

BOARD OF GOVERNORS - PUBLIC SESSION AGENDA

Saturday, May 30, 2015

8:30 am – 10:30 am

UNBC Senate Chambers

Participants:

Andy Clough, Carolee Clyne, Eric Depenau, Kathy Lewis, John MacDonald, Shannon MacKay, Judy Mason, Ryan Matheson, Harry Nyce Sr., Jonathan Swainger, John Turner, Daniel Weeks, Simon Yu

UNBC Representatives (Non-Voting):

Ranjana Bird (Vice-President Research), Eileen Bray (Vice-President Administration and Finance), Jack Falk (Consultant, Senior Advisor to the President), William Krane (Vice-President Academic and Provost), Rob van Adrichem (Vice-President External Relations), Denise Nagy (EA, Board of Governors - Recording)

1. Chair's Remarks

NOTE: *The Board of Governors Agenda for the Public Session consists of a consent agenda and a regular agenda. The consent agenda contains items that are routine and non-controversial, and discussion is not necessary. The consent agenda is moved and approved as a group. The Chair will inquire whether there are any items that need to be removed from the consent agenda and if so, these items will be placed on the regular agenda. The Chair will ask for approval of the items or motions on the consent agenda as follows:*

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

2. Approval of Agenda – page 3

Regular *That, the Agenda for the Public Session of the May 30, 2015 meeting of the Board of Governors be approved, as presented.*

3. Approval of Minutes

Regular a. March 27, 2015 – page 4

That, the Public Session Minutes of the March 27, 2015 meeting of the Board of Governors be approved, as presented.

4. Business Arising

5. Human Resources Committee – Judy Mason, Chair

Regular a. Currently Advertised Faculty Positions (discussion) – W. Krane – page 10

Consent b. Harassment & Discrimination Report (information) – D. Weeks – page 14

6. Finance and Audit Committee – Andy Clough, Chair

Regular a. Enrolment Report (discussion) – W. Krane – page 17

Consent b. Capital Projects Update (information) – E. Bray – page 22

Consent c. Agreements, Scholarships, Bursaries & Awards (information) – W. Krane – page 25

Consent d. Routine Capital Year End Report (information) – E. Bray – page 95

Regular e. Northern Sport Centre Ltd. Financials (information) – E. Bray – page 98

- Consent f. Debt Schedule Report (information) – E. Bray – **page 102**
Regular g. Five Year Capital Plan (approval) – E. Bray – **page 104**
That, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the role over of the 2015/16 to 2019/20 Five Year Capital Plan for the University of Northern British Columbia, as presented.
- Consent h. Endowment Investment Portfolio Update (information) – E. Bray – **page 118**
Consent i. Northern Sport Centre Annual Report (information) – E. Bray – **page 123**
Regular j. Financial Overview and Budget Framework 2015/2016 (approval) – E. Bray – **page 125**
That, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the Financial Overview and Budget Framework 2015/2016 for the University of Northern British Columbia, as presented.
- Regular k. KPMG Audit Findings Report to March 31, 2015 (discussion) – E. Bray – **page 168**
Regular l. UNBC Financial Statements to March 31, 2015 (approval) – E. Bray – **page 205**
That, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the University of Northern British Columbia's Financial Statements for the year ended March 31/15.
- Consent m. FTE Audit Report to March 31, 2015 (information) – E. Bray – **page 231**
Consent n. Regional Operations Report (information) – W. Krane – **page 236**

7. Governance Committee – Ryan Matheson, Chair
No Agenda items.

8. Office of External Relations – Rob van Adrichem

- Regular a. Office of External Relations Report (discussion) – R. van Adrichem – **page 259**
(i) Fundraising Report
(ii) Communications with Stakeholders
(iii) Report on Government Relations

9. Office of Research – Ranjana Bird

- Regular a. Office of Research Report (discussion) – R. Bird – **page 263**

10. President's Report

- Regular a. Report on President's Activities (information) – D. Weeks – **page 265**

11. Chancellor's Report – page 266

12. Other Business

- Regular a. Change to the 2015 Board of Governors Meeting Schedule (approval) – D. Weeks – **page 267**
That, on the recommendation of the President, the Board of Governors of the University of Northern British Columbia approves the change of the November 20 & 21, 2015 Board of Governors meeting dates to November 13 & 14, 2015.

BOARD OF GOVERNORS – PUBLIC SESSION

Approved for Submission:



Dr. Daniel J. Weeks
President and Vice-Chancellor

AGENDA ITEM BRIEFING NOTE

Date:	May 30, 2015			
Agenda Item:	2. Approval of Agenda			
Prepared For:	<input type="checkbox"/> In-Camera Session	<input checked="" type="checkbox"/> Public Session		
Purpose:	<input type="checkbox"/> Information	<input type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction	<input checked="" type="checkbox"/> Approval
Prepared By:	Denise Nagy, Executive Assistant, UNBC Board of Governors			
Reviewed By:	John Turner, Chair, UNBC Board of Governors and the President's Executive Council			

Material: Agenda for the Board Public Session of May 30, 2015 attached.

Issue:

Background:

Motion: *That, the Agenda for the Public Session of the May 30, 2015 meeting of the Board of Governors be approved as presented*

Recommendation Approved: **Not Approved:** **Date:**

Remarks/Next Steps:

AGENDA ITEM BRIEFING NOTE

Date:	May 30, 2015			
Agenda Item:	3. Approval of Minutes – Public Session March 27, 2015			
Prepared For:	<input type="checkbox"/> In-Camera Session		<input checked="" type="checkbox"/> Public Session	
Purpose:	<input type="checkbox"/> Information	<input type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction	<input checked="" type="checkbox"/> Approval
Prepared By:	Denise Nagy, Executive Assistant, UNBC Board of Governors			
Reviewed By:				

Material:

Issue:

Background:

Motion: *That, the Public Session Minutes of the March 27, 2015 meeting of the Board of Governors be approved as presented.*

Recommendation Approved: **Not Approved:** **Date:**

Remarks/Next Steps:

AGENDA ITEM BRIEFING NOTE

Date:	May 11, 2015			
Agenda Item:	5.a. Currently Advertised Faculty Positions			
Prepared For:	<input type="checkbox"/> In-Camera Session	<input checked="" type="checkbox"/> Public Session		
Purpose:	<input type="checkbox"/> Information	<input type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction	<input checked="" type="checkbox"/> Approval
Prepared By:	Joan Schneider, Executive Assistant, Vice-President Academic and Provost			
Reviewed By:	Bill Krane, Vice-President Academic and Provost			

Material: Memorandum attached.

Issue:

Background:

Motion:

Recommendation Approved: **Not Approved:** **Date:**

Remarks/Next Steps:



MEMORANDUM

TO: Daniel Weeks, President and Vice-Chancellor
FROM: Bill Krane, Vice-President Academic and Provost
DATE: May 11, 2015
RE: Currently Advertised Faculty Positions

COLLEGE OF ARTS, SOCIAL & HEALTH SCIENCES

Department of First Nations Studies
Assistant Professor
Posting: FAFN24-14
Applications Received to Date: 23
Status: Offer Letter Extended

Type of Appointment: Tenure-track
Closing date: February 27, 2015
Preferred start date: July 1, 2015

School of Nursing (Terrace)
Assistant/Associate Professor
Posting: FANU23-14
Applications Received to Date: 4
Status: Accepting Applications

Type of Appointment: Tenure-track
Closing date: January 5, 2015
Preferred start date: July 1, 2015

School of Nursing (Prince George)
Assistant/Associate Professor
Posting: FANU22-14
Applications Received to Date: 8
Status: Offer Pending Acceptance

Type of Appointment: Tenure-track
Closing date: January 5, 2015
Preferred start date: July 1, 2015

School of Nursing (Quesnel)
Assistant/Associate Professor
Posting: FANU21-14
Applications Received to Date: 5
Status: Accepting Applications

Type of Appointment: Tenure-track
Closing date: January 5, 2015
Preferred start date: July 1, 2015

School of Nursing
Assistant Professor
Posting: FANU20-14
Applications Received to Date: 6
Status: Accepting Applications

Type of Appointment: Term
Closing date: January 5, 2015
Preferred start date: July 1, 2015

School of Education
Assistant
Posting: FAED10-15
Applications Received to Date: 3
Status: Accepting Applications

Type of Appointment: Tenure-track
Closing date: May 15, 2015
Preferred start date: July 1, 2015

School of Nursing
Assistant Professor
Posting: FANU24-14
Applications Received to Date: 4
Status: Position Filled

Type of Appointment: Term
Closing date: January 5, 2015
Preferred start date: April 15, 2015

COLLEGE OF SCIENCE & MANAGEMENT

Physics Department
Lecturer
Posting: FAPH26-14
Applications Received to Date: 62
Status: Shortlisting Applicants

Type of Appointment: Term
Closing date: June 12, 2015
Preferred start date: September 1, 2015

School of Environmental Planning
Assistant/Associate Professor
Posting: FAEP16-14
Applications Received to Date: 64
Status: Interviewing Six Candidates

Type of Appointment: Tenure-track
Closing date: January 15, 2015
Preferred start date: July 1, 2015

Northern Analytical Laboratories
Senior Laboratory Instructor III
Posting: FANALS03-15
Applications Received to Date: 13
Status: Shortlisting Applicants

Type of Appointment: Continuing
Closing date: March 13, 2015
Preferred start date: July 1, 2015

NORTHERN MEDICAL PROGRAM

No positions are currently advertised

RESEARCH CHAIRS

**Tallwood and Hybrid Structures Engineering
Assistant/Associate Professor
Posting: FAENG02-15
Applications Received to Date: 10
Status: Shortlisting Applicants**

**Type of Appointment: Tenure-track
Closing date: April 1, 2015
Preferred start date: July 1, 2015**

**Growth & Yield
Assistant/Associate Professor
Posting: FAESM06-15
Applications Received to Date: 8
Status: Shortlisting Applicants**

**Type of Appointment: Tenure-track
Closing date: April 15, 2015
Preferred start date: July 1, 2015**

AGENDA ITEM BRIEFING NOTE

Date:	May 30, 2015			
Agenda Item:	5. b. Harassment & Discrimination Report			
Prepared For:	<input type="checkbox"/> In-Camera Session	<input checked="" type="checkbox"/> Public Session		
Purpose:	<input checked="" type="checkbox"/> Information	<input type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction	<input type="checkbox"/> Approval
Prepared By:	Denise Nagy, Executive Assistant, Board of Governors			
Reviewed By:	Daniel J. Weeks, President and Vice-Chancellor			

Material: Attached for information.

Issue:

Background:

Motion:

Recommendation Approved: **Not Approved:** **Date:**

Remarks/Next Steps:

Report of the Harassment and Discrimination Advisor February 24, 2015

This report covers the period of July 1, 2014 – July 1, 2015. Dr. Tina Fraser was appointed to serve for a year while Dr. Lela Zimmer took sabbatical leave. However, this report is from July 1, 2014 – April 15, 2015.

Report from Tina Fraser:

The total of informal inquiries/complaints received in the reporting period was 11. Of those 11 inquiries, 5 were requests for information only, 2 wanted to just vent and did not want to go further. For example, referral to community resources, seeking an explanation for an apology, and 1 other was redirected to the union which was a prior case. Out of the 11 complaints or venting, there were 3 people who wanted me to talk to their supervisors or professors. A recent issue occurred recently, but was able to work on internal solution.

I conducted two educational sessions on campus in the reporting period, as follows.

- Residence Life Assistants Training, 1 hour, August 28, 2014
- Human Rights Training/Lawyer, 1.5 hr, September 30, 2014
- Faculty Information Session, “roles and responsibilities of an H & D” format, 1.0 hr, Sept
- UNBC Sexual Task Force, September 25, 2014
- Prevention of Harassment and Bullying in the Workplace – Quesnel campus/staff - TBD
- Meeting with Heather Sandford/Sarah Elliot – H & R Governance Policy

While I still have a few drop-ins, for the most part, people are just seeking information and more often than not, will walk away pleased with their own solutions.

Challenges:

- 1) Many students and/or faculty members are trying to define the informal and formal process of an H & D. Students will ask, what’s the difference?
- 2) Website information is limited – students were not aware of who they could contact and complain to – easier for them to seek information from professors or other student members.
- 3) Students found it difficult with certain departments and policies in place. They do not understand.
- 4) Students often think that the H & D is the Human Rights Department – until I sit down with them to explain the process, and the intention of the complaint appears to change.
- 5) Students are often confused with the following: Worksafe BC, Bullying in a Workplace, UNBC Risk & Safety management, Human Rights and H & D. Although, there are many aspects of the roles and responsibilities that seem to intersect, some people are still confused.
- 6) Students with complaints and are not self-advocates will often want a support worker to either represent or just to support - defining confidentiality and the signing need to be developed.
- 7) The idea around such H & D forms to be developed may not necessarily be legitimate.

8) After accessing student and faculty members, I realized that forms for the process needed to be developed. I had developed one that made sense to me. I am assuming that the past H & D Advisor's would have their own style of methodology



Dr. Tina Fraser

April 22, 2015

Date Submitted

A/Harassment & Discrimination Advisor

AGENDA ITEM BRIEFING NOTE

Date:	May 13, 2015			
Agenda Item:	6. a. Enrolment Report			
Prepared For:	<input type="checkbox"/> In-Camera Session	<input checked="" type="checkbox"/> Public Session		
Purpose:	<input type="checkbox"/> Information	<input checked="" type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction	<input type="checkbox"/> Approval
Prepared By:	Brenda Sitter, Executive Assistant to the Vice-President Academic and Provost			
Reviewed By:	Bill Krane, Vice-President Academic and Provost			

Material: Report attached.

Issue:

Background:

Motion:

Recommendation Approved: **Not Approved:** **Date:**

Remarks/Next Steps:

May 1st Update of Summer 2015 FTE And Fall 2015 Applications

The following summary compares summer 2015 Full Time Equivalents (FTE) and headcounts as of May 1st 2015 to winter 2014 numbers as of May 1, 2014. Fall 2015 application numbers are also compared to Fall 2014 numbers as of the May 1st snapshots.

Executive Summary:

- Total FTE (excluding international fee paying FTE) down -17.1% (-98.9).
 - At 54.4% of estimated summer portion of ministry FTE targets².
 - At 58.9% of Measure (M)¹.
- Overall unique registrations down -16.7% (-204hc).
 - At 55.7% of estimated summer portion of head count needed to meet ministry FTE targets².
 - At 58.6% of Measure (M)¹.

More detailed:

Full Time Equivalents (FTE)

- Undergraduate FTE down -17.3% (-51.9).
 - At 60.8% of estimated summer portion of ministry FTE targets.
 - At 71.1% of Measure (M).
- Graduate FTE down -13.5% (-42.0).
 - At 65.6% of estimated summer portion of ministry FTE targets.
 - At 54.7% of Measure (M).
- Continuing Studies FTE down -60.2% (-14.7).
 - At 42.7% of estimated summer portion of ministry FTE targets.
 - At 20.4% of Measure (M).

Included in above numbers:

- International (domestic tuition paying) FTE down -21.2% (-11.6).
 - At 54.3% of Measure (M).
- International (international tuition paying) FTE down -17.7% (-9.7).
 - At 63.3% of Measure (M).

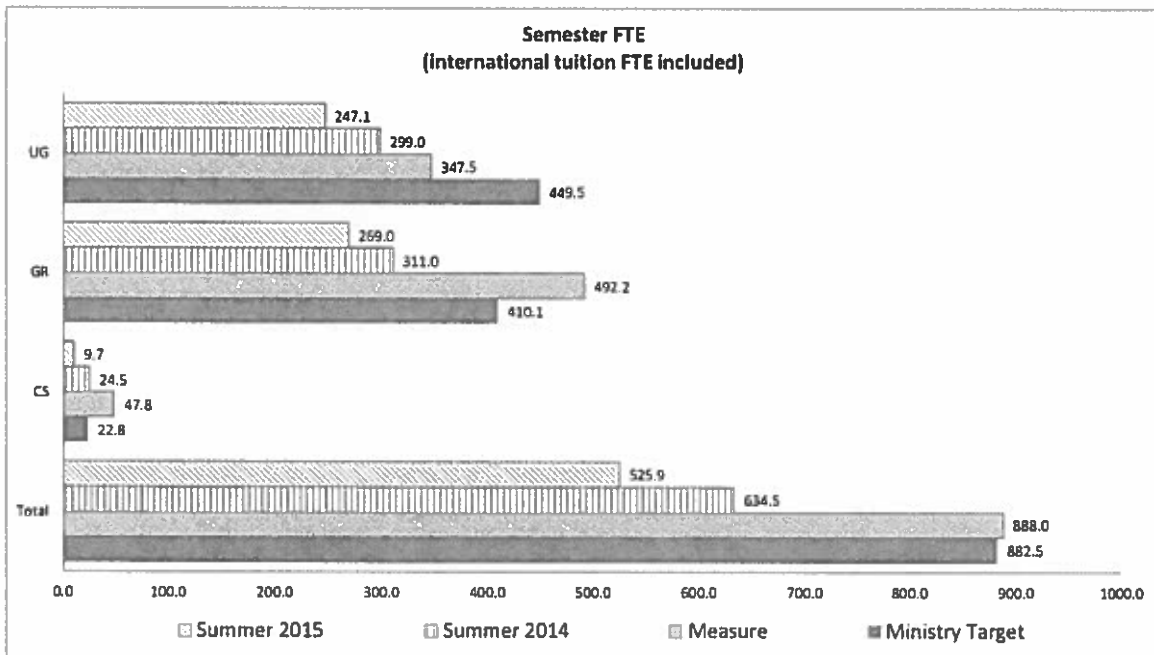
Total FTE change with international tuition paying FTE removed is down -17.1% (-98.9).

CASHS FTE is down 10.8% (-34.5)

- Undergraduate down 8.6% (-11.8)
- Graduate down 12.4% (-22.7)

CSAM FTE is down 18.5% (-50.4)

- Undergraduate down 22% (-32)
- Graduate down 14.5% (-18.4)



** estimated portion of the ministry yearly annualized target needed to meet final FTE target

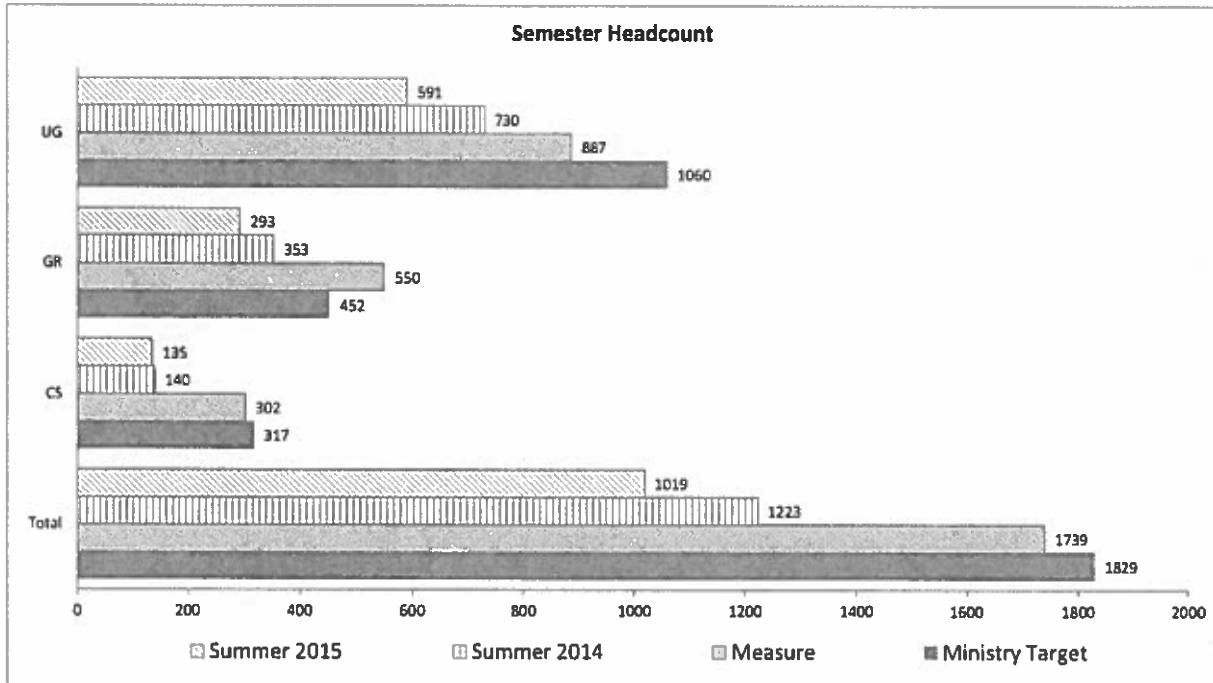
Registrations (hc)

- Undergraduate registrations down -19.0% (-139hc).
 - At 55.7% of estimated summer portion of head count needed to meet ministry FTE targets.
 - At 66.6% of Measure (M).
- Graduate registrations down -17.0% (-60hc).
 - At 64.8% of estimated summer portion of head count needed to meet ministry FTE targets.
 - At 53.2% of Measure (M).
- Continuing Studies registrations down -3.6% (-5hc).
 - At 42.6% of estimated summer portion of head count needed to meet ministry FTE targets.
 - At 44.7% of Measure (M).

Included in above numbers:

- International (domestic tuition paying) registrations down -27.1% (-16hc).
 - At 51.4% of Measure (M).
- International (international tuition paying) registrations down -25.0% (-29hc).
 - At 56.0% of Measure (M).

Total unique registration down -16.7% (-204hc).



Fall 2015 Application Summary:

(Only students applying to UNBC for the fall 2015 term are included in these numbers)

Fall 2015 vs. 2014 Applications summary (May 1st snapshots):

Total applications up 13.1% (304 h.c.) from Fall 2014.

At 86.4% of Measure (M).

Total admissions down -4.1% (-56 h.c.) from Fall 2014.

At 65.0% of Measure (M).

Total registrations down -13.6% (-33 h.c.) from Fall 2014.

At 19.0% of Measure (M).

Appendix

Definitions/notes:

- What is an FTE? FTE is enrolment (headcounts) converted to the equivalent number of students carrying a normal full credit load. FTE is calculated by taking a student's semester credit total and dividing by the standard full course load credit total. Generally speaking for undergraduate students this would be semester total/15. For graduate students if they are taking 6 or more credits they are 1FTE and if they are taking less than 6 credits they are 0.333FTE (there are some finer points involved with calculating FTE but for the purpose of a general description they need not be discussed). The FTE value is calculated for each student enrolled in a given semester and then totaled to come up with the overall semester FTE.
- A point of note is that international students paying international tuition rates do not have their FTE included in reports that we submit to the ministry with regards to targets or funding levels. The reason for this is that they are paying a "cost recovery" rate of tuition and as such are not funded by the ministry.

- A "Measure" (M) is a comparator number derived from the average of the last three years official final numbers for the semester being reported on. For example the Measure (M) for a fall 2011 FTE report would be based on the official numbers from the fall 2010, 2009 and 2008 terms.
- Ministry targets are provided to the institution based on final year end annualized numbers; in order to come up with estimated term targets the ministry target was broken down based on the average split of FTE UNBC sees between summer, fall and winter terms. Further to this the estimated headcount targets were determined by using the average number of students it takes to generate 1FTE in a given semester and at a given student level.
- The ministry targets provided to UNBC includes a portion of "undesigned" FTEs; for the purpose of this report these "undesigned" FTE are used as the targets for continuing studies.

AGENDA ITEM BRIEFING NOTE

Date:	May 13, 2015			
Agenda Item:	6.b. Capital Project Update			
Prepared For:	<input type="checkbox"/> In-Camera Session	<input checked="" type="checkbox"/> Public Session		
Purpose:	<input checked="" type="checkbox"/> Information	<input type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction	<input type="checkbox"/> Approval
Prepared By:	Shelley Rennick, Director, Facilities Management			
Reviewed By:	Jack Falk, Senior Advisor to the President			

The Five Year Capital Plan 2015 – 2020 includes the following projects.

- 1/ Allied Health Sciences Building
- 2/ Facilities Management building c/w multi-purpose lab
- 3/ Engineering Program space – Repurposing
- 4/ Sustainable Communities & Bioenergy Expansion
- 5/ Residence Renewal
- 6/ International Education and Continuing Studies Building
- 7/ Charles Jago Northern Sports Centre Expansion

UPDATE

1/ Allied Health Sciences Building

Status:

A consultant has been retained to provide a report to UBC, MAVED, and UNBC. This report has not yet been received.

2/ Facilities Management building c/w multi-purpose lab

Status:

There has been no further activity on this project since the last report.

3/ Engineering Program space – Repurposing

Status:

There has been no further activity on this project since the last report.

4/ Sustainable Communities and Bioenergy Expansion

Status:

Sustainable Communities Demonstration Project – Phase 1

The design of the building connections is nearing completion, and will go for installation tender over the summer 2015. The final conversion of the residence buildings and Daycare will be postponed until summer 2016 to coincide with the balance of the residence renovation work. The delivery lead time on mechanical equipment is such that it could not be on site in time for a summer 2015 installation. Connection of the EFL and resumed operation of the pellet boiler is anticipated for the fall of 2015. The construction contractor for the underground piping (IDL Projects) will return in the next few weeks to complete the landscaping and interpretive trail construction between the Residences and the Bioenergy Plant.

Total costs to date are \$1,108,000 from a total project budget of \$2.2 million.

5/ Residence Renewal

Status:

See separate report titled “UNBC Residence and Food Service Project Update” submitted by Ancillary Services.

6/ International Education and Continuing Studies Building

Status:

The requirement for a building to house these activities has been put on hold.

7/ Charles Jago Northern Sports Centre Expansion

Status:

There has been no further activity on this project since the last report.

OTHER CAPITAL PROJECTS

Wood Innovation and Design Centre Update:

The fit-out of the building is basically complete: all IT infrastructure, and nearly all the furniture has been delivered, installed and tested. The specialized equipment for the research lab is still arriving, with several large items still on order. The dust extraction system is nearing completion with final connections and the external enclosure still to be installed. The Computer Numerical Controlled

(CNC) wood processing machine is on order, and scheduled for installation in August 2015. Of the original \$2.7 million budget \$1,086,349 was approved for carry forward from the 2014/15 fiscal year to 2105/16. Total invoicing to date is \$1,791,000.

Timeline: Project completion is scheduled for September 2015.

Recommendation Approved: **Not Approved:** **Date:**

Remarks/Next Steps:

AGENDA ITEM BRIEFING NOTE

Date:	May 13, 2015			
Agenda Item:	6. c. Agreements, Scholarships, Bursaries & Awards			
Prepared For:	<input type="checkbox"/> In-Camera Session	<input checked="" type="checkbox"/> Public Session		
Purpose:	<input checked="" type="checkbox"/> Information	<input type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction	<input type="checkbox"/> Approval
Prepared By:	Brenda Sitter, Executive Assistant to the Vice-President Academic and Provost			
Reviewed By:	Bill Krane, Vice-President Academic and Provost			

Material: Report attached.

Issue:

Background:

In accordance with the Terms of Reference for the Finance and Audit Committee, these recommendations from Senate are being forwarded to that Committee for approval, and to the full Board for information.

Motion:

Recommendation Approved: **Not Approved:** **Date:**

Remarks/Next Steps:

Motion Number (assigned by
Steering Committee of Senate): S-201503.07

SENATE COMMITTEE ON ACADEMIC AFFAIRS

PROPOSED MOTION

Motion: That the renewal of the Exchange Agreement between University of Northern British Columbia and Groupe ESC Troyes in Champagne, France be approved as proposed.

Effective Date: upon approval of the Senate

Rationale: The Exchange agreement between our two institutions has been in effect since 2007 and is an active exchange agreement.

Motion proposed by: Sylvester Chen, Director of International Education

Academic Program: n/a

Implications for Other Programs / Faculties? Yes

College: n/a

College Council / Committee Motion Number: n/a

College Council / Committee Approval Date: n/a

Attachment Pages (if applicable): 3 pages

INFORMATION TO BE COMPLETED AFTER SENATE COMMITTEE ON ACADEMIC AFFAIRS MEETING

Brief Summary of Committee Debate:


Motion No.: SCAAF201502.11

Moved by: A. Wilson

Seconded by: S. Chen

Committee Decision: CARRIED.

Approved by SCAAF: February 4, 2015
Date


Chair's Signature

For recommendation to **, or information of** _____ **Senate.**



Agreement for International Educational Cooperation

Between

University of Northern British Columbia, Canada

And

Groupe ESC Troyes in Champagne, France

This is an agreement between University of Northern British Columbia, Canada (referred to as UNBC) and the Groupe ESC Troyes in Champagne, France (referred to as Gpe ESC Troyes). The objective of this agreement is to promote international educational cooperation and exchange between the two universities in the following areas:

- a) Exchange of undergraduate and graduate students.
- b) Exchange of Faculty members and Research staff,
- c) Joint Research projects,
- d) Support of lectures, research workshops and symposia,
- e) Exchange of information and academic publications.

I) Exchange of students

- 1) Exchange students shall be admitted for a period of one semester (fall or spring) and will be considered as "non-degree seeking students" at the host institution.
- 2) Both signatories are prepared to receive at the beginning of each academic year up to 3 students per year.
- 3) This does not preclude additional agreements between both institutions, for instance double degree agreements. In this case, specific documents will be drawn up for.

- 4) The students will be bound by the general conditions for registration in their home institution and will have their tuition fees waived at the host institution (except for the contribution to the student associations). They will, however, remain responsible for their own travel costs to and from the host institution, and for subsistence expenses. They will receive the same treatment as the students of the host institution.
- 5) Exchange students shall be recommended by the sending institution and follow established rules and procedures set forth by the host institution.
- 6) International exchange students coming to the UNBC campus are required to carry adequate medical insurance.
- 7) The Host Institution will provide academic and other advisory services for incoming students, and a consistent level of student support, provided to all international students.
- 8) The Host Institution will provide to the Home Institution a final transcript describing the student's academic performance at the Host Institution. Courses for credit will be determined by each institution.

II) Exchange of Faculty members and Research staff

- 1) Travel expenses and living costs of faculty and research scholars are not compensated by the host institution.
- 2) The host institution shall provide office space and give access to libraries and other facilities to exchange faculty and research scholars.
- 3) Faculty / scholar exchanges will normally be for a period of one or two semesters; shorter stays are possible, subject to mutual agreement.
- 4) Faculty / scholar exchanges remain subject to the approval of the host institution.
- 5) Each professor remains as salary with the home institution during the exchange; remuneration for special projects is subject to special negotiation.
- 6) Visiting professors / scholars must carry medical health insurance in accordance with the rules and regulations of the host institution and/or the host government.
- 7) Teaching course loads and working hours and conditions shall normally be in accordance with established rules and practices of the host institution, subject to prior negotiation and agreement.
- 8) The exchange of faculty members and research staff between UNBC and Gpe ESC Troyes may be from any appropriate academic field at either institution, subject to the prior approval of the administration of the host institution.

III) Other

- 1) These regulations are to be authorized by the official representatives of both universities in two copies and each party will retain one.
- 2) This agreement will impose no financial obligation on either institution.
- 3) The period of validity of this Agreement is for 5 (five) years. Thereafter, it will be renewed automatically for an additional five years, unless either side provided a six-month notice of intent of terminate. It will become effective at the time it is signed by the authorized representatives of both institutions.
- 4) Items not covered by the agreement may be determined and negotiated separately by both institutions without abrogating this agreement. The agreement may be amended with the consent of both parties.

For University of Northern British Columbia

For Groupe ESC Troyes in Champagne

Dr. Daniel WEEKS
President

Francis BECARD
C.E.O. & Dean

Dr. John YOUNG
Acting Vice-President (Academic) & Provost

Jean-Louis CHAPERON
Dean International Affairs

Date :

Date :

Motion Number (assigned by
Steering Committee of Senate): S-201503.08

SENATE COMMITTEE ON ACADEMIC AFFAIRS

PROPOSED MOTION

Motion: That the renewal of the Exchange Agreement between University of Northern British Columbia and University of Tasmania, Australia be approved as proposed.

Effective Date: Upon approval of the Senate

Rationale: The Exchange agreement between our two institutions has been in effect since 1995 and is an active exchange agreement.

Motion proposed by: Sylvester Chen, Director of International Education

Academic Program: n/a

Implications for Other Programs / Faculties? Yes

College: n/a

College Council / Committee Motion Number: n/a

College Council / Committee Approval Date: n/a

Attachment Pages (if applicable): 4 pages

INFORMATION TO BE COMPLETED AFTER SENATE COMMITTEE ON ACADEMIC AFFAIRS MEETING

Brief Summary of Committee Debate:


Motion No.: SCAAF201502.12

Moved by: K. Smith

Seconded by: L. Horianopoulos

Committee Decision: CARRIED.

Approved by SCAAF: February 4, 2015
Date


Chair's Signature

For recommendation to **, or information of** _____ **Senate.**

**EXCHANGE AND STUDY ABROAD AGREEMENT
BETWEEN**

**UNIVERSITY OF TASMANIA
(AUSTRALIA)**

("UTAS")

and

**UNIVERSITY OF NORTHERN BRITISH COLUMBIA
(CANADA)**

("UNBC")

THE PARTIES AGREE AS FOLLOWS:

1. Scope of Agreement

This Agreement shall apply to all student Exchanges and semester Study Abroad between UTAS and UNBC.

2. Definitions

In this Agreement, unless indicated otherwise, the following terms have the following meanings:

"Host Institution" means the institution accepting the Exchange or Study Abroad students.

"Home Institution" means the institution providing the Exchange or Study Abroad students.

"Institution" means either UTAS or UNBC as the context indicates.

"Force Majeure" means any unforeseeable and exceptional event arising from natural causes, human agency or otherwise beyond the reasonable control of the parties, including without prejudice to the generality of this statement, strike, lock-outs or other industrial disputes, fights, civil commotion, acts of terrorism, fire, flood, drought, loss, delay in the air, at sea, or in inland transit, malicious damage, war, and restraint of any government or other public or statutory warranty.

3. Agreement to Exchange

Each party agrees to provide students for Exchange, and accept students of the other party for exchange, in accordance with the terms and conditions of this Agreement and Appendix A. Any students applying for Exchange beyond the number of places outlined in this agreement will have the option of applying as a fee paying Study Abroad student.

4. Period of Agreement

4.1 This Agreement shall commence on the date it is signed by both parties and will continue in full force and effect unless and until terminated by either party pursuant to clause 15.

4.2 The parties will review this Agreement prior to 31 December three (3) years after signature.

5. Selection of Students

Students to participate in Exchange or Study Abroad will be nominated by their Home Institution and shall, to the reasonable satisfaction of both parties:

(a) be of good academic standing;

(b) have completed at least one year of full-time study at their Home Institution;

(c) be eligible to enroll in subjects that constitute a normal full-time load at the Host Institution; and

(d) have the required language proficiency to conduct the intended studies at the Host Institution.

6. Period of Exchange

Each exchange under this Agreement shall be for a minimum of one, and a maximum of two consecutive academic semesters, or equivalent.

7. Number and Frequency of Exchanges

The program of exchanges is founded on a reciprocal basis with the intention of achieving an equal number of exchanges within the initial three year period of this Agreement in accordance with the following principles:

- a) exchanges will be counted on the basis of semesters of exchange, rather than students exchanged;
- b) unless and until otherwise agreed, a maximum of two (2) semesters of exchange each way per academic year will be conducted.
- c) Beyond the agreed number of semester exchange places each year, the number of Study Abroad places will be unlimited.
- d) **UTAS will award one additional semester exchange place for each 10 Study Abroad semester enrolments over the life span of this agreement.**

8. The Home Institution

- 8.1 The Home Institution is responsible for maintaining the enrolment of its own students at the Home Institution for the duration of the exchange.
- 8.2 The Home Institution is responsible for the recruitment and selection of student participants and the orientation of student participants before their departure for the Host Institution. The Home Institution must advise students about the academic and cultural expectations at the Host Institution, including academic rules and discipline.
- 8.3 The names and preliminary files of selected participants will be forwarded to the Host Institution for final approval by 30 April (for UTAS July intake) and 31 October (for UTAS February intake). For the purposes of this clause "preliminary file" includes the Exchange or Study Abroad Student Application, academic transcripts, and other documents as determined by the Home Institution.
- 8.4 **The Home Institution, with the student's consent, will advise the Host Institution of any known circumstances, which may affect the student's time abroad (e.g. known medical problems).**
- 8.5 Subject to applicable law, the Home Institution will award its students' academic credit at the Home Institution in respect of study successfully completed at the Host Institution, having regard to the final transcript provided by the Host Institution under clause 9.8. Students will not be awarded academic credit at the Host Institution. The Host institution will not award a qualification.

9. The Host Institution

- 9.1 The Host Institution will endeavor to accept students recommended by the Home Institution but reserve the right not to accept a particular nominee.
- 9.2 The Host institution will provide information to the Home Institution to enable the Home Institution to advise students about academic and cultural expectations at the Host Institution, including academic rules and discipline.
- 9.3 The Host Institution will provide orientation for the incoming students.
- 9.4 The Host Institution will make reasonable efforts to ensure that students are admitted to courses regarded as essential to the intended study at the Host Institution.
- 9.5 The Host Institution will provide academic and other advisory services for incoming students, and a consistent level of student support, provided to all international students.
- 9.6 The Host Institution will make reasonable efforts to assist Exchange and Study Abroad students to obtain housing but is not obliged to provide housing or financial assistance of any kind whatsoever.
- 9.7 The Host Institution will inform incoming students of any health insurance requirements and availability. Furthermore the Host Institution will inform incoming students of public liability insurance requirements if necessary.
- 9.8 **The Host Institution will provide to the Home Institution a final transcript describing the student's academic performance at the Host Institution.**

10. Financial and Other Arrangements

- 10.1 Exchange Students will pay the tuition and enrolment/application fees applicable at their Home Institution in respect of the period of their exchange prior to participation in an exchange. Students will remain enrolled at their Home Institution for the duration of their exchange
- 10.2 The Host Institution will not impose any tuition or enrolment/application fees in respect of incoming Exchange Students.
- 10.3 Study Abroad Students will pay tuition fees to their Host Institution in respect to the period of study. The Home Institution will hold the students place for reenrollment on completion of their Study Abroad semester at the Host Institution.
- 10.4 All costs relating to accommodation (residential or share-house) will be the responsibility of the incoming student.
- 10.5 All students will be responsible for necessary travel and health insurance and medical costs, and visa/immigration formalities.
- 10.6 Books, living expenses and any other costs, such as student services and student union/association fees applicable at the Host Institution will be the responsibility of the student.
- 10.7 All students shall be responsible for the cost of transportation to and from the Host Institution.
- 10.8 All students will be subject to the academic rules and discipline of the Host Institution.
- 10.9 If an exchange student voluntarily withdraws from study at the Host Institution prior to completing the exchange, the part completed will be considered a complete exchange and the student will not be replaced unless otherwise agreed between the parties. If a student is nominated for two semesters and withdraws during or upon completion of the first, the second semester will not be counted for the purposes of reviewing the number of exchanges conducted.

11. Designated Administrative Officials

UTAS and UNBC shall each designate to the other, within sixty (60) days after the execution of this Agreement, the administrative official(s) authorised to approve exchanges under this Agreement.

12. Insurance

Each Host Institution must ensure that students participating in an Exchange or Study Abroad semester under this Agreement, are, for the purpose of their participation in that program, covered by appropriate insurance. Each party must, if requested by the other party in writing to do so, provide proof to the other party of such insurance.

13. Force Majeure

If either party is unable by Force Majeure to carry out its obligations or some of them, it must give prompt notice to the other party, and during the period of Force Majeure, the notifying party's obligations under this Agreement shall be suspended, provided that it will do all things reasonable to remove the Force Majeure as quickly as possible.

14. Warranties

Each party warrants that it has the legal capacity to enter into and be bound by this Agreement.

15. Termination

This Agreement may be terminated by either party providing the other with written notice of its intention to terminate. Such notice shall be given at least one (1) year prior to the effective date of the termination. Such termination shall not affect Exchanges or Study Abroad enrolments in effect prior to the effective date of the termination.

16. Nondiscrimination

UTAS and UNBC agree that no person shall, on the grounds of race, colour, religion, disability, age, national origin, sex or creed be excluded from participation under the terms of this Agreement. **Despite this, the parties agree that a student of the Home Institution who is a national of the country of the Host Institution will not be eligible to participate in an exchange; as such participation will not serve the objectives of the exchange program.**

17. Variation - The terms of this Agreement may be amended only by written agreement signed by both parties.

EXECUTED AS AN AGREEMENT:

DATE:

SIGNED FOR AND ON BEHALF OF
THE UNIVERSITY OF TASMANIA (AUSTRALIA)

SIGNED FOR AND ON BEHALF OF UNIVERSITY OF
NORTHERN BRITISH COLUMBIA (CANADA)

Professor Peter Frappell,
Pro Vice-Chancellor (Global Engagement)

Dr. Daniel Weeks
President and Vice Chancellor

In the presence of:

In the presence of:

Witness Signature

Witness Signature

Witness Name, Address, Occupation

Witness Name, Address, Occupation

Appendix A

Eligibility for Exchange at Host Institution

UTAS

1. Some programs are not available for exchange students, including Medicine and Pharmacy, and some programs have limited places available for exchange students.

UNBC

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

English Language Proficiency

UTAS

Exchange and Study Abroad students applying to the University of Tasmania must meet the required entry standards for English language proficiency by providing one of the following:

Undergraduate exchange

This may include one of the following:

Type of course	IELTS Academic	Period of Validity	TOEFL/TWE	CBT/TOEFL	IBT TOEFL	Period of Validity
Undergraduate	6.0 (no band less than 5.5)	2 years	550/4.5	213	80 (no score below 20)	2 years

It may also include:

Cambridge Proficiency or;
English grade from University studies – equivalent of B;
Previous agreement with UTAS.

Postgraduate exchange

Type of course	IELTS Academic	Period of Validity	TOEFL/TWE	CBT/TOEFL	IBT TOEFL	Period of Validity
Postgraduate	6.0 (no band less than 6.0)	2 years	575/4.5	233	88 (no score below 20)	2 years

Please note that some programs have specific language requirements. Please refer to website.

