) and book value of \$1,681 (March 31, 2024 - \$1,681) held by the Vancouver Foundation. The excluded principal is not owned or controlled by the University, but income from it is paid to the University to be used for specific purposes.

14. Expense by object

The following is a summary of expenses by object:

	March 31, 2025	March 31, 2024
Salaries and wages	\$ 88,630	\$ 80,216
Benefits	18,762	17,370
Operational supplies and expenses	9,415	14,415
Professional and contracted services	10,850	9,503
Scholarships, fellowships and bursaries	6,482	4,448
Renovations, alterations and maintenance	4,319	4,350
Utilities	2,340	2,279
Cost of goods sold	1,118	1,409
Equipment, furnishings and rent	1,778	1,374
Travel and personnel costs	2,461	811
Amortization of tangible capital assets	11,130	10,448
Balance, end of year	<u>\$ 157,285</u>	<u>\$ 146,623</u>

15. Related parties

The University is related through common ownership to all Province of British Columbia ministries, agencies, crown corporations, school districts, health authorities, hospital societies, universities and colleges that are included in the provincial government reporting entity. Transactions with these entities, unless disclosed otherwise, are recorded at the exchange amounts, which is the amount of consideration established and agreed to by the related parties.

16. Contractual rights

The University receives research grants from various federal and provincial agencies, foundations, and institutions, and also enters into research agreements with some of these parties. The University currently expects to receive \$45,280 in research funding from fiscal 2026 to 2030.

The University also expects to receive additional research funding from federal, provincial and other sources from 2026 to 2030; however, this additional research funding is not specifically guaranteed to be received in future periods as at March 31, 2025. As a result, this additional research funding is not included in the total noted above.

17. Comparative information

Certain comparative figures have been reclassified to conform with the financial statement presentation adopted for the current year. The changes had no impact on prior year annual deficit.

Student Full Time Equivalent (FTE) Enrollment Report of

**UNIVERSITY OF NORTHERN
BRITISH COLUMBIA**

And independent Auditor's Report thereon

Year ended March 31, 2025



KPMG LLP
177 Victoria Street, Suite 400
Prince George BC V2L 5R8
Canada
Telephone (250) 563-7151
Fax (250) 563-5693

INDEPENDENT PRACTITIONER'S REASONABLE ASSURANCE REPORT

To the Board of Governors of the University of Northern British Columbia and the Minister of the Ministry of Post-Secondary Education and Future Skills, Province of British Columbia

We have undertaken a reasonable assurance engagement of the accompanying Student Full-Time Equivalent (FTE) Enrollment Report ("subject matter information") of the University of Northern British Columbia ("the Entity") for the year ended March 31, 2025.

Management's Responsibility

Management is responsible for the preparation and presentation of the subject matter information in accordance with the requirements of the Ministry of Advanced Education, Skills and Training as set out in its *Student FTE Enrolment Reporting Manual for Institutions in the BC Post-Secondary Central Data Warehouse* effective April 1, 2005 and as last modified in July 2024 ("applicable criteria").

Management is also responsible for such internal control as management determines necessary to enable the preparation and presentation of the subject matter information that is free from material misstatement, whether due to fraud or error.

Practitioner's Responsibilities

Our responsibility is to express a reasonable assurance opinion on the subject matter information based on the evidence we have obtained. We conducted our reasonable assurance engagement in accordance with Canadian Standards on Assurance Engagements (CSAE) 3000, *Attestation Engagements Other than Audits or Reviews of Historical Financial Information*. This standard requires that we plan and perform this engagement to obtain reasonable assurance about whether the subject matter information is free from material misstatement.

Reasonable assurance is a high level of assurance, but is not a guarantee that an engagement conducted in accordance with this standard will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users of our report.



The nature, timing and extent of procedures performed depends on our professional judgment, including an assessment of the risks of material misstatement, whether due to fraud or error, and involves obtaining evidence about the subject matter information.

We believe the evidence we obtained is sufficient and appropriate to provide a basis for our opinion.

Practitioner's Independence and Quality Control

We have complied with the relevant rules of professional conduct/code of ethics applicable to the practice of public accounting and related to assurance engagements, issued by various professional accounting bodies, which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

The Firm applies Canadian Standard on Quality Control 1, *Quality Control for Firms that Perform Audits and Reviews of Financial Statements, and Other Assurance Engagements* and, accordingly, maintains a comprehensive system of quality control, including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Opinion

In our opinion, the subject matter information of the University of Northern British Columbia for the year ended March 31, 2025 is prepared, in all material respects, in accordance with the applicable criteria.

Specific Purpose of Subject Matter Information

The subject matter information has been prepared in accordance with the applicable criteria referred to above.

As a result, the subject matter information may not be suitable for another purpose.

Restriction on Use and Distribution

Our report is intended solely for the Board of Governors of the University of Northern British Columbia and the Minister of the Ministry of Post-Secondary Education and Future Skills, and should not be used by, or distributed to, other parties.

A handwritten signature in black ink that reads 'KPMG LLP'. The signature is written in a cursive, stylized font. Below the signature is a horizontal line that starts under the 'K' and ends under the 'P'.

Chartered Professional Accountants

Prince George, Canada

May 21, 2025

Section 1 Program Level Details

PROGRAM	Ministry Code	CIP Code	FTE Target	FTE Actual	Utilization	Comments
Bachelor of Science in Nursing (Northern Baccalaureate Nursing Program - Terrace & Quesnel)	NURS	51.3801	286	241	84%	
Bachelor of Science in Nursing (Northern Baccalaureate Nursing Program - Prince George)	NURS	51.3801	52	33	63%	
Bachelor of Science in Nursing (Northern Baccalaureate Nursing Program)	NURS	51.3801	38	20	53%	
Nurse Practitioner	NURS	51.3805	60	61	102%	
Masters in Nursing	NURS	51.3801	10	8	76%	
Rural Nursing with Remote Certification	NURS	51.3811	24	16	68%	
Other Graduate Level Health Sciences	HLTH	Multiple	21	36	171%	
Allied Health	HLTH	Multiple				
Civil and Environmental Engineering (Degrees)	AVED	14.08	280	115	41%	
AVED graduate level (Masters or Doctoral) balance	AVED	Multiple	414	315	76%	
AVED all other programs	AVED	Multiple	2,647	1,578	60%	includes 36.60 FTE continuing studies for credit and 13.83 FTE existing delivery engineering (UNBC/UBC joint, EVEN major)
Total Ministry			3,832	2,422	63.2%	

Section 2 SkilledTradesBC Trades Training

PROGRAM	Ministry Code	CIP Code	FTE Actual	Comments
Apprenticeship Technical Training	ITAP	Multiple		
Explorer	ITXA/ITXY	Multiple		
Foundation	ITEL/ITHS/ITOT	Multiple		
Total STBC			0	

Section 3 International Not Reported in Section 1 Above

PROGRAM	FTE Actual	Comments
International graduate level (Masters or Doctoral)	165	International tuition GR/PhD FTE
International all other (e.g. Baccalaureate, certificate)	301	International tuition UG FTE
Total International	467	