UNBC

English is the primary language of instruction and communication at UNBC and it is expected that an applicant be able to demonstrate an acceptable level of proficiency in the use of English in order to receive and participate in classroom instruction and discussion as well as to complete written assignments. Although we do not require proof of proficiency from exchange students please use the following guidelines as a reference: <http://www.unbc.ca/future-students/english-language-requirements>

Motion Number (assigned by
Steering Committee of Senate): S-201503.09

SENATE COMMITTEE ON ACADEMIC AFFAIRS

PROPOSED MOTION

Motion: That the renewal of the Exchange Agreement between University of Northern British Columbia and Kunming University of Science and Technology, Kunming, China be approved as proposed.

Effective Date: Upon approval of the Senate

Rationale: The Exchange agreement between our two institutions has been in effect since 2005 and is an active exchange agreement.

Motion proposed by: Sylvester Chen, Director of International Education

Academic Program: n/a

Implications for Other Programs / Faculties? Yes

College: n/a

College Council / Committee Motion Number: n/a

College Council / Committee Approval Date: n/a

Attachment Pages (if applicable): 6 pages

INFORMATION TO BE COMPLETED AFTER SENATE COMMITTEE ON ACADEMIC AFFAIRS MEETING

Brief Summary of Committee Debate:


Motion No.: SCAAF201502.13

Moved by: J. Kormos

Seconded by: K. Smith

Committee Decision: CARRIED.

Approved by SCAAF: February 4, 2015
Date


Chair's Signature

For recommendation to **, or information of** _____ **Senate.**

**An Agreement of Cooperation Between
Kunming University of Science & Technology, China
and
the University of Northern British Columbia, Canada**

I. Preamble

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

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

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

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

II. Scientific and Faculty Exchanges

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

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

III. Student Exchange Program

A. Nomination and Selection of Student Participants

Each university may nominate up to **three (3) students** annually at the undergraduate level to spend an academic year or part of an academic year at the other university. Exchanges will be guided by the general principle of reciprocity - one student for one student. One (1) student studying for one academic year will be considered equivalent to two (2) students, each studying for one semester. While it is not requisite that an equal number of students be exchanged in a given year, an overall balance will be sought through the duration of the agreement.

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

- The Director of International Education at UNBC and
- The Dean of School of International Education at Kunming University of Science & Technology

The selection of student participants is the responsibility of the home institution. The method of selection will be determined by each party to the agreement applying the following criteria in a general way: (a) academic excellence;

and (b) an evaluation of the students' reasons for wishing to pursue the course of study made available through the exchange program.

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

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

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

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

B. Academic Program and Student Life

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

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

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

C. Fees and Expenses

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

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

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

IV. Duration and Administration of the Agreement

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

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

Dr. Daniel Weeks
President & Vice Chancellor

Date: _____

For the University of Northern British Columbia

Dr. Cheng Heming
President

Date: _____

For Kunming University of Science & Technology

AWARDS GUIDE INFORMATION:

Award #1

Award Category: Entrance

Award Name: Nordic Sport Leadership Awards

Awards Guide Description/Intent: This award will recognize and reward athletic achievement in cross country skiing or biathlon and will be provided to a student who demonstrates continued pursuit of excellence in Nordic sport while pursuing academic studies at UNBC.

Donor: Friends of the Caledonia Nordic Ski Club

Value: \$5,000

Number: One

Award Type: Award

Eligibility: Available to a full time undergraduate Canadian student with proven academic proficiency. Recipient must have experience in training within Nordic sport at a National level. Alternatively, recipient will have relevant high level coaching experience in Nordic sport. The award is available for renewal based on the candidate's demonstration of excellence in Nordic sport through involvement at the Caledonia Nordic Ski Club. Excellence will be acknowledged through the student's continuing athletic achievements and/or giving back to the sport through leadership, volunteer coaching, and building varsity involvement in cross country skiing or biathlon.

Criteria: Academic Proficiency.

Conditions: This award is renewable for up to three (3) years subject to the student maintaining the criteria academic standing and meeting the eligibility requirements for renewal of this award. This award will provide support to one student for up to four (4) academic years. If the recipient discontinues their studies at UNBC, does not maintain the academic standards as set out, or becomes ineligible based on the Committee's annual review, the award may be provided to another eligible applicant.

Note: Applicants must submit a short essay outlining how they can pursue excellence in Nordic sport while studying at UNBC. Applicants must include their experience and accomplishments to date in Nordic sport, and also describe their vision for how they will inspire others.

Effective Date: Endowed 2014

Recipient Selection: Senate Committee on Scholarships and Bursaries on recommendation by a committee comprised of the UNBC Athletics Director, the Vice Provost of Student Engagement and an appointee of the Caledonia Nordic Ski Club.

AWARDS GUIDE INFORMATION:

Award #2

Award Category: Entrance

Award Name: Nordic Sport Leadership Awards

Awards Guide Description/Intent: This award will recognize and reward athletic achievement in cross country skiing or biathlon and will be provided to a student who demonstrates continued pursuit of excellence in Nordic sport while pursuing academic studies at UNBC. Excellence will be acknowledged through the student's continuing athletic achievements and/or giving back to

the sport through leadership, volunteer coaching, and building varsity involvement in cross country skiing or biathlon.

Donor: Friends of the Caledonia Nordic Ski Club

Value: \$1,000

Number: One

Award Type: Award

Eligibility: Available to a full time undergraduate Canadian student with proven academic proficiency. Recipient must have experience in training or high level coaching in Nordic sport.

Criteria: Academic proficiency.

Effective Date: This is a one-time award.

Note: Applicants must submit a short essay outlining how they can pursue excellence in Nordic sport while pursuing academic studies at UNBC. Applicants must include their experience and accomplishments to date in Nordic sport, and also describe their vision for how they will inspire others.

Recipient Selection: Senate Committee on Scholarships and Bursaries on recommendation by a committee comprised of the UNBC Athletics Director, the Vice Provost of Student Engagement and an appointee of the Caledonia Nordic Ski Club.

AWARDS GUIDE INFORMATION:

Award Category: General

Award Name: Northern Gateway Pipelines Bursary

Awards Guide Description/Intent: Enbridge Northern Gateway fully recognizes and appreciates the financial commitment and burden many students face while engaging in post-secondary studies. As such, they wish to provide this bursary for students in need. ~~the 2013/14 academic year.~~

Donor: Enbridge Northern Gateway Pipelines

Value: \$2,000

Number: Five

Award Type: Bursary

Eligibility: Available to a full or part time undergraduate or graduate student. First preference will be given to a resident of Northern British Columbia.

Criteria: Demonstrated financial need and satisfactory academic standing.

Note: ~~This is a one-time award.~~

Effective Date: Established 2013

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



Motion Number (assigned by SCS): SCSB20150128.05

**SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)
PROPOSED MOTION**

Motion: That the revised Awards Guide Information for the UNBC Doctoral Tuition Scholarship be approved.

Effective Date: 2015 – 2016 Academic Year

Rationale: To revise the UNBC Doctoral Tuition Scholarship commencing the 2015-2016 Academic Year with alterations to the Award Name, Award Value, Award Number, Award Type, Eligibility, Criteria, Application Instructions, and Recipient Selection sections as follows:

Award Name: UNBC Doctoral Tuition Scholarship Award

Value: Tuition for eligible doctoral students for two years, renewable for two additional years if satisfactory progress has been achieved.

Award Number: Variable

Award Type: Scholarship Award

Eligibility: The scholarship award is available to full-time students entering a doctoral program for the first time. Students must remain in satisfactory academic standing to maintain the scholarship award and should have passed the appropriate doctoral candidacy examination within two years of initial registration. To be renewed, a student must be judged to be making satisfactory progress by the student's Supervisory Committee and a recommendation sent to the Dean of Graduate Programs.

Criteria: Academic proficiency, which is a GPA equivalent to or greater than 3.33 and the submission, to the Dean of Graduate Programs, of an acceptable timeline for completion within the first semester of registration. The nature of the proposed project and supervisor will also be considered.

Note: The doctoral tuition award provides a two year tuition waiver providing that the student maintains satisfactory academic standing. The award may be extended for a further two years. The student should have passed the appropriate candidacy examination.

Application-Instructions Note: All successful applicants to doctoral programs receive the scholarship and are eligible to be considered for the award.

Effective Date: Established 2004

Recipient Selection: Selection is made by the ~~Graduate Programs Office~~ Dean of Graduate Programs.

The scholarship was originally introduced in 2004 with the aim of attracting students to the embryonic PhD programs at UNBC. Ten years on it is felt that this award should be competitively awarded.

Proposed By: Dr. Kevin D Smith, Dean of Graduate Programs

External Relations Contact: Jennifer Hicke, Administrator - Development Awards

Faculty / Academic Department: Office of Graduate Programs

Date: January 28, 2015

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate: The Committee had a good discussion and small changes were made to the background for the motion. The Committee then unanimously endorsed the motion.

Motion No.: SCSB20150128.05

Moved by: D. Erasmus

Seconded by: J. Bankole

Committee Decision: CARRIED

Attachments: 1 Page

Approved by SCSB: January 28, 2015
Date



(Acting) Chair's Signature

For information of Senate.

AWARDS GUIDE INFORMATION

Award Category: Graduate

Award Name: UNBC Doctoral Tuition Scholarship Award

Value: Tuition for eligible doctoral students for two years, renewable for two additional years if satisfactory progress has been achieved.

Award Type: Scholarship Award

Eligibility: The scholarship award is available to full-time students entering a doctoral program for the first time. Students must remain in satisfactory academic standing to maintain the scholarship award and should have passed the appropriate doctoral candidacy examination within two years of initial registration. To be renewed, a student must be judged to be making satisfactory progress by the student's Supervisory Committee and a recommendation sent to the Dean of Graduate Programs.

Criteria: Academic proficiency, which is a GPA equivalent to or greater than 3.33 and the submission, to the Dean of Graduate Programs, of an acceptable timeline for completion within the first semester of registration. The nature of the proposed project and supervisor will also be considered.

Note: The doctoral tuition award provides a two year tuition waiver providing that the student maintains satisfactory academic standing. The award may be extended for a further two years. The student should have passed the appropriate candidacy examination.

Application Instructions Note: All successful applicants to doctoral programs receive the scholarship are eligible to be considered for the award.

Effective Date: Established 2004

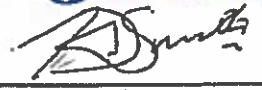
Recipient Selection: Selection is made by the ~~Graduate Programs Office~~ Dean of Graduate Programs.

FOR OFFICE USE ONLY

Reviewed by the Financial Aid and Awards Officer and Dean of Graduate Programs:

Linda Fehr, Financial Aid and Awards Officer




_____, Dean of Graduate Programs

Dr. Kevin Sivula

Copies to:
Financial Aid and Awards Office
Manager of Treasury Services
Office of External Relations (2)

First revised award available in the September semester of 2015.



Motion Number (assigned by SCS): SCSB20150128.06

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the Terms and Conditions for the Chapter B – P.E.O. Sisterhood Bursary be re-activated.

Effective Date: 2014-2015 Academic Year

Rationale: To re-activate the Chapter B – P.E.O. Sisterhood Bursary commencing the 2014-2015 Academic Year.

Proposed By: Jennifer Hicke, Administrator – Development Awards

External Relations Contact: Jennifer Hicke, Administrator – Development Awards

Faculty/Academic Department: N/A

Date: January 28, 2015

TO BE COMPLETED AFTER SCSB MEETING

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

Motion No.: SCSB20150128.06

Moved by: D. Erasmus

Seconded by: J. Bankole

Committee Decision: CARRIED

Attachments: 1 Page

Approved by SCSB: January 28, 2015
Date



(Acting) Chair's Signature

For information of Senate.

AWARDS GUIDE DESCRIPTION:

Award Category: Open

Award Name: Chapter B – P.E.O. Sisterhood Bursary

Calendar Description/Intent: P.E.O. Sisterhood is an international philanthropic and educational organization for women founded in 1869. The organization assists women in achieving their educational goals through bursaries, scholarships, grants and loans. P.E.O. also runs their own liberal arts college for women in Nevada, Missouri.

Donor: Chapter B – P.E.O. Sisterhood

Value: \$1,000

Number: One

Award Type: Bursary

Eligibility: Available to a full time undergraduate or graduate female student.

Criteria: Demonstrated financial need and academic proficiency.

Application Instructions: Fill out all sections of the Awards Application form.

Effective Date: Established 2009

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



Motion Number (assigned by SCS): SCSB20150128.07

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the Terms and Conditions for the Spectra Energy Bursary be re-activated.

Effective Date: 2015 – 2016 Academic Year

Rationale: To re-activate the Spectra Energy Bursary commencing the 2015-2016 Academic Year.

Proposed By: Jennifer Hicke, Development Awards Officer

External Relations Contact: Jennifer Hicke, Development Awards Officer

Faculty / Academic Department: N/A

Date: January 28, 2015

TO BE COMPLETED AFTER SCSB MEETING

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

Motion No.: SCSB20150128.07

Moved by: D. Erasmus

Seconded by: K. Scouten

Committee Decision: CARRIED

Attachments: 1 Page

Approved by SCSB: January 28, 2015
Date



(Acting) Chair's Signature

For information of Senate.

AWARDS GUIDE INFORMATION:

Award Category: In-course

Award Name: Spectra Energy Bursary

Awards Guide Description/Intent:

Donor: Spectra Energy (formerly Westcoast Energy Inc.)

Value: \$1000

Number: Four

Award Type: Bursary

Eligibility: Available to a full time undergraduate student who has completed at least 60 credit hours towards a degree program within the College of Science and Management and who is a resident of northern British Columbia. Preference will be given to a candidate who has attended UNBC for the first two or three years or who has transferred to University from a regional community college in northern British Columbia.

Criteria: Demonstrated Financial Need

Effective Date: Established 1994

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

Motion Number (assigned by
Steering Committee of Senate): S-201504.24

SENATE COMMITTEE ON ACADEMIC AFFAIRS

PROPOSED MOTION

Motion: That the draft exchange agreement between Chonnam National University and UNBC be approved as proposed.

Effective Date: Upon approval of the Senate

Rationale: Chonnam National University is a large and well-known University in Korea that is strongly interested in solidifying its partnership with UNBC. They are currently offering a scholarship for UNBC students to attend a summer language course and they would like to bring many Chonnam National University students to UNBC. UNBC signed an MOU with Chonnam late in 2014 and they have sent their first three students to UNBC's English Language Studies program.

Motion proposed by: Sylvester Chen, Director of International Education

Academic Program: n/a

Implications for Other Programs / Faculties? None

College: n/a

College Council / Committee Motion Number: n/a

College Council / Committee Approval Date: n/a

Attachment Pages (if applicable): 3 pages

THE MOTION FORM IS NOW COMPLETE — PLEASE DISREGARD THE BLOCK BELOW

INFORMATION TO BE COMPLETED AFTER SENATE COMMITTEE ON ACADEMIC AFFAIRS MEETING	
Brief Summary of Committee Debate:	
Motion No.:	SCAAF
Moved by:	Seconded by:
Committee Decision:	
Approved by SCAAF:	
Date	Chair's Signature
For recommendation to <u>✓</u> , or information of _____ Senate.	

**An Agreement of Cooperation Between
Chonnam National University, Korea
and
the University of Northern British Columbia, Canada**

I. Preamble

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

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

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

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

II. Scientific and Faculty Exchanges

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

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

III. Student Exchange Program

A. Nomination and Selection of Student Participants

Each university may nominate up to **three (3) students** annually at the undergraduate level to spend an academic year or part of an academic year at the other university. Exchanges will be guided by the general principle of reciprocity - one student for one student. One (1) student studying for one academic year will be considered equivalent to two (2) students, each studying for one semester. Three UNBC students enrolled in the CNU International Summer Session are considered to a one regular semester exchange student. While it is not requisite that an equal number of students be exchanged in a given year, an overall balance will be sought through the duration of the agreement.

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

- The Director of International Education at UNBC and
- The Dean of School of International Education at Chonnam National University

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

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

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

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

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

B. Academic Program and Student Life

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

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

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

C. Fees and Expenses

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

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

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

IV. Duration and Administration of the Agreement

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

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

Dr. Daniel Weeks
President & Vice Chancellor

Date: _____

For the University of Northern British Columbia

Dr. JEE, Byung-Moon
President

Date: _____

For Chonnam National University

Motion Number (assigned by
Steering Committee of Senate): S-201504.25

SENATE COMMITTEE ON ACADEMIC AFFAIRS

PROPOSED MOTION

Motion: That the renewal of the bilateral exchange agreement between Syktyvkar State University (SyktSU), Russia and the University of Northern British Columbia be approved as proposed.

Effective Date: Upon approval of Senate

Rationale: Syktyvkar State University and UNBC have been bilateral exchange partners since 2002 and this agreement was a part of the recommendations made to Dr. Dale from Dr. Owen on Renewing International Agreements from 2013. This is an active exchange partner.

Motion proposed by: Sylvester Chen

Academic Program: International Education

Implications for Other Programs / Faculties? No

College: not applicable

College Council / Committee Motion Number: not applicable

College Council / Committee Approval Date: not applicable

Attachment Pages (if applicable): 3 pages

INFORMATION TO BE COMPLETED AFTER SENATE COMMITTEE ON ACADEMIC AFFAIRS MEETING

Brief Summary of Committee Debate:

Motion No.: SCAAF

Moved by:

Seconded by:

Committee Decision:

Approved by SCAAF:

_____ **Date**

_____ **Chair's Signature**

For recommendation to **, or information of** _____ **Senate.**



**An Agreement of Cooperation Between
Syktyvkar State University, Russia
and
the University of Northern British Columbia, Canada**

I. Preamble

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

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

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

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

II. Scientific and Faculty Exchanges

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

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

III. Student Exchange Program

A. Nomination and Selection of Student Participants

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

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

- The Director of International Education at UNBC and
- The Head of Department of International Affairs at Syktyvkar State University

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

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

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

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

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

B. Academic Program and Student Life

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

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

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

C. Fees and Expenses

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

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

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

IV. Duration and Administration of the Agreement

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

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

Dr. Daniel Weeks
President & Vice Chancellor

Date: _____

For the University of Northern British Columbia



Dr. Marina Isikhovskaya
Rector
Date: _____
For Syktyvkar State University

Motion Number (assigned by
Steering Committee of Senate): S-201504.26

SENATE COMMITTEE ON ACADEMIC AFFAIRS

PROPOSED MOTION

Motion: That the renewal of the bilateral exchange agreement between Lillehammer University College, Norway and the University of Northern British Columbia be approved as proposed.

Effective Date: Upon approval of Senate

Rationale: Lillehammer University College and UNBC have been exchange partners since 2007. The original agreement was a combined agreement with Lillehammer and Gjovik University Colleges and the Colleges have since split their international offices. This agreement was a part of the recommendations made to Dr. Dale from Dr. Owen on Renewing International Agreements from 2013. The UNBC International Education office recommends that we renew only with Lillehammer University College due to our historic reciprocity concerns. To address the reciprocity issue, the agreement was limited to one (1) exchange student seat with any remaining seats filled under the Study Abroad Program.

Motion proposed by: Sylvester Chen

Academic Program: International Education

Implications for Other Programs / Faculties? No

College: not applicable

College Council / Committee Motion Number: not applicable

College Council / Committee Approval Date: not applicable

Attachment Pages (if applicable): 3 pages

INFORMATION TO BE COMPLETED AFTER SENATE COMMITTEE ON ACADEMIC AFFAIRS MEETING	
Brief Summary of Committee Debate:	
Motion No.:	SCAAF
Moved by:	Seconded by:
Committee Decision:	
Approved by SCAAF:	
Date	Chair's Signature
For recommendation to <u>✓</u>, or information of _____ Senate.	

**An Agreement of Cooperation Between
Lillehammer University College, Norway
and
the University of Northern British Columbia, Canada**

I. Preamble

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

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

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

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

II. Scientific and Faculty Exchanges

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

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

III. Student Exchange Program

A. Nomination and Selection of Student Participants

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

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

- The Director of International Education at UNBC and
- The Director of International Office at Lillehammer University College

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

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

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

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

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

B. Academic Program and Student Life

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

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

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

C. Fees and Expenses

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

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

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

IV. Duration and Administration of the Agreement

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

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

Dr. Daniel Weeks
President & Vice Chancellor

Date: _____

For the University of Northern British Columbia

Gudmund Moren
Rector

Date: _____

For Lillehammer University College

DRAFT

AGREEMENT ON STUDENT EXCHANGE

between

MASSEY UNIVERSITY
New Zealand

and

UNIVERSITY OF NORTHERN BRITISH COLUMBIA
Canada

Parties to the Agreement

Massey University, New Zealand, a body corporate established under the Massey University Act 1963, and the Education Act 1989, hereinafter referred to as 'Massey'.

The University of Northern British Columbia, Prince George, BC, Canada, hereinafter referred to as 'UNBC'.

With both Massey and UNBC being referred to collectively as 'the Parties'.

1. Background

- A. This Agreement documents the understanding between the Parties concerning their Exchange of Students Programme, hereinafter referred to as the 'Programme'.
- B. The Programme seeks to broaden the scope of the academic curriculum and to provide a unique learning experience in an overseas environment, as well as to promote co-operation between the two institutions. It is the desire of the Parties named herein that an Agreement be formalized based on the details set out below:

2. Interpretation

- 2.1 "Exchange Period" is defined as either one, or two consecutive, academic semesters, or equivalent, but no longer than two academic semesters, or equivalent, in which the student is attached.
- 2.2 "Exchange Student" is one who participates in the Programme and "Exchange Students" will have the same meaning.
- 2.3 "Force Majeure" means any event beyond the reasonable control of either party, which affects one party's ability to perform this Agreement and which is unavoidable notwithstanding the reasonable care of the affected party.
- 2.4 "Home Institution" is the institution in which the student is originally enrolled.

- 2.5 **"Host Institution"** is the institution to which the Exchange Student is attached for the duration of his or her exchange.
- 2.6 **"Institution"** means either of the parties to this Agreement.
- 2.7 **"Programme"** means the student exchange programme between the Home Institution and the Host Institution.
- 2.8 **"Unit of Exchange"** is defined, for the purpose of accounting, as one student attending part of or an entire semester (or equivalent period).
- 2.9 **"Business Day"** means any day that is not a public holiday in Palmerston North, New Zealand.
- 3. Student Exchange**
- 3.1 The Programme is founded on a reciprocal basis, with the intention of achieving an equal number of units of exchange each way every year.
- 3.2 Two (2) students in attendance for one semester each will be counted as the equivalent of one (1) student for two semesters. In either case, two units of exchange will have been achieved.
- 3.3 The maximum number of Units of Exchange per academic year will be agreed upon prior to the start of the initial exchange. The number of units of exchange may be amended by mutual agreement and should be discussed on an annual basis to maintain reciprocity over time.
- 3.4 There is no obligation on either institution to nominate students for the Programme or to accept any students nominated.
- 3.5 Exchange Students will continue as candidates for degrees of their Home Institution, and will not be candidates for degrees of the Host Institution.
- 3.6 Exchange Students will be subject to the academic rules and disciplines of the Host Institution while on the Programme.
- 3.7 The Home Institution will be responsible for screening and nominating students for the Programme. Students must meet the standard entry requirements stipulated by the Host Institution to qualify for nomination. The Host Institution shall have the right to make final judgments on the admissibility of each nominated student.
- 3.8 The Host Institution will guarantee the availability of housing, and assist with other matters of hospitality and student support, but such guarantee and assistance will not include financial assistance of any kind.
- 3.9 Exchange Students will be responsible for obtaining their own visas, completing the required immigration formalities, and obtaining the travel and other related documents needed to pursue studies at the Host Institution.

- 3.10 The obligations of the two institutions under this Agreement are limited to Exchange Students only and do not extend to spouses, dependents or other family members.
- 3.11 No monetary consideration will be exchanged between the two institutions, nor will there be any indemnities, reimbursements for expenses, or sharing of fees or profits arising from the Programme.
- 3.12 If the Exchange Student voluntarily withdraws after arriving at the Host Institution and before the end of the exchange programme, it will be considered as a completed exchange from the Home Institution concerned. The Parties agree that, in such instances, there will be no replacement for the student.

4. Student Enrolment, Attendance and Assessment

- 4.1 Exchange Students will be permitted to enrol at the Host Institution in any course for which they are qualified and eligible to study, subject to meeting admission requirements, and the timetable and capacity constraints of the Host Institution.
- 4.2 Full-time enrolment at the Host Institution is required for the Exchange Period and for visa purposes. For Massey and Immigration New Zealand, 'full-time enrolment' is currently defined as a minimum of 45 credits, however 60 credits is the normal course of study for one semester. For UNBC, 'full-time enrolment' is currently defined as 9 credit hours per semester for undergraduate students and 6 credit hours for graduate students. These definitions are subject to change and will be notified on application.
- 4.3 Exchange Students will obtain credits for successfully completed courses at the Host Institution. It is the responsibility of the student and the Home Institution to ensure that any Host Institution courses selected for study can be cross-credited to the Home Institution. An official transcript for each student will be sent, at no charge, directly to the Home Institution at the end of each semester of the Exchange Period.

5. Fees and Other Expenses

- 5.1 Exchange Students will pay tuition, non-tuition and enrolment/application fees at their Home Institution during the Exchange Period. They will be exempted only from tuition, non-tuition and enrolment/application fees at the Host Institution.
- 5.2 Exchange Students will be responsible for paying all personal expenses incurred by attending the Host Institution, including all visa, travel and medical insurance, housing, travel, meals, health, books and stationery costs.
- 5.3 Exchange Students may also be charged additional fees for practical work directly associated with their courses of study at the Host Institution.

6. Student Insurance

- 6.1 All Exchange Students will be required to be covered by personal health (including hospitalization) and travel insurance that meets the minimum coverage requirements as determined by the Host Institution.

7. Study Abroad Option

- 7.1 In the event that there are insufficient exchange places available at either institution, the Home Institution may send students under the terms and conditions of the Host Institution's Study Abroad programme.

8. Administration of this Agreement

- 8.1 This Agreement will be administered at Massey by the Manager, Student Mobility, International Office and at UNBC by the Director of International Education.

- 8.2 Massey confirms that it is bound by the Code of Practice for the Pastoral Care of International Students, hereinafter referred to as 'the Code'. This is a mandatory code for any New Zealand educational institution enrolling international students and for their offshore partners who assist with recruitment of students for study at institutions in New Zealand. As UNBC will assist Massey with recruitment, it agrees to be bound by the Code. The Code provides, among other things, for students to receive accurate, timely and comprehensive information about the course they are enrolling for, for the Host Institution to ensure the provision of housing to an approved standard for all international students upon arrival, for an effective complaints and grievance process for all international students, for adequate personal health insurance for all international students and for effective quality assurance processes for all academic and support programmes. An up-to-date copy of the Code of Practice may be found on the following page of the New Zealand Qualifications Authority website: <http://www.nzqa.govt.nz/assets/Providers-and-partners/Code-of-Practice-NZQA.pdf>

9. Term, Variation and Termination

- 9.1 This Agreement is effective for a period of five years from the last date of signing, and subject to revision, may be extended for another term of five years by mutual written agreement.
- 9.2 This Agreement may be varied or modified by the Parties by mutual written agreement.
- 9.3 Either party will be entitled, at any time at its absolute discretion, to terminate the Programme by giving six months' written notice to the other party. In the event of a breach of the Code, then either party may immediately terminate this Agreement. Such termination will not adversely affect any Exchange Student accepted prior to the effective date of the termination.
- 9.4 Each party will ensure that adequate arrangements are made to complete all commitments under the Agreement before the Programme is terminated.

10. Proper Law

- 10.1 In the event of a dispute, this Agreement is governed by the law of the country in which the Exchange Student is attached for the Exchange Period, i.e. the Host Institution. In the event that a dispute arises under this Agreement when no student is being exchanged, then the dispute will be governed by the law of the party that identified the dispute to the other party in writing.

11. No Partnership

11.1 Nothing contained or implied in this Agreement shall constitute or be deemed to constitute a partnership between the Parties and neither of the Parties shall have any authority to bind or commit the other party.

12. Assignment and Subcontracting

12.1 Neither party will assign, transfer or subcontract all or any of its rights, benefits, interests and obligations under this Agreement without the prior written consent of the other party.

13. Entire Agreement

13.1 This Agreement:

13.1.1 Constitutes the entire agreement and understanding between the Parties with respect to the subject matter of this Agreement; and

13.1.2 Supersedes all prior discussions, understandings and agreements between the Parties and their agents (or any of them) and all prior representations and expressions of opinion by any party (or its agent) to any other party (or its agent).

14. Notices

14.1 Any notice given under this contract will be in writing and delivered by post, registered mail, courier, facsimile or e-mail, addressed to the last address for service as notified by the other party.

14.2 Notices are deemed served at the following times:

14.2.1 when sent by post, 3 Business Days after posting if sent within New Zealand; or 7 Business Days if sent internationally;

14.2.2 when sent by registered mail or courier, upon delivery; or

14.2.3 when sent by facsimile or e-mail, upon receipt of the correct answerback or receipt code; and

14.2.4 any notice sent after 5:00pm is deemed served on the next business day.

15. Severance

15.1 If at any time any provision of this Agreement is or becomes invalid or illegal in any respect, such provision shall be deemed to be severed from this Agreement but the validity, legality and enforceability of the remaining provisions of this Agreement shall not be affected or impaired thereby.

16. Resolution of Disputes

- 16.1 If a dispute arising out of this contract occurs between the parties, then the parties will try to resolve that dispute by full and frank discussion within 30 days. Failing this, the parties will try to resolve the dispute by mediation within 30 days.
- 16.2 A mediation will be conducted by a LEADR panel mediator (an association of dispute resolvers based in Australasia) chosen by the parties or, if they cannot agree, by the President of the Manawatu branch of the New Zealand Law Society, or the President's nominee.
- 16.3 If the dispute is not resolved by mediation, the parties may, if both parties agree, refer the dispute to a single arbitrator as follows:
- 16.3.1 the single arbitrator will be chosen by the parties or, if they cannot agree, by the President of the Manawatu branch of the New Zealand Law Society, or the President's nominee; and
- 16.3.2 the arbitration will be conducted in accordance with the Rules in Schedules 1 and 2 of the New Zealand Arbitration Act 1996.
- 16.4 The parties must always act in good faith and cooperate with each other to resolve any dispute.
- 16.5 The procedures and timeframes for any mediation or arbitration will be fixed by the mediator or arbitrator (as appropriate) if the parties cannot agree.
- 16.6 The parties must continue to comply with their obligations under this contract during the dispute resolution process, but disputed payments may be withheld to the extent of the dispute.
- 16.6 This clause will not apply to:
- 16.6.1 a dispute arising in connection with any attempted re-negotiation of this contract; or
- 16.6.2 any application by either party for urgent interlocutory relief.

17. Representations and Warranties

- 17.1 Each party hereby represents and warrants to the other as follows:
- 17.1.1 that it has full power and authority to enable it to effectively enter into and perform its obligations under this Agreement.
- 17.1.2 that this Agreement when executed by the Parties will create obligations which are valid and binding on both of them and that are enforceable in accordance with the terms thereof.
- 17.1.3 that all consents, approvals and authorisations if any from any other person (including governmental authorities and regulatory bodies) to enter into and perform

its obligations under this Agreement have been obtained and such consents, approvals and authorisations if any are in full force and effect; and

- 17.1.4 that its entry into and the performance of this Agreement will not constitute any breach of or default under any contractual, government, regulatory or public obligation binding upon it at the date of this Agreement.

18. Confidentiality

18.1 Each party undertakes to the other as follows:

18.1.1 That it will not during the period of this Agreement and after its termination (for whatever reason) use or divulge to any person, firm, organisation or college, nor publish or disclose or permit to be published or disclosed any confidential information which it has received or obtained or may receive or obtain (whether or not in the case of documents that are marked as confidential); and

18.1.2 That it will not during the period of this Agreement and after its termination (for whatever reason) retain or duplicate any confidential information in whatever form (whether written or recorded in some other form or oral) which is supplied by or to either party or which comes to its notice during the term of this Agreement.

18.2 For the purposes of Schedule Clause 18.1 "confidential information" includes, without limitation, the following:

18.2.1 Information concerning the affairs or property of UNBC or Massey;

18.2.2 Information on the terms of this Agreement.

18.3 The obligations under Schedule Clause 18.1 shall not extend to any information which:

18.3.1 Is in the public domain; or

18.3.2 Is required to be disclosed pursuant to any order of a Court of competent jurisdiction; or

18.3.3 Is required to be disclosed pursuant to any statute, regulation or ordinance.

19. Legal Compliance

19.1 Both Parties shall comply with all legislative or regulatory requirements in New Zealand or Canada, in respect of Exchange Students, that may be brought to their attention.

19.2 Both Parties shall comply with all legislative, regulatory, rules, codes, directives, approvals, permissions or other authority requirements in the other Party's country issued by any governmental, statutory and/or regulatory authorities of that country relating to the Programme, the Exchange Students (including health and safety), the student support and administrative services and/or this Agreement.

20. Liability and Indemnity

- 20.1 In the event of any breach of contract, error, omission, error of judgment or negligence on the part of UNBC, its staff, servants, employees, representatives or contractors or agents (and each of them) in carrying out its obligations under this Agreement and Massey suffers any loss howsoever arising then UNBC shall indemnify Massey against all of its losses, damages, costs and expenses (including all legal costs on an indemnity basis incurred by Massey arising from such default, omission, error of judgment or negligence by UNBC) and shall reimburse Massey so that Massey is placed in the position it would have been in before such default, omission, error of judgment or negligence by UNBC.
- 20.2 In the event of any breach of contract, error, omission, error of judgment or negligence on the part of Massey its staff, servants, employees, representatives or contractors or agents (and each of them) in carrying out its obligations under this Agreement and UNBC suffers any loss howsoever arising then Massey shall indemnify UNBC against all of its losses, damages, costs and expenses (including all legal costs on an indemnity basis incurred by UNBC arising from such default, omission, error of judgment or negligence by Massey) and shall reimburse UNBC so that UNBC is placed in the position it would have been in before such default, omission, error of judgment or negligence by Massey.
- 20.3 Notwithstanding Schedule Clauses 20.1 and 20.2, neither party will be liable to the other for any indirect losses (excluding death or personal injury resulting from the negligence of a party).

21. Insurance

- 21.1 Both Parties shall at their own cost, procure and maintain insurance policies, for the term of this Agreement, in respect of:
- 21.1.1 liability (whether against UNBC, Massey or any third party) for any breach of contract, negligence, or default of UNBC and/or Massey in providing the Services and/or delivering in either Canada or New Zealand the Programme to the Students under this Agreement;
- 21.1.2 personal injuries, accident or death arising out of or in the course of providing the Student Support and Administrative Services, delivering the Programme to the Students and/or attending at classes of the Programme; and
- 21.1.3 such other risk and/or liability that UNBC and/or Massey may be required by any relevant Canadian and/or New Zealand governmental, statutory or regulatory authorities to procure and maintain insurances relating to the Programme and/or this Agreement.
- 21.2 Both Parties shall upon receipt of a written request from the other Party provide it with a copy of any of the aforementioned insurance certificates as proof of insurance.

22. Force Majeure

- 22.1 If either party to this Agreement is prevented or delayed in the performance of any of its obligations under this Agreement by reason of Force Majeure and if such party gives written notice thereof to the other party specifying the matters constituting Force Majeure, together with such evidence as it reasonably can give specifying the period for which it is estimated that such prevention or delay will continue, then the affected party shall be excused the performance or the punctual performance, as the case may be, as

from the date of such written notice for so long as such cause of prevention or delay shall continue.

22.2 If the occurrence of the Force Majeure prevents either party from performing its obligations under this Agreement for a continuous period of three months from the date written notice was given under Clause 22.1, either party may by further written notice to the other party, terminate this Agreement with neither party being liable to the other for any losses.

23. Formal Approval

23.1 Each party warrants to the other respectively that each of the Massey Vice Chancellor and President & Vice Chancellor has approved the initiative evidenced by this Agreement.

IN WITNESS WHEREOF this Agreement was executed on the date written below.

Signed for and on behalf of)
MASSEY UNIVERSITY)
Hon. Steve Maharey
Vice Chancellor

Witnessed by:

Date:

Signed for and on behalf of)
UNIVERSITY OF NORTHERN BRITISH COLUMBIA)
Dr. Daniel Weeks
President & Vice Chancellor

Witnessed by:

Date:



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the Awards Guide Description for the President's Silver Anniversary Award for Excellence in Leadership be approved.

Effective Date: 2016/2017 Academic Year.

Rationale: These two awards recognize the value of student leadership at UNBC. Leadership contributes to the student experience, promotes excellence within the student body, and acknowledges UNBC's responsibility for building leaders of tomorrow. The intent is to replace the current President's Scholarship with these awards. These awards will be funded from the General Scholarships and Bursaries Fund, with a supplemental donation from the University President. Budget information is attached.

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

External Relations Contact: N/A

Faculty / Academic Department: N/A

Date: March 25, 2015

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate:

Motion No.: SCSB20150325.03

Moved by: Schwab

Seconded by: Erasmus

Committee Decision: CARRIED

Attachments: 5 pages

Approved by SCSB: March 25, 2015
Date


Chair's Signature (Acting)

For information of Senate.

AWARDS GUIDE DESCRIPTION

Award Category: Entrance Award

Award Name: President's Silver Anniversary Award for Excellence in Leadership

Calendar Description/Intent: This prestigious undergraduate award recognizes and rewards excellence through leadership in civic, athletic, philanthropic, and environmental fields. Recipients will have experience in leadership upon admission to UNBC and continuing on through their campus life through contributions to student life, undergraduate research, community outreach or other endeavors. With the President's contribution, this is now the highest value internally funded award made by UNBC.

Donor: The University of Northern British Columbia and the University President.

Value: \$6,000, renewable at \$5,500 for up to three additional consecutive years.

Number: Two

Award Type: Award

Eligibility: Available to full-time undergraduate students commencing a course of studies at UNBC for the first time.

Criteria: Demonstrated leadership and satisfactory academic standing.

Note: This award is renewable subject to the recipient maintaining an annual GPA of at least 2.00 and engaging in ongoing leadership activities. Prior to renewal, the recipient will be asked to provide verification of such activities to the Awards Office.

Application Instructions: Complete the on-line Leadership Awards application form and submit at least two letters of reference to the Awards Office from third parties who can attest to your strong leadership abilities in the classroom and/or community. Letters of reference must be submitted to the Awards Office in sealed envelopes with the referee's signature across the seal, or may be emailed directly from the referee to awards@unbc.ca.

Effective Date: Established 2015

Recipient Selection: SCSB upon recommendation by the UNBC Recruitment Office and the Vice Provost Student Engagement.

**UNBC General Scholarships and Bursaries Fund
Proposed Allocations 2016/2017 Academic Year**

Award Name	Value		Number		Total	
	2015/2016	2016/2017	2015/2016	2016/2017	2015/2016	2016/2017
President's Silver Anniversary Leadership Award	0	\$6,000	0	2	\$0	12,000
President's Scholarship	\$5,500	\$0	3	0	\$16,500	0
President's Scholarship (renewed)	\$5,500	\$5,500	8	8	\$44,000	44,000
Raven Scholarship	\$5,500	\$5,500	45	45	\$247,500	247,500
Raven Bursary	\$2,000	\$2,000	25	25	\$50,000	50,000
UNBC Leadership Award	\$2,000	\$3,000	15	15	\$30,000	45,000
UNBC Merit Award	\$2,500	\$2,500	25	25	\$62,500	62,500
UNBC In-Course Bursary	\$1,200	\$1,200	56	55	\$67,200	66,000
UNBC In-Course Scholarship	\$1,500	\$1,500	46	46	\$68,000	69,000
UNBC Graduate Scholarship	\$3,500	\$3,500	20	20	\$70,000	70,000
UNBC Transfer Award	\$1,000	\$1,000	40	32	\$40,000	32,000
UNBC Mature/January Entrance Awards	\$0	TBD*	0		\$0	
Subtotals			283		\$696,700	\$698,000
Un-Allocated Funds/Contingency:					\$999	\$699
Totals					\$697,699	\$698,699

2016/2017 Projections
 General Fund Endowment Interest \$60,000
 Donations: \$20,000
 Add: Transfer from Operations - Tuition Increase/Transfer Awards \$396,674
 Add: Additional Funds Allocated from Operating \$221,025
 Add: Donation from President \$1,000
 Total \$698,699 **

Summary of Proposed Changes:

1. Create Two New President's Silver Anniversary Awards: \$6,000 for first year, plus \$5,500 for three additional consecutive years.
2. Discontinue President's Scholarship
3. Increase Value of Leadership Awards to \$3,000 each
4. Decrease Number of In-Course Bursaries from 56 to 55
5. Decrease Number of Transfer Awards from 40 to 32: to reflect historical up-take rates

* Mature/January Entrance Awards to be determined in late Fall - awarded by attrition due to withdrawals, uptake on other awards, etc.
 ** Assuming no change in funding level

**UNBC General Scholarships and Bursaries Fund
Proposed Allocations 2017/2018 Academic Year**

Award Name	2016/2017		2017/2018		2017/2018	
	Value	Number	Total	Value	Number	Total
President's Silver Anniversary Leadership Award	\$6,000	2	12,000	\$6,000	2	12,000
President's Silver Anniversary Leadership Award (renewed)	\$0	0	0	\$5,500	2	11,000
President's Scholarship (renewed)	\$5,500	8	44,000	\$5,500	6	33,000
Raven Scholarship	\$5,500	45	247,500	\$5,500	45	247,500
Raven Bursary	\$2,000	25	50,000	\$2,000	25	50,000
UNBC Leadership Award	\$3,000	15	45,000	\$3,000	15	45,000
UNBC Merit Award	\$2,500	25	62,500	\$2,500	25	62,500
UNBC In-Course Bursary	\$1,200	55	66,000	\$1,200	55	66,000
UNBC In-Course Scholarship	\$1,500	46	69,000	\$1,500	46	69,000
UNBC Graduate Scholarship	\$3,500	20	70,000	\$3,500	20	70,000
UNBC Transfer Award	\$1,000	32	32,000	\$1,000	32	32,000
UNBC Mature/January Entrance Awards	TBD*			TBD		
Subtotals			698,000			698,000
Un-Allocated Funds/Contingency:			\$199			\$689
Totals			\$698,199			\$698,689

2017/2018 Projections
 General Fund Endowment Interest \$60,000
 Donations: \$20,000
 Add: Transfer from Operations - Tuition Increase/Transfer Awards \$396,674
 Add: Additional Funds Allocated from Operating \$221,025
 Add: Donation from President \$1,000
 Total \$698,699 **

Summary of Proposed Changes:

1. President's Scholarship (renewed) decrease in number from 8 to 6 due to graduation
2. Add two new President's Silver Anniversary Awards- renewed

* UNBC Mature/January Entrance Awards to be determined in late Fall - awarded by attention due to withdrawals, uptake of other awards, etc.
 ** Assuming no change in funding level

**UNBC General Scholarships and Bursaries Fund
Proposed Allocations 2018/2019 Academic Year**

Award Name	2017/2018		2018/2019		2019/2020		Total
	Value	Number	Value	Number	Value	Number	
President's Leadership Award	\$6,000	2	\$6,000	2	\$6,000	2	12,000
President's Leadership Award (renewed)	\$5,500	2	\$5,500	4	\$5,500	4	22,000
President's Scholarship (renewed)	\$5,500	6	\$5,500	3	\$5,500	3	16,500
Raven Scholarship	\$5,500	45	\$5,500	45	\$5,500	45	247,500
Raven Bursary	\$2,000	25	\$2,000	25	\$2,000	25	50,000
UNBC Leadership Award	\$3,000	15	\$3,000	15	\$3,000	15	45,000
UNBC Merit Award	\$2,500	26	\$2,500	26	\$2,500	26	65,000
UNBC In-Course Bursary	\$1,200	56	\$1,200	56	\$1,200	56	67,200
UNBC In-Course Scholarship	\$1,500	47	\$1,500	47	\$1,500	47	70,500
UNBC Graduate Scholarship	\$3,500	20	\$3,500	20	\$3,500	20	70,000
UNBC Transfer Award	\$1,000	32	\$1,000	32	\$1,000	32	32,000
UNBC Mature/January Entrance Awards	TBD*		TBD*		TBD*		
Subtotals							697,700

Un-Allocated Funds/Contingency: \$199
Totals \$698,199 \$698,699

2018/2019 Projections
 General Fund Endowment Interest \$50,000
 Donations: \$20,000
 Add: Transfer from Operations - Tuition Increase/Transfer Awards \$386,674
 Add: Additional Funds Allocated from Operating \$221,025
 Add: Donation from President \$1,000
Total \$698,699 **

- Summary of Proposed Changes:**
1. President's Silver Anniversary Award - renewed increase in number from 2 to 4
 2. President's Scholarship (renewed) decrease in number from 6 to 3 due to graduation
 3. Increase number of UNBC Merit Awards from 25 to 26
 4. Increase number of UNBC In-Course Scholarships from 46 to 47

* UNBC Mature/January Entrance Awards to be determined in late Fall - awarded by attrition due to withdrawals, uptake of other awards, etc.
 ** Assuming no change in funding level

**UNBC General Scholarships and Bursaries Fund
Proposed Allocations 2019/2020 Academic Year**

Award Name	Value	Number	Total	Value	Number	Total
	2018/2019	2018/2019	2018/2019	2019/2020	2019/2020	2019/2020
President's Leadership Award	\$6,000	2	12,000	\$6,000	2	12,000
President's Leadership Award (renewed)	\$5,500	4	22,000	\$5,500	6	33,000
President's Scholarship (renewed)	\$5,500	3	16,500	\$5,500	0	0
Raven Scholarship	\$5,500	45	247,500	\$5,500	45	247,500
Raven Bursary	\$2,000	25	50,000	\$2,000	25	50,000
UNBC Leadership Award	\$3,000	15	45,000	\$3,000	16	48,000
UNBC Merit Award	\$2,500	26	65,000	\$2,500	27	67,500
UNBC In-Course Bursary	\$1,200	56	67,200	\$1,200	56	67,200
UNBC In-Course Scholarship	\$1,500	47	70,500	\$1,500	47	70,500
UNBC Graduate Scholarship	\$3,500	20	70,000	\$3,500	20	70,000
UNBC Transfer Award	\$1,000	32	32,000	\$1,000	32	32,000
UNBC Mature/January Entrance Awards	TBD*			TBD*		
Subtotals			697,700			697,700
Un-Allocated Funds/Contingency:			\$499			\$999
Totals			\$698,199			\$698,699

2019/2020 Projections
 General Fund Endowment Interest \$60,000
 Donations: \$20,000
 Add: Transfer from Operations - Tuition Increase/Transfer Awards \$396,674
 Add: Additional Funds Allocated from Operating \$221,025
 Add: Donation from President \$1,000
 Total \$698,699 **

Summary of Proposed Changes:

1. President's Silver Anniversary Award - renewed increase in number from 4 to 6
2. President's Scholarship (renewed) decrease in number from 3 to 0 due to graduation
3. Increase number of UNBC Leadership Awards from 15 to 16
4. Increase number of UNBC Merit Awards from 26 to 27

* UNBC Mature/January Entrance Awards to be determined in late Fall - awarded by attrition due to withdrawals, uptake of other awards, etc.

** Assuming no change in funding level



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the Awards Guide Description for the UNBC Leadership Award be revised.

Effective Date: 2016/2017 Academic Year.

Rationale: The UNBC Leadership Award and the President's Silver Anniversary Award for Excellence in Leadership will be bundled into a single application process. The UNBC Leadership Award will be offered to applicants who did not receive a President's Silver Anniversary Award for Excellence in Leadership. An increase in the amount is proposed, as well as minor revisions to the criteria.

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

External Relations Contact: N/A

Faculty / Academic Department: N/A

Date: March 25, 2015

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate:

Motion No.: SCSB20150325.04

Moved by: Dale

Seconded by: Erasmus

Committee Decision: CARRIED

Attachments: 1 page

Approved by SCSB: March 25, 2015
Date


Chair's Signature (Acting)

For information of Senate.

AWARDS GUIDE DESCRIPTION

Award Category: Early Entrance Awards

Award Name: UNBC Leadership Award

Calendar Description/Intent: ~~As one of MacLean's magazine's "Leaders of Tomorrow"~~, UNBC is committed to rewarding those students who have made an effort to balance their academics with leadership activities - both within their school and their community.

Donor: The University of Northern British Columbia.

Value: ~~\$2,000~~ \$3,000

Number: Variable

Award Type: Award

Eligibility: Available to full-time students entering UNBC directly from high school.

Criteria: Academic proficiency and demonstrated leadership/involvement.

Application Instructions: Complete the on-line UNBC Leadership Awards application form and submit two letters of reference from third parties attesting to your leadership activities to the Awards Office, and include a plan for continuing leadership activities while at UNBC. ~~Reference letters may be submitted by each referee electronically to awards@unbc.ca.~~ Letters of reference must be submitted to the Awards Office in sealed envelopes with the referee's signature across the seal, or may be emailed directly from the referee to awards@unbc.ca.

Note: The deadline to apply for these awards is December 15th each year.

Effective Date: Established 2003

Recipient Selection: SCSB upon recommendation by the UNBC Recruitment Office and the Vice Provost Student Engagement.



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the revised Terms and Conditions for the Dean Mason & Company Inc. Chartered Accountants Scholarship be approved.

Effective Date: 2015 – 2016 Academic Year

Rationale: To revise the Dean Mason & Company Inc. Chartered Accountants Scholarship commencing the 2015-2016 Academic Year with alterations to the Award Value section as follows:

Value: \$500 \$750

Proposed By: Jennifer Hicke, Administrator - Development Awards

External Relations Contact: Jennifer Hicke, Administrator - Development Awards

Faculty / Academic Department: N/A

Date: February 25, 2015

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate:

Motion No.: SCSB20150325.05

Moved by: Schorcht

Seconded by: Young

Committee Decision: CARRIED

Attachments: 1 page

Approved by SCSB: March 25, 2015
Date


Chair's Signature (Acting)

For information of Senate.

AWARDS GUIDE INFORMATION:

Award Category: In-course

Award Name: Dean Mason & Company Inc. Chartered Accountants Scholarship

Awards Guide Description/Intent: This award was established by the donor to support students who wish to pursue a career as a public accountant.

Donor: Dean Mason & Company Inc. Chartered Accountants

Value: ~~\$500~~ \$750

Number: One

Award Type: Scholarship

Eligibility: Available to a full or part time undergraduate student enrolled in the BComm Program with a Major in Accounting who has completed 30 credit hours.

Criteria: Academic excellence

Effective Date: Established 2012

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



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the revised Terms and Conditions for the Dean Mason & Company Inc. Chartered Accountants Bursary be approved.

Effective Date: 2015 – 2016 Academic Year

Rationale: To revise the Dean Mason & Company Inc. Chartered Accountants Bursary commencing the 2015-2016 Academic Year with alterations to the Award Value section as follows:

Value: \$500 \$750

Proposed By: Jennifer Hicke, Administrator - Development Awards

External Relations Contact: Jennifer Hicke, Administrator - Development Awards

Faculty / Academic Department: N/A

Date: February 25, 2015

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate:

Motion No.: SCSB20150325.06

Moved by: Bankole

Seconded by: Schorcht

Committee Decision: CARRIED

Attachments: 1 page

Approved by SCSB: March 25, 2015
Date


Chair's Signature (Acting)

For information of Senate.

AWARDS GUIDE INFORMATION:

Award Category: Entrance

Award Name: Dean Mason & Company Inc. Chartered Accountants Bursary

Awards Guide Description/Intent: This award was established by the donor to support students who wish to pursue a career as a public accountant.

Donor: Dean Mason & Company Inc. Chartered Accountants

Value: ~~\$500~~ \$750

Number: One

Award Type: Bursary

Eligibility: Available to a full or part time undergraduate student enrolled in the BComm Program with an intention to pursue a Major in Accounting.

Criteria: Demonstrated financial need and academic proficiency.

Effective Date: Established 2012

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



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the revised Terms and Conditions for the Sharon Revel Bursary be approved.

Effective Date: 2015 – 2016 Academic Year

Rationale: To revise the Sharon Revel Bursary commencing the 2015-2016 Academic Year with alterations to the Award Value section as follows:

Value: ~~\$350~~ \$500

Proposed By: Jennifer Hicke, Administrator - Development Awards

External Relations Contact: Jennifer Hicke, Administrator - Development Awards

Faculty / Academic Department: N/A

Date: March 25, 2015

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate:

Motion No.: SCSB20150325.07

Moved by: Young

Seconded by: Erasmus

Committee Decision: CARRIED

Attachments: 1 page

Approved by SCSB: March 25, 2015
Date


Chair's Signature (Acting)

For information of Senate.

AWARDS GUIDE INFORMATION:

Award Category: Open

Award Name: Sharon Revel Bursary

Awards Guide Description/Intent: Sharon Maria Ann Ferguson applied to the School of Nursing at the University of British Columbia in 1956 but was turned down for health reasons. She went into teaching but always maintained a strong feeling for nursing. The Revel family has established this bursary in her honour, and to honour those who choose Nursing as a study and a profession.

Donor: the Revel Family

Value: ~~\$350~~ \$500

Number: One

Eligibility: Available to a full time student enrolled in the Bachelor of Science in Nursing (BScN) Program.

Criteria: Demonstrated Financial Need

Effective Date: Endowed 2006

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



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the revised Terms and Conditions for the BC Association of Social Workers Prize be approved.

Effective Date: 2015 – 2016 Academic Year

Rationale: To revise the BC Association of Social Workers Prize commencing the 2015 – 2016 Academic Year with alterations to the Award Name, Awards Guide Description/Intent, and Application Instructions sections as follows:

Award Name: ~~BC Association of Social Workers~~ The Pacific Social Work Foundation Prize

Awards Guide Description/Intent: The Pacific Social Work Foundation is a charity set up by the BC Association of Social Workers. The British Columbia Association of Social Workers' members work in a wide variety of fields including: child welfare, mental health, hospitals, alcohol and drug programs, non-profit organizations, social planning, corrections, counselling centres and private practice. The Association promotes the profession of social work and advocates for social justice as well as providing benefits to members such as current updates and advice on professional matters, job finding services and professional development.

Application Instructions: Complete the Financial Need and Residency sections of the Awards Application form. ~~and submit proof of membership in the BCASW to the Awards Office.~~

Proposed By: Jennifer Hicke, Administrator - Development Awards
External Relations Contact: Jennifer Hicke, Administrator - Development Awards
Faculty / Academic Department: N/A
Date: March 25, 2015

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate:

Motion No.: SCSB20150325.08

Moved by: Schwab

Seconded by: Bankole

Committee Decision: CARRIED

Attachments: 1 page

Approved by SCSB: March 25, 2015
Date


Chair's Signature (Acting)

For information of Senate.

AWARDS GUIDE INFORMATION:

Award Category: In-course

Award Name: ~~BC Association of Social Workers~~ The Pacific Social Work Foundation Prize

Awards Guide Description/Intent: The Pacific Social Work Foundation is a charity set up by the BC Association of Social Workers. The British Columbia Association of Social Workers' members work in a wide variety of fields including: child welfare, mental health, hospitals, alcohol and drug programs, non-profit organizations, social planning, corrections, counselling centres and private practice. The Association promotes the profession of social work and advocates for social justice as well as providing benefits to members such as current updates and advice on professional matters, job finding services and professional development.

Donor: BC Association of Social Workers

Value: \$250

Number: One

Award Type: Prize

Eligibility: Available to a full-time student currently enrolled as a third year student in the Social Work (BSW) program who is a resident with continuous dwelling with the UNBC regional for four years immediately prior to admission to the Social Work program at UNBC. The prize will be awarded for study in the fourth year of the Social Work program.

Criteria: Demonstrated financial need and academic proficiency.

Application Instructions: Complete the Financial Need and Residency sections of the Awards Application form. ~~and submit proof of membership in the BCASW to the Awards Office.~~

Effective Date: Established 1996

Recipient Selection: Senate Committee on Scholarships and Bursaries on recommendation by the program chair/committee.



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)

PROPOSED MOTION

Motion: That the President's Scholarship be de-activated.

Effective Date: 2016/2017 academic year.

Rationale: The President's Scholarships will be replaced with the new President's Silver Anniversary Award for Excellence in Leadership Awards. The new awards add a leadership component to the criteria that does not exist in the current President's Scholarship criteria.

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

External Relations Contact: N/A

Faculty / Academic Department: N/A

Date: March 25, 2015

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate:

Motion No.: SCSB20150325.09

Moved by: Schorcht

Seconded by: Bankole

Committee Decision: CARRIED

Attachments: 1 page

Approved by SCSB: March 25, 2015
Date


Chair's Signature (Acting)

For information of Senate.

AWARDS GUIDE DESCRIPTION

Award Category: Entrance

Award Name: President's Scholarship

Donor: The University of Northern British Columbia.

Value: \$5,500 per annum, renewable for up to three additional consecutive years.

Number: Three

Award Type: Scholarship

Eligibility: Available to full-time students commencing a course of studies at UNBC for the first time.

Criteria: Academic excellence.

Note: This award is renewable subject to the recipient maintaining an annual GPA of at least 3.33.

Effective Date: Established 1994



Motion Number (assigned by SCS): _____

SENATE COMMITTEE ON SCHOLARSHIPS AND BURSARIES (SCSB)
PROPOSED MOTION

Motion: That the SCSB Annual Report be approved.

Effective Date: March 2015

Rationale: The annual report is due to be submitted to Senate in April.

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

External Relations Contact: N/A

Faculty / Academic Department: N/A

Date: March 25, 2015

TO BE COMPLETED AFTER SCSB MEETING

Brief Summary of Committee Debate:

Motion No.: SCSB20150325.12

Moved by: Schwab

Committee Decision: CARRIED

Seconded by: Erasmus

Attachments: 3 pages

Approved by SCSB: March 25, 2015
Date



Chair's Signature (Acting)

For information of Senate.

Senate Committee on Scholarships and Bursaries

Annual Report to Senate

March 25, 2015

OVERVIEW

Since the last annual report in March of 2014 the Senate Committee on Scholarships and Bursaries has met nine (9) times. During this time, and on behalf of Senate, the Committee has completed the following administrative tasks:

- Recommended to Senate the 2014/2015 general scholarships and bursaries fund expenditures
- Ratified nominations of 2014/2015 awards recipients
- Reviewed and approved twelve Terms and Conditions for newly established awards
- Approved nineteen revisions to Terms and Conditions for existing awards
- Reviewed eight student requests for scholarship deferrals/reinstatements

STATISTICAL SUMMARY – 2014/2015 Awards

Award Type	Number	Value
Donor-Directed	489	\$ 684,484
UNBC-Funded	318	\$ 926,353
UNBC Scholars	101	\$ 485,647
Graduate Tuition Awards	79	\$ 142,478
Athletic Tuition Awards	23	\$ 116,603
Totals	*1010	**2,355,565

* 3.00% decrease in number from 2013/2014

** 8.10% decrease in value from 2013/2014

Decrease may reflect (in part) the discontinuance of the "UNBC In-Course Awards". These awards were established with one-time funding to provide awards to students transitioning into second year. The funds were exhausted in 2013/2014.

Student Type	Number
Self-declared Female Recipients	438
Self-declared Male Recipients	348
Self-declared Aboriginal Recipients	38
Northern Residents	515
Undergraduate Admission Awards	159
Athletic Awards	87
In-Course Undergraduate Awards	575
Graduate Awards	179 (includes only UNBC awards)
NMP Awards	10
Multiple Recipients	224 (received more than one award)
Individual Recipients	786 (1010 awards – 224 multiple recipients)

Award Category	Number	Value	Median Value
Needs-based Awards	279	\$ 369,700	\$1,200
Merit-based Awards	731	\$1,985,865	\$2,000

In addition to the \$80,000 generated from endowment interest and donations, the University provided \$221,025 from its operating budget as well as \$396,674 from previous years' tuition increases for the 2014/2015 academic year. It is anticipated that the funding levels for the General Scholarships and Bursaries Fund will remain stable for 2015/2016.

NEW DONOR-NAMED AWARDS ESTABLISHED IN 2014/2015

Name of Award	Number	Value	Total Value
Integris Credit Union Athletic Awards	4	\$ 2,000	\$ 8,000
UNBC Nursing Club Bursary	1	\$ 250	\$ 250
Residence Meal Plan Bursaries	13	\$ variable	\$20,795
TransCanada Corp Carrier Sekani Award	2	\$ 2,500	\$ 5,000
BC Secondary School Math Contest Schol.	3	\$ 1,000	\$ 3,000
Prkachin Award to Support Advanced Study in Psychology	1	\$ 1,300	\$ 1,300
W.R. Morrison Award in History	1	\$ 500	\$ 500
Bryan Juelfs Memorial Bursary	1	\$ 750	\$ 750
Re/Max City Centre Athletics Award	1	\$ 750	\$ 750
'The 16,000' Legacy Awards	2	\$ 2,500	\$ 5,000
WWNI Community Development Bursary	1	\$ 1,000	\$ 1,000
Youth in Care Tuition Waiver	1	\$ 3,930	\$ 3,930
Totals	31		\$50, 275

UNAWARDED SCHOLARSHIPS AND BURSARIES 2014/2015

Name Of Award	Reason
Aldyen Hamber Women's Studies Bursary	Lack of eligible applicants (program specific)
Beta Sigma Phi Bursary	Lack of eligible applicants (affiliation award)
Bill Reid Award	Lack of suitable candidates
CMA Award	No applicants
David Hoy Annual and Endowed Scholarships (3)	Lack of eligible applicants (geographical location)
Great West Life Graduate Scholarship in Disability Management	Lack of eligible applicants (program specific, FT)
Jessie Craig Bursary	Lack of eligible applicants (program specific)
McCarthy Tetrault Annual Scholarship	Lack of eligible applicants (program specific - NAP)
Nechako No 40 Order of the Eastern Star Bursary	Lack of eligible applicants (affiliation award)
Northern BC Mining Research Award	Lack of eligible applicants (mining partnership)
Over The Edge Scholarship (1 of 2)	Lack of eligible applicants (affiliation)
Prince George Alzheimer's Society Graduate Scholarship	Lack of eligible applicants (specific research)
Provincial Chapter of BC IODE Mature Entrance Scholarship	Lack of eligible applicants (mature entry)
Rotary Club of Terrace Bursary	Student w/d – no other eligible applicants

AGENDA ITEM BRIEFING NOTE

Date:	May 13, 2015			
Agenda Item:	6.d. Routine Capital Year End Report			
Prepared For:	<input type="checkbox"/> In-Camera Session		<input checked="" type="checkbox"/> Public Session	
Purpose:	<input checked="" type="checkbox"/> Information	<input type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction	<input type="checkbox"/> Approval
Prepared By:	Shelley Rennick, Director, Facilities Management			
Reviewed By:	Jack Falk, Senior Advisor to the President			

Material: Attached are 2 reports. The first is the final report for the Annual Capital Allowance (ACA) funds received up to 2012. Minor capital repair funds are now called “Routine Capital”. This is the second report that is attached. Up until 2012 there was an ability to carry forward these funds - that is no longer the case. We have now expended all funds from previous years.

One item of note in the Routine Capital Report - We received an additional one-time lift of \$138,000 in “Emergent Funds” to put towards the Agora handrail project to bring it up to code prior to the Canada Winter Games Closing Ceremony.

We have not yet received the Routine Capital funding letter for this year but understand that the funding will be forthcoming and that the amount will be minimal (\$241,653).

Recommendation Approved: **Not Approved:** **Date:**

Remarks/Next Steps:

Ministry of Advanced Education
Post-Secondary Finance Branch - Capital Asset Management

ANNUAL CAPITAL ALLOWANCE (ACA) REPORT

For Fiscal Year ending March 31, 2015

Institution Name: University of Northern British Columbia

Cash Basis Reporting

ACA Cash Balance, beginning of year: Committed	\$0
ACA Cash Balance, beginning of year: Uncommitted	\$43,428
Total ACA Budget	\$43,428

Current Year Expenditures:	General	Emergent Project	Total
Safer Campus	\$22,648	\$0	\$22,648
Disabled Access	\$0	\$0	\$0
Building Maintenance ⁽¹⁾	\$0	\$0	\$0
Initiative to Reduce Greenhouse Gases	\$0	\$0	\$0
Technology Infrastructure	\$0	\$0	\$0
Renovations	\$0	\$0	\$0
Pre-planning/Master Site Planning	\$20,781	\$0	\$20,781
Site Works	\$0	\$0	\$0
Other (explain) Error Correction Prior Year	\$0	\$0	\$0
Current Year Cash Spent on Committed Projects	\$43,428	\$0	\$43,428
ACA Cash Carried Forward: Committed ⁽²⁾	\$0	\$0	\$0
ACA Cash Carried Forward: Un-Committed	\$0	\$0	\$0
Sub-Total ACA Cash Carried Forward	\$0	\$0	\$0
Total ACA Activity for Year ⁽³⁾	\$43,428	\$0	\$43,428

Accrual (Accounting) Basis Reporting

	Deferred Capital Contributions (DCC)	Deferred Operating Contributions (DOC)	Total Deferred ACA
Opening ACA Balance ⁽⁴⁾	\$0	\$43,428	\$43,428
ACA transferred between DCCs and DOCs	\$0	\$0	\$0
ACA amortized into revenue during the current year	\$0	-\$43,428	-\$43,428
Closing Deferred ACA	\$0	\$0	\$0

Notes:

⁽¹⁾ Building Maintenance should be items that maintain and extend the life of the building.

⁽²⁾ Provide project list (on following tab) for committed contracts that are to be carried forward.

⁽³⁾ Total Expenditures + the Carry Forward should equal total ACA.

⁽⁴⁾ Balances related to ACA should agree to those balances recorded in the institution's audited financial statements. Balances will not agree to financial statement total, but will form a portion of the cumulative total balance.

Capital Asset Reference Guide

Version 1.2 March 31, 2014

For Fiscal Year Ending: March 31, 2015						
Institution: University of Northern British Columbia						
Minor Maintenance and Rehabilitation Grant						\$296,934.53
Institutions Additional Funding						\$138,000.00
Total Minor Maintenance & Rehabilitation Allocation						\$ 434,934.53
Reporting Category (choose from drop-down list)	VFA Priority 1 to 5 (choose from drop-down list)	Ministry Priorities (choose from drop-down list)	Description	OUTCOMES ACHIEVED Enter 1 or more applicable outcome: - Reduced Life Safety Risks - Reduced Occupational Health Risk - Reduced Environmental Risk - Reduced High Risk FCI (Baseline FCI v/s Revised FCI) - Increased Operating Efficiencies - Supported the BC Jobs Plan (provide explanation in comments field)	Comments	Expenditure
Life Safety	Not Applicable	Reduces Life Safety Risks	Misc. Fire Sprinkler Repairs	Reduced Life Safety Risks		\$ 5,416
Life Safety	Not Applicable	Reduces Life Safety Risks	Danger Tree Removal	Reduced Life Safety Risks		\$ 9,009
Life Safety	Priority 5 - DOES NOT Meet Current Codes/Standards	Reduces Life Safety Risks	Upgrade Agora Courtyard Handrails	Reduced Life Safety Risks		\$ 170,662
Building Maintenance	Priority 2 - Potential Critical	Reduces Life Safety Risks	High Voltage Electrical Repairs	Reduced Life Safety Risks		\$ 23,130
Building Maintenance	Priority 3 - Necessary - Not Yet Critical	Addresses High Risk FCI	Admin Bldg 1st floor renovations	Increased Operating Efficiencies		\$ 48,592
Building Maintenance	Not Applicable	Reduces Life Safety Risks	Library south Elevator Repairs	Reduced Life Safety Risks		\$ 10,556
Building Maintenance	Priority 4 - Recommended or Improvements	Increases Operating Efficiency	Mechanical Upgrades - VSD's	Increased Operating Efficiencies		\$ 58,790
Building Maintenance	Priority 3 - Necessary - Not Yet Critical	Increases Operating Efficiency	Building Controls upgrades/replacements	Increased Operating Efficiencies		\$ 25,685
Building Maintenance	Not Applicable	Reduces Environmental Risk	Mechanical Repairs - Misc.	Reduced Environmental Risk		\$ 20,274
Site Works	Not Applicable	Reduces Environmental Risk	Communications Manhole Drain	Reduces Environmental Risk		\$ 24,327
Site Works	Not Applicable	Reduces Environmental Risk	Repair of DDBGS Water Service Valve	Reduces Environmental Risk		\$ 13,053
Building Maintenance	Not Applicable	Reduces Environmental Risk	Decommission Acid Neutralization Room and convert to Research Lab	Reduces Environmental Risk		\$ 25,440
Total Minor Maintenance & Rehabilitation Expenditures						\$ 434,935

AGENDA ITEM BRIEFING NOTE

Date:	May 15, 2015			
Agenda Item:	6.e. Northern Sport Centre Ltd. Financials			
Prepared For:	<input type="checkbox"/> In-Camera Session	<input checked="" type="checkbox"/> Public Session		
Purpose:	<input checked="" type="checkbox"/> Information	<input type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction	<input type="checkbox"/> Approval
Prepared By:	William Chew, Treasury Services Manager			
Reviewed By:	Jack Falk, Senior Advisor to the President			

MATERIAL: Please see attached

Recommendation Approved: **Not Approved:** **Date:**

Remarks/Next Steps:

NORTHERN SPORT CENTRE LIMITED

BALANCE SHEET

AS AT MARCH 31, 2015

	<u>2015</u>	<u>2014</u>
ASSETS		
ASSETS		
Cash	\$ 6,615	\$ 5,718
Prepaid expense	4,821	6,417
TOTAL ASSETS	<u>\$ 11,436</u>	<u>\$ 12,135</u>
LIABILITIES & SHAREHOLDERS EQUITY		
LIABILITIES		
Account payable	\$ -	\$ -
	<u>\$ -</u>	<u>\$ -</u>
SHAREHOLDERS EQUITY		
Share capital	\$ 1	\$ 1
Retained earnings	11,435	12,134
	<u>\$ 11,436</u>	<u>\$ 12,135</u>
TOTAL LIABILITIES & SHAREHOLDERS EQUITY	<u>\$ 11,436</u>	<u>\$ 12,135</u>

Prepared for Management Purposes

NORTHERN SPORT CENTRE LIMITED
INCOME STATEMENT AND RETAINED EARNINGS
FOR THE YEAR ENDED MARCH 31, 2015

	<u>2015</u>	<u>2014</u>
REVENUE		
NSC contribution	\$ 13,524	\$ 16,541
Total Revenue	<u>13,524</u>	<u>16,541</u>
EXPENSES		
Directors remuneration & expenses	4,000	4,000
Legal fees	259	541
Insurance	9,861	13,012
Bank fees	103	92
Total Expenses	<u>14,223</u>	<u>17,645</u>
NET INCOME	<u>\$ (699)</u>	<u>\$ (1,104)</u>
Retained Earnings, beginning	\$ 12,134	\$ 13,238
RETAINED EARNINGS, ENDING	<u>\$ 11,435</u>	<u>\$ 12,134</u>

Prepared for Management Purposes

NORTHERN SPORT CENTRE LIMITED
INCOME STATEMENT AND RETAINED EARNINGS
FOR THE YEAR ENDED MARCH 31, 2015

PRO-FORMA

	BUDGET 2016	ACTUAL 2015	ACTUAL 2014	ACTUAL 2013
REVENUE				
Northern Sport Centre	\$ 15,000	\$ 13,524	\$ 16,541	\$ 20,954
Total Revenue	<u>15,000</u>	<u>13,524</u>	<u>16,541</u>	<u>20,954</u>
EXPENSES				
Directors remuneration & expenses	4,000	4,000	4,000	4,000
Legal fees	300	259	541	586
Insurance	9,500	9,861	13,012	14,771
Bank fees	105	103	92	83
Total Expenses	<u>13,905</u>	<u>14,223</u>	<u>17,645</u>	<u>19,440</u>
NET INCOME	<u>\$ 1,095</u>	<u>\$ (699)</u>	<u>\$ (1,104)</u>	<u>\$ 1,514</u>
Retained Earnings, beginning	\$ 11,435	\$ 12,134	\$ 13,238	\$ 11,724
RETAINED EARNINGS, ENDING	<u><u>\$ 12,530</u></u>	<u><u>\$ 11,435</u></u>	<u><u>\$ 12,134</u></u>	<u><u>\$ 13,238</u></u>

Prepared for Management Purposes

AGENDA ITEM BRIEFING NOTE

Date:	May 19, 2015		
Agenda Item:	6.f. Debt Schedule Report		
Prepared For:	<input type="checkbox"/> In-Camera Session	<input checked="" type="checkbox"/> Public Session	
Purpose:	<input checked="" type="checkbox"/> Information	<input type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction <input type="checkbox"/> Approval
Prepared By:	Colleen Smith, Director Finance & Budgets		
Reviewed By:	Jack Falk, Senior Advisor to the President		

Material: Please see attached

Recommendation Approved: **Not Approved:** **Date:**

Remarks/Next Steps:

University of Northern British Columbia
Section 58 Sinking Fund Debenture Debt
March 31, 2015

Section 58 Debenture Debt - Principal and Interest Payments (2014/15)

Debenture Issue	Project	Issue Date	Maturity Date	DEBENTURE Amount	Coupon Interest Rate	Annual Principal Payments	Principal Payment Date	Semi-Annual Interest Payments	Interest Payment Date
UNBC-MTN-34	Housing Ph II	Oct 31/1994	Jun 09/2014	<u>4,500,000</u>	9.63%	<u>98,334</u>	Jun 09	<u>216,563</u>	Jun 09
UNBC-MTN-26	Housing Ph I	Jun 17/1994	Jun 17/2019 *	<u>3,000,000</u>	9.00%	65,556	Jun 17	135,000	Jun 17
UNBC-MTN-26	Housing Ph I	Jun 17/1994	Jun 17/2019 *			<u>65,556</u>		<u>270,000</u>	Dec 17
Total:				<u>7,500,000</u>		<u>163,890</u>		<u>486,563</u>	

* Issue UNBC-MTN-26 is a 25 year debenture. Interest payments are over 25 years and the issue has a 20 year sinking fund; final sinking payment was June 17, 2014.

The University of Northern British Columbia
Section 58 Debenture Debt Liability & Sinking Fund Asset
Balances as at March 31, 2015

Debenture Issue	Project	DEBENTURE Amount	Sinking Fund Accumulated Principal Paid	Return On Sinking Fund	Sinking Fund Market Value Mar 31, 2015	Add'n S.F. Market Value Mar 31, 2015	Unfunded Debenture Liability
UNBC-MTN-34	Housing Ph II	Matured Jun 09/14	0	0	0	0	0
UNBC-MTN-26	Housing Ph I	3,000,000	1,311,120	1,684,243	2,995,363	0	4,637
Total:		<u>3,000,000</u>	<u>1,311,120</u>	<u>1,684,243</u>	<u>2,995,363</u>	0	<u>4,637</u>
						Total SF:	<u>2,995,363</u>

Sinking fund is reported at fair value per CICA HB Section 3855.

AGENDA ITEM BRIEFING NOTE

Date:	May 13, 2015			
Agenda Item:	6.g. Five Year Capital Plan			
Prepared For:	<input type="checkbox"/> In-Camera Session	<input checked="" type="checkbox"/> Public Session		
Purpose:	<input type="checkbox"/> Information	<input type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction	<input checked="" type="checkbox"/> Approval
Prepared By:	Shelley Rennick, Director, Facilities Management			
Reviewed By:	Jack Falk, Senior Advisor to the President			

UPDATE

Each year at this time the normal process is to review the Five Year Capital Plan and make any changes necessary to meet the needs of the Academic Plan. As a result of the Academic Planning underway and the fact that there is very little, if any, capital funding going to be available from the Ministry this year, it is our recommendation that we continue to operate under the 2015 – 2020 Five Year Capital Plan for another year.

Once we are further along in the Academic Planning process, we will undertake a comprehensive capital planning process to update the Five Year Capital Plan.

Motion: *That on the recommendation of the Finance and Audit Committee, the Board of Governors approves the Five Year Capital Plan for the University of Northern British Columbia as presented.*

Recommendation Approved: **Not Approved:** **Date:**

Remarks/Next Steps:



FIVE YEAR CAPITAL PLAN
2015/16 to 2019/20

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FIVE-YEAR CAPITAL PLAN

2015 - 2020

EXECUTIVE SUMMARY

The focus of this capital plan involves a combination of new buildings and re-purposed space to meet the anticipated needs and goals of the University and the Province (including economic development, jobs, families, and health) in the next five years. The new buildings include facilities for expanded Health Sciences, and a new Facilities Management building. The new infrastructure includes expanding our Bioenergy program to include additional buildings outside the ring road. This will maximize the use and efficiency of our current systems in preparation for further development of the Sustainably Communities initiative, and reduce future capital equipment replacement needs. The third initiative is the re-purposing of current space to accommodate Engineering needs.

Our Goals

The University is eager to build on the foundation already established to make UNBC the best among like universities. To achieve this, we have identified the following goals:

- As Canada's Green University™, to be a leader in renewable energy.
- To engage all of our undergraduate students in research or experiential learning.
- To enrich the learning experience through new pedagogical models.
- To increase the impact of our research through enhancing capacity and building external linkages.
- To encourage a respectful, supportive, exciting, and friendly environment throughout the University.
- To transform our communities through the contributions of our alumni.

Our Priorities

The University Plan 2010 also includes the following as areas of priority:

- Health and Quality of Life
- Northern Community Sustainability and Development
- Innovative distributed delivery of programs
- Environment & Natural Resources
- First Nations and Indigenous Issues

PLANNING ASSUMPTIONS

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

An update to the University Master Plan for the Prince George campus has recently been completed consistent with this future vision of UNBC. This plan outlines development opportunities for expansion around the Bioenergy Plant at the western edge of the campus, and strengthens language related to sustainability. As always, the Master Plan will shape our approach to campus development.

All projects are also developed in accordance with Ministry guidelines including LEED requirements and the Wood First Initiative.

PLANNED OUTCOMES

Within this five-year planning horizon, UNBC will celebrate its 25th anniversary (in 2015). This marks an exciting opportunity to chart a course for the future. While it would be accurate to characterize the last decade for expansion in the health sciences (Northern Medical Program and 700% increase in Nursing enrolments, for example), this decade for UNBC may come to be defined by sustainability, particularly for the communities dependent on the resource wealth of the North. This would involve building on the recent bioenergy and "infrastructure loop" projects and adding other renewable energy sources, programs and research to foster wood and forest product innovation, and engineering.

As UNBC approaches its 25th anniversary in 2015, there is a special opportunity to enhance UNBC's role as an institution that has transformative power for its region and the province as a whole. Much can be achieved through targeted capital investment directed by Government's priorities and aligned with the University's mission and strategic direction.

- UNBC is uniquely positioned to deliver on Government's priorities and the needs of the region: engineers – a new program in re-purposed space
- Allied health service professionals – new programming in new space
- Sustainable communities rooted in local energy production that provides social, environmental, and economic benefits – building on the University's existing infrastructure and bioenergy platform

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

Category 1: New Priority Projects and Category 2: Whole Asset Replacement and Renewal Projects

Institution	Campus/City	Project Title	Project Category (1 or 2)	Project Priority
University of Northern British Columbia	Prince George	Allied Health Sciences Building	1	1 of 4

1.0 Current Situation

This project would entail an expansion to the current Dr. Donald Rix Northern Health Sciences building (NHSB). A number of synergies can be gained by combining the added Health Sciences programs with the medical program space and staff. The NHSB was also originally designed for expansion and therefore has mechanical and electrical system capacity to facilitate an expansion.

2.0 Project Description

Planning, in conjunction with UBC, has continued and further refined the space requirements for Allied Health Sciences programming resulting in 1,986 nasm being required. “While the current assessment examined the possibility of leveraging existing UNBC and Northern Medical Program facilities to support the distribution of OT and PT, it revealed that existing infrastructure does not have sufficient capacity to host approximately 100 students, faculty and staff on a permanent basis” (UBC Faculty of Medicine Initial Assessment report). Therefore, it is proposed that a new building be constructed to accommodate the programming identified.

3.0 Project Objectives

The North is a strategically vital region and one of the economic engines of BC. Developing a building to enable health professions education at UNBC will complement and reinforce the presence of the MD program, and create a true regional hub of health education. Moreover, a health professions building at UNBC will honour space adjacencies required for effective program delivery, can serve as an education and research center, and will play a key role in the recruitment and retention of health professionals in the North. Recent data shows that there will be a shortage of PTs and OTs in the north with retirements exceeding new appointments. While it is primarily planned to host the OT and PT programs, it will also provide a modest footprint in the North for the Midwifery and SLP programs in the form of office space. The new space will also enable inter-professional collaboration and achieve significant economies of scale through space sharing.

4.0 Options Considered

Sharing current medical education space was evaluated and deemed not viable due to the types of space required, the scheduling complexities of the medical program, and the lack of office space available.

Re-purposing other space on campus was also considered however not viable with the re-purposing of space for Engineering that is proposed.

5.0 Project Outcomes

Capital expansion is necessary to accommodate programming in the Allied Health Sciences. These professions are in short supply in the North. UNBC's track record is such that an increase in programming is a critical investment in order to produce graduates who have both the skills and inclination necessary to work in northern and rural communities.

6.0 Project Cost/Funding

Capital:

The investment required to develop a new facility at UNBC to host distributed PT and OT cohorts is estimated at approximately \$22 million. A lesser amount has been identified in the UBC Faculty of Medicine Initial Assessment report, however, as identified in the report "this estimate is preliminary and has not been thoroughly vetted by all OT, PT, UBC, and UNBC representatives". Applying the functional program to the Ministry budget model with Prince George as the location has resulted in a Project Budget of just under \$22 million.

Operating:

Incremental operating funding will be required to cover the increased FTE. These discussions are ongoing and a submission will follow under separate cover.

7.0 Key Risks

There are always certain risks associated with building a new facility such as escalation in costs, and schedule delays. There are also inherent risks in program expansion and clinical placement capacity for health programs. Each of these will need to be carefully considered during the detailed planning stages.

8.0 Project Schedule

Detailed Planning	2014
Design	2015
Construction	July 2015- August 2016
Occupancy	September 2016

Institution	Campus/City	Project Title	Project Category (1 or 2)	Project Priority
University of Northern British Columbia	Prince George	Facilities Management Building c/w multi-purpose lab/shop.	2	2 of 4

1.0 Current Situation

The current Maintenance Shop was built in 2003 to meet the needs of the Facilities Department at the time. Since then the University's maintenance needs have changed and expanded and the required facilities have not kept pace with growth. Category 9 (Maintenance) of the Space Inventory is currently at 68% of the BC space standard and has been steadily declining as the campus grows.

In addition, recent safety reviews have identified a number of code and regulatory issues that require infrastructure changes and upgrades. These include ventilation for welding, dust collection and management, and electronic access to WHMIS information. This replacement will also eliminate the VFA deferred maintenance requirements listed for this building (approx. \$100k) during the timeframe of this plan.

The current shop is also located on land that is adjacent to the campus ring road and is thus ideally situated for facilities that require student and public access. The site has also been identified as a good candidate for future expansion to accommodate Engineering programming.

2.0 Project Description

The plan is to redesign, expand (from the current 352 SM) and relocate the shop(s) to accommodate the current Facilities Management needs; take advantage of the Bioenergy plant surplus heat, replacing the current propane fuel; and consolidate distributed staff. The project will also build replacement shop and storage space that is slated for repurposing for Engineering lab space. A detailed analysis is currently underway to determine the best location based on traffic requirements and infrastructure available. This will provide space for 35 FM staff.

3.0 Project Objectives

- a) To meet the desired and required safety requirements of the staff.
- b) To provide the additional trades space required to meet the needs of the expanded campus and additional maintenance needs of the campus.
- c) To consolidate the shops and maintenance areas to gain operational efficiencies.
- d) To consolidate Facilities Management staff who are currently spread out across the campus in five different locations.

- e) To minimize space required and maximize its use by combining Facilities Shop needs with the need for Engineering lab/shop space.

4.0 Options Considered

Due to the “tin shed” type of building currently in place and the prime location for academic buildings, expanding or upgrading the current facility was not an option.

Maintaining the status quo is also not an option due to the expanded operating requirements and safety concerns.

5.0 Project Outcomes

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

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

To facilitate the re-purposing of some space for the Engineering program and combine shop and lab space to meet the needs of both FM and the initial Engineering programming.

6.0 Project Cost/Funding

Capital:

Due to the inability to find willing partners for a project of this type, the University is requesting 100% of the funding from the Ministry.

A preliminary cost estimate of the required functional plan is currently being sought. We expect to have this information before the end of June 2014.