Section 4 Total Enrolment

PROGRAM	Ministry Code	CIP Code	FTE Target	FTE Actual	Utilization	Comments
Total Ministry			3,832	2,422	63%	
Total STBC				0		
Total Domestic			3,832	2,422		
Total International				467		
Total Domestic and International				2,889		

Section 5 Supplementary Information

SUPPLEMENTARY INFORMATION	Ministry Code	CIP Code	FTE Target	FTE Actual	Utilization	Comments
Total graduate level (Masters or Doctoral) included in section 1	Multiple	Multiple	505	420	83%	
Health Externally Funded Domestic sources	Multiple	51.0000				
Health Externally Funded International sources	Multiple	51.0000		17		funding support from sources other than the Ministry (international tuition FTEs)
International Reported in Section 1 Above (Domestic Tuition) graduate level (Masters or Doctoral)	Multiple	Multiple		40		GR/PH international citizenship but domestic tuition
International Reported in Section 1 Above (Domestic Tuition) all other (e.g. baccalaureate, certificate)	Multiple	Multiple		68		UG international citizenship but domestic tuition
Official Languages Education French Language Programs (1) French language/literature courses or (2) courses offered in French by the Faculty of Education or French language/literature courses offered through the Faculty of Arts in collaboration with the Faculty of Education for students planning to be teachers of Core French, French Immersion or Francophone Programs.	AVED	05.0124 13.1325 13.1402 55				

Section 6 <To combine components of Sections 1,3 and 5 for RRU, SFU, UBC, UNBC and UVIC>

Combined	FTE Target	FTE Actual	Utilization	Comments
International Reported in Section 5 Above		109		
International Reported in Section 3 Above		467		
Total International		576		
AVED graduate level (Masters or Doctoral)	505	420	83%	
AVED all other programs	3,327	2,002	60%	

Section 7 Summary by Program Grouping

Program Grouping	FTE Target	FTE Actual	Utilization
Total Health	491	414	84.4%
Tech Expansion	280	115	41.0%
Total AVED All Other Programs	3,061	1,893	61.8%
Total Ministry	3,832	2,422	63.2%

BRIEFING NOTE FOR:

UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES

Subject:	Memorandum of Understanding between Tohoku University Graduate School of Medicine and UNBC	
Governance & Human Resources Committee	Meeting Date: May 15, 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: May 29, 2025	Purpose: <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input checked="" type="checkbox"/> Approval
Submitted By:	Paula Wood-Adams, Vice President, Research & Innovation	
Please note other guests to be in attendance:	Mark Barnes, Interim Associate Vice-President, Strategy & Outreach	
Appendices:	1. <i>Agreement on Academic Exchange Between Tohoku University Graduate School of Medicine, Japan and UNBC</i> 2. <i>Memorandum of Understanding on Student Exchange and UNBC</i>	
Motion Number:		

1.0 MOTION

That the Governance and Human Resources Committee on the recommendation of the UNBC Senate, recommends to the Board of Governors the approval of the Memorandum of Understanding between Tohoku University Graduate School of Medicine and the University of Northern British Columbia to promote further intercultural, education, scientific and technological exchanges as well as for the exchange of students as promoted by the Agreement on Academic Exchange as proposed.

Effective Date: Upon signing of the agreements

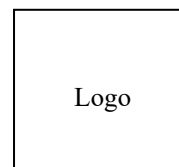
2.0 BACKGROUND AND ANALYSIS

The University of Northern British Columbia (UNBC) is seeking to build meaningful partnerships that address shared global challenges—particularly those associated with aging populations and health disparities in rural and northern regions. Tohoku University Graduate School of Medicine, a globally recognized leader in medical research and education, offers a compelling partner for UNBC in this regard. Both institutions are situated in regions with aging demographics and a need to develop innovative, community-based health solutions. A partnership would enable robust research exchange, leveraging Tohoku's advanced biomedical and population health research capabilities alongside UNBC's strengths in community-engaged, rural health research. This collaboration would accelerate evidence-based solutions with global relevance, particularly in areas such as aging, chronic disease management, and health systems innovation.

This partnership also supports UNBC's student-first approach by providing graduate students and early career researchers with opportunities to engage in international, interdisciplinary research, fostering academic excellence and professional development. Faculty collaboration will deepen research networks,

enhance publication and funding opportunities, and raise the global profile of UNBC as a research-intensive institution.

Ultimately, this relationship will strengthen recruitment and retention by signaling UNBC's commitment to global research leadership and offering students and faculty meaningful pathways to contribute to high-impact health solutions at home and abroad.



**AGREEMENT ON ACADEMIC EXCHANGE
BETWEEN
TOHOKU UNIVERSITY GRADUATE SCHOOL OF MEDICINE, JAPAN
AND
XXXX UNIVERSITY, <COUNTRY>**

With a mutual desire to promote further intercultural, educational, scientific and technological exchanges, Tohoku University Graduate School of Medicine (Japan) and XXXX University (Country) agree to the following framework of academic cooperation:

1. Under this Agreement, each institute will endeavor to promote mutually beneficial cooperative activities in the following respects:
 - 1-1 Promotion of joint research and educational activities;
 - 1-2 Inviting faculty members and researchers from the partner university to make short-term visits for lectures, conferences, colloquia, symposia and other academic activities;
 - 1-3 Exchange of information and pertinent publication in fields of interest to both universities;
 - 1-4 Exchange of faculty members, researchers and students for study and research.Other forms of cooperation may be established separately if both parties are in agreement.
2. The details of other necessary matters concerning the exchange of students are provided separately in the “Memorandum of Understanding on Student Exchange”.
3. The fields of study for each cooperative activity are to be designated separately, and should be based on mutual interests. The conditions for making use of results achieved through cooperative activities, as well as any necessary arrangements for specific visits and exchanges, will be endorsed by both universities for each case.
4. Those carrying out collaborative activities based on this exchange agreement shall comply with the regulations established by both universities, the laws and regulations of relevant countries, and international rules.
5. Both universities understand that all financial arrangements will depend upon the availability of funds, which may be collaboratively and/or separately sought and attained by both universities.
6. This Agreement will become effective from the date on which it is signed by the representatives of both universities, and it will remain valid for an initial period of five years. The Agreement will be reviewed not less than six months prior to its natural termination and may be extended or renewed by mutual agreement. The terms of this Agreement may be amended at any time by mutual agreement by way of a written notice.
7. This Agreement may be terminated by either university by way of a six-month notice. No applications shall be considered after this notice; however, the universities will continue to fulfill their obligations with accepted exchange students until the completion of their study plans.
8. This Agreement may be executed in two counterparts, each of which will be deemed an original and all of which, taken together, will constitute one and the same agreement. It is understood that the parties need not sign the same counterpart. The counterparts will both be written in the English language.