7.0 Key Risks

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

8.0 Project Schedule

Planning	2014/15
Design	2015
Construction	2016-2017
Occupancy	2017

Institution	Campus/City	Project Title	Project Category	Project Priority
University of Northern British Columbia	Prince George	ENGINEERING PROGRAM SPACE – A Repurposing Project	2	3 of 4

1.0 Current Situation

We do not have appropriate space to offer the planned undergraduate Engineering expansion in current space and are therefore proposing to repurpose space in the Teaching & Learning building and the Teaching Lab.

2.0 Project Description

To provide the space required for the planned Engineering school a two-phased approach is proposed. Phase 1 includes re-purposing current space for expanded Environmental Engineering and offering Civil Engineering. Phase 2 (proposed for 2020) includes a new building for the “School of Engineering” which will include Mechanical and Electrical Engineering as well.

It is anticipated that this re-purposing of space will house 100 FTE (40 undergraduates in each of the two disciplines and 20 graduate students).

3.0 Project Objectives

- Recent labour market surveys (2008 ATEEC Report) indicates shortfalls of approximately 200 engineers, particularly in the North (Civil, Electrical and Mechanical). They also note that should the resource extraction activity accelerate (as it has and will continue to do so under the BC Jobs Plan), this will be an under estimate of the engineers required.
- This project aligns directly with UNBC and Governmental priorities and strategies, by training youth for high quality and exciting employment opportunities in the industries that have been identified as a driving force for BC’s economic development.

4.0 Options Considered

Offering expanded engineering offerings in the current space is not viable due to the lab and project room requirements.

Building a new building immediately to house the program(s) is not currently viable.

5.0 Project Outcomes

- Infrastructure Improvements
- Cost Effectiveness
- Innovation, Strategic Alignment & Quality Education

UNBC's track record has demonstrated that students educated in the North tend to stay in the North, while those educated elsewhere tend to use the North as a training ground, and leave the North when they have experience. This is a huge strain on our Northern industries, which can be alleviated by programs in the North. Anecdotally, some local firms have relied on "southern" University graduates in the past, and have moved exclusively to UNBC graduates, as they tend to remain in the North as they gain experience. UNBC annually provides more university graduates for the North than all other BC universities combined.

6.0 Project Cost/Funding

Major Capital Funding:

The repurposing of this space is dependent upon the new FM building going ahead. Therefore, once that has been notionally approved, project costing will be undertaken on the Engineering space.

Operating Funding:

Additional FTE funding will be required. A separate report on the details of the operating funding required will be forthcoming.

7.0 Key Risks

There is always a risk on the enrolment side when undertaking a new program however the market research information from the Engineering community supports the program.

8.0 Project Schedule

Planning	2014/15
Design	2015/16
Construction	2016 - 2017
Occupancy	2017

Institution	Campus/City	Project Title	Project Category (1 or 2)	Project Priority
University of Northern British Columbia	Prince George	Bioenergy Expansion and Modelling of a Sustainable Community	1	4 of 4

1.0 Current Situation

When UNBC installed the wood pellet system at the I.K. Barber Enhanced Forestry Laboratory (EFL), it was the first university in Canada to have an operating bioenergy system on campus. In 2011, the Bioenergy Plant opened, and the first year of operation saw UNBC exceed its expectations related to energy production and emissions. The opportunity exists to continue building on this platform to make the Prince George campus a model for renewable energy and its integration with teaching, research, the built environment, housing, food production, public education, and forest sustainability.

Phase 1, a partnership between the Ministry of Advanced Education, Industry and the University to connect the Residences and the Daycare to a new district energy system is currently underway.

2.0 Project Description

Phase 2 involves the expansion of the Bioenergy Plant and the addition of facilities for on-campus food production. The scale and scope of these facilities will be dependent on the new energy system and the potential to also capture waste heat from the existing Bioenergy Plant. It's likely that facilities will be built for crops, medicinal plants, and on-land fish farming, utilizing a broad range of UNBC academic programs, the existing EFL, and demonstration needs for rural communities and industry.

3.0 Project Objectives

Objective 1: To continue developing UNBC as a model for renewable energy implementation, especially in rural, resource-based communities and industry.

Objective 2: To strengthen UNBC's brand as Canada's Green University to attract students, employees, research funding, and public support.

Objective 3: To utilize UNBC's undeveloped lands in ways that will bring value and increase the University's national reputation.

4.0 Options Considered

A detailed analysis of the options regarding the crop and other community sustainability options and how they integrate with UNBC academic programming will continue to evolve during the planning process.

5.0 Project Outcomes

More than 600 communities across Canada are reliant on forests and nearly 200 burn diesel to generate energy. UNBC is ideally situated to be a model for them. The campus systems would be designed for deployment potential and students/alumni trained in them would be well-positioned to implement similar systems in communities and industrial sites.

6.0 Project Cost/Funding

Capital:

Detailed costing on the capital requirements will be carried out as specific components are further developed.

This project will have significant operating costs as well.

Fundraising feasibility is currently underway with an eye to identifying potential donors for this project.

7.0 Key Risks

The continued low cost of on-grid energy from natural gas and electricity affects the business case to develop bioenergy on campus. Nevertheless, the primary purpose of the demonstration is rural, forest-based, off-grid communities where the cost of energy is often higher and insecure, the carbon footprint of generating energy is higher, and where job creation opportunities are paramount.

UNBC's unique experience with bioenergy and fuel sourcing/delivery makes the continued development of this opportunity of lesser risk at UNBC than elsewhere. Other risks will be identified and mitigated as planning progresses.

8.0 Project Schedule

Phase 2:

Planning	2014-2016
Design	2016/17
Construction	Dependent on funding
Occupancy	TBD

MAJOR SELF-FUNDED (>\$5 MILLION) PROJECTS

1. Residence Renewal

As part of an overall review of Ancillary Services the University has undertaken a new student service that includes a revised Meal Plan program, a redesign of the current Food Services area and an upgrade to the Residence Buildings. This major overhaul will take place over the next 2 to 3 years and will involve a complete renovation to the majority of the residence suites. This will increase revenue and address a number of VFA requirements (current FCI is 0.19 = poor condition) and substantial ongoing maintenance.

2. International Education and Continuing Studies Building

Since the last Five Year Capital Plan, UNBC did conduct initial consultations regarding an English Language Studies and Continuing Studies Building (Fall 2012). At the time, it was determined that we could not self-finance this building. We have continued to review current and prospective space needs for International Education (a new unit that combines both our English Language Studies and International Student Programs and Exchanges operations), Continuing Studies, and Conference Services. The previous limitation all three units had in their ability to expand their operations continues to persist and has increased. The consequence of this pressure related to an inability to utilize dedicated space directly impacts their ability to grow revenues. This is further compounded because positions critical to grow the business cannot be added. Therefore the ability to properly manage growth is not a reality. Their presence on the UNBC campus also adds additional strains for much needed space by their academic colleagues.

Results of this work clearly illustrate that increasing specific capacities, through the creation of additional space and increasing human capital, of the three units, will allow for the self-financing of a new building.

With the approval of the Board of Governors, it is anticipated that this planning and design work could commence and be completed over the next two years and construction take place in 2018.

3. Dr. Charles Jago Northern Sport Centre (NSC) Expansion

The NSC continues to build on its partnership with the City and the facilities offerings. This business development has resulted in the building reaching its capacity. The University is currently exploring options for NSC expansion and will provide a feasibility study that aligns with the City and UNBC Master Planning efforts, to the NSC Board in late 2014.

AGENDA ITEM BRIEFING NOTE

Date:	May 15, 2015			
Agenda Item:	6. h. Endowment Investment Portfolio Update			
Prepared For:	<input type="checkbox"/> In-Camera Session	<input checked="" type="checkbox"/> Public Session		
Purpose:	<input checked="" type="checkbox"/> Information	<input type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction	<input type="checkbox"/> Approval
Prepared By:	William Chew, Treasury Services Manager			
Reviewed By:	Jack Falk, Senior Advisor to the President			

EXECUTIVE SUMMARY:

This report is to provide some background on the UNBC Endowment Investment Portfolio and to update the Board on the status, performance, and any changes in investment structure or investment policy. The rate of return and performance results as well as fund balance and asset mix information is based on information to fiscal year end March 31, 2015. The one year return to March 31, 2015 was 10.0% and the four year annualized return was 9.1%. The endowment fund market value balance at March 31, 2015 was \$72.1 million, including the Northern Medical Programs Trust (NMPT) of \$9.6 million.

ENDOWMENT INVESTMENT FUND

The Endowment Investment Fund is a result of years of philanthropy where donors have provided gifts to benefit specific areas of UNBC's activities in perpetuity. Some of these gifts have been augmented by Provincial match funding. Investment returns from the endowment are used to fund activities, to fund capital maintenance, and to cover management expenses. The endowment composition of the major areas of activity support is as follows:

Endowment Composition

Endowment - Activities	Market Value @ Mar 31, 2015	%
Student Awards	\$ 20,906,996	29.0%
Library	2,049,585	2.8%
Program support	3,984,461	5.5%
Northern Medical Programs Trust	9,571,623	13.3%
Research	35,636,481	49.4%
Total Endowments	\$ 72,149,146	100.0%

Individual endowments are governed by the terms and conditions of the donor agreement. The endowment fund market value at March 31, 2014 was \$64,075,718. Donations in 2014/2015 totaled \$2,489,558, including donations to the NMPT.

LEGAL FRAMEWORK FOR INVESTMENT MANAGEMENT OF ENDOWMENT

Under Section 57 of the *University Act* universities are authorized to make investments that a “prudent person” would make. Investment guidelines for the University are defined in the *Investment Policy Statement*.

INVESTMENT COMMITTEE

The Investment Committee is a sub-committee of the Finance and Audit Committee of the Board of Governors. It is made up of four (4) internal, six (6) external, and two (2) ex-officio members. Some of the functions carried out by the Committee include:

1. Setting endowment objectives and policies
2. Setting spending policy
3. Determining asset allocation
4. Selecting investment managers
5. Identifying and examining risks
6. Evaluating investment costs
7. Examining roles and responsibilities

INVESTMENT MANAGERS

The Investment Committee had examined various asset classes, asset mixes, investment managers and styles in determining the investment portfolio. Four investment managers are employed in carry out investing activities of the portfolio. Gryphon Investment Counsel Inc. and Letko Brosseau & Associates Inc. manage investing in bonds, Canadian and global equities with offsetting investment styles (growth and value) in institutional pooled balanced funds. Wellington Financial, Trez Capital, and Clairvest Group manage limited partnership (LP) investments. Trez Capital also manages an open-ended mutual fund unit trust. Trez Capital LP and Clairvest Group LP were added to the portfolio in 2015. The composition of the portfolio is designed to maximize returns given a moderate

level of risk. Preservation of the capital value of the endowments is one of the most important investment objectives.

The endowment portfolio consists of the following:

Investment Manager	%	Mandate
Gryphon Investment Counsel Inc	42.3%	Fixed income, Cdn & Global Equities
Letko Brosseau & Associates Inc	48.4%	Fixed income, Cdn & Global Equities
Wellington Financial LP	2.4%	Fixed income – Private Debt
Trez Capital Inc & Trez Capital LP	6.6%	Fixed income - Mortgages
Clairvest LP	0.3%	Global Equities – Private Equities
Total	100.0%	

Daily investing activities are made by investment managers but the overall asset mix must remain within investment policy parameters set by the University. The table below compares the asset mix allocation for the two years. Real assets are investments such as real estate and infrastructure.

Asset Class	Asset Mix Mar 31/15	Asset Mix Mar 31/14	Investment Policy	
			Min	Max
Equities - Cdn	23.3%	25.1%	10%	50%
Equities - Global	37.1%	37.4%	10%	50%
Fixed Income	32.6%	32.1%	30%	55%
Real Assets	0.0%	0.0%	0%	35%
Cash	7.0%	5.4%	0%	7%
Total	100.0%	100.0%		

Source: API Asset Performance Inc on Asset Mix

ENDOWMENT INVESTMENT PORTFOLIO PERFORMANCE

Annualized and annual rates of return for the Endowment Investment Portfolio are shown in tables below:

Description	1 Year	2 Year	3 Year	4 Year
Annualized Return (Mar 31)	10.0%	14.8%	13.2%	9.1%

Annual Rates of Return – (Pre-fee)

Annual Return (Mar 31)	%	Benchmark	Median
2015	10.0%	12.4%	11.7%
2014	19.9%	13.8%	15.4%
2013	10.0%	8.0%	8.5%
2012	-2.3%	1.4%	1.0%
2011	10.1%	10.9%	11.0%
2010	24.3%	20.70%	21.80%
2009	-16.7%	-16.80%	-15.50%
2008	-2.3%	-0.90%	-1.10%
2007	13.2%	9.70%	10.0%
2006	15.2%	15.1%	13.9%
2005	7.9%	7.4%	8.1%
2004	24.3%	23.6%	23.0%
2003	-11.6%	-11.0%	-9.9%

Source: API Asset Performance Inc. 2003 - 2015

Annual rates of return fluctuate but annualized return is the key measure for the determination of sustainable spending.

Performance measurement is provided by an independent consultant, API Asset Performance Inc., as to the rates-of-returns and fund performances to their respective fund universes. Investment risk is also evaluated based on risk versus return.

In terms of the portfolio performance among the balanced fund universe, the fund's one year return of 10.0% ranks 72nd percentile (ranking 72nd out of 100) and the four year annualized return of 9.1% ranks 55th percentile. In 2013/14, the annual return for the portfolio ranked 8th percentile. The four year moving annualized return of 9.1% nearly matched the median portfolio performance of 9.3% and outperformed the passive portfolio of 8.8%. Long term investing is the focus.

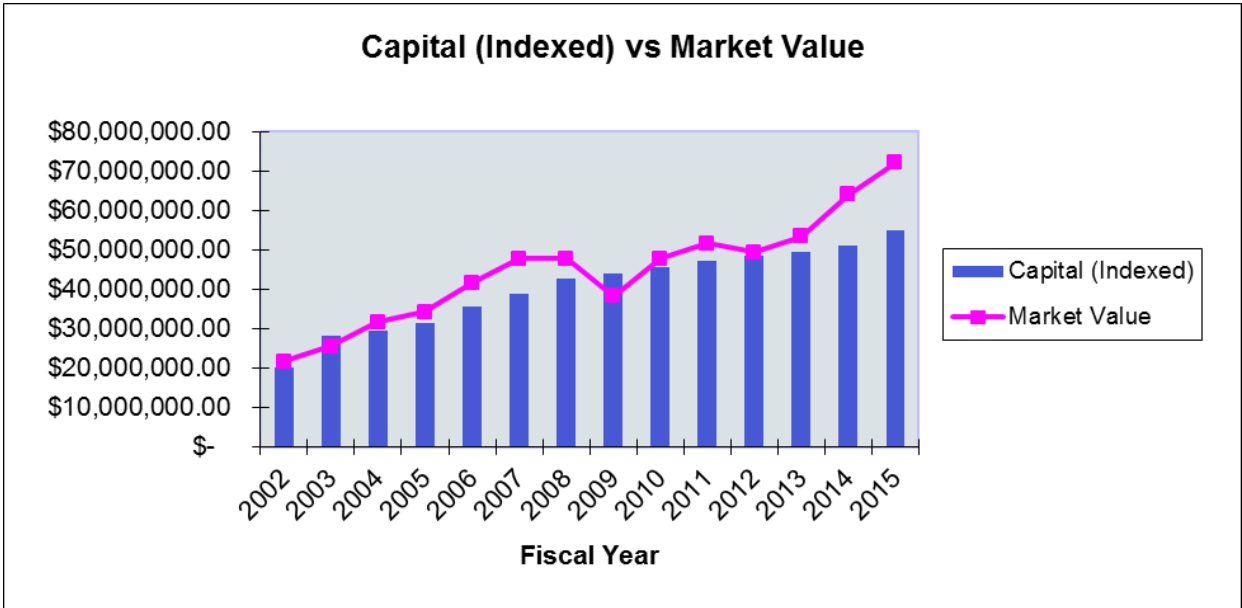
ENDOWMENT SPENDING

Endowment spending is a function of two (2) components:

1. Sustainable spending
2. Intergenerational equity

Sustainable spending:

The 2014/2015 spending rate was 3.5% of the market value of the endowment based on a 3 year rolling average. Long term investment returns are estimated to be between 5% - 8% and inflation 1% - 3%, a spending rate of 3.5% is sustainable. In theory, the endowment's long term returns should support spending of 3.5% for awards, capitalization for inflation to preserve the purchasing power of the endowment (capital maintenance), and 0.5% for administration expenses. Spending may encroach on capital from time to time as shown on the table below (see fiscal years 2003 and 2009).



Intergenerational equity:

In setting the spending rate, a management objective is to provide intergenerational equity - balance current spending and future spending. If the spending rate is set above the sustainable rate, more value is placed on spending for current needs and there is a risk that assets will not keep up with inflation. If the spending rate is set below the sustainable rate, more value is placed on future spending and assets will grow faster.

The appropriateness of the spending rate is continuously being monitored given long term investment return expectations.

Recommendation Approved: **Not Approved:** **Date:**

Remarks/Next Steps:

AGENDA ITEM BRIEFING NOTE

Date:	May 15, 2015			
Agenda Item:	6. i. Northern Sport Centre Annual Report			
Prepared For:	<input type="checkbox"/> In-Camera Session	<input checked="" type="checkbox"/> Public Session		
Purpose:	<input checked="" type="checkbox"/> Information	<input type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction	<input type="checkbox"/> Approval
Prepared By:	Aaron LeBlanc, Director Ancillary Services			
Reviewed By:	Jack Falk, Senior Advisor to the President			

Northern Sport Centre

The NSC is operated by UNBC on behalf of the two primary stakeholders; The City of Prince George and UNBC, through the NSCL. Both stakeholders provide a 300K operating grant which is critical to the sustainable operation of the NSC.

The NSC carries a separate reserve and the financials provided are for information purposed only.

Northern Sport Centre	Actual	Proposed	Proposed	Proposed
	Year End	Budget	Budget	Budget
	2014/15	2015/16	2016/17	2017/18
	(000s)	(000s)	(000s)	(000s)
Total Revenue	1,877	1,933	1,963	1,994
Salaries and Benefits	791	839	855	872
Operating Expenses	1,288	1,034	914	934
Debt Servicing	0	0	0	0
Provision for Capital and Reserves	65	77	225	219
Transfers	(268)	(17)	(32)	(32)
Total Expenditures	1,876	1,933	1,963	1,994

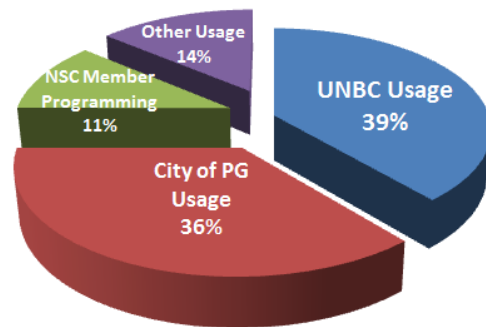
The NSC played an important role in the Canada Winter Games and continues to see membership growth. This membership growth, combined with the consistent demand from user groups for space, has ensured the NSC is operating on a financially secure foundation that allows for continual preventative maintenance requirements in the facilities.

UNBC contribution to operations provides facility access for all students, varsity practice/game times, intramural access, and gymnasium time for convocation.

City of Prince George contribution ensures that user rates for local sport organizations are kept at the lowest, approximately 33% for similar facilities, in Western Canada.

Average Facility Usage 2010 to 2014

(Does not include student membership access)



Strategic Priorities for 2015/16

Priority #1

Currently the NSC is operating at capacity and is struggling to meet the growing demand of from all user groups. The Northern Sport Centre board is conducting a capacity report scheduled for completion in June 2015. Upon completion of the report the NSCL will present its findings to both stakeholders.

Priority #2

Update capital maintenance plan and address current capital maintenance needs. The field house will be experiencing significant upgrades in 2015/16. Turf replacement, fire stopping upgrades, and painting will be addressed during the summer.

	Apr-13	Apr-14	Apr-15
Total Active Membership	3545	3417	3798

Recommendation Approved: **Not Approved:** **Date:**

Remarks/Next Steps:

AGENDA ITEM BRIEFING NOTE

Date:	May 30, 2015		
Agenda Item:	6.j. Financial Overview and Budget Framework 2015/2016		
Prepared For:	<input type="checkbox"/> In-Camera Session	<input checked="" type="checkbox"/> Public Session	
Purpose:	<input checked="" type="checkbox"/> Information	<input type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction <input type="checkbox"/> Approval
Prepared By:	Jack Falk, Senior Advisor to the President		
Reviewed By:	Jack Falk, Senior Advisor to the President		

Material: Materials attached, to support presentation.

Recommendation Approved: **Not Approved:** **Date:**

Remarks/Next Steps:

2015/16 Financial Overview & Budget Framework



Part 1: Planning Context and Financial Overview

Part 2: Initiatives for 2015/16

Part 3: Budget Framework and Three Year Plan

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Part 1: Planning Context and Framework

1.1. A time of transition after 25 years

UNBC will celebrate its 25th anniversary in the next few weeks. The beginning has been outstanding. Regarding itself as British Columbia's university in the North, for the North, UNBC has become a vital part of supporting this region's evolution as a knowledge-based, resource economy connected to the world.

UNBC is Canada's premier small, research-intensive university, with internationally recognized academic and research programs that prepare its graduates in select areas of high relevance to the peoples of our region, province, and beyond. We are proud of our history in this regard and eager to play an expanded role now and in the future.

Its mission, vision, values, and many successes and current challenges are laid out in a number of documents:

- The 2010 University Plan
- UNBC Core Review - May 2014
- 2014 Annual Report (2014 - 2017 Institutional Accountability Plan and Report)
- The Senate SCUB Report

While the UNBC mission, vision and values are very much alive, there are environmental, demographic and leadership realities that spell out the urgent need for a period of transition and the need for a "new" beginning to a great start. President Weeks has been emphasizing and working towards new structures; new relationships; new academic and integrated plans; and a budget that aligns resources to priorities, as critical next steps.

The purposes of this report are to:

- Present to the Board of Governors for approval the 2015/16 Financial Overview and Budget Framework;
- Recognize and address the current fiscal challenges;
- Develop a status quo budget to "buy time" for transitions to occur;
- Inform, explain, and introduce more transparency into finance and budget;
- Show that status quo does not mean "standing still";
- Set the context for dealing with significant deficits in this three year plan; and
- Illustrate new approaches for future budget documents.

1.2. Environmental scan

The following bullets set out some key elements of UNBC's internal and external environment:

- Northern BC is experiencing a consistent and dramatic decline in the number of youth.
- This decline is contributing to discomfort about the North's preparedness for what is expected to be a period of significant growth and economic development in the region.

- Government policy and priorities are a significant external factor for UNBC. Three areas of action by the Government of BC have had a profound effect on UNBC's planning and operations:

Grant Reduction: The Government of BC reduced UNBC's operating grant for 2013/14 by \$128,000, \$512,000 in 2014/15, and a further \$665,000 in 2015/16 (excluding an amount for new programming and funded compensation increases).

Skills Blueprint: The Government's promise to redirect funding to the education and training of "high-demand occupations" has the potential to shape UNBC's academic profile in significant ways.

New Universities: The expansion of degree-completion options in southern BC has had the effect of eroding UNBC's ability to attract students from southern BC.

- Significant FTE enrolment and related tuition fee revenue declines in the past few years.
- New leadership will bring both new directions and stability.
- Research funding has declined for many universities including UNBC.
- The university has been working with the Faculty Association to reach a first collective agreement; negotiating a new collective agreement with its CUPE staff; and will be working with non-unionized employee groups to address terms of employment in the next few months.
- The internal community has expressed a desire to have a better understanding of UNBC finances.

1.3. New planning models and processes

Over the past several years, there have been attempts at updating the university plan (including an academic plan). The absence of a new plan makes identifying priorities for financial change (addition or reduction of programs and services) difficult. The university must renew its effort to articulate and implement its plans.

Strategic planning, integrated planning, and budgeting do not only provide the basis for financial choices, they are critical to student success, program and service planning, and to the further development of the university.

Over the next months, new planning processes will be introduced.

1.4. UNBC finances

A key element of the planning context is the need to inform the university community of the state of our finances. The following sections attempt to do that.

1.4.1. Actual expenditures greater than budgeted expenditures

The significant variance between the expenditures shown in the audited financial statements and in the budget documents has created the sense that the budgets are not accurate. The following information helps to reconcile the major differences between these reports.

The audited financial statements include all of the following:

- General operating expense and revenue;
- Ancillary Services like Retail Services (includes Food Services, Copy Services and Bookstore), Conference & Events, Continuing Studies, Residence, Parking & Security, Northern Sport Centre, and English Language Studies (ELS);
- Northern Medical Program;
- Research expenses funded by various agencies; and
- Certain capital expenses and related depreciation of assets.

In contrast to the financial statements, the “budget documents” do not include the last two bulleted items. By definition then, expenditures in the financial statements will exceed those in the budget documents.

The following table provides a high-level reconciliation of the March 31, 2014 reports.

Table 1 - A bridge between the financial statements and the budget documents for the 2013/14 fiscal year:

Categories	Budget 000's	Actual 000's	Variance 000's
Revenue			
Per 2013/14 audited financial statements	81,963	109,166	27,203
Less: Unbudgeted funds - Specific Purpose, Sponsored Research & Capital		(22,800)	(22,800)
Total revenue - Ancillary, NMP, General Operating	81,963	86,366	4,403
Expenses			
Per 2013/14 audited financial statements	78,545	105,498	26,953
Less: Unbudgeted funds - Specific Purpose, Sponsored Research & Capital		(26,518)	(26,518)
Total expenses - Ancillary, NMP, General Operating	78,545	78,980	(435)
Total variance - Ancillary, NMP, General Operating	3,418	7,386	3,968

Notes – Table 1:

1. The above table shows a comparable actual expense to budget expense variance of \$435,000 on a budget of \$78.98 million or 0.5%.
2. The revenue variance was greater at 5%. However, the areas of revenue variance are cost of goods sold, gifts, non-government grants and contracts.
3. To clarify Note 1, this analysis includes three areas: Operating, Ancillary, and NMP. See below for the variance on the Operating fund alone.

1.4.2. Accumulated surplus

Table 2 - Accumulated surplus as of March 31, 2014 (see note 13 of the 2013/14 Audited Financial Statements <http://www.unbc.ca/finance/statements>)

Category	March 31, 2014 Balance 000's	Notes
Investment in capital assets	\$ 44,059	UNBC's equity in land, buildings and equipment
Endowments	43,719	Donations restricted in perpetuity with investment earnings restricted to use in accordance with the donor requirements
University general surplus	43,337	See details below
Total accumulated surplus	\$ 131,115	
University general surplus breakdown:		
Departmental carry forwards	\$ 5,054	Internally restricted funds set aside under policy from operational savings for use at the discretion of departments
Minor capital projects, equipment purchases and special projects	9,312	Internally restricted funds set aside under approval of President's Executive Council for various projects
Specific Purpose	13,162	Internally and externally restricted funds for various purposes including conferences, Green Fund, graduate awards, multi-year projects and reserves required under employee agreements
Unrestricted surplus	3,517	Unrestricted funds available for use at the discretion of the Board of Governors
Total general operating surplus	31,045	
Ancillary Services	713	Internally restricted funds set aside from Ancillary Operations to fund future capital and operating projects
Capital	7,184	Internally restricted funds set aside for replacement of capital assets
Professional development and internal research funds	4,395	Internally restricted funds set aside pursuant to employee agreements and terms of employment to be used in accordance with guidelines, at the discretion of individual employees.
Total University general surplus	\$ 43,337	

Notes – Table 2:

1. The above sums represent the accumulation over all of the years that UNBC has been in operation.
2. Each year, the new surpluses are allocated to various projects that are of a one-time versus ongoing nature.
3. In describing the nature of UNBC finances, these funds provide a valuable source for “projects” but they themselves are not available to offset operational deficits.
4. While the numbers for 2014/15 are not yet finalized, they are projected to be approximately \$4.2 million as shown in the following table.
5. The above type and quantity of accumulated surpluses are consistent with other universities.

In addressing the state of UNBC finances, the amount of accumulated surpluses gives some useful information, however, the more significant factor is – where do these surpluses come from within the Operating fund and are those sources available to address ongoing fiscal challenges in future years?

The following table sets out the major sources of surpluses for the past three years.

Table 3 – Major sources of surpluses over past three years – Operating Fund.

	2014/15* (000's)			2013/14 (000's)			2012/13 (000's)		
	\$	% of budget allocation	% of total surplus	\$	% of budget allocation	% of total surplus	\$	% of budget allocation	% of total surplus
Revenues									
Interest income	398	126.2%	9.4%	321	102.0%	7.8%	458	179.6%	7.0%
Tuition and fees	(1,818)	-9.5%	-43.0%	(530)	-2.8%	-12.8%	840	4.8%	12.9%
Other revenues	77	0.2%	1.8%	(86)	-0.2%	-2.1%	(75)	-0.2%	-1.2%
	(1,343)	-2.0%	-31.8%	(295)	-0.4%	-7.2%	1,223	-2.0%	18.8%
Labour									
Salary turnover savings	2,970	7.0%	70.3%	1,756	4.2%	42.6%	2,416	5.8%	37.1%
Employee benefit savings	952	11.5%	22.5%	603	7.3%	14.6%	915	11.0%	14.0%
	3,922	7.7%	92.8%	2,359	7.7%	57.2%	3,331	6.7%	51.1%
Operating Expenses									
Supplies	150	3.1%	3.5%	508	10.0%	12.3%	432	8.8%	6.6%
Utilities	588	26.3%	13.9%	529	23.6%	12.8%	596	26.0%	9.1%
Travel & Personnel Costs	354	21.7%	8.4%	365	21.4%	8.8%	417	23.8%	6.4%
Contingency	118	100.0%	2.8%	232	100.0%	5.6%	176	100.0%	2.7%
Other expenses	(286)	-5.4%	-6.8%	(67)	-1.6%	-1.6%	565	10.2%	8.7%
	924	6.5%	21.9%	1,567	6.5%	38.0%	2,186	14.9%	33.6%
Transfers	723	22.5%	17.1%	494	22.5%	12.0%	(225)	-7.2%	-3.5%
Total surplus	4,226	-	100.0%	4,125	-	100.0%	6,515	-	100.0%

Notes – Table 3:

1. The largest source of surplus is from the salaries and benefit savings from vacant and turnover positions. The % from that source varies from year to year between 50 and 90%. These savings are only available to address fiscal challenges if positions were removed from the budget. The goal is to review that possibility when priorities are set during the new planning processes. Capturing positions savings (other than for one time) from those positions that happen to be vacant is not a strategic step (see table 4 below).
2. The efforts of reducing utilities costs are paying off and these savings will be explored in the future to see if they are ongoing.
3. This past two years have seen a significant drop in tuition revenue, demonstrating the need to be cautious on projecting that revenue number.
4. There appears to be some room for recording greater interest revenue into the budget.

Given the significant amount of surpluses coming from vacant positions, the following chart gives a snapshot of the number of vacancies at a point in time in each year.

Table 4 – Total Vacant Positions as at April 1

	2013	2014	2015
Staff	22	22	21
Faculty	12	17	17
	34	39	38

Notes - Table 4:

1. There is considerable consistency to the number of vacant positions (this is a snapshot as of April).
2. Within these numbers, some positions happen to be open on that date and some are longer term vacancies.
3. The planning process will assess priorities and review vacant positions along with other positions. For the next budget cycle the goal is reduce the surplus from vacant positions.
4. The current budget uses significant salary savings to balance the budget. If the savings are reduced this will impact that strategy.

1.4.3. Structural versus one-time source of surplus or deficit

To understand surpluses and their value, it is not only helpful to look at which accounts generate the variances but also to look at the cause of the surplus, for example was it structural variance or a one-time variance?

1.4.4. The need for and value of three year projections

University expenditure and revenue patterns seldom match exactly at the year-end date of March 31. As a result, in order to make effective and meaningful financial plans it is necessary to consider the impact of expenditures and revenues over more than one year.

1.4.5. Primary variables that influence a financial plan over three years

- provincial grants
- investment revenue
- tuition revenue
- salaries and benefit
- utilities costs

1.4.6. Changes to financial planning presentation – A comprehensive view

This budget presentation has been amended to:

- show a comprehensive financial picture versus only an operating budget.
- provide greater explanation and clarity to the financial tables.

1.5. Concluding observations on the state of UNBC finances

- For 2015/16, the operating financial position has significantly deteriorated due to three factors: 1) declining tuition revenue; 2) declining government grants; and 3) increasing compensation costs (see Part 3).
- The current unadjusted budget projection includes \$833,000 in salary savings to help balance the budget. When the vacant position issues are addressed this practice will be of concern.
- Over the next three years, the base budget projections identify the need for a reduction of approximately \$4.0 million or 4 - 6%. The single biggest contributing factor is declining tuition revenue.
- The university has accumulated surpluses that can be used to address strategic and transitional one-time costs, however, these funds are not available to address ongoing operating shortfalls.
- While some non-salary savings are available to offset the cost pressures, the significant budget adjustments needed to address the above shortfalls will have to come primarily from reduced compensation costs. That means priorities need to be set on which programs and services or delivery mechanisms should change.
- Overall conclusion: there are some significant financial concerns.

Part 2: 2015/16 Initiatives

The 2015-16 budget does not forecast an increase in overall funding. Nevertheless, this does not mean that the University is failing to invest in continued improvement and success. For example, the University continues to invest in career development for faculty and staff and in cultivating research and regional engagement opportunities for our faculty and students.

This section illustrates some of the initiatives that are currently being pursued; it is not an exhaustive list. The goal of future planning processes will be to align budgets with priorities. The following activities illustrate the kinds of priorities that could influence future budgets.

2.1. Student success

A key priority for UNBC is the recruitment and retention of students. Currently we attract the majority of the high school graduates in Northern BC who choose to attend University and in order to grow; UNBC must maintain its current recruitment activities in the North while expanding its reach into other markets.

- The University is renewing a Memorandum of Understanding (MoU) with School District 57 that will engage high-performing grade 12 students in university courses by providing dual credit.
- New in 2015, the Spring into Transitions program provided opportunities for Northern BC Aboriginal students in grades 11 and 12 to become oriented to the university and gain three credits – by completing ARTS 101 – that can be applied to future degree completion.
- UNBC has revamped its orientation program for new students to better prepare them for the university experience. The University continues to invest in undergraduate research experiences and in enhancing student service coordination on the Prince George campus and in the regions.
- A new student leadership program enhances opportunities for students to be involved in the campus community, developing skills in public speaking and project management.
- The Geoffrey Weller Library is aiming to continue improving its first floor to enhance technical infrastructure and promoting the relationship between student engagement and library use.

2.2. Innovation – in programs and operations

In order to ensure the University's programming remains attractive to students and serves the evolving needs of society new academic programs are currently in development. These include:

- Master of Science in Engineering and a Master of Engineering in Integrated Wood Design. These degrees complement ongoing plans for developing an undergraduate Engineering program at UNBC.

- International Northern Development stream in the IDIS MA, a joint degree program with University of Nordland in Norway.

Activities are also underway to enhance existing programs:

- The Inter-professional Education (IPE) project in health service professions to define and design an Inter-professional Education curriculum that fosters the linkages between the Northern Medical Program, Nursing, Health Sciences, Education, and Social Work.
- The reworked Master's program in First Nations Studies will offer classes in a format and schedule that more closely fits the needs of working individuals.
- International and Global Studies have reworked its undergraduate curriculum so that it includes and encourages students to take the IASK program in their first year of study.
- In addition to the MBA program at Langara College, UNBC now delivers a BSW program with Langara College in Vancouver.

Innovation in the operations of the Prince George campus have resulted in significant fuel cost savings while serving as a platform for demonstrating enhanced energy security in rural and remote communities:

- Following the establishment of two bioenergy systems on campus, the third phase – the Sustainable Communities Demonstration Project – is connecting the residences, daycare, and I.K. Barber Enhanced Forestry Laboratory to the biomass gasification and wood pellet systems. This will reduce fuel costs for heating the residences and demonstrate energy distribution infrastructure that is unique in North America
- A campus revolving loan program is re-investing savings from energy-efficiency projects into additional sustainability projects at UNBC sites.

2.3. Regional engagement and advancement

- The revamped Office of Regional Programs is reviewing and implementing various course delivery options to enhance the availability of Academic and Continuing Studies courses.
- UNBC has been working with the Northern Development Initiative Trust to foster opportunities for internships in local government, planning, and economic development. Fifty interns have been selected to date, with 86% being UNBC alumni.
- UNBC's three research institutes – in Community Development, Natural Resources and Environmental Studies, and Health – are partnering in the creation of a Community and Cumulative Effects Research Consortium that will intersect with multiple groups and communities in northern British Columbia.
- A new Research Data Centre will be based in the Library and enhance access to information for UNBC researchers as well as regional organizations and industries.
- As part of regional outreach related to the 25th anniversary, UNBC is producing a unique "northern report" highlighting local graduates, local award-winners, local research projects, and local courses for northern communities and regions outside of Prince George.
- The culmination of the 25th anniversary will feature a community celebration that will enhance relationships with donors, founders, government officials, alumni, students,

faculty, staff, and citizens by highlighting elements in the UNBC history that have shaped the University's unique culture and how the University's future can be built on this foundation.

DRAFT - Board of Governors

Part 3: 2015/16 Budget Framework and Three Year Plan

Part 3 outlines the budget framework for those areas of the university that require a Board approved budget. It also sets out a financial plan for other areas of UNBC's comprehensive financial operation.

As outlined in Part 1, this is a transition year for UNBC and as such the 2015/16 budget framework is not based on the kind and level of consultative and integrated planning processes that are preferred.

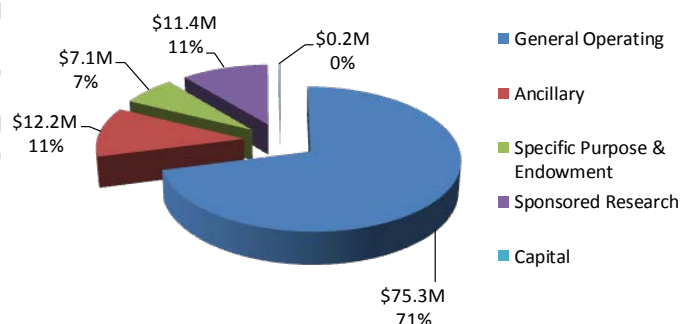
3.1. Comprehensive financial operations

UNBC is responsible for the financial stewardship of approximately \$108 million in total annual revenue. To enhance accountability, budgetary control, and stewardship of resources, UNBC maintains separate funds for its many diverse activities:

- **Consolidated General Operating Fund** – includes the general operations of the university and the Northern Medical Program.
- **Ancillary Services Fund** – includes the operation of service areas that are considered self-funding such as: Retail Services, Continuing Studies, Conference & Events, Residence, Parking & Security, and English Language Studies.
- **Specific Purpose & Endowment Funds** – includes conferences, special projects, Aboriginal Service Plan allocations, endowed chairs, student awards, and the Northern Medical Programs Trust.
- **Sponsored Research Fund** – includes external grants provided specifically for research.
- **Capital Fund** – all minor and major capital projects funded by both internal and external sources, and the cost of depreciation of capital assets.

For 2013/14, the total actual revenue for UNBC covering this comprehensive picture was \$106.2 million and was distributed across the above funds as follows:

Figure 1 - Total Revenue by Fund (2013/14: \$106.2 million)

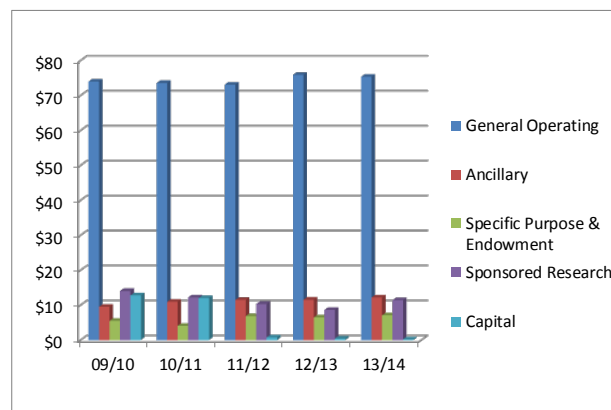


Note: For the purpose of financial statement reporting, revenue that is restricted for specific purposes other than those for the acquisition or development of depreciable tangible capital assets are recorded as deferred contributions and recognized as revenue in the year in which the stipulation or restriction on the contributions have been met. Due to application of this accounting principle, the revenue reported for the fiscal 2014 financial statements was \$109.2 million.

Total revenue across all funds increased by \$3.30 million or 3.2% from the prior year. The majority was a result of growth in research funding of \$2.80 million. The Consolidated General Operating Fund experienced a moderate net decrease primarily due to the operating grant reduction and the changes in enrolment levels. Ancillary, Specific Purpose, and Endowment Funds enjoyed increases mainly because of additional revenues from conferences and investment income, and from strong financial markets respectively. The capital fund revenue reflects a decrease in interest revenue due to declining capital fund balances as a result the completion of capital projects. The sponsored research revenue increase was mainly due to corporate funding for the Pacific Trail Pipelines project.

The following chart summarizes revenue by fund over the past five years:

Figure 2 – Total Revenue by Year (2009/10 – 2013/14)



3.2. Resource allocation recommendation and fund information

This document outlines the high-level financial plans for a three year planning cycle; however, the focus is on resource allocations for the 2015/16 year, and specifically requests Board of Governors' approval of:

- 2015/16 Consolidated general operating budget framework; and
- 2015/16 Ancillary budgets.

Note: The tuition and fee revenues included in the above are based on the fees approved at the March 2015 Board of Governors meeting.

Budgets for Sponsored Research Funds are individually approved by external organizations, such as federal and provincial granting agencies. Budgets for Specific Purpose Funds are either approved by external agencies (when funded externally) and/or by individual programs and internal committees (when funded internally). Budgets for Endowment funds are based on projected investment income. The Board of Governors, prior to project commitment, approves each major capital project. Budgets that are approved externally are included in this plan to provide a more complete financial picture of the institution.

Activities related to Sponsored Research, Capital and Specific Purpose Funds, and their impact on the general operating budget are estimated and reflected in the operating budget where appropriate.

3.3. Consolidated general operating budget

3.3.1. Planning assumptions

The 2015/16 Budget has been developed based on the following assumptions:

- UNBC must present a balanced budget.
- Budget allocations will allow units to maintain existing service levels and will provide time to enable the development and implementation of new planning processes that will establish future priorities.
- There will be no government funded undergraduate FTE growth. The only Government funded graduate growth will be in the new Master of Engineering program.
- Undergraduate and graduate tuition rates will increase by 2% as per the Ministry of Advanced Education’s Letter of Expectation and as previously approved by the Board of Governors.
- A further reduction of \$665,000 to the provincial operating grant (excluding the amounts targeted for the Master of Engineering program and compensation increases). It is assumed that the province will fund 100% of salary increases which fall within the current provincial bargaining mandate.
- A reduction of approximately \$95,000 to the 2015/16 Federal Research Support Fund (formerly indirect costs of research program) compared to the budgeted level for the previous year.
- The Routine Capital will remain at the 2013/14 levels of \$242,000.
- Salary savings at least equal to last year’s amount will be used to balance the budget.
- FTE enrolment levels will remain at the same level as in 2014/15 for the three year period, this will result in a tuition revenue reduction of \$925,000 compared to last year’s budget (see Figures 3 and 4). Any future changes to this forecast will be based on the new academic, enrolment, and faculty action plans.

Figure 3 – Annualized FTE Enrolments

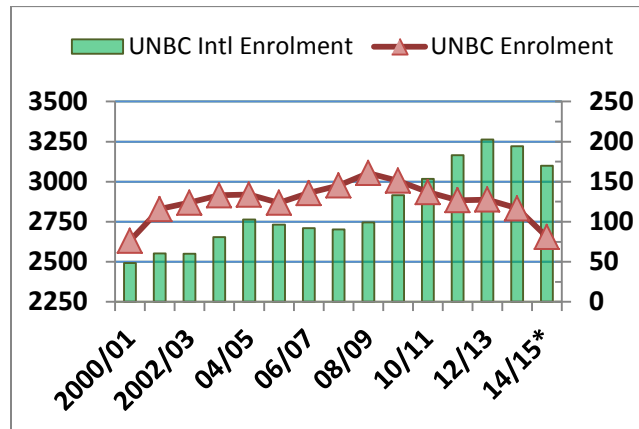
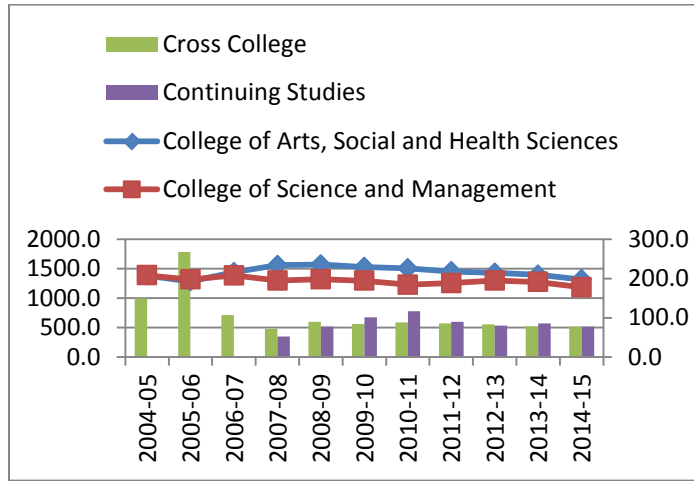


Figure 4 – Annualized FTE by fiscal year



Note 1: FTE definition

Annualized FTE short definition:

UG + Continuing studies = total semester FTE / 2

GR = total semester FTE / 3

PhD= total semester FTE / 3

Semester FTE:

Semester FTE is calculated by taking a student's semester credit total and dividing by the standard full course load credit total. Generally speaking for undergraduate students this would be semester total/15. For graduate students if they are taking 6 or more credits they are 1FTE and if they are taking less than 6 credits they are 0.333FTE. PhD students get 1 FTE per semester regardless of credit totals. There are some finer points involved with calculating FTE but for the purpose of a general description they need not be discussed.

Cross College:

Joint majors where the majors fall in both colleges (e.g., Joint Anthropology & Geography) AND undeclared students.

3.3.2. Unadjusted three year budget projections

Table 5 provides a financial summary of the projected operating revenues and expenses for 2015/16, and the following two years based on the above assumptions and before making adjustments required to balance the budget.

The projections indicate that, unless significant ongoing budget adjustments are made, the combination of decreases in tuition revenue and provincial grants and increasing costs produce the following deficits:

- 2015/16: deficit of \$2.24 million plus \$833,000 anticipated salary savings to offset the budget resulting in a total deficit of \$3.07 million.
- 2016/17: assuming no adjustments are made to reduce the 2015/16 deficit the two deficit numbers shown above would grow to \$2.92 million and \$3.75 million respectively.
- 2017/18: assuming no adjustments are made to reduce the 2016/17 deficit the two deficit numbers shown above would grow to \$3.47 million and \$4.30 million.

In percentage terms, in the third year, this amounts to \$4.30 million over \$80.86 million or 5.3%.

Table 5 – Unadjusted Budget Projections (Revenue and Expenditures for 2014/15 to 2017/18)

Consolidated General Operating Fund*	2014/15 Approved Operating Budget (000's)	2015/16 Proposed Operating Budget (000's)	2016/17 Projected Operating Budget (000's)	2017/18 Projected Operating Budget (000's)
Revenues				
Provincial Base Operating Grant	46,787	47,692	48,034	48,817
Provincial Grants - Capital, One-time & Other	499	500	500	500
Federal Grant - Research Support Fund	1,241	1,145	1,145	1,145
Grants from other universities	5,805	5,805	5,940	6,077
Interest	315	315	315	315
Tuition & Student Fees	19,003	18,078	18,423	18,814
Sales & Service	480	450	450	450
Miscellaneous	173	123	123	123
ICR - Administrative Overhead	416	576	576	576
Other Cost Recovery	360	571	571	571
Total Revenues	75,079	75,255	76,077	77,388
Expenditures				
Labour (Salaries, Wages & Benefits)	53,445	54,510	55,538	56,969
Operating Expenditures	17,947	17,879	18,350	18,780
New allocations:				
Instruction & support for new programs	-	1,250	1,250	1,250
Strategic Priorities	-	-	-	-
Transfers	3,687	3,856	3,856	3,856
Total Expenditures	75,079	77,495	78,994	80,855
Budget Shortfall before adjustments		(2,240)	(2,917)	(3,467)
TOTAL REVENUE LESS EXPENDITURES AND REDUCTIONS	-	-	-	-

*Comprised of General Operating, Northern Medical Program, Routine Capital, Carryforward and Professional Development Funds

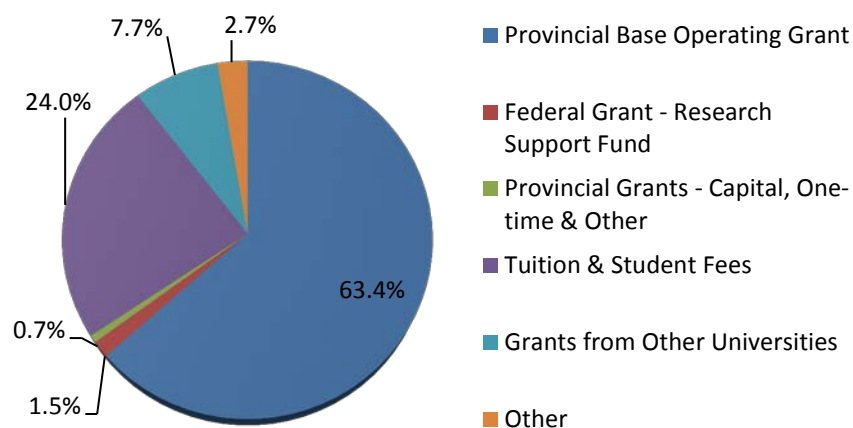
The following sections provide the details on revenue and expenditure changes in the above projection.

3.3.2.1. Revenue projections (as per Table 5)

The Consolidated General Operating Fund is supported by revenues from three main sources:

- Federal and Provincial government grants, which account for 66% of revenues in 2015/16;
- Grants from other universities which account for 8% of revenues in 2015/16; and
- Student tuition and fees which account for 24% of revenues in 2015/16.

Figure 5 - 2015/16 Consolidated General Operating Revenue



The total Consolidated General Operating Fund revenue for 2015/16 is projected at \$75.26 million. The major changes are by area as follows:

Provincial Base Operating Grant (\$47.69 million) has been adjusted from the 2014/15 approved budget to reflect final confirmation of the 2014/15 amount, the grant reduction for 2015/16, funding for salary increases included within the provincial mandate, and the base funding for the Master of Engineering program.

Table 6 – Adjustments to 2014/15

Adjustments	(000's)
2014/2015 approved amount	\$ 46,787
Confirmation of 2014/15 grant	(37)
2014/15 confirmed (adjusted) amount	46,750
2015/16 grant reduction	(665.00)
M.Eng program funding	1,200
Mandate funding	407
2015/16 budgeted amount	\$ 47,692

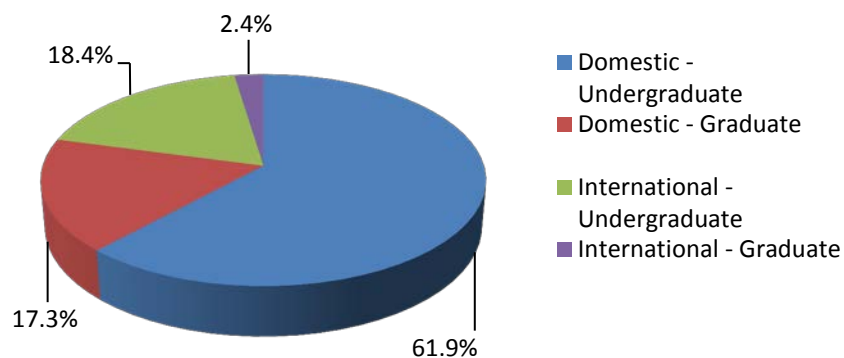
Tuition & Student Fees (\$18.08 million) represent fees paid by students (undergraduate and graduate, domestic and international) including application fees, course fees, student service fees, and other mandatory fees. The University is currently reviewing the policy on international student fees. The total tuition fees budgeted for 2015/16 is based on:

- 2% increase to the actual tuition revenue of 2014/15; and
- an amount for projected tuition fees from the new Master of Engineering Program.

Despite the above increases, the overall projected tuition is still \$925,000 less than the total budgeted for last year. This represents a significant decrease in total revenue compared to the 2014/15 budget.

For planning purposes, a 2% tuition increase is also used for 2016/17 and 2017/18. Student fees have been held constant. The following graph illustrates the proportionate share of tuition revenue budgeted for each student group.

Figure 6 – 2015/16 Tuition by student group



Provincial Grants – Capital, One-time & Other (\$500,000) are grants received for specific items such as funding for a province-wide computer network infrastructure (ORAN), a portion of the annual program delivery costs for Wilp Wilxo’oskwhl Nisga’a, the University’s grant-in-lieu of taxes, and routine capital.

Other Revenue - (\$8.99 million) comprises a variety of different sources. Interest is from university cash balances invested in short term investments such as money market and bond funds. Sales & Service includes items such as administrative fees, rent charged to external groups, and sales of a variety of goods and services. Miscellaneous includes non-research grants and donations. Internal Cost Recovery – Administrative Overhead represents a percentage of gross sales charged to Ancillary operations and the MBA program for administrative and operational services. Other Cost Recovery includes inter-departmental chargebacks for items such as postage, long distance, lab supplies, and personnel services.

Revenue Change Summary - The following table summarizes all of the above changes to revenue in this budget framework.

Table 7 – 2015/16 Revenue Plan Changes

	(000's)
Provincial grant reduction / confirmation adj.	\$ (702)
Additional FTE funding (M.Eng)	1,200
Mandate funding	407
Federal research support fund reduction	(96)
Tuition increase (2%)	318
Estimated tuition for new program	50
Enrolment adjustment	(1,293)
ICR – Administrative Overhead	161
Other Revenue	131
Total revenue increase 2015/16	\$ 176

3.3.2.2. Expenditure projections (details of Table 5)

The expenditures of the Consolidated General Operating Fund fall in to four main categories:

- Labour which accounts for 70% of all expenditures;
- Operating & Minor Capital Expenditures which account for 23%;
- Instruction & Support which accounts for 2%; and
- Transfers which account for 5% of the total.

Figure 7 – 2015/16 Consolidated General Operating Expenditures by Function

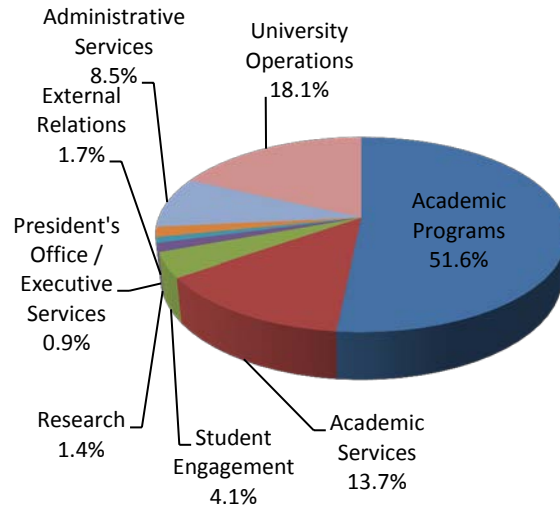
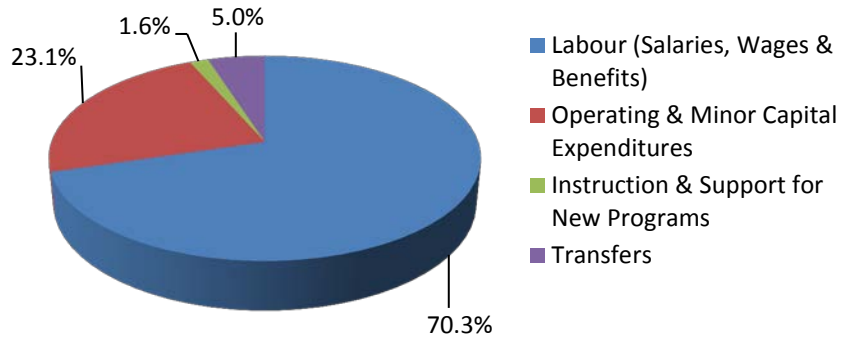


Figure 8 – 2015/16 Consolidated General Operating Expenditures by Category



The total Consolidated General Operating Fund expenditures are projected at \$77.50 million before adjustments.

Labour (\$54.51 million) has been increased by \$1.07 million to reflect benefit changes resulting from current collective agreements, collective bargaining or statutory obligations.

Operating Expenditures (\$17.88 million) are comprised of all non-salary expenses required to support programs and services including supplies, utilities, travel, and maintenance. The total has declined slightly from 2014/15 (\$68,000) due primarily to changes in the accounting treatment of certain items resulting in corresponding changes in revenues or transfers.

Instruction & Support (\$1.25 million) is new funding for the Masters of Engineering program; the detailed allocation of this funding is not yet complete.

Transfers (\$3.86 million) represent the exchange of funds to and from other areas of the comprehensive financial operation. For example, transfers to scholarships and bursaries, and transfers from Endowments for program support. Total net transfers have increased by \$169,000 primarily due to the expiry of some CRC Chairs and the change in accounting treatment in expenditures noted above.

Expenditure Change Summary – The following table summarizes all of the above changes to expenditures in this budget framework.

Table 8 – 2015/16 Expenditure Plan Changes

Expenditures	(000's)
Labour (salaries, wages, and benefits)	\$ 1,065
Operating expenditures	(68)
Instruction & support for new programs	1,250
Transfers	169
Total	\$ 2,416

3.4. Operating and revenue adjustment plan

The previous sections identify the revenue and expenditures prior to the adjustments required to balance the 2015/16 budget. This section outlines the adjustments proposed to balance the budget (totaling **\$2.24 million**):

Table 9 – Budget adjustments

	<u>(000's)</u>
• 2015/16 Deficit prior to following adjustments	(2,240)
○ <i>One time elimination of allocation to reserves with sufficient accumulated balances to maintain activities at the same level as prior years:</i>	
▪ Scholarships & Awards	707
▪ Faculty Recruitment and Retention Awards	93
▪ Faculty Travel and Publication Awards	83
▪ Miscellaneous Transfers	84
○ One time elimination of allocation to Capital Equipment Replacement Reserve (CERR); timing of CERR purchases can be postponed to accommodate funding available	800
○ Temporary increase to investment income based on prior years' experience	200
○ Temporary increase to estimated salary savings. A more complete analysis will be conducted during the new planning processes.	200
○ Temporary decrease to the utilities budget based on last year's results	173
○ Creating of a strategic priority pool to provide some degree of flexibility to address emergent issues during the transition to the new planning processes (<i>Note 1</i>)	(100)
• 2015/16 revised surplus/(deficit) after adjustments	<u>\$ 0</u>

Note 1:

The first \$25,000 allocation from these funds will be to support the annual costs of new research software.

3.4.1. 2015/2016 proposed budget and two year projections

Based on the initial budget in Table 5, combined with the adjustments in Table 9, the following Table 10 represents the Consolidated Operating Budget for 2015/16 and the projections for 2016/17 and 2017/18.

Table 10 – 2015/16 Proposed Budget and Two Year Projection

Consolidated General Operating Fund*	2014/15 Approved Operating Budget (000's)	2015/16 Proposed Operating Budget (000's)	2016/17 Projected Operating Budget (000's)	2017/18 Projected Operating Budget (000's)
Revenues				
Provincial Base Operating Grant	46,787	47,692	48,034	48,817
Provincial Grants - Capital, One-time & Other	499	500	500	500
Federal Grant - Research Support Fund	1,241	1,145	1,145	1,145
Grants from other universities	5,805	5,805	5,940	6,077
Interest	315	515	315	315
Tuition & Student Fees	19,003	18,078	18,423	18,814
Sales & Service	480	450	450	450
Miscellaneous	173	123	123	123
ICR - Administrative Overhead	416	576	576	576
Other Cost Recovery	360	571	571	571
Total Revenues	75,079	75,455	76,077	77,388
Expenditures				
Labour (Salaries, Wages & Benefits)	53,445	54,310	55,538	56,969
Operating Expenditures	17,947	17,706	18,228	18,587
New allocations:				
Instruction & support for new programs	-	1,250	1,350	1,400
Strategic Priorities	-	100	100	100
Transfers	3,687	2,089	3,856	3,856
Total Expenditures	75,079	75,455	79,072	80,912
Budget Shortfall before adjustments		-	(2,995)	(3,524)
TOTAL REVENUE LESS EXPENDITURES AND REDUCTIONS	-	-	-	-

*Comprised of General Operating, Northern Medical Program, Routine Capital, Carryforward and Professional Development Funds

Note 1: 2016/17: projected deficit of \$2,995 plus \$833,000 anticipated salary savings built into the budget results in a total deficit of \$3.828 million.

Note 2: 2017/18: projected deficit of \$3,524 plus \$833,000 anticipated salary savings built into the budget results in a total deficit of \$4.36 million.

3.5. One time funding allocations

There are many strategic and operational one-time expenditures required to keep UNBC in operation. Each year the savings from the past year are included in the “accumulated surplus account” and allocated to such uses. As outlined in Part I, accumulated surpluses are one-time funds (savings) and these funds are not available to address ongoing operational requirements.

Over the past several years the following kinds of one-time allocations have been made from these funds:

- CERR reserve funds
- Tall Wood Chair
- Classroom furniture
- Campus wireless
- Research software
- Emergency Notification System
- 25th Anniversary
- Capital Campaign costs
- Video Conferencing
- Records Management
- Canada Winter Games tuition waiver
- Smart Loop capital project
- Provost and VPAF offices to allocate to various activities

The projected new funds available for such purposes total approximately \$2.20 million.

Given this is a transition year the following will be used to allocate the funds during this next budget year:

1. Urgent university wide allocations known at budget time - off the top.
2. Transitional costs associated with the budget deficit plans for 2016/17 - allocate 40% total minus [Item 1].
3. Hold for University wide allocations during the year - 30% of total minus [Item 1].
4. Balance to be allocated to the Provost (70% of balance) and VPFA (30% of balance).

Future allocation process:

The allocation of future one time funds will be done consistent with the new integrated budget process.

3.6. Sponsored Research

As one of BC's research universities, research is an integral part of the mission of UNBC. There are five major categories of sponsored research funds:

- Competitively adjudicated funding from the Tri-Agencies;
- Research Support Fund from the Tri-Agencies;
- Canada Research Chairs program;
- Competitively awarded major research infrastructure support from the Canada Foundation for Innovation (CFI), the BC Knowledge Development Fund (BCKDF), and
- Other sources including research agreements with governments, foundations and industry as shown in the Table below.

The University of Northern British Columbia was established as a Research University in British Columbia, approximately 25 years ago. The total research revenue received by a Research University is used as a major indicator of both research success and research intensity/competitiveness by external assessors of University Performance. Research Competitiveness is measured as the ability of the researchers to attract external and peer reviewed funding.

In 2014/15, UNBC received \$12.0 million in external research funding. As outlined in the table below, the university has seen a decline in total research funding over the last 5 years.

Table 11 - Research revenue by category and year

	11/12	12/13	13/14	14/15
Source	Total Awards	Total Awards	Total Awards	Total Awards
NSERC	1,175,488	1,087,638	1,177,481	1,135,011
SSHRC	449,511	309,552	491,267	541,488
CIHR	562,978	549,035	453,127	514,848
CRC	875,000	925,000	1,100,000	975,000
Research Support Fund	1,733,284	1,563,503	1,365,666	1,239,661
Other	6,929,044	5,246,242	7,179,314	6,611,639
BCKDF	67,757	166,309	81,257	315,354
CFI	175,393	221,083	382,508	32,986
Endowment Allocations to Research	598,804	537,191	637,862	641,288
Total Research Funds	12,567,259	10,605,553	12,868,482	12,007,275

The total research grant and contract revenues increased in 2013/14 and 2014/15; whether or not we have reversed the declining trend noted between 2011/12 and 2012/13, by securing external funding, remains to be seen. The annual fluctuation in the number of CRCs occupying the allocated Chairs and the CFI and/or BCKDF funding represents a portion of the changes in the total annual revenue reported. The loss of three Tier 2 CRCs in 2013 (see below) has reduced annual research revenue by \$300,000; this reduction will impact total revenue for 2015 and onward. Revenue generated by UNBC Research includes overhead charged to research grants and research contracts, Research Support funding from the Federal Tri-agency and institutional operating funds provided by Canada Foundation for Innovation. UNBC has a combined \$30.0 million endowed research fund; about \$1.0 million is generated annually which covers various research expenses including items such

as salaries of endowed chairs, operations of the Quesnel River Research Centre and various ongoing research projects.

The declining Tri-Council funding resulted in a reduction of three Tier 2 CRCs at UNBC in 2013. It is important to note that UNBC was able to sustain the number of CRCs in 2015 following the reallocation exercise by the Canada Research Chair Secretariat.

A strong UNBC research ethos is critical to our future research successes. It will influence external factors and assist in making UNBC a more attractive option to external partners and funders, to our students, and to our community and other stakeholders.

3.7. Ancillary budgets

These units produce a significant service to UNBC students and to the overall mission of the university.

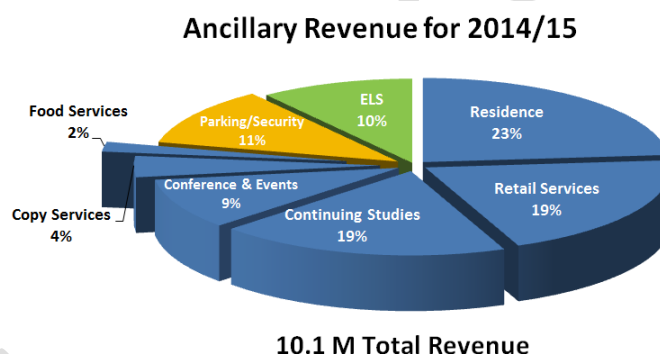
This section outlines the budget framework for three ancillary areas:

- Ancillary units including Residence; Retail Services; Continuing Studies; and Conference & Events
- Parking and Security
- English Language Studies

An ancillary operation is a unit or department within the university that is required to be financially self-sufficient. That is, each operation must generate sufficient revenue to not only cover its annual operating costs, including utilities and maintenance, but also provide for the renovation and replacement of its physical assets including any required debt servicing costs.

Total Revenues from all three areas from Ancillary Operations in 2014/15 totaled \$10.10 million. The chart below shows the different departments or units that contribute to this total.

Figure 9 – Ancillary Revenue for 2014/15



English Language Studies (ELS) and Parking/Security (PS), although an ancillary operation, reports through International Education and Parking/Security, respectively, while all other units report through the Director of Ancillary Services.

Each section outlines the proposed budgets for 2015/16 along with the corresponding fee increases that require board approval.

3.7.1. Ancillary departments

3.7.1.1. Residence

UNBC Residence Services provide on-campus accommodations for students and visitors. In all, UNBC has two buildings, organized into 129 - four bedroom and 14 - two bedroom apartments, which provide 544 total beds for students and visitors. The table below summarizes the proposed Residence Budget for the next three years.

Table 12 – 3 year proposed Residence budget

Residence	Actual	Proposed	Proposed	Proposed
	Year End	Budget	Budget	Budget
	2014/15	2015/16	2016/17	2017/18
	(000's)	(000's)	(000's)	(000's)
Total Revenue	2,375	2,531	2,678	2,826
Salaries and Benefits ¹	521	301	303	303
Operating Expenses	652	834	844	844
Debt Servicing ²	1,601	947	844	1,205
Provision for Capital and Reserves	(427)	0	0	0
Transfers ³	28	449	474	474
Total Expenditures	2,375	2,531	2,678	2,826

The approved rates proposed for rooms to support the proposed budget for the fiscal year April 1, 2014 to March 31, 2015, represent a 2.5% increase for four and two bedroom suites. This is required to cover inflationary pressures, address deferred maintenance, and planned capital projects.

Ancillary Services will partner with UNBC Student Services to provide one-year term funding for counselling, academic, and nutrition services in residences for students living on campus. The pilot services will be in effect for one year to assess the long-term viability.

2014/15 saw the second, of three, debentures paid in full. Residence is now in a position to complete the much needed preventative maintenance and renovations over the next 2-3 years. Costs will be covered by a combination of Board of Governors' approved funding and provisions for capital (noted above) for an estimated residence renovation budget of \$14.80 million. Payback of Board of Governors' approved funding will be approximately eight years from completion of the project.

UNBC Facilities department expedited an extensive review of all UNBC buildings. The report provides guidance on all preventive maintenance that we need to address in both residence buildings.

Despite declining enrolment, UNBC Residence has been operating at over 90% occupancy for the last two years. Declining vacancy rates in Prince George have contributed to the occupancy pressures on campus. UNBC Residence will be conducting a phased approach for addressing future housing requirements on campus.

Phase 1 will address deferred maintenance in both buildings starting in the summer of 2016. Modifications to existing suite configurations in Building 1 (Neyoh) will add an additional 40 beds. Building 2 (Keyoh) will not be having current suite layouts reconfigured, however, significant upgrades will be completed during this project.

¹ Salaries to support Student Services moved to expenses starting in 2015/2016

² Debt Servicing includes: **1)** \$200,000 Annual Payment, for 10 years, to UNBC Central for payback on operating deficit from financing debentures. **2)** \$270,000 represents payment on final outstanding debenture. **3)** Remaining total to pay back \$13.0 million BOG approved residence renovations.

³ \$200,000 to Ancillary Central, \$80,000 to One Card, \$27,000 to CES for Facility Position, \$125,000 to Conference and Events Services, \$32,000 to ITS, -\$15,000 for General Wage Increase.

Phase 2 will start with extensive campus consultation during the 2015/16 school year. Gathering ideas to increase bed counts on campus and to be used in the development of a long-term housing strategic plan for UNBC is a significant priority for Residence Services in 2015/16.

Decreasing occupancy in Prince George poses a significant risk for UNBC moving forward, however, the inability to provide beds to future students will have a significant impact on UNBC's reputation.

3.7.1.2. Food Services

UNBC Food Services is comprised of student operated, self-operated, and contracted services located at a variety of locations on campus. Student run locations are comprised of the Thirsty Moose Pub and two Degree Coffee locations. Business activities conducted in these locations are not reflected in the financial summary below. Ancillary Services covered expenses associated with equipment and renovations for the new student operated location.

Table 13 – 3 year proposed Food Services budget

Food Services	Actual	Proposed	Proposed	Proposed
	Year End	Budget	Budget	Budget
	2014/15	2015/16	2016/17	2017/18
	(000's)	(000's)	(000's)	(000's)
Total Revenue	170	435	468	507
Salaries and Benefits	0	0	0	0
Operating Expenses	110	133	133	133
Debt Servicing ⁴	0	100	100	100
Provision for Capital and Reserves	4	67	57	133
Transfers ⁵	56	135	179	140
Total Expenditures	170	435	468	507

2014/15 was the first year of operations for the new dining hall on campus. 2014/15 projections of 200 meal plans was achieved (total of 209 meal plans sold). 2015/16 projections include the sale of 350 meal plans. Revenues (above) are generated from commissions paid on revenues (below) to UNBC Food Services by Chartwells.

⁴ This total represents the contribution towards Food Service/Renovation Budget.

⁵ \$60,000 to Ancillary Services, \$40,000 to One Card, \$35,000 to Conference and Event Services.

Table 14 – 3 year average Food Services revenue sales

Location	Revenues	
	Previous 3 year average	2014/15
	(000's)	(000's)
Retail Outlets (Stackers, Tim's, and C-Store)	515	444
Agora Dining Hall – Meal Plan	68	810
Agora Dining Hall – Non Meal Plan	346	297
Catering – Internal	110	195
Catering – External	177	244
Other	40	27
Total Sales Revenues	1,256	2,017

UNBC Food Services provides the following support for student services on campus:

- \$10,000 Annual Scholarship awarded through External Relations;
- \$30,000 in Annual Bursaries for students displaying financial need for meal plans; and
- \$30,000 in Annual Support for a various Student Service Events.

Although food services on campus improved tremendously over the previous year, Ancillary Services is committed to working with Chartwells to ensure that overall food quality and variety are a high priority in the upcoming year. Ancillary Services will be launching a secret shopper program that will monitor food quality on campus.

3.7.1.3. Continuing Studies

Continuing Studies provides a variety of courses ranging from industry-specific training to credit programming through partnerships with participating Colleges within UNBC. The financial statement below captures the overall activity of UNBC Continuing Studies.

Table 15 – 3 year proposed Continuing Studies budget

Continuing Studies	Actual	Proposed	Proposed	Proposed
	Year End	Budget	Budget	Budget
	2014/15	2015/16	2016/17	2017/18
	(000's)	(000's)	(000's)	(000's)
Total Revenue	1,927	3,002	4,219	5,117
Salaries and Benefits	574	899	1,251	1,397
Operating Expenses	1,805	1,836	2,415	3,031
Debt Servicing	0	0	0	0
Provision for Capital and Reserves ⁶	(332)	15	350	494
Transfers ⁷	(120)	251	202	195
Total Expenditures	1,927	3,002	4,219	5,117

⁶ 332K draw from reserve to cover investment into Online Development.

⁷ 200K to Ancillary Services, 75K to CES for room rentals, -24K for General Wage Increase.

An assumption is that the investment made into developing an on demand, video based, asynchronous online platform to support industry-training needs will result in a significant increase in revenue for 2015/16. Furthermore, the increase in salary and benefits represents an increase in positions needed to support this growth. Positions will not be added unless target revenues are achieved.

Key dates for the online launch are as follows:

- Environmental Monitoring Certificate June 15th, 2015
- Fitness Leadership Certificate August 7th, 2015
- Occupational Health and Safety December, 2015

Focusing on industry training has allowed Continuing Studies to grow revenues from \$800,000 in 2011/12, to over \$1.90 million in 2014/15. Future revenue growth will focus on the following strategic priorities over the next 3 years:

Priority #1: Successfully launch and leverage the new Online Learning Management System.

Continuing Studies has invested in a new framework that will increase the flexibility of course delivery options. Environmental Monitoring Certificate (image right) will be the first video-based certificate offered early this summer.

Fitness Leadership, and Occupational Health and Safety will follow.

Priority #2: Establish partnerships with the academic colleges at UNBC to develop unique programming.

BC Hydro Partnership ACS secured funding to partner with BC Hydro to provide Environmental Training for aboriginal students in the North West.

Priority #3: Identify, develop, and offer new high-demand programming that is appropriately resourced to provide a net return.

Continuing Studies has grown from a staff of three in 2012 to eleven in 2015. Staffing projections for 2017/18 is twenty-two full-time and one to five part-time staff members. It is imperative for Continuing Studies to create a space plan in 2015/16.

3.7.1.4. Conference and Event Services

Conference and Event Services provides internal and external services ranging from simple bookings to full conference management. The table below is a financial summary for the unit:

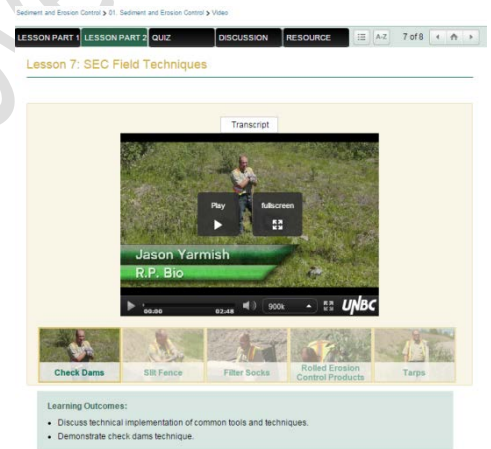


Table 16 – 3 year proposed Conference & Event Services budget

Conference and Event Services	Actual	Proposed	Proposed	Proposed
	Year End	Budget	Budget	Budget
	2014/15	2015/16	2016/17	2017/18
	(000's)	(000's)	(000's)	(000's)
Total Revenue	975	314	314	314
Salaries and Benefits ⁸	306	344	349	358
Operating Expenses	575	241	282	282
Debt Servicing	0	0	0	0
Provision for Capital and Reserves	171	0	9	10
Transfers ⁹	(77)	(270)	(326)	(336)
Total Expenditures	975	314	314	314

Conference and Event Services, a highly cyclical unit, experienced an abnormally high volume of business due to the large events hosted on campus in 2014/15. Surpluses from this year will be moved to the reserve to cover off operations in slower years.

Conference and Event Services is primarily base funded by contributions from other Ancillary Units. This provides financial stability for the unit to provide internal and external activities for UNBC.

Internal Services - In 2014/15 Conference and Event Services booked a total of 39,421 spaces. 85% (33,735) of those spaces were for internal/non-revenue generating clients. On average Conference and Event Services facilitates twenty internal bookings each day. Furthermore, internal customers (Faculty and Staff) accounted for 10% (\$100,000) of overall revenue for the unit.

External Services - External events hosted on UNBC campus accounted for 87% (\$845,000) of all revenue. Large one-time events were mainly responsible for this incredible year. On average the unit will realize approximately \$350,000 in revenue per year.

Future Growth - Conference and Events Services will work closely with Residence to list our guest accommodations during the summer months with Hotels.com/Expedia.

Currently guest accommodations are operating at approximately 6% of capacity in the summer months. Focusing on creating and communicating the value of our guest services during the summer months will represent a significant growth opportunity for Conference and Event Services.

Conference and Event Services (CES) and the Northern Sport Centre (NSC) played a critical role in successfully implementing the Canada Winter Games. Deb Van Adrichem (Manager CES), Kevin Nowotnick (Manager NSC), Jennifer Studney (CES) and the entire complement

⁸ Starting 2015/16 CES will be paying for the Facility Role found within the unit.

⁹ \$35,000 from Food Services, \$125,000 from Residence, \$75,000 from Continuing Studies, \$25,000 from NSC, \$54,000 from Res/NSC, \$50,000 to Ancillary Services, \$7,000 for General Wage Increase.

of staff from both CES and the NSC should be recognized for the incredible work they did during this important event for UNBC.

3.7.1.5. Retail Services

Retail Services consists of Bookstore, Print Services, Vending, and One Card. Financial statements for each unit are provided below.

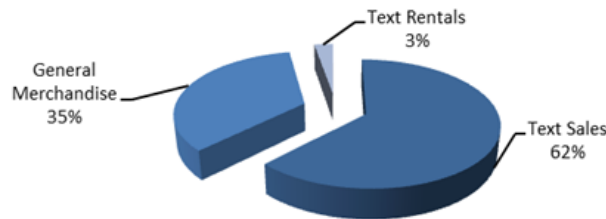
3.7.1.5.1. Bookstore

Table 17 – 3 year proposed Bookstore budget

Retail Services	Actual	Proposed	Proposed	Proposed
	Year End	Budget	Budget	Budget
	2014/15	2015/16	2016/17	2017/18
	(000's)	(000's)	(000's)	(000's)
Total Revenue	2,030	2,049	2,014	1,979
Salaries and Benefits	454	449	456	468
Operating Expenses	1,750	1,665	1,624	1,623
Debt Servicing	0	0	0	0
Provision for Capital and Reserves ¹⁰	(138)	27	31	(19)
Transfers ¹¹	(36)	(92)	(97)	(92)
Total Expenditures	2,030	2,049	2,014	1,979

The Bookstore receives revenues through the sale of textbooks, books, and general merchandise. Shedding operations that were not sustainable was critical to establishing a stable operation in light of a continual decline in text book sales.

Figure 10 – Percentage of sales revenue



Sales deriving from textbooks have declined by 24% since 2010, an average rate of 7% per annum. 2013/14 to 2014/15 marked the largest dip in textbook sales in a single year at 10%.

Continued decreases in UNBC enrolment, a move away from traditional textbook sales, an interruption to retail traffic during the Canada Winter Games, and the UNBC Faculty Job Action had a negative impact on revenues in 2014/15.

¹⁰ \$138,000 draw on Ancillary Reserve to cover deficit for 2014/15.

¹¹ \$30,000 from One Card, \$25,000 from Print Services, \$37,000 for General Wage Increase.

Conducting market research and raising awareness about online options will be high priorities for this unit in 2015/16. Until new lines of revenue are identified, the bookstore operation will maintain a conservative outlook moving forward.

3.7.1.5.2. Copy Services

Copy Services consists of the Copy Centre and the multi-functional device fleet for Students, Faculty, and Staff. UNBC Copy Services aims to provide affordable print services for the campus.

Table 18 – 3 year proposed Copy Services budget

Copy Services	Actual	Proposed	Proposed	Proposed
	Year End	Budget	Budget	Budget
	2014/15	2015/16	2016/17	2017/18
	(000's)	(000's)	(000's)	(000's)
Total Revenue	409	475	475	480
Salaries and Benefits	1	0	0	0
Operating Expenses	469	418	409	408
Debt Servicing	0	0	0	0
Provision for Capital and Reserves ¹²	(61)	8	16	23
Transfers	0	50	50	50
Total Expenditures	409	475	475	480

3.7.1.5.3. Vending Services

Commissions are payable from Ryan Vending for providing vending services on campus.

Table 19 – 3 year proposed Vending Services budget

Vending	Actual	Proposed	Proposed	Proposed
	Year End	Budget	Budget	Budget
	2014/15	2015/16	2016/17	2017/18
	(000's)	(000's)	(000's)	(000's)
Total Revenue	7	7	7	7
Salaries and Benefits	0	0	0	0
Operating Expenses	0	0	0	0
Debt Servicing	0	0	0	0
Provision for Capital and Reserves	7	7	7	7
Transfers	0	0	0	0
Total Expenditures	7	7	7	7

¹² \$61,000 draw from Ancillary Reserve to cover transition costs associated with replacement of UNBC MFD fleet.

3.7.1.5.4. One Card

Table 20 – 3 year proposed One Card budget

One Card	Actual	Proposed	Proposed	Proposed
	Year End	Budget	Budget	Budget
	2014/15	2015/16	2016/17	2017/18
	(000's)	(000's)	(000's)	(000's)
Total Revenue	25	50	62	74
Salaries and Benefits	0	0	55	55
Operating Expenses	8	60	60	60
Debt Servicing ¹³	0	25	35	35
Provision for Capital and Reserves	17	0	12	24
Transfers ¹⁴	0	(35)	(100)	(100)
Total Expenditures	25	50	62	74

In initiating this project, Ancillary Services is seeking to provide automated identification services of a single personalized contactless smart card that can be used for all monetary and non-monetary transactions and activities associated with day-to-day life on campus.

The system will be capable of supporting a variety of applications including but not limited to: declining balance applications such as laundry, photocopying, printing, meal plans/food service, vending, and third party point of sale systems (i.e., bookstore and print shop); integration/coexistence with building access control systems, card production, and web interfaces for users.

One of the primary benefits will be to provide Ancillary Services with the ability to audit sales activity to match commissions received from vendors. Currently this is not possible and is a risk for UNBC.

3.7.1.6. Central Services

Ancillary Central Services (ACS) provides the business needs for the entire Ancillary Division except for English Language Studies (ELS) and Parking & Security (PS). Overall leadership, business development, project management, and marketing for the Ancillary Services Division are provided by this unit.

All revenues to support this unit come from contributions from other ancillary units.

¹³ Represents payback towards the project investment: See [One Card Project](#).

¹⁴ \$30,000 to Bookstore, \$40,000 from Food Services, \$80,000 from Residence, and \$55,000 to Ancillary Services.

Table 21 – Proposed 3 year Central Services budget

Ancillary Central	Actual	Proposed	Proposed	Proposed
	Year End	Budget	Budget	Budget
	2014/15	2015/16	2016/17	2017/18
	(000's)	(000's)	(000's)	(000's)
Total Revenue	0	0	0	0
Salaries and Benefits	397	367	403	403
Operating Expenses	373	413	463	513
Debt Servicing	0	0	0	0
Provision for Capital and Reserves	0	3	32	107
Transfers ¹⁵	(770)	(783)	(898)	(1,023)
Total Expenditures	0	0	0	0

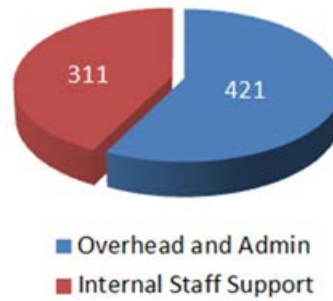
ACS successfully attracted, secured funding, and continues to work with industry to provide programming opportunities for Continuing Studies (CS).

TransCanada Funding ACS secured over \$80,000 in funding from TransCanada to provide Occupational Health and Safety training opportunities for students in Northern BC. This funding allowed CS to provide this opportunity to its students in the fall of 2014.