Date

Date:

Name
Dean, Graduate School of Medicine
Tohoku University

Name of Representative
Position, Department
XXXX University



MEMORANDUM OF UNDERSTANDING ON STUDENT EXCHANGE

BETWEEN

TOHOKU UNIVERSITY GRADUATE SCHOOL OF MEDICINE, JAPAN
AND

XXXX UNIVERSITY, <COUNTRY>

Logo

The exchange of students as promoted by the Agreement on Academic Exchange between Tohoku University Graduate School of Medicine and **XXXX University** will be implemented as follows:

1. The home university will select students to participate in the exchange program, and the host university will make a final decision regarding each student's admission based on the academic requirements and/or capacity of laboratories for the proposed course work.
2. For elective programs, both clinical and non-clinical, each university will have no more than 2 elective students from the other side per year. The student's enrollment period at the host university should not exceed 1 month. Extension of the period may, in exceptional cases, be permitted by mutual agreement.
3. For other programs, each university will have no more than 2 students from the other side enrolled at any time. The actual number of students to be exchanged in a year will be determined each year by mutual agreement. The period of enrollment of the students at the host university should not exceed 12 months. Extension of the period may, in exceptional cases, be permitted by mutual agreement.
4. The students will continue as candidates for degrees at their home university and will not be candidates for degrees at the host university.
5. Students must be enrolled at the home university as regular students, and they will be exempt from application, matriculation and tuition fees at the host university.
6. The host university will not be liable for travel, living, healthcare, insurance or other expenses incurred by the students. This does not preclude applications for scholarships or financial aid from independent institutions.
7. The field of study each student will pursue will be determined by the host university's ability to provide appropriate courses of study and to appoint qualified supervisors where required, and will further be dependent on the host university providing said courses to exchange students.
8. The host university will determine the required language skills for admission in order to ensure that candidates possess the minimum requirements necessary to carry out his/her studies successfully.
9. The host university agrees to provide, prior to the exchange, the course plan and documentation regarding coursework for the students, as well as appropriate documentation about their performance upon completion. The home university will determine the appropriate number of credits to be transferred in each case.
10. The host university will be responsible for assisting students in finding adequate accommodation on or near the host campus. The host university will be exempt from this responsibility if the student declines the recommended accommodation. On-campus accommodation is given subject to availability but is not guaranteed.
11. Exchange students will be required to complete all applicable international safety and security requirements as outlined by the host university. This includes, but is not limited to, purchase of health coverage that meets the requirements of the host university.
12. Those carrying out collaborative activities based on this Memorandum shall comply with the regulations established by both universities, the laws and regulations of relevant countries, and international rules.

13. Exchange students will be expected to abide by the laws and customs of the host country and abide by the policies and regulations of the host university. In case of violation, either university has the right to terminate the student's participation in the exchange program.
14. Neither Tohoku University Graduate School of Medicine nor XXXX University shall be held liable if the safe or effective operation of the program is prevented by conditions beyond its control including, but not limited to, natural disasters, epidemics, government restrictions, wars, acts of terrorism, insurrections and/or any other cause beyond the reasonable control of one or both of the institutions.
15. Each university will appoint a contact office and/or person to facilitate the implementation of the program. The appointed office or person will act as a contact for enquiries about the program and will also be responsible for promoting, advertising and overseeing its smooth operation.

Date:

Date:

ISHII Naoto, M.D., Ph.D.
Dean, Graduate School of Medicine
Tohoku University

<Name of Representative>
Position, Department
XXXX University

BRIEFING NOTE FOR:

UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES

Subject:	Memorandum of Understanding (MOU) between UNBC and the City of Prince Rupert	
Governance & Human Resources Committee	Meeting Date: May 15, 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: May 29, 2025	Purpose: <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input checked="" type="checkbox"/> Approval
Submitted By:	Paula Wood-Adams, Vice President, Research & Innovation	
Please note other guests to be in attendance:	Mark Barnes, Interim Associate Vice-President, Strategy & Outreach	
Appendices:	1. <i>Draft Memorandum of Understanding between UNBC and the City of Prince Rupert</i>	
Motion Number:		

1.0 MOTION

That the Governance and Human Resources Committee on the recommendation of the UNBC Senate, recommends to the Board of Governors the approval of the Memorandum of Understanding (MOU) formalizes the partnership between the University of Northern British Columbia (UNBC) and the City of Prince Rupert to pursue areas of joint interest, including workforce development, research and innovation, and broader community engagement.

Effective Date: Upon signing of the agreements

2.0 BACKGROUND AND ANALYSIS

A strategic partnership between the University of Northern British Columbia (UNBC) and the City of Prince Rupert offers a compelling opportunity to align academic innovation with the region's dynamic economic landscape. This collaboration will enhance UNBC's presence in northwest British Columbia, fostering research and educational initiatives that support the area's growth, particularly in light of the Port of Prince Rupert's significant expansion.

Strengthening UNBC's Presence in the Northwest

UNBC's commitment to serving northern communities is evident in the newly launched strategic plan Ready. By exploring the expansion of academic offerings in Prince Rupert, UNBC can provide education tailored to the needs of the local workforce, including programs in logistics, environmental science, Indigenous governance, and business. This approach aligns with UNBC's goal of empowering lifelong learning and enhancing the role of the academy in delivering for-credit programming.

Aligning with Port-Driven Economic Development

The Port of Prince Rupert is a critical economic engine for western Canada. The port's expansion underscores the need for a skilled workforce in areas such as logistics, environmental management, and Indigenous relations. UNBC's research expertise and educational programs can play a pivotal role in meeting these demands, ensuring that local communities benefit from the port's growth.

Advancing Research and Innovation

UNBC's commitment to collaborative, community-driven research addresses local and global challenges. By partnering with the City of Prince Rupert, UNBC can engage in research initiatives focused on sustainable development, environmental stewardship, and Indigenous knowledge integration. These efforts will not only contribute to the region's economic vitality but also position UNBC as a leader in addressing the unique challenges of northern communities.

Conclusion

A partnership between UNBC and the City of Prince Rupert represents a strategic alignment of academic excellence and regional development. By expanding educational programs and research initiatives in Prince Rupert, UNBC can support the region's economic growth, address workforce needs, and contribute to the sustainable development of northwest British Columbia.

MEMORANDUM OF UNDERSTANDING

BETWEEN

The University of Northern British Columbia (UNBC)

Located at 3333 University Way, Prince George, BC, V2N 4Z9

AND

The City of Prince Rupert

Located at 424 3rd Avenue West, Prince Rupert, BC, V8J 1L7

Purpose: This Memorandum of Understanding (MOU) formalizes the partnership between the University of Northern British Columbia (UNBC) and the City of Prince Rupert to pursue areas of joint interest, including workforce development, research and innovation, and broader community engagement. This partnership reflects a shared commitment to advancing regional prosperity, fostering inclusive growth, and aligning with both UNBC's strategic plan, *Ready*, and Prince Rupert's community planning efforts.

Guiding Principles: This MOU is founded on the following principles:

1. **Cultivate Curiosity:** Advancing knowledge and innovation through collaborative research and educational opportunities that address the needs of northwest British Columbia.
 2. **Act on Truth & Reconciliation:** Committing to meaningful engagement with Indigenous communities, respecting traditional knowledge, and addressing health and social inequities.
 3. **Empower Northern Communities:** Strengthening the social, economic, and cultural fabric of the northwest by leveraging collective resources and expertise.
 4. **Foster Local Solutions for Global Impact:** Positioning the region as a leader in developing innovative solutions with broader applicability.
-

Scope of Collaboration: UNBC and the City of Prince Rupert will work together to:

1. **Workforce Development:**
 - Identify skills gaps and training needs in key sectors such as healthcare, marine industries, and natural resource management.

- Develop tailored educational programs, workshops, and certification opportunities to address these gaps.

2. Research and Innovation:

- Collaborate on projects that address regional challenges, such as climate adaptation, sustainable resource development, and housing.
- Facilitate opportunities for UNBC researchers and students to engage with local businesses and organizations.

3. Community Engagement:

- Partner on events, forums, and initiatives that foster dialogue and connection with diverse community members.
- Support initiatives aligned with Prince Rupert's community planning priorities, including economic diversification and infrastructure development.

4. Act on Truth & Reconciliation:

- Promote initiatives that reflect UNBC's commitment to reconciliation and the City of Prince Rupert's dedication to fostering partnerships with Indigenous communities.

Joint Goals: By formalizing this partnership, UNBC and the City of Prince Rupert aim to:

1. Advance the strategic goals outlined in Prince Rupert's community planning efforts and UNBC's *Ready* strategic plan.
2. Enhance the capacity of northwest communities to respond to economic, social, and environmental challenges.
3. Strengthen the region's position as a hub for innovation, learning, and inclusive growth.

Implementation and Governance:

1. **Governance Structure:** A joint committee comprising representatives from UNBC and the City of Prince Rupert will be established to oversee the implementation of

this MOU. The committee will meet biannually to review progress, identify new opportunities, and ensure alignment with strategic goals.

2. **Duration and Termination:** This MOU will remain in effect for three years from the date of signing. It may be extended or modified upon mutual agreement. Either party may terminate the MOU with 90 days' written notice.
3. **Financial Commitments:** This MOU does not obligate either party to any financial commitment. Specific initiatives requiring funding will be governed by separate agreements.

Signatures: This MOU is signed in recognition of the shared vision and commitment between the University of Northern British Columbia and the City of Prince Rupert.

For the University of Northern British Columbia:

[Name]

[Title]

Date: _____

For the City of Prince Rupert:

[Name]

[Title]

Date: _____

BRIEFING NOTE FOR:

UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES

Subject:	UNBC Global engagement: Ready for student Success plan 2025-2029	
Governance & Human Resources Committee	Meeting Date: May 15, 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: May 29, 2025	Purpose: <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input checked="" type="checkbox"/> Approval
Submitted By:	Bill Owen, Interim Vice President Academic & Provost	
Please note other guests to be in attendance:	Kimberly Read, University Registrar, Amy Beyer, Associate Registrar - International	
Appendices:	UNBC Global Engagement: Ready for Student Success Plan 2025-2029	
Motion Number:		

1.0 MOTION/DISCUSSION/RECOMMENDATION

That the Governance and Human Resources Committee, on the recommendation of the UNBC Senate, recommends to the Board of Governors the approval of the UNBC Global engagement: Ready for student Success plan 2025-2029 be approved as proposed.

Effective Date: Upon Board approval

2.0 BACKGROUND AND ANALYSIS

UNBC's 2023-2028 Strategic Plan Ready defines UNBC's mission to Ignite, Inspire, and Lead Change, and serves as a guiding framework for the entire University. A global engagement strategic plan typically supports the institution's broader strategic and academic plans by focusing on internationalization initiatives to support institution-wide priorities.

For UNBC, the Global Engagement: Ready for Student Success Plan will focus on student success through an international education lens. The Plan will support other institutional plans such as our Strategic Research and Academic plans, and in future may become part of a broader comprehensive internationalization plan. The scope of the Plan will include inbound and outbound student success, including services, experiences, enrolment initiatives, staff and faculty supports, as well as broader community engagement.

The federal and provincial governments have mandated specific initiatives and practices within institutions engaged in international education. As of 2024, the BC government requires institutions to have an international strategic plan as part of their EQA and DLI processes and Code of Practice. At UNBC, we are looking beyond this requirement to enhance sustainable student success that aligns with our institutional mission, vision, values, goals and themes.

In alignment with the Ready plan, the development of the Plan will ensure relevance and innovation in UNBC's response to local and global trends in the post-secondary environment.

Note: The formatting of this document may be adjusted and enhanced upon approval of the proposed content, to be aligned with the formatting of the READY Strategic Plan



UNBC Global Engagement: Ready for Student Success Plan 2025 - 2029



Table of Contents

- 3** Territorial Acknowledgment
- 4** Welcome from the President and Vice-Chancellor
- 5** UNBC Global Engagement:
Ready for Student Success Plan
- 7** How We Developed The Plan
- 8** 'En Cha Huná
- 9** Global Engagement at UNBC
- 10** Our Mission | Our Vision | Our Values
- 11** Foundational Goals | Themes | Strategic Goals
- 15** Implementing and Reporting on Progress
- 16** Thank You
- 17** Appendices

Territorial 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 ?Esdilagh First Nation (formerly Alexandria Band). Lhtako, Nazko, and Lhoosk'uz are on traditional Dakelh territory, and ?Esdilagh 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 people 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 or near unceded traditional Tsimshian territories including the Lax Kw'alaams Band, Metlakatla First Nation, Gitxaala Nation (Kitkatla), Gitga'at First Nation (Hartley Bay) and Kitasoo Band (Klemtu).

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.



Welcome from the President and Vice-Chancellor

Since opening its doors in 1994, UNBC has been globally engaged. We are committed to student success that is locally grounded and globally relevant.

The Global Engagement: Ready for Student Success Plan (The Plan) lifts the Ready Plan, and is aligned with the Ready Roadmap Academic Plan and the Ready Research Roadmap. The Plan outlines our commitments and priorities for global engagement for students and with students. It centers on our students' success in our communities and around the world.

This plan is in support of our students. Those coming from near and far. Students at the undergraduate through doctorate levels for short programs through full degrees. Our students are our priority, and they are an integral part of our local and global communities.

Our students have chosen UNBC to support and advance their current and future personal, academic, and career goals in Canada and globally. Our students are key to our collective current and future success.

UNBC is Ready for our Students to Succeed.

Dr. Geoffrey Payne

President and Vice-Chancellor

UNBC Global Engagement: Ready for Student Success Plan

UNBC Global Engagement: Ready for Student Success Plan (The Plan) focuses on student success through a global engagement lens. We are rooted in:

- Welcoming and supporting students from near and far.
- Ensuring services, supports, and programs are relevant to our local and global contexts and responsive to diverse student communities.
- Infusing interculturality and globally responsive practices, services, and supports.
- Offering local and international opportunities for globally relevant student learning and growth in collaboration with local and international partners.
- Providing holistic services that support students at UNBC and their future learning and career goals locally and worldwide.

At UNBC, we are committed to acting on Truth and Reconciliation. It is one of our themes in the Ready plan, and it is a foundational value that informs all that we do, including our global engagement and student success initiatives.

**Approx.
60%** of international students gain knowledge of
**Indigenous history and/or culture in Canada
through their coursework at UNBC.**

(CBIE Survey 2021, see appendices)

**Approx.
61%** of student respondents to The Plan's interest-holder
survey indicated UNBC should focus on enhancing
Indigenous global learning opportunities.

(See appendices)

The Plan is a four-year strategy that informs and guides our services, supports, programs, and collaborative priorities for global engagement for and with students. Students coming from near and far. Students at the undergraduate through doctorate levels for short programs through full degrees. Students engaging in Canada and internationally with locally grounded and globally relevant services, student life, programs, and supports.