ACS facilitates financial contributions (see below) from the entire Ancillary Division (excluding ELS and Parking/Security) for UNBC General Operations.

¹⁵ Starting in 2015/16 contributions, from other Ancillary units, will be reported as interdivisional transfers not revenues. \$50,000 from CES, \$200,000 from CS, \$25,000 from Print, \$60,000 from Food, \$200,000 from Residence, \$200,000 from NSC, \$55,000 from One Card.

Figure 11 – 2015/16 Ancillary Contribution (000s)



Overhead and Admin are net contributions made to the UNBC General Operations from Ancillary Services.

Internal Staff Support contributions consist of a combination of Student Service and Administrative (59% and 41%) that are located outside of the Ancillary Division.

3.7.2. Northern Sport Centre

The NSC is operated by UNBC on behalf of the two primary stakeholders, City of Prince George and UNBC. Both stakeholders provide a \$300K operating grant which is critical to the sustainable operation of the NSC. The NSC carries a separate reserve and the financials are provided for information purposes only.

Table 22 – 3 year proposed Northern Sport Centre budget

Northern Sport Centre	Actual	Proposed	Proposed	Proposed
	Year End	Budget	Budget	Budget
	2014/15	2015/16	2016/17	2017/18
	(000's)	(000's)	(000's)	(000's)
Total Revenue	1942	1,933	1,963	1,994
Salaries and Benefits	831	839	855	872
Operating Expenses	1,347	1,034	914	934
Debt Servicing	0	0	0	0
Provision for Capital and Reserves	32	77	225	219
Transfers	(268)	(17)	(32)	(32)
Total Expenditures	1,942	1,933	1,963	1,994

UNBC contributes to the operations of the facility by providing access for all students (e.g., varsity practice/game times, gymnasium time, Convocation). City of Prince George contributes to user rates for local sport organizations ensuring that they remain at the lowest rates possible, approximately 33% of similar facilities in Western Canada.

The NSC has grown revenues to create a stable operation that provides consistent contributions to the NSC Reserve. This has ensured the unit has the essential funds to cover future capital needs. Please see Appendix B for NSC Capital Information.

Currently the NSC is operating at capacity and is struggling to meet the growing demand from all user groups. The Northern Sport Centre board is conducting a capacity report scheduled for completion in June 2015.

3.7.3. Parking and Security

Parking and Security operate as a combined Ancillary unit. Revenue for the unit is comprised of parking fees together with security service fees charged to the University and to Ancillary Units.

Table 23 – 3 year proposed Parking & Security budget

Parking and Security	Actual	Proposed	Proposed	Proposed
	Year End	Budget	Budget	Budget
	2014/15	2015/16	2016/17	2017/18
	(000's)	(000's)	(000's)	(000's)
Total Revenue	992	1125	1148	1,170
Salaries and Benefits	882	864	880	898
Operating Expenses	136	190	194	198
Debt Servicing	0	0	0	0
Provision for Capital and Reserves	(10)	90	93	93
Transfers	(16)	(19)	(19)	(19)
Total Expenditures	992	1,125	1,148	1,170

In fiscal 2015/16, revenue from parking fees is budgeted at \$400,000 while \$725,000 is the projected amount to be received from the University and other Ancillary units for security staff services.

In 2014/15, parking fee revenue was adversely impacted by the parking meters being out of order. For 2015/16, budgeted Parking revenue has been increased to reflect the new parking system and meters which is expected to be fully operational by the end of May 2015. The projected revenue from Ancillary has also been increased to reflect the full cost of the services provided. The salaries expense budget has been increased to ensure appropriate staff levels are in place to meet service requirements and to limit overtime costs through more efficient use of resources. A 2% inflationary adjustment has been made to revenue and expenses for the 2016/17 and 2017/18.

3.7.4. English Language Studies

UNBC International Education is a unit comprised of two segments of operations – the English Language Studies (ELS) that is required to be financially self-sufficient and International Student Engagement that is funded centrally as part of the general operating fund. The ELS operation must generate sufficient revenue to not only cover its direct operating costs but also contribute

two (2%) percent of its gross revenue to UNBC as administrative overhead charge each fiscal year.

Revenues from the ELS operation in 2014/15 totaled \$1.1M. This revenue comes from a variety of areas including ELS tuition fees, course fees, student fees and application fees. The majority of revenue for the ELS operation comes from tuition fees. For 2014/15, this source of revenue accounted for about 99% of total International Education revenue. The following table outlines the proposed ELS budgets for 2015/16 to 2017/18.

Table 24 – 3 year proposed ELS budget

English Language Studies	Actual	Proposed	Proposed	Proposed
	Year End	Budget	Budget	Budget
	2014/15	2015/16	2016/17	2017/18
	(000's)	(000's)	(000's)	(000's)
Total Revenue	1,110	1,110	2,080	2,080
Salaries and Benefits	801	801	1,200	1,320
Operating Expenses	178	178	700	770
Debt Servicing	0	0	0	0
Provision for Capital and Reserves	141	141	190	500
Transfers	(10)	(10)	(10)	(10)
Total Expenditures	1,110	1,110	2,080	2,080

The proposed budgets for 2016/17 (60 MAPP students) and 2017/18 (90 MAPP students) are based on an assumption of successful inception of the Masters Academic Preparation Program (MAPP) in 2016. Therefore, the projected revenues and expenses after 2015/16 are expected to increase significantly.

3.8. Specific Purpose and Endowment Funds

The specific purpose and endowment funds comprise two separate series of funds:

- **Specific Purpose** - these consist of project funds that are externally restricted (e.g., Aboriginal Service Plan) or internally restricted (e.g., student awards, library fines and reserves), as well as expendable funds that are externally restricted (e.g., various student awards) and chiefly supported by donations to the University. External donations and internal transfers to expendable funds can be used to directly support project-related expenses. The majority of specific purpose fund revenue is generally non-recurring in nature.
- **Endowments** – these consist of funds that are externally restricted and supported by donations to the university and interest earned on same (e.g., student scholarships, library endowments, and endowed chairs.) Donations to endowment funds cannot be spent directly; rather they are held for the purpose of generating interest (investment) income

which in turn is used to support project-related expenses in perpetuity. Revenues in these funds are cyclical by nature and therefore fluctuate, sometimes significantly, from year to year.

The majority of revenue in the specific purpose and endowment funds is usually from investment income and donations. In fiscal 2013/14, these two revenue categories respectively made up 51% and 25% of total revenue with the majority of donations revenue realized in the specific purpose funds, and almost all of the investment income realized in the endowment funds.

Given the unpredictable nature of revenue within this fund, it can vary considerably from year to year. For example, total revenue in the specific purpose and endowment funds was \$4.0 million in 2010/11, \$6.9 million in 2011/12, \$6.5 million in 2012/13, and \$7.1 million in 2013/14.

The endowment funds receive donations which are invested for endowment purposes. As of March 31, 2015, there were a total of 284 funds with a market value of \$72.1 million. This is the result of years of philanthropy and investment.

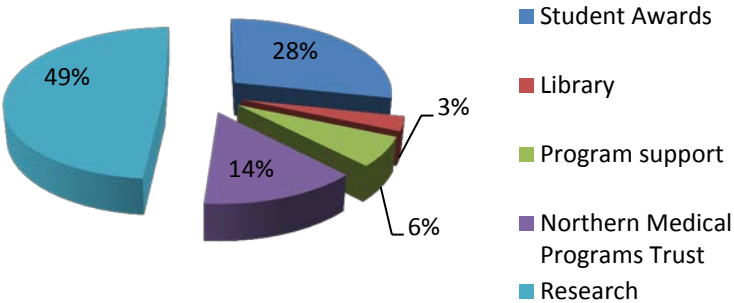
All specific purpose and endowment funds are “restricted”, meaning they can only be used for the purposes stated in the donor funding agreements and cannot be allocated to support any other activity such as offsetting deficits or addressing budgetary pressures within the general operating budget.

Spending in the specific purpose funds is limited to available fund balances in any given year and may be governed by donor agreements or internal restrictions.

The Investment Committee, a sub-committee of the Board of Governors, sets the university’s endowment objectives, policies, spending policy, and other related parameters with the aim of empowering its investment managers to generate investment income sufficient to support specific areas of the university’s activities as set out in the terms and conditions of the various donor agreements. In addition to the Investment Committee, spending from the Northern Medical Program Trust (NMPT) is determined by the NMPT Society which is composed of representatives from the participating communities.

On an annual basis, the various budget holders – as shown in the chart below – are allocated their distribution income (budget) from the endowment funds. For 2013/14 and 2014/15, the total available distribution of endowment funds was \$1.8 million and \$1.9 million respectively, allocated as follows:

Figure 12 – 2013/14 and 2014/15 Endowment Budget



To ensure sustainability, the spending rate for the endowment funds is currently set at 3.5% of the three-year rolling average of the market value of the endowment portfolio. The spending rate is reviewed annually by the Investment Committee.

3.9. Conclusion

The budgets and financial information in the preceding pages present a comprehensive financial picture of UNBC. The budgets are balanced and in the case of the operating budget the context has been set for some urgent fixes in the months to come. The Ancillary units continue to demonstrate sound financial growth and provide a significant contribution to UNBC.

Presenting the financial data related to research and specific purpose areas is intended to demonstrate that these broader activities make significant contributions to the mission of UNBC.

AGENDA ITEM BRIEFING NOTE

Date:	May 19, 2015		
Agenda Item:	6. k. KPMG Audit Findings Report to March 31, 2015		
Prepared For:	<input type="checkbox"/> In-Camera Session	<input checked="" type="checkbox"/> Public Session	
Purpose:	<input type="checkbox"/> Information	<input checked="" type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction <input type="checkbox"/> Approval
Prepared By:	Colleen Smith, Director of Finance and Budgets		
Reviewed By:	Jack Falk, Senior Advisor to the President		

Material: Material Attached.

Recommendation Approved: **Not Approved:** **Date:**

Remarks/Next Steps:



cutting through complexity

AUDIT

University of Northern British Columbia

Audit Findings Report
For the year ended March 31, 2015

KPMG LLP

Presented at the Finance and Audit Committee Meeting on May 26, 2015



The contacts at KPMG in connection with this report are:

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Executive summary

Overview

The purpose of this Audit Findings Report is to assist you, as a member of the Finance and Audit Committee, in your review of the results of our audit of the consolidated financial statements of the University of Northern British Columbia as at and for the year ended March 31, 2015.

We appreciate the assistance of management and staff in conducting our audit. We hope this audit findings report is of assistance to you for the purpose above, and we look forward to discussing our findings and answering your questions.

Finalizing the audit

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

- completing our discussions with the Finance and Audit Committee;
- obtaining evidence of the Board of Governor's approval of the financial statements.
- completion of subsequent events procedures to the date of the approval of the financial statements
- receipt of legal confirmations
- obtaining the signed management representation letter

Please refer to Appendix 2 for our draft auditor's report.

We will update you on significant matters, if any arising from the completion of the audit, including the completion of the above procedures. Our auditors' report will be dated upon the completion of any remaining procedures.

Executive summary (continued)

Areas of Audit Focus

We have highlighted significant areas of audit focus related to management's judgment, estimates and accounting treatments that we would like to bring to your attention. These include revenue and deferred contributions, financial instruments, endowments and employee future benefits. We are satisfied that our audit work has appropriately dealt with these audit areas.

See pages 5 - 10 for more details

Audit Adjustments and Differences

No material misstatements have come to our attention.

See pages 11 - 12 for more details

Significant qualitative aspects of accounting policies and practices.

Overall we are satisfied with the reasonability of the significant accounting policies, critical accounting estimates, and critical disclosures and financial statement presentation taken.

See page 13 - 14 for more details

Executive summary (continued)

Control observations

No significant deficiencies have come to our attention.

See pages 15 - 16 for more details

Confirmation of Independence

We confirm that we are independent with respect to the Entity (and its related entities) within the meaning of the relevant professional bodies in Canada and any applicable legislation or regulation from April 1, 2014 up to the date of this report.

Areas of Audit Focus

Changes from the Audit Plan

There have been no changes from the Audit Planning Report previously presented to you.

We have highlighted below significant matters related to management’s judgment, estimates and accounting treatments we would like to bring to your attention:

Revenue and deferred contributions
<ul style="list-style-type: none"> The types and sources of revenue to fund programs are varied and the accounting complex, impacting revenue, deferred revenue/contributions and accounts receivable.
KPMG comments
<ul style="list-style-type: none"> KPMG noted that management’s analysis over the recognition or deferral of revenue/contributions and related receivables is rigorous and robust.
Misstatements
<ul style="list-style-type: none"> No misstatements were identified in these areas.
Financial instruments
<ul style="list-style-type: none"> The University holds a portfolio of investments which includes term deposits, MFA funds, fixed income, mortgages, equities and private debt.
KPMG comments
<ul style="list-style-type: none"> KPMG reviewed management’s process for recording and monitoring process its investments and sent third party external confirmations to verify the balances.
Misstatements
<ul style="list-style-type: none"> No misstatements were identified in these areas.

Endowments
<ul style="list-style-type: none"> The University receives endowment contributions from the donors which are required to be recorded separately as revenue of the endowment fund. Investment earnings from the endowment are also restricted to be used for specific purposes.
KPMG comments
<ul style="list-style-type: none"> KPMG reviewed management's process for handling endowments and confirmed the balances held in endowment investment accounts.
Misstatements
<ul style="list-style-type: none"> No misstatements were identified in these areas.

Employee future benefits
<ul style="list-style-type: none"> The University's employee future benefits is comprised of contributions to a defined contribution pension plan, sick time and vacation accruals.
KPMG comments
<ul style="list-style-type: none"> KPMG reviewed the pension plan contributions made during the year and the related disclosure in the financial statements to ensure that they are in accordance with public sector standards. Vacation and sick time accruals were also reviewed as part of the payroll testing performed during the audit.
Misstatements
<ul style="list-style-type: none"> No misstatements were identified in these areas.

Other matters

We have highlighted below other significant matters that we would like to bring to your attention:

Faculty Association Strike

- From March 5th to March 20th, 2015, UNBC's faculty association was on strike cancelling classes at the University. Support staff with CUPE 3799 did not cross picket lines during the strike. A strike may have many financial impacts on the University's operations including changes to payroll, funding and accounts receivable and accounts payable.

KPMG comments

- KPMG had discussions with the University's management team to develop an understanding of the impact of the strike. Any accruals or changes made with respect to the accounts affected by the strike were reviewed to ensure that management's approach was reasonable.
- No misstatements were identified in these areas.

Commodity Tax Recovery

- In a prior year, KPMG worked with University finance personnel to review its commodity tax situation. The review noted that as a result of claiming commercial status on a percentage of the total University land base, which includes all the unused forested land, a reduced Input Tax Credit ("ITC") was available. By partitioning the land into two parcels, the campus itself and the surrounding forested land, a much higher commercial activity percentage becomes available. Canada Revenue Agency has agreed with this position.
- As a result of that review it was anticipated that the University will receive a net refund of previously paid GST in the amount of approximately \$305,000 although a reduction by CRA in the assessment of commercial property may result in a lower retroactive ITC recovery.
- The University was initially considering re-titling the property to put the forest reserve on its own title, in which case the estimated recovery will increase beyond the net \$305,000 to approximately net \$700,000.
- In the 2013 fiscal year the University decided to appeal the assessment to accomplish the full recovery without re-titling the property. The option of re-titling will be pursued only if the appeal is not accepted.
- In a prior year (March 31, 2012), the University had claimed and received an amount of approximately \$155,000. As a result there is a further \$150,000 still to come.
- The University has not accrued the remaining balance and as a result the refund will be credited to income when received.

KPMG comments

- Technically the remaining \$150,000 should be recorded as a receivable at year end. Accordingly, this immaterial difference has been reported on our schedule of unadjusted items.
- As the decision to re-title the property has not yet been made, any further recovery is considered contingent and therefore no additional amount would be recorded in the financial statements. Once a decision is made, and based upon discussions with Canada Revenue Agency as to their concurrence with the approach, the additional net recovery would be recorded.
- UNBC is currently awaiting a tax court decision with respect to commodity tax recoveries at other institutions prior to proceeding with this matter.

Investment Portfolio

- At year end the University's investment portfolio had an unrealized gain of approximately \$15.0 million included in the total portfolio value of \$67.2 million. At the end of the prior year the unrealized gain represented approximately \$12.8 million of the total portfolio value of \$67.2 million. Overall there has been no change in the total value from the prior year.
- During the year, the university established an investment trust and corporation to hold certain types of investments to ensure the income is generated on a tax-free basis.

KPMG comments

- We reviewed the accounting treatment relating to valuation of the investment portfolio and agree with management's approach.
- KPMG has prepared and filed the trust income tax return for the University's investment trust.

Northern Medical Programs Trust

- At year end, the University is holding approximately \$9.8 million on behalf of the Northern Medical Programs Trust. The funds form part of the overall investment portfolio of the University, although for financial statement purposes this amount is excluded from the University financial statements.
- We are not aware of a formal trust agreement between the Northern Medical Programs Trust and the University documenting the trust relationship and the nature of services to be provided by the University.
- The University does not have control over the funds of the Northern Medical Programs Trust and therefore these funds are not included in the assets and liabilities of the University.

KPMG comments

- We recommend that the University review the documentation related to the relationship between itself and the Trust.

Northern Sports Centre

- The Northern Sports Centre Limited is the umbrella organization established to operate the Northern Sports Centre. The Northern Sports Centre itself is a physical asset of the University and is included in the University's capital assets.
- Accounting for operations at the Northern Sports Centre is on the basis that UNBC has been "contracted" by Northern Sports Centre Limited to manage and operate the Northern Sports Centre facility.
- Operations of the Northern Sports Centre are recorded in the accounts of the University as a separate division and included in the year end statement of operations.
- At year end there is a cumulative excess of revenues over expenditures from operations of the Northern Sports Centre in the amount of \$1,124,000 (2014 - \$1,078,000). This amount has been included in deferred contributions on the basis that it is externally restricted by the Northern Sports Centre Limited (i.e. the Board of Northern Sports Centre Limited can direct the University as to how these excess funds are utilized). The excess of revenues over expenses does not form part of the University's surplus.

KPMG comments

- As described above, management has treated operations of the Sports Centre as part of the University, except that any excess of revenues over expenses has been treated as a deferred contribution instead of as part of the University's surplus.
- We reviewed the accounting for the Northern Sports Centre and agree with management's approach.

Northern Sports Centre Limited - Tax returns

- The Northern Sports Centre Limited is a separate legal entity operating as a not-for-profit organization. The University has representation on the Board of Directors of this entity and is therefore associated with its activities. As a legal entity incorporated under the BC Business Corporations Act it is required to file annual income tax returns. We understand that income tax returns have not been filed for this entity.
- A not-for-profit entity is required to file a T1044 Information Return. In addition, we recommend that a nil T2 Corporation Income Tax Return be filed as well in order to “start the clock” on the statute-barred period in the event a taxation issue arises in the future. For example, in general terms if an entity files a tax return Canada Revenue Agency (“CRA”) has three years from the date of assessment to reassess that tax return. Once the three year period has gone by CRA cannot go back and re-open prior years for review. If an entity does not file a tax return the “statute-barred” three year clock does not start and therefore all years are open to further scrutiny by CRA.
- While we do not anticipate any issues in the future, we believe it is prudent to ensure tax returns are filed on a timely basis even for not-for-profit entities.
- While there is a maximum \$2,500 annual penalty for non-filing, we have not seen the local CRA office assess this penalty.

KPMG comments

- The University has worked with KPMG and has developed a work plan to ensure that the T2 filings are completed by March 31, 2016.

Internally Restricted Surplus

- At the end of the year the University has an amount of approximately \$37.7 million that has been appropriated for specific purposes (a decrease of \$2.1 million over the prior year) and an unrestricted surplus of \$3.5 million (unchanged from prior year).
- This amount has been set aside by the Board and can be changed at any time by the Board. It represents additional surplus of the University. As a result, between unrestricted net assets and the amount appropriated for specific purposes the University has an “effective” surplus of approximately \$41.2 million.

KPMG comments

- This is purely informational for the Finance and Audit Committee and has no impact on the year-end financial statements.

Audit Adjustments and differences

Misstatements identified during the audit have been categorized as follows:

Corrected misstatements

The corrected audit misstatements are as follows:

Description	F/J /P	Income effect	Financial position		
		(Decrease) Increase	Assets (Decrease) Increase	Liabilities (Decrease) Increase	Equity (Decrease) Increase
To record WIP for the renovations of the University's residences	F	\$ nil	\$ 236,613	\$ 236,613	\$ nil
Total corrected misstatements		\$ nil	\$ 236,613	\$ 236,613	\$ nil

Uncorrected misstatements

Professional standards require that we request of management and those charged with governance that all uncorrected misstatements be corrected. However, due to the nature of the remaining uncorrected misstatements, management has decided not to correct these misstatements and represented to us that the uncorrected misstatements—individually and in the aggregate—are, in their judgement, not material to the financial statements.

We concur with management's representation. Accordingly, the uncorrected misstatements have no effect on our audit report.

Refer to Management's representation and the Summary of Uncorrected Audit Misstatements in the Appendices for all uncorrected audit misstatements.

We highlight, however, the following uncorrected misstatements that we have previously discussed in the section "Significant audit, accounting and reporting matters":

Description	F/J /P	Income effect	Financial position		
		(Decrease) Increase	Assets (Decrease) Increase	Liabilities (Decrease) Increase	Equity (Decrease) Increase
To record the additional commodity tax recovery amount	F	\$105,000	\$150,000	\$45,000	\$105,000
Total uncorrected misstatements		\$ 105,000	\$ 150,000	\$ 45,000	\$ 105,000

F (Factual); J (Judgmental); P (Projected)

Uncorrected changes in presentation and disclosure

- The University is required under public sector accounting standards to prepare a statement of remeasurement gain and loss. Management has determined that the total accumulated remeasurement gain/loss as at March 31, 2015 is not a material amount and has represented to us that the omission of this statement is not material to the users of the financial statements.

Corrected changes in presentation and disclosure

- We provided minor suggestions concerning presentation and disclosure that management has incorporated in the consolidated financial statements.

Significant qualitative aspects of accounting policies and practices

Our professional standards require that we communicate our views regarding the matters below, which represent judgments about significant qualitative aspects of accounting policies and practices. Judgments about quality cannot be measured solely against standards or objective criteria. These judgments are inherently those of individuals making the assessment: the engagement partner. However, although judgments about quality are those of the engagement partner, the views discussed are not contrary to positions KPMG has taken.

The following are the matters we plan to discuss with you:

<p>Significant accounting policies</p>	<p>Significant accounting policies or practices are disclosed in Note 2 to the consolidated financial statements.</p> <ul style="list-style-type: none"> • There has been no change in the University's significant accounting policies in the current year. • During the year, the University adopted PS 3260, <i>Liability for Contaminated Sites</i>. The University has disclosed this in Note 3 to the consolidated financial statements, no adjustments were required as a result of applying this standard.
<p>Significant accounting estimates</p>	<p>Overview:</p> <ul style="list-style-type: none"> • Management's identification of accounting estimates. • Management's process for making accounting estimates. • Indicators of possible management bias. • Disclosure of estimation uncertainty in the consolidated financial statements. • Factors affecting the University's asset and liability carrying values. <p>Commitments and Contingencies:</p> <ul style="list-style-type: none"> • Management makes estimates regarding the determination of the outcome of material outstanding lawsuits and material contingency provisions requiring adjustment and disclosure.

Significant disclosures and financial statement presentation

Overview:

- Issues involved, and related judgments made, in formulating particularly sensitive financial statement disclosures.
- Overall neutrality, consistency, and clarity of the disclosure in the consolidated financial statements.
- Potential effect on the financial statements of significant risks, exposures and uncertainties.

Financial risk management

- See note 12 to the financial statements for significant disclosures required for the University's financial instruments and financial risk management.

Control observations

Background and professional standards

Internal control over financial reporting

As your auditors, we are required to obtain an understanding of internal control over financial reporting (ICFR) relevant to the preparation and fair presentation 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 internal control. Accordingly, we do not express an opinion on the effectiveness of internal control.

Our understanding of ICFR was for the limited purpose described above and was not designed to identify all control deficiencies that might be significant deficiencies and therefore, there can be no assurance that all significant deficiencies and other control deficiencies have been identified. 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.

Identification

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

Documents containing or referring to the audited financial statements

We are required by our professional standards to read only documents containing or referring to audited financial statements and our related auditors' report that are available through to the date of our auditors' report. The objective of reading these documents through to the date of our auditors' report is to identify material inconsistencies, if any, between the audited financial statements and the other information. We also have certain responsibilities, if on reading the other information for the purpose of identifying material inconsistencies, we become aware of an apparent material misstatement of fact.

We are also required by our professional standards when the financial statements are translated into another language to consider whether each version, available through to the date of our auditors' report, contains the same information and carries the same meaning.

Control observations (continued)

Consenting to the use of the auditors' report

When specifically engaged in the engagement letter, we will provide our consent, in writing, to the use of our auditors' report, once we have completed all of the procedures required under professional standards and no unresolved matter exist.

If there are any unresolved matters arising from the performance of the above procedures, we will inform the Finance and Audit Committee of such matters.

Appendices

Appendix 1: Required communications

Appendix 2: Draft auditor's report

Appendix 3: Management representation letter

Appendix 4: Management letter

Appendix 5: Audit Quality and Risk Management

Appendix 6: Current developments

Appendix 1: Required communications

In accordance with professional standards, there are a number of communications that are required during the course of and upon completion of our audit. These include:

- **Engagement letter** – the objectives of the audit, our responsibilities in carrying out our audit, as well as management’s responsibilities, are set out in the engagement letter and any subsequent amendment letters provided to management. The engagement letter was provided to management on January 29, 2015.
- **Fraud related inquiries** – professional standards required that during the planning of our audit we obtain your views on risk of fraud. We have made similar inquiries to management as part of our planning process; responses to these have assisted us in planning our overall audit strategy and audit approach accordingly.
- **Audit findings report** – as attached.
- **Auditors’ report** – the conclusion of our audit is set out in our draft auditors’ report Attached as Appendix 2 of this report.
- **Management representation letter** – we will obtain from management at the completion of the annual audit. In accordance with professional standards, copies of the representation letter will be provided to the Audit Committee. Attached as Appendix 3 of this report.

Appendix 2: Draft auditors' report



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INDEPENDENT AUDITOR'S REPORT

To the Members of the Board of Governors of the University of Northern British Columbia

To the Minister of Advanced Education, Province of British Columbia

We have audited the accompanying consolidated financial statements of the University of Northern British Columbia ("University") which comprise the consolidated statement of financial position as at March 31, 2015, the consolidated statements of operations, changes in net debt and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management Responsibility for the Financial Statements

Management is responsible for the preparation of these consolidated 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 consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the University's preparation and fair presentation of the consolidated financial statements 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. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

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



Opinion

In our opinion, the consolidated financial statements of the University of Northern British Columbia as at March 31, 2015 and for the year then ended are prepared, in all material aspects, in accordance with the financial reporting provisions of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia.

Emphasis of Matter

Without modifying our opinion, we draw attention to Note 2 (a) of the consolidated financial statements, which describes the basis of accounting and significant differences between such basis of accounting and Canadian public sector accounting standards.

KPMG LLP

Chartered Accountants

May 30, 2015

Prince George, Canada

DRAFT

Appendix 3: Management representation letter

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

KPMG LLP
#400 – 177 Victoria Street
Prince George, BC V2L 5R8

May 30, 2015

Dear Sirs:

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 the University of Northern British Columbia (“the University”), which comprise the consolidated statement of financial position as at March 31, 2015, the consolidated statement of operations and accumulated surplus, changes in net debt and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information. These financial statements were prepared in accordance with the financial reporting provisions of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia.

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 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:

GENERAL:

- 1) We have fulfilled our responsibilities, as set out in the terms of the audit engagement letter dated January 29, 2015, for:
 - a) the preparation and presentation of the financial statements and believe that these financial statements have been prepared and present fairly in accordance in compliance with the relevant financial reporting framework
 - b) providing you with all relevant information, such as all financial records and related data and complete minutes of meetings, or summaries of actions of recent meetings for which minutes have not yet been prepared, of the Board of Governors and committees of the Board of Governors that may affect the financial statements, and access to such relevant information
 - c) such internal control as management determined is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error
 - d) ensuring that all transactions have been recorded in the accounting records and are reflected in the financial statements.

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 management is 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 and that affects the University and involves: management, employees who have significant roles in internal control, or others, where the fraud could have a material effect on the financial statements.
 - c) all information in relation to allegations of fraud, or suspected fraud, affecting the University's 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, 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.

COMMITMENTS & CONTINGENCIES:

- 4) There are no:
- a) other liabilities that are required to be recognized and no other contingent assets or contingent liabilities that are required to be disclosed in the financial statements in accordance with the relevant financial reporting framework, including liabilities or contingent liabilities arising from illegal acts or possible illegal acts, or possible violations of human rights legislation
 - b) other environmental matters that may have an impact on the financial statements

SUBSEQUENT EVENTS:

- 5) 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:

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

ESTIMATES:

- 7) Measurement methods and significant assumptions used by us in making accounting estimates, including those measured at fair value, are reasonable.
- 8) Significant estimates, which could change materially within the near term, and all areas of measurement uncertainty have been properly recorded or disclosed in the financial statements.

NON-SEC REGISTRANTS OR NON-REPORTING ISSUERS:

- 9) We confirm that the University 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). We also confirm that the financial statements of the University will not be included in the consolidated financial statements of a Canadian reporting issuer audited by KPMG or an SEC Issuer audited by any member of the KPMG organization.

MISSTATEMENTS:

- 10) We approve the corrected and uncorrected misstatements identified by you during the audit described in **Attachment II**.

ACCOUNTING POLICIES:

- 11) The accounting policies selected and applied are appropriate in the circumstances.

POST EMPLOYMENT BENEFITS, COMPENSATED ABSENCES, TERMINATION BENEFITS AND RETIREMENT BENEFITS:

- 12) We confirm that the University has no post employment benefits, compensated absences, termination benefits and retirement benefit costs, assets and obligations that have not been disclosed to you.

ASSETS & LIABILITIES - GENERAL:

- 13) The University has satisfactory title to all owned assets.
- 14) We have no knowledge of any liens or encumbrances on assets and/or assets that have been pledged or assigned as security for liabilities, performance of contracts, etc., not disclosed in the financial statements.
- 15) We have no knowledge of any plans or intentions that may materially affect the carrying value or classification of assets and liabilities.

CONTRACTUAL OBLIGATIONS:

- 16) The University has complied with all aspects of contractual agreements that would have a material effect on the financial statements in the event of non-compliance including violations or default of the covenants of the University's debt agreements.

ENVIRONMENTAL MATTERS:

- 17) The University has appropriately recognized, measured and disclosed environmental matters in the financial statements.

CONTAMINATED SITES:

- 18) We confirm that the University has no properties on which a contaminated sites liability exists that have not been disclosed to you.
- 19) We have no knowledge of any sites that are not in productive use by the University that may create a contaminated sites liability under PS 3260, Liability for Contaminated Sites.

ASSET RETIREMENT OBLIGATIONS:

- 20) All legal obligations associated with the retirement of tangible long-lived assets have been recognized, including those under the doctrine of promissory estoppel. The obligations were recognized when incurred using management's best estimate of fair value.

Yours very truly,

Dr. Daniel Weeks, President and Vice-Chancellor

Mrs. Colleen Smith, Director of Finance & Budgets

Attachment I – Definitions

MATERIALITY

Certain representations in this letter are described as being limited to matters that are material. Misstatements, including omissions, are considered to be material if they, individually or in the aggregate, 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 the size or nature of a misstatement, or a combination of both.

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 a University'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.

RELATED PARTIES

In accordance with PS 4260 of Public Sector Accounting Standards *related party* is defined as:

- one party that has the ability to exercise, directly or indirectly, control, joint control or significant influence over the other. Two or more parties are related when they are subject to common control, joint control or common significant influence. Two not-for-profit organizations are related parties if one has an economic interest in the other. Related parties also include management and immediate family members.

In accordance with PS 4260 of Public Sector Accounting Standards a *related party transaction* is defined as:

- a transfer of economic resources or obligations between related parties, or the provision of services by one party to a related party, regardless of whether any consideration is exchanged. The parties to the transaction are related prior to the transaction. When the relationship arises as a result of the transaction, the transaction is not one between related parties.

Attachment II – Misstatements

Uncorrected Misstatements

	Income effect	Financial position		
Description	(Decrease) Increase	Assets (Decrease) Increase	Liabilities (Decrease) Increase	Equity (Decrease) Increase
1) To record the additional commodity tax recovery amount.	\$ 105,000	\$ 150,000	\$ 45,000	\$ 105,000
Total uncorrected misstatements	\$ 105,000	\$ 150,000	\$ 45,000	\$ 105,000

Corrected Misstatements

	Income effect	Financial position		
Description	(Decrease) Increase	Assets (Decrease) Increase	Liabilities (Decrease) Increase	Equity (Decrease) Increase
1) To record WIP for the renovations of the University's residences	\$ nil	\$ 236,613	\$ 236,613	\$ nil
Total corrected misstatements	\$ nil	\$ 236,613	\$ 236,613	\$ nil

Appendix 4: Management letter



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

Attention: Colleen Smith, Director of Finance & Budgets

May 30, 2015

Dear Colleen:

We have expressed an opinion on the consolidated financial statements (hereinafter referred to as "annual financial statements") of the University of Northern British Columbia ("the Entity") as at and for the period ended March 31, 2015 and have issued our audit report thereon dated May 30, 2015.

As indicated in our engagement letter dated January 29, 2015:

- In planning and performing our audit in accordance with professional standards we have obtained an understanding of the Entity's internal control over financial reporting to identify types of potential misstatements, consider factors that affect the risks of material misstatement, and design the nature, timing and extent of further audit procedures. This understanding will not be sufficient to enable us to render an opinion on the effectiveness of internal control over financial reporting. We have not considered internal control over financial reporting since the date of our audit report.
- Management is responsible for the Entity's internal control, including the design, implementation and operation of internal control over financial reporting to prevent and detect fraud and error, including internal controls over the financial reporting process and the accuracy of period-end adjusting journal entries. Management is also responsible for disclosing to us any known control deficiencies in the design and implementation or operation of internal control over financial reporting.
- Auditors conducting an audit in accordance with professional standards obtain reasonable assurance that the annual financial statements taken as a whole are free from material misstatement, whether caused by fraud or error. It is important to recognize that auditors cannot obtain absolute assurance that material misstatements in the annual financial statements will be detected, because of factors such as: the use of judgment; the use of testing of the data underlying the annual financial statements; the inherent limitations of internal control over financial reporting; and the fact that much of the audit evidence available to the auditor is persuasive rather than conclusive in nature. Furthermore, because of the nature of fraud, including attempts at concealment through collusion and forgery, an audit designed and executed in accordance with professional standards may not detect a material fraud. While effective internal control over financial reporting reduces the likelihood that misstatements will occur and remain undetected, it does not eliminate that possibility. For these reasons, we cannot guarantee that fraud, error or illegal acts, if present, will be detected when conducting an audit in accordance with professional standards.



Since the purpose of the audit is to express an opinion on the annual financial statements, we did not plan and perform the audit with a view to identify all control deficiencies that might exist. We have not performed audit procedures to obtain reasonable assurance, and are not providing any assurance on the effectiveness of internal control over financial reporting. Had we performed audit procedures on internal control over financial reporting, we might have identified more control deficiencies to be reported, or concluded that some of the reported control deficiencies need not, in fact, have been reported.

This letter is a by-product of the audit and is therefore a derivative communication. This letter is intended solely for the purposes of management and those charged with governance and is not suitable for any other purposes. KPMG shall have no responsibility or liability for loss or damages or claims, if any, to or by any third party as this letter has not been prepared for, and is not intended for, any other purposes.

Definitions

A control deficiency is a deficiency in the design or effective operation of internal control. 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 is not always 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 qualifications to perform the control effectively.

Canadian generally accepted auditing standards

A material weakness is a deficiency or combination of deficiencies in internal control over financial reporting such that a material misstatement of the entity's annual financial statements is not likely to be prevented or detected.

Professional Standards

Professional standards require us to communicate material weaknesses identified during the audit to management and those charged with governance

Material weaknesses

During the audit, we did not identify any control deficiencies that, individually or in the aggregate, we consider to be material weaknesses as defined above.

Yours very truly,

Chartered Accountants
Prince George, Canada

/hm

cc: Audit Committee

Appendix 5: Audit Quality and Risk Management

KPMG maintains a system of quality control designed to reflect our drive and determination to deliver independent, unbiased advice and opinions, and also meet the requirements of Canadian professional standards.

Quality control is fundamental to our business and is the responsibility of every partner and employee. The following diagram summarises the six key elements of our quality control systems.

Visit <http://www.kpmg.com/Ca/en/services/Audit/Pages/Audit-Quality-Resources.aspx> for more information.

- Other controls include:
 - Before the firm issues its audit report, Engagement Quality Control Reviewer reviews the appropriateness of key elements.
 - Technical department and specialist resources provide real-time support to audit teams in the field.
- We conduct regular reviews of engagements and partners. Review teams are independent and the work of every audit partner is reviewed at least once every three years.
- We have policies and guidance to ensure that work performed by engagement personnel meets applicable professional standards, regulatory requirements and the firm's standards of quality.



- All KPMG partners and staff are required to act with integrity and objectivity and comply with applicable laws, regulations and professional standards at all times.
- We do not offer services that would impair our independence.
- The processes we employ to help retain and develop people include:
 - Assignment based on skills and experience;
 - Rotation of partners;
 - Performance evaluation;
 - Development and training; and
 - Appropriate supervision and coaching.
- We have policies and procedures for deciding whether to accept or continue a client relationship or to perform a specific engagement for that client.
- Existing audit relationships are reviewed annually and evaluated to identify instances where we should discontinue our professional association with the client.

Appendix 6: Current developments

The following is a summary of the current developments that are relevant to the University:

Related Party Transactions and Inter-entity Transactions

- Two new Handbook sections were approved in December 2014, effective for fiscal years beginning on or after April 1, 2017.
- Related parties include entities that control or are controlled by a reporting entity, entities that are under common control and entities that have shared control over or that are subject to shared control of a reporting entity.
- Individuals that are members of key management personnel and close members of their family are related parties. Disclosure of key management personnel compensation arrangements, expense allowances and other similar payments routinely paid in exchange for services rendered is not required.
- Determining which related party transactions to disclose is a matter of judgment based on assessment of:
 - the terms and conditions underlying the transactions;
 - the financial significance of the transactions;
 - the relevance of the information; and
 - the need for the information to enable users' understanding of the financial statements and for making comparisons.
- A related party transaction, with the exception of contributed goods and services, should normally be recognized by both a provider organization and a recipient organization on a gross basis.
- Related party transactions, if recognized, should be recorded at the exchange amount. A public sector entity's policy, budget practices or accountability structures may dictate that the exchange amount is the carrying amount, consideration paid or received or fair value.

Assets, Contingent Assets and Contractual Rights

- Three new Handbook sections were approved in March 2015, effective for fiscal years beginning on or after April 1, 2017.
- The intended outcome of the three new Handbook Sections is improved consistency and comparability.
- The standard includes enhanced guidance on the definition of assets and disclosure of assets to provide users with better information about the types of resources available to the public sector entity.
- Disclosure of contingent assets and contractual rights is required to provide users with information about the nature, extent and timing of future assets and potential assets and revenues available to the public sector entity when the terms of those contracts are met.

Restructurings

- A new Handbook section was approved in March 2015, effective for fiscal years beginning on or after April 1, 2018.
- A restructuring transaction is a transfer of an integrated set of assets and/or liabilities, together with related responsibilities for program delivery or administrative operations, that does not involve a payment or other consideration that approximates the fair value of what is transferred.

- The new standard requires the transferor remove the assets and liabilities transferred from its books at their carrying amount at the restructuring date. The recipient would recognize the assets and liabilities received at their carrying amount with applicable adjustments at the restructuring date. Both the transferor and the recipient would recognize the net effect of the transfer and any compensation involved as revenue or an expense.
- Restructuring-related costs are recognized as expenses when incurred.
- Financial information prior to the restructuring date would not be restated.

Revenue

- PSAB is proposing a single framework to categorize revenues to enhance the consistency of revenue recognition and its measurement. A Statement of Principles was issued in 2013 and comments are currently under deliberation.
- A request for information is under development and expected for release in 2015. Adoption of these principles would result in a need to assess current accounting policies.
- In the case of revenues arising from an exchange, a public sector entity must ensure the recognition of revenue aligns with the satisfaction of related performance obligations.
- For unilateral revenues, recognition occurs when there is authority to record the revenue and an event has happened that gives the public sector entity the right to the revenue.

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AGENDA ITEM BRIEFING NOTE

Date:	May 19, 2015			
Agenda Item:	6.1. UNBC Financial Statements to March 31, 2015			
Prepared For:	<input type="checkbox"/> In-Camera Session	<input checked="" type="checkbox"/> Public Session		
Purpose:	<input type="checkbox"/> Information	<input type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction	<input checked="" type="checkbox"/> Approval
Prepared By:	Colleen Smith, Director of Finance and Budgets			
Reviewed By:	Jack Falk, Senior Advisor to the President			

Material: Materials Attached.

Motion: *That, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the University of Northern British Columbia's Financial Statements for the year ended March 31, 2015.*

Recommendation Approved: **Not Approved:** **Date:**

Remarks/Next Steps:

**Consolidated Financial Statements
Year Ended March 31, 2015**

DRAFT FOR APPROVAL

University of Northern British Columbia

Consolidated Financial Statements

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UNIVERSITY OF NORTHERN BRITISH COLUMBIA

STATEMENT OF MANAGEMENT RESPONSIBILITY

The University of Northern British Columbia is responsible for the preparation of the consolidated financial statements and has prepared them in accordance 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 2a of the consolidated financial statements. The consolidated financial statements present the financial position of the University as at March 31, 2015 and the results of its operations and its cash flows for the year ended March 31, 2015.

In fulfilling its responsibilities and recognizing the limits inherent in all systems, the University has developed and maintains a system of internal controls designed to provide reasonable assurance that University 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 Finance and Audit Committee. With the exception of employee group representatives, members of the Finance and Audit Committee are neither officers nor employees 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 Finance and Audit Committee, with and without the presence of Management.

The consolidated financial statements for the year ended March 31, 2015 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 fairness of presentation of the information in the statements.

Dr. Daniel Weeks
President & Vice-Chancellor

Colleen Smith, CA
Director, Finance & Budgets

May 20, 2015



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INDEPENDENT AUDITOR'S REPORT

To the Members of the Board of Governors of the University of Northern British Columbia

To the Minister of Advanced Education, Province of British Columbia

We have audited the accompanying consolidated financial statements of the University of Northern British Columbia ("University") which comprise the consolidated statement of financial position as at March 31, 2015, the consolidated statements of operations, changes in net debt and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management Responsibility for the Financial Statements

Management is responsible for the preparation of these consolidated 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 consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the University's preparation and fair presentation of the consolidated financial statements 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. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

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



Opinion

In our opinion, the consolidated financial statements of the University of Northern British Columbia as at March 31, 2015 and for the year then ended are prepared, in all material aspects, in accordance with the financial reporting provisions of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia.

Emphasis of Matter

Without modifying our opinion, we draw attention to Note 2 (a) of the consolidated financial statements, which describes the basis of accounting and significant differences between such basis of accounting and Canadian public sector accounting standards.

KPMG LLP

Chartered Accountants

May 30, 2015

Prince George, Canada

DRAFT

UNIVERSITY OF NORTHERN BRITISH COLUMBIA

Consolidated Statement of Financial Position

March 31, 2015, with comparative figures for 2014 (in thousands of dollars)

		2015	2014
Financial assets			
Cash and cash equivalents		\$ 31,456	\$ 23,757
Short-term investments	(Note 4)	24,513	26,193
Accounts receivable		3,216	2,170
Inventories for resale		728	763
Portfolio investments	(Note 5)	19,851	23,514
		<u>79,764</u>	<u>76,397</u>
Liabilities			
Accounts payable and accrued liabilities	(Note 6)	9,448	7,756
Deferred revenue		855	586
Deferred contributions	(Note 8)	30,197	26,099
Deferred capital contributions	(Note 9)	169,914	172,816
Long-term debt, net of sinking fund	(Note 10)	5	1,374
		<u>210,419</u>	<u>208,631</u>
Net debt		(130,655)	(132,234)
Non-financial assets			
Tangible capital assets	(Note 11)	216,474	218,249
Inventories held for use		92	98
Endowment investments	(Notes 5 and 14)	47,382	43,719
Prepaid expenses		1,822	1,283
		<u>265,770</u>	<u>263,349</u>
Accumulated surplus	(Note 13)	\$ 135,115	\$ 131,115

See accompanying notes to financial statements.

On behalf of the Board of Governors:

Chair, Board of Governors

President

UNIVERSITY OF NORTHERN BRITISH COLUMBIA

Consolidated Statement of Operations and Accumulated Surplus

Year ended March 31, 2015, with comparative figures for 2014 (in thousands of dollars)

	Budget (Note 17)	2015	2014
Revenue:			
Government grants			
Provincial government	\$ 47,045	\$ 48,818	\$ 49,348
Federal government	1,241	5,307	7,586
Tuition fees	19,387	18,822	18,935
Other fees	1,228	1,343	1,402
Sales of goods and services	6,060	9,678	9,892
Gifts, bequests, non-government grants and contracts	5,652	11,640	11,904
Investment income	315	2,635	3,032
External cost recovery and other income	400	550	497
Revenue recognized from deferred capital contributions	-	6,589	6,570
	81,328	105,382	109,166
Expenses:			
Ancillary operations	6,533	7,814	9,391
Facility operations and maintenance	2,045	12,519	11,507
Instruction	40,390	40,107	40,138
Institutional support	28,901	31,346	30,314
Sponsored research	-	6,941	7,813
Specific purpose	-	6,318	6,335
	77,869	105,045	105,498
Annual operating surplus before restricted contributions	3,459	337	3,668
Net restricted endowment contributions	-	3,663	1,783
Annual surplus	3,459	4,000	5,451
Accumulated surplus, beginning of year	131,115	131,115	125,664
Accumulated surplus, end of year	\$ 134,574	\$ 135,115	\$ 131,115

See accompanying notes to financial statements.

UNIVERSITY OF NORTHERN BRITISH COLUMBIA

Consolidated Statement of Changes in Net Debt

Year ended March 31, 2015, with comparative figures for 2014 (in thousands of dollars)

	Budget (Note 17)	2015 Total	2014 Total
Annual surplus	\$ 3,459	\$ 4,000	\$ 5,451
Acquisition of tangible capital assets	-	(7,113)	(3,332)
Write down of tangible capital assets	-	-	239
Amortization of tangible capital assets	-	8,888	8,834
	-	1,775	5,741
Consumption of inventories held for use	-	98	89
Acquisition of inventories held for use	-	(92)	(98)
Consumption of prepaid expenses	-	1,283	1,587
Acquisition of prepaid expenses	-	(1,822)	(1,283)
Acquisition of endowment investments	-	(3,663)	(1,798)
	-	(4,196)	(1,503)
	3,459	1,579	9,689
Decrease in net debt	3,459	1,579	9,689
Net debt, beginning of year	(132,234)	(132,234)	(141,923)
Net debt, end of year	\$ (128,775)	\$ (130,655)	\$ (132,234)

See accompanying notes to financial statements.

UNIVERSITY OF NORTHERN BRITISH COLUMBIA

Consolidated Statement of Cash Flows

Year ended March 31, 2015, with comparative figures for 2014 (in thousands of dollars)

	2015	2014
Cash provided by (used in):		
Operating activities:		
Annual surplus	\$ 4,000	\$ 5,451
Items not involving cash:		
Amortization of tangible capital assets	8,888	8,834
Revenue recognized from deferred capital contributions	(6,589)	(6,570)
Change in non-cash operating working capital:		
Decrease (increase) in accounts receivable	(1,046)	934
Decrease (increase) in prepaid expenses	(539)	304
Decrease (increase) in inventories held for use	6	(9)
Decrease (increase) in inventories held for sale	35	(72)
Increase (decrease) in accounts payable and accrued liabilities	1,692	(1,011)
Decrease in deferred revenue	269	(199)
Net change in cash from operating activities	6,716	7,662
Capital activities:		
Cash used to acquire tangible capital assets	(7,114)	(3,332)
Net change in cash from capital activities	(7,114)	(3,332)
Financing activities:		
Cash used (restricted) for repayment of long-term debt	3,132	1,107
Repayment of long-term debt	(4,500)	(2,761)
Net change in cash from financing activities	(1,368)	(1,654)
Investing activities:		
Capital contributions	3,687	692
(Increase) decrease in short-term investments	1,680	384
Deferred contributions	4,098	6,070
Increase in endowment investments	(3,663)	(1,798)
Purchase of portfolio investments	3,663	(13,526)
Net change in cash from investing activities	9,465	(8,178)
Net change in cash	7,699	(5,502)
Cash, beginning of year	23,757	29,259
Cash, end of year	\$ 31,456	\$ 23,757

Cash is comprised of cash and cash equivalents

See accompanying notes to financial statements.

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 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 effective their first fiscal year commencing after January 1, 2012.

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:

2. Summary of significant accounting policies (continued)

- (i) Contributions for the purpose of acquiring or developing a depreciable tangible capital asset or contributions in the form of a depreciable tangible capital asset are recorded and, referred to as deferred capital contributions and recognized in 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 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 stipulation or restriction on the contributions have been met.

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 PS3410; 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 recognized in the statement of operations and certain related deferred capital contributions would be recorded differently under Canadian Public Sector Accounting Standards.

(b) Basis of consolidation

- (i) Consolidated entities

The consolidated financial statements reflect the assets, liabilities, revenues and expenses of organizations which 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.

- (ii) Trusts under administration

Trusts administered by the University as directed by agreement or statute for certain beneficiaries are not included in the University's consolidated financial statements.

(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.

2. Summary of significant accounting policies (continued)

(d) Short-term investments

Short-term investments consist of highly liquid money-market and bond securities and other investments with terms to maturity of four 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. Unrealized gains and losses on financial assets 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 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. Amounts 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 amounts 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

2. Summary of significant accounting policies (continued)

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. The cost of the tangible capital assets, excluding land, is amortized on a straight line basis over their estimated useful lives shown below. Land is not amortized as it is deemed to have a permanent value:

Asset	Rate
Buildings and site services	50 years
Capital renovations	20 years
Library materials	10 years
Equipment and furnishings	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.

(ii) Works of art and historic assets

Works of art and historic assets are not recorded as assets in these 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 cost.

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

(g) **Revenue recognition**

Tuition and student fees and sales of goods and services are reported as revenue in the period to which they apply and when the liability to refund has expired.

Unrestricted donations and grants 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 by or the transfer of property is completed.

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 services.

2. Summary of significant accounting policies (continued)

- (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 stipulation or restriction 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 statement of operations for the portion to be held in perpetuity and as deferred contributions for any restricted investment income earned thereon.

Investment income includes interest recorded on an accrual basis and dividends recorded as declared, realized gains and losses on the sale of investments, and writedowns on investments where the loss in value is determined to be other-than-temporary.

(h) Use of estimates

The preparation of the consolidated financial statements in accordance with Canadian public sector accounting standards 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 and the related amortization of deferred capital contributions. Where actual results differ from these estimates and assumptions, the impact will be recorded in future periods when the difference becomes known.

(i) 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 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 statement of operations and accumulated surplus.

(j) Budget figures

Budget figures are provided for the operating and ancillary funds only. They have been provided for comparative purposes in Note 17 and have been derived from the 2014/15 General Operating and Ancillary Fund budgets approved by the Board of Governors of UNBC on March 29, 2014.

3. Change in accounting policy

The University adopted Public Sector Accounting Board Standard *PS 3260 Liability for Contaminated Sites* effective April 1, 2014. Under PS 3260, 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. This Standard relates to sites that are not in productive use and sites in productive use where an unexpected event resulted in contamination. The University adopted this standard on a retroactive basis; however, there were no adjustments as a result of the adoption of this standard.

4. Short-term investments

	2015	2014
Term Deposits, GIC, T-bills	\$ 10,820	\$ 12,850
Municipal Financing Authority - bond fund	8,138	7,843
Municipal Financing Authority - money market fund	5,555	5,500
	<u>\$ 24,513</u>	<u>\$ 26,193</u>

5. Financial instruments

Financial assets and liabilities recorded at fair value are comprised of the following: Money market, fixed income and equity amounts are managed in pooled balanced funds by Letko Brosseau & Associates Inc. and Gryphon Investment Counsel Inc. Mortgages are held in an open-ended mutual fund unit trust as well as Trez Capital Fund V and managed by Trez Capital Inc.; private equities are held in a limited partnership, Clairvest Equity Partners V, managed by Clairvest Group Inc.; and private debt is held in a limited partnership, Wellington Financial Fund IV, managed by Wellington Financial.

5. Financial Instruments (continued)

	Fair Value		
	Hierarchy	2015	2014
Financial assets:			
Portfolio investments, quoted at fair value - operating:			
Mortgages	Level 2	\$ -	\$ 5,000
Private debt	Level 3	-	1,643
		<u>-</u>	<u>6,643</u>
Restricted Portfolio investments, quoted at fair value:			
Money market	Level 1	1,390	911
Fixed income	Level 1	4,707	5,416
Equity	Level 1	11,918	10,544
Mortgages	Level 2	1,293	-
Private equity	Level 3	72	-
Private debt	Level 3	471	-
		<u>19,851</u>	<u>16,871</u>
Total portfolio investments		<u>19,851</u>	<u>23,514</u>
Non-financial assets:			
Restricted endowment investments, quoted at fair value:			
Money market	Level 1	3,316	2,345
Fixed income	Level 1	11,240	1,394
Equity	Level 1	28,446	39,981
Mortgages	Level 2	3,084	-
Private equity	Level 3	173	-
Private debt	Level 3	1,123	-
		<u>47,382</u>	<u>43,719</u>
Total financial instruments		<u>\$ 67,233</u>	<u>\$ 67,233</u>

6. Accounts payable and accrued liabilities

	2015	2014
Accounts payable and accrued liabilities	\$ 5,821	\$ 4,821
Salaries and benefits payable	2,930	2,326
Accrued vacation pay	697	609
	<u>\$ 9,448</u>	<u>\$ 7,756</u>

7. Pension plan

The University has a defined contribution pension plan covering all 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 including Phillips, Hager & North Investment Management Ltd., Sun Life Assurance, Beutel Goodman, BlackRock Asset Management Canada Ltd., Connor Clark & Lunn Investment Management Ltd., McLean Budden, Hexavest Inc. and CI Investments Inc. 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 year).

The University expenses the contribution amounts made to the plan in each year. During the year, the University contributed \$3,495 (2014 - \$3,568) to the plan.

8. 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	2015 Total	2014 Total
Balance, beginning of year	\$ 729	\$ 6,887	\$ 18,483	\$ 26,099	\$ 20,029
Contributions received during the year		10,028	5,713	15,741	30,768
Revenue recognized from deferred contributions	(99)	(8,623)	(1,616)	(10,338)	(24,007)
Transfers to deferred capital contributions		(1,151)	(154)	(1,305)	(691)
Balance, end of year	\$ 630	\$ 7,141	\$ 19,477	\$ 30,197	\$ 26,099

9. 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. Changes in the deferred capital contributions balance are as follows:

	2015	2014
Balance, beginning of year	\$ 172,816	\$ 178,931
Contributions received during the year	3,687	455
Revenue recognized from deferred capital contributions	(6,589)	(6,570)
Balance, end of year	\$ 169,914	\$ 172,816

10. Long-term debt

Long-term debt reported on the statement of financial position is measured at amortized cost and is as follows:

	2015	2014
Province of British Columbia (Section 58 of the <i>University Act</i>), bearing interest at 9%, maturing June 2019	\$ 3,000	\$ 7,500
Sinking fund asset	(2,995)	(6,126)
Balance, end of year	\$ 5	\$ 1,374

	2015	2014
Interest expense for the year on outstanding debt	\$ 487	\$ 1,013

During the year, \$4,500 of debt was retired, utilizing accumulated sinking funds in the amount of \$3,550.

Sinking fund instalments

The debt is a 25 year debenture with a 20 year sinking fund; obligations for sinking fund instalments were completely fulfilled during the year.

11. Tangible capital assets

2015 Cost	Balance at March 31, 2014	Additions	Disposals	Balance at March 31, 2015
Land	\$ 6,656	\$ -	\$ -	\$ 6,656
Buildings and site improvements	272,924	2,139	-	275,063
Furniture and equipment	45,223	3,634	-	48,857
Computers	35,520	748	-	36,268
Library holdings	26,290	222	-	26,512
Assets under construction	-	370	-	370
Total	\$ 386,613	\$ 7,113	\$ -	\$ 393,726

2015 Accumulated amortization	Balance at March 31, 2014	Disposals	Amortization expense	Balance at March 31, 2015
Land	\$ -	\$ -	\$ -	\$ -
Buildings and site improvements	(72,774)	-	(5,499)	(78,273)
Furniture and equipment	(38,765)	-	(1,577)	(40,342)
Computers	(33,777)	-	(1,014)	(34,791)
Library holdings	(23,048)	-	(798)	(23,846)
Assets under construction	-	-	-	-
Total	\$ (168,364)	\$ -	\$ (8,888)	\$ (177,252)

11. Tangible capital assets (continued)

	Net book value		Net book value	
	March 31, 2014		March 31, 2015	
Land	\$	6,656	\$	6,656
Buildings and site improvements		200,150		196,790
Furniture and equipment		6,458		8,515
Computers		1,743		1,477
Library holdings		3,242		2,666
Assets under construction		-		370
Total	\$	218,249	\$	216,474

2014 Cost	Balance at		Additions		Disposals		Balance at	
	March 31, 2013						March 31, 2014	
Land	\$	6,656	\$	-	\$	-	\$	6,656
Buildings and site improvements		272,924		-		-		272,924
Furniture and equipment		43,541		1,682		-		45,223
Computers		34,142		1,380		(2)		35,520
Library holdings		26,020		270		-		26,290
Assets under construction		237		-		(237)		-
Total	\$	383,520	\$	3,332	\$	(239)	\$	386,613

2014 Accumulated amortization	Balance at		Disposals		Amortization expense		Balance at	
	March 31, 2013						March 31, 2014	
Land	\$	-	\$	-	\$	-	\$	-
Buildings and site improvements		(67,314)		-		(5,460)		(72,774)
Furniture and equipment		(37,306)		-		(1,459)		(38,765)
Computers		(32,788)		-		(989)		(33,777)
Library holdings		(22,122)		-		(926)		(23,048)
Assets under construction		-		-		-		-
Total	\$	(159,530)	\$	-	\$	(8,834)	\$	(168,364)

	Net book value		Net book value	
	March 31, 2013		March 31, 2014	
Land	\$	6,656	\$	6,656
Buildings and site improvements		205,610		200,150
Furniture and equipment		6,235		6,458
Computers		1,354		1,743
Library holdings		3,898		3,242
Assets under construction		237		-
Total	\$	223,990	\$	218,249

11. Tangible capital assets (continued)

(a) Assets under construction

Assets under construction having a value of \$370 (2014 - \$NIL) 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 cost of an ongoing project, they are expensed in the statement of operations.

(b) Works of art and historical treasures

The University manages and controls various works of art and non-operational historical cultural assets 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.

12. Financial risk management

UNBC has exposure to the following risks from its use of financial instruments: credit risk, market risk and liquidity 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. Such risks arise principally from certain financial assets held by the University consisting of cash, short-term investments, amounts receivable and investments.

Unless otherwise disclosed in these consolidated financial statements, the University is not subject to significant credit risk associated with its financial instruments. The maximum credit risk for the University's financial assets is the carrying value of the asset.

(b) Market risk

Market risk is the risk that changes in market prices, such as interest rates, will affect the University's income. The objective of market risk management is to control market risk exposures within acceptable parameters while optimizing the return on 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.

It is management's opinion that the University is not exposed to significant market or interest rate risk arising from its financial instruments.

(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 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

12. Financial risk management (continued)

normal and stressed conditions, without incurring unacceptable losses or risking damage to the University's reputation.

(d) Fair value of financial instruments

Generally accepted accounting principles define the fair value of a financial instrument as the amount at which the instrument could be exchanged in a current transaction between willing parties. The University uses the following methods and assumptions to estimate the fair value of each class of financial instruments for which the carrying amounts are included in the Statement of Financial Position under the following captions:

- (i) Cash and cash equivalents and short-term investments are measured in the statement of financial position at fair value. Their carrying values approximate fair value due to the relatively short term to maturity of these instruments.
- (ii) 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 or 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)
 - Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The classification of the University's instruments is indicated in Note 5.

13. Accumulated surplus

Accumulated surplus is comprised of the following:

	2015	2014
Accumulated operating surplus	\$ 87,733	\$ 87,396
Endowments	47,382	43,719
	<u>\$ 135,115</u>	<u>\$ 131,115</u>

13. Accumulated surplus (continued)

Accumulated operating surplus consists of the following individual fund surpluses:

	2015	2014
Invested in tangible capital assets		
Capital assets	\$ 216,474	\$ 218,249
Amounts financed by deferred capital contributions	(169,941)	(172,816)
Amount financed by long term debt (net of sinking fund)	(5)	(1,374)
	<u>46,528</u>	<u>44,059</u>
Appropriated for specific purposes		
General Operating		
Departmental carryforwards	5,891	5,054
Minor capital projects, equipment purchases and special projects	8,573	9,312
Professional development and internal research funds	4,926	4,395
	<u>19,390</u>	<u>18,761</u>
Ancillary Services	1,176	713
Capital	5,410	7,184
Specific Purpose	11,712	13,162
	<u>37,688</u>	<u>39,820</u>
Unrestricted surplus	<u>3,517</u>	<u>3,517</u>
Total accumulated operating surplus	<u>\$ 87,733</u>	<u>\$ 87,396</u>

General Operating appropriations are comprised of departmental amounts calculated under a policy which allows them to carry forward unspent amounts to future periods, as well as an allocation of unspent salary allocations under the authority of the Provost and the Vice President, Administration and Finance. 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 Vending.

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.

14. Endowments

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

	2015	2014
Balance, beginning of year	\$ 43,719	\$ 41,921
Contributions received during the year	2,454	385
Capitalized interest	874	850
Transfers from specific purpose funds	335	
Income reserve gain (loss) not adjusted to individual endowment principal balances	-	563
Balance, end of year	\$ 47,382	\$ 43,719

The balance shown does not include endowment principal with fair value of \$1,991 (2014 - \$1,803) and book value of \$1,681 (2014 - \$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.

15. Expenses by object

The following is a summary of expenses by object:

	2015	2014
Salaries and wages	\$ 52,585	\$ 51,844
Benefits	9,738	9,702
Travel and personnel costs	3,276	3,372
Operational supplies and expenses	10,653	10,298
Equipment, furnishings and rent	1,877	1,192
Professional and contracted services	6,681	8,013
Scholarships, fellowships and bursaries	3,240	2,916
Renovations, alterations and maintenance	2,722	3,250
Cost of goods sold	2,333	2,414
Interest	354	955
Utilities	2,698	2,708
Amortization of tangible capital assets	8,888	8,834
	\$ 105,045	\$ 105,498

16. Trust funds

At March 31, 2015 the University held funds in trust on behalf of the Northern Medical Programs Trust which are not included in these consolidated financial statements. Trust fund balances, having a book value of \$7,562 (2014 - \$7,559) and fair value of \$9,827 (2014 - \$9,005) are administered by the University.

17. Budget

The University administers each of its types of funds from a financial perspective in a manner relevant to the nature of the operations of the fund.

- The Operating Fund, consisting of the General Operating Fund, including the Northern Medical Program, is managed pursuant to an annual operating budget approved by the Board of Governors. The budget included for the Northern Medical Program is part of the overall Medical Program Expansion budget approved by the Distributed Program Planning Committee, of which UNBC is a member.
- The Capital Fund is financially managed based on a project by project basis, with funding derived from various sources. Projects are approved individually and may span several reporting periods; therefore, capital budget figures are not available for inclusion on the Statement of Net Debt.
- Externally funded Specific Purpose and Sponsored Research funds are financially managed on an individual basis based on the contract or agreement in place relating to the revenue.
- Ancillary Funds are financially managed pursuant to annual operating budgets approved by the Board of Governors.

The 2014/15 budgets for the Operating and Ancillary Funds were approved by the Board of Governors on March 29, 2014. These budgets, prepared on internal accounting basis, have been adjusted to more closely conform to PSAS standards in the table below.

	<u>As Approved</u>
Total revenue	\$ <u>81,328</u>
Total expenses	77,869
Total capital expenditures	321
Total interfund transfers	<u>3,138</u>
	<u>81,328</u>
Budgeted annual surplus	-
Eliminate interfund transfers	(3,138)
Eliminate capital expenditures and debt payments	<u>(321)</u>
Annual surplus for Operating Commitments	\$ <u>3,459</u>

18. Comparative figures

Certain of the prior year comparative figures have been reclassified to conform to the current year's presentation.

DRAFT FOR APPROVAL

AGENDA ITEM BRIEFING NOTE

Date:	May 19, 2015		
Agenda Item:	6.m. FTE Audit Report to March 31, 2015		
Prepared For:	<input type="checkbox"/> In-Camera Session	<input checked="" type="checkbox"/> Public Session	
Purpose:	<input checked="" type="checkbox"/> Information	<input type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction <input type="checkbox"/> Approval
Prepared By:	Colleen Smith, Director of Finance and Budgets		
Reviewed By:	Jack Falk, Senior Advisor to the President		

Material: Please see attached

Recommendation Approved: **Not Approved:** **Date:**

Remarks/Next Steps:

Student Full Time Equivalent (FTE) Enrollment Report of

**UNIVERSITY OF NORTHERN
BRITISH COLUMBIA**

Year ended March 31, 2015



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INDEPENDENT AUDITORS' REPORT

To the Board of Governors of the University of Northern British Columbia

We have audited the student Full-Time Equivalent (FTE) Enrollment Report of the University of Northern British Columbia (the "University") for the year ended March 31, 2015, in accordance with the British Columbia Ministry of Advanced Education Student FTE Enrollment Reporting Manual. This report is the responsibility of the University's management. Our responsibility is to express an opinion on this report based on our audit.

We conducted our audit in accordance with the standards for assurance engagements established by the Canadian Institute of Chartered Professional Accountants. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the report is free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the report. An audit also includes assessing the procedures by which the enrolment report was prepared and significant estimates made by management as well as evaluating the overall report presentation.

In our opinion, the Full-Time Equivalent (FTE) Enrollment Report presents fairly, in all material respects, the full-time equivalent enrollment at the University for the year ended March 31, 2015, in accordance with the British Columbia Ministry of Advanced Education Student FTE Enrollment Manual referred to above.

Chartered Accountants

Prince George, Canada
May 15, 2015

2014/15 Final FTE Report
University of Northern British Columbia

AUDITED

Ministry of Advanced Education
Post-Secondary Finance

Institution Contact: Dr. Daniel Weeks, President and Vice-Chancellor **Phone Number:** 250-960-5601 **Email:** daniel.weeks@unbc.ca

Ministry Code	CIP Code ¹	Program Name	Target Funded FTEs			Actual FTEs				Comments	
			Skills Gap Plan Baseline	14/15 Skills Gap Plan	Total Target Funded	Base Funded Target	Total Target	Skills Gap Plan Baseline Final	14/15 Skills Gap Plan Final		Base Funded Final
NURS	51.3801	Bachelor of Science in Nursing	237		237	41	278	224		224	
NURS	51.3805	Nurse Practitioner	30		30	-	30	26		26	
NURS	51.3801	Masters in Nursing	10		10	-	10	10		10	
NURS	51.3811	Rural Nursing with Remote Certification	24		24	-	24	20		20	
HLTH	51.0000	Other Graduate Level Health Science			-	21	21		26	26	
UNGR	5201	Bachelor of Commerce (Major in Accounting)	9	9	9			9	91	100	
UNGR	1408	Bachelor of Applied Science in Enviro. Engineering	10	10	10			10	80	90	
UNGR	4407	Bachelor of Social Work	21	21	21			21	99	120	
UNGR	4201	BSc in Psychology	7	7	7			7	93	100	
UNGR	2601	Bachelor of Health Science	6	6	6			6	113	119	
UNGR	2601	BSc in Biochemistry & Molecular Biology	6	6	6			6	134	140	
UNGR	4201	BSc in Natural Resources Management (Major in Forest Ecology and Management)	10	10	10			10	23	33	
GRAD	0302	Natural Resources & Environmental Studies (PhD)	4	4	4			4	31	35	
GRAD	0502	Master of Arts in First Nations Studies	5	5	5			5	7	12	
GRAD	5100	Health Sciences (PhD)	6	6	6			6	14	20	
UNGR	Multiple	AVED Undergraduate Balance Not Targeted			-	2,629	2,629		1,090	1,090	
GRAD	Multiple	AVED Graduate Balance	126		126	253		148	266	414	
		Undesignated Target			-				76	76	continuing studies FTE
		AVED SubTotal	427	84	511	2,944	3,455	427	84	2,142	2,653

Supplementary FTE Information

Health Program FTEs

Multiple Health Programs Funded by AVED
 Multiple Health Programs Funded by Other Sources (please list programs)

325	all above programs with CIP code 51.xxxx

International FTEs

Reported in FTE Report (Domestic Tuition)
 Multiple Undergraduate
 Multiple Graduate
 Not Reported in FTE Report (International and Full-cost Tuition)
 Multiple Undergraduate
 Multiple Graduate

25	
104	
170	

¹ All CIP 51 programs have been updated to CIP Canada 2011 Codes, where applicable.

SUMMARY

	FTEs		Utilization
	Target	Actual	
NURS	342	279	81.5%
HLTH	21	26	123.8%
UNGR	2,698	1,791	66.4%
GRAD	394	481	122.2%
UNDES.	-	76	0.0%
TOTAL	3,455	2,653	76.8%
All Health	363	305	84.0%
Undergrad	3,000	2,034	67.8%
Grad	455	543	119.3%
Undesignated	-	76	0.0%
TOTAL	3,455	2,653	76.8%

	FTEs		Utilization
	Target	Actual	
Base Funded	2,944	2,142	72.8%
SGP Baseline	427	427	100.0%
2014-15 SGP	84	84	100.0%
Total	3,455	2,653	76.8%

UNIVERSITY OF NORTHERN BRITISH COLUMBIA

Notes to the Student Full Time Equivalent (FTE) Enrollment Report
Year ended March 31, 2015

1. International Enrolments

This report includes enrolments for International Students. These enrolments, calculated based on course credits or class hours, are shown separately as they are not counted towards the target established by the Ministry.

AGENDA ITEM BRIEFING NOTE

Please ensure you use a briefing note for every agenda item from your office and/or department. If the item is recurring, or there's no material, I still require a briefing note and indicate "no material".

Date:	May 13, 2015		
Agenda Item:	6.n. Regional Operations Report		
Prepared For:	<input type="checkbox"/> In-Camera Session	<input checked="" type="checkbox"/> Public Session	
Purpose:	<input checked="" type="checkbox"/> Information	<input type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction <input type="checkbox"/> Approval
Prepared By:	Brenda Sitter, Executive Assistant to the Vice-President Academic and Provost		
Reviewed By:	Bill Krane, Vice-President Academic and Provost		

Material: Report attached.

Issue:

Background:

Motion:

Recommendation Approved: **Not Approved:** **Date:**

Remarks/Next Steps:

UNBC Regional Programs: Campus Innovation Report and Response

M.R.T. Dale, April 2015

Summary of Report Recommendations

1. Renew the UNBC commitment to northern BC through presence, innovation, integration and service.
2. Work in partnerships with communities, colleges and aboriginal learning institutes to develop programming, in part supported by provincial and federal initiatives.
3. Broaden the scope of our reach in a changed world, both through the programming offered, e.g. Business, and through the modes of pedagogical practice, e.g. internet and shared access; blended learning, etc.
4. Strengthen internal linkages with Continuing Education and the research endeavor, and more broadly with an internal advisory committee.

Responses

1. A renewed commitment requires more than just the work of Regional Programs; it must be fully institutional and with follow-up to provide continued and effective presence. The academic leadership and overall coordination provided by a Dean of Regional Programs will support program innovation and better integration of the activities at various locations. The establishment of regional Student Services Coordinator position will enhance presence, integration, and service for students.
2. The role and composition of the Regional Advisory Committees require careful thought and some revision to be more effective. There are on-going discussions with the northern colleges about complementarity, especially the offering of University Transfer courses, and an effort to revive the Northern Post-Secondary Council. We are also developing background data on past college course offerings in order to build on those for the future. Work with the IAHLA's needs to be developed further, as well as collaborations with colleges other than the three in northern BC. Several proposals have been submitted for provincial and federal funding initiatives, particularly related to First Nations' partnerships, e.g. Business Development Assistants and language programs to JTST (provincial), and a Tsilhqot'in Community Capacity building program to AAND (federal).
3. There is currently an initiative to offer more Business programming, most likely in the Northwest, and most likely with a Human Resources emphasis. The Provost's Committee on Pedagogical Practice working groups will assist with broadening course delivery modes to include hybrid or blended

approaches, and a pilot project of “web and coach” delivery is being developed. One process that needs to be settled is the way that teaching assignments for regional offerings are handled; something more systematic than the informal balance of good-will and persuasion is required.

4. An internal advisory committee is a helpful suggestion, but it may not be easy to ensure that it is highly effective. The overall integration of regional offerings, and better coordination with Continuing Education and with Research, have already been improved with the establishment of the position of Dean of Regional Programs to provide academic leadership and broader coordination. The presence and profile of UNBC research in our communities can be enhanced by presentations of relevant research by graduate students and other UNBC researchers at career forums, convocations or open house events at regional centres.

UNBC

Regional Program Delivery and Pedagogy Plan

INTRODUCTION

“UNBC is an institution both in and for the North.”

This statement, by UNBC's first President, Geoffrey Weller, sets the context and focus for this report. Undertaken at the request of Dr. Mark Dale, following his appointment as Dean, Regional Development, this paper reviews the university's relationship with its region over the last 25 years and makes some suggestions about how UNBC might approach the next quarter century, particularly in relation to its northern post-secondary partners, credit and continuing studies courses, pedagogical models and modes, and distance education options.

The North refers to northern British Columbia, an area of over 632,762 sq. km (equal to two-thirds of the province), of mountains and valleys and internal high plains, bounded by Yukon and the Northwest Territories to the North, the Pacific Ocean on the West and the province of Alberta on the East. Rich in natural resources from forestry and mining to tourism and fishing, it contains the traditional territories of 16 Tribal Councils, 78 First Nations Bands, 4 Métis organizations and 16 Friendship Centres and is home to approximately 400,000 people (2011). Of the people in the region about 30% have self-identified as being of Indigenous ancestry.

Northerners have a strong sense of ownership of UNBC, linking back to their efforts in supporting the formation of the university in the late 1980s. UNBC, similarly, has a strong sense of responsibility to the northern communities and has sought to serve the needs of people in northern British Columbia “by nurturing relationships and being innovative, resourceful and responsive to student and community needs.” (UNBC University Plan, 2010, Mission, p. 2)

DISTRIBUTED CAMPUS

When UNBC was announced in 1990, it joined three community colleges as a post-secondary service provider. The College of New Caledonia, established in 1968, is based in Prince George. Northern Lights Community College in Fort St John and Northwest Community College in Terrace were both opened in 1975. Each college has an extensive network of smaller centres throughout its region. UNBC's Northern region covers the same footprint as their combined mandates. Together, these four institutions formed the post-secondary network in the provincial North.

The Interior University Society, which was founded to garner support for the creation of a northern university, commissioned Urban Dahloff, a well-recognized Swedish academic, to provide a report on possible structures for the university that would reflect its location. He proposed:

a distributed university, with departments and faculties located throughout northern British Columbia in line with local needs and regional specializations. This model, importantly, mirrored the approach taken by the three community colleges.....all of which had extensive multi-campus operations and strongly supported the model of distributed education. (Coates, 21)

Not only would this enable northern students to stay in the region and study locally, but supporters and members of the Society also hoped that its programs would contain northern themes and its research would focus on northern concerns. Northern communities identified strongly with this view of the university and as a result, support for the proposed institution was strong and widely based.

Once the university had been announced, the organization of the university proceeded under an Interim Governing Council. The Council, which had been appointed by the Minister, had wide regional, First Nations and southern academic representation, and included the president of the College of New Caledonia and the board chairs of Northern Lights Community College and Northwest Community College. Soon, however, differing perceptions emerged between the Council and the President's academic team over how best to serve the needs of the people of northern British Columbia, particularly over "matters relating to the community colleges and regional delivery" (Coates, 24). Many Council members were persuaded by the Society's vision for a regionally distributed university. This had resonated with many northerners who saw the location of departments and faculty in their local area as bringing considerable future economic and social benefit. In addition, some Council members saw this model as including closer integration with the Colleges.

These disagreements were exacerbated by the agitation of college faculty who feared that the creation of UNBC would decrease interest and enrolment in college programs including university transfer courses. This atmosphere made negotiating regional campus facilities and creating sustaining professional relationships complex and protracted. While college space agreements were eventually negotiated, differing views on regional provision remained. In the end, a consensus was reached and UNBC made two commitments:

a commitment to a different approach to working with Aboriginal communities and the substantial integration of Indigenous ceremony and culture into the life of the campus, and

a commitment to be present through programs, research activities, collaborative ventures, facilities, and faculty members throughout northern British Columbia. (Coates, p.25)

RESPONDING TO ITS COMMITMENTS

Over the next twenty-five years the university developed programs, increased university participation in the region from 8% to 47%, won national recognition for the quality of its teaching and graduated over 11,000 students (2013) in a range of undergraduate, masters and doctoral programs. Currently, about 14% of its students identify as being Aboriginal. To best support the economic and community development aspirations in the region, the university has concentrated its research in four clusters: Environment and Natural Resources; Community Development; Northern, Rural and Environmental Health; and First Nations and Indigenous Studies (UNBC 2014 Annual Report)

<http://www.unbc.ca/sites/default/files/sections/about-unbc/reports/unbc2014iapr.pdf>

From a regional perspective, the university undertook a wide range of initiatives as it worked within local community structures to realise its founding commitments. At a policy and governance level, it created two Senate committees: A Senate Committee on First Nations and Aboriginal Peoples

to provide administrative guidance on its programs, protocols, agreements, and research related to First Nations and Aboriginal Peoples, and to participate actively in the shared institutional responsibility of upholding the special mandate UNBC has to work with First Nations and Aboriginal Peoples. (Senate Committee Terms of Reference)

www.unbc.ca/sites/default/files/sections/governance/senate/11-scnap-senatecommitteeonfirstnationsandaboriginalpeoples_1.pdf

Membership on the committee includes nine community representatives of northern First Nations and Aboriginal peoples and 10 university faculty and staff who are responsible for First Nations programming and services.

The second committee, on Regional Policy and Inter-Institutional Relations, advises Senate

on regional matters relate to the regional mandate of the institution, facilitation of relationships with other post-secondary institutions, and on all inter-institutional arrangements within Canada except those under the Senate Committee on First Nations and Aboriginal Peoples.

http://www.unbc.ca/sites/default/files/sections/governance/senate/13-scrpiir-senatecommitteeonregionalpolicyandinter-institutionalrelations_1.pdf

Membership on this committee includes representation from various academic program and student support levels across the academy, and from the regional campuses. The university has signed numerous protocol and affiliation agreements with First Nations, Bands and Governments, created a First Nations Centre on the Prince George Campus and developed programs in First Nations Studies. In 1993, it developed an innovative partnership and signed an affiliation agreement with Wilp Wilxo'oshwhl Nisga'a, an independent Indigenous college on Nisga'a Territory.

Below are some other examples of UNBC's initiatives involving First Nations and Aboriginal People. In 1995, the Shuswap Tribal Council who represented the three local bands (the Shuswap, the Southern Carrier and the Chilcotin) invited UNBC and UCC (now TRU) to join them in a remarkable initiative, the Cariboo-Chilcotin Weekend University. The Weekend University offered post-secondary opportunities to the adults of 15 First Nation bands in the Cariboo-Chilcotin region. It used a weekend model to minimize students' time away from families and work and offered the courses primarily in Williams Lake because it was a central location. The programs offered included Certificates in First Nations Studies (from UNBC), Associate of Arts degrees (UCC), a BA (general) from either UCC or UNBC and a BA with a minor or major in First Nations Studies from UNBC. The students were supported by: their communities who helped with transportation and sustenance support; the university who provided daycare services; and the Nation and Band Councils who provided tuition and support through the Indian Studies Support Program of Aboriginal Affairs and Northern Development. When federal funding was withdrawn in 2011, the program was forced to close. Over the 14 years of the program, 200 students completed courses and 43 students graduated, 14 with degrees. (<http://www.wltribune.com/news/125782293.html>). The program

demonstrated a high level of community interest in post-secondary initiatives that could be provided within the restraints of the students' lifestyles, finances and responsibilities.

University faculty also undertook a wide range of research projects designed to not only advance thinking in their disciplines but also to be of use to the people in the region. For example, in 2007-8, Dr. Fyre Jean Graveline, Chair of First Nations Programs, and colleagues undertook a process to identify Indigenous Knowledge Holders across Northern BC, and to consult with them in creating ways of linking their particular areas of expertise to relevant academic disciplines.

This project not only engaged Knowledge Holders but also provided information for non-aboriginal colleagues and university personnel on ceremony and protocols associated with inviting Knowledge Holders to campus.

http://www.aved.gov.bc.ca/aboriginal/docs/aspf/2007-08/UNBC_ASPF_2007-08_Indigenous-Peoples-Knowledge-Project.pdf

Prince George has the second highest aboriginal urban population in BC. In July 2012, as part of a national Urban Aboriginal Knowledge Network, UNBC professors, Paul Bowles and Ross Hoffman, were funded to research issues affecting city-dwelling aboriginal people (2012-17). Working in cooperation with local Friendship Centres they are seeking to ensure that: the project will provide opportunities for emerging scholars to engage in research in this area; that knowledge created will be available for inclusion in courses to enrich students' understandings of the issues confronting urban Aboriginal populations; and the findings will help inform local community-based partners and enhance programs, policies and services for urban Aboriginal peoples.

<http://www.unbc.ca/releases/2012/07-17uakn>

The same desire to further the university's educational objectives and address regional concerns was emphasized in some continuing education programs. In 2008, in order to build capacity to diversify the economy within Aboriginal communities hardest hit by the mountain pine beetle epidemic in British Columbia, UNBC's Continuing Education department piloted an Aboriginal and Small Business Leadership Certificate Program in three central interior locations. While the program proved successful, the organizers learned that there were significant literacy and technology gaps as well as transportation issues between learners from remote communities and those living in the towns. A subsequent project focused on building business capacity in communities in the same area. The 1.5M project, funded by Western Diversification and UNBC, was a partnership between Continuing Studies, the Business program, and the South-Central regional campus in Quesnel. One noteworthy secondary outcome of these projects (Kunkel, Schorcht and Brazzoni, 2011) was the emergence of five themes to guide programming with marginalized aboriginal learners: relationship, respect, relevance, responsibility, and participatory learning, as well as the need to close the technology and literacy gaps that existed in many Aboriginal communities.

<http://ejournals.library.ualberta.ca/index.php/ciuce-rcepu/article/download/10475/8060>

DEFINING REGIONAL RELATIONSHIPS

Over the years, the university sought to respond to its original commitment to provide a visible presence in multiple communities. However, the advent of new media modalities—from audio to video conferencing and then Internet and wireless—has brought alternative ways of providing educational opportunities for

students throughout the region, heralded new ways of teaching, learning and communications, and created new ways of conceptualizing the university.

We generated the following list of questions as a way of provoking thought about some of the established ways of thinking about the region.

1. Connecting with the region
What should the relationship of the region to the university be?
How does the university see its identity in relation to the region?
How does the university interpret itself to the region?
How does the university explain the region to itself?
2. The region
Initially, the university talked about the Region, then the three regions.
Region refers to place in relation to space.
How does the university conceptualize its relationship to northern BC?
What should the relationship of the university to the region include?
3. Communities
More commonly, universities talk about their communities. Community refers to groups of people linked through some shared understanding.
Who are UNBC's communities? Alumni? First Nations and Aboriginal peoples? Graduate students? Business and Industry? Funders?
How do they reinforce and interact with each other?
4. Connecting with the Community
What do the various communities want from the university? What is important to them? What should be strengthened? What should be changed?
What is the university's view of its relationship with these communities?
What has the university done to enable these to be sustaining relationships?
5. Campus connections
How does the work in the region/communities relate to what happens on campuses?
How do faculty/department/ and support centres contribute to a regional view of the university?
What interconnections have been established to show that this is multi-campus and counter the contention that it is one university and three regional centres?