The Plan ensures relevance and innovation in UNBC's response to local and global trends and anticipates future needs in the post-secondary environment. It provides strategic vision and direction to UNBC. It is an institution-wide plan created with the support and input of our internal and external community members and the approval of the senior leadership team and governance bodies. The Plan also supports and aligns with other institutional plans, including our academic and research plans, and may become part of a broader comprehensive internationalization plan.

As of 2024-2025, the BC government requires institutions to have an international strategic plan as part of their Education Quality Assurance (see appendices) and Designated Learning Institution processes (see appendices). The Plan was developed in response to federal and British Columbia government mandates for specific initiatives and practices within institutions engaged in international education, particularly for those enrolling international students.

At UNBC, we are reaching beyond the minimum government requirements. Your input helped us create an overarching roadmap that can weather changes in the local and global environments and that can be used by staff, faculty, and community to develop unit-specific action plans. We are focusing on global engagement initiatives and services for students that are intentional, responsive to evolving student needs, and reflective of our institutional and community priorities. We are committed to supporting the incredible initiatives and services already in place and resourcing the strategic goals to ensure implementation success across the institution and with the community. We will collaborate to create new opportunities that foster success for all students.

In our engagement, you echoed the need to go beyond the minimum.

You want more. We are Ready.



How We Developed The Plan

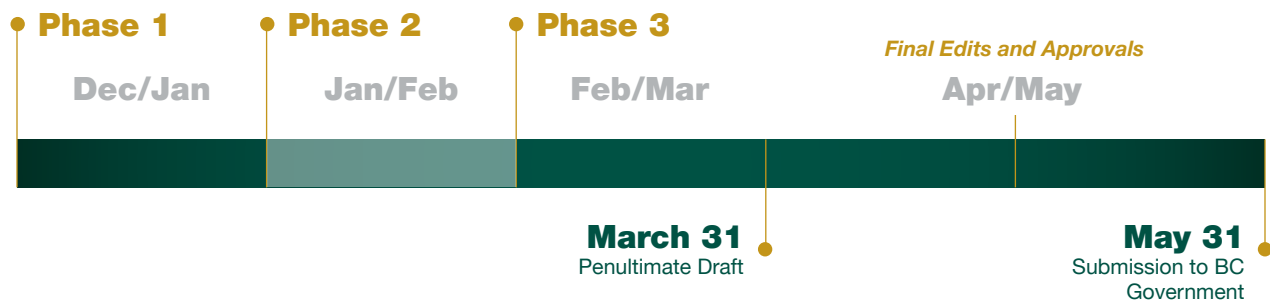
The UNBC Global Engagement: Ready for Student Success Plan is a community effort.

Thank you to the Project Team and our internal and external interest-holders for sharing valuable insights that shaped this Plan.

The Project Sponsor was Dr. Bill Owen, Interim Vice-President Academic & Provost.

The Project Team comprised internal UNBC representatives and external consultants responsible for contributing to and steering The Plan's development. Members included:

- **Kimberly Read**, University Registrar
- **Amy Beyer**, Associate Registrar, International
- **Saeedeh Goodarzvand Chegini**, Executive Assistant to the University Registrar
- **Kate Jennings**, External Consultant
- **Sarah Mines**, External Consultant



- **Phase 1:** Preparation and planning
- **Phase 2:** Targeted engagement and feedback with interest-holders (December 2024 through February 2025)
- **Phase 3:** Synthesizing data and generating a draft plan for final edits and approvals, with final submission to the BC Government by May 31, 2025.

We asked for your input and you responded.
This is our Plan.
A Plan created for and with our community.
A Plan with student success top of mind.

Group Meetings **6 in-person** **1 virtual**

1 Student
focus group

Townhalls
1 in-person | 1 virtual

UNBC's motto, from the Dakelh (Carrier) Elders, reminds us that all people have a voice and a viewpoint. Interpreted as "respecting all forms of life," **'En Cha Huná** encapsulates the spirit of academic freedom, respect for others, and willingness to recognize different perspectives.

survey

139
respondents

75
students
/alumni

35
staff

29
faculty

42
undergrad

24
graduate
level

9
not
confirmed

132
Prince
George

4
Terrace

2
Quesnel

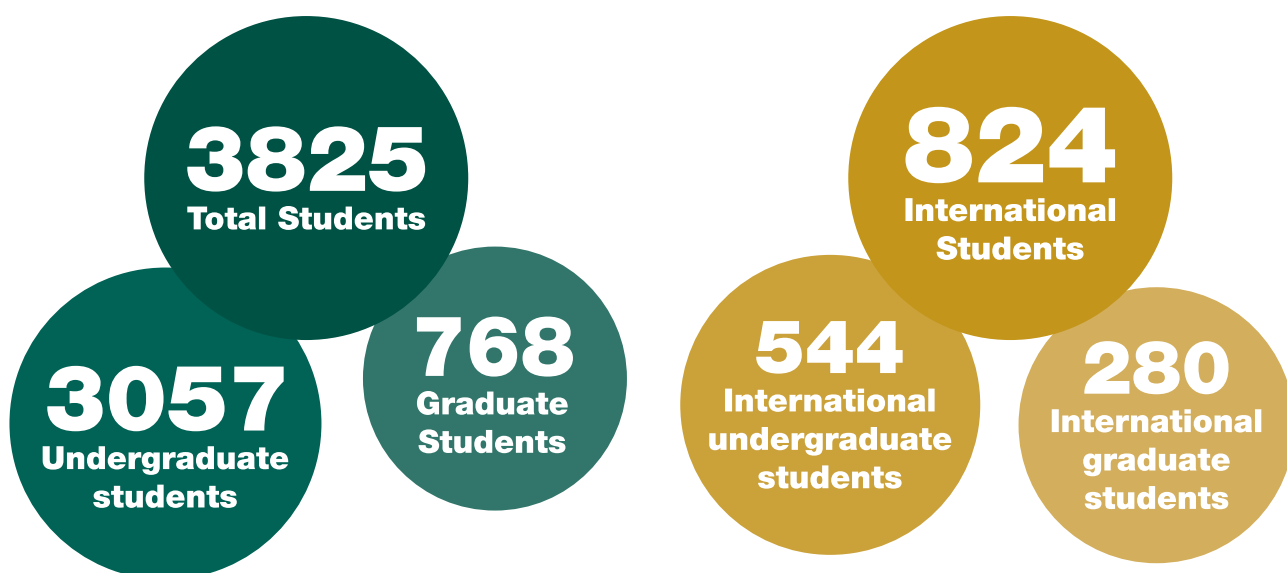
1
no campus
selected

Global Engagement at UNBC

UNBC has been engaged globally since we opened our doors. We have welcomed local and international students in our undergraduate, graduate, and continuing studies programs, and we have supported students in exploring global learning opportunities with our outbound mobility partnerships and programs. Our student services and supports (see appendices) help facilitate student success across our faculties and programs (see appendices) in Canada and worldwide.

Student Population at UNBC

*2023/2024 Academic Year (see appendices)



Over the last five years, we have seen sustainable growth in international student enrolment, maintaining between 12% and 19% of the total student population as international students. During that same timeframe, over 89 countries were represented on campus (see appendices).

With an overall faculty-to-student ratio of 1:11 and one in three students receiving financial awards, student success is at the centre of our work (see appendices).

We support our students from application through graduation and beyond. 83% of UNBC graduates work in fields related to their programs (see appendices).

We have student mobility partnership agreements with 34 institutions in 18 different countries (see appendices).

Our Mission | Our Vision | Our Values

The Plan is focused on student success and our global engagement. It is supported and aligned with the broader institutional Mission, Vision, and Values articulated in UNBC's 2023-2028 Strategic Plan Ready. We honour our connection to the North and our communities and students who call the North home. We are locally grounded and globally connected.

Our Mission

**Ignite.
Inspire.
Lead Change.**

Our Vision

**Leading a
Sustainable
Future**

Education. Research.
Community Impact.

Our Values

In our workplaces, relationships, and communications, we are committed to positive and productive work and learning environments.

Our values inform our lives, our decisions, and our choices. At UNBC we value:

Academic excellence

**Experiential learning and
discovery**

Inclusiveness and diversity

Community

Integrity



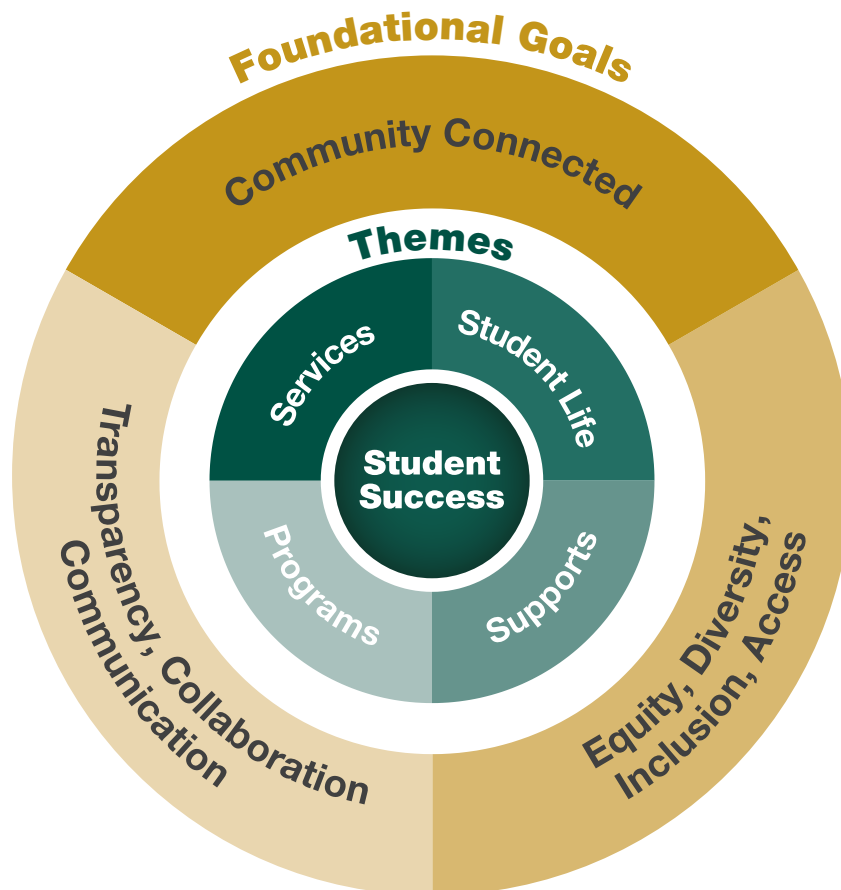
Foundational Goals I Themes I Strategic Goals

The foundational goals, themes, and strategic goals resulted from our engagement with interest-holders, with a particular focus on our students and alumni.

Four themes shape The Plan. They are rooted in student success that is locally grounded and globally relevant. Each theme features a series of strategic goals that detail what we aim to achieve. These goals are by no means an exhaustive list of all that we need to do, but they set us on a course for the next four years and help guide us as we move forward in student success.

Our foundational goals run across all themes and strategic goals. As we implement The Plan, they will be woven into our collaborative decision-making, process and service development, and resourcing.

At the centre of all that we do is student success.





Foundational Goals

Community Connected

We recognize and value our place in the North and the communities and students that call northern British Columbia home. We are locally grounded and globally connected. We are committed to meaningful connections and collaboration with indigenous communities, welcoming and supporting students in ways that honour and enact the learnings and articles from the UN Declaration on the Rights of Indigenous Peoples, and the Truth and Reconciliation Commission of Canada: Calls to Action.

Equity, Diversity, Inclusion, Access

EDIA are core values of UNBC. Our communities are socially and culturally diverse. Our students reflect this diversity and so much more. We will ensure that our services, supports, student life, and programs acknowledge, reflect, and support our students holistically. We value diverse beliefs, values, perspectives, and experiences and will strive to ensure this is foundational to implementing The Plan. In the spirit of our motto 'En Cha Huná, we will remind ourselves to ask "who's voice is missing?" in all that we do and create in collaboration with and for our students and community.

Transparency, Collaboration, Communication

Our "Student First" focus launched at the President's town hall in the Fall of 2024, reminds us that we must keep students top of mind. In our interest-holder engagement for this plan, students, faculty, and staff all commented on the need for increased transparency, collaboration, and communication in order to enhance student success at all levels of study. The Plan requires focus and action from across UNBC and in collaboration with our local and global partners to ensure this foundational goal is reflected throughout The Plan and in the development of related implementation plans.

Themes

Services

This theme focuses on ‘what’ we offer to students as services to support their academic journeys. Here, we consider the entire student journey from inquiry to applicant, to student, to graduate, and beyond.

Strategic Goals

- Review and enhance pre-arrival, orientation, and retention services for students coming to UNBC to ensure they reflect our diverse student body as well as our academic programs and levels of study. Ensure these align with government requirements for international students at UNBC.
- Ensure that academic advising services are responsive to our diverse student community at all levels of study, reflect and support local and global learning opportunities, and are aligned with immigration advising for international students.
- Develop and integrate career services that support all levels of students’ career goals, locally and globally.
- Review and enhance mental health, wellness, disability, and medical services that are culturally responsive and accessible to all students throughout their time at UNBC.
- Review and enhance global alumni networks.

Student Life

This theme focuses on the student experience beyond the classroom, on- and off-campus, locally and globally. It reminds us to consider our students holistically and as community members.

Strategic Goals

- Review and enhance community collaborations on- and off-campus.
- Welcome students from local communities and around the globe and support them as short- and long-term members of our communities.
- Collaborate with community and government to ensure accessible, safe housing options on- and off-campus for students. Review and enhance related UNBC housing and food-security services that are responsive to diverse student needs and realities. Ensure these align with government requirements for hosting international students at UNBC.
- Collaborate with community and student groups to ensure students can connect in diverse and meaningful ways with community members and other students on- and off-campus.

Programs

This theme focuses on students' academic programs, learning opportunities, and classroom experiences.

Strategic Goals

- Review and enhance locally grounded and globally relevant experiential learning opportunities and related support services for students across programs and levels of study. This includes local and global learning in-person and online.
- Review and enhance indigenous global learning opportunities*. Ensure this is indigenous led and supported by and with community collaboration. (*Long-term funding and support from UNBC would need to be in place for this to move ahead.)
- Develop work-integrated learning opportunities, such as cooperative education, internships, and work/research placements, that are locally grounded and globally relevant to students' areas of study. Work with local and global communities and partners to leverage existing relationships with business and employers in the North as well as institutional partners globally.
- Enhance resources and support for faculty to review, develop, and enhance locally grounded and globally relevant curriculum, experiential learning, and inclusive teaching practices.

Supports

This theme focuses on 'how' we offer our services, student life, and programs. It considers policies, processes, administrative practices, resources, and capacity.

Strategic Goals

- Review and enhance scholarships, financial aid, and awards for international students and students participating in global learning opportunities. Ensure marketing and communications, application, and adjudication policies and processes are accessible and inclusive of diverse student realities and needs.
- Create a culture of continuous business process improvement, collaboration, and transparency of services and supports for students, staff, faculty, and institutional partners. Leverage relevant technology to enhance efficiency and connect with and respond to students according to their demographics.
- Review and enhance strategic enrolment management (SEM) policies and practices that leverage technology and reflect best practices, including international enrolment management, global learning recognition, and sound data management and analysis. Ensure these align with government requirements for enrolling international students at UNBC.
- Review and enhance recruitment partnerships and agent management.
- Ensure global engagement priorities reflect UNBC commitments to climate action and sustainability.
- Empower and collaborate with faculty, staff, and community to support student success by enhancing and resourcing professional development and training opportunities. Topics may include creating inclusive classrooms and workspaces, developing services and programs that are locally grounded and globally relevant, leveraging technology to enhance communication with students, creating virtual student mobility programs, etc.



Implementing and Reporting on Progress

Our Global Engagement: Ready for Student Success Plan is a high-level aspirational plan meant to be sustainable, adaptive, and responsive to our ever-changing local and global environments. It guides us and keeps us focused on student success in our global engagement. It is a four-year plan that will be implemented through unit-specific action plans, which will include objectives, key performance indicators, and tools to monitor, evaluate, and report on progress and success towards implementing the UNBC Global Engagement: Ready for Student Success Plan.

We anticipate implementation to include annual planning cycles as well as specific milestones as follows:

Year 1

Review current state and create unit-specific action plans; begin implementing priority strategic goals, including government-mandated initiatives and unit-specific action plans; set budgets.

Years 2 and 3

Assess and report on year 1; continue implementing priority strategic goals and unit-specific action plans; set budgets; adjust strategic priorities as needed.

Year 4

Assess and report on prior years; implement any priority strategic goals and unit-specific plans not yet in place; begin planning cycle to assess and update The Plan, including interest-holder engagement based on initial inputs for The Plan.



Thank You

We sincerely thank everyone who contributed to our interest-holder engagement in-person, on-line, and through the survey. Without your voice we would not have the clear vision and direction articulated in The Plan.

Thank you also to everyone who worked behind the scenes to facilitate the planning process. In particular our Project Team who put in many days developing the interest-holder engagement and planning frameworks as well as who wrote and edited multiple drafts of The Plan.

UNBC is Ready for our Students to Succeed.

Appendices

Listed in order first referenced in The Plan

https://www.unbc.ca/sites/default/files/sections/strategic-planning/ready_fulldoc.pdf

<https://www.unbc.ca/strategic-planning/academic-plan/unbc-academic-plan-refresh>

<https://www.unbc.ca/strategic-planning/strategic-research-plan>

<https://www.unbc.ca/international/unbc-global-engagement-ready-student-success-plan>

<https://www.unbc.ca/international/unbc-global-engagement-ready-student-success-plan>

<https://www2.gov.bc.ca/gov/content/education-training/post-secondary-education/institution-resources-administration/education-quality-assurance>

<https://www.canada.ca/en/immigration-refugees-citizenship/services/study-canada/study-permit/prepare/designated-learning-institutions-list.html>

<https://www2.gov.bc.ca/gov/content/education-training/post-secondary-education/international-education>

<https://www.unbc.ca/international/unbc-global-engagement-ready-student-success-plan>

<https://www.unbc.ca/about-unbc/facts>

<https://www.unbc.ca/current-students/undergraduate/student-services>

<https://www.unbc.ca/current-students/graduate/student-services>

<https://www.unbc.ca/international>

<https://www.unbc.ca/institutional-research/reports/enrolment>

<https://www.unbc.ca/international/international-partners>

<https://www.unbc.ca/international/programs-list>

<https://www.unbc.ca/safety>

BRIEFING NOTE FOR:

UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES

Subject:	Executive Compensation Disclosure	
Governance & Human Resources Committee	Meeting Date: May 15, 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: May 29, 2025	Purpose: <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input checked="" type="checkbox"/> Approval
Appendices:	1. Attestation Letter 2. UNBC Compensation Philosophy 3. EDC Executive Summary Tables	
Motion Number:		

1.0 MOTION/DISCUSSION/RECOMMENDATION

That the Governance and Human Resources Committee recommends to the Board of Governors the approval of the Executive Compensation Disclosure as presented.

Effective Date: Upon Board approval

University of Northern British Columbia
3333 University Way
Prince George, BC
V2N 4Z9

May 29, 2025

John Davison, President & CEO
PSEC Secretariat
Suite 210 - 880 Douglas Street
Victoria, BC V8W 2B7

Re: Executive Compensation Disclosure

This letter will attest that the Board of Governors is aware of all information disclosed in the University of Northern British Columbia's Executive Compensation Disclosure and that the information is accurate and includes all compensation paid by the employer, foundations, subsidiaries, or any other organization related to or associated with the employer. The disclosed information includes the values of any pre-or-post-employment payments made during the 12 month period before and after employment and that the compensation was paid within approved compensation plans.

Thank you,

Joel McKay

Chair, UNBC Board of Governors



University of Northern British Columbia

Compensation Philosophy

The Board's compensation decisions reflect the challenges associated with attracting and retaining exemplary administrative leaders to the north in a competitive national and international environment. Responsibility for determining compensation for the President and Senior Executives rests with the UNBC Board of Governors. For positions other than the President's, the Board will consider recommendations made by the President.

With Board of Governor and Executive oversight and approval, the Compensation Philosophy of the University of Northern British Columbia (UNBC) ensures alignment in a manner consistent with the province's Taxpayer Accountability Principles (TAP) in promoting accountability and cost control. UNBC's excluded compensation is controlled and mandated by the province, through the Public Sector Employers' Act.

The following, and attached *Terms and Conditions of Employment* outline the broad approach with respect to compensation policy at UNBC.

Core Principles:

For all management employees, the following Core Principles embodies UNBC's approach for compensation. These principles guide the design, implementation and administration of UNBC's Compensation Philosophy:

- **Differentiation:** Differentiation of salary is supported where there are differences in the scope of the position within an organization, and/or due to superior individual or team contributions.
- **Performance:** Compensation programs support and promote a performance based (merit) organizational culture.
- **Transparency:** Compensation programs are designed, managed and communicated in a manner that ensures the program is clearly understood by employees and the public while protecting individual personal information.
- **Accountability:** Compensation decisions are objective and based upon a clear and well documented business rationale that demonstrates the appropriate expenditure of public funds.

Benchmarking Methodology:

In determining the relevant labour markets for obtaining compensation data for executive and management employees, UNBC considers the following questions:

- From where do universities similar in scope and scale to UNBC recruit employees?
- What is the destination sector or employers for employees that leave UNBC?

Primary benchmarking comparators for management employees include the following:

- Other comparable academic institutions of similar size and scope to UNBC;
- Other BC and Canadian Public sector organizations with key comparability elements to UNBC;
- The BC Public Service for corporate service roles within the organization;
- Private sector comparators in cases of high demand positions only.

When benchmarking for positions, appropriate weighting is established based on current human resource practise guidelines.

President and Executive Compensation Factors:

When setting salary levels for Senior Executives, the Board of Governors considers the following factors; 1) compensation of current and/or recent senior staff, 2) recommended ranges provided by PSEC, 3) the designates' current compensation, 4) market survey information from other comparable universities and, 5) other factors that the Board deems to be relevant to the specific position.

Salary increases for the President and Senior Academic Executives were applied to the professional component of their salaries and in a manner consistent with the negotiated Faculty Association agreement. Salary increases for non-Academic Senior Executives shall only be applied where approved by PSEC and will generally be consistent with any economic increase provided to the Senior Management Group.

Benefit and pension plans are consistent with the employee group to which the Executive is most closely affiliated (i.e. Faculty Association or Senior Management Group). A non-registered supplemental pension arrangement is offered to the Senior Executives where total pension contributions exceed the contribution limit. The supplemental contribution amount is that which the employer would be required to contribute to the UNBC Pension Plan if there wasn't a maximum limit imposed by the Income Tax Act.

New Policies, Actions or Decisions:

The Executive Compensation Policy was last updated in June 2009. The purpose was to formalize a policy framework and process for the annual performance review of the Senior Executive Officers and for reporting changes in executive compensation consistent with the requirements of PSEC. The updates to this document seek to bring UNBC's policy in line with current PSEC and government direction.

Leaves:

Vacation leaves are set in each Executive's appointment letter, the starting point is five weeks, with the President's ability to recommend increases periodically. This partially acknowledges the time commitment beyond a normal work week of the President and Senior Executives, supports a balanced lifestyle, and is competitive in comparison to other academic organizations.

The President is provided a one year research leave following five years of service. The President's salary during the leave would be equal to the highest salary being paid to a full professor with tenure at the University at the time. For Senior Academic Executives, academic leaves are provided following five years of service. This leave is an acknowledgement that for the period they are in these roles, these academic leaders have forfeited their accrual toward sabbatical leaves that would have occurred as members of the Faculty Association. Senior Academic Executives leaves are at their professional salary level only.

[UNBC Exempt Employee's Handbook](#)

EXECUTIVE COMPENSATION DISCLOSURE

University of Northern BC

Summary Compensation Table at 2025

Name and Position	Salary	Holdback/Bonus/ Incentive Plan Compensation	Benefits	Pension	All Other Compensation (expanded below)	2024/2025 Total Compensation	Previous Two Years Totals Total Compensation	
							2023/2024	2022/2023
Geoff Payne, President and Vice-Chancellor	\$ 344,371	-	\$ 10,931	\$ 33,940	\$ 6,758	\$ 396,000	\$ 381,562	\$ 344,833
Arleta Lucarelli, Executive Director	\$ 160,264	-	\$ 10,337	\$ 14,637	-	\$ 185,238	\$ 179,005	
William Owen, Interim VP Academic & Provost	\$ 230,798	-	\$ 11,121	\$ 23,393	\$ 17,027	\$ 282,339		
Wendy Rodgers, VP Academic & Provost	\$ 6,875	-	\$ 812	\$ 2,735	\$ 140,299	\$ 150,721	\$ 295,778	\$ 160,216
Rahim Somani, Vice President - Finance & Administration	\$ 227,285	-	\$ 10,700	\$ 21,339	\$ 6,023	\$ 265,347	\$ 257,661	\$ 244,200
Paula Wood-Adams, VP Research & Innovation	\$ 253,321	-	\$ 10,830	\$ 23,748	\$ 48,512	\$ 336,411	\$ 219,473	

EXECUTIVE COMPENSATION DISCLOSURE

Summary Other Compensation Table at 2025

Name and Position	All Other Compensation	Severance	Vacation Payout	Paid Leave	Vehicle / Transportation Allowance	Perquisites / Other Allowances	Other
Geoff Payne, President and Vice-Chancellor	\$ 6,758	-	\$ 735	-	\$ 6,023	-	-
Arleta Lucarelli, Executive Director	-	-	-	-	-	-	-
William Owen, Interim VP Academic & Provost	\$ 17,027	-	\$ 17,027	-	-	-	-
Wendy Rodgers, VP Academic & Provost	\$ 140,299	\$ 118,873	\$ 21,264	-	\$ 162	-	-
Rahim Somani, Vice President - Finance & Administration	\$ 6,023	-	-	-	\$ 6,023	-	-
Paula Wood-Adams, VP Research & Innovation	\$ 48,512	-	-	-	\$ 6,023	\$ 42,489	-

EXECUTIVE COMPENSATION DISCLOSURE

Notes

Geoff Payne, President and Vice-Chancellor	General Note: Geoff Payne received a 3.0% performance-based salary increase effective April 1, 2024.
Arleta Lucarelli, Executive Director	General Note: Arleta Lucarelli received a 3.0% performance-based salary increase effective April 1, 2024.
William Owen, Interim VP Academic & Provost	General Note: Actual Base Salary is a combination of Interim VP Academic & Provost position + Associate Professor position.
Wendy Rodgers, VP Academic & Provost	General Note: Actual Base Salary is VP Academic & Provost position + Professorial position. Wendy's last day of employment was April 9, 2024 and received severance in the amount of \$118,873.
Rahim Somani, Vice President - Finance & Administration	General Note: Rahim Somani received a 3.0% performance-based salary increase, effective April 1, 2024.
Paula Wood-Adams, VP Research & Innovation	General Note: Paula Wood-Adams received a 3.0% performance-based salary increase, effective April 1, 2024. Perquisite/Other Allowance Note: Provided \$50,000 Interest Free Home Purchase Loan. Prerequisite Other Allowance reflects Loan minus payments to-date

UNBC Board of Governors – 2025 Meeting Dates

Type of Board Meeting	Event	Board Meetings
<u>Special Board Meeting</u> <u>Joint Board and Senate Dinner Session</u>	Thursday, January 30, 2025 5:30 – 8:00 p.m.	Thursday, January 30, 2025 3:00 – 5:30 p.m.
<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)	Convocation: Friday, May 30, 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> (Regional – Wilp Wilxo'oskwhl Nisga', Nass Valley)	Board Dinner Reception: Thursday, September 18, 2025 5:00 – 7:00 p.m.	Friday, September 19, 2025 8:30 – 3:00 p.m.
<u>Informal Senate and Board Get together</u>	Venue: TBD Wednesday, October 22, 2025 5:30 – 7:30 p.m.	
<u>Regular Quarterly Board Meeting</u>		Thursday, November 27, 2025 3:00 – 7:30 p.m.