The university's 25th anniversary provides an important opportunity to reflect on how the university has made its presence visible "through programs, research activities, collaborative ventures, facilities, and faculty members throughout northern British Columbia" and with major changes in the educational, economic

and technological landscape over that period, how it might do so in the next quarter century.

This next section addresses the Regional Programs Department's organization, personnel, programming and external relations.

THE REGIONAL PROGRAMS DEPARTMENT

To coordinate its regional activities, in 1992, the university set up an office at its Prince George campus; the Regional Programs department is "the prime agent within UNBC to fulfill the northern, regional and First Nations communities mandate. It will forge partnerships with other units of the University and with external partners to achieve those mandates." <http://www.unbc.ca/regional-programs>

It appointed a Director of Regional Operations and four Regional Chairs (Prince Rupert, Terrace, Quesnel, and Fort St John) to further relationships across the region. Over the years as the university and the region have faced social and economic challenges, names and roles have changed. Continuing Studies once part of the unit was moved under Ancillary Services. The then Director took on much of the community development and liaison role.

In the 2006 strategic planning document, "Embracing Change: Promoting Excellence", Regional Operations described itself as involving "all aspects of the University in the delivery of high quality academic Programs and Services to all Regional Campuses, students and a broad range of First Nations communities." Its major goals were:

- Increase the number of students enrolled across the North in Regional Campuses and First Nations communities
- Enhance and broaden student services available
- Streamline University services for students
- Implement a Multi Campus model at UNBC

Details of these goals provide a clearer indication of the direction of the unit. Alternative delivery through Northlink was just beginning. Programming opportunities were to be developed directly with First Nations communities, usually through Indigenous scholars, and courses that included an Indigenous pedagogy were recognized. The implementation of a Multi Campus model included: reviewing all recruitment and advising processes to direct students to all campuses; reviewing all policies and services to determine if they were best provided in a centralized or decentralized fashion; and reviewing and determining an appropriate structure for a multi campus operation, all of which was to be in place by fall 2009.

http://www.unbc.ca/assets/embracingchange/regional/final_ecpe_report.pdf

The most recent mission statement (2012) of the unit identifies these actions:

Develop degree credit programs for northern communities and northern people
Deliver degree credit programs to communities in the UNBC region
Support the development of life long learning amongst northern people
Assist northern communities to broaden cultural experience and diversity
Assist in the transition of the northern economy
Assist First Nations communities in support of emerging self sufficiency and independence
Support the economic, cultural, social and environmental evolution of the north
<http://www.unbc.ca/regional-programs/vision>

In addition to regional campuses and programming, the Regional Programs department is also responsible for distance education activities at UNBC.
<http://www.unbc.ca/regional-programs>

REGIONAL CAMPUSES

In fulfillment of its commitment to a distributed model, UNBC set up regional offices in Prince Rupert, Terrace, Quesnel and Ft. St John and placed full-time faculty and regional coordinators there. Terrace also has offices in smaller centres such as on Haida Gwaii, and in Smithers and Kitimat. Quesnel serves Burns Lake, Ft St James, Williams Lake and Vanderhoof and Fort St John includes Dawson Creek, Ft Nelson, Chetwynd, and Tumbler Ridge. Through these campuses, the university provides undergraduate and graduate programs in Education, Nursing and Social Work and offers various undergraduate and continuing education courses. In the 2012-13 academic year, 553 students took 147 courses at regional campuses in Quesnel, Fort St. John, and Terrace. They made up 13 per cent of UNBC's student body and 15 per cent of the university's courses. In addition, 1922 students registered in continuing studies offerings (down from the 3000 number in 2005-6(<http://www.unbc.ca/releases/2006/09-11conted>) <http://www.unbc.ca/about-unbc/facts/our-students>

While some courses are offered face to face, others are entirely online or use a combination of videoconferencing, Collaborate, audio-conferencing and web. The locations enable undergraduate students, who complete their first two years of course work at the local community college, to remain in their local community to finish their degree. Masters students can continue their employment while working towards their degree.

These programs provide evidence of a commitment to serving students and finding innovative ways that take into account students' lifestyles and responsibilities. The introduction of technology-enabled learning in 1997 has helped break down the 'three regions' concept that was created inadvertently by replication of the college footprints. The professional programs are able to originate courses at other sites. This helps break down the campus-periphery

mindset that reinforced the old single site campus model rejected by the original 1600 supporters.

Since the Regional Programs department was first created, many things have changed. There has been an outflow pattern of student transfer, student enrolments have declined, and there has been a general decline in the birthrate in the region. Regionally, over the 25 years, there have been ebbs and flows in forestry, fishing, mining and tourism and more recently, there have been possibilities and problems associated with LNG and oil transportation. There is greater local Internet access as fibre optic cabling has reached most locations including more remote communities. First Nations communities are much more aware of the right to self-determination and recognition of their rights as nations although they vary in where they are in that process. They seek recognition of indigenous knowledge and many want education that will enable them to live in and give back to their communities.

With the advent of the Internet, the traditional model of serving regional groups through providing on-site credit or non-credit courses is no longer effective as a sole strategy. Students who opt for UNBC because of its reputation, closeness and competitive fees now have more choices. Students who come to UNBC and do not stay have more choices. Organizations that once might have come to the university because of its prestige and intellectual reputation can now choose to go to another public post-secondary provider or to the private sector as the numbers of providers increase. Competitive pricing has created another arena where escalating costs make it difficult to compete. With declining funding comes the reality of choosing: Whom will you serve? How will you do it? How do these choices fit into longer-term regional strategies that illustrate your commitment to your communities? There are lots of opportunities but given the present need for careful management of its resources, the University will need to be strategic and selective in its choices.

DEPARTMENTAL ORGANIZATION

There are two aspects to the department's organization: its external presence and its internal relationships made visible through its committees.

The External Presence

UNBC uses a number of distributed learning models in providing opportunities for its students. The distributed program model is the basis for the medical program offered by UBC in collaboration with U Victoria and UNBC at four sites: Victoria, Prince George, Kelowna and Vancouver/Fraser Valley. The courses have a problem-based orientation. Integrated knowledge modules are offered via high-speed video connection to large wall-size screens that allow for a strong sense of immediate presence among the lecturers and students at the four sites. The pedagogical model uses small groups for case-based discussions within and across the four groups and experiential learning (clerkships) over the four years

of the program. <http://mdprogram.med.ubc.ca/program-information/distributed-program-sites/>

The university employs another distributed model in its program with Langara College.

The College will serve as the Vancouver venue for a proposed pilot program that offers a two and a half year UNBC Bachelor of Social Work (BSW) degree for full-time students expected to commence September 2014. Classes will be offered in a mixed delivery model and include weekday evenings, weekends, and online. As this will be a cohort program, it will provide rich networking and relationship building opportunities. <http://www.langara.bc.ca/programs-and-courses/degree-partnerships/unbc-bsw/index.html>

The Langara model, which brings full-time students together on a College campus, is more like UNBC's regional Social Work programming except that these students are full-time. In reality, the university already has a variety of delivery models, mainly driven by demographics and faculty and student choice. While Social Work offers its undergraduate program using face-to-face in one location and video in others, Nursing has all its undergraduate courses online and tends to use a design focused on web materials for student self-study and group discussions and activities using Collaborate or face-to-face. Education offers its undergraduate program at a single location with local instructors and most of its graduate programs also tend to be face to face, with the MEd. specializations in Counselling and Special Education being the exceptions. Graduate programs in Social Work are at the Prince George campus. Nursing refers to their program as a four-campus model to emphasize that it is a single program offered at four sites.

The name of the unit, Regional Programs, signals the University's intent for the department: to facilitate and promote programming throughout the region. The unit initially set up local centres where courses were offered on-site and these became the locales for programming. Video and audio-conferencing enabled students at other sites to participate. Undergraduate students, who come from two years of college classrooms, often indicate that they prefer face-to-face instruction. However, Nursing has shown that if the materials are well prepared, with clear and easy instructions on how to use the technology and participate in discussions, students quickly prefer to be able to manage their own study time and enjoy their on-line classes.

While these locations are the university's local presence, their relative importance may change with changing economic circumstances. When the centres were first opened, using Prince George as an evening location for "regional" students was not considered. Since it is one of the four campuses, more attention may need to be given to developing it as a regional location. A

multi-campus model may also provide opportunities to explore sharing college facilities in underserved locations.

As more students with high-speed Internet access their courses from home, the desire to attend face-to-face classes may diminish, especially during the winter months. Finding options that enable students who cannot attend the local campus due to distance, weather conditions, or other circumstances, to participate in classes is going to grow in importance. Social Work is offering a program in Terrace, Prince George and Smithers through a combination of video and BlueJeans with the instructor alternating between Prince Rupert and Terrace for half the classes. While this is not the ultimate solution, it identifies the need to develop models that address a combination of large and small groups, and individuals, all at various locations. This, in turn, means that instructors need to consider designing and preparing materials that enable students to work on their own to a greater extent. In essence, a combination of online, asynchronous, self-study activities and synchronous group work supports strong student engagement and retention.

Internal Relationships with other Units

Internally, Regional Programs provides a coordinating function for all program areas. Because it is the gateway to student support services, what standing does Regional Programs have institutionally and what leverage does it have in support of the promotion of its goals? How does Regional Programs provide a coordinated approach to program development and delivery? How and to what extent are the various approaches to delivery originated, discussed, approved and shared across the university? How does the unit coordinate with the continuing education unit? How will it access existing university resources in light of anticipated budget restraints? What institutional barriers need to be overcome?

According to its mission, it assists community development through supporting lifelong learning, broadening cultural experience and diversity, assisting economic transitions and cultural and social evolution. How does it plan to achieve these goals?

To what extent is the Regional Programs department responsible for facilitating links with research at the university? To what extent is Regional Programs engaged in building on the work of the various research institutes, research forests and stations, and research facilities?

Coordinating and advisory committees

What intra-university coordinating mechanism currently exists to manage these commitments, or what needs to be established to do this? There is a Senate committee that deals with regional matters and inter-institutional relations and another that is focused on First Nations programs. How well are these functioning? Is there need for a committee such as NWCC's First Nations

Council that focuses more on student concerns? Is there or should there be an internal advisory committee on Regional Programs at the operational level, and if so who should be on it?

Structure of the units

What might be an appropriate management structure for prioritizing and enacting Regional Programs' mission? How does Regional Programs work with the campuses? How does Regional Programs address competing needs? In terms of regional campuses, what is the role of regional chairs? Who is responsible for providing student services including advising at the campuses? What quality assurance measures are in place to ensure that the campus provides quality services to its students, faculty and community members?

PERSONNEL

In the case of new appointments, what mix of skills and competencies does UNBC need to advance its regional program priorities? For the regional chair in particular, the 2012 recruitment for Peace River/Liard appeared to attempt to balance administrative responsibilities, various student counselling activities, collaboration with the Director of Regional Operations, experience in an administrative developmental position (undefined), with the overall customary teaching/research competencies normally expected from a faculty member appearing to dominate.

Using conventional appointment criteria to assess the suitability of potential applicants for this kind of position may need to be revisited in light of the espoused priorities of the institution for the region---not to discard the obvious ones of research and teaching competency---but to also consider, for example, whether or not core skills and experience in the development of community based and lifelong learning opportunities, particularly with First Nations peoples, should be an accompanying prerequisite. Other universities configure this kind of position differently, with an alternative balance of emphasis depending on the context and program goals. Current conditions would appear to demand superior skills in fund-raising and partnership promotion as well as advanced preparation in the theory and practice of adult learning. Role definition here may also require an examination of the current workload responsibilities and configuration of this kind of position as well as those of other regional campus professionals.

Obvious roles for the Regional Programs leadership team include liaison, external community development animation, internal relationships, committee responsibilities, coordination of regional chairs, as well as supervision of regional campus support services. As a service and support centre, quality service has to be the hallmark. Appropriate internal quality assurance processes can help ensure that there is continuous improvement as students, faculty, and regional program staff requirements change.

PROGRAMMING

With somewhat flat overall enrolment and constrained financial resources, where will the program emphases be in the next few years? Will the university seek to replicate the MEd in Special Education graduate program that has attracted students from coast to coast and employs an intensive program delivery model? How will program decisions be rationalized and justified to the various publics, particularly in the case of negative choices? What are the implications of these choices for regional staff and how can their effects be mitigated?

Most campus-based institutions now provide on-line courses as a way of expanding the range of options available to students. Greater numbers of students are both full-time students and part-time employees, who need to be able to balance school and work. Many look to the summer as a time to make up courses or take preparatory courses for the following year; others retake courses to obtain higher grades or enrol to reduce their next year's course load. Besides their economic realities, today's students live in a more mobile social world. The cell phone is ubiquitous and no longer just a phone but also an instant messaging source, and often with e-mail and other applications from Facebook and FaceTime to Flickr and Twitter. As national and local demographics indicate, there are fewer potential students and more inter-university and college competition for them. This has put increased emphasis on the quality of the student experience to both attract and retain students.

As a result, universities are reviewing their approaches to teaching and encouraging approaches that focus on the student as learner rather than the teacher as disseminator; that are multisensory, collaborative, active, and exploratory; inquiry-oriented; involving critical thinking and informed decision-making, and have closer links to a real world context. These approaches apply whether the student is studying in the campus classroom, at home or at work. The quality of the student experience has received much more emphasis as student numbers decline, and student retention becomes increasingly important. In addition, universities are providing students with a variety of career-oriented activities, from research assistants to school liaisons, and from real-time projects to service learning, since students are now more concerned about their access to the work world. What are the experiences that UNBC wants to ensure in all its graduates and how these being addressed during their programs? How do these affect the kinds of programming provided through regional campuses?

There are obvious and understandable regional disparities in the extent of coverage and the mix of programming. As befits a university, the majority of the programs involve degree credit, diploma and certificate coursework. It may be time to re-examine and update the scope and emphasis of activities that, with the exception of the degree programs sector, seem somewhat diffuse and unfocused. Who sets the direction for credit programming? Non-credit programming? To what extent are regional chairs involved? Do they get involved in lobbying for new degree programs, in identifying opportunities for certificate/non-credit options, in seeking students for extant programs?

How do these activities get animated and delivered? Are some now redundant, or do others need to be added? In terms of credit programs, work and practicum placements are obvious limitations on some programs; for others, the actual location of the courses would seem to be a factor. It is hard to tell to what extent there are other potential applicants who choose not to apply because they cannot attend a designated site and if they did apply, whether the program would be able to respond positively to their needs.

The university already offers a small number of online courses. Their origins seem to vary from the actions of an individual professor to assist a student who can't attend a course in person to a program decision to provide access to specialized option courses where student enrolment will be low. Most are confined to students in the program, but a science course dealing with soils attracted high enrolments from students elsewhere because there were few specialists in the area. Again, an entire program in Disability Management offered online had strong enrolments because it was seldom offered elsewhere.

Choosing which online courses to make available to external students requires a combination of knowledge of (a) programming options in specialist areas and (b) bottleneck courses in university programming elsewhere. If a course is designed and taught by a non UNBC specialist, there needs to be an on-campus faculty member who can ensure the academic integrity of the taught course. External students regularly seek distance course options for a number of work or family related reasons, but also because the course is unavailable at their home institution. However, students who wish to transfer a course from one university to another may encounter stiff fees that deter them from registering. While the tuition is waived, they may have to pay additional fees for registering and for transcripts (even under Western Governors).

UNBC numbers in the Terrace area in Education, Nursing, and Social Work seem steady though without much growth potential. The small numbers in individual locations and the limited number of staff who provide all their programming are two issues to consider. Local communities readily employ the graduates so they obviously meet a community need. Many graduates who desire further learning in their chosen field may be uninterested in a full degree program. Instead, they are often seeking for a course or certificate that will address their immediate learning needs. Certificate or short courses that focus on specialist skills required for working in rural and remote areas may prove attractive to a large number of Canadian and international students. Animating and growing other graduate programs seems to be particularly challenging. Programs that reflect community interests such as exploring aspects of Natural Resources, Environmental Studies or Eco-Tourism Studies were identified as possible areas to investigate. Also as the University considers programs with a broader catchment area than programs that would not be feasible if offered only in the North, may gain viability and also provide learning opportunities for local students.

CONTINUING STUDIES

At present, the Continuing Studies unit has a mandate to foster and promote lifelong learning through opportunities to gain work-related and personal skills. In 2005/6 over 3000 people in 18 communities registered for courses, at that time almost as many as registered for credit courses. The unit is in a re-growth phase and the appointment of a Dean, Regional Programs, provides an opportunity to reassess the present placement of the unit. Should it return to Regional Programs or should it remain under Ancillary Services as primarily an entrepreneurial unit?

For a number of reasons, consideration should be given to the realignment of the Continuing Studies unit. Adults are increasingly looking for opportunities that will enhance their skills but often in very specific ways. They are less interested in doing a second degree than they are in a certificate that will enable them to seek advancement or improve weak skills they already use at work. These non-traditional students will become even more important as the numbers of traditional students decline—a phenomenon that is occurring all across Canada with the drop in the national birthrate. They are also looking for a flexible delivery format that will fit into their already busy lives; weekends, online; mid-term, summers, and one that may ladder into a program.

Increasingly, innovative units are turning to a combination of continuing education and credit programming to meet these learners' needs. In order to ensure the internal and external academic credibility of the program, it is important that these programs have the support of the academy. At the same time, getting these programs available for offering within the short market-ready window requires greater agility in program review and governance processes. The unit needs to be able to expand and contract its programming choices quickly in response to changing market demand so that it can be fiscally responsive. Positioning Continuing Studies within Regional Programs would better link regional resources to program possibilities, make better use of scarce administrative resources, encourage innovative programming in new areas and improve linkages with academic units. Regardless of position, it is important that there be a close liaison between the units. Regular meetings to share information on activities with local groups in the region, discuss ways to address local aspirations, and align continuing education and credit programming activities will build a solid working relationship that would benefit both areas.

A first step to this alignment, may well be to respond to the needs of First Nations Communities for management training in leadership and project management by developing a combination of continuing education and credit programming that addresses the university's need for prerequisite skills and the First Nations' desire for a credential that acknowledges their learning. Much can be learned from the Aboriginal and Small Business Leadership Certificate programs

completed in 2010 but the findings need to be confirmed through more detailed preparatory work. This model of non-credit (e.g., writing/research/discussion/critique) and credit (e.g., English/ Maths 101) options could also be used to help students prepare for University courses but again this would need to be confirmed through field research. These possibilities might provide mentor opportunities for First Nations Alumni or service learning opportunities for graduate students.

EMPLOYING TECHNOLOGY

The use of the web as a site for course outlines, assessment, reading and timelines is fairly ubiquitous in on-campus classrooms and distance education courses. The latter most often use video-conferencing, and some also use a variety of options from Illuminate/Collaborate to audio-conferencing. However, the move to innovative learning environments that employ activity-based, collaborative, inquiry-oriented learning is not a given. The assistance of learning designers and the support of pedagogical specialists may be required to support what is essentially a change management process. IT technical support is also crucial to the smooth delivery of distance education programming for both faculty and students. Information and workshops on new pedagogies and technology strategies are more readily available to faculty in Prince George than those in the other campuses. Given its responsibility for distance education, the Regional Programs needs to provide regional chairs and faculty who teach students at regional campuses with professional development opportunities on issues and possibilities pertinent to this group.

Concurrently, the quality and dependability of the various technologies has to be high. This may be an issue of the specific equipment or the consistency and strength of the signal but concerns about these should be documented and reviewed so that students and faculty do not have to cope with technology issues. The present student generation is much more visually oriented and faculty should be able to access technologies and instructions that enable them to make short videos that can be posted online and then made available for student access. Where there are heavy content demands, students benefit from being able to review materials between classes and prior to exams. Quick quizzes are another example. These activities build on or prepare for in class work and enhance student engagement. By 2020, we will be living in a world where most graduate students will have grown up with the Internet. Although they may be mobile-savvy, students can benefit from clearly designed instructions and advice about their online learning and technology use.

At the same time, opportunities for in-person interaction will continue to be important as part of the process of building communities of learners. With growing online experience, it can be expected that all students will be involved in a variety of small and large group projects and activities (whether face-to-face or online) so that they get to know and work with their colleagues.

Information on ways to provide services to students should not be confined to those offering courses and programs. To increase access to student services and increase efficiencies, staff who provide services to students outside the Prince George campus should have opportunities to design and use online presentations and a variety of synchronous and asynchronous ways of interacting with these students, from video, Collaborate and email, to texting and online FAQs.

LINKING RESEARCH

One of the major goals for Regional Programs is: "Vigorous research programs in key areas of need to northerners." We were unable to identify any activities that had been undertaken in pursuit of this goal in our review of recent external funding opportunities.

Three recently funded research projects (British Columbia Knowledge Development Fund) worth \$2.6 million (October 2014) --- recording important First Nations' knowledge about the health of coastal estuaries; research on B.C. municipalities, and into unmanned air vehicles that can help manage natural resources, went to Vancouver Island University, Royal Roads University and the University of Victoria respectively. Current BC Government Research Priorities are: Life Sciences; Technology, Clean Technology; Natural Resources and it would appear that UNBC would be seeking and receiving research funding under at least three of these categories; If so, how does Regional Programs connect with and utilize these opportunities?

The importance of the role of Regional Programs in engaging with and listening to local stakeholders and community members about regional economic and educational needs cannot be overstated. Equally, the staff should be aware of the research directions of the University and of the particular researchers who work in the Region.

Being able to share information with Northerners about what is going on locally and how the work can benefit the region is one aspect of community development. Creating a regional map that identifies completed and on-going research activities and how they are involving local people and addressing community needs would also be valuable. The unit could work with the VP Research to identify researchers and coordinate their video-conferencing on topics of interest to schools and colleges.

Besides regular meetings with the VP, Research and researchers, another option is to hold internal symposia on aspects of Northern research where the concerns of researchers and the aspirations and concerns of local people can be shared and discussed. Regional Programs should also consider how it can make its

information more available internally and to external audiences through use of electronic technologies.

WORKING WITH POST-SECONDARY PARTNERS

Students attend local colleges for their first years of university study because they cannot, or choose not, to leave their local environment. NWCC works with local schools to provide early acceptance for students at grade 11 and sets up trust funds with parents to help them save the tuition. Working with the local colleges to encourage and enable students to transfer to UNBC programs is an essential component of enrolment management. However, the students have to see a future for themselves in their local area to be willing to contribute two further years of study. Local schools have problems with grade 12 completion but this is not surprising if students see no further than immediate employment and have no career pathway. The university and colleges might do more to help students see possibilities beyond the immediate, and to understand that even the immediate jobs require a certain level of reading and communications proficiency for work management and safety reasons. UNBC needs to examine how the region sees it assisting in local economic development, beyond its research contribution.

At the policy level, the Northern Post-Secondary Council exists (<http://www.nwcc.bc.ca/news/northern-post-secondary-council>) with a mandate to develop and coordinate learning opportunities for students in the regions served by the University and the Colleges, but we doubt that operationally it has realized its potential. In the Terrace region there appears to be limited cooperation and coordination regarding post-secondary programming at the University Transfer program level. We were unable to ascertain the effectiveness of this body in the other College regions, though in Quesnel where both College and University share the same space, working relations at the staff level seem mainly cordial. We are unsure though whether aside from the facilitation of students transferring from CNC to UNBC's degree programs, notably Nursing and Social Work, or the use of teleconference facilities, this putative partnership translates into meaningful shared programming. It appears that the potential to realize meaningful partnerships between a given college and UNBC will be driven largely not by the guidelines embodied in the Northern Post-Secondary Council, but by the foresight, energy, creativity and diplomacy of the President and various Vice Presidents, Deans, and Regional Chairs in their relationship with their college counterparts. Its current working group is made up of university and college Deans.

The Provincial government has strongly reinforced the importance of Trades Training with accompanying funding flowing to the College sector. It forecasts a million job openings are expected in B.C. by 2022, with about 43% requiring college education or apprenticeship training and has recently funded new trades

training spaces through the College of New Caledonia (CNC) and Thompson Rivers University (TRU) in Quesnel and Williams Lake. Additionally, the Province launched the BC Access Grant so that students with financial need can receive up to \$16,400 in non-repayable grants for studying in-demand trades at eligible public post-secondary institutions. It also calls for increasing emphasis on regional economic diversification.

Given this particular emphasis on skills training, UNBC will need to be discriminating in its choice of programming as it competes for finances in an environment that seems to privilege non-degree opportunities. This also highlights the importance of internal coordination with, for example, the University's Community Development Institute—itsself with a Community Education focus around social and economic restructuring of communities and economic diversification issues, notably its involvement in the Northern BC Economic Development Vision and Strategy Project(s). Overall, though, it seems that because of their particular mandate in the Technical/Vocational areas, the Colleges in UNBC's region are likely to further expand their emphasis on Trades/Skills training, particularly in light of the provincial government funding emphasis in this area.

With the regional economic upsurge in Terrace and Kitimat, a coordinated strategy to provide a complementary concentration on training programs for Business and Industry through the existing UNBC Continuing Studies unit seems appropriate. Providing University level work in Business, particularly at sites other than the regional campuses, unless some partnership arrangements can be concluded with the Colleges, may be difficult. In the case of First Nations provision, where face-to-face involvement is critical—a lesson well reinforced from the ASBLC and BDLC program successes—but also time consuming and expensive, there will be challenges. However, the use of the Internet in many First Nations communities, and in particular in Band offices, is increasingly a norm, bringing provision of better access to quality service.

Funding, either through Provincial or Federal Government sources appears to be more difficult to obtain than before. In particular, the former Indian Support Studies Program (ISSP) controlled funding of First Nations projects and their First Nations-led adjudication model has been changed. The creation of the replacement Post-secondary Partnerships Support Program (PSSP) body by Aboriginal Affairs and Northern Development Canada (AANDC) has led in 2014/15 to both an emphasis on high labour market demand programs at the expense of a reduction in overall funding for B.C. from \$2.2M to \$1.4M (a reduction of nearly 40%) with only one language program being funded in B.C. In the previous year about one third of funded programs were related to language (source: First Nations Education Steering Committee (FNESA) and Indigenous Adult and Higher Learning Association (IAHLA).

Of the 9 projects funded, none was at UNBC (may not have submitted?)

<https://www.aadnc-aandc.gc.ca/eng/1410889440594/1410889491914#bc>

The Aboriginal Community-Based Delivery Partnerships Program in British Columbia supports education partnerships between public post-secondary institutions and Aboriginal communities in an effort to help Aboriginal learners gain education and training ranging from academic upgrading to formal qualifications. Total funding for the program in 2014 was up to \$6.4 million, which includes \$2 million from the Ministry of Advanced Education, and up to \$4.4 million from the Government of Canada. Funding includes participant costs for programs to be delivered in First Nations' communities. Key aims are to:

Improve partnerships between public post-secondary institutions and Aboriginal institutes and communities.

Increase the number of Aboriginal learners in rural and remote communities accessing post-secondary education and training programs.

Of the 23 projects funded in 2014, including Royal Roads, University of Victoria, Thompson Rivers University, and Vancouver Island University, none identifies UNBC as a recipient. The University may not have applied, but if not, that in itself needs to be questioned.

It would appear that UNBC has the curriculum to match those of the institutions that were funded:

Content areas included courses in business, law, marketing, sales and finance, for a first year Business Certificate that leads into the Business Diploma at Northwest Community College through a University of Victoria partnership with the Haida Nation and Tribal Resources Investment Corporation.

First year university courses in accounting, math, English and indigenous learning leading to employment in local business or community economic development via a partnership involving Vancouver Island University and Stz'uminus First Nation as well as with the Heiltsuk Tribal Council in Industry training and certification for an Adventure Guiding Certificate and VIU's Tourism or Recreation Studies diplomas.

Training for the Language Teacher program and the Developmental Standard Term Certificate linking to the B.Ed. via a partnership between Thompson Rivers University and Northern Shuswap Tribal Council.

Canada and British Columbia have launched the New Building Canada Fund – Small Communities Fund (NBCFSCF) Program. Under the NBCF-SCF program, the provincial and federal governments will each allocate approximately \$109 million to support infrastructure projects in communities with a population of less than 100,000 people. This 10-year funding program runs from 2014 to 2024. NBCF-SCF funding provides communities with support in addressing their infrastructure needs and will operate concurrently with Gas Tax Funding. Applications for the first intake will be accepted from October 22, 2014 to February 18, 2015.

One of the lessons to be drawn here points to the increasing importance of partnerships with other post secondary institutions or universities in the funding

of programs. Although UNBC considers itself as having the mandate for the North, it is not the only service provider, and from the perspective of its major funder, much may be gained by providing a more collaborative and integrated approach to funding and program initiatives. For example, UNBC and the Colleges might benefit from sharing knowledge in areas such as First Nations engagement, research and opportunities in natural resources, and in urban First Nation peoples' concerns. The colleges offer some online programming and sharing strategies and issues might provide other opportunities. Also, as is evident from the funding awards, the Colleges are finding southern partners for some initiatives that could have been UNBC opportunities. In considering this approach, the University might consider engaging with College faculty in the university preparation and transfer program to identify possibilities for growing this population, especially among First Nations youth.

SUCCESS AND OPPORTUNITIES

It is important and instructive to recognize what has already worked for UNBC and what holds promise for future development.

Overall, the University has in the past 25 years successfully made its presence felt in the geographical region it serves. We observed a very high level of commitment on the part of UNBC staff members, and a patent respect for the institution in the community. Its high academic ranking as a leading undergraduate university is acknowledged nationally. This is no small accomplishment for a university celebrating only its 25th anniversary.

Below are a series of suggestions, identified in the course of development of this report, that we hope may prove helpful to the University in realising its commitments to the North.

1. **Review and confirm UNBC's commitment to the North.**
Share it widely. Identify some specific ways in which you demonstrate the commitment, but engage in wide consultation with students, community members, First Nations and Aboriginal communities, business and industry, alumni, funders and educational partners to obtain other suggestions and observations. Ensure follow-up to complete the circle.
2. **Focus on Presence, Visibility, Innovation, Integration and Service.**
From our interviews we heard about the need to be present in the region. This is complicated by the perception that those who live in the region are different from those on the hill, whether we are speaking of faculty or students (less valued, absence of mind, second class, were terms we heard). Hence it is not only about Regional Programs being present and visible but more importantly about greater integration of regional faculty in the life of their departments and more frequent involvement of Prince George faculty in the life of the region.

BRIEFING NOTE

Date:	May 15, 2015	
Agenda Item / Prepared For:	8. (a) External Relations – Public Session	
Purpose:	<input type="checkbox"/> Information	<input checked="" type="checkbox"/> Discussion
	<input type="checkbox"/> Seeking Direction	<input type="checkbox"/> Decision/Approval
Prepared by:	Katherine Scouten, Development Manager Christine Dillabaugh, EA to Vice President External Relations	
Reviewed by:	Robert van Adrichem, Vice-President External Relations	

1. Institutional Fundraising Report:

Distribution of Donations	April 2013 – March 2014		April 2014 – March 2015	
	Total Giving	Donor Count	Total Giving	Donor Count
Student Awards	\$428,857	386	\$433,281	274
General	\$412,319	160	\$358,749	198
Athletics	\$118,300	160	\$160,486	272
Northern Medical Program Trust	\$302,703	448	\$299,959	637
First Nations	\$24,725	6	\$21,605	7
Library	\$15,305	24	\$44,235	26
Green Initiatives	\$5,780	9	\$402,131	10
General Research	\$91,389	14	\$85,285	9
Area of Greatest Need	\$67,131	157	\$41,956	120
Gift in Kind	\$156,094	54	\$83,166	61
Office of Research	\$329,197	3	\$28,661	1
Total	\$1,951,800	1421	\$1,959,514	1615

Giving by Constituency	April 2013 – March 2014		April 2014 – March 2015	
	Total Giving	Donor Count	Total Giving	Donor Count
Association / Organization	\$62,574	47	\$94,960	44
Business / Corporation	\$944,503	203	\$1,038,644	215
Foundations	\$346,729	12	\$301,534	11
Government	\$112,460	11	\$26,613	10
Individuals (non-UNBC)	\$342,570	644	\$356,751	854
UNBC Individuals	\$67,792	154	\$85,372	134
Alumni	\$75,172	214	\$55,640	186
Total	\$1,951,800	1285	\$1,959,514	1454
Government of BC funding for the Sustainable Communities Demonstration Project			\$1.1 million	

- The past fiscal year illustrates that UNBC is continuing to experience an increase in donors year over year. This is largely due to donations from those attending fundraising events such as the Athletics Legacy Breakfast and the Dr. Bob Ewert Memorial Lecture and dinner. The Athletics breakfast attracted 400 attendees, and 1000 (a sell-out for the second straight year) attended the Bob Ewert event. Each event raised more than \$50,000.
- Major projects advanced through fundraising in F2015 included the Field Education Centre (Aleza Lake Research Forest), the Sustainable Communities Development Project (campus heating project), and UNBC Athletics.
- Donor Appreciation to be held on June 20, 2015 coinciding with the 25th Anniversary Community Celebration: The Founding and the Future
- The Spring solicitation appeal was made by President Weeks

- A donation of real property in Prince George will be completed June 1, after which the property will proceed to sale. This is the first completed donation of property for the University in many years.

2. Communication with Stakeholders:

- a. R. van Adrichem participated in a branding and marketing session for Northern Development Initiatives Trust
- b. Various UNBCers attended the annual Council of Forest Industries convention in early April and presented a tour of the WIDC building for the COFI management committee.
- c. Campus tours were provided to officials from the First Nations Energy and Mining Council and the University of Norland.
- d. Alumni Relations is liaising with external organizations (NDIT, NCLGA, Northern Health, Initiatives Prince George, and the Chamber of Commerce) related to the launch of the results from the 2015 alumni survey.
- e. Communications is leading the production of publications that will be distributed around Northern BC and profile local graduates and award-winners, local research, and local course offerings. A revised design will enable the inclusion of a President's message and other broad university developments over the past year.
- f. Media relations conducted in May on behalf of the researchers studying the effects of the Mt Polley tailings pond breach resulted in news coverage from more than 16 individual media outlets, including the Globe and Mail, Vancouver Sun, and national CBC.

3. Government and Political Relations:

- a. Municipal Government
 - A letter of support was sent to the City of Prince George for upgrades to Masich Place Stadium which would include the installation of a turf soccer field. This would be of benefit to UNBC's varsity soccer teams.
 - The annual North Central Local Governments Association (NCLGA) convention took place in Prince George in early May. UNBC was involved in several events including a pre-conference tour of PG's energy systems, a luncheon in UNBC's cafeteria, and the opening reception.
 - The Northern Medical Programs Trust AGM was held in conjunction with NCLGA. The AGM included the completion of a review of the Northern Medical Programs Trust.
 - Prince George Mayor Lyn Hall provided an editorial for the back cover of Update magazine that highlights the importance of a UNBC-City relationship.
- b. Provincial Government
 - Campus tours and conversations were held with MLA Kathy Corrigan (NDP opposition advocate for advanced education, April 20) and MLA Mike Bernier (Parliamentary Secretary for Energy Literacy, March 28).

- Advanced Education Minister Andrew Wilkinson and Deputy Minister Sandra Carroll visited UNBC on May 15.
- All ten Northern MLAs have been invited to the 25th anniversary events at the end of June.

c. Federal Government

- President Weeks and Mayor Lyn Hall have invited the BC caucus of MPs to host one of its meetings at UNBC to mark the city's centennial and the University's 25th anniversary
- All Northern BC MPs has been invited to the 25th anniversary community celebration on June 20.

4. UNBC's 25th Anniversary

The primary remaining events are Convocation, the 25th anniversary community celebration, and a faculty-staff appreciation and barbeque:

Convocation: the Prince George events will feature the 25th anniversary visual identity in the program and décor, as well as a special tassel for all graduating students. For the regional graduation celebrations, extra invitations are being extended to alumni, donors, and founders. The regional events will also feature a ceremonial tree-planting and remarks from a local person who is one of "the 16,000" members of the Interior University Society.

25th anniversary Community Celebration: The Founding and the Future: This event will be held on the afternoon of June 20th and feature a program that reflects on aspects of our history that have shaped our ethos and serve as a platform for imagining the University's future. The event will also feature an unveiling of all 16,000 names on campus, a reception/reunion, and the annual donor appreciation.

Faculty and staff appreciation: A barbeque for all current faculty and staff will be held on June 22, the exact day of UNBC's 25th anniversary. It's also anticipated that a reception will be held that morning for current employees who are also *founding* employees (that is, those who started with UNBC before Dec 31, 1994).

Invitations for the Community Celebration have been issued to Northern BC government officials, Board and Senate, regional advisory committee members, President's Council, students, alumni, current faculty and staff, some founding faculty and staff, donors, members of founding governing bodies, and members of the 16,000 for whom we have contact information.

Recommendation Approved:

Not Approved:

Date:

AGENDA ITEM BRIEFING NOTE

Date:	May 12, 2015		
Agenda Item:	9.a. Office of Research Report		
Prepared For:	<input type="checkbox"/> In-Camera Session	<input checked="" type="checkbox"/> Public Session	
Purpose:	<input checked="" type="checkbox"/> Information	<input type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction <input type="checkbox"/> Approval
Prepared By:	Dr. Ranjana Bird, Vice-President Research		
Reviewed By:			

Material: Attached

Issue:

Background:

Motion:

Recommendation Approved: **Not Approved:** **Date:**

Remarks/Next Steps:

VICE-PRESIDENT, RESEARCH BOARD REPORT – MAY 2015

ACTIVITIES DURING THE PAST TWO MONTHS

Coffee Chats with Faculty: On March 23 & 26 I hosted four “coffee chats” to reconnect with the researchers, post-docs, and research managers following the suspension of Job Action. This was an important venue to discuss important issues and matters needing urgent attention.

Attended the CUFA Awards Dinner: Dr. Antonia Mills received the Paz Buttedahl Career Achievement Award. Antonia discussed her journey as a researcher and her passion for the First Nation’s culture and research needs.

Roundtable – ADM Science & Innovation (Industry Canada, Federal Government) Sector with Lawrence Hanson: Mr. Hanson requested a meeting with the VPRs of the BC Universities to discuss a few issues related to funding and any obstacles we may be facing. As the new ADM his trip to Vancouver was to familiarize himself with the Research Universities.

Visit to Alberta for meetings at Lakeland College: This visit was to learn about the Integrated Renewable Energy System they have. This system combines the geothermal, wind and solar energy to heat the buildings. The lab is set up for education and research. They have worked with Alberta Innovate on bioenergy. The Industry Liaison Officer, and the Deans of Agriculture and Environment made time to see us. They expressed interest in connecting with UNBC.

Premier’s Innovation and Excellence Award Judging Panel: As one of the judges I attended the adjudication meeting held on April 16. I used this trip to connect with the two Deputy Ministers to brief them about UNBC’s research interest and the current activities. The two Deputy Ministers were Mr. Wes Shoemaker, Deputy Minister Environment and Mr. Tom Ethier, Deputy Minister of Forest, Lands and Natural Resources. This was the first time I met the two Deputy Ministers.

Social Sciences and Humanities Networking Workshop: The ex-VP Research of SSHRC, Giesel Yasmeen came to the campus to discuss research environment and key points to consider while applying for research funding in social sciences and humanities research in Canada. There were 15 individuals who attended workshop. It was a successful event. The attendees also connected with each other. The audience found it useful and requested additional networking events to be organized.

Prince George Pipeline Environmental Effects Monitoring Workshop: Northern Gateway Pipeline held an event in Prince George. I attended the workshop to keep abreast with the new development with the pipeline construction. The organization has to meet a number of conditions (more than 200) before they will be allowed to begin construction.

Meeting with Mr. Rick Mowles, Development of Community Paramedicine: Mr. Rick Mowles came to discuss the new program they are embarking on and their research needs.

UNBC is currently engaged in two searches for Research Chairs. The search committees are established and the process is underway. The Chairs are the Tall Wood (Wood engineering) and Growth & Yield (Forestry). The VP Research’s office is administering both searches and are Chaired by the VP Research.

AGENDA ITEM BRIEFING NOTE

Date:	May 30, 2015			
Agenda Item:	10. President's Report			
Prepared For:	<input type="checkbox"/> In-Camera Session	<input checked="" type="checkbox"/> Public Session		
Purpose:	<input checked="" type="checkbox"/> Information	<input type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction	<input type="checkbox"/> Approval
Prepared By:	Daniel Weeks, President			
Reviewed By:				

Material: Verbal Report.

Issue:

Background:

Motion:

Recommendation Approved: **Not Approved:** **Date:**

Remarks/Next Steps:

AGENDA ITEM BRIEFING NOTE

Date:	May 30, 2015		
Agenda Item:	11. Chancellor's Report		
Prepared For:	<input type="checkbox"/> In-Camera Session	<input checked="" type="checkbox"/> Public Session	
Purpose:	<input checked="" type="checkbox"/> Information	<input type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction <input type="checkbox"/> Approval
Prepared By:	Dr. John MacDonald, UNBC Chancellor		
Reviewed By:			

Material: Verbal Report.

Issue:

Background:

Motion:

Recommendation Approved: **Not Approved:** **Date:**

Remarks/Next Steps:

AGENDA ITEM BRIEFING NOTE

Date:	May 30, 2015			
Agenda Item:	12. a. Change to 2015 Board Meeting Schedule			
Prepared For:	<input type="checkbox"/> In-Camera Session	<input checked="" type="checkbox"/> Public Session		
Purpose:	<input type="checkbox"/> Information	<input type="checkbox"/> Discussion	<input type="checkbox"/> Seeking Direction	<input checked="" type="checkbox"/> Approval
Prepared By:	Denise Nagy, Executive Assistant, UNBC Board of Governors			
Reviewed By:	Daniel Weeks, President			

Material:

Issue:

Background: To accommodate scheduling commitments of the President in November & December and to ensure the President's availability to attend the Board Meeting, this change is requested.

Motion:

That, on the recommendation of the President, the Board of Governors of the University of Northern British Columbia approves the change of the November 20 & 21, 2015 Board of Governors meeting dates to November 13 & 14, 2015.

Recommendation Approved: **Not Approved:** **Date:**

Remarks/Next Steps: