

BOARD OF GOVERNORS

PUBLIC SESSION AGENDA

Thursday, March 28, 2023

Senate Chambers Room 1079

5:45 pm – 7:15 pm

Members – Ibolya Agoston, Amanda Alexander, Allison Beswick, Dakota Den Duyf, Kyndra Farrell, Joyce Henley, Darlene McIntosh, Joel McKay - CHAIR, Trevor Morrison, Phil Mullins, Geoff Payne, Michael Reed – VICE-CHAIR, Gregory Stewart, Todd Whitcombe, Catherine Wishart

1. **Acknowledgement of Territory**
2. **Chair's Remarks**
 - Declarations of Conflict
 - Correspondence Received - **page 5**
3. **Report from the Closed Session of the Board**
 - **February 2, 2024**
 - Faculty Market Differential
4. **Approval of Agenda**

That, the Agenda for the Public Session of the March 28, 2024 meeting of the Board of Governors be approved as presented.
5. **Approval of Minutes**
 - a. **Public Session Minutes of February 2, 2024 – page 7**

That, the Public Session Minutes of the February 2, 2024 meeting of the Board of Governors be approved as presented.
6. **Business Arising from Previous Public Session Minutes**
7. **Reports of Committees and Related Motions**
 - (i) **Audit and Risk Committee** – G. Stewart, Chair – **page 11**
 - a. **FIPPA Annual Statistical Report** (for discussion) – C. Ross – **page 13**
 - b. **Enterprise Risk Management Quarterly Report and Presentation** – A. Adeniyi-Faleye – **page 18**
 - c. **New Program Approval** – PhD in Engineering – W. Rodgers – **page 31**

That on the recommendation of the Audit and Risk and Finance and Investment Committees, the Board of Governors approves the new PhD in Engineering as recommended by Senate.
 - d. **New Program Approval** – PhD in Biochemistry - W. Rodgers – **page 48**

That on the recommendation of the Audit and Risk and Finance and Investment

Committees, the Board of Governors approves the new PhD in Biochemistry as recommended by Senate.

- e. **New Program Approval** – Graduate Certificate in Change Leadership - W. Rodgers – **page 60**
That on the recommendation of the Audit and Risk and Finance and Investment Committees, the Board of Governors approves the new Graduate Certificate in Change Leadership be as recommended by Senate.

(ii) **Finance and Investment Committee** – A. Beswick, Chair – **page 64**

- a. **Budget 2024/25 and Projection for 2025-28** – Presentation – R. Somani
- b. **2024/25 Consolidated Budget** – R. Somani – **page 65**
That on the recommendation of the Finance and Investment Committee, the Board of Governors approves the approval of the 2024/25 Consolidated Budget, as presented.
- c. **Investment Advisory Committee Terms of Reference** – **page 137**
That on the recommendation of the Finance and Investment Committee, the Board of Governors approves the Investment Advisory Committee Terms of Reference be revised as presented.
- d. **Family Nurse Practitioner Capital Project – FNP Expansion at the Wood Innovation Design Centre: Contract Award** – R. Somani/L. Haslett – **page 142**
That on the recommendation of the Finance and Investment Committee, the Board of Governors approves to award a contract to IDL Projects Ltd. for a value not to exceed \$0.95M, to provide Construction Services for the Capital Renovations on the 4th floor of the Wood Innovation Design Centre, as presented.
- e. **Scholarships, Bursaries and Awards** – P. Wood-Adams – **page 144**
That on the recommendation of the Finance and Investment Committee, the Board of Governors approves the scholarships, bursaries and awards as recommended and approved by the UNBC Senate, for the period February 2024 – March 2024, as presented.

(iii) **Governance and Human Resources Committee** – J. McKay, Chair – **page 145**

- a. **Presidential Related Policies and Procedures** – J. McKay/K. Howitt – **page 148**
 - 1. **Appointment and Reappointment of the President and Vice-Chancellor Policy**
*That on the recommendation of the Governance and Human Resources Committee, the Board of Governors approves the Appointment and Reappointment of the President and Vice Chancellor Policy as presented. – **page 150***
 - 2. **Search and Recommendation for the Selection of the President and Vice-Chancellor Procedures**
*That on the recommendation of the Governance and Human Resources Committee, the Board of Governors approves the Search and Recommendation for the Selection of the President and Vice Chancellor Procedures as recommended by Senate. – **page 156***
 - 3. **Repeal Selection Procedures for the Search Committee for the President and Vice-Chancellor**
*That on the recommendation of the Governance and Human Resources Committee, the Board of Governors repeals the Search Committee for the President and Vice-Chancellor (2011 as recommended by Senate. – **page 165***

4. **Review of the President and Vice-Chancellor Prior to Reappointment Procedures**
That on the recommendation of the Governance and Human Resources Committee, the Board of Governors approves the President and Vice-Chancellor Prior to Reappointment Procedures as presented. – page 167
5. **Repeal Committee for Review of the President Prior to Reappointment Terms of Reference**
That on the recommendation of the Governance and Human Resources Committee, the Board of Governors repeals the Committee for Review of the President Prior to Reappointment Terms of Reference (1999). – page 174
6. **Review of the President and Vice-Chancellor Policy**
That on the recommendation of the Governance and Human Resources Committee, the Board of Governors approves the Review of the President and Vice-Chancellor Policy as presented. – page 176
7. **Review of the President and Vice-Chancellor Procedures**
That on the recommendation of the Governance and Human Resources Committee, the Board of Governors approves the Review of the President and Vice-Chancellor Procedures as presented. – page 181
8. **Repeal Annual Presidential Review Policy and Procedures**
That on the recommendation of the Governance and Human Resources Committee, the Board of Governors repeals the Annual Presidential Review Policy and Procedures (2017). – page 184
- b. **Board of Governors Code of Ethical Conduct and Annual Signing – J. McKay – page 186**
That on the recommendation of the Governance and Human Resources Committee, the Board of Governors approves the revised Board of Governors Code of Ethical Conduct, as presented.
- c. **Quarterly Board of Governors Appointment Delegation Policy Report (for information) – L. Haslett – page 194**
- d. **Annual Schedule of Board Meetings – J. McKay – page 198**

8. **Primary Focus for May Meeting – Financial Statements 2024 Board of Governors Meeting**

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

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

- a. **Report of the President – G. Payne**
 - Regular Report – page 199
 - Senate Update (verbal)
- b. **Public Reports of the Vice-Presidents, written**
 - Vice-President Academic and Provost – W. Rodgers – page 203
 - Vice-President, Finance and Administration – R. Somani – page 205
 - Vice-President, Research and Innovation – P. Wood-Adams – page 208

10. Other Business

• **Schedule of Upcoming UNBC Events**

- Staff Appreciation Breakfast – April 24
- Donor Recognition – April 24
- Spring Open House Conversion Event
- Red Dress Day – May 5
- Faculty Recognition Event – May 23
- Red Shirt Day – National Accessibility Day – May 29
- Special Board Meeting - May 30
- Convocation – May 31

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

11. Adjournment



March 11, 2024
Our Ref. 133114

Joel McKay
Chair and Chancellor Board of Governors
University of Northern British Columbia

Email Address: jmckay@unbc.ca

Dear Joel McKay:

It is a great privilege to be appointed by Premier David Eby as the new Minister of Post-Secondary Education and Future Skills and I am eager to embark on the work ahead.

I am excited to collaborate with you as we take on the challenges that students, apprentices, post-secondary institutions, labour unions, training providers and employers are facing right now. We know that British Columbia is faced with big challenges such as enhancing affordable education, securing student housing and ensuring there are skilled workers across our entire economy.

Government believes that every British Columbian deserves access to affordable, relevant, responsive and meaningful post-secondary education and skills training. The [labour market outlook](#) for the next decade revealed that more than 75% of the one million new job openings in BC will require some level of post-secondary education or training. This highlights the importance of making education and training more accessible, affordable and relevant for British Columbians.

The Ministry of Post-Secondary Education and Future Skills is committed to continue implementing the [StrongerBC: Future Ready Action Plan](#), which is designed to meet the challenges of businesses and British Columbians today and to ensure people have the skills they need to succeed and grow BC's inclusive and sustainable economy. It provides a generational investment in people—because what helps people succeed in our economy, makes our economy succeed for people.

.../2

We are also advancing the implementation of the [Declaration on the Rights of Indigenous Peoples Act Action Plan](#) developed with Indigenous Peoples, First Nations and organizations through intensive consultation. This calls to recognize the integral role of Indigenous-led post-secondary institutions as a key pillar of BC's post-secondary system through core and capacity funding and the development of legislation.

Finally, the Ministry of Post-Secondary Education and Future Skills introduced [new measures](#) to strengthen quality standards and safeguards for international students in BC and ensure a balanced approach to international education that delivers positive outcomes for all students.

With your help and collaboration, we will support students, apprentices and employers across BC.

I look forward to connecting with you to learn from you, share expectations and refine our plans toward achieving these and other goals for the post-secondary sector.

Sincerely,

A handwritten signature in cursive script, appearing to read "Lisa Beare".

Honourable Lisa Beare
Minister of Post-Secondary Education and Future Skills

Audit and Risk Committee Report to the UNBC Board of Governors

Submitted by: Greg Stewart

Dates of meeting(s) since last report: March 21, 2024

Topics reviewed and discussed:

1. 2024 Audit Planning Report

- Reviewed and discussed the planned actions for the upcoming audit for the year ending March 31, 2024.
- Discussed the risks that will be investigated during the audit.
- Enquired about the ability of the Finance and KPMG Audit teams to hit the audit timelines. Both parties feel we are positioned well to meet the expected timeline. Work began prior to the year end to produce materials/documents for the audit. Despite the pre-work, there remains risk in being able to hit the timeline.
- The committee asked questions about how materiality was determined and the considerations of the auditor to determine thresholds.

2. New Program approvals

- The committee agreed to recommend to the Board of Governors that the following three programs be approved:
 - PhD in Engineering
 - PhD in Biochemistry
 - Graduate Certificate in Change Leadership
- During discussion about the PhD programs, questions were raised about the demand on and availability of lab space. It is felt the programs will be accommodated by existing lab space. If not, the research program supporting the PhD student may include funding for additional lab space.
- The need for the Change Leadership program was acknowledged.

3. FIPPA - Annual Statistical Report

- Chris Ross presented the Access, Privacy and Records Management Report from 2023.
- Findings of the external consultant's gap assessment on the privacy operations at UNBC.
- The difficulty of navigating privacy breaches while at the same time being required to release information was noted numerous times.
- Action: Track and report on progress against the 23 Privacy compliance gaps identified by the external consultant.

- Action: To the greatest extent possible, integrate the outstanding Privacy compliance gaps within the Enterprise Risk Management program to reduce double reporting.

4. Cyber Security Presentation

- Dave Kubert provided a quick overview of cybersecurity threats faced by the university and the role of the Board related to those threats.
- The ever-evolving bad actors in cybersecurity create a tremendous amount of work for UNBC and other institutions to try to stay ahead of the risk.
- It is important for UNBC to strike the appropriate balance between conducting the business of the university and the safeguards required to protect the university from a cybersecurity attack.
- To position the Board to fulfill its role and responsibility around cybersecurity, it is necessary to provide awareness training.

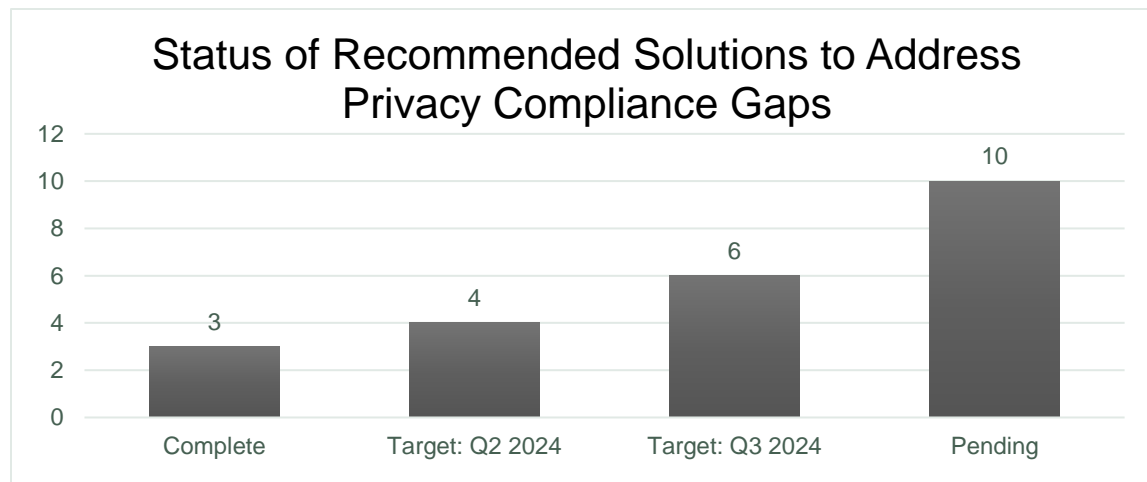
5. Enterprise Risk Management Quarterly Report and Presentation

- Due to the meeting running longer than expected, this topic was dropped from the agenda.
- The Enterprise Risk Management Quarterly Report and Presentation will be presented at the Board of Governors meeting on March 28, 2024

Access, Privacy, and Records Management Report 2023 Audit and Risk Report

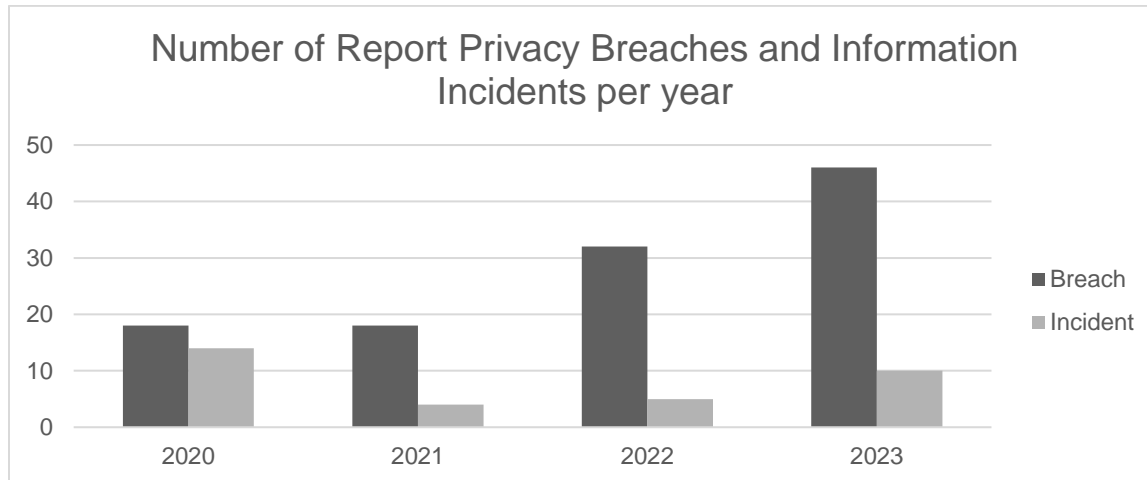
The Freedom of Information and Protection of Privacy Act (FIPPA) is the British Columbia legislation that addresses Privacy requirements and Freedom of Information requests applicable to public government bodies and ministries. Significant changes to FIPPA when into effect on February 1, 2023, including the requirement for public bodies to develop and maintain a privacy management program, as well as requiring public bodies to report to the Office of the Information and Privacy Commissioner (OIPC) all privacy breaches involving significant harm.

In order to determine UNBC’s level of compliance to the FIPPA and the amendments, UNBC hired a privacy consultant to conduct a gap assessment of privacy operations at UNBC. The report revealed that while UNBC is in the process of building a more robust privacy program, there were 23 critical FIPPA compliance gaps in the privacy operations at UNBC (see appendix 1 for a full list of the critical recommendations).



A priority compliance gap for the UNBC Privacy Program was our Breach Response Protocol. As noted above, FIPPA now requires all breaches of significant harm to be reported to the OIPC. New university procedures for responding to a privacy incident or privacy breach were introduced. The process for breach assessment, containment, notification, and mitigation were developed. Additional privacy training was provided to UNBC staff so that staff understood their

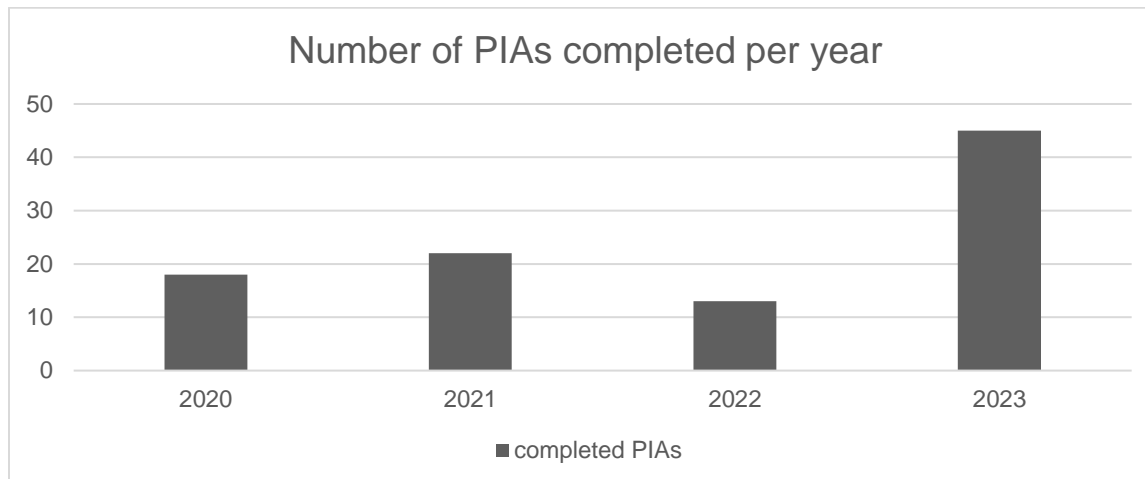
responsibility for reporting known or suspected privacy breaches. Consequently, UNBC has seen a significant increase in the number of reported privacy breaches and information incidents.¹



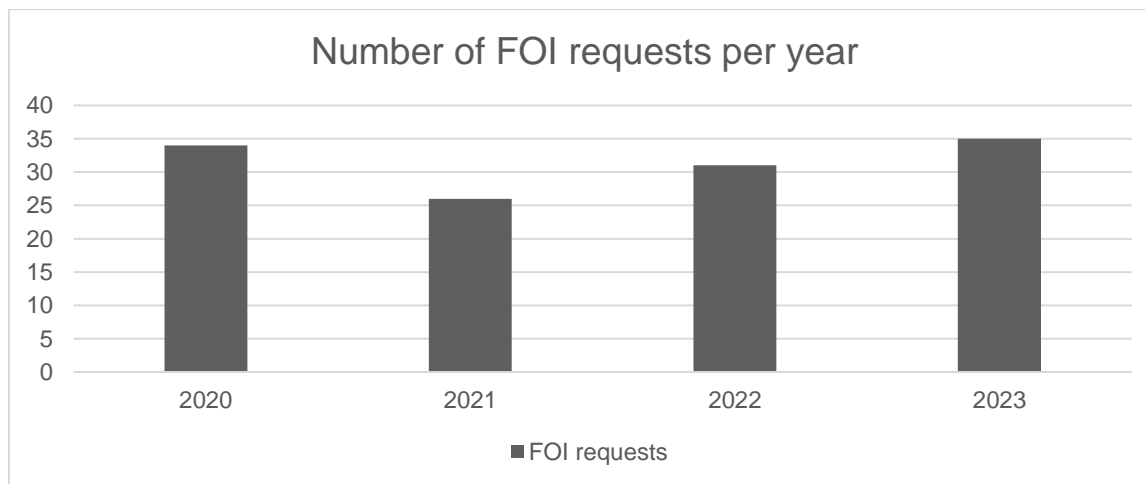
In 2023, there was a significant increase in the number of reported privacy breaches. UNBC Privacy investigated and coordinated the containment and mitigation strategies of 46 privacy breaches. 3 of those breaches resulted in significant harm to 543 individuals and were reported to the OIPC. A critical element in reducing the risk of a privacy breach and mitigating the harm resulting from a breach is to assess the privacy risks and implement systemic controls before collecting or processing sensitive personal information, and this process is referred to as a privacy impact assessment (PIA).

Under Section 69 (5.3) of FIPPA, UNBC is required to conduct a privacy impact assessment to determine if a current or proposed enactment, system, project, program, or activity meets or will meet the requirements of Part 3 of the Act. For example, a PIA needs to be conducted for any initiative that collects, uses, stores, discloses, or retains Personal Information, or before implementing significant change to an existing initiative, including but not limited to a change in the location in which sensitive personal information is stored. Although the initiatives that resulted in the 2 largest breaches did not complete a PIA before collecting or processing information, in 2023, UNBC privacy did conduct a privacy impact assessment on 45 separate initiatives. PIAs are critical in mitigating the risk of privacy breaches, but also identifying the data lifecycle of information collected by UNBC.

¹ A privacy breach is an information incident involving personal information about people, such as names, birthdates, social insurance numbers or student information. Information incidents occur when unwanted or unexpected events threaten privacy or information security but do not result in an actual breach.



In addition to the requirements for the protection of privacy FIPPA also provides the public the right to assess records in the custody or control of public bodies. This right of access is often referred to as a Freedom of Information Request. Although there are some limited exceptions to the right of access (i.e. an unreasonable invasion of a third party's personal privacy), UNBC cannot refuse to disclose records on the grounds that the release would be damaging to the reputation of the institution or its employees. As illustrated in the chart below, the number of access requests has been relatively consistent over the last 4 years.



Moving forward in 2024, UNBC will need to continue to safeguard privacy and fortify data security. By assessing privacy risks before undertaking new data collection and processing activities, UNBC will have an opportunity to implement reasonable controls before a breach occurs. If we focus on limiting user access to only the necessary sensitive information, we can mitigate data vulnerabilities if security measures are compromised.

APPENDIX 1: SUMMARY OF CRITICAL GAPS IN UNBC'S PRIVACY PROGRAM

Governance and accountability	Develop a Privacy framework
Governance and accountability Training and awareness	Establish the roles and responsibilities of UNBC stakeholders in the Protection of Privacy Policy and other policies within the Privacy Program.
Governance and accountability	Consider allocating more resources, whether by hiring more staff or using contractors, to the Privacy Office,
Privacy breach response	Review the current draft Breach Response protocol
Privacy breach response	Develop a clear risk definition and decision-making process
Privacy breach response Training and awareness	Ensure that UNBC's privacy awareness training program informs all UNBC stakeholders about a) responsibilities, b) avoid a privacy breach, c) identify a privacy breach, d) who to contact , and e) keep personal information protection at the forefront.
Information security	Complete and formalize the Information Security Incident Response plan
Governance and accountability PbD	Implement a Privacy by Design (PbD) framework that uses the Privacy Impact Assessment process as its main tool.
PbD	Identify project initiation and review gates to ensure the Privacy Office is aware of any new projects that may require a PIA.
PbD	Create a pre-assessment questionnaire to determine if any new project will require the implementation of a PIA.
PbD Privacy notice	Implement, as part of the PIA process, changes to the collection, use or disclosure of personal information is updated on the website Privacy Notice
PbD Information security	Where international data transfers are identified, ensure that appropriate privacy and security assessments are conducted, and safeguards are implemented.
PbD	Develop a process as part of the PbD framework for implementing risk mitigation strategies identified in the PIA Ensure that high-risk PIAs are consistently reviewed with the Privacy Officer
PbD Personal Information Security Vendor management	Include clear criteria for what is required in terms of privacy and personal information safeguarding, as well as a requirement to sign an Information Sharing Agreement, Privacy and Security Schedules.
Privacy notice	The website's Privacy Notice must include the authority under which personal information is collected, the categories of personal information collected, the contact information for the Privacy Officer, and the various ways to lodge a complaint with UNBC or a Privacy Authority.

Privacy notice	Ensure consistency in the structure of each Privacy Notice available on the UNBC website,
Privacy notice Consent	Include a JIT notice at every point of collection
Training and awareness	Develop a training program that explains the specific practices that UNBC stakeholders must follow when dealing with personal information.
Training and awareness	privacy training for UNBC employees, service providers and contractors is completed during the onboarding process and then refreshed once a year.
Training and awareness	Update the UNBC website's training resources
Governance and accountability Information security	A formal Records Management program needs to be established & needs to include policies, procedures and guidelines for record creation, organization and classification, storage, retention, duplication management, retrieval, and secure destruction.
Governance and accountability Information security	Establish and disseminate guidance identifying formal recordkeeping systems and associated processes to ensure university-wide awareness of appropriate record-keeping processes.
Governance and accountability Information security	Designate business owners of systems used across UNBC and establish formal accountability for privacy practices

REPORT TO:

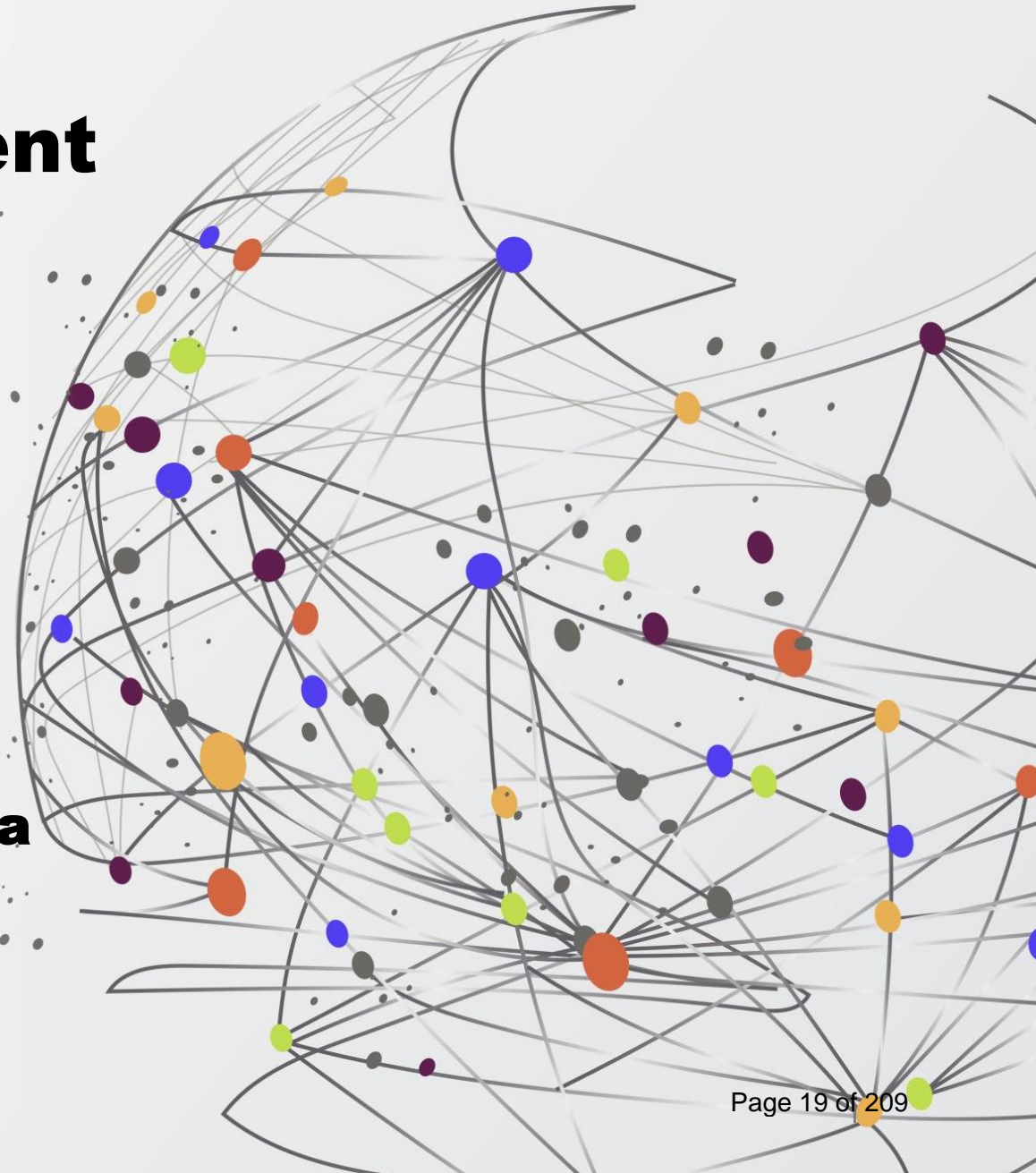
UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES

Subject:	
Audit & Risk Committee	Meeting Date: March 20, 2024
Finance & Investment Committee	Meeting Date:
Governance & Human Resources Committee	Meeting Date:
UNBC Board of Governors	Meeting Date:
Submitted By:	Lisa Haslett, Associate Vice-President Administration
Please note other guests to be in attendance:	Anne Adeniyi-Faleye, Director, Enterprise Risk and Safety
Appendices:	1. Enterprise Risk Management Plan

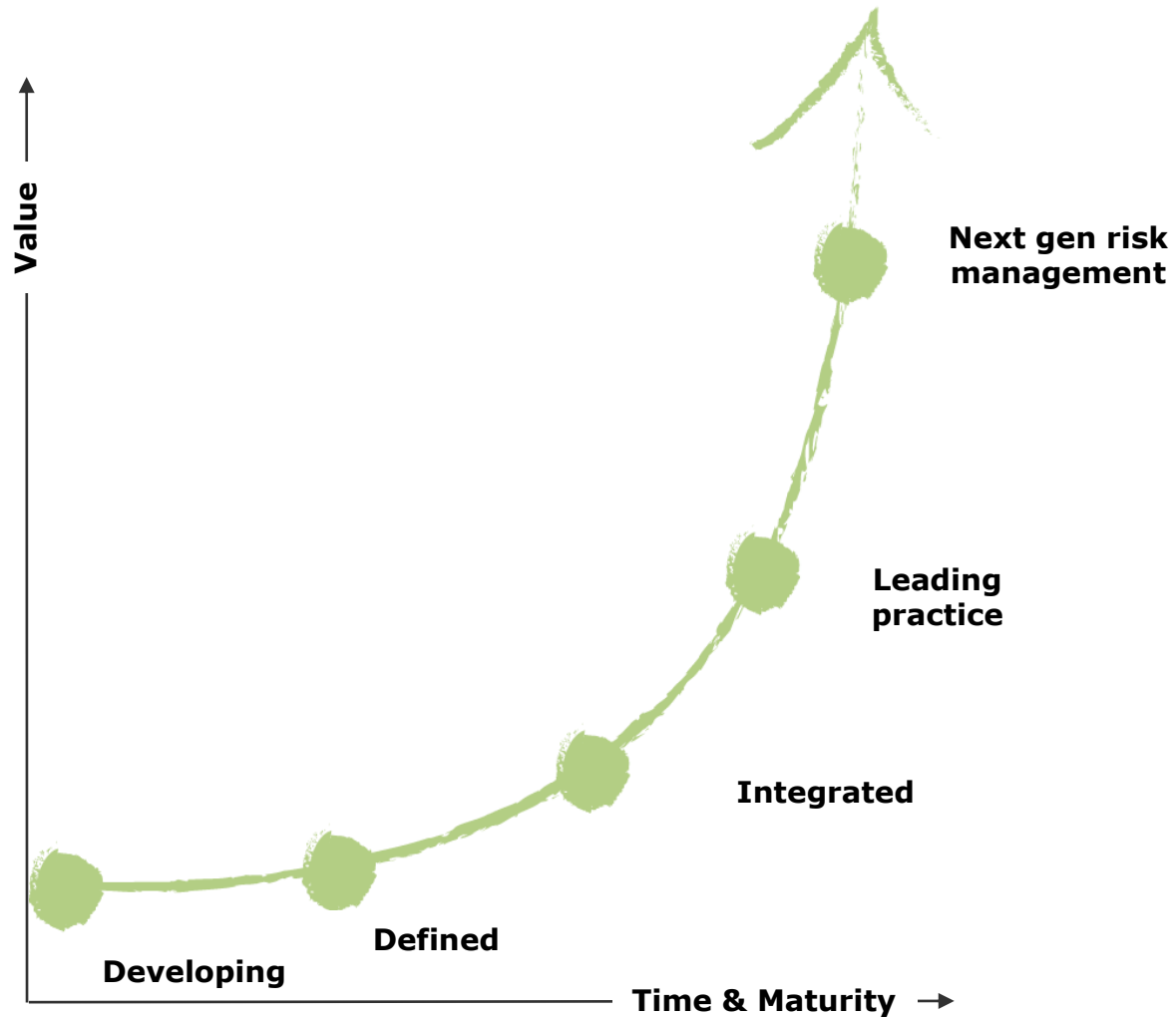
Enterprise Risk Management Plan

University of Northern British Columbia

March 2024



Enterprise Risk Management: Maturity Level



Next gen risk management

Use predictive analytics and data-driven technologies to automate processes, generate insights, and enable risk-intelligent decision-making.

Leading practice

Risk is built into decision-making. Selectively seize opportunities because of ability to exploit risks.

Integrated

Activities are implemented consistently across the enterprise and are correlated and aggregated across risk types and functions and encompass most risk types.

Defined

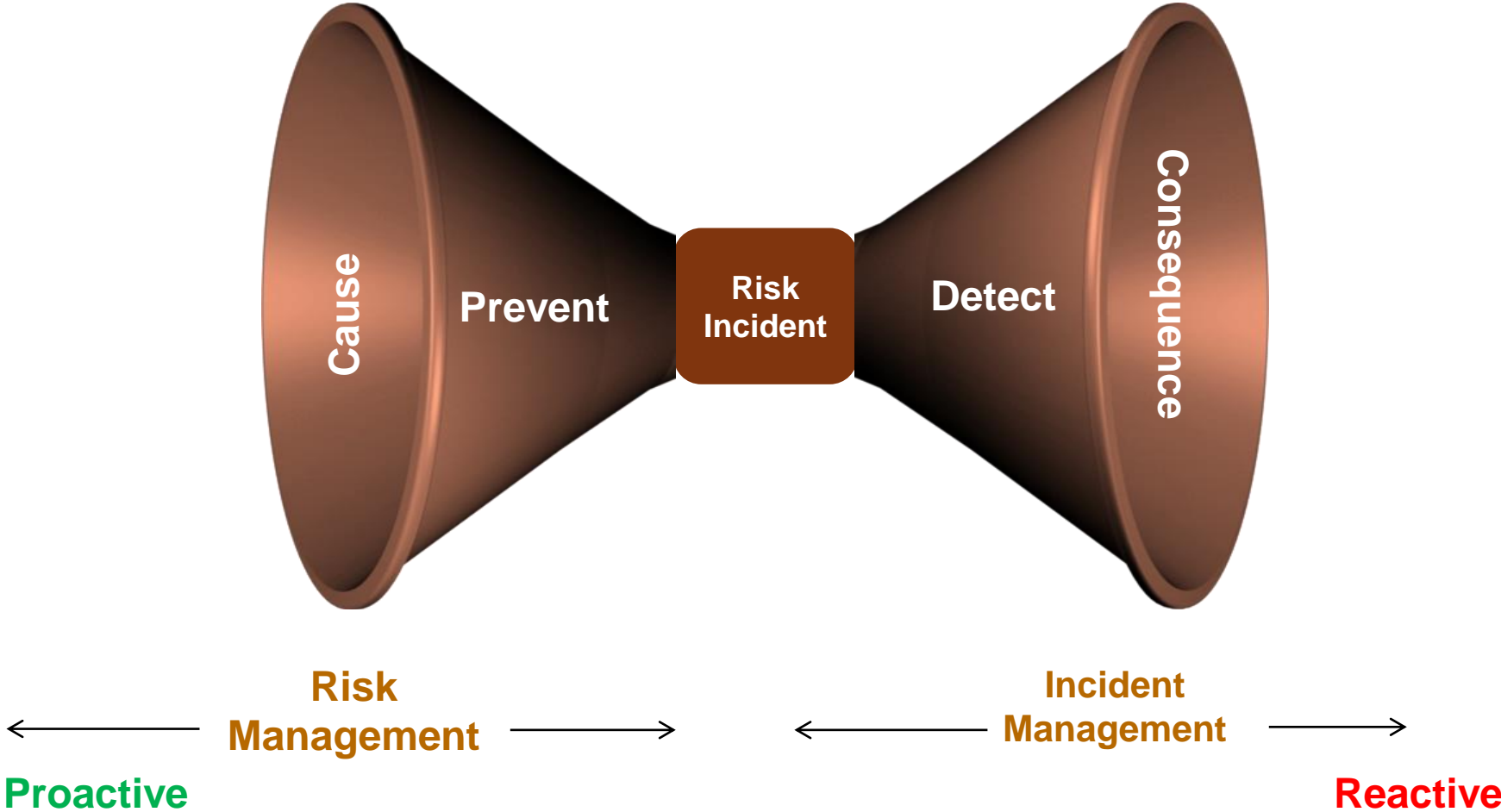
Most business units function independently. Activities are either not applied consistently across business units or may be in development but are not yet finalized.

Developing

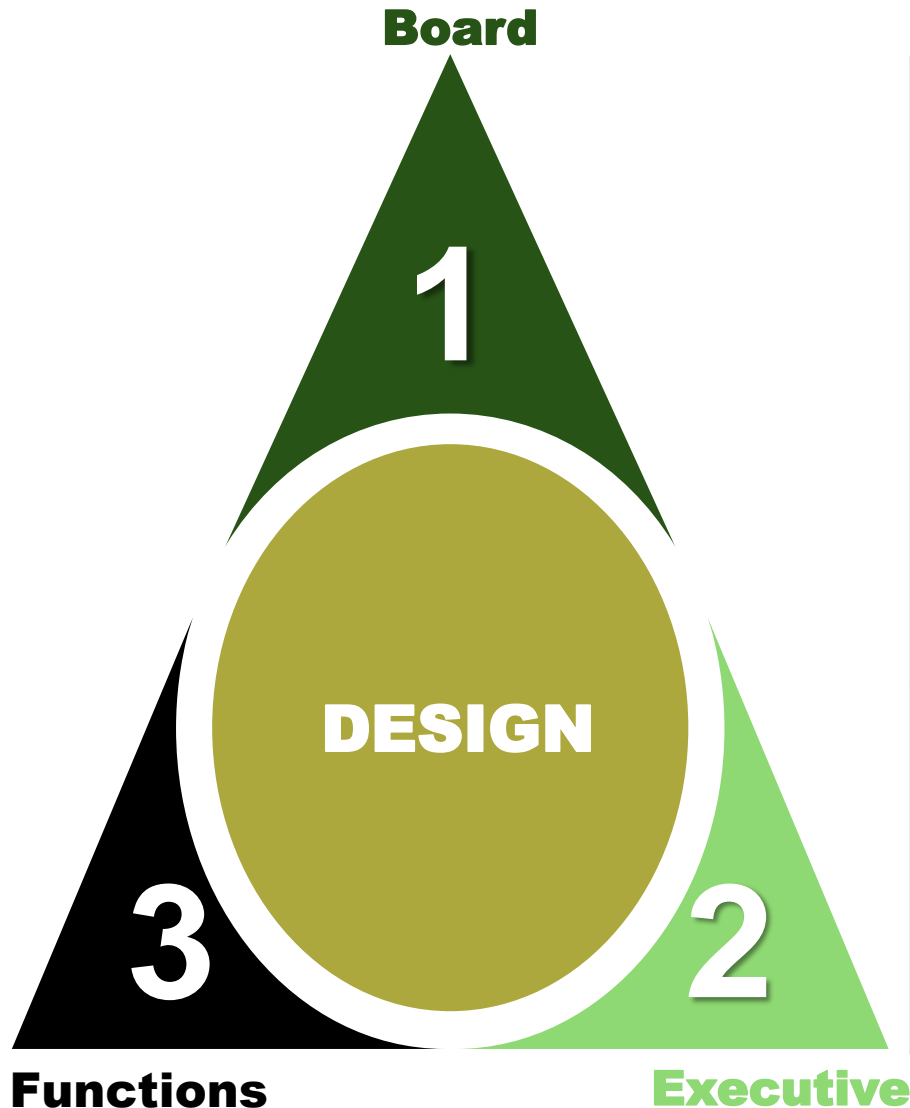
Activities are unstructured, uncoordinated, and undocumented, or they may be absent. No overarching philosophy or objectives are defined.

Bow-Tie Methodology

Which Side of the Bow Tie?



Responsibilities of Key Stakeholders



Risk Ambition & Vision	Risk Governance Bodies: <i>Creating the structure and oversight for Risk to be effectively managed.</i>
	Risk Policies: <i>Setting the tone and level of risk management applied across the university.</i>
	Risk Culture: <i>The values and behaviours that drive risk management in the institution.</i>
	Risk Appetite: <i>Setting the level of risk the university is willing to accept, within tolerances.</i>
Risk Organization	Risk Resource: <i>The people and time that is applied to risks management, centrally and across the university community.</i>
	Risk Procedures & Templates: <i>Providing guidance and clear direction for all areas of the institution to perform risk management.</i>
	Risk Supporting Tools: <i>Manual and automated tools leveraged to provide a better risk management process.</i>
	Risk Training: <i>The support provided across the university to embed risk management.</i>
Risk Management Cycle	Risk Identification: <i>Process of identifying risks and opportunities to operations, financials and reputation.</i>
	Risk Measurement & Response: <i>Evaluation of risk on a common scale, with implementation of appropriate response.</i>
	Risk Management: <i>Ongoing management and evaluation of risk mitigations, controls and other responses to risk.</i>
	Risk Monitoring & Reporting: <i>Monitoring of key risks indicators to assess likelihood of crystallisation and reporting of current risk environment.</i>

Risk Governance

The building blocks of ERM are governance and reporting, which would be aligned to drive more strategic risk discussions and proactive management of risk

- Agree on most important enterprise risks for focused response efforts
- Ensure that strategies for managing these risks have been developed
- Facilitate cross- functional mitigation initiatives for top enterprise risks
- Commit to and execute specific strategies, allocate resources, and prepare to correct course if assumptions are invalid



- Oversight on management of top risks, emerging risks, and strategic risk initiatives
- Confirm/adjust risk response strategies based on evolving risk profile
- Aggregate issues for enterprise-wide view
- Identify items for escalation to board/ executive leadership
- Share lessons learned and connect dots across the university
- Identify, assess, and manage key functional risks
- Report on mitigation progress and escalate emerging risk issues

Risk Reporting

Risk reporting at the university will continue to evolve. The table below reflects activities that will be reported, the recipients and the reporting frequency.

Activity	Recipient(s)	Frequency
Update on ERM plan implementation	<ul style="list-style-type: none"> • Board • Audit and Risk Committee • President’s Executive Council 	<ul style="list-style-type: none"> • Quarterly
Annual risk evaluation	<ul style="list-style-type: none"> • Board • Audit and Risk Committee • President’s Executive Council 	<ul style="list-style-type: none"> • Annually
Comprehensive risk assessment	<ul style="list-style-type: none"> • Board • Audit and Risk Committee • President’s Executive Council 	<ul style="list-style-type: none"> • Every three years
Update on risk mitigation (using KPMG’s risk assessment as a baseline)	<ul style="list-style-type: none"> • Audit and Risk Committee 	<ul style="list-style-type: none"> • Quarterly
Communication of emerging risks	<ul style="list-style-type: none"> • Audit and Risk Committee 	<ul style="list-style-type: none"> • Adhoc
Update on risk profile	<ul style="list-style-type: none"> • Audit and Risk Committee 	<ul style="list-style-type: none"> • Adhoc

Key Activities and Timelines

Short term (1-12 months)	Medium term (13-36 months)*	Ongoing (no end date)
<ul style="list-style-type: none"> Socialize the ERM Plan among key stakeholders (Board, ARC, PEC) [Q1 2024] 	<ul style="list-style-type: none"> Implement the ERM program elements 	<ul style="list-style-type: none"> Embed risk in decision making for priority activities [Commenced]
<ul style="list-style-type: none"> Develop implementation road map [Q2 2024] 	<ul style="list-style-type: none"> Identify and evaluate risk management tools 	<ul style="list-style-type: none"> Implement Enterprise risk assessment process for identified and emerging risks [Commenced]
<ul style="list-style-type: none"> Operationalize the risk reporting protocols [Q3 2024] 	<ul style="list-style-type: none"> Operationalize ongoing risk management protocols 	<ul style="list-style-type: none"> Participate in incident management advisory [Commenced]
<ul style="list-style-type: none"> Develop and implement risk awareness initiatives [Q4 2024] 	<ul style="list-style-type: none"> Develop the university's risk appetite 	<ul style="list-style-type: none"> Develop and implement the ERM change management plan

*Timelines not assigned because the activities have interdependencies

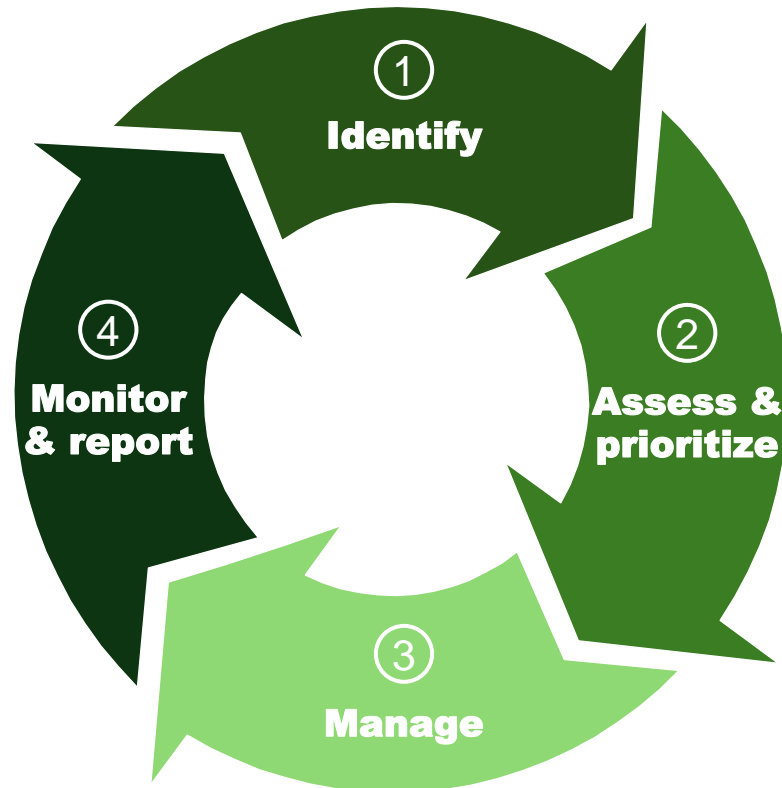
Enterprise Risk Assessment Process

Identified Enterprise Risks

- Adopt the enterprise-level risk assessment performed by KPMG in 2022 as a baseline
- Ongoing assessment and management of identified risks by working with the risk owners to update the risk mitigation techniques, at least once every quarter
- Perform annual evaluation of the risk ratings, considering the impact of the risk mitigation activities [Fall 2024, June in subsequent years]
- Perform a comprehensive enterprise risk assessment after 3 years [June 2026]

Emerging Enterprise Risks

Adopt the 4-step process below for assessment of emerging risks



Phase	Key Activities
Identify	<ul style="list-style-type: none">• Develop and deploy survey on emerging trends• Conduct leadership interviews to discuss emerging risks• Analyze interview results
Assess & prioritize	<ul style="list-style-type: none">• Perform secondary research and analysis to assess emerging risks• Prioritize risks into categories• Assign risk owners
Manage	<ul style="list-style-type: none">• Conduct deep dives into top emerging risks to understand underlying drivers of risk and design effective mitigation strategies• Establish cross-functional working groups to coordinate risk analysis, response and mitigation efforts
Monitor & report	<ul style="list-style-type: none">• Establish risk indicators and metrics to monitor the emerging risks• Develop and deploy risk reporting templates• Leverage technology to support ongoing monitoring of emerging risks• Report on the emerging risks to the Audit and Risk Committee

Embed Risk Evaluation in Priority Activities

FINANCIAL AND REPUTATIONAL RISKS

04

01

NEW BUSINESS STUDIES

- STUDENT HOUSING
- LAND TRUST
- CHILDCARE BUILDING

CONSTRUCTION PROJECTS

03

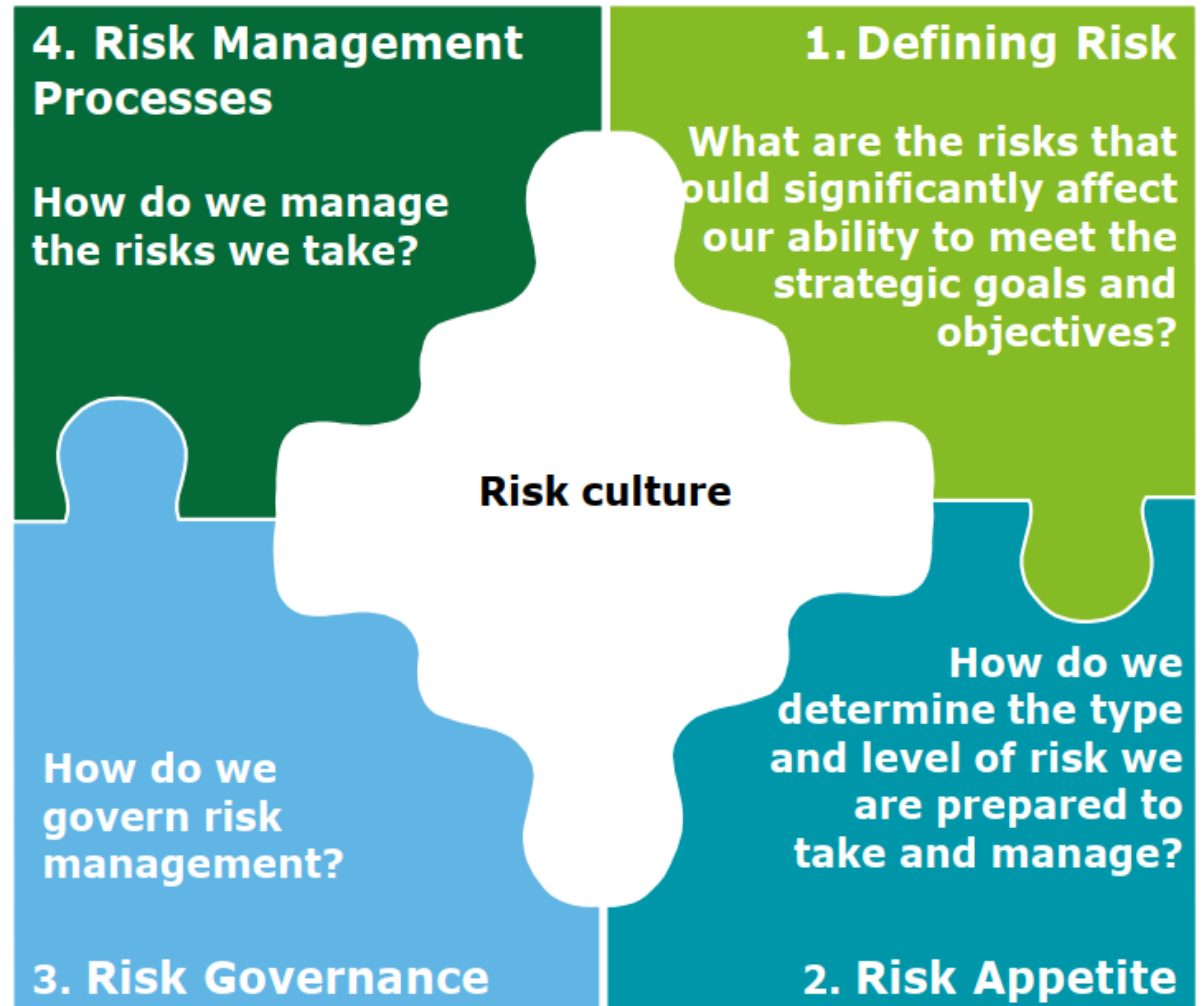
02

IT & CYBER SECURITY

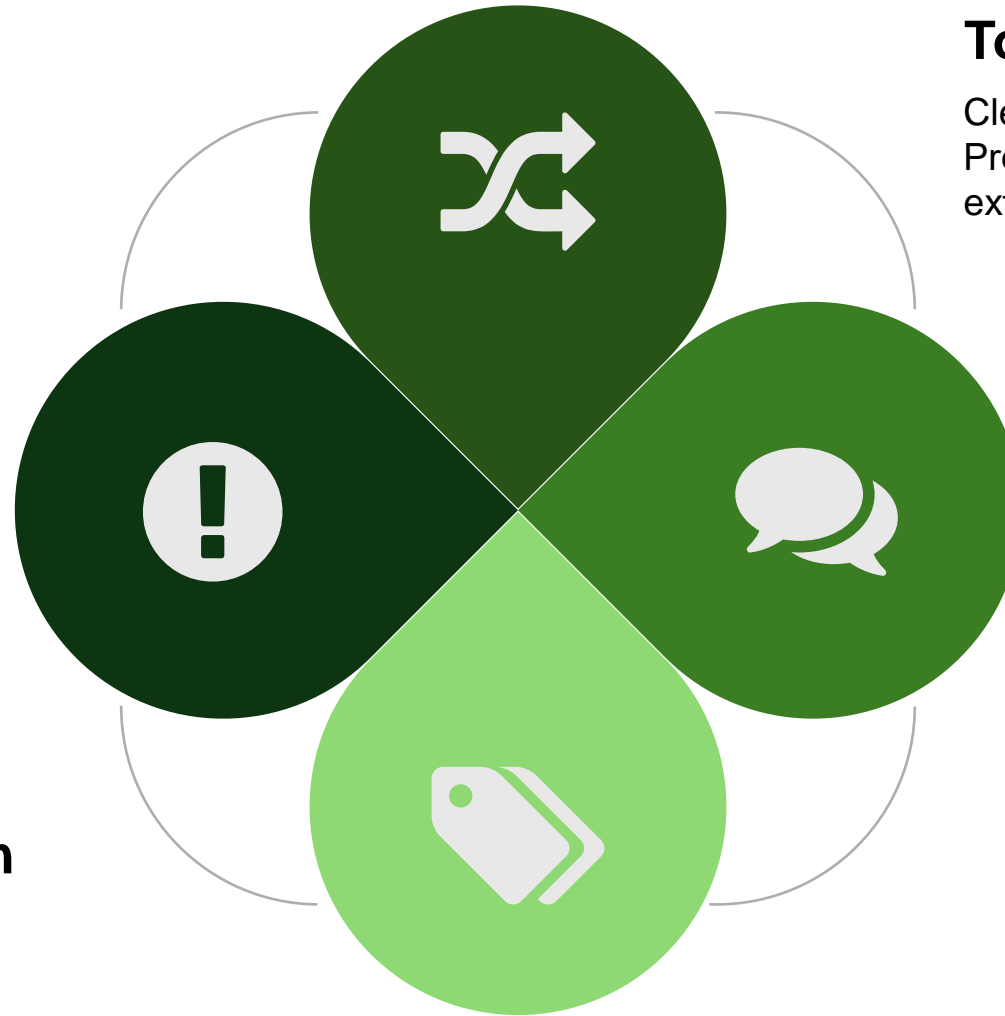
- CYBER RESPONSE PLAN
- DIGITAL TRANSFORMATION

Risk Evaluation Procedures for Priority Activities

1. Articulate the risks associated with the activity
2. Agree on the risk appetite for the activity
3. Establish the protocols for risk governance
4. Procedures for managing the identified risks



Implementation of Risk Culture



Tone from the “top”

Clear, strong, repeated messages from President’s Executive Council will be extremely powerful



All Staff Involvement

“Everyone is a risk manager”



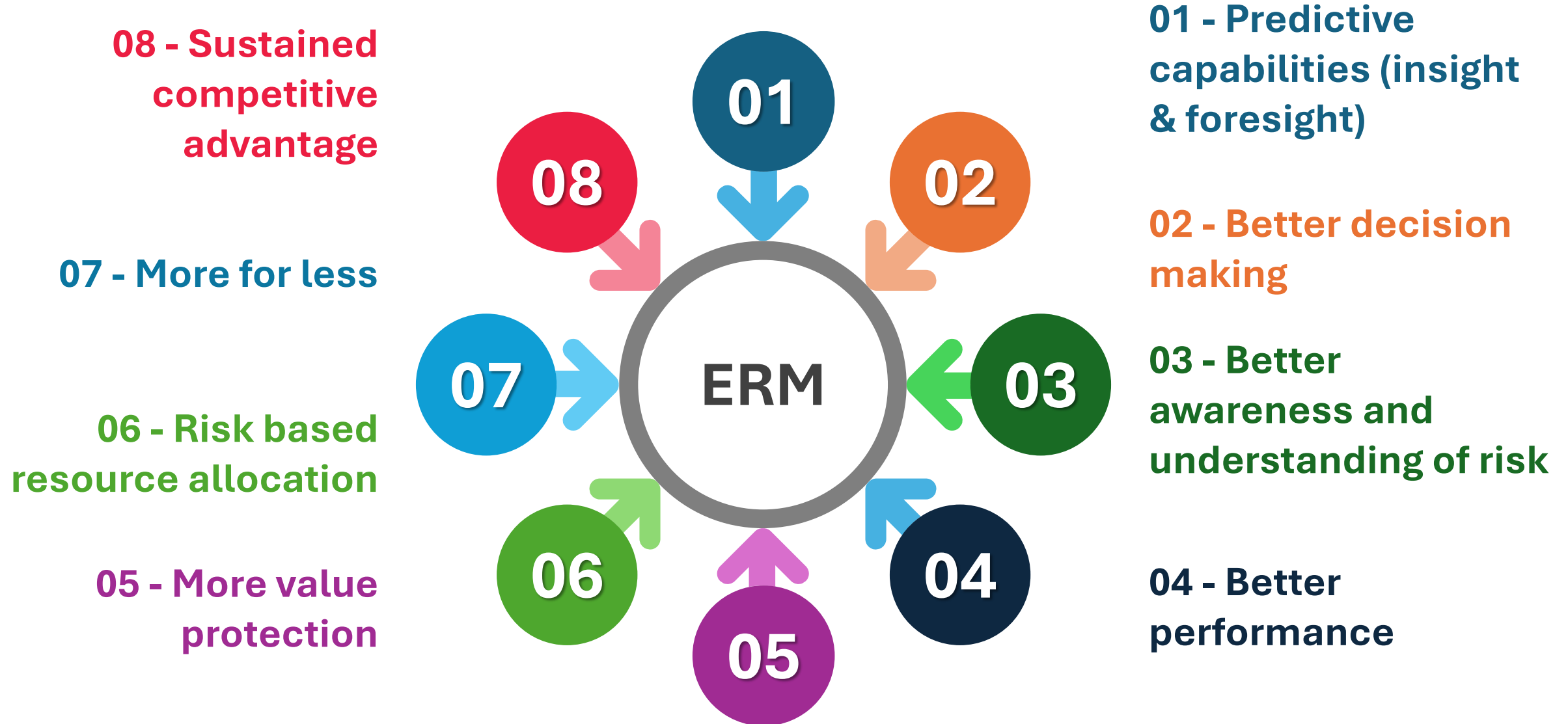
Internal communication

Deploy regular risk communication materials to employees through existing avenues (e.g., ELF, CLF, Announce email, posters etc.)

Education and Trainings

Tailored, on-going, not just one-off trainings to stakeholder groups

Anticipated Benefits



BRIEFING NOTE FOR:

UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES

Subject:	New program: PhD in Engineering	
Audit & Risk Committee	Meeting Date:	Purpose: <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input type="checkbox"/> Approval
Finance & Investment Committee	Meeting Date:	Purpose: <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input type="checkbox"/> Approval
Governance & Human Resources Committee	Meeting Date:	Purpose: <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input type="checkbox"/> Approval
UNBC Board of Governors	Meeting Date:	Purpose: <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input checked="" type="checkbox"/> Approval
Submitted By:	<i>Office of the Vice-President Academic and Provost</i>	
Please note other guests to be in attendance:		
Appendices:	1. <i>Approved Senate motion document</i>	
Motion Number:	To be completed by Office of University Governance	

1.0 MOTION/DISCUSSION/RECOMMENDATION

- That the Board of Governors approve the new Ph.D. in Engineering.

2.0 BACKGROUND AND ANALYSIS

This proposed degree program is an essential part of the evolution of UNBC as a research-intensive University. The School of Engineering (SoE) was formed to deliver two new engineering undergraduate programs, civil and environmental engineering which started in 2019, in conjunction with the joint UNBC/UBC environmental engineering program, which started in 2002. The School of Engineering also offers a Master of Engineering in Integrated Wood Design since 2015, and a Master of Applied Science in Engineering since 2022. All current Engineering PhD students are housed within the NRES PhD program.

Currently, Engineering Faculty struggle to recruit strong applicants because they are looking for a doctoral program in engineering and their intended research topic does not fit within the scope of NRES. A PhD program is an important part of recruiting and retaining engineering faculty to teach in the undergraduate programs, and a natural evolution of the School's current graduate programs. In addition to meeting the needs of Faculty and their career progression, the addition of a PhD program in Engineering will strengthen the "green" and "sustainable" research at UNBC, since many of the PhD candidates will conduct research in sustainable engineering. A doctoral program in Engineering

will help strengthen the relationship between the School of Engineering and the regional community, as the majority of the research projects will seek to solve regional problems and add value to regional industry, benefitting BC's northern community, since no institutions in the region offer a doctoral program in engineering.

3.0 ANTICIPATED FINANCIAL AND HUMAN RESOURCE IMPACTS:

- *This item is funded under existing budgets.*
- *There are no additional costs outside of the normal budget for the SoE.*
- *There is no need for additional human resources to implement the recommendation.*
- *As a result of the recommendation new funds are likely to be received by the University in the form of research grants, which SoE faculty will be applying for to fund PhD students.*
- *The recommendation has reputational or secondary impacts that could result in increased enrollment (PhD and MAsC students) and funding (mainly from new research grants)*

4.0 LENS OF RECONCILIATION:

Many SoE faculty members and students are already engaging with indigenous communities to perform meaningful research, for example research directed towards improving housing, water, and sanitation in rural and indigenous communities. The PhD in Engineering will increase such opportunities, by providing an avenue for more complex and longer-lasting projects.

5.0 OTHER CONSIDERATIONS:

- The Ministry's latest mandate letter to UNBC sets out five foundational principles to inform and guide our institution's policies and programs moving forward. Our proposed new PhD in Engineering fully meets two of the following guiding principles, namely, "A better future through fighting climate change, and "A strong and sustainable economy that works for everyone" and includes elements of the principle of "Lasting and meaningful reconciliation" as described in item 4.
- After many years of offering a joint environmental engineering degree with UBC, UNBC established the new School of Engineering in Fall 2020 housed in the new Faculty of Science and Engineering. In 2015, UNBC launched a Master of Engineering in Integrated Wood Design, a unique program in Canada, including a Wood Innovation Research Laboratory capable of supporting research and development of large engineered wood structures. In 2019, UNBC launched two engineering undergraduate programs: Civil Engineering and Environmental Engineering. In Fall 2021, the Masters of Applied Science (MAsC) in Engineering at UNBC was launched as further expansion of the School of Engineering degree offerings. The MAsC is the first of its kind to be offered in BC's northern region. It is a degree suited to students who wish to pursue a research-based program in engineering disciplines such as, but not limited to, civil, environmental, structural, geotechnical, water resources, transportation, materials, and building sciences. As the only program of its kind in the North, it expands science, technology, engineering and math opportunities within the region and ensures high-tech programs are available to students outside major urban centres. The PhD in Engineering will also be the first of its kind in the region.
- *Equity, Diversity, Inclusion*
 - *All research grant proposals prepared by SoE faculty must describe how EDI is a part of the research project. This ensures that all research projects in the program will include efforts in the realms of equity, diversity, inclusion, accessibility, and anti-racism.*
- *Enterprise Risk Management*

- *A PhD in Engineering will help retain and attract faculty members.*
 - *A PhD in Engineering will help attract more MASc students, as they will see an opportunity to continue at UNBC and work towards a PhD.*
 - *A PhD in Engineering will improve both the quantity and quality of graduate students available and willing to work as Graduate Teaching Assistants in SoE's undergraduate courses.*
 - *SoE faculty numbers have increased substantially in the past few years, and there is supervising capacity to absorb additional students.*
 - *A PhD in Engineering will offer Engineering faculty the opportunity to onboard PhD students through SoE's own program, instead of through the NRES PhD program, which is the current alternative. Thus, any resources external to the SoE that are needed to support the new PhD program, would much likely also be needed to support additional students in the NRES PhD as a result of SoE's growth.*
- **NEXT STEPS:**
 - The next step will be submission of the degree to the Degree Quality Assurance Board for its consideration. As we are not exempt at the Ph.D. level, the process will be protracted requiring completion of multiple stages.

SENATE COMMITTEE ON ACADEMIC AFFAIRS

NEW ACADEMIC PROGRAM PROPOSAL

Motion: That the new PhD in Engineering be approved as proposed.

A. General Information

Program Title: PhD in Engineering

Program Objectives: Upon completion of the program, the student will:

1. Be competent in the critical review and analysis of the literature, the design of a research question, and the data collection and analysis required to answer the research question.
2. Demonstrate competency in oral, written, and electronic modes of communication.
3. Demonstrate professional skills such as research grant proposal writing, research project management, teaching methods and techniques, course and curriculum development, student supervision, and community interfacing.
4. Have made an original contribution to the engineering discipline.

Credential upon Completion of the Program: Doctor of Philosophy in Engineering

Program Offering the Degree: School of Engineering

Proposed Start Date: September 2025

Suggested Institutional Priority: Imperative. This proposed degree program is an essential part of the evolution of UNBC as a research-intensive University. The School of Engineering was formed to deliver two new engineering undergraduate programs, civil and environmental engineering which started in 2019, in conjunction with the joint UNBC/UBC environmental engineering program, which started in 2002. The School of Engineering also offers a Master of Engineering in Integrated Wood Design since 2015, and a Master of Applied Science in Engineering since 2022. All current Engineering PhD students are housed within the NRES PhD program.

Currently, Engineering Faculty struggle to recruit strong applicants because they are looking for a doctoral program in engineering and their intended research topic does not fit within the scope of NRES. A PhD program is an important part of recruiting and retaining engineering faculty to teach in the undergraduate programs, and a natural evolution of the School's current graduate programs. In addition to meeting the needs of Faculty and their career progression, the addition of a PhD program in Engineering will strengthen the "green" and "sustainable" research at UNBC, since many of the PhD candidates will conduct research in sustainable engineering. A doctoral program in Engineering will help strengthen the relationship between the School of Engineering and the regional community, as the majority of the research projects will seek to solve regional problems and add value to regional industry, benefitting BC's northern community, since no institutions in the region offer a doctoral program in engineering.

Relationship of Proposed Program to the Mandate of the Institution: The focus of the engineering faculty on sustainable construction, sustainable wastewater treatment, distributed systems, sustainable management of infrastructure, and remediation of contaminated soils is in direct alignment with UNBC's core mission and vision of being in the north and for the north and Canada's Green University. The PhD

program is specifically designed around northern and rural issues but applicable globally.

Implications for the Cooperative Education Option: PhD programs do not usually include a cooperative education option but may include significant interactions with industry – depending on the nature of the research.

Specialties within Program: Civil Engineering and Environmental Engineering

Related Programs at Other Institutions: UBC offers Engineering PhD programs in Biomedical, Chemical and Biological, Civil, Electrical and Computer, Materials, Mechanical, and Mining. UBC-O offers Engineering PhD programs in Civil, Electrical, and Mechanical. Simon Fraser University offers Engineering PhD programs in Engineering Science, Mechatronics Systems, and Sustainable Energy. The University of Victoria offers Engineering PhD programs in Biomedical, Civil, Electrical and Computer, and Mechanical. UNBC will be the only institution in northern BC to offer a doctoral program in Engineering.

Relation to Existing Programs: While there is no direct relation to other PhD programs, the students will be encouraged to interact with other PhD students on campus through the Graduate Students Society, in seminars and through professional development courses. The proposed PhD in Engineering will share resources with the existing graduate programs in the School of Engineering, viz., the MAsc in Engineering, for whose students the PhD program will be a conduit for further work, and the MEng in Integrated Wood Design.

Articulation Arrangement: There are no articulation arrangements.

Consultations with Other Institutions: We have consulted with UBC Faculty of Applied Science, UVic Faculty of Engineering and Computer Science and they are in support of this proposal. Industry support is also being sought.

B. Program Description

General Calendar Description: The PhD in Engineering at UNBC provides breadth in the substantive and methodological areas of Civil and Environmental Engineering. The PhD provides advanced research and experiential training so that graduates gain academic and practical skills.

More specifically, the objective of the PhD program in Engineering is to develop scholars and researchers who can contribute to the larger body of scientific knowledge of Civil and Environmental Engineering through research and have an advanced level of understanding of the applications of their research in practice.

Curriculum: The PhD is a research-intensive degree developed for students with a strong background in the fundamental knowledge required for engineering. The supervisory committee assesses the student's preparedness to conduct research and recommends additional requirements for technical courses. These courses may be offered on campus, through the Western Dean's agreement, or through reputable online learning platforms such as EdX.

The following courses will be required:

- ENGR 700-3 Technical Writing
- ENGR 801-3 Research Methods
- ENGR 802-3 Dissertation Seminar
- ENGR 803-3 Professional Development
- ENGR 890-12 Dissertation

Once per year after taking ENGR 802-3

- ENGR 804-0 Dissertation Seminar Presentation

ENGR 804, and ENGR 890 will be Pass/Fail. All other courses will be grade-based. A minimum of 24 CH in total will be required.

ENGR 700-3 Technical Writing may be waived by the supervisory committee.

Technical courses may be recommended by the supervisory committee.

Professional development is an important aspect of PhD programs. Students must take at least 60 hours of professional development activities. Examples are courses, workshops or seminars to gain and improve teaching, communication, leadership and management skills.

Certificates for the professional development activities will be submitted to the program Chair for approval and recorded by the School of Engineering. The Office of the Registrar will be informed once the professional development requirement is met by the student.

Students are required to successfully complete a comprehensive exam at most 18 months after the start of the program. The comprehensive exam is tailored to ensure each student is adequately prepared to complete the PhD research. The comprehensive exam will assess the breadth and depth of the student's knowledge in their area of research, and their ability to communicate knowledge of the discipline. The supervisory committee will provide four questions to the student. The comprehensive exam will be of the take-home type, lasting 96 hours. Within one week after the submission of the responses, the committee will meet with the student for an oral defence of the answers. The possible results of the exam will be: a) clear pass; b) conditional pass with the requirement of additional courses to be taken; c) adjourn with the exam to be repeated within six months; ; and d) fail with the student required to withdraw from the program.

Students are required to submit and defend a PhD proposal by the end of the second year. In this proposal, they must demonstrate the ability to conduct independent and original research. The proposal must include a literature review summarizing the state of the art, formulate a research question, discuss the methods used to address the question(s), and present deliverables and timelines.

Upon passing the comprehensive exam and successfully defending the dissertation proposal to their supervisory committee, a student is granted PhD Candidate status and works towards completion of the dissertation under the supervision of the Supervisory committee. A doctoral dissertation must be submitted and defended. The defence of the dissertation by full-time PhD Candidates normally takes place between three and five years of acceptance into the program. Part-time students usually take longer to complete the degree. The final defence shall be conducted according to the rules established in the UNBC Graduate Calendar (4.5.1, e).

The PhD supervisory committee consists of a primary supervisor and at least three other members who are experts in the area of research. At least one committee member must be from within the UNBC School of Engineering and at least one committee member must be from outside the UNBC School of Engineering.

C. Need for Program

This program is required for the success of our faculty as research in engineering is typically conducted as professor student partnerships. The training of master's students is important, but they are ready to graduate as soon as they have the skills to embrace the research. Having a PhD program is required to provide the individual with the time to make in-depth contributions to the field.

UNBC currently has three doctoral degree programs: one in Health Sciences, one in Natural Resources

and Environmental Studies, and the other in Psychology. Although some members of the School of Engineering can attract students to a PhD program in NRES, the majority of the students that our members would like to attract do not see themselves within the descriptions of those programs.

A PhD program is a research-intensive degree and the researchers in the School of Engineering fit well in to UNBC’s visions of “Leading a Sustainable Future” and “Canada’s Green University”. A PhD program developed for Engineering will allow us to achieve the two objectives of 1. attracting excellent PhD students, and 2. performing “green” and “Northern-relevant” research.

Enrolment Projections:

The School of Engineering currently has 21 faculty members with the qualifications to supervise students within the context of a PhD in engineering. Each faculty could be expected to have between one and tree PhD students, some will have more. There are currently 23 PhD students in the NRES program which are supervised by School of Engineering faculty members, and we expect some of these to request to change to the new program. We expect to be at a steady state of between 20 and 40 PhD students within the first few years of the program’s inception. The students currently in the NRES PhD program will be given the option to transfer to the Engineering PhD program. For the transfer, course requirements may be waived or substituted by other courses, as judged by each student’s supervisory committee considering the student’s previous coursework or research experience. Based on the evidence of the NRES MSc students who transferred to the Engineering MASc program, it is expected that at least half the cohort will opt to transfer. Table 1 shows enrolment projections considering the assumptions and that each faculty member will attract a new PhD student every two years. Actual enrolments may vary depending on funding opportunities received by faculty members.

Table 1 – Projected enrolment in the proposed PhD program

Year	Faculty members	PhD Students				Assumptions
		Returning	New	Total	Graduating	
1	20	10*	10	20	5	Of the 23 students in the NRES PhD - some will graduate before year 1, and 10 will transfer 3 of the transferred students will graduate 2 of the transferred students will graduate From here onwards, half the students will graduate in 3 years, half in 4 years
2	21	15	10	25	3	
3	22	22	10	32	2	
4	22	30	10	40	5	
5	22	35	10	45	10	
6	22	35	10	45	10	
7	24	35	12	47	10	
8	24	37	12	49	10	
9	24	39	12	51	10	
10	24	41	12	53	11	

*transfers from the NRES PhD program

Cultural, Social and Economic Needs:

Labour Market Demands:

The labour market for PhD students is hard to predict. The students will at least be sought after in universities that are offering engineering programs as well as in Industry as consultants for engineering projects in Canada and worldwide. A PhD degree is often required for engineers in consulting and

research jobs to advance their careers into senior level engineering positions. Students in this program will graduate with advanced skills often needed in senior level positions. Several engineering industry branches indicate replacing personnel as one of the key challenges they face. One such statement was recently made during the 2023 Canadian Dam Association Conference, during the “Challenges of the Industry” session. Replacing an aging workforce of senior engineers has been repeatedly indicated as a current and future challenge in North America by the American Society of Civil Engineers (ASCE). PhD degree-holders are able to supply this demand.

Other Benefits:

The proposed program will support societal and cultural values of protecting the environment through the dissemination of knowledge. The program is expected to improve the understanding and collaboration between the communities and institutions to better utilize natural resources. At the same time, new knowledge will be actively sought for the development and adoption of innovative technology and ultimately achieve tangible positive changes in the environment.

The program will aid in the recruitment and retention of outstanding faculty. UNBC recognizes the importance of attracting and retaining high-quality faculty. UNBC strives to develop an institutional culture and specific resources to support the activities of existing and arriving faculty and graduate students.

The PhD program in Engineering will strengthen the “green” and “sustainable” research at UNBC, since many of the PhD candidates will conduct research in sustainable engineering. A doctoral program in Engineering will help strengthen the relationship between the School of Engineering and the regional community, as the majority of the research projects will seek to solve regional problems and add value to regional industry, benefitting BC’s northern community, since no institutions in the region offer a doctoral program in engineering.

D. Faculty

Faculty list:

Ali, Faran
Branscomb, Richard
Cherian, Chinchu
Dziedzic, Mauricio
El-Hakim, Mohab
Garcia-Becerra, June
Helle, Steve
Iorhemen, Oliver
Iqbal, Asif
Kamali, Mohammad
Li, Jianbing
Linklater, Natalie
Raoufi, Mohammad
Roberts, Deborah
Sui, Jueyi
Tannert, Thomas
Thring, Ron
Tong, Fei
Wood-Adams, Paula
Zheng, Wenbo
Zhou, Jianhui

Expected Teaching Loads:

The supervision of graduate students falls under the category of informal teaching. Faculty members determine how many graduate students they can successfully supervise. A level of 5 graduate students (a combination of PhD and Masters) in different stages of their programs is typical.

The School of Engineering has an intention of including at least one graduate course as part of the teaching load of each Tenure Track faculty member. These courses will be organized by the faculty members depending on their individual expertise and the needs of the graduate students. The intent will be to have a few “standard” courses such as ENGR 803-3 Professional Development that are typically needed by graduate students.

Research Funding:

School of Engineering Faculty members have been very successful in attracting funding for their research. In the past academic year alone, over \$1.3 million were received to fund our research projects.

E. Program Delivery

In addition to the required courses listed in item B, any deficiencies identified by the supervisory committee may lead to the recommendation of additional courses. Students will be encouraged to take courses in-house or from any reputable educational delivery organization such as EDX or the Western Dean’s agreement if the material is deemed relevant to their research and not offered at UNBC.

Distance Learning Components:

Students will be allowed to take advantage of any courses offered through any reputable educational delivery organization.

Class Size and Structure:

Class size will typically be geared towards classes of 5-20. Some classes will be applicable at the master’s level as well and so may be closer to the 20-student level.

Experiential Learning:

The PhD is a research-intensive degree and so is experiential learning at its core. Any course work is in support of the experiential learning component.

F. Program Resources

Administrative Requirements:

1. The time of one Administrative Assistant for the School of Engineering will be required to support this program.
2. Resources in the Graduate Office will be required to process applications, admissions, maintenance, and graduation administrative processes.
3. Resources in the International office will be required since we predict that many of our students will be international.
4. Resources for professional development of students’ teaching portfolios from the CTLT will be appreciated.
5. Students will take advantage of any University-wide professional development that is offered, if none is offered then the School of Engineering will source and develop these programs.

Operating Requirements:

The School of Engineering will support all operational requirements for this program. The current faculty have been developing research proposals and many have already succeeded in obtaining funding. Laboratory space is also required, and the Office of Research and Innovation has cooperated in freeing up research space for these faculty members and their students. As the programs grow, they will need more research space, which is not unique to engineering.

Capital Requirements:

There are no capital requirements from UNBC. The faculty are writing proposals to purchase capital equipment that will be important for the PhD students to carry out their research. There will be, however, requirements for office and research space for these graduate students.

Start-up Costs:

There are no start-up costs associated with this program.

Special Resource Requirements:

G. Library Resource Requirements (See attached form)

H. Evaluation

Academic Quality of Program:

The academic quality of the PhD program will be evaluated using multiple methods.

1. Course feedback from students to professors.
2. Program feedback from students and professors in a yearly “program review” meeting.
3. Collection and analysis of program outputs (student led publications, student success in the employment market).

Methods of Internal Institutional Review:

We will follow the internal UNBC DQAB program review policy and procedure.

Relevant External Program Experts:

This is part of the internal DQAB review process.

I. Miscellaneous

Special Features:

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

J. Authorization

SCCC Reviewed: September 14, 2023

Faculty: Science and Engineering

Faculty Council Motion Number(s): FSE FC 2023.10.20.03

Faculty Council Approval Date(s): October 20, 2023

INFORMATION TO BE COMPLETED AFTER SENATE COMMITTEE ON ACADEMIC AFFAIRS MEETING

Brief Summary of Committee Debate:

Motion No.: SCAAF 202402.09

Moved by: Ronald Camp

Seconded by: Clarence Hofsink

Committee Decision: CARRIED

Approved by SCAAF: February 14, 2024
Date


Chair's Signature

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

**Library Resource Requirements and Consultation Form
(to be submitted with SCAAF New Academic Program Proposal Motion Form)**

(Please complete the sections highlighted in blue in the footer of this document)

Completing the Library Resource Requirements and Consultation Form is a critical step in ensuring that the Library can support the program through its resources, teaching, and services. The Library is committed to identifying existing and needed resources that support students in their educational journeys at UNBC.

This form must be submitted to the Library **21 days (3 weeks)** prior to SCAAF New Program Approval deadline.

NEW ACADEMIC PROGRAM PROPOSAL *(to be completed by Faculty Member/Chair/Dean)*

Name of proposed Program or degree: PhD in Engineering

Anticipated start date of program: September, 2025

Anticipated enrolment: 20

Are the SCAAF Program forms attached: x YES _____ NO

Please provide keywords associated with the discipline:

Engineering, Civil, Construction, Environmental, Hydraulic, Hydrotechnical, Geotechnical, Transportation, Pavement, Water Resources, Energy, Water, Wastewater, Waste, Soil, Structural, Building, Timber, Concrete, Steel, Materials

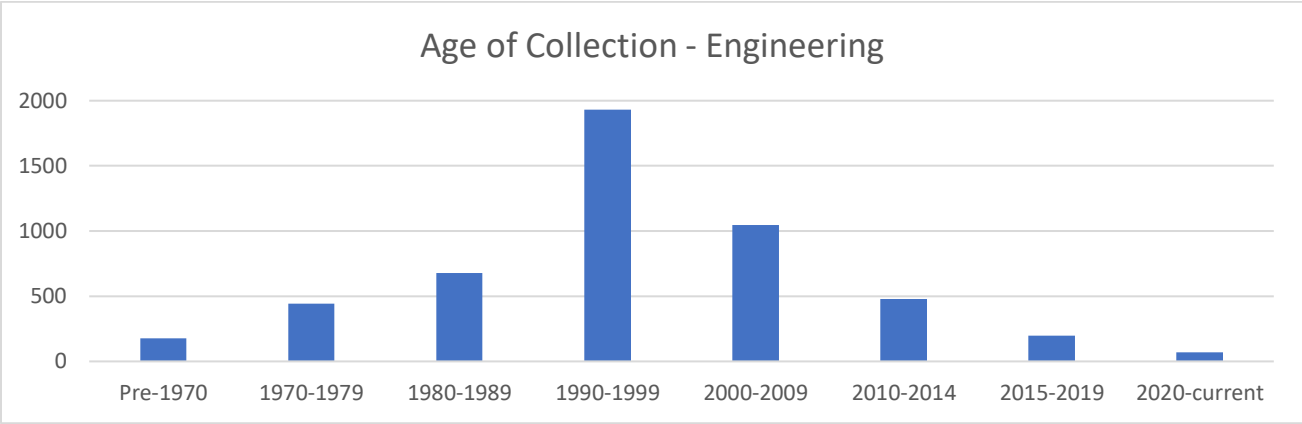
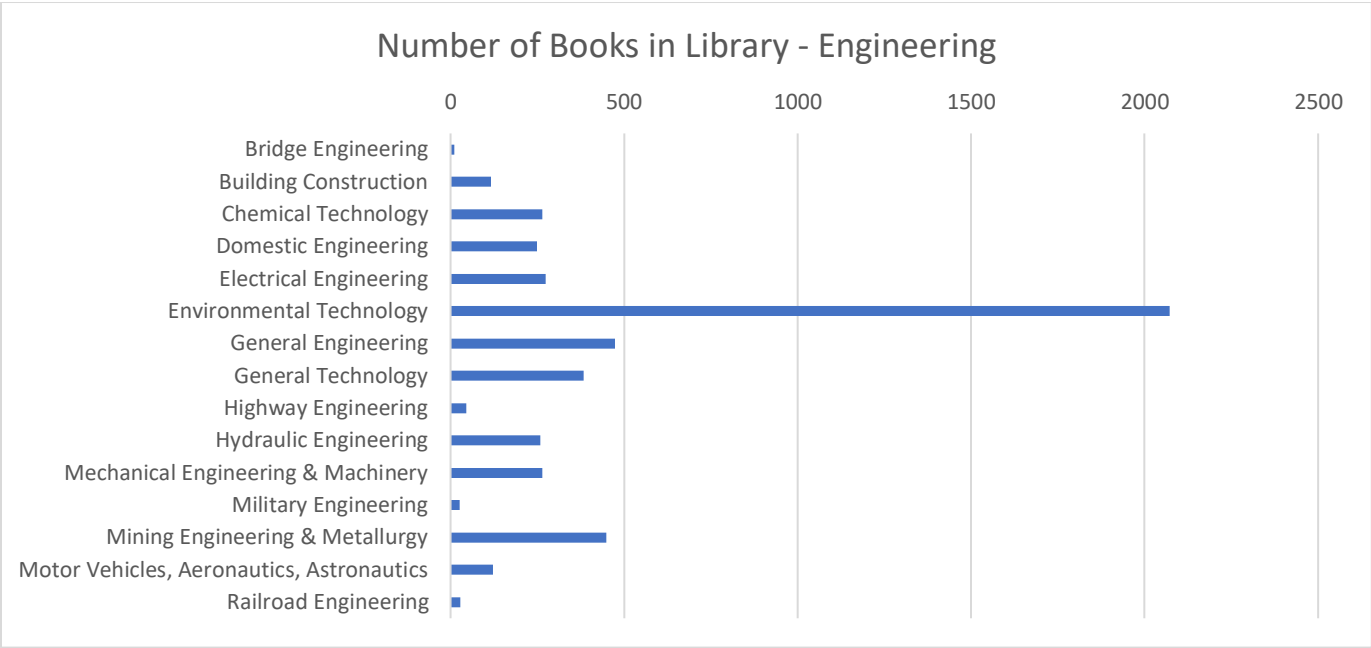
Library Resource Requirements *(to be completed by Librarians)*

Please describe the impact of the following Library service(s) or resource(s):

1. Collections:

- a) Required and/or recommended readings and course reserves.
- b) Depth of the collection in relevant areas.

- Monographs: LCSH



- Electronic resources (*Will the addition of this program impact the electronic resources required and licenses, ex. impact on simultaneous users, contract considerations:*
- Available Databases:

Name	Description	Cost
Academic Search Complete	A large multidisciplinary resource that includes the full text for most of the publications in its index	~\$28,000/yr
ASTM Compass	Access to standards published by the American Society for Testing and Materials	~\$11,000/yr
CSA Online	Standards developed by the Canadian Standards Association	~\$7500/yr
IEEE Xplore	IEEE journals and conference proceedings	~\$39,000/yr
Science Direct	Elsevier journals	~\$220,000/yr

SpringerLink	Springer journals	~\$96,000/yr
Web of Science	Current and retrospective bibliographic information, author abstracts, and cited references	~\$26,000/yr
Wiley Online Library	Wiley journals	~\$140,000/yr

It is possible that the IEEE Xplore subscription may increase by ~\$11,000/yr as a result of additional engineering usage. Our current subscription includes engineering content at significantly reduced costs due to negotiation related to our small number of students and low usage of that content. If our usage of engineering content increased significantly, IEEE would reach out to upwardly adjust our subscription based on standard costs for engineering content.

- Available online journals available by subject:
 - Engineering - General: 258 online journals
 - Civil Engineering: 396 online journals
 - Environmental Engineering: 226 online journals
 - Mechanical Engineering: 349 online journals
 - Hydraulic Engineering: 30 online journals
 - Transportation Engineering: 81 online journals

- UNBC's journal collection is adequate to support the proposed PhD program in the areas of civil and environmental engineering. According to JCR, UNBC has access to all of the most highly cited journals in both civil and environmental engineering, mostly due to our ongoing subscriptions to ScienceDirect and IEEE.

Top highest impact journal in Civil Engineering (from JCR based on 2022 JIF)

Journal Title	UNBC Availability
Construction and Building Materials	1995-present
Journal of Hydrology	1997-present
Engineering Structures	1995-present
Energy and Buildings	1995-present
Building and Environment	1995-present
Ocean Engineering	1995-present
IEEE Transactions on Intelligent Transportation Systems	2000-present
Transportation Research Record	1996-present
Automation in Construction	1995-present
Journal of Structural Engineering	1983-present

Top highest impact journal in Environmental Engineering (from JCR based on 2022 JIF)

Journal Title	UNBC Availability
Chemical Engineering Journal	1997-present
Journal of Cleaner Production	1995-present
Environmental Science and Technology	1967-present

Journal of Hazardous Materials	1995-present
Applied Catalysis B-Environmental	1995-present
Water Research	1995-present
Building and Environment	1995-present
Waste Management	1995-present
Journal of Environmental Chemical Engineering	2013-present
Resources Conservation and Recycling	1995-present

- Are there discipline or subject specific resources (databases, software) required for pedagogical and/or accreditation purposes? Yes ___ No X

No additional subject specific resources are required for the proposed PhD program assuming the topics stay within our current resources. However, there are a couple of recommended resources if the Engineering program continues to expand and become more comprehensive.

- If yes, provide name of resource(s) required and total cost:
- Compendex
 - Comprehensive engineering bibliographic index covering journal articles, technical reports, conference papers and proceedings. This is a standard resource in most institutions with comprehensive engineering programs. UNBC has not subscribed to it in the past due to the extreme cost and the fact that the current engineering programs are quite narrow in focus. If the Engineering program expands their offerings to become more comprehensive, this resource is highly recommended.
 - Ongoing annual cost: ~\$50,000/yr
 - One-time cost for backfile: ~\$33,000
- Techstreet or IHS Standards
 - An information management system for standards to build a collection of selected standards from selected organizations. UNBC has a subscription to CSA Standards, but there are many other international standards bodies (e.g., ISO, ASCE, etc.) Currently the Library has purchased requested standards (other than through CSA) on an as-requested basis. However, these are static (not updated) and usually in print. If the program desired expanded access to standards, a subscription to a standards management system is recommended.
 - Annual cost: unknown as this is dependent on number of publishers and standards

2. Human Resources:

a) Instruction (*i.e. research guide development, online tutorials, embedded instruction, tours, etc*):

Currently, the instruction support for the Engineering program is minimal with ~2-3 instruction sessions/year and a basic libguide. It is expected that the PhD program proposal would add another 1-2 instruction sessions/yr which can be accommodated within the current support.

It is anticipated that one-on-one in-depth research support from a librarian will be required by most PhD students as it is in other doctoral programs across disciplines. This would have an increased impact on the current librarian's time and would require this librarian to become more familiar with engineering research, resources and databases, and collection development in this area.

b) The level of expertise required to support the program (*please provide rationale*):

Generalist

Subject Specialist (*i.e. specific skills and/or knowledge are required to support the program*)

The majority of the existing library support work (ad hoc instruction sessions, purchasing resources as needed, providing Library- or research-related advice, etc.) to support the Engineering program is being done by a Generalist librarian who has competing priorities. The addition of ~20-50 graduate students can be minimally accommodated within the current ad hoc support. However, if the Engineering program would like a more comprehensive bibliographic instruction program tied to curricular needs or there is an expectation that PhD students will do in-depth research projects, then additional subject specialist support will be needed. The School of Engineering has provided annual funding to help support the library and it is anticipated that the funding will be put toward a part-time subject specialized librarian position that can further support the program. The library is currently seeking further funding to ensure that this is a full-time position (with additional responsibilities) for recruitment purposes and to meet the growing needs of the library.

c) Reference assistance (*i.e. individual or group support, ongoing support*)

Reference assistance for the Engineering program is currently provided by the main Library reference desk. It is expected that this will continue with the proposed PhD. However, additional subject specialist support will be needed to ensure that they are supported at the level of specialization that is required.

3. Physical space (*i.e. sufficient collaborative study space, individual study areas in the library, etc*):

Students in the proposed PhD program will compete with other students for space in the Library. Group study and collaboration space is likely to be the most desirable.

4. Collaboration with other libraries or institutions (*i.e. regional programs, distributed programs, libraries in the community, etc*):

Unknown

5. Other (*i.e. special equipment and/or software*):

Unknown

Library's recommendation (*check one option*):

Proposal has an impact on the Library and can be supported within the Library's current budget.

Proposal cannot be supported without additional budgetary resources; see details above or appended.

Proposal has no impact on the Library.



University Librarian (or designate) signature

Jan. 15, 2024

Date

BRIEFING NOTE FOR:

UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES

Subject:		
Audit & Risk Committee	Meeting Date:	Purpose: <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input type="checkbox"/> Approval
Finance & Investment Committee	Meeting Date:	Purpose: <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input type="checkbox"/> Approval
Governance & Human Resources Committee	Meeting Date:	Purpose: <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input type="checkbox"/> Approval
UNBC Board of Governors	Meeting Date:	Purpose: <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input checked="" type="checkbox"/> Approval
Submitted By:	Office of the Vice-President Academic and Provost	
Please note other guests to be in attendance:		
Appendices:	1. <i>Approved Senate motion document</i>	
Motion Number:	<i>To be completed by Office of University Governance</i>	

1.0 MOTION/DISCUSSION/RECOMMENDATION

That the Board of Governors approve the new Ph.D. in Biochemistry and Molecular Biology.

2.0 BACKGROUND AND ANALYSIS

SENATE MOTION 202402.11 (SEE APPENDIX)

3.0 ANTICIPATED FINANCIAL AND HUMAN RESOURCE IMPACTS:

The proposed new Ph.D. will have minor impacts on the budget and human resources. Primarily the impact will arise through the additional time requirements in the Office of Graduate Studies for the processing of applications but it is not anticipated that there will be an overwhelming demand for the program so the numbers should be manageable. It will also result in additional students receiving tuition waivers for their studies at the doctoral level and a further division of the scholarship funding support. But the direct costs of the degree program will be borne by the supervisor through the purchase of laboratory supplies, equipment, and such.

4.0 LENS OF RECONCILIATION:

While the degree program does not have a significant indigenous content, the nature of the research that the students will undertake may have significance for the indigenous people of northern British Columbia. Further, as biotechnology is a significant and growing industry within the province, providing access to educational opportunities in the region will help to facilitate the participation of indigenous students in an area of important research and development.

OTHER CONSIDERATIONS:

The proposed degree addresses several needs identified in the most recent strategic plan. Primarily, it cultivates a culture of curiosity. Advanced research, discovery driven research, is essentially all about curiosity. Understanding how the world works and, in this case, how the biochemistry and molecular biology of all living organisms function. What works well? What doesn't? And can we fix what is not functioning effectively? These are the questions that are at the heart of this research domain. The degree will provide students in the north and from around the world the opportunity to explore new areas of research. Potentially some of the research may have practical applications which could lead to commercialization – to the benefit of the university and the region. For example, a new strain of algae which could generate lipids capable of being turned into fuels and chemical products while withstanding the climate of northern BC would be of great economic significance. Or potential new agrichemicals available from bacteria harvested in the boreal forest. The nature of biochemical research is that the results will have widespread impact and will help both regional and global communities.

NEXT STEPS:

The next step will be submission of the degree to the Degree Quality Assurance Board for its consideration. As we are not exempt at the Ph.D. level, the process will be protracted requiring completion of multiple stages.

Motion Number (assigned by Steering Committee of Senate): S-202402.11

SENATE COMMITTEE ON ACADEMIC AFFAIRS

NEW ACADEMIC PROGRAM PROPOSAL

Motion: That the new PhD in Biochemistry and Molecular Biology be approved as proposed.

A. General Information

Program Title: PhD, Biochemistry and Molecular Biology

Program Objectives: Upon completion of the program, the student will:

1. Be familiar with the critical review and analysis of the literature.
2. Be accustomed to the design of a research program, performing the relevant experiments and data analysis required.
3. Demonstrate competency in oral, written, and electronic modes of communication.
4. Have made an original contribution to biochemistry and/or molecular biology.
5. Significantly improve problem-solving skills.

Credential upon Completion of the Program: Doctor of Philosophy in Biochemistry and Molecular Biology

Program Offering the Degree: Department of Chemistry and Biochemistry

Proposed Start Date: September 2025

Suggested Institutional Priority: High. With the restructuring of the institution into five faculties and the deconstruction of the MCPMS program, graduate studies have devolved in the Faculty of Science and Engineering to a departmental responsibility. This means previous mechanisms for supporting Ph.D. level students (through NRES or Health Sciences) are increasingly problematic. In addition, with the renewal of faculty in the program which will occur over the next few years, having a Ph.D. degree option will be an essential recruiting tool to attract highly qualified personnel and for new faculty to be able to build strong, robust, competitively funded research programs.

Relationship of Proposed Program to the Mandate of the Institution: The University mandate for serving the north means that UNBC should be a full-service university with degree programs ranging across the full spectrum. Further, with the institutional focus on sustainability and health, a Ph.D. in Biochemistry and Molecular Biology will serve both of these missions. From a health perspective, COVID 19 was a wake-up call to the Canadian establishment that the country needs a robust biotechnology sector capable of responding rapidly to emerging disease vectors. There is a strong need to be educating the leaders of tomorrow today. With respect to sustainability, understanding the diversity of life and the possibilities presented by biotechnological solutions is critical in order to find alternative sources for materials critical to a sustainable economy. It has been said that the 21st century will belong to biotechnology and having skilled scientists with advanced degrees in biochemistry and molecular biology is critical to the development of biotechnological solutions, particularly within the university's region.

Implications for the Cooperative Education Option: Ph.D. programs do not usually include a cooperative education option but collaboration with industrial partners may be part of the overall research program (for example, students involved in government funded programs such as Mitacs.)

Specialties within Program: none.

Related Programs at Other Institutions: Most research universities offer a Ph.D. in either Biochemistry or Biochemistry and Molecular Biology. Within British Columbia, UBC and SFU have a Ph.D. in Biochemistry and Molecular Biology with their Departments of Biochemistry while UVic offers a Ph.D. in Biochemistry.

Relation to Existing Programs: As a PhD program this will be similar to other PhD programs and the students will be encouraged to interact with other PhD students on campus through social events, the graduate students' society, and through both internal and external seminars. None of the existing programs will have significant overlap with the proposed degree.

Articulation Arrangement: There are no articulation arrangements.

Consultations with Other Institutions: To be done.

B. Program Description

General Calendar Description:

The PhD in Biochemistry and Molecular Biology at UNBC provides students with a breadth of experience across a range of experimental techniques and capacity. The PhD requires advanced research and provides an experiential education, preparing graduates for future careers as research scientists in either academia or industry. The objective of the PhD program in Biochemistry and Molecular Biology is to develop scholars and researchers who can contribute to the larger body of scientific knowledge and advance our understanding of the fundamental roles biochemistry and molecular biology play in life.

Curriculum

The PhD is a research degree developed for incoming students with a rich background in the fundamental knowledge required for biochemistry. The supervisory committee assesses the student's readiness to conduct research, and recommends coursework. These courses may be offered on campus by faculty, through the Western Dean's agreement, or through reputable online learning platforms such as edX.

Courses

BCMB 804-3 Graduate Seminar

BCMB 890-12 Dissertation

Other courses or professional development credits as deemed necessary by the supervisory committee (not to exceed a total of 9 academic credits)

Candidacy

Students entering the PhD program with a Master's degree must complete the candidacy exam within 18 months from entry, while students transferring from the MSc in Biochemistry to the PhD program must complete the exam within 24 months from the beginning of their graduate program. The candidacy examination consists of a grant-style proposal written by the student on their proposed research and an oral defence of the proposal with questions along with any other questions the supervisory committee deems necessary. Students must pass both the oral and written components.

Other requirements

Students must continuously register full-time in three terms per year. No part-time graduate program is available for this degree. Students normally undertake a teaching assistantship within the department.

Dissertation

Students must have an identified supervisor at the time of application. Within six months of admission, a supervisory committee consisting of their supervisor and three faculty members (one of whom should be an external faculty member from a related academic discipline) must be created. Students are expected

to work with their supervisor and committee in the development and execution of their research. Students are expected to publish the results of their research in refereed scientific journals and present them at conferences.

Oral Examination

The final, written dissertation is evaluated by the supervisory committee and an external examiner (from outside of the University) chosen by the graduate committee in consultation with the supervisor and approved by the Dean of the Faculty of Science and Engineering. The dissertation must be publicly presented and defended in an oral exam.

Normal Time Required for Completion

The completion time for the PhD between initial admittance and final defence will normally range from three to five years.

C. Need for Program

UNBC currently has two relevant doctoral degrees, one in Health Sciences and one in Natural Resources and Environmental Studies. While two faculty members are presently listed within Health Sciences, many students interested in pursuing a doctoral degree in Biochemistry and Molecular Biology do not see themselves within the descriptions of either program.

A PhD program is a research degree. For the researchers studying biochemistry and molecular biology, it fits well within UNBC's mandate for a sustainable, healthy future. Further, such a degree program will assure that new faculty have the opportunity to fully develop their research potential. Working with HQP, particularly at the graduate level, is a critically important aspect of research for faculty members in the sciences and highly educated HQP are extremely important component of the Canadian research development sector.

Enrolment Projections: It is anticipated that the program would typically accept 3 new students every year and given the duration of the degree, enrolment would be between 10 and 15 students at any given time.

Cultural, Social and Economic Needs: As Canada's population increases and global connectedness advances, the need for biomedical research in health and agricultural science will result in greater and greater demands. This social demand for medicine and life improving biochemicals along with a fundamental understanding of the biochemistry and molecular biology within organisms will only increase over the next century. New medicines, derived from a further understanding of biochemistry and molecular biology, along with the techniques and methods for mass production, rely heavily upon an educated research community in biochemistry and molecular biology. Economic diversification is fundamentally dependent upon having a diverse workforce and a Ph.D. program in Biochemistry and Molecular Biology would open new opportunities in the north.

Labour Market Demands: Making predictions about labour market demand is always fraught with difficulties. However, job sites presently say there are 44 positions in the lower mainland area seeking candidates with a Ph.D. in Biochemistry. Life Sciences BC lists 2000 companies in the province employing 20,000 people with annual revenue of \$6.7 billion, suggesting there will be a perpetual market for graduates. Canada's largest biotechnology company, Stemcell, is also located in the lower mainland and their business plan calls for a doubling of their number of employees by 2030 which will result in an ongoing need for research scientists as turnover due to retirements occurs.

Other Benefits:

D. Faculty

Faculty list:

Daniel Erasmus
Kendra Furber
Andrea Gorrell
Sarah Gray
Dezene Huber
Chow Lee
Brent Murray
Michael Preston
Stephen Rader
Mark Shrimpton

Expected Teaching Loads: The supervision of graduate students falls under Category II teaching. Faculty members determine how many graduate students they can successfully supervise. A level of 3-5 graduate students (a combination of PhD and Masters) in different stages of their programs is typical, although some faculty may have more.

The Department of Chemistry and Biochemistry intends to include one Category I graduate course as part of the teaching load of each Tenured or Tenure-Track faculty member (depending upon demand). These courses will be organized by the faculty members in alignment with their individual expertise and the needs of the graduate students. The graduate seminar (BCMB 804-3) will be run concurrently with the BCMB 704-3 course which is already offered annually as part of regular teaching loads.

Research Funding: Research funding in support of this program is on the order of \$6 million over a three-year period.

E. Program Delivery

As described above in the teaching loads section, some courses will be offered by faculty within the department on an annual basis. Note that these courses will be available to all graduate students within the program and in cognate disciplines. Other courses, as appropriate, may be offered in separate Ph.D. degree programs.

Distance Learning Components: Students will also be allowed to take advantage of any courses offered through any reputable educational delivery organization, principally through the Western Deans agreement.

Class Size and Structure: Class size will typically be geared towards classes of 3-10. Some classes may include Master's students as well.

Experiential Learning: The PhD is a research degree. At its core is experimentation and the analysis of the resulting data, both of which are key components of experiential learning. Course work is intended to support the student's research while expanding their knowledge of the discipline from both a theoretical and practical aspect.

F. Program Resources

Operating Requirements: The Department of Chemistry and Biochemistry is willing to support all operational requirements for this program. Most faculty have externally funded research programs. Laboratory space is also required but can be managed within the existing space allocation structure. As the program grows, it may require additional research space but that is not unique to this particular degree.

Special Resource Requirements: none

G. Library Resource Requirements (See attached form)

H. Evaluation

Academic Quality of Program:

The academic quality of the PhD program will be evaluated using multiple methods.

1. Course feedback from students to professors.
2. Program feedback from students and professors in a yearly “program review” meeting.
3. Collection and analysis of program outputs (student led publications and conference presentations, student success in the employment market, etc.)

Methods of Internal Institutional Review: We will follow the internal UNBC DQAB program review policy and procedure.

Relevant External Program Experts: Part of the internal DQAB review process. It would be anticipated that the first review by External Reviewers would occur shortly after the first graduates have successfully completed the program.

I. Miscellaneous

Special Features: N/A

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


J. Authorization

SCCC Reviewed: October 12, 2023

Faculty (ies): Science and Engineering

Faculty Council Motion Number(s):

Faculty Council Approval Date(s):

INFORMATION TO BE COMPLETED AFTER SENATE COMMITTEE ON ACADEMIC AFFAIRS MEETING	
Brief Summary of Committee Debate:	
Motion No.:	SCAAF 202402.10
Moved by: Ronald Camp	Seconded by: Clarence Hofsink
Committee Decision: CARRIED (abstention by T. Whitcombe)	
Approved by SCAAF:	
<u>February 14, 2024</u>	_____
Date	Chair's Signature
For recommendation to <u> ✓ </u>, or information of _____ Senate.	

Library Resource Requirements and Consultation Form
(to be submitted with SCAAF New Academic Program Proposal Motion Form)

(Please complete the sections highlighted in blue in the footer of this document)

Completing the Library Resource Requirements and Consultation Form is a critical step in ensuring that the Library can support the program through its resources, teaching, and services. The Library is committed to identifying existing and needed resources that support students in their educational journeys at UNBC.

This form must be submitted to the Library **21 days (3 weeks)** prior to SCAAF New Program Approval deadline.

NEW ACADEMIC PROGRAM PROPOSAL *(to be completed by Faculty Member/Chair/Dean)*

Name of proposed Program or degree: PhD in Biochemistry and Molecular Biology

Anticipated start date of program: Sept 2025

Anticipated enrolment: 3

Are the SCAAF Program forms attached: ____ YES ____ NO

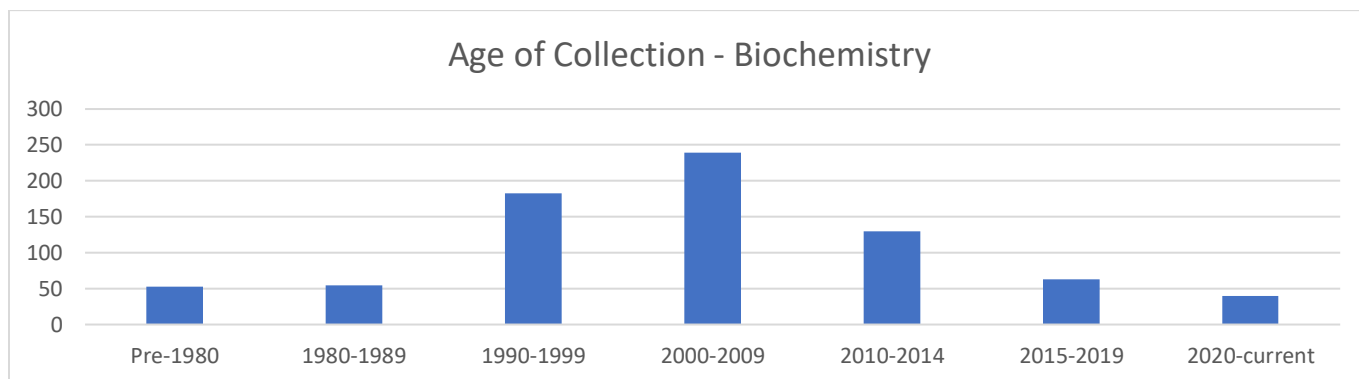
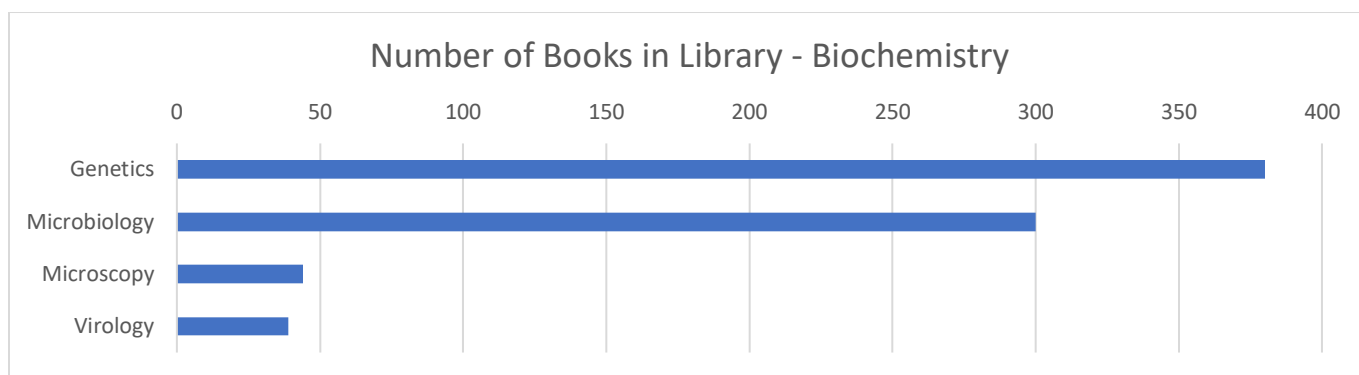
Please provide keywords associated with the discipline:

Library Resource Requirements *(to be completed by Librarians)*

Please describe the impact of the following Library service(s) or resource(s):

1. Collections:

- a) Required and/or recommended readings and course reserves.
- b) Depth of the collection in relevant areas.
 - Monographs: LCSH



- Electronic resources (*Will the addition of this program impact the electronic resources required and licenses, ex. impact on simultaneous users, contract considerations:*)
- Available Databases:

Name	Description	Current Subscription Cost
American Society for Microbiology	American Society for Microbiology journals.	~\$7500
BioOne Digital Library	Indexes peer-reviewed research in the biological, ecological, and environmental sciences.	Freely available
Merck Index	Reference source for chemical, pharmaceutical and biomedical information	One-time purchase in 2020
Microbiology Society	Microbiology Society journals (up for review in 2024, see notes below)	~\$4500
ScienceDirect	Elsevier journals, including selected Cell Press titles	~\$220,000/yr
SciFinder-n	Access to the Chemical Abstracts Service (CAS) database	~\$33,000/yr
SpringerLink	Springer journals	~\$96,000/yr
Web of Science	Current and retrospective bibliographic information, author abstracts, and cited references	~\$26,000/yr

- The Microbiology Society subscription is currently licensed as a 3-year transformative Read-and-Publish license. This license is up for review in 2024 to determine if UNBC authors are in fact reading and publishing with this publisher. Continuation of this subscription will depend on the level of engagement of UNBC authors with this publisher.

Top highest impact journal in Biochemistry & Molecular Biology (from JCR based on 2022 JIF)

Journal Title	UNBC Availability
Nature Medicine	1998-2023 (cancelled in 2024 due to high cost/low usage. Current available through OA or ILL)
Cell	1985-1 year ago (current available through OA or ILL)
Signal Transduction and Targeted Therapy	2016-current
Molecular Cancer	2002-current
Molecular Plant	2009-current
Nature Structural and Molecular Biology	2004-2023 (cancelled in 2024 due to high cost/low usage. current available through OA or ILL)
Annual Review of Biochemistry	1932-present
Molecular Cell	1997-1 year ago (current available through OA or ILL)
Trends in Microbiology	1995-current
Nucleic Acids Research	1974-current

UNBC's journal collection is adequate to support the proposed PhD program in biochemistry and molecular biology. According to JCR, UNBC has access to the majority of the most highly cited journals in biochemistry and molecular biology. However, subscriptions to the relevant Nature and Cell Press journals have recently been cancelled due to high cost/low usage. It is very likely that access to current contents of these journals will be available through Open Access. However, ILL is a viable option, especially given the speed of fulfilment these days (often 1-2 days). The Library can reinstate subscriptions to these journals if there is an increase in ILL requests for articles to these journals.

- Are there discipline or subject specific resources (databases, software) required for pedagogical and/or accreditation purposes? Yes ___ No X
 - If yes, provide name of resource(s) required and total cost:

2. Human Resources:

a) Instruction (*i.e. research guide development, online tutorials, embedded instruction, tours, etc*):

Currently, the instruction support for the Biochemistry program is minimal, with library instruction sessions in relevant BIO and CHEM prerequisite classes and a basic libguide. The PhD program proposal is not expected to add additional instruction sessions. However, any additional requested sessions can be accommodated within the current support.

It is anticipated that one-on-one in-depth research support from a librarian will be required by most PhD students as it is in other doctoral programs across disciplines. This would have an increased impact on the current librarian's time and would require this librarian to become more familiar with biochemistry research, resources and databases, and collection development in this area.

b) The level of expertise required to support the program (*please provide rationale*):

Generalist

Subject Specialist (*i.e. specific skills and/or knowledge are required to support the program*)

Most of the existing library support work (ad hoc instruction sessions, purchasing resources as needed, providing Library- or research-related advice, etc.) to support the BCMB program is being done by a Generalist librarian who has competing priorities. The addition of ~3-10 graduate students can be minimally accommodated within the current ad hoc support. However, if the BCMB program would like a more comprehensive bibliographic instruction program tied to curricular needs or there is an expectation that PhD students will do in-depth research projects, then additional subject specialist support will be needed. The Faculty of Science and Engineering has provided annual funding to help support the library and it is anticipated that the funding will be put toward a part-time subject specialized librarian position that can further support STEM programs. The library is currently seeking further funding to ensure that this is a full-time position (with additional responsibilities) for recruitment purposes and to meet the growing needs of the library.

c) Reference assistance (*i.e. individual or group support, ongoing support*)

Reference assistance for the BCMB program is currently provided by the main Library reference desk. It is expected that this will continue with the proposed PhD. However, additional subject specialist support may be needed to ensure that the students are supported at the level of specialization that is required.

3. Physical space (*i.e. sufficient collaborative study space, individual study areas in the library, etc*):

Students in the proposed PhD program will compete with other students for space in the Library. Group study and collaboration space is likely to be the most desirable.

4. Collaboration with other libraries or institutions (i.e. regional programs, distributed programs, libraries in the community, etc):

Unknown

5. Other (i.e. special equipment and/or software):

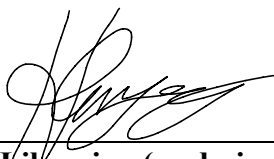
Unknown

Library's recommendation (check one option):

Proposal has an impact on the Library and can be supported within the Library's current budget.

Proposal cannot be supported without additional budgetary resources; see details above or appended.

Proposal has no impact on the Library.



University Librarian (or designate) signature

24Jan24
Date

Motion Number (assigned by
Steering Committee of Senate): S-202311.05

SENATE COMMITTEE ON ACADEMIC AFFAIRS

NEW ACADEMIC PROGRAM PROPOSAL

Clarifying text: The target of this program are people who are NOT currently taking the MBA program. The value to these students of this program is that it focuses on specific areas of the MBA program that they would find essential to their careers. This certificate provides a potential ladder for certificate graduates into the MBA program. We have had extensive discussions with the School of Nursing about this program as well as talking to nurses at Northern Health.

Motion: That the new Graduate Certificate in Change Leadership be approved as proposed.

A. General Information

Program Title: Graduate Certificate in Change Leadership

Program Objectives: To provide students with the background to be effective change leaders in their organization. The program covers the basics of organizational design, leadership and change management. Students will be able to enter their organizations, gain a better understanding of the organizational issues, and effect change in a dynamic business and societal environment.

Credential upon Completion of the Program: Graduate Certificate in Change Leadership

Program Offering the Degree: School of Business

Proposed Start Date: September 2024

Suggested Institutional Priority:

Relationship of Proposed Program to the Mandate of the Institution: The vision of UNBC is to be responsive and provide sustainable solutions to the Northern community. This program will provide local leaders the tools to navigate change in their organizations and have a better understanding of their overall organizational challenges. This is an important area of teaching that is needed for the North. It has been suggested by Northern Health that a graduate credential focused specifically on Change Leadership would help many different tiers of leadership in their organization.

Implications for the Cooperative Education Option: None

Specialties within Program: None

Related Programs at Other Institutions: None

Relation to Existing Programs: Master of Business Administration

Articulation Arrangement: None

Consultations with Other Institutions: There was extensive discussion with Northern Health's Organizational Education & Development Department.

B. Program Description

General Calendar Description:

Graduate Certificate in Change Leadership

This certificate is a subset of our full MBA program that provides students with the skills to analyse the structure of their organizations and help businesses navigate through organizational change. As organizations face dynamic changes in the business environment, the need to pivot quickly becomes a valuable skill for all employees. People with these skills are needed in a diverse set of organizations, from large government organizations to small local companies. Students in this program acquire the skills to understand their organizations, analyse issues and problems, and effect change. MBA students who complete the degree and take COMM 738-3 Change Management are also eligible for the certificate.

Curriculum:

Requirements

COMM 632-3 Organizational Behaviour
COMM 737-3 Leadership Practice and Development
COMM 738-3 Change Management

C. Need for Program

Enrolment Projections: We believe that initially there will be 10 students throughout the MBA cohorts interested in this certificate. As word grows it is likely that applicants could reach to over 30 per cohort. We are hoping to have no more than 20 per cohort as it may stretch MBA resources to have more. If the MBA program is provided with more resources due to increased enrolment, we will revisit this constraint. Demand for the graduate certificate would come from sectors where additional leadership talents are needed to compete in a dynamic environment such as healthcare and the public sector.

Cultural, Social and Economic Needs: This certificate provides a needed economic benefit in that it ensures that students within a year are able to gain the critical skills needed to help their companies through change. This covers both the public and private sector. This also benefits the community. Many of the services and administration in the North of BC are dealing with extreme change. Demographic issues, climate change, and economic recovery from the pandemic are just a few large changes that organizations are needing leadership and expertise to help them change. Graduates could work with organizations to understand themselves and implement changes based on these findings.

Labour Market Demands: Northern Health is prioritizing change leadership development in leaders throughout the Authority. The understanding of change processes is important for the institution, but they are even more interested in engendering strategic thinking about change in their leaders. The goal is to support people to make changes throughout the organization. We are also seeing interested from nurses for change leadership. We have had previous discussions with the School of Nursing at UNBC to provide a program that combines leadership and organizational knowledge. We are also working with municipal governments in Prince George and Burnaby, who have also shown interest in leadership and change management as skills that are important for their employees.

Other Benefits: This ensures that graduates from other programs in the university have another option to

continue their graduate studies than from the field in which they graduated. For instance, graduates in science and engineering who have worked for several years may come back to UNBC to get a certificate that helps them to better understand the non-technical aspects of the organizations in which they work.

D. Faculty

Faculty list: Irina Doering, Beth Page

Expected Teaching Loads: The MBA is not part of the current teaching load, therefore any faculty teaching within it must take it as overload. Only one new course is added to the program which will be conducted as an online course.

Research Funding: It is possible that this course will deepen the connection with organizations in the area and will therefore make it more likely for research in this area to be funded. For instance, discussions with Northern Health have identified that change leadership is important to the organization and students from the Authority would be well placed to identify funding for research in this area.

E. Program Delivery

Distance Learning Components: It is expected that one course will be online COMM 738-3 Change Management. Students in the different cohorts will have access to the same material.

Class Size and Structure: All classes will follow the MBA weekend schedule and COMM 632-3 and COMM 737-3 will be taught in blank times as normal. The other classes outside of COMM 738-3 will be in-class lectures available at the MBA cohorts.

Experiential Learning:

F. Program Resources

Administrative Requirements: A discussion of how individual MBA classes can be taken by those not in the MBA must be discussed. Also it needs to be possible to limit the number of seats for certificate students to ensure that the MBA cohort classes are not overloaded.

Operating Requirements: None

Capital Requirements: None

Start-up Costs: Northern Health has mentioned providing funding to support the School's development of the Change Management course.

Special Resource Requirements: None

G. Library Resource Requirements (See attached form)

H. Evaluation

Academic Quality of Program: It has been reviewed by academic experts in the School and compared to leadership programs in other institutions, including University of Saskatchewan, Illinois State University, and Penn State University.

Methods of Internal Institutional Review: The proposal has been reviewed by the School of Business curriculum committee, the MBA director, the School of Nursing, and the School of Engineering.

Relevant External Program Experts:

Amy Blanding
Northern Health
Strategic Lead – Workforce Sustainability, People Development & Learning
Regional Manager Organizational Education & Development

I. Miscellaneous

Special Features:

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

J. Authorization

SCCC Reviewed: October 12, 2023

Faculty(ies): Business and Economics

Faculty Council Motion Number(s): FBEFC 2023.09.21.06

Faculty Council Approval Date(s): September 21, 2023

INFORMATION TO BE COMPLETED AFTER SENATE COMMITTEE ON ACADEMIC AFFAIRS MEETING

Brief Summary of Committee Debate:

Motion No.: SCAAF202311.04

Moved by: Trina Fyfe

Seconded by: Todd Whitcombe

Committee Decision: CARRIED

Approved by SCAAF: November 8, 2023
Date


Chair's Signature

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

Finance and Investment Committee Report to the UNBC Board of Governors

Submitted by: Allison Beswick

Dates of meetings since last report: November 13, 2023, January 18, 2024, March 14, 2024

Topics reviewed and discussed:

1. Motions to be brought forward to the Board

- a. WIRL Fire Repairs - Construction Contract awarded to IDL Project Lt.
- b. 2024/2025 UNBC Tuition Fees
- c. Delegation of Authority to the President to Approve Fees
- d. Land Trust Grid Promissory Note Extension
- e. Network Access Layer Replacement
- f. Investment Advisory Committee Terms of Reference
- g. Investment Advisory Committee Appointment/Re-Appointments
- h. Scholarships, Bursaries and Awards
- i. 2024/25 Consolidated Budget
- j. Family Nurse Practitioner Capital Project – FNP Expansion at the Wood Innovation Design Centre: Contract Award
- k. New Program Approval – PhD in Engineering*
- l. New Program Approval – PhD in Biochemistry*
- m. New Program Approval – Graduate Certificate in Change Leadership*

*approval pending demonstration of the funding commitment

2. Other Reports and Updates reviewed and discussed

- a. Discussion UNBC Pension Trust – Q3 Staff Pension Plan Quarterly Report
- b. Discussion Q3 Financial Information
 - o Chair of FIC signed the report for submission to the Ministry.
- c. Presentation and discussion on the Budget 2024/25: Assumptions and Analysis
- d. Discussion on the Investment Advisory Committee's Terms of Reference and Committee Composition
 - o Terms of Reference to be revised.
 - o Renew membership and work to recruit new members and fill vacancies.
 - o Quarterly meetings to be scheduled for 2024.
- e. Received Update on the University Advancement Advisory Board



UNBC UNIVERSITY OF
NORTHERN BRITISH COLUMBIA

Budget 2024-25 and Projection for 2025-28

March 2024



Demystifying the Budget:
From Mystery to Transparency

Towards a Journey of *Fiscal Prudence*
and Responsible Investment

Cover Photo Captions

1. Top left: A group of UNBC students wearing safety vests gathers in a grove of trees as part of course field work.
2. Top right: UNBC graduate and social worker with Northern Health, Furqana Khan, was the Valedictorian at Ceremony 1 during UNBC's 2023 Convocation.
3. Middle photo: Students relax and visit in a classroom at UNBC's Northwest campus in Terrace.
4. Bottom left: Three students in the UBC Northern Medical Program Class of 2023 gather in UNBC's Agora Courtyard to celebrate after their White Coat Ceremony. From left to right, Dr. Ryan Medhurst, Dr. Lauren Brown, and Dr. Emily Hawse.
5. Bottom right: Students, staff and faculty gathered for a UNBC Community workshop to make origami ravens as part of the First Nations Centre's Ravens for Reconciliation project.

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Traditional Territory Acknowledgement

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

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

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

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

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

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

Acronyms

\$	Canadian Dollar
A	Actual
B	Budget
B.C.	British Columbia
BCKDF	B.C. Knowledge Development Fund,
BCSRIF	British Columbia Salmon Restoration and Innovation Fund
CAGR	Compound Annual Growth Rate
CDI	Career Development Increments
CFI	Canada Foundation for Innovation
CIHR	Canadian Institutes of Health Research
CLE	Career Life Education
CRM	Client Relationship Management
CUPE	Canadian Union of Public Employees
DCC	Deferred Capital Contributions
DMS	Division of Medical Sciences
EDI	Equity, Diversity, and Inclusion
EET	Equivalent Enrollment Taught
F	Forecast
FBE	Faculty of Business and Economics
FE	Faculty of Environment
FHHS	Faculty of Human and Health Sciences
FSE	Faculty of Science and Engineering
FTE	Full-Time Equivalent
GC	General Contractor
Grad	Graduate
ISSS&H	Indigenous Studies, Social Sciences and Humanities
MBA	Master of Business Administration
MoE	Ministry of Education
NMP	Northern Medical Program
NSERC	Natural Sciences and Engineering Research Council of Canada
P	Projection
PSFS	Ministry of Post-Secondary Education and Future Skills
QRRC	Quesnel River Research Centre

RFP	Request for Proposal
RSF	Federally funded Research Support Fund
RUCBC	Research Universities Council of British Columbia
SDG	Sustainable Development Goals
SFU	Simon Fraser University
SPOR	Strategy for Patient-Oriented Research
SSHRC	Social Sciences and Humanities Research Council
T&L	Teaching and Learning Building
THE	Times Higher Education
UBC	University of British Columbia
UBC-O	University of British Columbia – Okanagan Campus
UG	Undergraduate
UNBC	University of Northern British Columbia
UVic	University of Victoria
VPAP	Vice President, Academic and Provost
VPFA	Vice President, Finance and Administration
VPRI	Vice President, Research and Innovation
WIDC	Wood Innovation and Design Centre
WWNI	Wilp Wilxo'oskwhl (House of Wisdom) Nisga'a Institute

1.0 Executive Summary

The University of Northern British Columbia (UNBC), founded in 1990, serves as a beacon of Northern aspirations, driving socio-economic change locally and globally. Renowned for its commitment to experiential learning, research innovation, and community engagement, UNBC stands as a premier research-intensive institution in Canada, with an annual impact of \$487.9M in added income and 5,752 supported jobs across British Columbia (B.C.).

Aligned with its strategic plan 2023-2028, *Ready*, UNBC is dedicated to excellence, community, and sustainability, underpinned by equity, diversity, and inclusion. The plan's four key themes—Cultivate Curiosity, Act on Truth and Reconciliation, Empower Northern Communities, and Foster Local Solutions for Global Impact—guide UNBC's trajectory towards “Leading a Sustainable Future”. These themes directly inform UNBC's strategic priorities, aimed at enhancing academic growth, research productivity, organizational efficiency, and community partnerships.

UNBC's strategic priorities are integral to its fiscal prudence and responsible investment, positioning the institution for upcoming milestones—the 40th and 50th anniversaries in 2030 and 2040, respectively. Addressing suboptimal and declining domestic undergraduate enrollment, UNBC emphasizes strategic enrollment management to enhance student success through retention and recruitment strategies.

Table 1: Abridged Consolidated Financial Summary

\$ in thousands	2023A	2024B	2024F	2025B	2026P	2027P	2028P
Total Revenues	137,631	142,832	144,184	156,585	159,644	162,825	167,326
Total Expenses	(132,287)	(144,830)	(146,182)	(156,085)	(159,094)	(162,075)	(166,526)
Annual Operating Surplus / (Deficit) before Restricted Contributions	5,344	(1,998)	(1,998)	500	550	750	800
Restricted Endowment Contributions	2,353	1,500	1,000	1,500	2,000	2,000	2,000
Annual Surplus / (Deficit)	7,697	(498)	(998)	2,000	2,550	2,750	2,800
Accumulated Surplus, beginning of year	151,926	159,653	159,653	158,655	160,655	163,205	165,955
Accumulated Surplus, end of year	159,623	159,155	158,655	160,655	163,205	165,955	168,755
Student FTE	2,776	3,280	2,849	2,925	3,025	3,095	3,165
Cost per Domestic Student FTE (\$)	37,100	34,500	38,900	41,100	40,300	39,100	39,000
Cost per International Student FTE (\$)	41,800	40,300	42,600	45,900	44,900	43,400	43,100
Ancillary Revenue per Student FTE (\$)	3,600	3,100	3,800	3,800	3,800	3,900	4,000
	A: Actual	B: Budget	F: Forecast	P: Projection			

The 2024 budget, which incorporates government-approved wage increases, includes a \$5.5M deferral from the provincial operating grant for strategic initiatives. Despite maintaining a \$2M deficit, there is potential for breaking even or achieving a surplus due to economic volatility. The deferral from the 2024 provincial operating grant will be distributed in 2025 and 2026 to cover costs related to enhancing student experience, fostering innovation, digital transformation, privacy, governance, and equity, diversity, and inclusion efforts.

UNBC faces potential declines in international undergraduate enrollment due to a recent government-imposed cap. Currently, international students represent 21.5% of total enrollment, with 17% in undergraduate programs. While recent growth in international students is promising, the cap affects new undergraduate enrollments. UNBC aims to maintain or increase current international student levels through enhanced services, but uncertainties remain regarding the financial impact, estimating a \$1M loss for every 35 fewer international students.

The proposed 2025 consolidated budget is \$156.1M that includes a \$0.5M surplus. Unrestricted funds amount to \$132.4M, with a 6% increase from 2024, primarily attributed to employee costs, new positions, and career development increments. A contingency provision safeguards against potential declines in undergraduate student FTE.

In conclusion, UNBC's budgetary measures, aligned with its strategic priorities, position it well to fulfill its mission and mandate, ensuring continued excellence in education, research, operations, and community engagement.

2.0 Overall Context

The University of Northern British Columbia (UNBC) is a university built on a community's vision by the community and for the community. The idea was conceived in January 1987 and materialized on June 22, 1990, with the establishment UNBC.

Anchored in the aspirations of 16,000 members of northern communities who endorsed, "the university both in and for the North," UNBC plays a significant role in socio-economic transformation from local to global. UNBC has garnered notable accolades and societal impact at a remarkably young age and thrives due to its experiential, research-enriched, and personalized learning environment, dedicated employees, community engagement, and connections with Indigenous communities.

UNBC continues to make substantial contributions by fostering meaningful partnerships with Indigenous and northern communities through its initiatives and programs. It also plays a key role in knowledge creation and dissemination for community and societal transformation through cutting-edge local, national, and international research and innovation across various disciplines, focusing on environment and natural resources, community development, northern, rural, and environmental health, and First Nations and Indigenous studies.

The Economic Impact Study conducted by Lightcast (formerly EMSI) in 2023 underscores UNBC's significant contribution to the economic landscape of British Columbia, Northern B.C., and the city of Prince George. For every dollar invested, the university yields substantial returns: students realize \$1.40 in lifetime earnings, taxpayers benefit from \$1.40 in added tax revenue and public sector savings, and society gains \$3.60 in added provincial revenue and social savings.

In total, UNBC's annual impact, including operations spending, student spending, and alumni contributions, amounts to \$487.9M in added income, supporting 5,752 jobs province-wide. In Northern B.C., the university contributes to \$268.9M in added income, sustaining 3,348 jobs, while in Prince George alone, it adds \$232.6M in income, supporting 2,981 jobs. These statistics underscore UNBC's crucial role as a catalyst for economic growth and prosperity, not only locally but also on a broader scale.

2.1 Ready: UNBC's Strategic Plan 2023-2028

UNBC's strategic plan 2023-2028, *Ready*, embodies our fundamental principles, guiding our endeavors as a university. Rooted in our commitment to excellence and community, we prioritize student success, strive for teaching, and research excellence, and honor our connections to Northern communities. Through accessible pathways to education and research, we aim to cultivate a skilled workforce and address regional challenges. Fostering a culture of respect and inclusivity, we celebrate research's integral role while continuously adapting to ensure our relevance and vitality in the ever-evolving landscape of northern B.C.

UNBC's guiding principles for transformation are rooted in its refreshed strategic plan, *Ready*, and anchored in its motto 'En Cha Huná, emphasizing the fundamental values of equity, diversity, and inclusion. UNBC's updated mission, "Ignite. Inspire. Lead Change.", aligns with its new vision of "Leading a Sustainable Future", providing clear direction for future development.

Ready outlines four key themes that define how UNBC will realize its vision, ensuring it leads a sustainable future through education, research, and community engagement:

1. **Cultivate Curiosity** – UNBC will excel at teaching, learning, and inquiry, while supporting, encouraging, and inspiring learners.
2. **Act on Truth and Reconciliation** – UNBC will continue on its path to advance and meaningfully enact reconciliation with Indigenous Peoples, through dialogue, education, research, relationships, and service.
3. **Empower Northern Communities** – UNBC will collaborate, partner, generate knowledge and build capacity for the advancement of healthy, productive, thriving communities.
4. **Foster Local Solutions for Global Impact** – UNBC will leverage its unique position to mobilize knowledge for local and global change.

Additionally, UNBC has established foundational goals to support its mission and vision: supporting fulfilling student learning journeys, celebrating the best of UNBC's achievements, attracting, and retaining outstanding people, and influencing local and global policy.

3.0 Key Priorities and Expected Outcomes

In alignment with UNBC's overarching vision for growth, excellence, and impact, strategic priorities have been outlined to drive progress and enhance the institution's profile. Each priority is designed to address specific areas of focus and catalyze transformative outcomes across the university community. Additionally, expected outcomes are outlined as subjective statements depicting UNBC's desired state, aimed at advancing its mission, vision, and strategic priorities.

Expected outcomes include improved alignment with UNBC's overarching goals, fostering enhanced leadership capacity, and increasing organizational effectiveness. Additionally, the actions aim to elevate academic programs and enrich student experiences, bolster research productivity and impact, and strengthen relationships with Indigenous communities. Moreover, these efforts are expected to raise UNBC's profile as a research-intensive institution and diversify revenue streams for financial sustainability. Lastly, the initiatives seek to enhance administrative efficiency and improve user experiences across the university community.

3.1 Raising UNBC's Profile

Elevating UNBC's visibility and reputation is essential for attracting top talent, fostering research collaborations, and securing sustainable resources. A heightened profile will position UNBC as a leading institution in academia, research, and innovation. Proposed actions include:

- ⇒ Participating in Sustainable Development Goals (SDG) Times Higher Education (THE) Rankings to benchmark against global standards.
- ⇒ Developing a comprehensive research plan that aligns with sustainability goals.
- ⇒ Fostering collaborative partnerships and interdisciplinary approaches to research and academic programs.
- ⇒ Creating a sustainability plan for UNBC to demonstrate commitment to environmental stewardship.
- ⇒ Investing in branding and marketing strategies for student recruitment and retention, including digital platforms.
- ⇒ Developing effective internal communication strategies to ensure alignment and cohesion.
- ⇒ Establishing a government relations strategy to advocate for UNBC's interests at all levels.
- ⇒ Enhancing external relations functions to foster partnerships and collaborations.

Expected Outcomes

- ⇒ Increased enrollment of high-caliber students and faculty.
- ⇒ Enhanced research intensity, collaborations, and funding opportunities.
- ⇒ Heightened visibility and recognition of UNBC as a research-intensive institution.
- ⇒ Improved communication and engagement within the UNBC community.
- ⇒ Expanded network of partnerships and alliances.
- ⇒ Enhanced reputation and competitiveness in the higher education landscape.

3.2 Strategy for Northern Communities

Strengthening UNBC's ties with the Northern communities is paramount for regional development, cultural enrichment, and social well-being. By fostering partnerships and engagement, UNBC can contribute to the growth and prosperity of the Northern region. Proposed actions include:

- ⇒ Establishing community engagement initiatives, including outreach programs and knowledge-sharing events.
- ⇒ Collaborating with Indigenous communities to integrate Indigenous knowledge and perspectives into academic and research activities.
- ⇒ Developing partnerships with local businesses and organizations to address regional challenges and opportunities.

Expected Outcomes

- ⇒ Increased community participation and support for UNBC initiatives.
- ⇒ Enhanced cultural exchange and understanding between UNBC and Northern communities.
- ⇒ Tangible contributions to regional economic and social development.

3.3 Academic Renewal and Research Intensity

Renewing academic programs and intensifying research efforts are critical for fostering innovation, academic excellence, and student success. A strong emphasis on research intensity enhances UNBC's reputation as a hub for cutting-edge scholarship. Proposed actions include:

- ⇒ Refreshing the Academic Plan to align with *Ready*.
- ⇒ Developing strategies to support students' academic experience, particularly international students.
- ⇒ Conducting comprehensive curriculum reviews for degrees and programs.
- ⇒ Refreshing academic offerings, including new programs and partnerships.
- ⇒ Infusing Equity, Diversity, and Inclusion (EDI) principles across the academic portfolio.
- ⇒ Innovating in academic programming, focusing on pedagogies, curriculum design, and accessibility.
- ⇒ Enhancing graduate student experience through supervisor training and support packages.

Expected Outcomes

- ⇒ Enhanced academic offerings and student learning experiences.
- ⇒ Increased research output and impact in key areas of inquiry.
- ⇒ Improved competitiveness for research grants and funding.

3.4 Digital Transformation & Administrative Excellence

Embracing digital technologies and optimizing administrative processes are essential for enhancing efficiency, transparency, and service quality and consistency across UNBC. Digital transformation enables UNBC to meet the evolving needs of its stakeholders. Proposed actions include:

- ⇒ Implementing digital tools for streamlined student services and administrative workflows and data management.
- ⇒ Providing training and support for staff to effectively leverage digital tools.
- ⇒ Enhancing online services and communication channels for students, faculty, and staff.
- ⇒ Implementing service excellence strategy to enhance user experience.
- ⇒ Progressing the Cloud Adoption Strategy with a focus on accessibility, efficiency, effectiveness, cybersecurity, disaster recovery and business continuity.

Expected Outcomes

- ⇒ Increased operational efficiency and effectiveness.
- ⇒ Enhanced user experience, service excellence, and satisfaction with administrative services.
- ⇒ Improved data accuracy and accessibility for informed decision-making.

3.5 People and Culture

Nurturing a diverse, inclusive, and supportive organizational culture is paramount for attracting and retaining talent, fostering innovation, and promoting employee well-being. A positive organizational culture enhances UNBC's reputation and competitiveness. Proposed actions include:

- ⇒ Developing and implementing a talent acquisition and recruitment strategy.
- ⇒ Enhancing employee experiences, with a current focus on Onboarding and Training & Development.
- ⇒ Enhancing Performance Management and Feedback mechanisms.
- ⇒ Implementing equity, diversity, and inclusion training for faculty, staff, and students.
- ⇒ Enhancing leadership development initiatives to foster a culture of accountability and continuous improvement.
- ⇒ Strengthening support services and resources for employee well-being and professional development.

Expected Outcomes

- ⇒ A more diverse and inclusive university community.
- ⇒ Increased employee engagement, satisfaction, and retention.
- ⇒ Enhanced organizational resilience and adaptability.

3.6 Diversifying Revenue

Developing sustainable revenue streams beyond traditional sources is essential for funding strategic initiatives, supporting growth, and mitigating financial risks. Diversifying revenue enhances UNBC's financial sustainability and resilience. Proposed actions include:

- ⇒ Launching fundraising campaigns to solicit support from alumni, donors, and philanthropic organizations.
- ⇒ Exploring opportunities for revenue generation through continuing education programs and industry partnerships.
- ⇒ Progressing land trust development to diversify revenue sources.

Expected Outcomes

- ⇒ Increased financial resilience and stability for UNBC.
- ⇒ Expanded funding opportunities for strategic priorities and initiatives.

4.0 Financial Overview

Table 2: Consolidated Financial Summary

\$ in thousands	2023A	2024B	2024F	2025B	2026P	2027P	2028P
Provincial Operating Grant	65,693	70,554	68,705	78,683	77,141	74,891	74,891
Tuition and Student Fees	25,545	29,731	28,017	29,400	31,226	33,473	35,975
Other Grants and Donations	26,511	23,542	24,042	26,294	28,400	30,950	32,000
Other Income	12,514	11,605	16,420	14,208	14,377	14,511	14,960
Revenue recognized for DCC	7,368	7,400	7,000	8,000	8,500	9,000	9,500
Total Revenues	137,631	142,832	144,184	156,585	159,644	162,825	167,326
Employee Costs	(88,932)	(98,615)	(98,426)	(106,509)	(108,727)	(111,843)	(114,815)
Operating Costs	(43,355)	(46,215)	(47,756)	(49,576)	(50,367)	(50,232)	(51,711)
Total Expenses	(132,287)	(144,830)	(146,182)	(156,085)	(159,094)	(162,075)	(166,526)
Annual operating surplus / (deficit) before restricted contributions	5,344	(1,998)	(1,998)	500	550	750	800
Restricted Endowment Contributions	2,353	1,500	1,000	1,500	2,000	2,000	2,000
Annual Surplus	7,697	(498)	(998)	2,000	2,550	2,750	2,800
Accumulated Surplus, beginning of year	151,926	159,653	159,653	158,655	160,655	163,205	165,955
Accumulated Surplus, end of year	159,623	159,155	158,655	160,655	163,205	165,955	168,755
A: Actual	F: Forecast		DCC: Deferred Capital Contributions				
B: Budget	P: Projection						

The consolidated financial summary encompasses unrestricted funds, which represent 80% of total expenses. These funds include general operating (74%) and ancillary services (6%). Additionally, 20% of total expenses are represented by restricted funds, which include research, specific purpose, endowment, and capital funds. Restricted funds are not eligible to generate surpluses; any unspent amount at year-end is deferred until the funds are exhausted or the project concludes. Therefore, unrestricted funds are the primary consideration when evaluating UNBC's ongoing financial sustainability.

The 2024 budget has been adjusted to incorporate government-approved wage increases. Considering the anticipated improved financial performance for 2024, UNBC has made a request for a \$5.5M deferral from the 2024 provincial operating grant to subsequent years to fund strategic initiatives. After including this deferral, the 2024 consolidated forecast is \$146.2M, with a consolidated deficit before restricted contributions maintained at \$2M, consistent with the originally approved budget deficit. However, considering economic volatility and its potential favorable impact on investment income, as well as prudent estimation of remaining expenses, the actual financial results may vary. There is a possibility that UNBC's consolidated financial deficit may be lower or even result in a surplus.

The proposed 2025 consolidated budget stands at \$156.1M, with a consolidated surplus before restricted contributions budgeted at \$0.5M. The budget and projections for the restricted funds included in the consolidation are estimated based on historical trends and averages combined with new information. Since averages are used, there may be variances in the annual totals in any given year, due to the timing of expenses, unusual items, and other factors.

Table 3: Overall Financial Summary: Unrestricted Funds

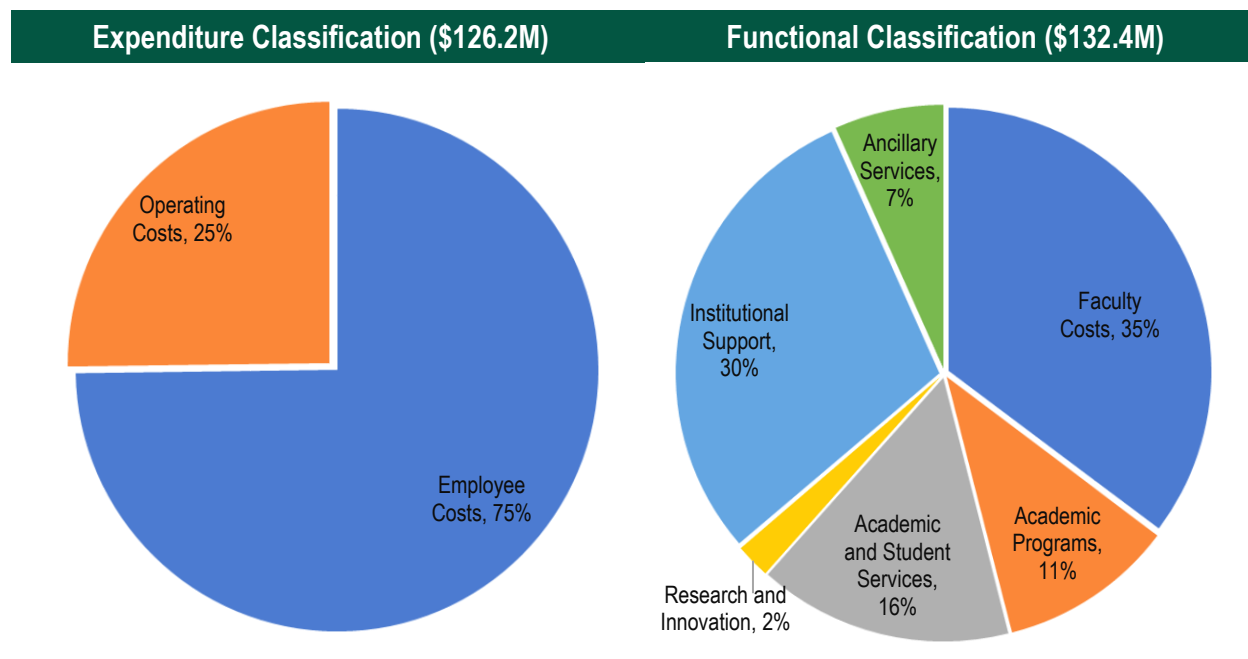
\$ in thousands	2024B	2024F	2025B	2026P	2027P	2028P
Total Revenues	123,346	121,097	132,927	135,579	135,533	138,411
Employee Costs	(87,876)	(83,434)	(94,368)	(96,530)	(97,892)	(100,064)
Operating Costs	(29,767)	(28,541)	(31,805)	(32,129)	(30,397)	(30,920)
Total Expenses	(117,643)	(111,975)	(126,173)	(128,659)	(128,289)	(130,984)
Capital and Transfers	(7,701)	(11,120)	(6,254)	(6,370)	(6,494)	(6,627)
Operating Surplus / (Deficit)	(1,998)	(1,998)	500	550	750	800
Fund Distribution						
General Operating Fund	(115,028)	(112,245)	(121,408)	(123,525)	(122,771)	(125,066)
Ancillary Services Fund	(10,316)	(10,850)	(11,019)	(11,504)	(12,012)	(12,545)
Total Expenses, Capital & Transfers	(125,344)	(123,095)	(132,427)	(135,029)	(134,783)	(137,611)

For the unrestricted funds, comprising general operating and ancillary services, the 2024 revenue forecast includes a 7% decrease in tuition and student fees compared to the budget, as well as a deferral of \$5.5M from the provincial operating grant to subsequent years. This decrease is offset by higher interest income and investment earnings. The 2024 expense forecast is 5% lower than the budget, primarily attributed to employee turnover, ongoing vacancies, and the non-utilization of budgeted contingency. After incorporating the deferral of the provincial operating grant, the 2024 deficit forecast is maintained at the originally approved \$2M.

The deferral from the 2024 provincial operating grant will be evenly distributed in 2025 and 2026 to partially cover additional costs related to Enhancing Student Experience, Empowering Innovative Ideas, Digital Transformation, Enhancing Privacy, Governance, and Cyber Security, as well as fostering Equity, Diversity, Inclusion, and Indigenization.

The 2025 budget for unrestricted funds is \$132.4M, comprising \$126.2M for expenses and \$6.2M for capital and transfers. This budget is \$7.1M (6%) higher than the 2024 budget and \$9.3M (8%) higher than the 2024 forecast. The increase is primarily attributable to employee costs due to proposed new positions for 2025, the full-year impact of new positions added and vacancies during 2024, and career development increments (CDI) and promotion increases for faculty. Furthermore, a contingency provision has been included to mitigate any unforeseen impact resulting from a potential decline in undergraduate student FTE, particularly among international students. Overall, this positions UNBC well to fulfill its mission and mandate.

Figure 1: 2025 Budget Classification: Unrestricted Funds



Notes:

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

5.0 Historical Financial Analysis

This analysis highlights UNBC's financial journey, emphasizing the need for continued vigilance, adaptability, and strategic decision-making to ensure sustained financial health and operational excellence. For details, please refer to the financial tables in Appendix E.

Figure 2 illustrates the Operating Surplus/(Deficit), showcasing significant fluctuations in financial performance over the past decade (2014 to 2023). The sub-optimal revenue growth, mainly attributed to declining domestic undergraduate enrollment, necessitated rigorous deficit mitigation plans, especially after operating deficits in 2016 and 2017. Challenges persisted in 2019 and 2020, exacerbated by the COVID-19 pandemic. UNBC re-initiated a financial sustainability framework in 2021, involving tough decisions like prioritization, portfolio elimination with layoffs, and expenditure reduction and deferrals. The ensuing resilient recovery emphasizes the need for continued financial prudence, optimal enrollment targets, and adaptability.

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

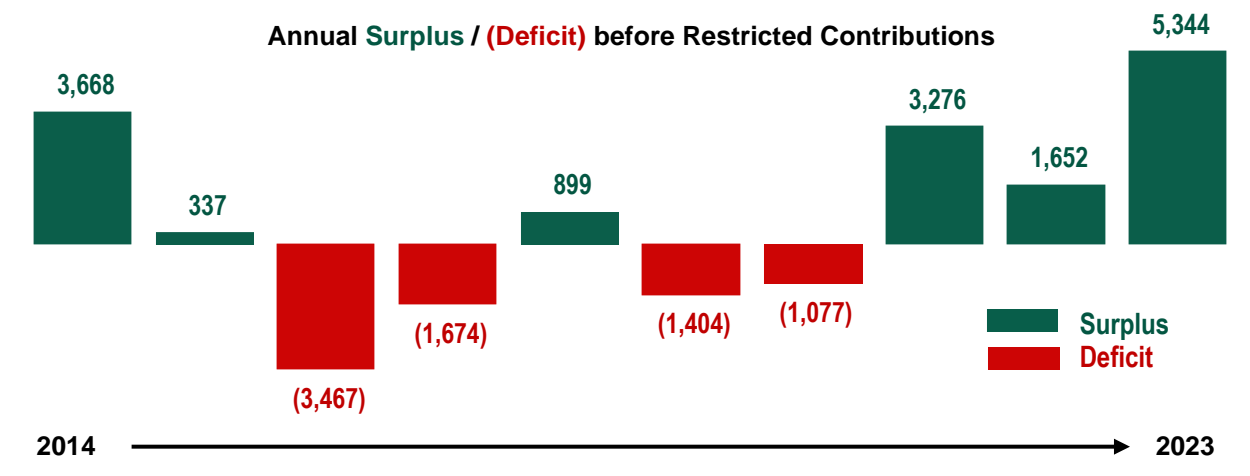


Figure 3 presents historical revenue trend from 2014 to 2023. Total revenue achieved a 2% Compound Annual Growth Rate¹ (CAGR), resulting in a 26% increase. Key highlights include:

The Provincial Grant exhibited a 3% CAGR, primarily due to government-approved wage increases and targeted funding for priority programs. Ancillary Revenue experienced a -1% CAGR, decreasing by 12%, largely attributed to the COVID-19 impact on various services.

Tuition and Student Fees displayed fluctuations, with a 2% CAGR over the decade, notably influenced by the growth in international enrollment. Despite a 20% increase in domestic tuition rates and a 41% increase in international tuition rates during this period, the changes in Tuition and Student Fees can be interpreted as a decrease in real terms, aligning with the declining trend in domestic undergraduate enrollment. Specifically, Tuition and Student Fees decreased to 92% in 2016, rebounded in 2018, and consistently followed an upward trajectory, primarily attributed to a steady rise in international undergraduate enrollment.

¹ Compound Annual Growth Rate (CAGR) is the measurement of annual change during a specific period. A CAGR of 5%, for example, indicates a consistent annual increase of 5% throughout that period.

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

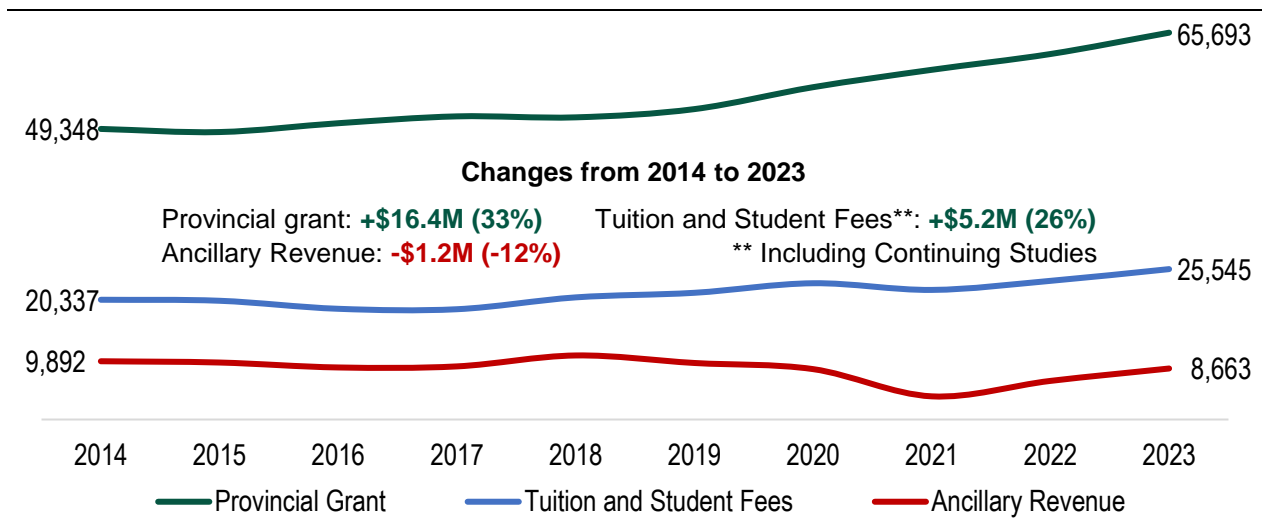
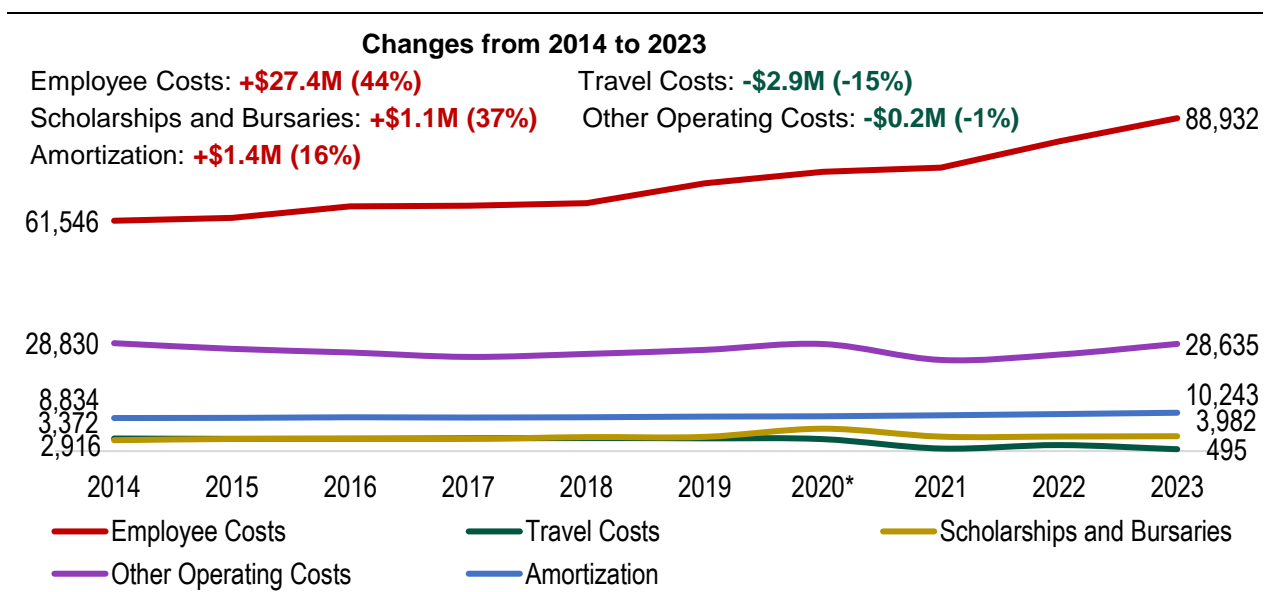


Figure 4 presents historical expenditure trend from 2014 to 2023. Expenditure growth, restrained to a 2% CAGR, saw a 25% increase, primarily driven by rising employee costs and scholarships. Employee Costs, constituting two-thirds of total expenditures, increased steadily with a 4% CAGR, reaching 144% in 2023. Government-approved wage increases were funded through the Provincial Grant, while internal and other revenue sources covered other increments including career development increments and promotion increases for faculty. Travel Costs fluctuated, declining since 2021 due to the pandemic. Scholarships and Bursaries demonstrated an upward trajectory, reaching 137% in 2023, reflecting UNBC's commitment to removing financial barriers. Other Operating Costs, despite fluctuations, were managed at baseline levels, necessitating ongoing reviews to prevent long-term negative implications.

Figure 4: Historical Expenditure Trend



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

5.1 Reserves and Accumulated Surpluses

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

\$ in thousands	31-Mar-2022	31-Mar-2023
Equity Reserve	50,227	50,520
Endowment	69,464	71,817
Restricted Reserves	5,173	4,920
Carryforwards	3,100	2,944
Equipment Replacement and Special Projects	18,803	20,699
Capital Reserve	9,135	11,635
Specific Purpose	5,598	6,692
Ancillary Services (Note 1)	(13,091)	(13,091)
Unrestricted Surplus	3,517	3,517
General Reserves	27,062	32,396
Total Reserves and Accumulated Surpluses	151,926	159,653
Primary Reserve Ratio (Note 2)	97 days	103 days

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

Note 2: The Primary Reserve Ratio has been calculated by comparing general reserves to total expenses and gives a picture as to how long the institution could function using its general reserves. The ratio for other comparator institutions ranged from a low of 53 days to a high of 294 days in 2020, the next update will be available in the CAUBO 2024 Financial Landscape of Canadian Universities.

6.0 Enrollment Analysis

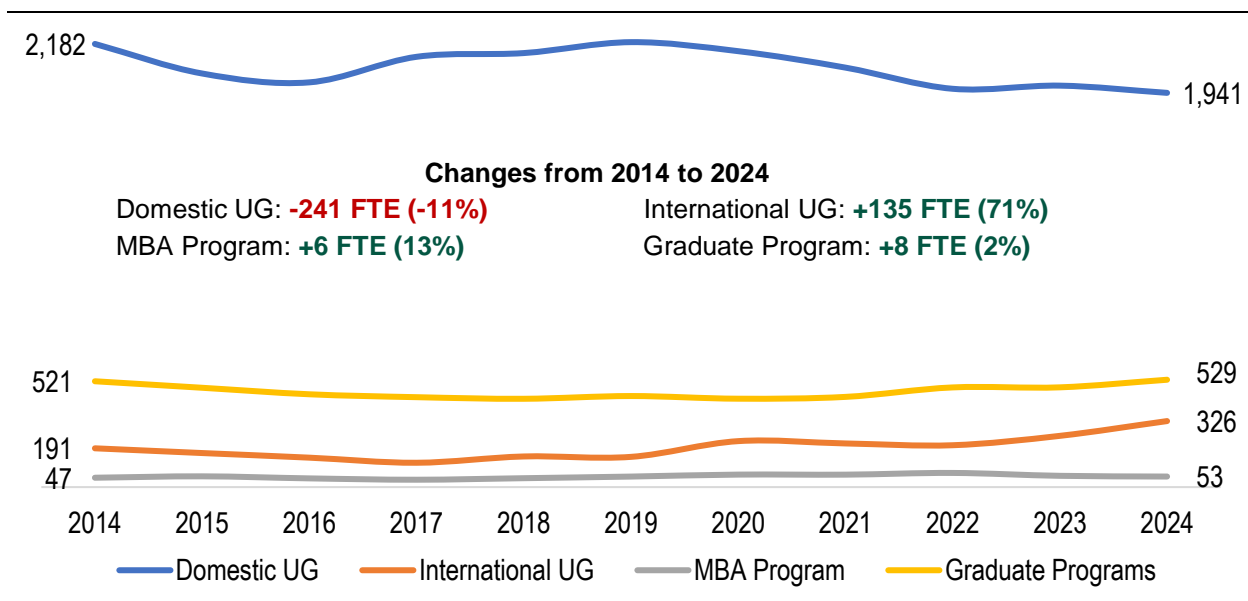
Enrollment remains a challenge, particularly during UNBC's transition to the post-COVID emerging normal. Despite the Ministry target growth and additional funded seats, domestic undergraduate (UG) enrollment has declined by an average of 1% annually, resulting in a 11% decrease from 2014 to 2024. The average domestic undergraduate Full-Time Equivalent (FTE) during this period was 2,070, with the historical highest FTE at 2,608 in 2004. Domestic undergraduate enrollment has consistently remained below average in recent years, reaching its lowest ever at 1,941 FTE in 2024. Domestic Table 5 illustrates the Historical Enrollment Trend, showcasing Student FTE for various categories from 2014 to 2024, along with the Ministry Target and the percentage achieved.

Table 5: Historical Enrollment Trend

Student FTE	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Domestic UG	2,182	2,036	1,993	2,118	2,137	2,190	2,146	2,065	1,961	1,976	1,941
International UG	191	168	145	120	151	149	227	215	207	253	326
MBA Program	47	54	43	37	44	52	62	62	70	56	53
Graduate Programs	521	489	457	443	435	449	436	444	491	491	529
Total	2,941	2,747	2,638	2,718	2,767	2,840	2,871	2,786	2,729	2,776	2,849
Ministry Target	3,455	3,455	3,455	3,443	3,424	3,429	3,505	3,575	3,663	3,752	3,773
% Achieved	80%	75%	72%	75%	76%	78%	75%	72%	69%	66%	63%

The overall FTE enrollment at UNBC exhibits fluctuation with intermittent peaks and troughs, though it is trending towards stability. When assessing the Total FTE enrollment against the Ministry Target, UNBC consistently falls below the target, achieving percentages ranging from 63% in 2024 to 80% in 2014. This persistent trend highlights an ongoing challenge in meeting the Ministry's enrollment targets, with a declining trend in the percentage achieved over the years.

Figure 5: Historical Enrollment Trend



Illustrated in Figure 5, there is a noticeable decline in domestic undergraduate enrollment, signifying a gradual reduction over the years. In contrast, the International Undergraduate enrollment exhibits a fluctuating pattern, reaching its peak in 2024. The MBA Program and Graduate Programs present mixed trends: the MBA Program experiences a decline after reaching its peak in 2022, while the Graduate Programs display a fluctuating yet stable pattern, indicating some variability but overall enrollment stability.

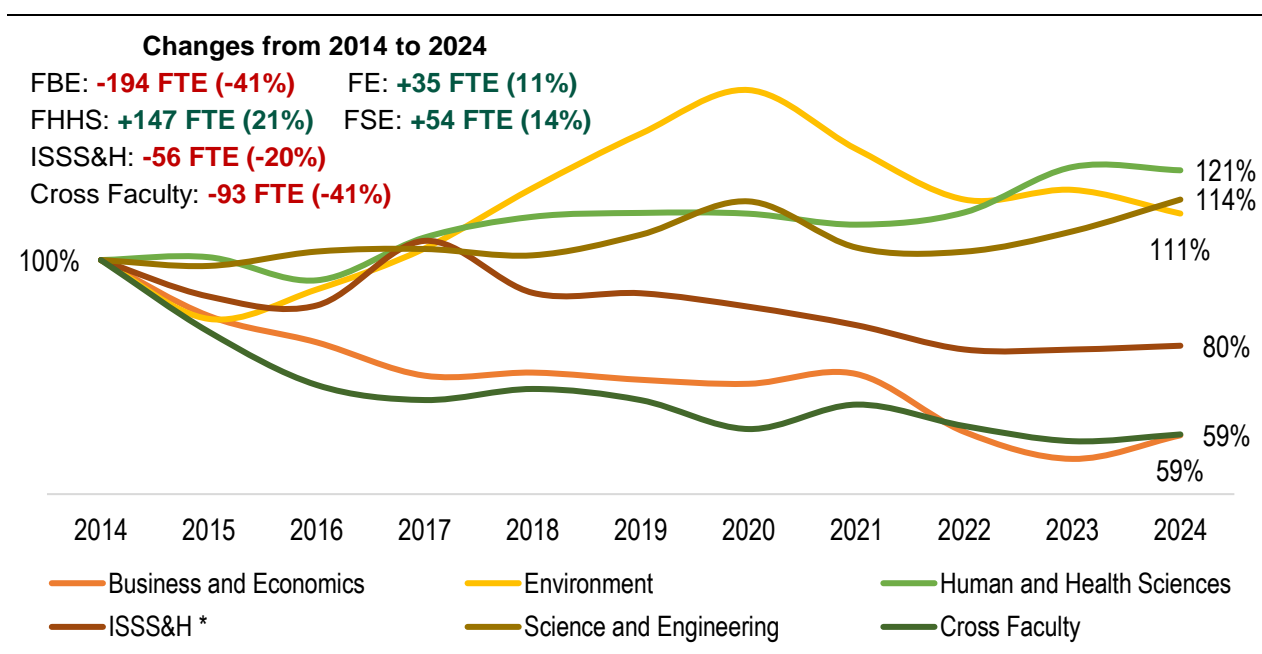
The decline in undergraduate enrollment can be attributed to various factors, including the expansion of several colleges to degree-granting institutions. Additionally, a negative population growth of -8% among the post-secondary aged cohort (18-21 years) in the New Caledonia region (refer to Appendix D) and -3% in B.C. from 2013-22 has contributed to this decline. Although the population decline trend is expected to reverse, there is also a gradual decrease in public post-

secondary direct entry from high school, partly linked to demographic changes. Furthermore, there is attrition from application to Year 3, primarily associated with lower conversion and/or yield rates, along with suboptimal retention rates.

6.1 Undergraduate Enrollment

An analysis of undergraduate FTE enrollment from 2014 to 2024, along with the CAGR, presents insights into faculty-wise growth or decline rates (refer to Appendix C and Figure 6).

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



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

In the Faculty of Business and Economics, there is a notable negative Compound Annual Growth Rate (CAGR) of -4.7%, leading to a 41% decrease from 472 FTE in 2014 to 277 FTE in 2024. This decline is attributed to a significant decrease in both domestic and international undergraduate FTE over the analyzed period.

A similar trend is observed in the Cross Faculty category, with FTE decreasing from 227 in 2014 to 134 in 2024 across domestic and international undergraduate FTE.

The Faculty of Environment shows an overall positive CAGR of 1%, featuring a fluctuating trend. Initially increasing from 323 FTE in 2014 to 452 FTE in 2020, it then decreases to 358 FTE in 2024. The decline is primarily due to a decrease in domestic undergraduate FTE from 401 in 2020 to 307 in 2024, while international undergraduate FTE demonstrates a stable yet slightly increasing trajectory.

The Faculty of Human and Health Sciences displays a positive CAGR of 1.8%, indicating a steady increase in undergraduate student FTE. The growth from 696 FTE in 2014 to 843 FTE in 2024 is attributed to a consistent uptake and funded additional seats in recent years.

The Faculty of Indigenous Studies, Social Sciences, and Humanities (ISSS&H) exhibits a negative CAGR of -2%, signaling a decline from 277 FTE in 2014 to 221 FTE in 2024. This decline is primarily due to a consistent decrease in domestic undergraduate, while international undergraduate FTE shows a nominally increasing trend.

The Faculty of Science and Engineering shows an overall positive CAGR of 1.2%. However, the domestic undergraduate FTE has reduced by 12% over the analyzed period. This decline is offset by a 7x increase in international undergraduate FTE. Despite recently funded additional seats, the increase in undergraduate FTE is considered suboptimal, and it is anticipated that FTE will continue to rise in the coming years to optimize additional seats funded through recent expansion.

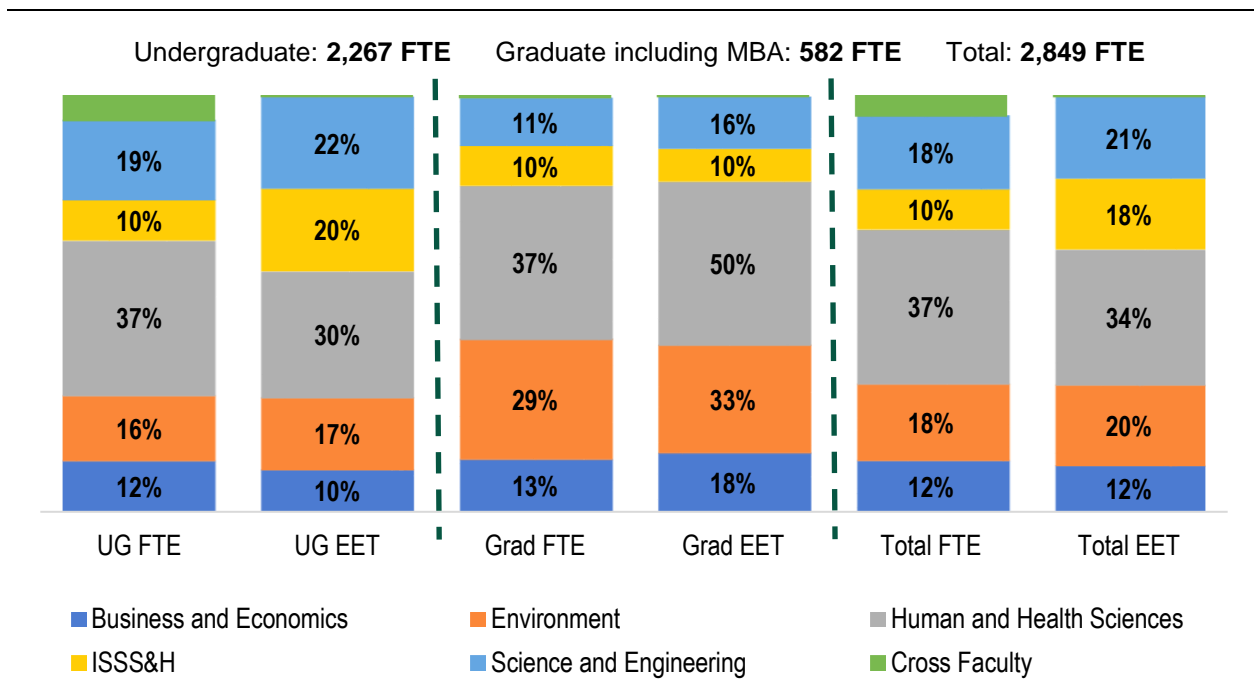
6.2 Enrollment Performance and Projections

Student FTE is determined by considering the full-time workload of a student in a specific program within a faculty. On the other hand, Equivalent Enrollment Taught (EET) is based on course-wise enrollment, considering the faculty offering the course, irrespective of the students' enrolled faculty.

Figure 7 presents the distribution of FTE and EET, categorized into undergraduate and graduate programs across all faculties at UNBC, including Cross Faculty. This provides insights into the proportional allocation of student FTE and EET within each faculty across both undergraduate and graduate levels.

The illustration reveals interdependencies across faculties. For example, students enrolled in Human and Health Sciences may take courses offered by ISSS&H to complete their degree, resulting in a higher EET proportion of ISSS&H (20% for undergraduate) compared to undergraduate FTE (10%) for the same faculty.

Figure 7: Faculty-Wise FTE and EET Distribution: 2024



The annualized FTE enrollment in 2024 is projected to be 13% lower than the budget estimate. This decline is primarily attributed to a 19% decrease in domestic undergraduate FTE and a 34% decrease in MBA program FTE. In contrast, FTE for international undergraduate and graduate programs is projected to be 9% and 7% higher, respectively.

Table 6: Enrollment Performance and Projections

Student FTE	2024 B	2024 F	Variance	2025 B	2026 P	2027 P	2028 P	CAGR
Domestic UG	2,407	1,941	-19%	1,975	2,030	2,070	2,110	2%
International UG	298	326	9%	340	360	380	400	4%
MBA Program	80	53	-34%	65	70	80	90	11%
Graduate Programs	495	529	7%	545	565	565	565	1%
Total	3,280	2,849	-13%	2,925	3,025	3,095	3,165	2%
Ministry Target	3,773	3,773		3,793	3,813	3,813	3,813	
% Achieved	77%	63%		64%	66%	67%	68%	

Future projections are based on conservative estimates, including a 0% increase in domestic undergraduate FTE for 2025, followed by an annual 2% increase thereafter (+169 FTE over 4 years). The international undergraduate FTE is projected with a 5% annual increase (+74 FTE over 4 years), and the MBA program is anticipated to reach optimal capacity over time (+37 FTE over 4 years). Additionally, 20 FTE each is budgeted for 2025 and 2026 based on recently funded additional seats for the Family Nurse Practitioner program.

6.3 Student Recruitment and Admissions

Table 7 provides a Student Recruitment Summary for both Undergraduate and Graduate programs, showcasing the number of applicants, conversion percentages, and yield percentages from 2014 to 2023, along with the average figures.

Table 7: Student Recruitment Summary

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Average
Undergraduate											
Applicants	2,154	2,210	2,721	3,050	2,646	2,588	2,540	2,360	2,889	2,682	2,580
Conversion %	76%	72%	72%	73%	70%	67%	65%	72%	70%	58%	1,790 (69%)
Yield %	51%	54%	51%	45%	52%	52%	52%	43%	38%	49%	870 (49%)
Graduate											
Applicants	672	1,005	751	1,216	1,374	1,792	2,639	1,006	1,171	1,232	1,290
Conversion %	42%	19%	36%	24%	22%	13%	13%	43%	31%	29%	310 (24%)
Yield %	69%	66%	69%	68%	64%	66%	67%	47%	52%	56%	190 (61%)

Conversion % represents admission offers divided by number of applicants.

Yield % represents actual registration divided by number of admission offers.

The new undergraduate registrations were driven by robust yield improvements in both domestic and international categories. This resulted from successful efforts to maintain current levels and prevent a decline from previous year's 760 new registration, despite a decrease of 207 domestic applications and 464 fewer offers of admission as compared to the previous year.

The international undergraduate applicant pool underwent changes in the admissions review process, leading to a decrease in conversion rates. The introduction of an intermediate code for pending international deposits played a crucial role in enhancing accuracy in tracking applicant progress, providing a more realistic view of admitted students. Despite a lower conversion rate, the enrollment of new international applicants saw a significant increase, highlighting a quality-oriented approach that resulted in a substantial yield surge from 14% to 59%. This signifies a noteworthy improvement in the admissions process, with a focus on the quality of student intake.

6.4 Strategic Initiatives for Future Growth

In the 2023 admissions cycle, significant improvements were realized through the digitization of student recruitment and admission processes. This was complemented by expanded in-person recruitment outreach and the implementation of the Client Relationship Management (CRM) system. Over the past three years, proactive measures have been taken to commence outreach initiatives earlier. This includes delivering grade-appropriate presentations to Grade 10 students through Career Life Education (CLE) classes.

The Student Success Coordinator staff at the Northwest, South-Central, and Peace River Liard campuses have undergone specialized outreach training. They are now equipped with recruitment booth materials and have initiated outreach to regional partner organizations. This strategic approach aims to enhance the reach and frequency of visits to high schools, Indigenous and First Nation communities, and colleges.

Furthermore, the post-secondary student aged cohort (18-21 years) is projected to grow by 17% during 2023-32 in the New Caledonia region and by 20% in B.C. This anticipated growth will increase the demand for post-secondary education over the next decade. Considering the enrollment decline in the New Caledonia region has mirrored the population decline, the projected growth presents an opportunity to achieve higher enrollment targets, particularly for domestic undergraduate FTE.

With the expected population growth and ongoing advancements, coupled with concerted efforts to enhance student success through strategic enrollment management – emphasizing both retention and recruitment – it is anticipated that UNBC will surpass the projected target.

6.5 Cap on New International Undergraduate Students: Potential Impact

There is a potential risk of declining international undergraduate enrollment at UNBC due to a recent cap introduced by the Canadian government. UNBC is actively collaborating with Universities Canada, RUCBC, and the provincial Ministry of Post-Secondary Education and Future Skills to implement these new requirements. The potential financial impact on UNBC remains uncertain.

Currently, UNBC's total international students' headcount is 21.5% (843 out of 3,918), comprising 17% in undergraduate programs (533 out 3,068) and 36.5% in graduate programs (310 out of 850). Looking ahead to the 2025 budget, international tuition represents 40% of the total tuition, contributing 9% to the overall general operating revenue.

Over the last decade, the university has observed significant (2.5x) growth in the international graduate student population, supporting the university’s research endeavor, reaching 310 headcounts. Notably, these graduate students are not affected by the proposed cap. UNBC’s approach to international undergraduate students focuses on providing an enriched learning experience and fostering diversity and inclusion. Over the same period, the undergraduate student population has increased by over 60%, currently standing at around 533 headcounts.

The impact of the cap will be limited to new undergraduate students. Given the relatively small numbers and proportion of international undergraduate students at UNBC, there is an expectation that the university can maintain and potentially grow current levels. This growth will be supported by enhancements in student services for UNBC students, including international students.

However, it is essential to acknowledge the possibility of declining international undergraduate students due to other factors, and the full extent of the potential impact cannot be currently determined. As a rough estimate, a reduction of 35 international students could result in a loss of \$1M in revenue. Ongoing monitoring and flexibility in response strategies will be critical to address any emerging challenges.

7.0 General Operating Revenues

Historically, UNBC experienced declining or stagnant general operating revenues before 2018. However, since then, there has been a steady overall increase, albeit with a mixed trend in tuition and student fees. This variation can be attributed to ongoing enrollment challenges, further exacerbated by the impact of the COVID-19 pandemic. The rise in general operating revenues is primarily driven by increased Provincial operating grant, constituting two-thirds of the total increase from 2019 to 2024. This increase relates to additional funding for government-approved wage increases and the allocation of funds for additional seats in recent years.

Table 8: General Operating Revenues (\$ in thousands)

\$ in thousands	2023A	2024B	2024F	2025B	2026P	2027P	2028P
Provincial Operating Grant	62,911	68,731	65,881	75,793	76,283	73,533	73,533
Tuition and Student Fees	23,310	27,691	25,693	26,996	28,702	30,823	33,193
Other Grants and Donations	12,996	13,108	13,108	14,126	14,500	14,750	15,000
Other Income	5,508	3,500	5,565	4,993	4,590	4,415	4,140
Total Revenues	104,725	113,030	110,247	121,908	124,075	123,521	125,866

The primary funding sources for general university operations, including core academic and student services, research oversight and administration, and university administration and facilities operations, predominantly derive from the provincial operating grant and tuition and student fees. These revenues are related to the number of enrolled FTE. Other income, while constituting a minor portion of general operating revenues, is partially contingent on enrolled FTE, particularly contributions from ancillary services. Moreover, other grants and donations, while contributing to revenue, are earmarked for specific purposes and do not directly impact the day-to-day general operations of the university.

UNBC is primarily dependent on provincial operating grant that represents over 60% of general operating revenue as compared to 42% for other post-secondary institutions in B.C., 31% in Ontario, and 44% across Canada. On the contrary, tuition and student fees at UNBC represents only 23% of general operating revenues as compared to 55% for other post-secondary institutions in B.C., 60% in Ontario, and 50% across Canada. The proportion of tuition and student fees is expected to increase to 26% in 2028; however, for sustained financial stability, UNBC should aim for a long-term objective where tuition and student fees constitutes 30% to 35% of general operating revenues.

It is important to maintain efforts in diversifying and strengthening other revenue sources. However, several of these initiatives are contingent on enrolled FTE or will yield financial benefits in the long term, such as those from the UNBC land trust development. Additionally, the high reliance on the provincial operating grant poses a potential risk. Therefore, it is imperative to focus on concerted efforts to enhance student success, leading to higher enrolled FTE for greater financial stability.

7.1 Provincial Operating Grant

At UNBC, the Provincial operating grant constitutes a substantial 62% of general operating revenues, surpassing the percentages of 42% in B.C., 31% in Ontario, and 44% nationwide for post-secondary institutions. Funding projections maintain the current level, adjusted to accommodate funded additional seats and approved mandate increases.

In B.C., the Ministry of Post-Secondary Education determines operating grants for institutions, including a Block Grant for general support and Targeted Funding for priority programs. Since 2007, the Provincial operating grant covers wage increases for unionized employees; from 2022, it also includes non-unionized, exempt employees. Grants are based on the previous year, adjusted for wage increases and targeted funding. Student FTE targets for accountability are set, but operating grants operate independently, with targeted funding negotiated annually.

However, other inflationary cost increases for operating expenses, exchange rate fluctuations, progression through the range, faculty career development increments (CDI) and promotion increases must be funded through internal and other sources.

Comparing operating grants among Post-Secondary Institutions is intricate due to unique factors such as program types, class sizes, faculty scales, geographic locations, and campuses. Each institution's grant and FTE target result from diverse policy, programming, and budget decisions over the years by both government and institutions. For instance, in 2022, UNBC's Provincial Operating Grant per actual FTE was \$23K and \$16K per Target FTE, compared to other institutions such as Coast Mountain College: \$42K, Northern Lights College: \$30K, College of New Caledonia: \$25K per actual FTE, and the average for the Research Universities' Council of British Columbia² (RUCBC): \$15K per Target FTE.

² Comprises the University of British Columbia (UBC), Simon Fraser University (SFU), the University of Victoria (UVic), UNBC, Royal Roads University (RRU), and Thompson Rivers University (TRU).

7.2 Tuition and Student Fees

At UNBC, Tuition and Student fees make up 23% of general operating revenues, a significant difference from the percentages of 55% in B.C., 60% in Ontario, and 50% nationwide for post-secondary institutions. Table 9 provides a comprehensive insight into the historical trend (2019 to 2024) and performance of Tuition and Student Fees, including program classification, revenue classification, CAGR, and 2024 budget variance.

Table 9: Tuition and Student Fees: Historical Trend and Performance

\$ in Millions	2019	2020	2021	2022	2023	2024 F	CAGR	2024 B	2024F / 2024B
PROGRAM CLASSIFICATION									
Undergraduate Programs	14,385	16,186	15,889	15,700	17,387	19,472	5%	21,260	-8%
Graduate Programs	2,103	2,121	2,248	2,545	2,669	2,911	6%	2,773	5%
MBA Program	1,155	1,132	1,446	1,617	1,379	1,334	2%	1,825	-27%
Other Fees	1,805	1,761	1,014	1,664	1,875	1,976	2%	1,833	8%
TOTAL	19,448	21,200	20,597	21,526	23,310	25,693	5%	27,691	-7%
REVENUE CLASSIFICATION									
Domestic Undergraduate	11,560	11,619	11,419	11,119	11,329	10,860	-1%	14,139	-23%
Domestic Graduate	1,692	1,644	1,687	1,737	1,576	1,513	-2%	1,628	-7%
Sub-Total Domestic	13,252	13,263	13,106	12,856	12,905	12,373	-1%	15,767	-22%
International Undergraduate	2,825	4,567	4,470	4,581	6,059	8,612	20%	7,121	21%
International Graduate	411	477	561	808	1,093	1,398	23%	1,145	22%
Sub-Total International	3,236	5,044	5,031	5,389	7,152	10,010	21%	8,266	21%
MBA Program	1,155	1,132	1,446	1,617	1,379	1,334	2%	1,825	-27%
Other Fees	1,805	1,761	1,014	1,664	1,874	1,976	2%	1,833	8%
TOTAL	19,448	21,200	20,597	21,526	23,310	25,693	5%	27,691	-7%

Over the historical period, UNBC faced a decline in domestic undergraduate revenue, marked by a negative CAGR of -1%, driven by a decrease in domestic undergraduate FTE. Despite this decline, the overall undergraduate revenue exhibited steady growth, achieving a CAGR of 5%, primarily due to a substantial increase in international undergraduate revenue with a CAGR of 20%. However, the overall undergraduate revenue fell 8% short of the 2024 budget estimate, attributed to a 23% lower domestic undergraduate revenue, partly offset by a 21% increase in international undergraduate revenue.

Graduate programs exceeded expectations with a 6% CAGR, surpassing the budget estimate by 5%. In contrast, the MBA Program faced a significant challenge, experiencing a 27% shortfall corresponding to the decline in enrollment. Other fees, on the other hand, met expectations with an 8% positive variance. The overall total revenue demonstrated a 7% variance, underscoring the importance of strategic enrollment management. Focusing on student recruitment, retention, and success, particularly for domestic undergraduate FTE, is crucial for achieving long-term financial stability and growth.

Table 10: Tuition and Student Fees: Projections

\$ in Millions	2025 B	2025 B / 2024 F	2025 B / 2024 B	2026 P	2027 P	2028 P	CAGR
PROGRAM CLASSIFICATION							
Undergraduate Programs	20,481	5%	-4%	21,873	23,660	25,671	6%
Graduate Programs	2,969	2%	7%	3,029	3,089	3,151	2%
MBA Program	1,470	10%	-19%	1,619	1,783	1,964	8%
Other Fees	2,076	5%	13%	2,181	2,291	2,407	4%
TOTAL	26,996	5%	-3%	28,702	30,823	33,193	5%
REVENUE CLASSIFICATION							
Domestic Undergraduate	11,077	2%	-22%	11,525	11,991	12,475	3%
Domestic Graduate	1,543	2%	-5%	1,574	1,605	1,637	2%
Sub-Total Domestic	12,620	2%	-20%	13,099	13,596	14,112	3%
International Undergraduate	9,404	9%	32%	10,348	11,669	13,196	9%
International Graduate	1,426	2%	25%	1,455	1,484	1,514	2%
Sub-Total International	10,830	8%	31%	11,803	13,153	14,710	8%
MBA Program	1,470	10%	-19%	1,619	1,783	1,964	8%
Other Fees	2,076	5%	13%	2,181	2,291	2,407	4%
TOTAL	26,996	5%	-3%	28,702	30,823	33,193	5%

In the 2025 budget, undergraduate programs account for 76%, while international student tuition makes up 40% of the total tuition and student fees. The Compound Annual Growth Rate (CAGR) for tuition and student fees over the 2019-2024 period was 5%, and the projected CAGR for 2024-2028 is also estimated at 5%, considering conservative enrollment growth and annual increases. This projection anticipates that by 2028, tuition and student fees will constitute 26% of general operating revenues, with international student tuition contributing 44% to the total tuition and student fees.

7.2.1 Evolution of Tuition Rates and Increases Over Time

The provincial government introduced the tuition limit policy in 2005, extending it to include institutional and program mandatory fees in 2007. Public post-secondary institutions are mandated to ensure that programs and courses remain affordable and accessible for students. Post-secondary boards, in accordance with applicable legislation, hold the responsibility for setting, determining, and collecting tuition and mandatory fees within the tuition limit policy.

While adhering to a 2% cap on tuition increases for domestic students in accordance with the Provincial Tuition Limit Policy, other post-secondary institutions, including research and teaching universities in B.C., have implemented higher tuition fee increases for international undergraduate students as compared to domestic students. One of the reasons is that international students' education is not subsidized by the government. UNBC's tuition rates stand in the lower quartile when compared to other comparable post-secondary institutions in B.C. (refer to Table 11).

Table 11: Comparative Undergraduate Tuition Rates (Source: UNBC Viewbook)

Canadian Dollars	Domestic				International			
	Minimum		Maximum		Minimum		Maximum	
	Amount	Index	Amount	Index	Amount	Index	Amount	Index
UNBC	5,870	100%	7,045	100%	24,770	100%	29,725	100%
SFU	6,235	106%	7,480	106%	33,045	133%	39,655	133%
UVic	6,166	105%	8,187	116%	29,715	120%	33,988	114%
UBC-O	5,840	99%	9,330	132%	30,070	121%	56,175	189%
UBC	5,840	99%	11,300	160%	37,540	152%	65,240	219%

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

SFU: Simon Fraser University

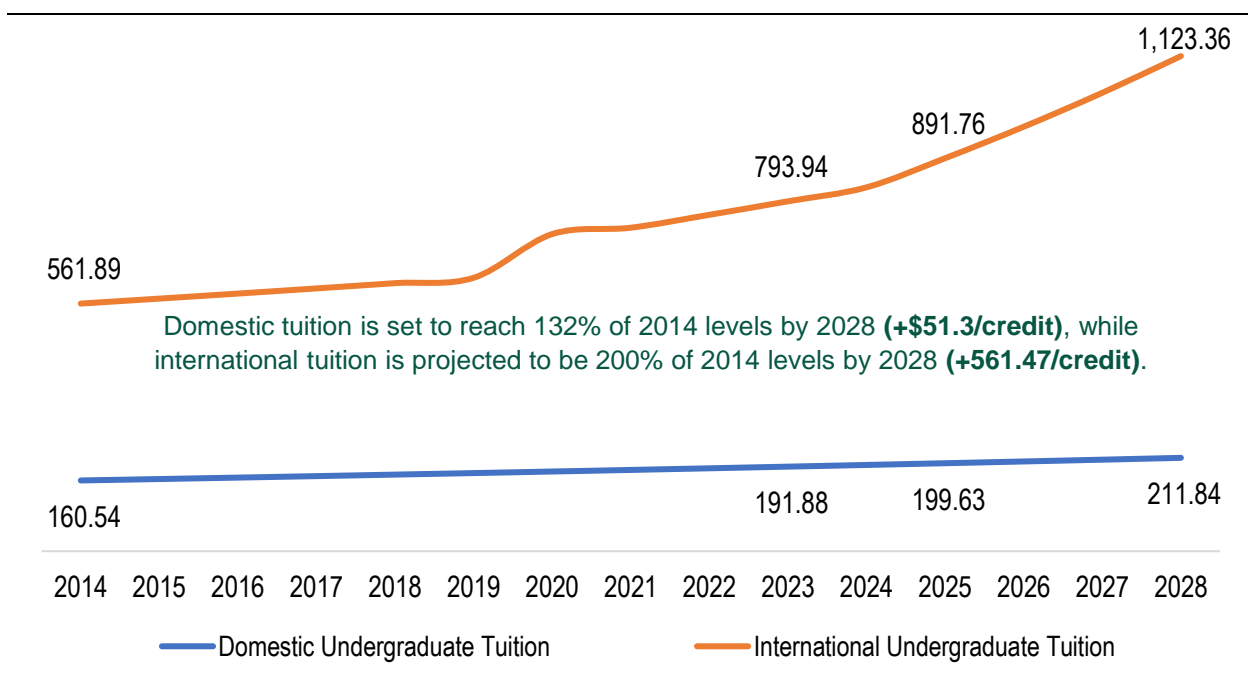
UVic: University of Victoria

UBC-O: University of British Columbia-Okanagan

UBC: University of British Columbia

Historically, UNBC consistently employed a 3.5x multiplier for international undergraduate tuition, coupled with an annual increase of 2%. In 2020, the multiplier for the incoming cohort was raised to 3.98x, followed by successive annual increases of 2%. Notably, a higher percentage increase was introduced for the first time in 2022, with the aim of supporting academic and research excellence, as well as student success. Consequently, from 2022 to 2024, international tuition experienced an annual increase of 4%. Effective 2025, projections indicate an 8% annual international tuition increase for the period 2025-28 (refer to Figure 8).

Figure 8: Tuition Rate Index Trend: 2014-2028 (\$ per credit)



The UNBC Board of Governors approved a tuition fee schedule for 2025 at the 2 February 2024 meeting that represents a 2% increase for all domestic students and those international students who began their studies prior to September 2021, and an 8% increase for international undergraduate students who joined UNBC after 31 August 2021. The average impact of increase for eight months based on a full-time course load of 30 credits per year is expected to be:

⇒ Domestic undergraduate students: \$15/month; international undergraduate students commenced prior to September 2021: \$50/month to \$60/month, and international undergraduate students commenced in September 2021: \$190/month (adjusted for tuition relief of \$15 per credit for existing students – the relief will be applied to the existing international undergraduate students for the years 2025 and 2026).

7.3 Other Grants and Donations

These sources include Provincial routine capital and one-time funding, Federal grants – primarily the Research Support Fund, grants from universities – notably the University of British Columbia for the Division of Medical Sciences' Northern Medical Program, and other grants and donations. The projections for these funding streams remain consistently stable.

7.4 Other Income

Other income includes interest income, rental and miscellaneous income, contributions from ancillary services, research overhead, and administration fees from the UNBC endowment. These revenue streams are consistently projected at a stable level. However, there was a downturn in 2021 and 2022, primarily attributed to the COVID-19 pandemic, specifically affecting contributions from ancillary services.

The volatility in interest income is contingent on market conditions and is currently exhibiting improved performance in the prevailing economic climate. It is anticipated that this volatility will gradually diminish over time due to the projected decline in interest rates in the future.

8.0 General Operating Expenses

The 2024 forecast for general operating expenses is \$102.1M, reflecting a decrease of \$5.7M (5%) compared to the adjusted budget. This reduction is attributed to employee turnover, ongoing vacancies, and the non-utilization of budgeted contingency. Specifically, lower employee costs amount to \$4.4M (5%), while reduced operating costs contribute \$1.3M (5%) to the overall decrease.

The proposed 2025 budget for general operating expenses is \$115.3M, which is \$7.5 million (7%) higher than the 2024 budget and \$13.2M (13%) higher than the 2024 forecast. The projected CAGR for general operating expenses from 2024 to 2028 is 4%, compared to the historical CAGR from 2014 to 2023 of 2%. Employee costs represent 78% of total general operating expenses.

Table 12: General Operating Expenses (\$ in thousands)

\$ in thousands	2023A	2024B	2024F	2025B	2026P	2027P	2028P
Employee Costs	73,278	84,028	79,586	89,760	91,762	92,958	94,958
Operating Costs	20,521	23,778	22,489	25,524	25,639	23,689	23,984
Total General Operating Expenses	93,799	107,806	102,075	115,284	117,401	116,647	118,942

8.1 Employee Costs

The proposed 2025 budget for employee costs is \$89.7M, representing a \$5.7M (7%) increase compared to the 2024 budget. This allocation includes \$73.3M for salaries including stipend and market differentials, and \$16.4M for benefits. Within the total budget, there is an allocation of \$4M for part-time instructors and \$1.6M for student employees, including Teaching Assistants under CUPE 2788-03.

The budgeted increase for 2025 relates to proposed new positions, the full-year impact of positions added in 2024, vacancies during 2024, career development increments (CDI) and promotion increases for faculty, and a reduction in the estimated vacancy factor. Please refer to Table 15, which summarizes the changes to the employee FTE within unrestricted funds, i.e., general operating and ancillary services funds. The future employee costs do not account for potential wage increases pending formal approval, which will be funded by corresponding increases in the provincial operating grant. Adjustment to the budget will be made once confirmed.

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

- ⇒ Pension Contribution: Ranging from 8% to 10%, with an employee contribution of 3% to 5%. Additional voluntary contributions by employees, up to a maximum statutory limit, are permitted without a matching employer contribution.
- ⇒ Extended Health and Dental Care: Covering expenses in accordance with the prevailing policy terms and depending on family status and employee group. This includes coverage for life insurance, accidental death, and dismemberment (AD&D). Employees have the option to purchase additional applicable coverage for themselves and their dependents. Long-term disability (LTD) premiums are paid by employees.
- ⇒ Employee and Family Assistance Program (EFAP).
- ⇒ Statutory Benefits: Including Employment Insurance (EI), Workers' Compensation premiums, and Canada Pension Plan (CPP) contributions.
- ⇒ Employer Health Tax: Amounting to 1.95% of applicable salaries.
- ⇒ Tuition Waivers: With an allocated budget of \$0.5 million, as applicable.

Table 13: Employee Costs: General Operating Fund (\$ in thousands)

\$ in thousands	FTE	Salaries	Benefits	Total
President's Portfolio	28.80	2,726	586	3,312
Vice President, Academic and Provost's (VPAP) Portfolio	466.29	54,258	10,095	64,353
Vice President, Research and Innovation's (VPRI) Portfolio	40.92	3,646	770	4,416
Vice President, Finance and Administration's (VPFA) Portfolio	150.65	11,247	2,389	13,636
Centrally Managed Allocations	-	1,406	2,637	4,043
Employee Costs: General Operating Fund	686.66	73,283	16,477	89,760

Table 14: Employee FTE Distribution and Estimated Average Salary: General Operating Fund

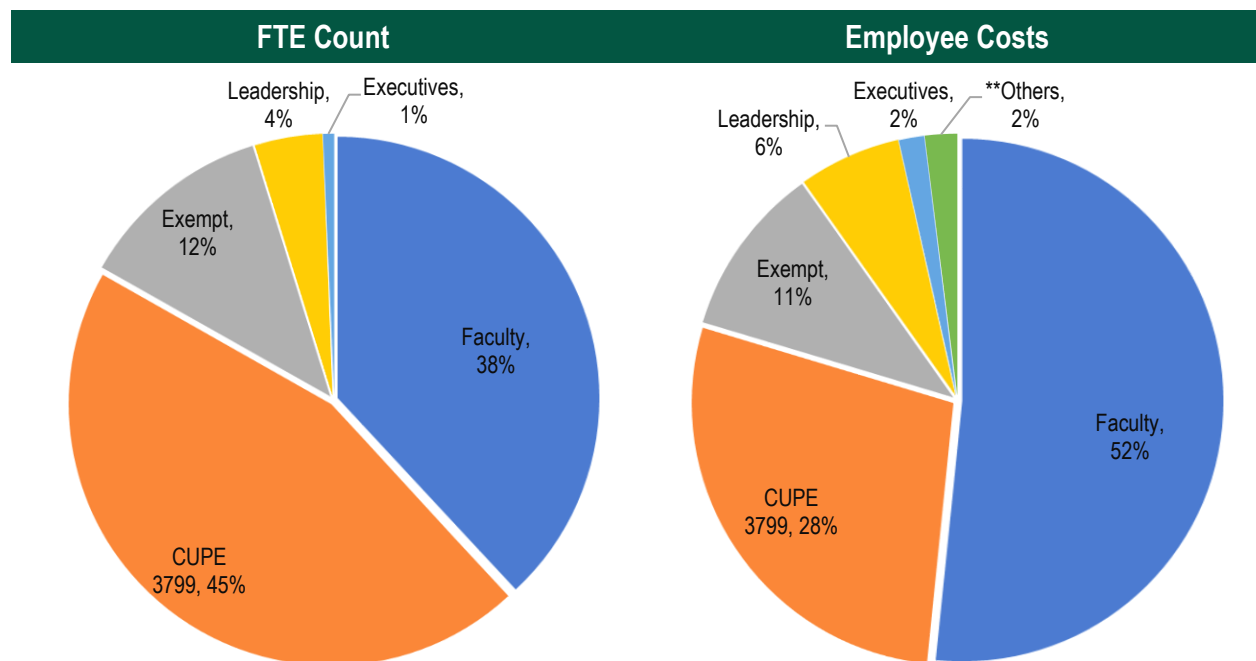
	Faculty	CUPE 3799	Exempt	Leadership	Executives	Total
President's Portfolio	-	6.00	17.80	4.00	1.00	28.80
VPAP's Portfolio	257.61	172.93	19.75	15.00	1.00	466.29
VPRI's Portfolio	2.00	27.92	7.00	3.00	1.00	40.92
VPFA's Portfolio	-	101.08	42.57	6.00	1.00	150.65
Total General Operating Fund	259.61	307.93	87.12	28.00	4.00	686.66
Estimated Average Salary	\$126,300	\$68,400	\$85,800	\$160,800	\$263,300	\$98,500

Notes:

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

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

Figure 9: Employee FTE Count and Costs: 2025 Budget



****Others** include CUPE 2278-03 and Student employees

Table 15: Employee FTE Changes: General Operating and Ancillary Services Fund

Portfolio	FTE	Change	Comments
President's Portfolio	28.80	+8	Initially soft-funded (4): EDI Project Advisor; Administrative Assistant for OII; Associated Director Athletics; Executive Office Administrator. New (4): Ombudsperson; Privacy, Data Governance and Records Management (2); Manager Equity Affairs.
VPAP's Portfolio Including Continuing Studies, part of Ancillary Services Fund	476.29	+26.46	Initially soft-funded (6.23): Vice Provost, Graduate and Post Doctoral Studies; Vice Provost, Faculty Relations; Sr. Lab Instructor for CTLT; Counsellor; Ministry funded Work Integrated Learning Project Coordinator; Archivist; Art Collection Coordinator (0.23). New (6.23): Office of Registrar's reorganization (5.23); and International Student Retention Officer (1). Faculty for Science and Engineering program expansion (4); UBC funded DMS as per plan (11); one position transferred to Digital Transformation.
VPRI's Portfolio	40.92	+8	Initially soft funded (7): Manager Lab Operations; Manager Research Administration, Research Project Officer; Administrative Assistant; Youth Program Coordinators; Senior Video Producer. New (1): Associate Vice President, Research and Operations.
VPFA's Portfolio Including Business and Parking Services, part of Ancillary Services Fund	186.65	+23.33	Initially soft funded (16.93): Occupational Health and Safety Officer; Safety Officer; Project Manager Digital Transformation; Manager Sustainability; Manager Facilities Services; Designer; Faculty Relations Advisor; Faculty Relations Coordinators (2); HR Assistant; Processing Coordinators (3); Finance reorganization (2.43), Associate Vice President, Administration; Executive Administrator (0.5). New (1): HR Coordinator Total Compensation. One position transferred from Integrated Planning for Digital Transformation. Business Services (4.4): Associated Director; Manager Transformation; Conference and Event Services Operations; Northern Sport Centre (1.4).
Total	732.66	+65.79	

8.2 Operating Costs

Operating costs comprise operating supplies and expenses, professional and contractual services, property and upkeep, student support, travel costs, and other costs. These costs are maintained at current levels while allowing for expansion where applicable. All units at designated reporting level will be consulted to distribute allocated operating costs into various accounts as necessary, enabling them to effectively manage their budget. The proposed 2025 budget for operating costs also includes a contingency provision to mitigate any unforeseen impact resulting from a potential decline in undergraduate student FTE, particularly among international students.

8.3 Capital and Transfers

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

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

8.4 Student FTE Analysis

Table 16 and Table 17 present a comprehensive analysis of per student FTE costs and revenues for both domestic undergraduate and international undergraduate students. This analysis has been prepared based on averages and estimations and provides insights into the breakdown of various cost components and revenue sources associated with each student category, offering an understanding of how tuition and other revenues are used and UNBC's financial dynamics.

Table 16: Domestic Student FTE Analysis

Domestic Undergraduate Student (\$)	2024F	2025B	2026P	2027P	2028P
Faculty Costs (Note 1)	14,500	16,000	15,800	15,600	15,600
Academic Programs (Note 2)	4,100	4,200	3,700	3,400	3,000
Academic, Student Services, and Research (Note 3)	6,600	7,500	7,300	7,100	7,000
Institutional Support (Note 4)	13,700	13,400	13,500	13,000	13,400
Cost per Domestic Student	38,900	41,100	40,300	39,100	39,000
Provincial Grant	27,600	31,100	30,300	28,800	28,300
Tuition and Student Fees	6,370	6,500	6,630	6,760	6,900
Ancillary Services Contribution	400	500	500	500	500
Other Grants and Donations	4,600	4,800	4,800	4,800	4,700
Other Income	1,600	1,200	1,000	900	800
Revenues per Domestic Student	40,570	44,100	43,230	41,760	41,200
Surplus	1,670	3,000	2,930	2,660	2,200
Domestic Tuition and Student Fees as a % of Cost	16%	16%	16%	17%	18%
Domestic Student Contribution (Note 5) as a % of Cost	87%	91%	92%	91%	90%

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

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

Note 3: Academic, Student Services, and Research represent the total cost of all units within the Vice President, Academic and Provost’s portfolio, other than the five Faculties, DMS, and UNBC International. The per student FTE cost of UNBC International is shown separately in Table 17 related to international student FTE analysis. Additionally, it includes Athletics and Recreation, the Office of Research and Innovation, and Research Facilities and Laboratory Services.

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

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

Table 17: International Student FTE Analysis

International Undergraduate Student (\$)	2024F	2025B	2026P	2027P	2028P
Cost per Domestic Student	38,900	41,100	40,300	39,100	39,000
Additional Cost of UNBC International	3,700	4,800	4,600	4,300	4,100
Cost per International Student	42,600	45,900	44,900	43,400	43,100
Tuition and Student Fees	25,510	27,550	29,750	32,130	34,700
Ancillary Services Contribution	400	500	500	500	500
Other Grants and Donations	4,600	4,800	4,800	4,800	4,700
Other Income	1,600	1,200	1,000	900	800
Revenues per Domestic Student	32,110	34,050	36,050	38,330	40,700
Shortfall	(10,490)	(11,850)	(8,850)	(5,070)	(2,400)
International Tuition and Student Fees as:					
⇒ Percentage of Cost	60%	60%	66%	74%	81%
⇒ Percentage of Domestic Student Contribution	75%	73%	81%	90%	99%

The above analysis indicates a consistent shortfall for international students, who are currently paying less than the domestic student contribution. While international tuition and student fees currently cover 60% of the cost, with an 8% annual increase over the next 4 years, it is expected that they will cover 81% of the cost by 2028.

9.0 Ancillary Services Fund

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

Business Services remains dedicated to delivering exceptional service and advancing the implementation of a Service Excellence strategy across the Vice President, Finance and Administration’s (VPFA) portfolio. Throughout the past year, the division has undergone significant transformations, including the realignment of Continuing Studies within the Vice President, Academic and Provost’s portfolio and the introduction of a digital transformation

function. To support these changes, considerable efforts have been invested in recruiting and onboarding key leadership roles, alongside a thoughtful reorganization of the unit.

Key accomplishments in 2024 include the development of Strategic Action Plans for Housing and Hospitality Services, the successful establishment of the Digital Transformation function, and the completion of roof replacements for both residence buildings. Additionally, a Business Services-wide planning session was held to ensure alignment of departmental strategic action plans with *Ready*, and organizational restructuring was initiated to facilitate the growth of an organizational transformation function, enhancing the value add to the UNBC community.

Looking forward to the 2025 budget, Business Services is prioritizing key initiatives and risk considerations, such as submitting provincial business cases for Student Housing and the UNBC Land Trust, exploring opportunities for Childcare expansion, and establishing an Organizational Transformation team. Furthermore, the focus will remain on enhancing exceptional services, ensuring financial accountability, and advancing knowledge and skills in areas such as Indigenization and Equity, Diversity, and Inclusion. These endeavors underscore Business Services' commitment to fostering excellence and innovation within UNBC's community support systems.

Table 18: Ancillary Services Fund (\$ in thousands)

\$ in thousands	2023A	2024B	2024F	2025B	2026P	2027P	2028P
Housing & Residential Services Revenue	3,016	2,983	3,272	3,184	3,344	3,511	3,686
Hospitality Services Revenue	636	746	746	766	791	817	844
Retail Services Revenue	1,465	1,912	1,912	1,912	1,944	1,976	2,010
Northern Sport Centre Revenue	2,021	2,070	2,070	2,208	2,340	2,481	2,629
Parking Services Revenue	499	545	526	525	541	557	574
Continuing Studies Revenue	2,198	2,040	2,324	2,404	2,524	2,650	2,782
ID Card System Revenue	23	20	-	20	20	20	20
Ancillary Services Revenues	9,858	10,316	10,850	11,019	11,504	12,012	12,545
Employee Costs	(3,550)	(3,848)	(3,848)	(4,608)	(4,768)	(4,934)	(5,106)
Operating Costs	(4,283)	(4,777)	(4,772)	(4,958)	(5,097)	(5,242)	(5,393)
Gross Operating Result	2,025	1,691	2,230	1,453	1,639	1,836	2,046
Contributions	(1,324)	(1,212)	(1,280)	(1,323)	(1,393)	(1,466)	(1,543)
Net Operating Result	701	479	950	130	246	370	503
Capital and Transfers	136	(479)	(950)	(130)	(246)	(370)	(503)
Total	837	-	-	-	-	-	-

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

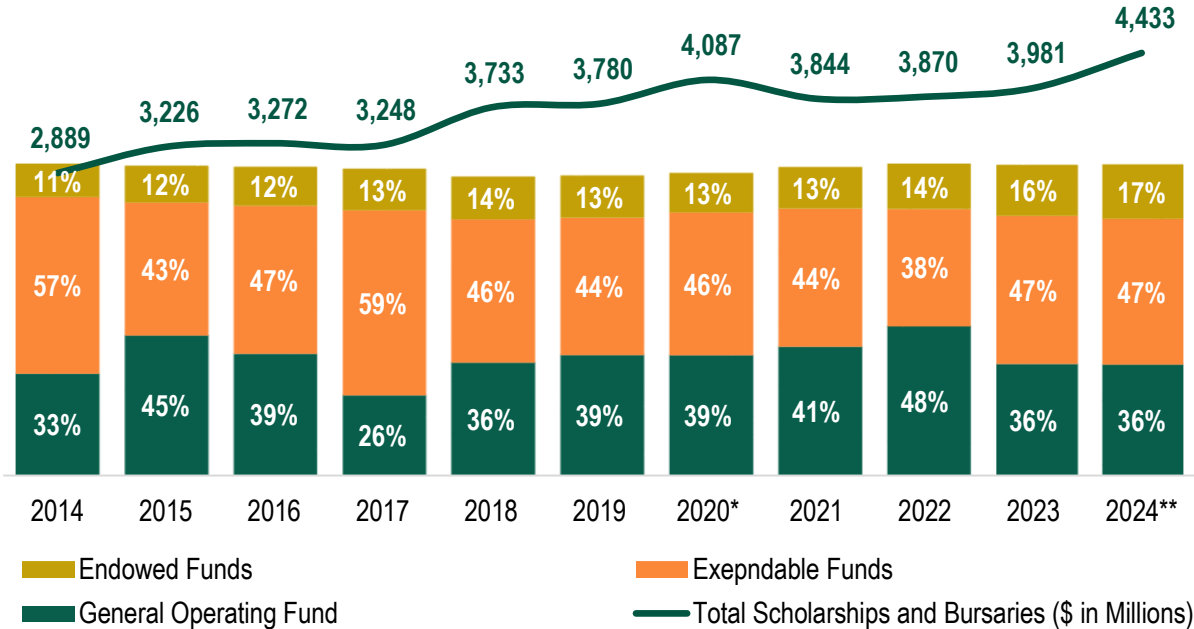
The 2024 forecast for revenues is \$0.5M (5%) higher than the budget, resulting in a better gross operating result and an additional contribution of \$70K to the general operating fund. The remaining balance will be utilized for debt servicing and partially reducing negative reserve balances due to COVID-19-related operating deficits in Ancillary Services from 2020 to 2022.

The 2025 budgeted revenues are \$0.7M (7%) higher than the 2024 budget and \$0.2M (2%) higher than the 2024 forecast. Based on the priorities outlined for Business Services, including facilitating transformation and service excellence, the 2025 budgeted expenses are \$0.9M (11%) higher than the 2024 budget and forecast, primarily driven by additional human resource capacity. The 2025 budget estimates an additional contribution of \$0.1M to the general operating fund.

10.0 Scholarships and Bursaries

Since inception, UNBC has disbursed over \$67.6 million in Scholarships and Bursaries through General Operating Fund: \$22.3M (33%); Expendable Funds: \$34.1M (50%); Endowed Funds: \$10.6M (16%), and Ancillary Services Fund: \$0.6M (1%). Scholarships and bursaries represent 18% of Tuition and Student Fees based on the previous four-year average. CAGR for Scholarships and Bursaries for the last decade (2014 to 2023) is 3%, (General Operating Fund: 4%; Expendable Funds: 1%; and Endowed Funds: 8%) compared to 2% CAGR for Tuition and Student Fees.

Figure 10: Scholarships and Bursaries (\$ in thousands)



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

** For the period from April 2023 to January 2024.

From 2019 to 2023, UNBC's awards data experienced fluctuations, reaching a peak of 1,252 awards in 2020, followed by a decline to 1,006 in 2022, primarily attributed to the COVID-19 pandemic. Awards rebounded to 1,174 in 2023. Need-based awards peaked at 402 in 2023, while merit-based awards reached 913 in 2020. The percentage of self-declared female recipients, Indigenous recipients, and Northern residents consistently mirrors the demographic composition of UNBC students. Over the last five years, 233 new donor-directed awards were established, totaling \$1.04M, including six significant awards valued at \$0.48M by Jenabai Hussainali Shariff and Family. During the same period, 119 available awards were not awarded, totaling \$0.2M.

Table 19: Scholarships and Bursaries: Historical Trend

	2019	2020	2021	2022	2023
Donor-Directed Awards	681	678	644	672	733
UNBC General Fund Awards	258	232	134	102	175
UNBC Scholar Awards	91	133	143	102	109
Graduate Tuition Awards	61	55	71	72	85
Athletic Tuition Awards	33	32	39	32	47
Provincial Youth in Care Awards	5	8	10	12	16
Other Awards	75	114	44	14	9
Total Awards	1,204	1,252	1,085	1,006	1,174
Need-Based Awards	388	339	312	323	402
Merit-Based Awards	816	913	773	683	772
Self-declared Female Recipients	65%	67%	64%	67%	69%
Self-declared Indigenous Recipients	9%	8%	7%	8%	9%
International Recipients	-	-	-	18%	19%
Northern Residents	82%	60%	65%	63%	62%
New Awards: # (total value)	21 (\$64,500)	82 (\$220,750)	34 (\$56,250)	63 (\$173,100)	33 (\$528,500)
Unawarded Awards: # (total value)	15 (\$26,100)	25 (\$34,700)	28 (\$39,900)	29 (\$61,650)	22 (\$52,250)

11.0 Endowment and Donations

Table 20: Annual Donations (\$ in thousands)

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Avg	Med	2024*
Expendable	1,355	1,545	1,122	1,477	1,621	812	1,020	1,235	765	1,374	1,200	1,300	746
Endowed	256	2,502	811	319	502	1,254	314	2,558	801	1,310	1,100	800	255
Total	1,611	4,047	1,933	1,796	2,123	2,066	1,334	3,793	1,566	2,684	2,300	2,100	1,001

* April 2023 to February 2024 **Green** represents the highest-level **Red** represents below Median (Med)

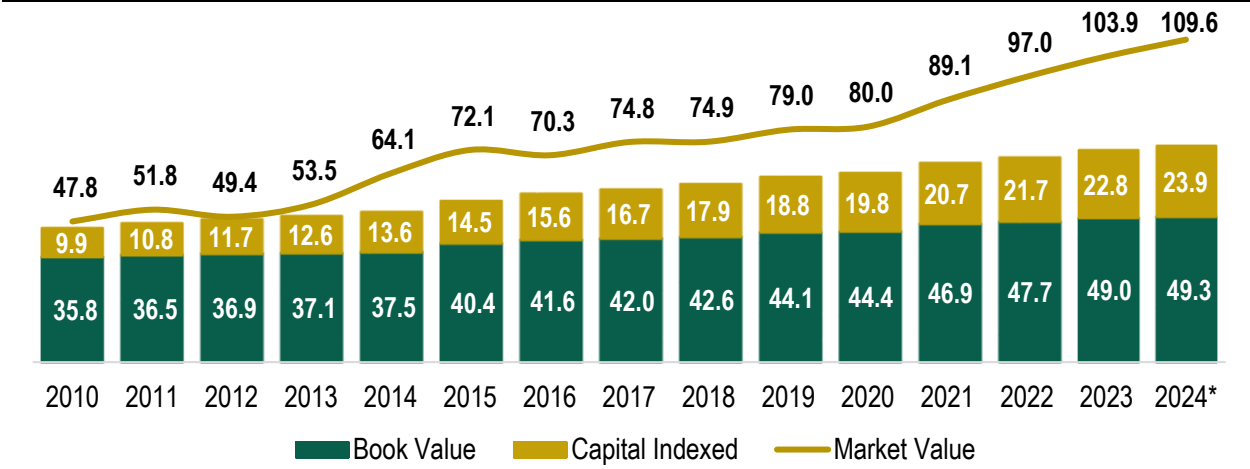
In 2023, UNBC received \$2.6M in donations, and as of February 2024, an additional \$1M has been received. The annual average for the past decade (2014 to 2023) stands at \$2.3M, with a median value of \$2.1M. However, considering the ongoing evolution of donor services within the Office of Research and Innovation, the impact of the COVID-19 pandemic, and prevailing economic conditions, the donations for the current year fall below both the average and median figures. Noteworthy contributions from previous years include \$2.3M in 2021 from the estate of a long-term donor, endowed with 50% allocated to the library fund and 50% for scholarships and bursaries; and \$2.25M in 2015 for the B.C. Leadership Chair in Tall Wood and Hybrid Structures Engineering.

The endowment portfolio at UNBC is strategically invested with a focus on diversification to achieve stable cash flow, maximize returns within an acceptable risk framework, minimize market volatility, and optimize long-term capital growth. The UNBC Investment Advisory Committee, a sub-committee of the Finance and Investment Committee of the UNBC Board, employs a risk-based approach to vigilantly monitor investments and determine suitable asset allocation. This

approach ensures that UNBC's spending needs are met while allowing for adjustments to adapt to evolving market conditions.

In the fiscal year ending on March 31, 2023, the UNBC endowment demonstrated a growth of 5.8% before management fees, surpassing its custom benchmark return of 2%. The ten-year annualized return stood at 8.6%. As of September 30, 2023 (quarter 2 of the current fiscal year), the fund returned 7.8% over one year and 8.3% over four years, slightly behind the primary objective but exceeding the custom benchmark.

Figure 11: Endowment Performance (\$ in millions)



The annual distribution is 4.5% including a 1% administration fee, which is based on a three-year rolling average market value. Historical annual distribution rates have been 5.5% from 1997 to 2008, 4% from 2008 to 2018 and 4.5% from 2018 onwards. The original administration fee of 0.5% was increased to 1% in 2018. The provisional endowment market value as of December 31, 2023, was \$109.6M as compared to \$103.9M as of March 31, 2023.

Table 21: Summary of Endowed Funds (December 31, 2023)

\$ in Millions	# of Funds	%	Value of Funds	%	Average per Fund
Student Awards	285	82%	38,093	35%	134
Northern Medical Program	38	11%	13,929	13%	367
Research and Faculty Support	13	4%	47,273	43%	3,636
Library Services	9	3%	4,537	4%	504
Program Support	4	1%	5,804	5%	1,451
Total	349	100%	109,636	100%	314

12.0 Research and Innovation; and Sponsored Research

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

- a. Research support and coordination for sponsored research.
- b. University advancement, donor relations, alumni engagement, youth programming and community engagement.
- c. Communications, marketing, and external relations.
- d. Research Centres:
 - ⇒ Quesnel River Research Centre (QRRC)
 - ⇒ Centre for Technology Adoption for Aging in the North (CTAAN)
 - ⇒ National Collaborating Centre for Indigenous Health (NCCIH)
- e. Research Services:
 - ⇒ High-Performance Computing (HPC)
 - ⇒ Enhanced Forestry Lab (EFL)
 - ⇒ Northern Analytical Laboratory Services (NALS)
- f. Research Institutes:
 - ⇒ Natural Resources & Environmental Studies Institute (NRESi)
 - ⇒ Community Development Institute (CDI)
 - ⇒ Health Research Institute (HRI)
 - ⇒ Northern FIRE (Feminist Institute for Research and Evaluation)
- g. Research Services:
 - ⇒ Research Data Centre (RDC)
 - ⇒ Northern Health Sciences Research Facility (NHSRF)
- h. Research Forests:
 - ⇒ John Prince Research Forest (JPRF)
 - ⇒ Aleza Lake Research Forest

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

Table 22: Sponsored Research (\$ in thousands)

	2019A	2020A	2021A	2022A	2023A	CAGR	2023 vs 2019	2024F
Tri-Council and CRC Grants	3,767	4,004	4,750	4,651	5,107	6%	36%	5,181
Internally Funded Grants	168	250	261	258	506	25%	201%	479
Other Grants and Donations	6,739	6,489	7,366	9,877	11,727	12%	74%	7,570
Revenues (Fund: 20000)	10,674	10,743	12,377	14,786	17,340	10%	62%	13,230
Endowment Disbursement	1,155	1,213	1,082	1,142	1,252	2%	8%	1,200
Total Revenues	11,829	11,956	13,459	15,928	18,592	9%	57%	14,430
RSF for UNBC	1,384	1,197	1,326	1,199	1,503	2%	9%	1,685
Office of VPRI	1,029	1,171	1,264	1,401	1,609	9%	56%	1,860
% of Total Revenues	10%	11%	10%	9%	9%			14%

Tri-Council funding comprises funding from Natural Sciences and Engineering Research Council of Canada (NSERC), Social Sciences and Humanities Research Council (SSHRC) and Canadian Institutes of Health Research (CIHR); CRC: Canada Research Chair; RSF: Federally funded Research Support Fund. Others include B.C. Knowledge Development Fund, Canada Foundation for Innovation (CFI), Government, Foundations, and Industry sponsors.

The RSF for UNBC is presented after excluding the transfer related to Canada's Strategy for Patient-Oriented Research (SPOR) implemented with Health Research, B.C. (formerly B.C. Academic Health Science Network- BC AHSN).

The percentage of total revenues only relates to the Office of the Vice President, Research and Innovation (VPRI) and not the entire VPRI portfolio. It excludes University Advancement, Communications and Marketing, and Research Facilities and Laboratory Services.

13.0 Capital Planning and Projects

Following the reinvigoration of the Five-Year Capital Plan development process and subsequent approval by the Board of Governors, UNBC submitted its updated Five-Year Capital Plan in 2023, reflecting renewed priorities. These priorities encompass proposed initiatives such as additional student housing in response to an updated demand analysis affirming the need for more student housing in Prince George, the establishment of a new Childcare facility, and various technology-related projects aimed at enhancing digital infrastructure and fostering transformative change throughout the institution. Upon review by the Ministry, the following outcomes have been achieved:

- ⇒ UNBC has been invited to submit a business case by February 2025 for the proposed student housing to add 150 additional student beds.
- ⇒ UNBC has received preliminary confirmation of \$0.2M in funding for the proposed Core Network Fiber Optics upgrade, which was one of the priority technology projects outlined in the submission.
- ⇒ Additionally, as part of routine capital funding, UNBC has secured initial confirmation of an additional \$1M in funding to partially support various roof replacement projects.

These developments serve as a significant catalyst for UNBC's ongoing capital planning and facility renewal efforts. Table 23 presents a multi-year overview of routine capital and other capital projects.

Table 23: Capital Projections (\$ in thousands)

	2024B	2024F	2025B	2026P	2027P	2028P
PSFS: Routine Capital Funding	1,533	1,541	2,733	2,333	2,333	2,133
PSFS: Carbon Neutral Capital Program Funding	131	131	131	131	131	131
PSFS: Facilities Management Grant Funding	128	128	128	128	128	128
PSFS: Capital Project Funding	7,228	6,111	6,850	5,760	19,200	23,040
BCSRIF: Capital Project Funding	80	80	2,447	-	-	-
MoE: Capital Project Funding	-	-	250	1,800	3,700	7,038
UNBC: Green Grant Fund	230	-	250	-	-	-
UNBC: Energy Conservation Revolving Loan	100	110	450	-	-	-
UNBC: Ancillary Services Fund	532	532	1,455	-	-	-
UNBC: NMP Funding	35	26	-	-	-	-
UNBC: Internal Funding	318	31	298	15	-	-
Total	10,315	8,690	14,992	10,167	25,492	32,470
Expected Project Management Contribution		360	650	440	990	1,240

PSFS: Ministry of Post-Secondary Education and Future Skills

BCSRIF: British Columbia Salmon Restoration and Innovation Fund

MoE: Ministry of Education

NMP: Northern Medical Program

13.1 Contract Approval for Capital Projects

As evidenced by the Capital Projections, UNBC is advancing several projects with tight timelines. To ensure the timely progress and completion of these projects within their allocated timeframes and budgets, a very tight turnaround is required for approving various awards and contracts. However, due to the timing of the award not aligning with relevant Board and Committee meetings, we propose that the Board of Governors delegate the approval of contracts related to Capital Projects to the President, under the following conditions:

- ⇒ The Board of Governors is notified through the Finance and Investment Committee about upcoming contracts during the meeting preceding the contract award.
- ⇒ Funding for the project is secured and the project is approved.
- ⇒ The contract award falls within the allocated budget, as outlined in the summary submitted to the Board of Governors.
- ⇒ The contract award is made in accordance with procurement guidelines through a competitive Request for Proposals (RFP) process.
- ⇒ The outcome of the contract award is reported to the Board of Governors through the Finance and Investment Committee during the subsequent meeting following the contract award.

13.2 Open Space Planning

As part of the university's open space planning initiative, the Faculty of Environment has proposed the establishment of the UNBC Teaching Forest Reserve. This reserve is intended to provide long-term stability for teaching activities conducted in the forests surrounding UNBC's Prince George campus. Importantly, it is proposed to be designated as a reserve rather than a preserve, ensuring flexibility to accommodate future development of the UNBC campus and facilities.

Following a review by management, it has been decided that no development will take place in the designated area as an interim measure, pending formal designation as a reserve. The proposal for designation will be presented to the Board of Governors as an addendum to the Campus Master Plan for discussion. In the interim, the Faculty of Environment, in collaboration with Facilities Management and Capital Planning, will collaborate with relevant partners to develop an operational plan. This plan will include identifying required resources, assessing impacts, and establishing timelines for implementation.

Figure 12: Proposed UNBC Teaching Forest Reserve



Appendix A: Financial Structure and Fund Accounting

Introduction to Fund Accounting

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

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

Financial Operating Components at UNBC

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

Unrestricted Funds (also known as spendable funds)

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

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

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

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

Ancillary Services (80000 series): Includes supplementary services and facilities provided on campus to enhance the overall student experience and support the educational environment. Typically, they are self-funded through user fees and operate independently of the core academic functions of the university. UNBC's ancillary services include housing and residential services, hospitality services, retail services, the Northern Sport Centre, Parking services, and Continuing Studies. On average, ancillary services contribute 12% of their total revenue to general operating, estimated at ~\$1.3 million for the 2024 forecast and 2025 budget.

Restricted Funds

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

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

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

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

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

Balanced-Budget Rule and Financial Management

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

Organizational Code Structure and Reporting Levels

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

Appendix B: Revised Reporting Levels

President Portfolio

- ⇒ Office of the President
- ⇒ University Governance
- ⇒ Office of Equity Affairs
- ⇒ Office of Indigenous Initiatives
- ⇒ Cyber Security
- ⇒ Athletics and Recreation

Vice President, Academic and Provost Portfolio

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

Vice President, Finance and Administration Portfolio

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

Vice President, Research and Innovation Portfolio

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

Appendix C: Historical Enrollment Trend

Faculty-Wise Undergraduate FTE

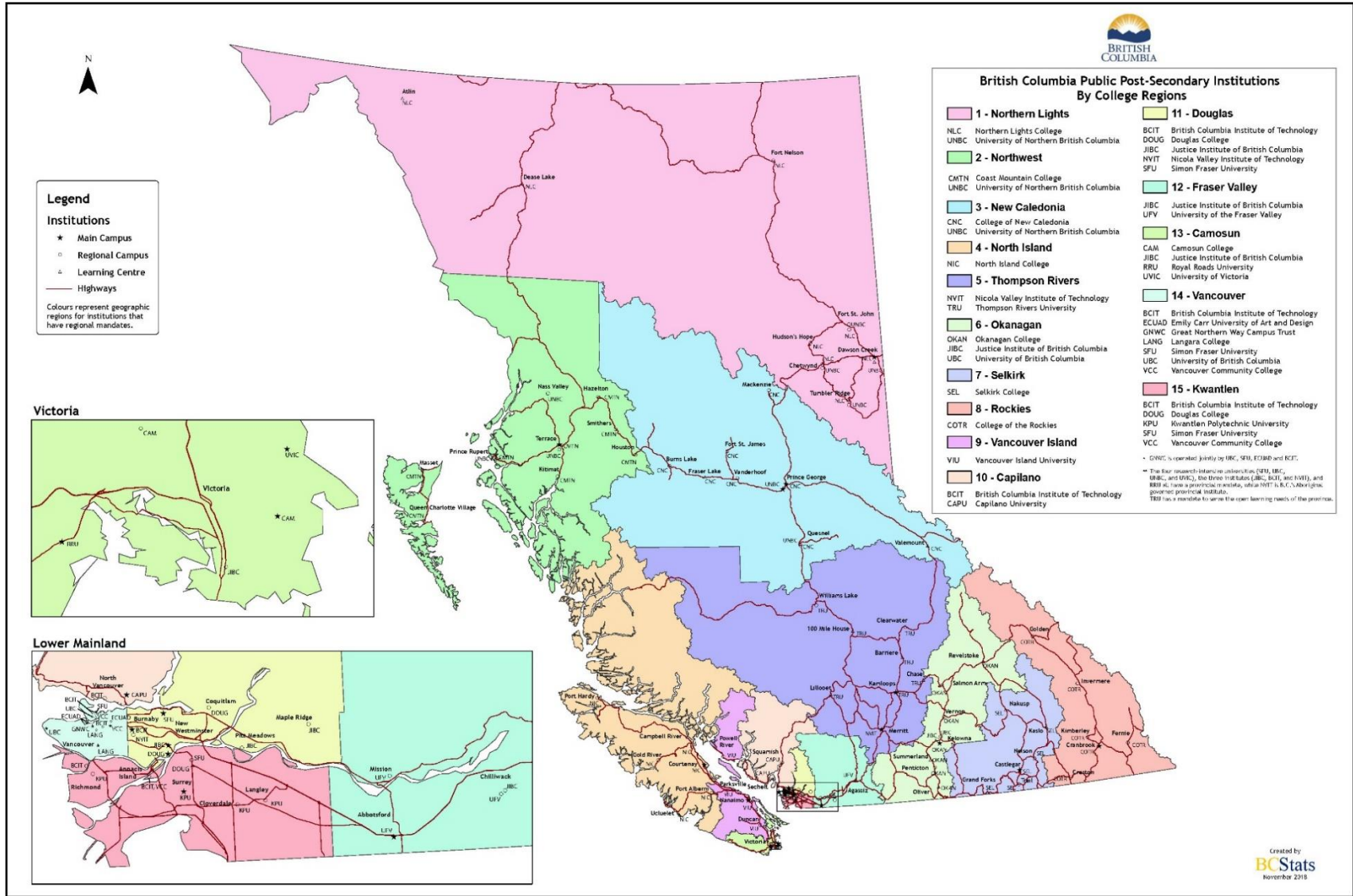
Student FTE	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024 F	CAGR
Domestic Undergraduate	331	296	289	281	282	287	269	279	211	169	179	-5.4%
International Undergraduate	140	113	91	62	65	52	65	67	70	82	99	-3.2%
Faculty of Business and Economics	472	410	380	344	347	339	335	345	281	251	277	-4.7%
Domestic Undergraduate	316	270	289	321	360	388	401	366	336	335	307	-0.2%
International Undergraduate	6	8	12	10	18	30	51	41	33	41	51	20.7%
Faculty of Environment	323	278	300	332	377	418	452	407	369	376	358	0.9%
Domestic Undergraduate	685	694	657	723	751	759	752	733	748	817	800	1.4%
International Undergraduate	12	7	6	10	16	14	20	21	26	32	43	12.7%
Faculty of Human and Health Sciences	696	701	663	733	767	773	772	754	774	849	843	1.8%
Domestic Undergraduate	272	250	244	282	246	243	229	221	208	209	208	-2.4%
International Undergraduate	5	2	4	7	9	12	17	14	11	10	13	9.4%
Faculty of ISSS&H	277	253	247	289	255	255	246	234	218	218	221	-2.0%
Domestic Undergraduate	363	356	364	365	353	369	365	323	326	323	319	-1.1%
International Undergraduate	17	17	22	24	30	33	66	67	61	81	114	19.1%
Faculty of Science and Engineering	379	374	387	389	383	402	431	390	387	405	433	1.2%
Domestic Undergraduate	215	169	150	146	145	144	129	143	133	124	128	-4.6%
International Undergraduate	12	19	11	6	13	8	7	7	6	7	6	-5.8%
Cross Faculty	227	189	160	152	158	152	137	150	138	130	134	-4.7%
Domestic Undergraduate	2,182	2,036	1,993	2,118	2,137	2,190	2,146	2,065	1,961	1,976	1,941	-1.1%
International Undergraduate	191	168	145	120	151	149	227	215	207	253	326	4.9%
Total Undergraduate at UNBC	2,373	2,204	2,138	2,239	2,288	2,340	2,373	2,280	2,167	2,229	2,266	-0.4%

Appendix D: Regional Maps

New Caledonia Region



B.C. College Regions



Appendix E: Financial Tables

The financial tables include the following:

- ⇒ Consolidated Historical Summary
- ⇒ General Operating Fund: Overall Summary
- ⇒ Ancillary Services Fund: Overall Summary
- ⇒ Ancillary Services Fund: Gross Operating Result
- ⇒ Ancillary Services Fund: Contributions
- ⇒ Portfolio Summary: President's Portfolio
- ⇒ Portfolio Summary: Vice President, Academic and Provost's Portfolio
- ⇒ Portfolio Summary: Vice President, Research and Innovation's Portfolio
- ⇒ Portfolio Summary: Vice President, Finance and Administration's Portfolio
- ⇒ Portfolio Summary: University Operations – Central
- ⇒ General Operating Employee Costs Summary
- ⇒ Employee FTE Summary
- ⇒ Consolidated Financial Summary for 2024 and 2025 Audited Financial Statements

University of Northern British Columbia

Consolidated Historical Summary (Audited Financial Statements)

CAGR: Compound Annual Growth Rate

(\$ in thousands)

Consolidated Financial Summary	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	CAGR %	2023 vs 2014
Provincial Operating Grant	49,348	48,818	50,314	51,477	51,312	52,712	56,434	59,387	62,071	65,693	3%	33%
Tuition and Student Fees	20,337	20,165	18,797	18,731	20,738	21,520	23,144	22,008	23,546	25,545	2%	26%
Other Grants and Donations	19,490	16,947	15,919	14,932	14,810	18,365	20,873	20,791	22,611	26,511	3%	36%
Sales of Goods and Services	9,892	9,678	8,839	9,020	10,875	9,598	8,559	3,934	6,555	8,663	-1%	-12%
Other Income	3,529	3,185	3,341	3,686	3,733	4,788	4,993	4,518	3,835	3,851	1%	9%
Deferred Capital Contribution	6,570	6,589	6,649	6,802	7,838	6,620	6,648	6,793	7,005	7,368	1%	12%
Total Revenues	109,166	105,382	103,859	104,648	109,306	113,603	120,651	117,431	125,623	137,631	2%	26%
Employee Costs	61,546	62,323	65,373	65,518	66,219	71,571	74,613	75,728	82,743	88,932	4%	44%
Travel Costs	3,372	3,276	3,317	3,412	3,479	3,412	3,196	683	1,613	495	-17%	-85%
Scholarships and Bursaries	2,916	3,240	3,279	3,259	3,740	3,801	5,982	3,860	3,894	3,982	3%	37%
Other Operating Costs	28,830	27,318	26,335	25,158	25,959	27,043	28,600	24,342	25,795	28,635	0%	-1%
Amortization	8,834	8,888	9,022	8,975	9,010	9,180	9,337	9,542	9,926	10,243	1%	16%
Total Expenses	105,498	105,045	107,326	106,322	108,407	115,007	121,728	114,155	123,971	132,287	2%	25%
Balance before Restricted Contributions	3,668	337	(3,467)	(1,674)	899	(1,404)	(1,077)	3,276	1,652	5,344	4%	46%
Restricted Endowment Contributions	1,783	3,663	1,957	1,518	1,805	2,375	1,257	3,520	1,809	2,353	3%	32%
Annual Surplus	5,451	4,000	(1,510)	(156)	2,704	971	180	6,796	3,461	7,697	4%	41%
Recast	-	-	-	7,840	-	-	(3,475)	-	-	-	-	-
Accumulated Surplus, beginning of year	125,664	131,115	135,115	133,605	141,289	143,993	144,964	141,669	148,465	151,926	2%	21%
Accumulated Surplus, end of year	131,115	135,115	133,605	141,289	143,993	144,964	141,669	148,465	151,926	159,623	2%	22%
Accumulated Operating Surplus	87,396	87,733	84,265	82,591	83,490	82,086	77,534	80,810	82,462	87,806	0%	0%
Endowments	43,719	47,382	49,340	58,698	60,503	62,878	64,135	67,655	69,464	71,817	5%	64%

Notes:

1. CAGR is the measurement of annual change during a specific period. A CAGR of 5%, for example, indicates a consistent annual increase of 5% throughout that period.
2. 2023 vs 2014 shows changes in the 2023 compared to the 2014.

Funds: 10000 (General Operating Funds)

A: Actual

B: Budget

F: Forecast

P: Projection

(\$ in thousands)

General Operating Fund: Overall Summary	2019 A	2020 A	2021 A	2022 A	2023 A	2024 B	2024 F	2025 B	2025B vs 2019A	2025B vs 2024B	2025B vs 2024F	2026 P	2027 P	2028 P
Provincial Operating Grant	50,049	53,458	56,190	58,567	62,911	68,731	65,881	75,793	51%	10%	15%	76,283	73,533	73,533
Tuition and Student Fees	19,456	21,199	20,598	21,527	23,310	27,691	25,693	26,996	39%	-3%	5%	28,702	30,823	33,193
Other Grants and Donations	10,925	12,209	13,275	14,308	12,996	13,108	13,108	14,126	29%	8%	8%	14,500	14,750	15,000
Other Income	4,086	4,062	2,840	2,821	5,508	3,500	5,565	4,993	22%	43%	-10%	4,590	4,415	4,140
Total Revenue	84,516	90,928	92,903	97,223	104,725	113,030	110,247	121,908	44%	8%	11%	124,075	123,521	125,866
Employee Costs	(59,462)	(62,249)	(63,455)	(68,961)	(73,278)	(84,028)	(79,586)	(89,760)	51%	7%	13%	(91,762)	(92,958)	(94,958)
Operating Costs	(18,565)	(21,773)	(17,456)	(19,564)	(20,521)	(23,778)	(22,489)	(25,524)	37%	7%	13%	(25,639)	(23,689)	(23,984)
Total Expenses	(78,027)	(84,022)	(80,911)	(88,525)	(93,799)	(107,806)	(102,075)	(115,284)	48%	7%	13%	(117,401)	(116,647)	(118,942)
Capital and Transfers	(8,142)	(4,435)	(6,620)	(5,759)	(10,429)	(7,222)	(10,170)	(6,124)	-25%	-15%	-40%	(6,124)	(6,124)	(6,124)
General Operating Surplus / (Deficit)	(1,653)	2,471	5,372	2,939	497	(1,998)	(1,998)	500				550	750	800
Portfolio Distribution														
President's Portfolio	(2,184)	(2,402)	(1,819)	(2,304)	(3,355)	(4,270)	(3,720)	(4,767)	118%	12%	28%	(5,054)	(5,054)	(5,054)
VPAP's Portfolio	(41,247)	(42,505)	(41,956)	(46,931)	(51,419)	(65,250)	(59,005)	(63,796)	55%	-2%	8%	(64,101)	(64,101)	(64,101)
VPRI's Portfolio	(3,632)	(4,255)	(3,832)	(3,443)	(3,949)	(4,326)	(4,841)	(4,735)	30%	9%	-2%	(4,760)	(4,760)	(4,760)
VPFA's Portfolio	(14,855)	(15,501)	(15,638)	(16,457)	(16,692)	(19,915)	(22,721)	(20,717)	39%	4%	-9%	(20,887)	(20,887)	(20,887)
Central Administration	60,265	67,134	68,617	72,074	75,912	91,763	88,289	94,515	57%	3%	7%	95,352	95,552	95,602
General Operating Surplus / (Deficit)	(1,653)	2,471	5,372	2,939	497	(1,998)	(1,998)	500				550	750	800

Notes:

1. The 2024 budget (2024 B) has been adjusted to incorporate mandate increases approved during the year.
2. 2025B vs 2019A shows changes in the 2025 budget compared to the 2019 actual.
3. 2025B vs 2024B compares the budgets of 2025 and 2024.
4. 2025B vs 2024F compares the 2025 budget with the 2024 forecast.

Funds: 80000 (Ancillary Services Funds)

A: Actual

B: Budget

F: Forecast

P: Projection

(\$ in thousands)

Ancillary Services Fund: Overall Summary	2019 A	2020 A	2021 A	2022 A	2023 A	2024 B	2024 F	2025 B	2025B vs 2019A	2025B vs 2024B	2025B vs 2024F	2026 P	2027 P	2028 P
Housing and Residential Services Revenue	2,831	2,548	700	2,288	3,016	2,983	3,272	3,184	12%	7%	-3%	3,344	3,511	3,686
Hospitality Services Revenue	929	647	11	171	636	746	746	766	-18%	3%	3%	791	817	844
Retail Services Revenue	2,163	2,035	1,327	1,642	1,465	1,912	1,912	1,912	-12%	0%	0%	1,944	1,976	2,010
Northern Sport Centre Revenue	2,075	1,884	1,051	1,539	2,021	2,070	2,070	2,208	6%	7%	7%	2,340	2,481	2,629
Parking Services Revenue	539	501	165	469	499	545	526	525	-3%	-4%	0%	541	557	574
Continuing Studies Revenue	2,391	2,193	1,386	2,052	2,198	2,040	2,324	2,404	1%	18%	3%	2,524	2,650	2,782
ID Card System Revenue	23	23	19	21	23	20	-	20	-13%	0%	-	20	20	20
Ancillary Services Revenues	10,951	9,831	4,659	8,182	9,858	10,316	10,850	11,019	1%	7%	2%	11,504	12,012	12,545
Employee Costs	(2,970)	(3,370)	(3,028)	(3,405)	(3,550)	(3,848)	(3,848)	(4,608)	55%	20%	20%	(4,768)	(4,934)	(5,106)
Operating Costs	(5,658)	(5,338)	(3,474)	(4,119)	(4,283)	(4,777)	(4,772)	(4,958)	-12%	4%	4%	(5,097)	(5,242)	(5,393)
Gross Operating Result	2,323	1,123	(1,843)	658	2,025	1,691	2,230	1,453	-37%	-14%	-35%	1,639	1,836	2,046
Contributions	(1,639)	(1,230)	(416)	(944)	(1,324)	(1,212)	(1,280)	(1,323)	-19%	9%	3%	(1,393)	(1,466)	(1,543)
Net Operating Result	684	(107)	(2,259)	(286)	701	479	950	130	-81%	-73%	-86%	246	370	503
Capital and Transfers	(156)	53	392	219	136	(479)	(950)	(130)	-17%	-73%	-86%	(246)	(370)	(503)
Total	528	(54)	(1,867)	(67)	837	-	-	-				-	-	-

Funds: 80000 (Ancillary Services Funds)

A: Actual

B: Budget

F: Forecast

P: Projection

(\$ in thousands)

Ancillary Services Fund: Gross Operating Result	2019 A	2020 A	2021 A	2022 A	2023 A	2024 B	2024 F	2025 B	2025B vs 2019A	2025B vs 2024B	2025B vs 2024F	2026 P	2027 P	2028 P
Housing and Residential Services Revenue	1,640	1,276	(293)	1,166	1,493	1,446	1,735	1,375				1,461	1,551	1,646
Hospitality Services Revenue	288	(81)	(263)	(46)	168	244	244	137				145	154	164
Retail Services Revenue	(21)	(49)	(218)	(134)	(95)	137	137	100				91	82	73
Northern Sport Centre Revenue	334	149	(491)	(255)	194	51	51	157				249	348	454
Parking Services Revenue	300	157	(145)	106	137	178	159	35				46	58	69
Continuing Studies Revenue	109	18	(78)	257	469	213	497	373				392	411	432
Business Services Central	(327)	(347)	(355)	(436)	(341)	(578)	(593)	(724)				(745)	(768)	(792)
Total Gross Operating Result	2,323	1,123	(1,843)	658	2,025	1,691	2,230	1,453				1,639	1,836	2,046

Ancillary Services Fund: Contributions	2019 A	2020 A	2021 A	2022 A	2023 A	2024 B	2024 F	2025 B	2025B vs 2019A	2025B vs 2024B	2025B vs 2024F	2026 P	2027 P	2028 P
Housing and Residential Services	920	573	157	511	680	597	654	637	-31%	7%	-3%	669	702	737
Hospitality Services	164	105	-	-	131	131	131	139	-15%	6%	6%	146	153	160
Retail Services	97	102	58	45	39	49	49	33	-66%	-33%	-33%	35	36	38
Northern Sport Centre	330	299	167	246	322	331	331	397	20%	20%	20%	420	446	473
Parking Services	21	20	7	19	20	22	21	21	0%	-5%	0%	22	22	23
Continuing Studies	107	131	27	123	132	82	94	96	-10%	17%	2%	101	107	112
Total Contributions	1,639	1,230	416	944	1,324	1,212	1,280	1,323	-19%	9%	3%	1,393	1,466	1,543

University of Northern British Columbia
 Budget 2024-2025 and Projections for 2025-2028

Funds: 10000 (General Operating Funds)

A: Actual

B: Budget

F: Forecast

P: Projection

(\$ in thousands)

President's Portfolio	2019 A	2020 A	2021 A	2022 A	2023 A	2024 B	2024 F	2025 B	2025B vs 2019A	2025B vs 2024B	2025B vs 2024F	2026 P	2027 P	2028 P
Revenues	104	102	72	39	65	72	42	40	-62%	-44%	-5%	40	40	40
Employee Costs	(1,659)	(1,794)	(1,568)	(1,827)	(2,278)	(2,869)	(2,617)	(3,312)	100%	15%	27%	(3,634)	(3,634)	(3,634)
Operating Costs	(1,005)	(1,015)	(266)	(831)	(1,133)	(1,465)	(1,386)	(1,480)	47%	1%	7%	(1,445)	(1,445)	(1,445)
Total Expenses	(2,560)	(2,707)	(1,762)	(2,619)	(3,346)	(4,262)	(3,961)	(4,752)	86%	11%	20%	(5,039)	(5,039)	(5,039)
Capital and Transfers	376	305	(57)	315	(9)	(8)	241	(15)	-104%	88%	-106%	(15)	(15)	(15)
General Operating Surplus / (Deficit)	(2,184)	(2,402)	(1,819)	(2,304)	(3,355)	(4,270)	(3,720)	(4,767)	118%	12%	28%	(5,054)	(5,054)	(5,054)
Portfolio Distribution														
Office of the President	(625)	(693)	(538)	(487)	(767)	(893)	(748)	(1,108)	77%	24%	48%	(1,108)	(1,108)	(1,108)
University Governance	(360)	(378)	(244)	(195)	(305)	(576)	(457)	(593)	65%	3%	30%	(678)	(678)	(678)
Office of Equity Affairs	-	-	-	(1)	(285)	(370)	(252)	(475)	-	28%	88%	(590)	(590)	(590)
Office of Indigenous Initiatives	-	-	-	43	(77)	(412)	(167)	(385)	-	-7%	131%	(385)	(385)	(385)
Cyber Security	(185)	(197)	(166)	(221)	(234)	(281)	(253)	(342)	85%	22%	35%	(429)	(429)	(429)
Athletics and Recreation	(1,014)	(1,134)	(871)	(1,443)	(1,687)	(1,738)	(1,843)	(1,864)	84%	7%	1%	(1,864)	(1,864)	(1,864)
General Operating Surplus / (Deficit)	(2,184)	(2,402)	(1,819)	(2,304)	(3,355)	(4,270)	(3,720)	(4,767)	118%	12%	28%	(5,054)	(5,054)	(5,054)

Funds: 10000 (General Operating Funds)

A: Actual

B: Budget

F: Forecast

P: Projection

(\$ in thousands)

Office of the President	2019 A	2020 A	2021 A	2022 A	2023 A	2024 B	2024 F	2025 B	2025B vs 2019A	2025B vs 2024B	2025B vs 2024F	2026 P	2027 P	2028 P
Revenues	41	46	47	20	28	32	-	-	-100%	-100%	-	-	-	-
Employee Costs	(500)	(524)	(505)	(471)	(657)	(774)	(720)	(774)	55%	0%	8%	(774)	(774)	(774)
Operating Costs	(200)	(187)	(30)	(47)	(144)	(127)	(231)	(305)	53%	140%	32%	(305)	(305)	(305)
Capital and Transfers	34	(28)	(50)	11	6	(24)	203	(29)	-185%	21%	-114%	(29)	(29)	(29)
UNBC Contribution	(625)	(693)	(538)	(487)	(767)	(893)	(748)	(1,108)	77%	24%	48%	(1,108)	(1,108)	(1,108)

University Governance	2019 A	2020 A	2021 A	2022 A	2023 A	2024 B	2024 F	2025 B	2025B vs 2019A	2025B vs 2024B	2025B vs 2024F	2026 P	2027 P	2028 P
Revenues	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Employee Costs	(332)	(337)	(205)	(269)	(285)	(381)	(375)	(529)	59%	39%	41%	(614)	(614)	(614)
Operating Costs	(63)	(41)	(37)	(46)	(20)	(191)	(79)	(60)	-5%	-69%	-24%	(60)	(60)	(60)
Capital and Transfers	35	-	(2)	120	-	(4)	(3)	(4)	-111%	0%	33%	(4)	(4)	(4)
UNBC Contribution	(360)	(378)	(244)	(195)	(305)	(576)	(457)	(593)	65%	3%	30%	(678)	(678)	(678)

Office of Equity Affairs	2019 A	2020 A	2021 A	2022 A	2023 A	2024 B	2024 F	2025 B	2025B vs 2019A	2025B vs 2024B	2025B vs 2024F	2026 P	2027 P	2028 P
Revenues	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Employee Costs	-	-	-	(17)	(240)	(312)	(256)	(395)	-	27%	54%	(510)	(510)	(510)
Operating Costs	-	-	-	(16)	(39)	(53)	(43)	(75)	-	42%	74%	(75)	(75)	(75)
Capital and Transfers	-	-	-	32	(6)	(5)	47	(5)	-	0%	-111%	(5)	(5)	(5)
UNBC Contribution	-	-	-	(1)	(285)	(370)	(252)	(475)	-	28%	88%	(590)	(590)	(590)

Office of Indigenous Initiatives	2019 A	2020 A	2021 A	2022 A	2023 A	2024 B	2024 F	2025 B	2025B vs 2019A	2025B vs 2024B	2025B vs 2024F	2026 P	2027 P	2028 P
Revenues	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Employee Costs	-	-	-	(94)	(75)	(271)	(119)	(348)	-	28%	192%	(348)	(348)	(348)
Operating Costs	-	-	-	-	(1)	(135)	(45)	(30)	-	-78%	-33%	(30)	(30)	(30)
Capital and Transfers	-	-	-	137	(1)	(6)	(3)	(7)	-	17%	133%	(7)	(7)	(7)
UNBC Contribution	-	-	-	43	(77)	(412)	(167)	(385)	-	-7%	131%	(385)	(385)	(385)

Funds: 10000 (General Operating Funds)

A: Actual

B: Budget

F: Forecast

P: Projection

(\$ in thousands)

Cyber Security	2019 A	2020 A	2021 A	2022 A	2023 A	2024 B	2024 F	2025 B	2025B vs 2019A	2025B vs 2024B	2025B vs 2024F	2026 P	2027 P	2028 P
Revenues	-	-	15	-	-	-	-	-	-	-	-	-	-	-
Employee Costs	(166)	(176)	(177)	(216)	(214)	(229)	(229)	(239)	44%	4%	4%	(361)	(361)	(361)
Operating Costs	(18)	(19)	(4)	(5)	(17)	(49)	(24)	(100)	456%	104%	317%	(65)	(65)	(65)
Capital and Transfers	(1)	(2)	-	-	(3)	(3)	-	(3)	200%	0%	-	(3)	(3)	(3)
UNBC Contribution	(185)	(197)	(166)	(221)	(234)	(281)	(253)	(342)	85%	22%	35%	(429)	(429)	(429)

Athletics and Recreation	2019 A	2020 A	2021 A	2022 A	2023 A	2024 B	2024 F	2025 B	2025B vs 2019A	2025B vs 2024B	2025B vs 2024F	2026 P	2027 P	2028 P
Revenues	63	56	10	19	37	40	42	40	-37%	0%	-5%	40	40	40
Employee Costs	(661)	(757)	(681)	(760)	(807)	(902)	(918)	(1,027)	55%	14%	12%	(1,027)	(1,027)	(1,027)
Operating Costs	(724)	(768)	(195)	(717)	(912)	(910)	(964)	(910)	26%	0%	-6%	(910)	(910)	(910)
Capital and Transfers	308	335	(5)	15	(5)	34	(3)	33	-89%	-3%	-1200%	33	33	33
UNBC Contribution	(1,014)	(1,134)	(871)	(1,443)	(1,687)	(1,738)	(1,843)	(1,864)	84%	7%	1%	(1,864)	(1,864)	(1,864)

	Funds: 10000 (General Operating Funds)					A: Actual	B: Budget	F: Forecast	P: Projection	(\$ in thousands)				
Vice President, Finance and Administration's (VPFA) Portfolio	2019 A	2020 A	2021 A	2022 A	2023 A	2024 B	2024 F	2025 B	2025B vs 2019A	2025B vs 2024B	2025B vs 2024F	2026 P	2027 P	2028 P
Revenues	9,753	9,645	11,009	11,796	11,722	12,251	9,226	13,738	41%	12%	49%	13,738	13,738	13,738
Employee Costs	(42,430)	(43,044)	(44,963)	(50,590)	(52,821)	(62,516)	(57,769)	(64,353)	52%	3%	11%	(64,658)	(64,658)	(64,658)
Operating Costs	(6,713)	(7,011)	(5,705)	(6,773)	(7,737)	(11,334)	(7,711)	(9,721)	45%	-14%	26%	(9,721)	(9,721)	(9,721)
Total Expenses	(39,390)	(40,410)	(39,659)	(45,567)	(48,836)	(61,599)	(56,254)	(60,336)	53%	-2%	7%	(60,641)	(60,641)	(60,641)
Capital and Transfers	(1,857)	(2,095)	(2,297)	(1,364)	(2,583)	(3,651)	(2,751)	(3,460)	86%	-5%	26%	(3,460)	(3,460)	(3,460)
General Operating Surplus / (Deficit)	(41,247)	(42,505)	(41,956)	(46,931)	(51,419)	(65,250)	(59,005)	(63,796)	55%	-2%	8%	(64,101)	(64,101)	(64,101)
Portfolio Distribution														
Office of the VPAP	(1,350)	(1,633)	(977)	(1,220)	(1,524)	(2,599)	(1,463)	(2,053)	52%	-21%	40%	(2,233)	(2,233)	(2,233)
CCST and Regional Operations	(2,010)	(1,721)	(1,104)	(982)	(1,230)	(1,956)	(1,277)	(1,939)	-4%	-1%	52%	(1,939)	(1,939)	(1,939)
Centre for Teaching & Learning	(386)	(393)	(480)	(399)	(397)	(642)	(429)	(668)	73%	4%	56%	(668)	(668)	(668)
Registrar's Office (Excl. International)	(2,174)	(2,702)	(2,842)	(2,865)	(2,609)	(3,408)	(2,985)	(3,579)	65%	5%	20%	(3,629)	(3,629)	(3,629)
UNBC International	(343)	(862)	(960)	(699)	(1,191)	(1,646)	(1,200)	(1,618)	372%	-2%	35%	(1,643)	(1,643)	(1,643)
Student Recruitment	(521)	(633)	(515)	(520)	(712)	(1,003)	(800)	(989)	90%	-1%	24%	(989)	(989)	(989)
Student Success	(1,855)	(1,785)	(1,951)	(2,131)	(2,482)	(3,582)	(3,170)	(3,567)	92%	0%	13%	(3,567)	(3,567)	(3,567)
Geoffrey R. Weller Library	(3,344)	(3,354)	(3,402)	(3,443)	(3,484)	(4,049)	(3,713)	(4,204)	26%	4%	13%	(4,204)	(4,204)	(4,204)
Faculty of Business and Economics	(2,788)	(2,788)	(2,403)	(2,884)	(3,597)	(4,316)	(3,582)	(4,191)	50%	-3%	17%	(4,191)	(4,191)	(4,191)
Faculty of Environment	(6,413)	(6,169)	(5,995)	(7,671)	(7,818)	(8,596)	(8,977)	(8,663)	35%	1%	-3%	(8,663)	(8,663)	(8,663)
Faculty of Human and Health Sciences	(9,348)	(9,290)	(9,301)	(10,767)	(12,068)	(15,354)	(13,595)	(14,853)	59%	-3%	9%	(14,853)	(14,853)	(14,853)
Faculty of ISSS&H	(3,989)	(4,007)	(4,242)	(5,458)	(5,441)	(6,696)	(5,879)	(5,953)	49%	-11%	1%	(5,953)	(5,953)	(5,953)
Faculty of Science and Engineering	(5,490)	(5,894)	(6,412)	(8,070)	(9,256)	(11,403)	(10,267)	(11,519)	110%	1%	12%	(11,569)	(11,569)	(11,569)
Division of Medical Sciences	502	313	703	179	390	-	(1,668)	-	-100%	-	-100%	-	-	-
Previous Two Colleges (Closed Orgn)	(1,738)	(1,587)	(2,075)	(1)	-	-	-	-	-100%	-	-	-	-	-
General Operating Surplus / (Deficit)	(41,247)	(42,505)	(41,956)	(46,931)	(51,419)	(65,250)	(59,005)	(63,796)	55%	-2%	8%	(64,101)	(64,101)	(64,101)

CCST: Collaborative Campus Support Team

ISSS&H: Indigenous Studies, Social Sciences and Humanities

It includes only the General Operating Fund and does not include **Continuing Studies (2025 B: \$2.4M)**, which is part of the Ancillary Services Fund.

Funds: 10000 (General Operating Funds)

A: Actual

B: Budget

F: Forecast

P: Projection

(\$ in thousands)

Office of the VPAP	2019 A	2020 A	2021 A	2022 A	2023 A	2024 B	2024 F	2025 B	2025B vs 2019A	2025B vs 2024B	2025B vs 2024F	2026 P	2027 P	2028 P
Revenues	-	5	-	-	78	-	-	-	-	-	-	-	-	-
Employee Costs	(1,014)	(1,064)	(1,137)	(1,154)	(1,024)	(1,731)	(971)	(1,563)	54%	-10%	61%	(1,743)	(1,743)	(1,743)
Operating Costs	(201)	(151)	(57)	(73)	(144)	(649)	(261)	(280)	39%	-57%	7%	(280)	(280)	(280)
Capital and Transfers	(135)	(423)	217	7	(434)	(219)	(231)	(210)	56%	-4%	-9%	(210)	(210)	(210)
UNBC Contribution	(1,350)	(1,633)	(977)	(1,220)	(1,524)	(2,599)	(1,463)	(2,053)	52%	-21%	40%	(2,233)	(2,233)	(2,233)

CCST and Regional Operations	2019 A	2020 A	2021 A	2022 A	2023 A	2024 B	2024 F	2025 B	2025B vs 2019A	2025B vs 2024B	2025B vs 2024F	2026 P	2027 P	2028 P
Revenues	97	21	22	1	1	-	4	-	-100%	-	-100%	-	-	-
Employee Costs	(1,632)	(1,236)	(788)	(695)	(765)	(1,193)	(854)	(1,505)	-8%	26%	76%	(1,505)	(1,505)	(1,505)
Operating Costs	(483)	(462)	(365)	(371)	(420)	(758)	(418)	(425)	-12%	-44%	2%	(425)	(425)	(425)
Capital and Transfers	8	(44)	27	83	(46)	(5)	(9)	(9)	-213%	80%	0%	(9)	(9)	(9)
UNBC Contribution	(2,010)	(1,721)	(1,104)	(982)	(1,230)	(1,956)	(1,277)	(1,939)	-4%	-1%	52%	(1,939)	(1,939)	(1,939)

Centre for Teaching & Learning	2019 A	2020 A	2021 A	2022 A	2023 A	2024 B	2024 F	2025 B	2025B vs 2019A	2025B vs 2024B	2025B vs 2024F	2026 P	2027 P	2028 P
Revenues	-	4	-	-	-	-	-	-	-	-	-	-	-	-
Employee Costs	(339)	(332)	(517)	(524)	(452)	(530)	(401)	(625)	84%	18%	56%	(625)	(625)	(625)
Operating Costs	(45)	(68)	(23)	(31)	(29)	(99)	(27)	(29)	-36%	-71%	7%	(29)	(29)	(29)
Capital and Transfers	(2)	3	60	156	84	(13)	(1)	(14)	600%	8%	1300%	(14)	(14)	(14)
UNBC Contribution	(386)	(393)	(480)	(399)	(397)	(642)	(429)	(668)	73%	4%	56%	(668)	(668)	(668)

Funds: 10000 (General Operating Funds)

A: Actual

B: Budget

F: Forecast

P: Projection

(\$ in thousands)

Registrar's Office (Excl. International)	2019 A	2020 A	2021 A	2022 A	2023 A	2024 B	2024 F	2025 B	2025B vs 2019A	2025B vs 2024B	2025B vs 2024F	2026 P	2027 P	2028 P
Revenues	27	32	23	54	83	52	48	50	85%	-4%	4%	50	50	50
Employee Costs	(1,784)	(2,155)	(2,295)	(2,419)	(2,332)	(2,745)	(2,598)	(3,157)	77%	15%	22%	(3,207)	(3,207)	(3,207)
Operating Costs	(116)	(97)	(82)	(111)	(180)	(427)	(167)	(180)	55%	-58%	8%	(180)	(180)	(180)
Capital and Transfers	(301)	(482)	(488)	(389)	(180)	(288)	(268)	(292)	-3%	1%	9%	(292)	(292)	(292)
UNBC Contribution	(2,174)	(2,702)	(2,842)	(2,865)	(2,609)	(3,408)	(2,985)	(3,579)	65%	5%	20%	(3,629)	(3,629)	(3,629)

UNBC International	2019 A	2020 A	2021 A	2022 A	2023 A	2024 B	2024 F	2025 B	2025B vs 2019A	2025B vs 2024B	2025B vs 2024F	2026 P	2027 P	2028 P
Revenues	4	14	15	6	9	81	2	5	25%	-94%	150%	5	5	5
Employee Costs	(329)	(450)	(491)	(334)	(296)	(584)	(417)	(651)	98%	11%	56%	(676)	(676)	(676)
Operating Costs	(38)	(396)	(462)	(345)	(879)	(1,121)	(760)	(950)	2400%	-15%	25%	(950)	(950)	(950)
Capital and Transfers	20	(30)	(22)	(26)	(25)	(22)	(25)	(22)	-210%	0%	-12%	(22)	(22)	(22)
UNBC Contribution	(343)	(862)	(960)	(699)	(1,191)	(1,646)	(1,200)	(1,618)	372%	-2%	35%	(1,643)	(1,643)	(1,643)

Student Recruitment	2019 A	2020 A	2021 A	2022 A	2023 A	2024 B	2024 F	2025 B	2025B vs 2019A	2025B vs 2024B	2025B vs 2024F	2026 P	2027 P	2028 P
Revenues	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Employee Costs	(424)	(458)	(424)	(466)	(563)	(802)	(611)	(796)	88%	-1%	30%	(796)	(796)	(796)
Operating Costs	(168)	(187)	(87)	(64)	(166)	(208)	(189)	(190)	13%	-9%	1%	(190)	(190)	(190)
Capital and Transfers	71	12	(4)	10	17	7	-	(3)	-104%	-143%	-	(3)	(3)	(3)
UNBC Contribution	(521)	(633)	(515)	(520)	(712)	(1,003)	(800)	(989)	90%	-1%	24%	(989)	(989)	(989)

Student Success	2019 A	2020 A	2021 A	2022 A	2023 A	2024 B	2024 F	2025 B	2025B vs 2019A	2025B vs 2024B	2025B vs 2024F	2026 P	2027 P	2028 P
Revenues	90	43	50	38	36	30	41	36	-60%	20%	-12%	36	36	36
Employee Costs	(1,717)	(1,659)	(1,871)	(2,213)	(2,324)	(3,199)	(2,883)	(3,328)	94%	4%	15%	(3,328)	(3,328)	(3,328)
Operating Costs	(229)	(194)	(134)	(125)	(153)	(411)	(314)	(250)	9%	-39%	-20%	(250)	(250)	(250)
Capital and Transfers	1	25	4	169	(41)	(2)	(14)	(25)	-2600%	1150%	79%	(25)	(25)	(25)
UNBC Contribution	(1,855)	(1,785)	(1,951)	(2,131)	(2,482)	(3,582)	(3,170)	(3,567)	92%	0%	13%	(3,567)	(3,567)	(3,567)

Funds: 10000 (General Operating Funds)

A: Actual

B: Budget

F: Forecast

P: Projection

(\$ in thousands)

Geoffrey R. Weller Library	2019 A	2020 A	2021 A	2022 A	2023 A	2024 B	2024 F	2025 B	2025B vs 2019A	2025B vs 2024B	2025B vs 2024F	2026 P	2027 P	2028 P
Revenues	14	12	6	1	2	4	2	2	-86%	-50%	0%	2	2	2
Employee Costs	(1,413)	(1,450)	(1,473)	(1,548)	(1,586)	(2,020)	(1,921)	(2,127)	51%	5%	11%	(2,127)	(2,127)	(2,127)
Operating Costs	(246)	(256)	(244)	(212)	(255)	(372)	(321)	(275)	12%	-26%	-14%	(275)	(275)	(275)
Capital and Transfers	(1,699)	(1,660)	(1,691)	(1,684)	(1,645)	(1,661)	(1,473)	(1,804)	6%	9%	22%	(1,804)	(1,804)	(1,804)
UNBC Contribution	(3,344)	(3,354)	(3,402)	(3,443)	(3,484)	(4,049)	(3,713)	(4,204)	26%	4%	13%	(4,204)	(4,204)	(4,204)

Faculty of Business and Economics	2019 A	2020 A	2021 A	2022 A	2023 A	2024 B	2024 F	2025 B	2025B vs 2019A	2025B vs 2024B	2025B vs 2024F	2026 P	2027 P	2028 P
Revenues	1,155	1,132	1,446	1,733	1,444	1,825	1,342	1,470	27%	-19%	10%	1,470	1,470	1,470
Employee Costs	(3,332)	(3,348)	(3,351)	(4,065)	(4,389)	(4,784)	(4,389)	(5,087)	53%	6%	16%	(5,087)	(5,087)	(5,087)
Operating Costs	(629)	(595)	(478)	(530)	(613)	(868)	(519)	(625)	-1%	-28%	20%	(625)	(625)	(625)
Capital and Transfers	18	23	(20)	(22)	(39)	(489)	(16)	51	183%	-110%	-419%	51	51	51
UNBC Contribution	(2,788)	(2,788)	(2,403)	(2,884)	(3,597)	(4,316)	(3,582)	(4,191)	50%	-3%	17%	(4,191)	(4,191)	(4,191)

Faculty of Environment	2019 A	2020 A	2021 A	2022 A	2023 A	2024 B	2024 F	2025 B	2025B vs 2019A	2025B vs 2024B	2025B vs 2024F	2026 P	2027 P	2028 P
Revenues	121	116	29	75	125	38	116	50	-59%	32%	-57%	50	50	50
Employee Costs	(6,783)	(6,772)	(6,760)	(8,518)	(8,607)	(9,141)	(8,925)	(9,088)	34%	-1%	2%	(9,088)	(9,088)	(9,088)
Operating Costs	(422)	(315)	(157)	(232)	(362)	(277)	(287)	(175)	-59%	-37%	-39%	(175)	(175)	(175)
Capital and Transfers	671	802	893	1,004	1,026	784	119	550	-18%	-30%	362%	550	550	550
UNBC Contribution	(6,413)	(6,169)	(5,995)	(7,671)	(7,818)	(8,596)	(8,977)	(8,663)	35%	1%	-3%	(8,663)	(8,663)	(8,663)

Faculty of Human and Health Sciences	2019 A	2020 A	2021 A	2022 A	2023 A	2024 B	2024 F	2025 B	2025B vs 2019A	2025B vs 2024B	2025B vs 2024F	2026 P	2027 P	2028 P
Revenues	116	45	50	177	114	-	163	5	-96%	-	-97%	5	5	5
Employee Costs	(9,300)	(9,141)	(9,088)	(10,562)	(11,868)	(14,212)	(13,109)	(13,923)	50%	-2%	6%	(13,923)	(13,923)	(13,923)
Operating Costs	(583)	(509)	(376)	(548)	(470)	(1,232)	(580)	(1,000)	72%	-19%	72%	(1,000)	(1,000)	(1,000)
Capital and Transfers	419	315	113	166	156	90	(69)	65	-84%	-28%	-194%	65	65	65
UNBC Contribution	(9,348)	(9,290)	(9,301)	(10,767)	(12,068)	(15,354)	(13,595)	(14,853)	59%	-3%	9%	(14,853)	(14,853)	(14,853)

Funds: 10000 (General Operating Funds)

A: Actual

B: Budget

F: Forecast

P: Projection

(\$ in thousands)

Faculty of ISSS&H	2019 A	2020 A	2021 A	2022 A	2023 A	2024 B	2024 F	2025 B	2025B vs 2019A	2025B vs 2024B	2025B vs 2024F	2026 P	2027 P	2028 P
Revenues	5	5	4	277	265	-	282	5	0%	-	-98%	5	5	5
Employee Costs	(3,919)	(3,991)	(4,290)	(5,716)	(5,446)	(6,117)	(5,992)	(5,628)	44%	-8%	-6%	(5,628)	(5,628)	(5,628)
Operating Costs	(165)	(120)	(47)	(105)	(201)	(460)	(196)	(180)	9%	-61%	-8%	(180)	(180)	(180)
Capital and Transfers	90	99	91	86	(59)	(119)	27	(150)	-267%	26%	-656%	(150)	(150)	(150)
UNBC Contribution	(3,989)	(4,007)	(4,242)	(5,458)	(5,441)	(6,696)	(5,879)	(5,953)	49%	-11%	1%	(5,953)	(5,953)	(5,953)

Faculty of Science and Engineering	2019 A	2020 A	2021 A	2022 A	2023 A	2024 B	2024 F	2025 B	2025B vs 2019A	2025B vs 2024B	2025B vs 2024F	2026 P	2027 P	2028 P
Revenues	35	37	29	173	95	29	108	35	0%	21%	-68%	35	35	35
Employee Costs	(5,182)	(5,514)	(6,167)	(8,094)	(8,808)	(10,434)	(9,923)	(10,878)	110%	4%	10%	(10,928)	(10,928)	(10,928)
Operating Costs	(289)	(356)	(227)	(300)	(365)	(735)	(335)	(350)	21%	-52%	4%	(350)	(350)	(350)
Capital and Transfers	(54)	(61)	(47)	151	(178)	(263)	(117)	(326)	504%	24%	179%	(326)	(326)	(326)
UNBC Contribution	(5,490)	(5,894)	(6,412)	(8,070)	(9,256)	(11,403)	(10,267)	(11,519)	110%	1%	12%	(11,569)	(11,569)	(11,569)

Division of Medical Sciences	2019 A	2020 A	2021 A	2022 A	2023 A	2024 B	2024 F	2025 B	2025B vs 2019A	2025B vs 2024B	2025B vs 2024F	2026 P	2027 P	2028 P
Revenues	7,733	7,707	8,683	9,261	9,470	10,192	7,118	12,080	56%	19%	70%	12,080	12,080	12,080
Employee Costs	(3,276)	(3,610)	(3,846)	(4,282)	(4,361)	(5,024)	(4,775)	(5,997)	83%	19%	26%	(5,997)	(5,997)	(5,997)
Operating Costs	(3,019)	(3,218)	(2,953)	(3,725)	(3,500)	(3,717)	(3,337)	(4,812)	59%	29%	44%	(4,812)	(4,812)	(4,812)
Capital and Transfers	(936)	(566)	(1,181)	(1,075)	(1,219)	(1,451)	(674)	(1,271)	36%	-12%	89%	(1,271)	(1,271)	(1,271)
UNBC Contribution	502	313	703	179	390	-	(1,668)	-	-100%	-	-100%	-	-	-

Previous Two Colleges (Closed Orgn)	2019 A	2020 A	2021 A	2022 A	2023 A	2024 B	2024 F	2025 B	2025B vs 2019A	2025B vs 2024B	2025B vs 2024F	2026 P	2027 P	2028 P
Revenues	356	472	652	-	-	-	-	-	-100%	-	-	-	-	-
Employee Costs	(1,986)	(1,864)	(2,465)	-	-	-	-	-	-100%	-	-	-	-	-
Operating Costs	(80)	(87)	(13)	(1)	-	-	-	-	-100%	-	-	-	-	-
Capital and Transfers	(28)	(108)	(249)	-	-	-	-	-	-100%	-	-	-	-	-
UNBC Contribution	(1,738)	(1,587)	(2,075)	(1)	-	-	-	-	-100%	-	-	-	-	-

Funds: 10000 (General Operating Funds)						A: Actual	B: Budget	F: Forecast	P: Projection	(\$ in thousands)				
Supplementary Information: MBA Program	2019 A	2020 A	2021 A	2022 A	2023 A	2024 B	2024 F	2025 B	2025B vs 2019A	2025B vs 2024B	2025B vs 2024F	2026 P	2027 P	2028 P
Revenues	1,155	1,132	1,446	1,617	1,379	1,825	1,296	1,470	27%	-19%	13%	1,470	1,470	1,470
Employee Costs	(573)	(615)	(531)	(666)	(763)	(704)	(904)	(1,052)	84%	49%	16%	(1,052)	(1,052)	(1,052)
Operating Costs	(525)	(487)	(453)	(485)	(530)	(699)	(437)	(550)	5%	-21%	26%	(550)	(550)	(550)
Capital and Transfers	(3)	(3)	(27)	(4)	(28)	(422)	(1)	132	-4500%	-131%	-13300%	132	132	132
UNBC Contribution	54	27	435	462	58	-	(46)	-	-100%	-	-100%	-	-	-

	Funds: 10000 (General Operating Funds)					A: Actual	B: Budget	F: Forecast	P: Projection	(\$ in thousands)				
Vice President, Finance and Administration's (VPFA) Portfolio	2019 A	2020 A	2021 A	2022 A	2023 A	2024 B	2024 F	2025 B	2025B vs 2019A	2025B vs 2024B	2025B vs 2024F	2026 P	2027 P	2028 P
Revenues	138	215	176	106	186	70	160	70	-49%	0%	-56%	70	70	70
Employee Costs	(3,208)	(3,624)	(3,380)	(2,627)	(2,925)	(3,382)	(3,770)	(4,416)	38%	31%	17%	(4,441)	(4,441)	(4,441)
Operating Costs	(849)	(762)	(447)	(552)	(908)	(593)	(1,055)	(645)	-24%	9%	-39%	(645)	(645)	(645)
Total Expenses	(3,919)	(4,171)	(3,651)	(3,073)	(3,647)	(3,905)	(4,665)	(4,991)	27%	28%	7%	(5,016)	(5,016)	(5,016)
Capital and Transfers	287	(84)	(181)	(370)	(302)	(421)	(176)	256	-11%	-161%	-245%	256	256	256
General Operating Surplus / (Deficit)	(3,632)	(4,255)	(3,832)	(3,443)	(3,949)	(4,326)	(4,841)	(4,735)	30%	9%	-2%	(4,760)	(4,760)	(4,760)
Portfolio Distribution														
Office of the VPRI	(1,029)	(1,171)	(1,264)	(1,401)	(1,609)	(1,653)	(1,860)	(2,028)	97%	23%	9%	(2,053)	(2,053)	(2,053)
Research Facilities and Laboratory Services	(697)	(675)	(522)	(684)	(699)	(744)	(1,068)	(727)	4%	-2%	-32%	(727)	(727)	(727)
University Advancement	(1,102)	(1,526)	(1,361)	(309)	(411)	(513)	(555)	(599)	-46%	17%	8%	(599)	(599)	(599)
Communications and Marketing	(804)	(883)	(685)	(1,049)	(1,230)	(1,416)	(1,358)	(1,381)	72%	-2%	2%	(1,381)	(1,381)	(1,381)
General Operating Surplus / (Deficit)	(3,632)	(4,255)	(3,832)	(3,443)	(3,949)	(4,326)	(4,841)	(4,735)	30%	9%	-2%	(4,760)	(4,760)	(4,760)

Funds: 10000 (General Operating Funds)

A: Actual

B: Budget

F: Forecast

P: Projection

(\$ in thousands)

Office of the VPRI	2019 A	2020 A	2021 A	2022 A	2023 A	2024 B	2024 F	2025 B	2025B vs 2019A	2025B vs 2024B	2025B vs 2024F	2026 P	2027 P	2028 P
Revenues	-	-	-	-	2	-	-	-	-	-	-	-	-	-
Employee Costs	(826)	(873)	(832)	(916)	(1,013)	(1,067)	(1,274)	(1,835)	122%	72%	44%	(1,860)	(1,860)	(1,860)
Operating Costs	(101)	(121)	(53)	(66)	(106)	(78)	(272)	(125)	24%	60%	-54%	(125)	(125)	(125)
Capital and Transfers	(102)	(177)	(379)	(419)	(492)	(508)	(314)	(68)	-33%	-87%	-78%	(68)	(68)	(68)
UNBC Contribution	(1,029)	(1,171)	(1,264)	(1,401)	(1,609)	(1,653)	(1,860)	(2,028)	97%	23%	9%	(2,053)	(2,053)	(2,053)

Research Facilities and Laboratory Services	2019 A	2020 A	2021 A	2022 A	2023 A	2024 B	2024 F	2025 B	2025B vs 2019A	2025B vs 2024B	2025B vs 2024F	2026 P	2027 P	2028 P
Revenues	138	215	176	106	184	70	160	70	-49%	0%	-56%	70	70	70
Employee Costs	(709)	(761)	(627)	(665)	(717)	(792)	(1,066)	(770)	9%	-3%	-28%	(770)	(770)	(770)
Operating Costs	(226)	(219)	(182)	(125)	(261)	(115)	(239)	(120)	-47%	4%	-50%	(120)	(120)	(120)
Capital and Transfers	100	90	111	-	95	93	77	93	-7%	0%	21%	93	93	93
UNBC Contribution	(697)	(675)	(522)	(684)	(699)	(744)	(1,068)	(727)	4%	-2%	-32%	(727)	(727)	(727)

University Advancement	2019 A	2020 A	2021 A	2022 A	2023 A	2024 B	2024 F	2025 B	2025B vs 2019A	2025B vs 2024B	2025B vs 2024F	2026 P	2027 P	2028 P
Revenues	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Employee Costs	(976)	(1,309)	(1,236)	(261)	(346)	(454)	(458)	(728)	-25%	60%	59%	(728)	(728)	(728)
Operating Costs	(208)	(197)	(142)	(37)	(63)	(59)	(92)	(60)	-71%	2%	-35%	(60)	(60)	(60)
Capital and Transfers	82	(20)	17	(11)	(2)	-	(5)	189	130%	-	-3880%	189	189	189
UNBC Contribution	(1,102)	(1,526)	(1,361)	(309)	(411)	(513)	(555)	(599)	-46%	17%	8%	(599)	(599)	(599)

Communications and Marketing	2019 A	2020 A	2021 A	2022 A	2023 A	2024 B	2024 F	2025 B	2025B vs 2019A	2025B vs 2024B	2025B vs 2024F	2026 P	2027 P	2028 P
Revenues	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Employee Costs	(697)	(681)	(685)	(785)	(849)	(1,069)	(972)	(1,083)	55%	1%	11%	(1,083)	(1,083)	(1,083)
Operating Costs	(314)	(225)	(70)	(324)	(478)	(341)	(452)	(340)	8%	0%	-25%	(340)	(340)	(340)
Capital and Transfers	207	23	70	60	97	(6)	66	42	-80%	-800%	-36%	42	42	42
UNBC Contribution	(804)	(883)	(685)	(1,049)	(1,230)	(1,416)	(1,358)	(1,381)	72%	-2%	2%	(1,381)	(1,381)	(1,381)

	Funds: 10000 (General Operating Funds)					A: Actual	B: Budget	F: Forecast	P: Projection	(\$ in thousands)				
Vice President, Finance and Administration's (VPFA) Portfolio	2019 A	2020 A	2021 A	2022 A	2023 A	2024 B	2024 F	2025 B	2025B vs 2019A	2025B vs 2024B	2025B vs 2024F	2026 P	2027 P	2028 P
Revenues	1,909	2,142	2,241	2,248	2,228	2,224	2,512	2,307	21%	4%	-8%	2,307	2,307	2,307
Employee Costs	(9,458)	(9,800)	(9,820)	(10,219)	(10,467)	(12,076)	(12,264)	(13,636)	44%	13%	11%	(13,806)	(13,806)	(13,806)
Operating Costs	(6,724)	(7,108)	(7,014)	(7,206)	(6,939)	(8,352)	(9,513)	(8,074)	20%	-3%	-15%	(8,074)	(8,074)	(8,074)
Total Expenses	(14,273)	(14,766)	(14,593)	(15,177)	(15,178)	(18,204)	(19,265)	(19,403)	36%	7%	1%	(19,573)	(19,573)	(19,573)
Capital and Transfers	(582)	(735)	(1,045)	(1,280)	(1,514)	(1,711)	(3,456)	(1,314)	126%	-23%	-62%	(1,314)	(1,314)	(1,314)
General Operating Surplus / (Deficit)	(14,855)	(15,501)	(15,638)	(16,457)	(16,692)	(19,915)	(22,721)	(20,717)	39%	4%	-9%	(20,887)	(20,887)	(20,887)
Portfolio Distribution														
Office of the VPFA	(624)	(347)	(312)	(318)	(318)	(424)	(280)	(412)	-34%	-3%	47%	(412)	(412)	(412)
Finance	(2,186)	(2,308)	(2,125)	(2,345)	(2,331)	(2,965)	(2,879)	(2,993)	37%	1%	4%	(3,078)	(3,078)	(3,078)
Human Resources	(1,339)	(1,695)	(2,040)	(2,135)	(1,845)	(1,851)	(2,981)	(2,458)	84%	33%	-18%	(2,543)	(2,543)	(2,543)
Facilities & Capital Planning	(5,949)	(6,112)	(6,075)	(6,227)	(6,216)	(7,224)	(8,641)	(7,004)	18%	-3%	-19%	(7,004)	(7,004)	(7,004)
Information Technology Services	(3,919)	(4,144)	(4,005)	(4,322)	(4,877)	(6,033)	(6,542)	(6,367)	62%	6%	-3%	(6,367)	(6,367)	(6,367)
Enterprise Risk, Safety and Security	(838)	(895)	(1,081)	(1,110)	(1,105)	(1,418)	(1,398)	(1,483)	77%	5%	6%	(1,483)	(1,483)	(1,483)
General Operating Surplus / (Deficit)	(14,855)	(15,501)	(15,638)	(16,457)	(16,692)	(19,915)	(22,721)	(20,717)	39%	4%	-9%	(20,887)	(20,887)	(20,887)

It includes only the General Operating Fund and does not include **Business Services and Parking Services (2025 B: \$8.6M)**, which is part of the Ancillary Services Fund.

Funds: 10000 (General Operating Funds)

A: Actual

B: Budget

F: Forecast

P: Projection

(\$ in thousands)

Office of the VPFA	2019 A	2020 A	2021 A	2022 A	2023 A	2024 B	2024 F	2025 B	2025B vs 2019A	2025B vs 2024B	2025B vs 2024F	2026 P	2027 P	2028 P
Revenues	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Employee Costs	(345)	(319)	(295)	(305)	(287)	(351)	(462)	(570)	65%	62%	23%	(570)	(570)	(570)
Operating Costs	(27)	(23)	(5)	(7)	(17)	(57)	(93)	(45)	67%	-21%	-52%	(45)	(45)	(45)
Capital and Transfers	(252)	(5)	(12)	(6)	(14)	(16)	275	203	-181%	-1369%	-26%	203	203	203
UNBC Contribution	(624)	(347)	(312)	(318)	(318)	(424)	(280)	(412)	-34%	-3%	47%	(412)	(412)	(412)

Finance	2019 A	2020 A	2021 A	2022 A	2023 A	2024 B	2024 F	2025 B	2025B vs 2019A	2025B vs 2024B	2025B vs 2024F	2026 P	2027 P	2028 P
Revenues	46	43	18	37	29	64	15	30	-35%	-53%	100%	30	30	30
Employee Costs	(2,069)	(2,183)	(2,021)	(2,272)	(2,192)	(2,752)	(2,593)	(2,868)	39%	4%	11%	(2,953)	(2,953)	(2,953)
Operating Costs	(157)	(159)	(104)	(107)	(139)	(263)	(262)	(140)	-11%	-47%	-47%	(140)	(140)	(140)
Capital and Transfers	(6)	(9)	(18)	(3)	(29)	(14)	(39)	(15)	150%	7%	-62%	(15)	(15)	(15)
UNBC Contribution	(2,186)	(2,308)	(2,125)	(2,345)	(2,331)	(2,965)	(2,879)	(2,993)	37%	1%	4%	(3,078)	(3,078)	(3,078)

Human Resources	2019 A	2020 A	2021 A	2022 A	2023 A	2024 B	2024 F	2025 B	2025B vs 2019A	2025B vs 2024B	2025B vs 2024F	2026 P	2027 P	2028 P
Revenues	69	80	75	96	54	26	132	100	45%	285%	-24%	100	100	100
Employee Costs	(1,133)	(1,053)	(999)	(1,206)	(1,204)	(1,217)	(1,569)	(1,735)	53%	43%	11%	(1,820)	(1,820)	(1,820)
Operating Costs	(573)	(927)	(1,113)	(1,054)	(793)	(617)	(1,535)	(800)	40%	30%	-48%	(800)	(800)	(800)
Capital and Transfers	298	205	(3)	29	98	(43)	(9)	(23)	-108%	-47%	156%	(23)	(23)	(23)
UNBC Contribution	(1,339)	(1,695)	(2,040)	(2,135)	(1,845)	(1,851)	(2,981)	(2,458)	84%	33%	-18%	(2,543)	(2,543)	(2,543)

Facilities & Capital Planning	2019 A	2020 A	2021 A	2022 A	2023 A	2024 B	2024 F	2025 B	2025B vs 2019A	2025B vs 2024B	2025B vs 2024F	2026 P	2027 P	2028 P
Revenues	1,578	1,829	1,933	1,860	1,944	1,957	2,156	1,957	24%	0%	-9%	1,957	1,957	1,957
Employee Costs	(2,501)	(2,626)	(2,763)	(2,772)	(2,807)	(2,926)	(2,988)	(3,211)	28%	10%	7%	(3,211)	(3,211)	(3,211)
Operating Costs	(4,027)	(3,979)	(3,768)	(3,623)	(3,479)	(4,413)	(4,089)	(3,900)	-3%	-12%	-5%	(3,900)	(3,900)	(3,900)
Capital and Transfers	(999)	(1,336)	(1,477)	(1,692)	(1,874)	(1,842)	(3,720)	(1,850)	85%	0%	-50%	(1,850)	(1,850)	(1,850)
UNBC Contribution	(5,949)	(6,112)	(6,075)	(6,227)	(6,216)	(7,224)	(8,641)	(7,004)	18%	-3%	-19%	(7,004)	(7,004)	(7,004)

Funds: 10000 (General Operating Funds)

A: Actual

B: Budget

F: Forecast

P: Projection

(\$ in thousands)

Information Technology Services	2019 A	2020 A	2021 A	2022 A	2023 A	2024 B	2024 F	2025 B	2025B vs 2019A	2025B vs 2024B	2025B vs 2024F	2026 P	2027 P	2028 P
Revenues	216	166	175	173	97	152	138	150	-31%	-1%	9%	150	150	150
Employee Costs	(2,331)	(2,396)	(2,486)	(2,455)	(2,714)	(3,489)	(3,346)	(3,665)	57%	5%	10%	(3,665)	(3,665)	(3,665)
Operating Costs	(1,870)	(1,984)	(1,924)	(2,279)	(2,366)	(2,776)	(3,380)	(3,069)	64%	11%	-9%	(3,069)	(3,069)	(3,069)
Capital and Transfers	66	70	230	239	106	80	46	217	229%	171%	372%	217	217	217
UNBC Contribution	(3,919)	(4,144)	(4,005)	(4,322)	(4,877)	(6,033)	(6,542)	(6,367)	62%	6%	-3%	(6,367)	(6,367)	(6,367)

Enterprise Risk, Safety and Security	2019 A	2020 A	2021 A	2022 A	2023 A	2024 B	2024 F	2025 B	2025B vs 2019A	2025B vs 2024B	2025B vs 2024F	2026 P	2027 P	2028 P
Revenues	-	24	40	82	104	25	71	70	-	180%	-1%	70	70	70
Employee Costs	(1,079)	(1,223)	(1,256)	(1,209)	(1,263)	(1,341)	(1,306)	(1,587)	47%	18%	22%	(1,587)	(1,587)	(1,587)
Operating Costs	(70)	(36)	(100)	(136)	(145)	(226)	(154)	(120)	71%	-47%	-22%	(120)	(120)	(120)
Capital and Transfers	311	340	235	153	199	124	(9)	154	-50%	24%	-1811%	154	154	154
UNBC Contribution	(838)	(895)	(1,081)	(1,110)	(1,105)	(1,418)	(1,398)	(1,483)	77%	5%	6%	(1,483)	(1,483)	(1,483)

Funds: 10000 (General Operating Funds)

A: Actual

B: Budget

F: Forecast

P: Projection

(\$ in thousands)

University Operations: Central	2019 A	2020 A	2021 A	2022 A	2023 A	2024 B	2024 F	2025 B	2025B vs 2019A	2025B vs 2024B	2025B vs 2024F	2026 P	2027 P	2028 P
Revenues	72,612	78,824	79,405	83,034	90,524	98,413	98,307	105,753	46%	7%	8%	107,920	107,366	109,711
Employee Costs	(2,707)	(3,987)	(3,724)	(3,698)	(4,787)	(3,185)	(3,166)	(4,043)	49%	27%	28%	(5,223)	(6,419)	(8,419)
Operating Costs	(3,274)	(5,877)	(4,024)	(4,202)	(3,804)	(2,034)	(2,824)	(5,604)	71%	176%	98%	(5,754)	(3,804)	(4,099)
Total Expenses	66,631	68,960	71,657	75,134	81,933	93,194	92,317	96,106	44%	3%	4%	96,943	97,143	97,193
Capital and Transfers	(6,366)	(1,826)	(3,040)	(3,060)	(6,021)	(1,431)	(4,028)	(1,591)	-75%	11%	-61%	(1,591)	(1,591)	(1,591)
General Operating Surplus / (Deficit)	60,265	67,134	68,617	72,074	75,912	91,763	88,289	94,515	57%	3%	7%	95,352	95,552	95,602

General Operating Employee Costs	FTE	Type A (Note 1)		Type B (Note 2)		Vacancy Factor		Total Budget		Total
		Salary	Benefits	Salary	Benefits	Salary	Benefits	Salary	Benefits	
Office of the President	4.00	632	142	-	-	-	-	632	142	774
University Governance	6.80	505	109	-	-	70	15	435	94	529
Office of Equity Affairs	4.00	420	90	-	-	95	20	325	70	395
Office of Indigenous Initiatives	3.00	286	62	-	-	-	-	286	62	348
Cyber Security	2.00	197	42	-	-	-	-	197	42	239
Athletics and Recreation	9.00	788	169	63	7	-	-	851	176	1,027
President's Portfolio	28.80	2,828	614	63	7	165	35	2,726	586	3,312
Office of the VPAP	8.00	1,077	218	400	48	150	30	1,327	236	1,563
CCST and Regional Operations	10.35	734	158	545	68	-	-	1,279	226	1,505
Centre for Teaching & Learning	4.60	512	94	17	2	-	-	529	96	625
Registrar's Office (Excl. International)	34.73	2,572	553	74	8	50	-	2,596	561	3,157
UNBC International	7.00	513	106	52	5	25	-	540	111	651
Student Recruitment	8.50	628	135	32	1	-	-	660	136	796
Student Success	34.10	2,626	557	129	16	-	-	2,755	573	3,328
Geoffrey R. Weller Library	21.57	1,678	331	103	15	-	-	1,781	346	2,127
Faculty of Business and Economics (Incl. MBA)	25.60	3,417	634	775	261	-	-	4,192	895	5,087
Faculty of Environment	56.90	7,257	1,323	452	56	-	-	7,709	1,379	9,088
Faculty of Human and Health Sciences	83.81	8,998	1,661	2,913	351	-	-	11,911	2,012	13,923
Faculty of ISSS&H	38.19	4,374	802	403	49	-	-	4,777	851	5,628
Faculty of Science and Engineering	70.64	8,687	1,597	568	76	50	-	9,205	1,673	10,878
Division of Medical Sciences	62.30	4,997	1,000	-	-	-	-	4,997	1,000	5,997
VPAP's Portfolio	466.29	48,070	9,169	6,463	956	275	30	54,258	10,095	64,353
Office of the VPRI	13.70	1,541	319	-	-	25	-	1,516	319	1,835
Research Facilities and Laboratory Services	8.22	627	128	13	2	-	-	640	130	770
University Advancement	8.00	590	127	9	2	-	-	599	129	728
Communications and Marketing	11.00	887	191	4	1	-	-	891	192	1,083
VPRI's Portfolio	40.92	3,645	765	26	5	25	-	3,646	770	4,416
Office of the VPFA	3.00	464	106	-	-	-	-	464	106	570
Finance	33.00	2,381	512	56	4	70	15	2,367	501	2,868
Human Resources	20.57	1,498	322	-	-	70	15	1,428	307	1,735
Facilities & Capital Planning	37.57	3,016	648	112	10	475	100	2,653	558	3,211
Information Technology Services	37.00	2,919	628	110	8	-	-	3,029	636	3,665
Enterprise Risk, Safety and Security	19.51	1,306	281	-	-	-	-	1,306	281	1,587
VPFA's Portfolio	150.65	11,584	2,497	278	22	615	130	11,247	2,389	13,636
University Operations: Central	-	-	-	2,130	2,637	724	-	1,406	2,637	4,043
University Operations: Central	-	-	-	2,130	2,637	724	-	1,406	2,637	4,043
TOTAL	686.66	66,127	13,045	8,960	3,627	1,804	195	73,283	16,477	89,760

University of Northern British Columbia
 Budget 2025: Employee FTE Reconciliation

Unit Description	2024 B	Faculty	CUPE 3799	Exempt	Leadership Team	Executive	2025 B
Office of the President	3.00	-	-	2.00	1.00	1.00	4.00
University Governance	3.80	-	-	6.80	-	-	6.80
Office of Equity Affairs	2.00	-	2.00	1.00	1.00	-	4.00
Office of Indigenous Initiatives	2.00	-	1.00	1.00	1.00	-	3.00
Cyber Security	2.00	-	-	2.00	-	-	2.00
Athletics and Recreation	8.00	-	3.00	5.00	1.00	-	9.00
President Portfolio	20.80	-	6.00	17.80	4.00	1.00	28.80
Office of the Provost	5.00	-	2.00	2.00	3.00	1.00	8.00
CCST and Regional Operations	12.35	-	7.10	3.25	-	-	10.35
Centre for Teaching & Learning	3.60	3.00	0.60	-	1.00	-	4.60
Registrar's Office including UNBC International	35.50	-	36.73	4.00	1.00	-	41.73
Student Recruitment	8.50	-	7.50	-	1.00	-	8.50
Student Success	32.10	-	30.10	3.00	1.00	-	34.10
Geoffrey R. Weller Library	20.34	9.00	10.57	1.00	1.00	-	21.57
Faculty of Business and Economics	25.60	20.00	3.60	1.00	1.00	-	25.60
Faculty of Environment	56.90	51.50	4.40	-	1.00	-	56.90
Faculty of Human and Health Sciences	83.81	67.61	15.20	-	1.00	-	83.81
Faculty of Indigenous Studies, Social Sciences & Humanities	38.19	33.50	3.69	-	1.00	-	38.19
Faculty of Science and Engineering	66.64	58.00	11.64	-	1.00	-	70.64
Division of Medical Sciences	51.30	15.00	39.80	5.50	2.00	-	62.30
Continuing Studies (<i>Ancillary Services Fund</i>)	10.00	-	8.00	2.00	-	-	10.00
Vice President, Academic and Provost Portfolio	449.83	257.61	180.93	21.75	15.00	1.00	476.29
Office of the Vice President, Finance and Administration	1.50	-	-	1.00	1.00	1.00	3.00
Finance	30.57	-	23.00	9.00	1.00	-	33.00
Human Resources	12.57	-	-	19.57	1.00	-	20.57
Facilities & Capital Planning	34.57	-	29.57	7.00	1.00	-	37.57
Information Technology Services	35.00	-	33.00	3.00	1.00	-	37.00
Risk, Safety and Security	17.51	-	15.51	3.00	1.00	-	19.51
Business and Parking Services (<i>Ancillary Services Fund</i>)	31.60	-	28.20	6.80	1.00	-	36.00
Vice President, Finance and Administration Portfolio	163.32	-	129.28	49.37	7.00	1.00	186.65
Office of the Vice President Research & Innovation	9.70	-	7.70	3.00	2.00	1.00	13.70
Research Facilities and Laboratory Services	8.22	2.00	5.22	1.00	-	-	8.22
University Advancement	5.00	-	7.00	1.00	-	-	8.00
Communications and Marketing	10.00	-	8.00	2.00	1.00	-	11.00
Vice President, Research and Innovation Portfolio	32.92	2.00	27.92	7.00	3.00	1.00	40.92
UNBC: General Operating and Ancillary Services Funds	666.87	259.61	344.13	95.92	29.00	4.00	732.66

University of Northern British Columbia

Consolidated Budget

	\$ in thousands	2024 B	2025 B
Government Grants			
- Provincial government		70,554	78,683
- Federal government		8,845	9,500
Tuition fees - Domestic		19,632	16,494
Tuition fees - International		8,266	10,830
Other fees		1,833	2,076
Sales of goods and services		9,220	9,535
Gifts, bequests, non-government grants and contracts		14,697	16,794
Investment income		2,135	4,100
External cost recovery and other income		250	573
Revenue recognized for deferred capital contributions		7,400	8,000
Total Revenues		142,832	156,585
Ancillary operations		(6,718)	(7,459)
Facility operations and maintenance		(18,139)	(18,419)
Instruction		(59,877)	(60,734)
Institutional support		(41,596)	(49,373)
Sponsored research		(12,500)	(5,500)
Specific purpose		(6,000)	(14,600)
Total Expenses		(144,830)	(156,085)
Annual operating surplus/(deficit before restricted contributions		(1,998)	500
Restricted Endowment Contributions		1,500	1,500
Annual Surplus		(498)	2,000
Accumulated Surplus, beginning of year		159,653	158,655
Accumulated Surplus, end of year		159,155	160,655

BRIEFING NOTE FOR:

UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES

Subject:	Investment Advisory Committee (IAC)	
Finance & Investment Committee	Meeting Date:	Purpose: <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input checked="" type="checkbox"/> Approval
UNBC Board of Governors	Meeting Date:	Purpose: <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input checked="" type="checkbox"/> Approval
Submitted By:	<i>Office of Vice President Finance and Administration</i>	
Please note other guests to be in attendance:	Willam Chew, Manager, Treasury Services. Finance and Committee Secretary for the Investment Advisory Committee	
Appendices:	1. <i>Investment Advisory Committee Terms of Reference</i>	
Motion Number:	To be completed by the Office of University Governance	

1.0 MOTIONS

Investment Advisory Committee Terms of Reference

That the Finance and Investment Committee recommends to the Board of Governors that the Investment Advisory Committee Terms of Reference be revised as presented.

An update to the Investment Advisory Committee Terms of Reference to reflect current titles of Ex-Officio Members

Ex-Officio Members (6)
President
VP Finance & Administration
VP Research & Innovation
Chair – Board of Governors
Chair – Finance & Investment Committee
Associate VP, Financial Services
<u>Director Finance</u>

2.0 OTHER IAC UPDATES

The material for the next IAC meeting has been received and includes:

1. 2023 Q4 Endowment Portfolio Analytical Report
2. 2024 Endowment Marginal Portfolio Analysis Report
3. 2024 Investment Recommendation - KKR US Direct Lending Evergreen Fund (Private Debt)

Work continues to attract new members.

An IAC meeting is being scheduled in mid-April 2024 to approve the KKR investment recommendation as there are important timelines for subscription.

Moving forward we will look to have regular meetings scheduled in May and November.

INVESTMENT ADVISORY COMMITTEE

1. **The Investment Advisory Committee** (the IAC) is a standing committee of the Finance & Investment Committee of the Board of Governors.
2. **Chair** – the IAC will be convened and chaired by the President, or by the Vice-President Finance and Administration, and will meet at least two (2) times a year. Additional meetings may be called on an as-needed basis at the discretion of the Chair.
3. **Membership**

Ex-Officio Members (6)	External Members (5)	Resource (Non-Voting)
President VP Finance & Administration VP Research & Innovation Chair – Board of Governors Chair – Finance & Investment Committee Associate VP, Financial Services Director Finance	External Members are appointed by the Board of Governors on recommendation of the Finance & Investment Committee. External members are nominated and appointed based on their relevant and proven investment expertise and knowledge of investment concepts and activities applicable to public sector organizations	Manager Treasury Service – Committee Secretary Governance Officer (recording)

4. **Term** – *Ex-Officio* Members sit by virtue of their office, and their Term on the IAC is dependent on their incumbency in that office. The Term for External Members is three (3) years. There is no limitation on the number of renewal terms an external member may serve, but the Finance & Investment Committee will develop, update and consider an Investment Advisory Committee Competency Matrix in recommending renewals and appointments to the Board.

5. **Code of Conduct and Conflict of Interest** – Given the confidential nature of information that may be made available to the IAC, Members will be required to sign a Code of Conduct, which will include Confidentiality and Conflict of Interest provisions. Current form of the Code is attached here as Schedule A.

The Chair of the IAC has the authority to direct any member of the IAC to recuse him or herself from a meeting, or discussion within a meeting, should the Chair believe that such member has a real or potential conflict of interest with respect to any subject or material to be reviewed or addressed by the IAC.

6. **Quorum** – Quorum is a majority of the current voting members, and must include 2 External Members and 1 of either the Chair of the Board of Governors or the Chair of the Finance & Investment Committee.
7. **Mandate** – The IAC makes recommendations to the Finance & Investment Committee, which the Finance & Investment Committee, in accordance with its authority may accept, reject or recommend on to the Board of Governors for approval:

The IAC will:

- Review UNBC's Investment Policies and practices and recommend revisions and adjustments as needed;
- Review reports on investment-related risk assessments or asset / liability studies and recommend revisions or adjustments to policies and practices as appropriate;
- Receive information on performance, at least annually;
- Provide advice to the President and Board of Governors on investment strategies, and asset mix; and
- Investigate, raise and address responsible investment concerns.

Specifically, the IAC will:

- a) Review University Policy(s) and related guidelines applicable to the investment by the University of endowment funds and other long term investment funds, including expenditure practices and policies and, recommend needed or advisable revisions;
- b) Oversee the selection process for Investment Managers and recommend the appointment of investment management;

BOARD OF GOVERNORS – FINANCE & INVESTMENT COMMITTEE
INVESTMENT ADVISORY COMMITTEE TERMS OF REFERENCE – JUNE 2021

- c) At least twice annually review the investment performance of the Investment Manager, and seek professional outside assessment of the University's investment performance as deemed appropriate or required; and
 - d) At least once annually submit a written report to the Finance & Investment Committee.
8. **Administrative Responsibility** – The Treasury Services Manager acts as Committee Secretary, and will ensure that meetings are called as required, that terms and vacancies are monitored, agendas and meeting materials are prepared, and orientation is provided to new Committee Members.

The Board Governance Officer will serve as recording secretary and will support the Treasury Services Manager in scheduling and preparation of meeting agendas and materials. The Governance Officer will ensure that a current Membership list, including terms of appointment, is kept up to date.

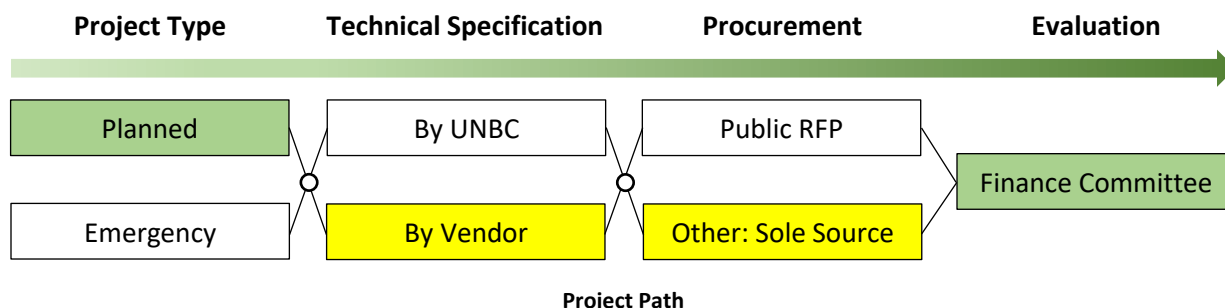
BRIEFING NOTE FOR:

UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES

Subject:	Family Nurse Practitioner (FNP Expansion at The Wood Innovation Design Centre (WIDC): Contract Award Recommendation	
Finance & Investment Committee	Meeting Date: 14 March 2024	Purpose: <u>For making recommendation to BOG for Approval</u>
UNBC Board of Governors	Meeting Date: 28 March 2024	Purpose: <u>For Approval</u>
Submitted By:	Rahim Somani, Vice President, Finance and Administration Lisa Haslett, Associate Vice President Administration	
Please note other guests to be in attendance:	David Claus, Director of Facilities Management and Capital Planning	
Motion Number:	To be completed by Office of University Governance	

Award Summary

Vendor: IDL Projects Ltd
 Term: March 2024 to June 2024
 Value: Total not to exceed \$0.95M
 Funding: Capital funding from the Ministry of Post-Secondary Education and Future Skills



Background

UNBC received Family Nurse Practitioner Capital Project COA 462-806696-1 in October 2023. Since that time, planning has been underway for two distinct Capital Projects related to this funding. The first is a renovation on the 4th floor of the WIDC Building to create office space for the new Faculty who will support this expanded program. The second project is the renovation of the existing Nursing footprint in the Teaching & Learning Building, which will produce a flexible simulation lab containing stations for NPs and undergraduate students; classroom-style learning space when needed; simulation rooms with observation capability; and expanded sim storage space for additional mannequin simulators and other associated nursing equipment. The funding total for the two projects is \$4.15M.

Funding

Capital funding from the Ministry of Post-Secondary Education and Future Skills, COA 462-806696-1.

Procurement

Business Rationale: IDL Projects was recently the successful proponent for the renovation to the third floor of WIDC for the Northern Baccalaureate Nursing Program (NBNP) Expansion, following 23-1862-RFP. IDL was successful in completing this project on time and on budget, working in a complicated building, with an aggressive schedule. Hiring the same GC for a similar renovation in the same unique building, with a similar aggressive schedule, is an important tool to mitigate the risk associated with the tight timeline of this project.

Economic Rationale: To control the risk of construction cost escalation, Facilities Management (FM) has compared unit rates of construction for similar scope of work performed last year in the NBNP Expansion at WIDC. IDL Projects has a set construction markup of 10% which is on the low end for the industry. Although a stipulate sum contract, IDL Projects provides FM with the results of their sub-trade tenders and includes FM in sub-trade selection.

Action Requested

Approval to award a contract to IDL Projects Ltd., for a value not to exceed \$0.95M, to provide General Construction Services for the Capital Renovations on the 4th floor of the WIDC Building.

BRIEFING NOTE FOR:

UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES

Subject:	Scholarships, Bursaries and Awards	
Finance & Investment Committee	Meeting Date:	Purpose: <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input checked="" type="checkbox"/> Approval
UNBC Board of Governors	Meeting Date:	Purpose: <input type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input checked="" type="checkbox"/> Approval
Submitted By:	Chair Senate Committee on Scholarships and Bursaries, VP Research & Innovation	
Appendices:	<ol style="list-style-type: none"> 1. UNBC Chemistry and Biochemistry Alumni Award 2. Spectra Energy Bursary With Name Change to Enbridge Bursary 3. DMC and CPAEF Bursary 4. DMC and CPAEF Scholarship 5. CPAEF Award 6. Magnifying Black Voices Bursary 7. Pacific Blue Cross Indigenous Health Award 8. Rosemary & Irving Fox Memorial Award 9. UNBC Master of Engineering Award 10. UNBC Master of Engineering Prize 11. Enbridge Indigenous Bursary 	
Motion Number:	To be completed by Office of University Governance	

1.0 MOTION

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

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

- UNBC Chemistry and Biochemistry Alumni Award - NEW Terms and Conditions
- Spectra Energy Bursary With Name Change to Enbridge Bursary - REVISED Terms and Conditions
- DMC and CPAEF Bursary - NEW Terms and Conditions
- DMC and CPAEF Scholarship - NEW Terms and Conditions
- CPAEF Award - NEW Terms and Conditions
- Magnifying Black Voices Bursary - NEW Terms and Conditions
- Pacific Blue Cross Indigenous Health Award - NEW Terms and Conditions
- Rosemary & Irving Fox Memorial Award - NEW Terms and Conditions
- UNBC Master of Engineering Award - NEW Terms and Conditions
- UNBC Master of Engineering Prize - REVISED Terms and Conditions
- Spectra Energy Bursary for Aboriginal Students with name change to Enbridge Indigenous Bursary - REVISED Terms and Conditions

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

Submitted by: Joel McKay

Date(s) of meetings since last report: January 12, 2024, January 25, 2024, March 14, 2024

Topics reviewed and recommendations made:

1. Governance

- Reviewed Board agendas.
- Reviewed annual Board schedule.
- Reviewed proposed governance actions and priorities for 2024-2025.
- Discussed the Joint Session for the Board and Senate.
- Reviewed the Draft Presidential Related Policies and Procedures – moved forward for approval.
- Reviewed upcoming Board vacancies.
- Reviewed Board of Governors Code of Ethical Conduct
- Discussed the Chancellor's Reappointment
- Recommendations to the Board:
 - Presidential Related Policies and Procedures
 - Two Naming proposals
 - Reviewed and recommended changes to the Board of Governors Code of Ethical Conduct

2. Human Resources

- Reviewed and discussed the *Quarterly Board of Governors Appointment Delegation Policy Report*
- Discussed the Annual Performance Review of President
- Discussed the President's Reappointment
- Continued discussion on Indigenous identity verification in the post-secondary sector.
- Recommendations to the Board:
 - Market differential Stipends
 - UNBC Exempt Compensation Philosophy and Program
 - President's Recommendations for Tenure & Promotion

Board of Governors: Governance Action Items Update

March 2024

Action Item	Current Status
1. Complete new Strategic Plan and Vision	Complete. Approved by Senate in August and the Board in September 2023. The Plan rolled out to the University Community on October 5. This is now in the implementation phase.
2. A Board orientation and development site be developed to include materials readily available to BOG members. In particular, information on fiduciary responsibility and the university bi-cameral system will be included. As per the 2020 Lewis report, a statement of the duties and responsibilities of BOG members inside and outside the boardroom and examples of actual and apparent conflicts of interest should be included.	<p>Continuing. Initiated with transfer of existing materials to Teams site. BOG sessions on bi-cameral governance, university finances, academic matters, and student enrolment have been recorded and posted to the Teams site for on-going use. A session about PSEC took place in January 2024.</p> <p>Several board members participated in the April 2023 provincial Post-Secondary Board Governance Workshops, hosted by the Ministry of Post-Secondary Education and Future Skills.</p> <p>The provincial government has updated their general certificate units for board members, and the Ministry of Post-secondary Education and Future Skills updated its orientation for Board members.</p>
3. In consultation with the Board, the President determines how individual Board Members can advance the University's vision, mission, and reputation within the communities the University serves, and works with the Members to implement strategies.	The University Advancement Advisory Board began meeting in fall 2023 and are looking at this work.
4. Each September the Board holds an in-depth engagement session on its priorities and accountability mechanisms, the University's financial situation, the internal and external risk landscape, and other topics essential for informed decision making on matters expected to come to the Board in the governance year.	<p>Complete and on-going.</p> <ul style="list-style-type: none"> Held October 2022 with discussions about the northern economic situation, national and global post-secondary trends, northern Indigenous issues, and northern social development issues. Held December 2023 with presentations and discussions about Strategic Enrolment Management.
5. The Board sets annual goals for the President against which presidential progress is measured.	Complete for 2022-23 academic year; set in June 2022. To be reported on in June 2023, with goals for 2023-24 developed and presented for review.

<p>6. Specific Board-related policies be reviewed, revised, or developed as necessary, including: Procedures for Presidential Review; the President Search Procedures; Search Committees for Academic Vice-Presidents and other Senior Academic Administrators Procedures; Appointment of Senior Academic and Administrative Officers of the University, and of Faculty Policy; standard policy for inclusive search processes for administrators; whistle blower or safe disclosure policy; delegation of Board authority; Administrator employment standards; policy on appeals to the Board of Governors; policy on the acceptance of gifts.</p>	<p>Underway.</p> <ul style="list-style-type: none"> • In 2023, the Board approved the Hiring Equity Policy; Intentional Diversity Hire Policy; Vice-Presidents and Other Senior Academic Administrators Selection and Review Procedures; Appointment Delegation Policy; Appeals to the Board of Governors Policy; and the updated exempt handbook (administrator employment standards). • The Presidential policies and procedures related to appointment, reappointment, search and recommendation, and annual reviews are currently moving through the approval process.
<p>7. The Audit and Risk Committee develops a process for annual evaluation of the function and functioning of the Board and its committees.</p>	<p>Complete. Committee developed a draft survey process and tested it in May 2023. The results went to the Board in September 2023. There will be opportunities for continued improvement around integration of the renewed strategic plan, enhancing relationships with external parties and oversight of succession planning and development. The next survey will be conducted December 2024/January 2025 to allow the Board to act on the results of the survey.</p>
<p>8. Re-instate the Advisory Committee on Advancement, with a northern focus and an updated mandate.</p>	<p>Complete. Terms of reference for the University Advancement Advisory Board approved at January 2023 Board meeting. Recommended membership was approved by the Board at the June 2023 meeting. The Chair of UAAB has been appointed, and UAAB began meeting in late October 2023.</p>
<p>9. Advance the UNBC Land Trust structure and governance model.</p>	<p>Underway. Work continues between administration and the Land Development Corporation. Information on the Land Trust is readily available to Board members on the SharePoint site.</p>

REPORT TO:

UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES

Subject:	Presidential Related Policies and Procedures for Approval
Governance & Human Resources Committee	Meeting Date: March 14, 2024
UNBC Board of Governors	Meeting Date: March 28, 2024
Submitted By:	Kellie Howitt – Senior Governance Officer
Please note other guests to be in attendance:	

AGENDA ITEMS: PRESEDENTIAL RELATED POLICIES AND PROCEDURES

1. APPOINTMENT AND REAPPOINTMENT OF THE PRESIDENT AND VICE-CHANCELLOR

- **APPROVAL** - GV 6 *Appointment and Reappointment of the President and Vice-Chancellor Policy*
- **FOR INFORMATION** - Appointment of Senior Academic and Administrative Officers of the University, and of Faculty
 - The GV 6 *Appointment and Reappointment of the President and Vice-Chancellor Policy* is paramount and sections of the existing *Appointment of Senior Academic and Administrative Officers of the University, and of Faculty Policy and Procedures (2004)* referring to the search, selection and appointment of the President (section 1 Category A and Section 5) are no longer valid.
 - This policy will be brought forward for repeal once all related content has been incorporated into new policy.

2. SEARCH AND RECOMMENDATION FOR THE SELECTION OF THE PRESIDENT AND VICE-CHANCELLOR

- **APPROVAL** - GV 6.1 *Search and Recommendation for the Selection of the President and Vice-Chancellor Procedures*
 - These Procedures require both Senate and the Board’s approval under section [27\(2\)\(f\) of the University Act](#).
- **APPROVAL OF REPEAL** - *Selection Procedures for the Search Committee for the President and Vice-Chancellor (2011)*
- **FOR INFORMATION** - *2021 Interim Selection Procedures for the Search Committee for the President and Vice-Chancellor*

3. REVIEW OF THE PRESIDENT AND VICE-CHANCELLOR PRIOR TO REAPPOINTMENT

- **APPROVAL** - GV 6.2 *Review of the President and Vice-Chancellor Prior to Reappointment Procedures*
- **APPROVAL OF REPEAL** - *Committee for Review of the President Prior to Reappointment – Terms of Reference (1999)*

4. REVIEW OF THE PRESIDENT AND VICE-CHANCELLOR

- **APPROVAL** - GV 7 *Review of the President and Vice-Chancellor Policy*
 - **APPROVAL** - GV 7.1 *Review of the President and Vice-Chancellor Procedures*
 - **APPROVAL OF REPEAL** - *Annual Presidential Review Policy and Procedures (2017)*
-

RATIONALE

- **2021 Presidential Search** - Interim changes were made to the *Selection Procedures for the Search Committee for the President and Vice-Chancellor* to respect and reflect the new five faculty model, while still ensuring a balance of all stakeholder voices (Senate Motion #S-202108.05 / Board of Governors Motion #2021BP09.03.01).
 - At that time, the Board of Governors recognized the Procedures and the parent policy (*Appointment of Senior Academic Administrative Officers of the University, and of Faculty*) required a substantial review. The Board made a commitment to review the policy and procedures per the *Policy on University Policies and Procedures*.
- **Late 2022** - The Governance and Human Resources Committee and the Office of University Governance began work on drafting new Presidential related policies and procedures.
- **January 12, 2024** – The Governance and Human Resources Committee finalized the drafts.
- **January 17, 2024** – University Governance presented the documents to the Steering Committee of Senate (SCS).
- **January 29, 2024 – February 20, 2024** - University Governance posted all of the documents to the University Policy website for UNBC community feedback, sent an Announce email communicating the posting of the documents and opportunity for feedback, and then sent emails to the Faculty Association, CUPE 2278, and CUPE 3799 notifying the unions of the draft policies and providing an opportunity for feedback.
- **February 21, 2024** - the Steering Committee of Senate approved a recommendation for Senate to approve the *Search and Recommendation for the Selection of the President and Vice-Chancellor Procedures*
 - All other new documents were provided to SCS for information.
- **February 28, 2024** – Senate approved the *Search and Recommendation for the Selection of the President and Vice-Chancellor Procedures*
 - All other new documents were provided to Senate for information.
- **March 14, 2024** – Governance and Human Resources Committee approved recommendations for the Board to approve all new policies and procedures and repeal all old ones.

***As the new Policies and Procedures are approved, motions to repeal All CURRENT Policies and Procedures are also being presented.

Policy

APPOINTMENT AND REAPPOINTMENT OF THE PRESIDENT AND VICE-CHANCELLOR

Number: GV 6

Classification: Governance

Approving Authority: Board of Governors

Designated Executive Officer: Board Chair

Effective Date:

Supersedes: Review of the President Prior to Reappointment – Terms of Reference (1999)

Date of Last Review/Revision: January 2024

Mandated Review Date: January 2031

Associated Procedures: GV 6.1 *Search and Recommendation for the Selection of the President and Vice-Chancellor* and GV 5.2 *Review of the President and Vice-Chancellor Prior to Reappointment*

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1.0 PURPOSE

Under sections 27(2) (f) and (g) of the [University Act](#), the Board of Governors (the Board) is responsible for appointing the President of UNBC, and for extending their appointment as appropriate.

2.0 PRINCIPLES

The principles underlying the Presidential appointment and reappointment process are as follows:

- 2.1 clarity and transparency of process;
- 2.2 broad consultation and timely communication with the University community and the broader community through the work of the Committee for the review of the President prior to reappointment;
- 2.3 accountability of the Board to the process and the highest good of the institution;
- 2.4 equity and fairness;
- 2.5 respect for the integrity of the process; and
- 2.6 avoidance of conflict of interest.

3.0 SCOPE

- 3.1 This policy applies to the Board of Governors and the Committee established for the review of the President and Vice-Chancellor prior to reappointment.

4.0 DEFINITIONS

- 4.1 **Diversity:** Differences in the lived experiences and perspectives of people that may include race, ethnicity, colour, ancestry, place of origin, political belief, religion, marital status, family status, physical disability, mental disability, sex, gender identity or expression, sexual orientation, age, class, and/or socio-economic situations (as defined in the *Hiring Equity Policy*).
- 4.2 **Equity:** A fair, impartial, even-handed, and distinct process of recognizing differences within groups of individuals, and using this understanding to achieve substantive equality in all aspects of a person's life. Please see the [Government of Canada's Building a Foundation for Change: Canada's Anti-Racism Strategy](#) for other words that matter when it comes to promoting inclusion and eliminating discrimination (as defined in the *Hiring Equity Policy*).

- 4.3 **Inclusion**: Inclusion is an active, intentional, and continuous process to address inequities in power and privilege, and build a respectful and diverse community that ensures welcoming spaces and opportunities to flourish for all (as defined in the *Hiring Equity Policy*).

5.0 POLICY

5.1 Appointment of the President and Vice-Chancellor

- 5.1.1 When requested by the Board, a Search Committee for a President and Vice-Chancellor is established as outlined in the *Search and Recommendation for the Selection of the President and Vice-Chancellor Procedures* approved by the Senate and Board as enacted under section 27 (2)(f) of the *University Act*.
- 5.1.2 The Search Committee determines the specific process to be followed for the search and selection of candidates for President and Vice-Chancellor.
- 5.1.3 The Search Committee recommends candidates to the Board by providing a prioritized ranking of short-listed candidates. The Search Committee Chair communicates the recommendation to the full Board, who make the final decision and appoint the President.

5.2 Reappointment of the President and Vice-Chancellor

- 5.2.1 The regular presidential review process conducted by the Board reflects the accountability of the President to the Board.
- 5.2.2 At least 18 months prior to the end of the President's term, the Chair of the Board ascertains the President's view concerning a renewal of contract.
- 5.2.3 If the President expresses an interest in re-appointment, the Board implements the *Review of the President and Vice-Chancellor Prior to Reappointment Procedures* prior to reappointment.

6.0 AUTHORITIES AND OFFICERS

6.1 The authorities and officers for this Policy are as follows:

- Approving Authority: Board of Governors
- Designated Executive Officer: Board Chair

6.2 The authorities and officers for the *Search and Recommendation for the Selection of the President and Vice-Chancellor Procedures* are as follows:

- Procedural Authority: Board of Governors and Senate
- Procedural Officer: Board Chair

6.3 The authorities and officers for the *Review of the President and Vice-Chancellor Prior to Reappointment Procedures* are as follows:

- Procedural Authority: Board of Governors
- Procedural Officer: Board Chair

7.0 RELEVANT LEGISLATION

7.1 [BC University Act](#)

8.0 RELATED POLICIES AND OTHER ASSOCIATED DOCUMENTS

8.1 [Hiring Equity Policy](#)

8.2 [Intentional Diversity Hire Policy](#)

8.3 *Review of the President and Vice-Chancellor Policy* and associated *Procedures*

8.4 Upon approval of the Board of Governors, this policy is paramount and sections of the existing *Appointment of Senior Academic and Administrative Officers of the University*, and of *Faculty Policy and Procedures* referring to the search, selection and appointment of the President (section 1 Category A and Section 5) are no longer valid.

SUBJECT: APPOINTMENT OF SENIOR ACADEMIC AND ADMINISTRATIVE OFFICERS OF THE UNIVERSITY, AND OF FACULTY

Section 27, 2g of the University Act of British Columbia provides that the Board “appoint the President of the University, Deans of all faculties, the Librarian, the Registrar, the Bursar, the Professors, Associate Professors, Assistant Professors, Lecturers, Instructors and other members of the teaching staff of the University, and the officers and employees, the Board considers necessary for the purpose of the University, and to set their salaries or remuneration, and to define their duties and their tenure of office or employment”.

1. The positions to be governed by this provision at UNBC shall include the following:

Category A

- President

Category B

- Vice-President (Academic) & Provost
- Vice-President (Administration & Finance)
- Vice-President (Research)

Category C

- Director of Student Services
- Registrar
- College Deans
- Dean of Graduate Studies
- University Librarian
- Director of Regional Operations
- Faculty on tenure track appointment
- Controller/Directors (or equivalent)

Category D

- Faculty on limited term appointment
- Professional Librarians
- Senior Lab Instructors
- Regional Chairs
- Instructor appointments
- Managers (or equivalent)
- Academic Program Chairs
- Staff

2. For those positions identified in Category B and C the Board shall act on a recommendation of appointment presented by the President.

2.1 The President shall recommend a candidate for appointment to the Board:

- a) in the case of the positions of Vice-President (Academic) & Provost, Vice-President (Administration and Finance) and Vice-President (Research), the President's recommendation shall be directed to the Executive Committee of the Board of Governors, who will in turn present the case for appointment to the full Board of Governors for approval.
- b) in the case of positions of academic administration (Associate Vice-President, Deans, University Librarian, Director of Regional Operations, Directors of Academic Support services, Faculty), the President's recommendation shall be directed to the Academic Operations Committee of the Board for approval.
- c) in the case of other senior administrative positions (Controller, Administrative Directors), the President's recommendation shall be directed to the Administration and Finance Committee of the Board for approval.

2.2 All recommendations shall be accompanied by a brief profile of the nominee, the nominee's curriculum vitae or resume, and a report on the competition including the number of candidates, their qualifications, gender and such other information as the Board may from time to time consider being relevant.

3. Appointments to positions in Category D are at the decision of the President or delegated Vice-President. Appointments to management positions, including Program Chairs, shall be reported to the Board for information.
4. At each regular Board meeting, the President shall provide the Board with a list of those positions being advertised that fall within both categories.
5. In the case of Category A – President, a search committee will be struck by the Board of Governors to determine the procedures to be followed for the search and selection of a President. Appointment of the President will be based upon the approval of the full Board of Governors.

Procedures

SEARCH AND RECOMMENDATION FOR THE SELECTION OF THE PRESIDENT AND VICE-CHANCELLOR PROCEDURES

Number: GV 6.1
Classification: Governance
Procedural Authority: Board of Governors and Senate
Procedural Officer: Chair, Board of Governors
Effective Date:
Supersedes: Selection Procedures for the Search Committee for the President and Vice-Chancellor (2011)
Date of Last Review/Revision: January 2024
Mandated Review Date: January 2031

Parent Policy: *GV 6 Appointment and Reappointment of the President and Vice-Chancellor*

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1.0 PURPOSE

- 1.1 Through these jointly established procedures, the Board and Senate use a Search Committee comprised of representatives from across the University community in the recommendation and selection of candidates for president and vice-chancellor.
- 1.2 These Procedures act as the Terms of Reference for the Search Committee.
- 1.3 The success of a Search Committee depends on the degree to which constituent groups ensure representation, and to which individual members are engaged in each stage of the process.
 - 1.3.1 Each member of the Search Committee must be committed to fully engaging in the fair, objective, and comprehensive assessment of each candidate prior to short-listing, as well as in the assessment of candidates who are short-listed.
 - 1.3.2 It is equally important that all Search Committee members work from the same base of information and that the entire Search Committee be engaged in considering the significance of that information.

2.0 PRINCIPLES

- 2.1 The principles underlying a Presidential search are as follows:
 - 2.1.1 Confidentiality;
 - 2.1.2 Clarity and transparency of process;
 - 2.1.3 Broad consultation and timely communication with the University community and the broader community;
 - 2.1.4 Accountability of the Search Committee and the Board of Governors to the process and the highest good of the institution;
 - 2.1.5 Broad representation in Committee membership;
 - 2.1.6 Establishment of, and adherence to, a search timeline;
 - 2.1.7 Equity and fairness in the selection and recommendation of candidates;
 - 2.1.8 Respect for the integrity of the process; and
 - 2.1.9 Avoidance of conflict of interest.
- 2.2 UNBC is committed to equity and diversity. When establishing the Search Committee, constituencies should encourage a diverse representation

from the university community including women, Indigenous peoples, persons with disabilities, visible minorities, people of all sexual orientations and gender identities and expressions, and others who may contribute to the further diversification of the University.

3.0 SCOPE

These procedures apply to all parties involved with the formation and activities of the Search Committee for the President and Vice-Chancellor.

4.0 DEFINITIONS

- 4.1 A **Conflict of Interest** occurs when a Search Committee member's private affairs or financial interests are in conflict, or could result in a perception of conflict, with their responsibilities on the Committee in such a way that their ability to act in the University's best interest could be impaired, or the member's actions or conduct could undermine or compromise confidence in the member's ability to discharge their responsibilities on the Committee. A Committee member involved in a personal or business relationship outside of work with a candidate which would reasonably compromise objectivity or the perception of objectivity, in the recruitment, interviewing, shortlisting or recommending another person, must disclose such relationship to the Committee Chair.

4.0 PROCEDURES

4.1 Authority to Establish Procedures

Under Section 27(2) of the BC University Act, the board has the power, with the approval of the senate, to establish procedures for the recommendation and selection of candidates for president.

4.2 Search Committee Responsibilities

- 4.2.1 The Search Committee (the Committee) determines the procedures to be followed for the search and selection of candidates for President and Vice-Chancellor, and is responsible for the following:
- i. reviewing the position description for the President and Vice-Chancellor;
 - ii. identifying the qualifications and qualities desired of candidates;

- iii. determining the best process for the search (E.g. using an external consultant, developing an internal process, use of an open or closed search process, etc.).
- iv. providing guidance in the drafting of the position posting;
- v. developing appropriate interview questions and process;
- vi. establishing a short list of candidates; and
- vii. interviewing short-listed candidates and making a recommendation to the Board of Governors.

4.2.3 The Committee Secretary is responsible for keeping a confidential summary record of the Committee's decisions and actions.

4.3.1 Only the Chair (or designate) may speak on behalf of the Committee.

4.3.2 Members of the Committee are responsible for keeping their constituencies advised of the process within the constraints of confidentiality.

4.3.3 The Committee is responsible for familiarizing itself with best practices for conducting fair and equitable search processes, including reference checking. The Committee must review policies on Indigenous inclusion and equity, diversity and inclusion and discuss how the work of the Committee will reflect the commitments of the University.

4.3.4 Committee members must have completed or be willing to complete equity, diversity and inclusion training as outlined in the *Hiring Equity Policy*.

4.4 Committee and Meeting Conduct

4.4.1 Meetings of the Committee are conducted in a closed session and the UNBC Board of Governors Rules are the procedures used to preside over such meetings unless otherwise stated in these Procedures.

4.4.2 Deliberations of the Committee are confidential.

4.4.2 Deliberations of the Committee concerning candidates, including the incumbent, must not be recorded.

- 4.4.3 A member of the Committee who has breached confidentiality is subject to sanction by the Chair, potentially including dismissal from the Committee.
- 4.4.4 Members of the Committee should respond to general questions on the Committee's progress by referencing procedural decisions of the Committee as recorded in the confidential summary record. At no point is it appropriate to reference opinions voiced at meetings.
- 4.4.5 Documentation received by the Committee during its deliberations is confidential. Personal information is managed and protected in accordance with BC's *Freedom of Information and Protection of Privacy Act* and relevant University policies and procedures.
- 4.4.6 Quorum for the Search Committee meetings is 60% of the members of the Committee, whether attending in person or remotely. The Committee reaches a decision on a recommendation to the Board of Governors by simple majority vote.
- 4.4.7 Members of the Search Committee are to make their best effort to attend all meetings to ensure that the whole Committee participates fully in the process.
- 4.3.3 If a Committee member withdraws from the Committee prior to the formation of questions for long-list or short-list interviews, either actively or through on-going non-attendance at meetings, the Committee Chair will request the constituency group replace the member within a specific timeframe.

4.4 Recommendations to the Board of Governors

- 4.4.1 The Search Committee recommends candidates to the full Board of Governors by providing a prioritized ranking of short-listed candidates and a rationale for the Committee's final recommendation.
- 4.4.2 The Committee Chair reports the recommendation to the Board of Governors.

4.5 Conflict of Interest

- 4.5.1 Committee members must promptly disclose any conflict of interest or perceived conflict of interest to the Search Committee Chair. The Chair, after consultation with other members of the Search Committee, determines whether the member should recuse themselves from all or any part of the Committee's deliberations, or resign from the Committee.
- 4.5.2 Should a Committee member not recuse or resign as recommended by the Committee, the Committee may, by a majority vote, recommend to the Human Resources Committee of the Board of Governors that the member be removed from the Committee.

FOR APPROVAL

4.6 Search Committee Composition

The Search Committee is comprised of the following 21 voting members and 3 non-voting members:

Position	Source	Selected by
Chair	Board Chair	Ex-officio
Vice-Chair	Board Vice-Chair	Ex-officio
Committee Secretary (non-voting)	Senior Governance Officer	Ex-officio
Recording Secretary (non-voting)	Office of University Governance	Senior Governance Officer
Members	Chancellor (if the position is vacant, a Board member chosen by the Board's Human Resources Committee	Ex-officio
	3 board members, including 1 regional member	Selected by the Board's Human Resources Committee
	1 senior academic officers who is a vice-president, provost, vice-provost, or associate vice-president	Chosen by the Human Resources Committee of the Board in consultation with the President's Executive Council
	1 senior academic officer who is a dean, director, university librarian or university registrar	Chosen by the Human Resources Committee of the Board in consultation with the President's Executive Council
	1 senior administrative officer (vice-president associate vice-president, or director)	Chosen by the Human Resources Committee of the Board in consultation with the President's Executive Council

	1 Indigenous member	Chosen by the Human Resources Committee of the Board in consultation with the Senate Committee on Indigenous Initiatives
	One undergraduate student	Appointed or elected by undergraduate student society
	One graduate student	Appointed or elected by graduate student society
	Maximum 5 faculty members	Nominations can come from across the university, including self-nominations. Elected by the Senate, with a preference for representation from across the Faculties
	1 regional representative	Chosen by the Human Resources Committee of the Board
	3 employees who are not faculty members, senior academic officer or senior administrative officer	Chosen by the Human Resources Committee of the Board, in consultation with the relevant employee groups, with a preference for representation from across the employee groups
Resource Person – provides human resources best practices advice (non-voting)	Director, Human Resources	Ex-officio

5.0 RELEVANT LEGISLATION

5.1 [BC University Act](#)

6.0 RELATED POLICIES AND OTHER ASSOCIATED DOCUMENTS

6.1 [Hiring Equity Policy](#)

6.2 [Intentional Diversity Hire Policy](#)

FOR APPROVAL

SUBJECT: SELECTION PROCEDURES FOR THE SEARCH COMMITTEE FOR THE PRESIDENT & VICE-CHANCELLOR**1. Terms of Reference for the Search Committee**

- To review the position of President & Vice-Chancellor
- To establish the qualification and qualities desired of candidates
- To assist in the drafting of the advertisement
- To establish a short list of candidates
- To recommend to the full Board of Governors, by providing a prioritized ranking of short listed candidates.

2. Search Committee Composition (18 members)

- Board Chair (Chair)
- Board Vice-Chair (Vice-Chair)
- Chancellor
- Three other Board members, including a regional member chosen by the Human Resources Committee of the Board
- One Senior Academic Officer (Provost, Vice-Provost, or Dean) and one Senior Administrative Officer (Director or Vice-President), chosen by the Human Resources Committee of the Board in consultation with President's Council
- Director, Human Resources (non-voting)
- A regional representative (chosen by the Human Resources Committee of the Board)
- 3 Faculty members (chosen by Senate – at least one from each College)
- 2 students, one undergraduate and one graduate (chosen by the Human Resources Committee of the Board, in consultation with the appropriate student governing body)
- A staff member (chosen by the Human Resources Committee of the Board, in consultation with CUPE and the Exempt groups)
- A First Nations member (chosen by the Human Resources Committee of the Board in consultation with the Senate Committee on First Nations and Aboriginal People)
- Secretary of the Board of Governors (non-voting Committee Officer).

3. Process

- The search will be conducted in accordance with the principles established in the UNBC Policy - *Appointment of Senior Academic Administrative Officers of the University and of Faculty*.

**SUBJECT: INTERIM SELECTION PROCEDURES FOR THE SEARCH COMMITTEE
FOR THE PRESIDENT & VICE-CHANCELLOR**

1. Terms of Reference for the Search Committee

- To review the position of President & Vice-Chancellor
- To establish the qualification and qualities desired of candidates
- To assist in the drafting of the advertisement
- To establish a short list of candidates
- To recommend to the full Board of Governors, by providing a prioritized ranking of short listed candidates.

2. Search Committee Composition (18 voting members)

- Board Chair (Chair)
- Board Vice-Chair (Vice-Chair)
- Three other Board members, including a regional member chosen by the Executive Committee of the Board
- One Senior Academic Officer (Provost, Vice-Provost, or Dean) and one Senior Administrative Officer (Director or Vice-President), chosen by the Executive Committee of the Board in consultation with President's Executive Council)
- Director, Human Resources (non-voting)
- A regional representative (chosen by the Executive Committee of the Board)
- Five Faculty members (chosen by Senate - at least one from each Faculty to a maximum of five members)
- Two students, one undergraduate and one graduate (chosen by the Executive Committee of the Board, in consultation with the appropriate student governing body)
- One staff employee (chosen by the Executive Committee of the Board, in consultation with CUPE)
- One exempt employee (chosen by the Executive Committee of the Board in consultation with Human Resources)
- A First Nations member (chosen by the Executive Committee of the Board in consultation with the Senate Committee on First Nations and Aboriginal People)
- Secretary of the Board of Governors (non-voting Committee Officer).

3. Process

- The search will be conducted in accordance with the principles established in the UNBC Policy - *Appointment of Senior Academic Administrative Officers of the University and of Faculty*.

Procedures

REVIEW OF THE PRESIDENT AND VICE-CHANCELLOR PRIOR TO REAPPOINTMENT

Number: GV 6.2
Classification: Governance
Procedural Authority: Board of Governors
Procedural Officer: Board Chair
Effective Date:
Supersedes: Committee for Review of the President Prior to Reappointment – Terms of Reference (1999)
Date of Last Review/Revision: January 2024
Mandated Review Date: January 2031

Parent Policy: GV 6 Appointment and Reappointment of the President and Vice-Chancellor

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1.0 PURPOSE

The purpose of these Procedures is as follows:

- 1.1 to set out the terms of reference and membership for the Review of the President and Vice-Chancellor Prior to Reappointment Committee (the Committee); and
- 1.2 to formalize the steps involved in the Committee's review and recommendation on the reappointment of the President and Vice-Chancellor.

2.0 PROCEDURES

2.1 Meeting Conduct

Meetings of the Committee are conducted in a closed session and the UNBC Board of Governors Rules are the procedures used to preside over such meetings unless otherwise stated in these Procedures.

2.2 Committee Mandate

2.2.1 This Committee is an advisory committee to the Board, established as required by the Board, and mandated to review the performance of the President and to make a recommendation to the Board with respect to re-appointment.

2.2.2 The Committee endeavors to conduct its review within a three-month period.

2.2.3 The Committee presents its recommendation to the Board at least 12 months prior to the expiry date of the President's current term of office.

2.3 Review of the President

2.3.1 The Committee evaluates the President's performance using the following:

- i. criteria established by the President and Vice-Chancellor Search Committee in its search for that individual;
- ii. the annual objectives established by the Board and the President during the President's current term; and

- iii. considerations regarding the changing context of the President's mandate and whether these are areas of activity that require changes in emphasis during the renewed term.
- 2.3.2 The Board Chair reviews the past annual assessments of the President's performance and summarizes them in a document for the Committee.
 - 2.3.3 In its evaluation, the Committee gives due regard to the information provided in the annual assessments of the President's performance summary document.
 - 2.3.4 All work of the Committee is confidential unless otherwise designated in these Terms of Reference or the parent Policy. Any breach of confidentiality may lead to removal from the Committee and repercussions under UNBC policies.
 - 2.3.5 The Committee determines whom to approach to seek informed assessment of the President's performance, and such information is to be gathered primarily through confidential interviews.
 - i. The Committee identifies who would offer a balanced view of the President's performance; and
 - ii. All interviews are confidential.
 - 2.3.6 The Committee is encouraged to interview or obtain the views of the following, with no more than 28 individuals providing feedback ensuring a diverse representation from those groups/roles be sought:
 - i. Representatives of the University Community including:
 - Members of the Board of Governors and Senate
 - Presidents of all employee groups
 - Presidents of student governing bodies
 - President, Alumni Association
 - Vice-Presidents
 - Deans and Directors
 - Chair of the Senate Committee on University Budget
 - Members of the Presidential Advisory Search Committee which recommended the appointment of the President
 - ii. Representatives of the External Community including:
 - Leaders in Northern BC

- Major donors and friends of UNBC
- Senior public servants
- Regional politicians

2.3.7 The Committee meets with the President at the outset of its work to discuss the review process and provide an opportunity for the President to submit a statement of self-evaluation.

2.3.8 The Committee ensures that its activities do not undermine the ability of the President to function effectively as an institutional leader during the period of the review.

2.3.9 The establishment of the Committee, its composition and terms of reference, are to be announced in to UNBC employees (E.g. through UNBC Facstaff email list), along with an invitation to submit confidential written and signed submissions from interested persons, providing their opinions on the effectiveness of the President during their term. These submissions are provided directly to the Board Chair through their UNBC email account, summarized by the Board Secretary and the Board Chair, and shared with the Committee.

2.4 Committee Recommendation(s)

2.4.1 When the Committee has formulated its recommendation, but before presenting it to the Board, the Chair of the Board meets immediately and in confidence with the President to review the general findings of the Committee and the nature of the recommendation to the Board.

2.4.2 If the Committee recommends that the President be reappointed, the Chair convenes a meeting of the Board's Human Resources Committee to recommend to the Board the terms of the contract acceptable to the Committee and to the President.

2.4.3 If the Committee does not recommend that the President be reappointed, the Chair convenes a meeting of the Board's Human Resources Committee to discuss the recommendation prior to the Board receiving the recommendation.

2.4.4 The Committee submits a written report to the Board with its recommendation that the Board either reappoint the President or establish a search process for a successor.

FOR APPROVAL

2.5 Committee Composition

The Committee is comprised of the following 12 voting members and 3 non-voting members:

Position	Source	Selected by
Chair	Board Chair	Ex-officio
Vice-Chair	Board Vice-Chair	Ex-officio
Committee Secretary (non-voting)	Senior Governance Officer	Ex-officio
Recording Secretary (non-voting)	Office of University Governance	Senior Governance Officer
Members	Chancellor (if the position is vacant, a Board member chosen by the Board's Human Resources Committee	Ex-officio
	2 board members, including 1 regional member	Selected by the Board's Human Resources Committee
	2 faculty members	Nominations can come from across the university, including self-nominations. Elected by the Senate
	One undergraduate or graduate student	Elected by the undergraduate and graduate student societies
	1 employee who is not a faculty member, senior academic officer or senior administrative officer	Chosen by the Human Resources Committee of the Board in consultation with the relevant employee groups
	1 senior academic officer (vice-president, provost vice-provost, or dean)	Chosen by the Human Resources Committee of the Board
	1 senior administrative officer	Chosen by the Human Resources Committee of the Board

	1 Indigenous member	Chosen by the Human Resources Committee of the Board in consultation with the Senate Committee on Indigenous Initiatives
Resource Person – provides human resources best practices advice (non-voting)	Director, Human Resources	Ex-officio

FOR APPROVAL

SUBJECT: REVIEW OF THE PRESIDENT PRIOR TO REAPPOINTMENT – TERMS OF REFERENCE

1. Authority

- 1.1 The Board of Governors is responsible, under the University Act, for the appointment of the President.
- 1.2 The presidential review reflects the accountability of the President to the Board.
- 1.3 The Chair of the Board will ascertain the President's view concerning a renewal of contract. Only if the President expresses an interest in re-appointment will these procedures be implemented.

2. Mandate

- 2.1 This Committee is an advisory committee of the Board, established as required by the Board, and mandated to review the performance of the President and to make a recommendation to the Board with respect to re-appointment.
- 2.2 The Committee will endeavor to conduct its review within a 2 month period.
- 2.3 The Committee will present its recommendation to the Board at least 16 months prior to the expiry date of the President's current term of office.

3. Composition

- Board Chair (Committee Chair)
- Board vice-Chair (Committee Vice-Chair)
- Chancellor
- Three other Board members, including a student member (chosen by the Human Resources Committee of the Board)
- Two faculty members (chosen by Senate)
- One student, undergraduate or graduate depending on the status of the Board member (chosen by the Human Resources Committee of the Board, in consultation with the appropriate student governing body)
- A staff member (chosen by the Human Resources Committee of the Board, in consultation with the three campus staff groups)
- A First Nations member (chosen by the Human Resources Committee of the Board in consultation with the Senate Committee on First Nations and Aboriginal People)
- Director of Human Resources (non-voting)

4. Duties

- 4.1 The Committee will evaluate the President's performance, using the criteria established by the Presidential Search Committee in its search for that individual, as well as the annual objectives established by the Board and the President during the President's current term. In its evaluation, the Committee will give due regard to the annual assessments of the President's performance.

4.2 In addition to reviewing the past performance of the President, the Committee is required to consider the changing context of the President's mandate and whether these are areas of activity that will require changes in emphasis during the renewed term.

4.3 The Committee will determine whom to approach to seek informed assessment of the President's performance, such information is to be gathered primarily through confidential interviews. The Committee will seek to identify who will offer a balanced view of the President's performance. The Committee is encouraged to interview or obtain the views of the following:

4.3.1 Representatives of the University Community including:

- Members of the Board of Governors and Senate
- Presidents of all employee groups
- Presidents of student governing bodies
- President, Alumni Association
- Vice-Presidents
- Deans and Directors
- Chair of the Senate Committee on University Budget
- Members of the Presidential Advisory Search Committee which recommended the appointment of the President

4.3.2 Representatives of the External Community including:

- Community leaders in Prince George and the regions served by UNBC
- Major donors and friends of UNBC
- Senior public servants
- Local politicians

4.4 The establishment of the Committee, its composition and terms of reference, are to be announced in UNBC Facstaff, along with an invitation to submit written and signed submissions from interested persons.

4.5 The Committee will meet with the President at the outset of its work to discuss the review process and to provide an opportunity for the President to submit a statement of self-evaluation.

4.6 The Committee will ensure that its activities do not undermine the ability of the President to function effectively as an institutional leader during the period of the review.

4.7 When the Committee has formulated its recommendation but before presenting it to the Board, the Chair of the Board will meet immediately and in confidence with the President to review the general findings of the Committee and the nature of the recommendation to the Board. If the Committee recommends that the President be re-appointed, the Chair will convene a meeting of the Human Resources Committee to recommend to the Board terms of the contract acceptable to the Human Resources Committee and to the President.

4.8 The Committee will submit a written report to the Board with its recommendation that the Board either re-appoint the President or establish a search process for a successor.

Policy

REVIEW OF THE PRESIDENT AND VICE-CHANCELLOR POLICY

Number: GV 7
Classification: Governance
Approving Authority: Board of Governors
Designated Executive Officer: Chair, Board of Governors
Effective Date:
Supersedes: Annual Presidential Review (2017)
Date of Last Review/Revision: January 2024
Mandated Review Date: January 2031

Associated Procedures: GV 7.1 *Review of the President and Vice-Chancellor Procedures*

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1.0 BACKGROUND

- 1.1 The Board of Governors is responsible for supporting and evaluating the success of the President through regular performance feedback and a leadership development process.
- 1.2 The President has general responsibilities to lead UNBC as set out in the President and Vice Chancellor position description and the President's employment contract. In addition to the President's general responsibilities, each year the President and Board agree on specific performance goals and objectives for the President for the upcoming year. The annual goals and objectives usually reflect the following:
 - 1.2.1 performance measures for UNBC developed by the Board for the upcoming year related to the University's strategic plan;
 - 1.2.2 specific goals related to the President's leadership of UNBC; and
 - 1.2.3 the President's professional development goals.
- 1.3 With relevant stakeholders, the Board is responsible for assessing the reappointment of the President within the broader context of strategic direction and operational management of the University.

2.0 PURPOSE

- 2.1 The evaluation of the President is one of the most important responsibilities of the Board and is carried out under the leadership of the Board Chair. A formal evaluation process provides clarity for both the Board and the President and provides an opportunity for leadership and development discussions.
- 2.2 The main objectives of the President evaluation process are to:
 - 2.2.1 assess the outcomes of the President's work against the defined goals;
 - 2.2.2 provide feedback to the President on their performance;
 - 2.2.3 strengthen Board/President relations;
 - 2.2.4 provide information for a review of the President's compensation; and
 - 2.2.5 inform the reappointment process.

- 2.3 While the Board Chair plays a leadership role in carrying out the evaluation process, it involves input from the whole Board.

3.0 PRINCIPLES

- 3.1 Each evaluation assesses outcomes against performance measures for UNBC developed by the Board for the year(s) under review, specific goals related to the President's leadership, and the President's professional development goals.
- 3.2 The guiding principles for any performance review are:
- Fairness
 - Transparency of process
 - Honest communication between the Board and the President
 - Confidentiality
 - Facilitating safe, reliable and effective pathways for feedback
 - Ensuring equity, diversity and inclusion of voices in the review process

4.0 SCOPE

This policy applies to the Board of Governors, the President and Vice-Chancellor, and identified review committees and/ or consultants.

5.0 DEFINITIONS

- 5.1 **Diversity:** Differences in the lived experiences and perspectives of people that may include race, ethnicity, colour, ancestry, place of origin, political belief, religion, marital status, family status, physical disability, mental disability, sex, gender identity or expression, sexual orientation, age, class, and/or socio-economic situations (as defined in the *Hiring Equity Policy*).
- 5.2 **Equity:** A fair, impartial, even-handed, and distinct process of recognizing differences within groups of individuals, and using this understanding to achieve substantive equality in all aspects of a person's life. Please see the [Government of Canada's Building a Foundation for Change: Canada's Anti-Racism Strategy](#) for other words that matter when it comes to

promoting inclusion and eliminating discrimination (as defined in the *Hiring Equity Policy*).

- 5.3 **Inclusion**: Inclusion is an active, intentional, and continuous process to address inequities in power and privilege, and build a respectful and diverse community that ensures welcoming spaces and opportunities to flourish for all (as defined in the *Hiring Equity Policy*).

6.0 POLICY

- 6.1 During the President's term, regular evaluations are done as follows:
- 6.1.1 At the end of year 1, the Board initiates a full evaluation by an external consultant, including reviews incorporating internal and external perspectives, as outlined in the Procedures enacted under this Policy.
 - 6.1.2 At the end of year 2, the Board Committee with responsibility for Human Resources conducts a limited evaluation.
 - 6.1.3 At the end of year 3, the Board initiates a full evaluation by an external consultant, including reviews incorporating internal and external perspectives, as outlined in the Procedures.
 - 6.1.4 During year 4, the Board implements the *Terms of Reference for the Review of the President Prior to Reappointment*.
- 6.2 Full evaluation results are made available to the Board Chair and the President. Summary evaluation results are made available to the Board Committee with responsibility for Human Resources. Limited evaluation results are made available to the full Board.
- 6.3 The Board Chair and Board's Human Resources Committee are responsible for keeping the Board informed of the review process.
- 6.4 At any time during the term of the President, the Board of Governors can initiate a review process at their discretion.
- 6.5 Nothing in this Policy or associated Procedures is intended to preclude members of the Board, members of the University or broader community

from providing feedback to the Board Chair at any time on the President's performance.

7.0 AUTHORITIES AND OFFICERS

The authorities and officers for this policy are as follows:

Approving Authority: Board of Governors
Designated Executive Officer: Board Chair
Procedural Authority: Board of Governors
Procedural Officer: Board Chair

8.0 RELATED POLICIES AND OTHER ASSOCIATED DOCUMENTS

- 8.1 *GV 5 Appointment and Reappointment of the President and Vice-Chancellor Policy*
- 8.2 *GV 5.1 Search and Recommendation for the Selection of the President and Vice-Chancellor Procedures*
- 8.3 *GV 5.2 Review of the President and Vice-Chancellor Prior to Reappointment Procedures*
- 8.4 President and Vice-Chancellor's Letter of Appointment

Procedures

REVIEW OF THE PRESIDENT AND VICE-CHANCELLOR REVIEW PROCEDURES

Number: GV 7.1
Classification: Governance
Procedural Authority: Board of Governors
Procedural Officer: Board Chair
Effective Date:
Supersedes: Annual Presidential Review
(2017)
Date of Last Review/Revision: January 2024
Mandated Review Date: January 2031

Parent Policy: *GV 7 Review of the President and Vice-Chancellor Policy*

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1.0 PURPOSE

- 1.1 The purpose of these Procedures is to formalize the steps involved in the reviews of the President's work and outcomes that occur during each term of office.

2.0 PROCEDURES

2.1 Year 1 and Year 3 Reviews

- 2.1.1 The Year 1 and Year 3 reviews are contracted to an external consultant/coach with assistance of the Senior Governance Officer.
- 2.1.2 The reviews should ensure alignment with UNBC's Performance Framework for its senior leadership, and the terms of the President's contract and annual performance objectives established by the Board.
- 2.1.3 The Chair of the Board, with input from the Board Committee responsible for Human Resources, and the President, agree upon a list of individuals for the consultant to interview. The list is comprised of a maximum of 25 individuals and includes the following:
- i. Board members;
 - ii. senior university administrators;
 - iii. Senators;
 - iv. First Nations and Indigenous Partners;
 - v. presidents of all employee groups;
 - vi. senior government contacts;
 - vii. regional business and industry partners; and
 - viii. other key stakeholders.
- 2.1.4 The Board of Governors guarantee and grant individuals participating in the interviews strict confidentiality.
- 2.1.5 The consultant provides the President and Board Chair the full consultant's report.
- 2.1.6 The consultant meets with the President to discuss the feedback and to provide coaching support for the President as appropriate.
- 2.1.7 A summary of the 360 Review is provided to the Board Chair and to the Board Committee responsible for Human Resources and is discussed by that Committee.

- i. The President does not attend these Committee discussions.
- ii. The Board Chair provides feedback from the Committee's discussion to the President.

2.1.8 The Board Chair provides information from the review process and the discussion of the Committee responsible for Human Resources to the full Board. The President does not attend this discussion.

2.1.9 The President may provide the Board with a written response to the review, through the Board Chair.

2.1.10 Following the President's response, if any, the Board conducts a salary review.

2.1.11 The Board Chair, in consultation with the Board Committee responsible for Human Resources, may exercise discretion in authorizing reasonable modifications to these procedures and timelines, as needed, and updates the full Board at the next Board meeting of any such modifications.

2.2 Year 2 Review

The Year 2 limited evaluation by the Board's Human Resources Committee may be conducted internally or by using an external consultant with assistance of the Senior Governance Officer.

2.3 Final Evaluation Reports

2.3.1 The Board Chair secures all final evaluation reports and communication and places the records in the President's file in the Office of University Governance.

2.3.2 The Board Chair must include instructions that only the current and future Board Chairs and the President may access the file.

**BOARD of Governor's
POLICY & Procedure**

Approving Authority: Board of Governors

Responsible Executive: Associate Vice-President responsible for Human Resources

Title:

Annual Presidential Review

Note: Review for re-appointment is addressed in a separate Board Policy "Review of the President for Reappointment".

Purpose and Policy Statement

The Board of Governors is responsible for selecting, evaluating and supporting the success of the President through regular performance feedback and a leadership development process.

The President's performance is assessed through both a developmental leadership review and through a regular assessment of the University's progress against strategic plans and priorities, which are approved by the Board annually in the context of a multi-year planning cycle.

Procedures

1. June - Report on Progress Against Strategic Priorities

At least annually, and generally at the June Board meeting, the President will provide a written report to the full Board on management's progress against the strategic priorities and objectives since the last report, and for the upcoming 6 months (in the context of the current academic year and the long term planning cycle). These reports will be discussed during closed sessions of the Human Resources Committee, and then presented and discussed at the public session of the full Board.

2. September to November - Performance Review

On an annual basis, generally September to November, a 360 degree performance review will be completed as follows:

- a. The review will be contracted to an external consultant/coach with assistance of the AVP (Associate Vice-President People, Organizational Design and Risk) to ensure alignment with UNBC's Performance Framework for its senior leadership.

- b. A list of individuals to be interviewed will be agreed to by the Chair of the Board and the Chair of the Human Resources Committee with input from the President. The list will be no more than 25 individuals and will include Board Members, Senior University Administrators, Senators, and other key stakeholders.
- c. Individuals participating in the interviews will be guaranteed strict confidentiality.
- d. The full Consultant's report will be provided to the President and the Chair of the Board. The Consultant will meet with the President to discuss the feedback and to provide coaching support for the President as appropriate.
- e. A summary of the 360 Review will be provided to the Chair of the Board and to the Human Resources Committee and discussed at the Human Resources Committee. The President will not attend Committee discussions. The Chair of the Board will provide feedback from this discussion to the President.

3. Procedural Accountabilities and Discretion

- a. It is the joint responsibility of the Board Chair and the Chair of the Human Resources Committee to ensure that all members of the Board are aware of these Procedures and the review process.
 - b. The Board Chair, in consultation with the Chair of the Human Resources Committee may exercise discretion in authorizing reasonable modifications to these procedures and timelines, as needed, provided however that the Board Chair will update the full Board at the next Board Meeting, of any such modifications.
4. Nothing in the Review Policy or in these Procedures is intended to preclude members of the Board, or members of the University or broader community from providing feedback to the Board Chair at any time, on the President's performance.

CURRENT POLICY AND PROCEDURES
FOR REPEAL



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

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

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

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

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

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

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

The Standards of Ethical Conduct for Directors of Public Sector Organizations

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

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

1. COMPLIANCE WITH THE LAW

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

2. CONFLICTS OF INTEREST

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

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

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

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

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

3. DISCLOSURE

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

4. OUTSIDE BUSINESS INTERESTS

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

5. CONFIDENTIAL INFORMATION

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

6. INVESTMENT ACTIVITY

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

7. OUTSIDE EMPLOYMENT OR ASSOCIATION

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

8. ENTERTAINMENT, GIFTS AND FAVOURS

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

9. USE OF THE ORGANIZATION’S PROPERTY

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

10. RESPONSIBILITY

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

11. BREACH

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

12. WHERE TO SEEK CLARIFICATION

- 12.1 Normally, the board chair or the executive committee chair should be responsible to provide guidance on any item concerning standards of ethical behaviour.

I ACKNOWLEDGE that I have read and understood the Code of Ethical Conduct for Members of the Board of the University of Northern British Columbia and agree to conduct myself in accordance with the Code.

Dated: _____

Signature

Print Name

Witness Signature

Print Name

**BRIEFING NOTE FOR: GOVERNANCE & HUMAN RESOURCES COMMITTEE
UNBC BOARD OF GOVERNORS AND BOARD COMMITTEES**

Subject:	Quarterly Board of Governors Appointment Delegation Policy Report	
Governance & Human Resources Committee	Meeting Date: March 14, 2024	Purpose: <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion <input type="checkbox"/> Seeking Direction <input type="checkbox"/> Approval
Submitted By:	Lisa Haslett, Associate VP, Administration	
Please note other guests to be in attendance:	Jennifer Dawson, Interim Director of Human Resources	
Appendices:	1. <i>Appointment Delegation 5.1 Report February 2024</i>	
Motion Number:		

1.0 MOTION/DISCUSSION/RECOMMENDATION

This report is for information only.

2.0 BACKGROUND AND ANALYSIS

This report is a requirement of the Appointment Delegation Policy and provides data on the recruitment of Staff, Faculty, Students, Graduate Teaching Assistants (GTAs), and Senior Administrators of the University. The report is generated using available data from recruitment teams and UNBC's Human Resource Information System (HRIS) and supports the Board of Governors to understand recruitment successes and challenges, direction, and volume at UNBC.

3.0 ANTICIPATED FINANCIAL AND HUMAN RESOURCE IMPACTS:

N/A

4.0 LENS OF RECONCILIATION:

The Appointment Delegation Policy requires EDI data to be gathered, and HR is working towards gathering and reporting this data through the implementation of an applicant tracking system. This supports UNBC to make data-driven decisions to improve Indigenous faculty and staff representation.

5.0 OTHER CONSIDERATIONS:

Human Resources is working towards providing additional information requested in the policy surrounding EDI, numbers of applicants applying, and self-identification numbers. The Human Resources team is currently engaging with the Office of Equity Affairs to ensure we are collecting this data in a suitable manner. Human Resources is working towards achieving this data collection through our future applicant tracking system to report this information to the BOG in a meaningful way.

Of note in the period is sheer volume: 1060 positions filled. This volume is not unusual for the period, but as systems, processes or people changes occur, the significant volume presents risk, particularly with the current staffing levels within HR. For example, a short leave by one position in HR at a high-volume period can significantly impact the workflow and recruitment times. A new applicant tracking system, digitization of HR processes, and structural changes in HR are planned mitigations.

There is one vacancy of note: the Director of Institutional Research, Analysis and Performance position has been difficult to fill. The position was originally posted in 2023 which resulted in a failed search and has now been reposted in January 2024.

There are no other considerations of note.

Appointment Delegation

5.1 Report: Positions Filled (start date June 1, 2023 to February 29, 2024)

Tenure and Tenure Track Faculty Appointments

Name	Description	Begin Date	End Date	Tenure/Tenure-Track
Benoit, Shendah	Lecturer - EDUC	15/07/2023		Tenure-Track
Campana, Christine	Lecturer - ENGL	7/1/2023		Tenure-Track
Cherian, Chinchu	Assist Prof - Geotechnical ENG	7/1/2023		Tenure-Track
Crandall, Joanie	Assistant Professor - EDUC	7/15/2023		Tenure-Track
El-Hakim, Mohab	Assoc. Prof - Transportation	7/1/2023		Tenured
Erasmus, Daniel	Assistant Professor - BIOCHEM	7/1/2023		Tenured
Hamon, Michael	Assistant Professor - HIST	7/1/2023		Tenure-Track
Hossain, Shahadat	Professor - CPSC	9/1/2023		Tenured
Joly, Tara	Assist Prof - FNST	6/15/2023		Tenure-Track
K C, Luna	Asst Prof - INTS	7/1/2023		Tenure-Track
Kazemian, Hossein	Assistant Professor - NALS	7/1/2023		Tenured
Koper, Nicola	Professor - ESM	8/1/2023		Tenured
Litz, David	Assist Prof - EDUC	7/15/2023		Tenure-Track
Maurice, Sean	Assistant Professor - NMP	7/1/2023		Tenured
Rea, Roy	Assistant Professor - ESM	7/1/2023		Tenured
Reid, Jeffrey	Assistant Professor - PSYC	8/1/2023		Tenure-Track
Saha, Sajal	Assistant Prof - CPSC	8/1/2023		Tenure-Track
Wood-Adams, Paula	Professor - FSE	9/1/2023		Tenured
Standish, Katerina	Associate Professor - GIS	12/1/2023		Tenured
Hirt, Andreas	Assist Professor - CPSC	01/01/2024	31/12/2026	Tenure-Track
Chandra, Shruti	Assist Professor - ENGR	01/05/2024		Tenure-Track
Perry, Gretchen	Assoc Prof - SOCW	01/07/2024		Tenured
Senthanar, Sonja	Assist Prof - Health Sciences	01/07/2024		Tenure-Track
Total Positions - 24				

Academic and Administrative Associate Vice-Presidents and Vice-Provosts

Name	Description	Begin Date	End Date
Haslett, Lisa	Assoc. Vice Pres. Administration	08/08/23	2/7/2025
Wood-Adams, Paula	VP Research and Innovation	9/1/2023	
Tipler, Megan	Associate VP - Indigenous	12/11/2023	
Total Positions - 3			

Deans, Academic Directors, University Librarian and University Registrar

Name	Description	Begin Date	End Date
Read, Kimberly	University Registrar	6/22/2023	
Koper, Nicola	Dean, Faculty of Environment	8/1/2023	7/31/2028
Daniel, Ben	Director of Centre of Teaching and Learning T	6/1/2024	4/30/2029
Standish, Katerina	Vice Provost Graduate and Post Doctoral Stud	12/1/2023	12/31/2028
Potter, Grant	Acting Director, CTLT	12/1/2023	5/31/2024
Total Positions - 5			

Administrative Executive Directors, Directors and Managers

Name	Description	Begin Date	End Date
Ray, Christie	Acting Director Business Services	8/9/2023	2/07/2025
Kullar, Kiranjit	Director of Finance	7/24/2023	
Abney, Richard	Interim Associate Director Athletics and Recre:	10/12/2023	09/08/2024
Vicente Gaspar Barreira, Claudia	Manager, Business Development	10/10/2023	
Mayes, Tara	Manager, Philanthropy and Engagement	11/13/2023	
Durau, Barbara	FHHS Assistant Manager, Nursing	11/13/2023	
Kandiah, Akalya	Research Manager	11/30/2023	8/31/2024
Adeniyi-Faleye, Anne Adedoyin	Director, Enterprise Risk and Safety	12/4/2023	
Balliet, Nicole	Manager, Research Administration	12/4/2023	
White, Sarah	Finance Director - CTAABC	1/2/2024	3/30/2025
Duong, Ann	Sustainability Manager	1/2/2024	
Smedley, Amanda	Admin Manager - PT & OTP	1/2/2024	
Kusz, Daniel	Manager, Retail Services	1/15/2024	
Dawson, Jennifer	Interim Director, Human Resources	1/25/2024	6/25/2024
de Leeuw, Sarah	Director NCCIH	2/1/2024	1/31/2025
Sharma, Ashutosh	Research Manager	2/1/2024	12/31/2028
Total Positions - 16			

All Other Administrative Positions

Total Positions - 134

All Academic Services Positions

Total Positions - 62

UNBC Board of Governors – 2024 Meeting Dates

Type of Board Meeting	Event	Board Meetings
<u>Joint Board and Senate Breakfast/Session And Special Board Budget Meeting</u>	Friday, February 2, 2024 8:00 – 11:00 a.m.	Friday, February 2, 2024 11 a.m. – 3:00 p.m.
<u>Regular Quarterly Board Meeting</u>		Thursday, March 28, 2024 3:00 p.m. – 7:30 p.m.
<u>Special Meeting:</u> Approval of Financial Statements Audit and Risk Committee meeting to receive Audit Findings Report from Audit Representatives	Convocation: Friday, May 31, 2024	Thursday, May 30 2024 8:00 a.m. – 1:00 p.m.
<u>Regular Quarterly Board Meeting</u>		Thursday, June 27, 2024 3:00 – 7:30 p.m.
<u>Informal Senate and Board Get together</u>	Venue: TBD Wednesday, September 25, 2024 5:30 – 7:30 p.m.	
<u>Regular Quarterly Board Meeting</u> (Regional – Fort. St. John)	Board Dinner Reception: Thursday, October 3, 2024 5:00 – 7:00 p.m.	Friday, October 4, 2024 8:30 – 3:00 p.m.
<u>Regular Quarterly Board Meeting</u>		Thursday, November 28, 2024 3:00 – 7:30 p.m.

Overview

Outlined below are a number of those key areas of focus that have been active during the period since my last report that was provided during the January 2024 Board of Governors meeting. As we finalize the 2024-2025 budget which will be the foundation to **READY** as we begin the next phase of ensuring UNBC renewed strategic plan achieves and exceeds its mission and mandate. Further, positively impacting students, supporting staff and faculty, and engaging with our communities. The executive team and through their units are working on dashboards and metrics that will track trends and key performance indicators to highlight actions coming from the strategic plan.

Summary

Through winter 2024 term as detailed in the reports received from the Vice-Presidents and direct reports within my portfolio, there has been much progress. Key areas that are a focus are highlighted within the 2024-2025 budget submission to the Board and the University community. These will be critical to our success in 2024 and beyond as **READY** is our guide. I continue to be updated and work with the Vice-Presidents and the Executive Director of the President's Office to support the University on a whole. Additionally, my focus continues to be more University wide and externally focused as I support the University through my engagements throughout the North, provincially, nationally, and internationally.

President's Office

In addition to the Vice President's as direct reports the President, the President also has the following units reporting through their directors and receiving support and direction from myself. Highlighted are some key accomplishments from those departments over the report period. One noted change is the Office of Communications and Marketing has moved over the Vice President Research and Innovation's portfolio.

Portfolio Overview

- Athletics and Recreation
- Office of Equity Affairs (OEA)
- Office of Indigenous Initiatives
- Office of University Governance

Office of Athletics and Recreation

The UNBC's men's basketball team had a historic playoff weekend, entering the Canada West playoffs as the #12 seed and stunning the nation by winning 3 out of 4 games against top 10 nationally ranked teams in just 5 days, securing a bronze medal. A partnership with the Caledonia Nordic Ski Club has been finalized, establishing a Varsity Club Cross Country Ski and Biathlon racing team at UNBC. The Athletics Department launched a new external website, enhancing the Timberwolf brand with its modern design at www.unbctimberwolves.com.

Special theme nights, including Pride, Shoot for the Cure, Orange Shirts, and BHM, were a hit, with custom Timberwolf t-shirts sold at games and on campus, raising over \$3000 for UNBC Clubs. The Senior weekend event, hosted by my office, celebrated graduating senior athletes with VIPs, donors, and supporters, featuring food and basketball games, and was well received. Finally, a 55 ft mural, showcasing UNBC Athletics and the Indigenous Logo and uniforms, now adorns the NSC lobby, receiving excellent feedback and has elevated the look and feel of the NSC lobby.

Office Equity Affairs (OEA)

With the departure of Associate Vice President, Equity, Diversity, and Inclusion oversight of the Office of Equity Affairs (OEA) has transitioned to the Executive Director, Office of the President. This adjustment ensures continued leadership and support in our commitment to fostering an inclusive environment at UNBC. The leadership for this office will transition to Associate Vice President, People, Equity and Inclusion once recruitment is completed.

In response to the Accessible BC Act and our ongoing dedication to accessibility, UNBC has formed a pan-university Accessibility Committee. A feedback mechanism was established for identifying barriers community members face in accessing UNBC services or facilities. Feedback gathered through this process informed necessary immediate actions and contributed to the development of our accessibility plan. A draft accessibility plan has been developed with advice from the Accessibility Committee and is undergoing review by various departments, each of which will play a role in addressing identified barriers.

Efforts are underway to create educational materials and events aimed at fostering an inclusive environment, with a particular focus on amplifying marginalized voices. This semester, UNBC launched a Magnifying Black Voices Bursary and Mentorship Program, a vital initiative aimed at uplifting Black voices within our community. As part of this program, the bursary application process is now open, offering aspiring individuals an opportunity to access resources and support. Furthermore, the OEA has collaborated with the library to conduct Equity, Diversity, and Inclusion (EDI) Statement Workshops, in partnership with the Faculty of Science and Engineering (FSE) and Research the OEA hosted Imogen Coe who presented on topics of Influence in the Classroom, and EDI in Research. These efforts underscore our commitment to creating a more inclusive and equitable environment for the UNBC community.

Office of Indigenous Initiatives

During the initial three months as Associate Vice-President Indigenous (AVPI), the focus has been on building relationships, understanding the campus community, and engaging with various units to learn about their work and how it connects to the Office of Indigenous Initiatives (OII). Efforts have included reviewing structures within the First Nations Centre (FNC) and OII to maximize resources, identifying five core areas: Student Services, Academic Supports, Cultural Connections, Programs & Partnerships, and Policy, Planning, and Research. Recognizing the limited number of Indigenous-focused positions beyond OII and FNC, there's a push to establish designated contacts in other units, aligning with commitments to truth and reconciliation, Indigenization, and decolonization.

Furthermore, upcoming hiring initiatives aim to appoint a Manager for Indigenous Initiatives and fill roles outlined in the Aboriginal Service Plan. A task force on Indigenous Identity Verification has been established under the Senate Committee on Indigenous Initiatives (SCII), currently formulating a work plan, and conducting an environmental scan. There are ongoing efforts to refine policies and practices with input from community members, focusing on maintaining transparency and inclusivity in the development, feedback, and revision processes.

Office of University Governance

The Office of University Governance team has been focused on several initiatives this winter. A privacy handbook and competency-based privacy training have been developed for employees and will be deployed soon. The team continues to work on records management policy, procedures and corresponding training materials, and is providing guidance regarding AI to course instructors and students through the Provost's AI Task Force.

They supported the Board with the coordination of the President's annual review and in the SEM Session that took place in December. Work continues on the digitization of institutional records held within the office. The team continues to look for opportunities to strengthen communication and engagement with internal units and student groups regarding governance. They are planning to implement a meeting management platform this spring and are looking for a software solution to help manage policies.

University Governance has been working closely with the Governance and HR Committee on the renewal and development of presidential related policies and procedures. They have also been working on Privacy Impact Assessments Procedures and the university-wide Public Interest Disclosure Act related strategy and framework. The Senior Governance Officer is looking at ways to support the University Governance portfolio through people resources.

2024-2025 Budget and Planning

The 2024-2025 budget was developed, which will be the first budget aligned with READY. Despite challenges experienced by other Universities related to budget cuts and deficits through our prudent work we are not in a similar position. Over the past four budgets which have gone through a period of mitigation to transition and now fiscal responsible investment in key areas to ensure **READY** has the success that was envisioned. In April we will begin our annual cycle as outlined in our renewed strategic plan documents to ensure positive momentum with our vision and mission. The work of Vice President Somani, Director Kullar and the team along with Executive Director Lucarelli was instrumental in the success of the budget development.

Labour Relations

I continued to be very excited about our positive relationships with our three main labour groups on campus and these relationships are critical to our success and should always be a focus. These relationships are building into the next round of bargaining in 2024-25. On February 15th we held our annual Employee recognition event and this was so thrilling to see so many people come out to support one another and be recognized for their outstanding commitment to UNBC.

Engagement

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

January 4: Meeting of Northern Post-Secondary Presidents (at UNBC).

January 5: Commonwealth at 75 Project.

January 8-9: Universities Canada President's Retreat (Banff).

January 15: UNBC Acknowledgement Pledge Ceremony with Lheidli T'enneh First Nation.

January 16: Meeting with Premier Eby.

January 16: Northern Communities and Climate Action Panel (chaired).

January 17: Natural Resources Forum.

January 18: CUFA British Columbia Conference on the Future of University Governance (Vancouver).

February 2: Joint UNBC Board and Senate meeting.

February 6-7: Universities Canada Government Relations and Accelerate Innovation meeting (Ottawa).

February 15: UNBC Employee Recognition Event.

February 16: High on Ice Community Event (Fort St. John).

February 21: UNBC Men's Basketball Playoff game (Winnipeg).

February 26: Film screening "Twice Colonized" with Ajau Peter.

February 28: Federal Government Executive Leadership Development Program (remarks).

March 4: Prince Rupert partnership meeting.

March 7: Western VP Academic and VP Research Conference; Keynote on Relationships in Post-Secondary (Victoria).

March 11: UNBC Green Day opening remarks.

Summary

Overall, it remains a bustling and exciting period at UNBC. I'm actively collaborating with the UNBC community to lay a positive foundation, propelling us forward strategically and proactively in support of our renewed mission and mandate, **READY**. This ensures our continued success in fulfilling the University's goals.

Board Report November 16th - March 28th, 2024

Vice President Academic & Provost

This has been a busy period moving ahead major projects including:

- 2024 Academic Plan Refresh
- AI Working Group
- Search: University Librarian
- Our new Vice Provost Graduate & Post-Doctoral Studies joined in December
 - Developing governance processes for graduate and postdoctoral trainees & coordinated resource deployment
- Continuing revitalization of Community Engagement Forums – coming this spring at all 4 campuses
- UNBC hosted the Annual Conference of Western Vice Presidents Academic & Research & Innovation in Victoria
- Degree Quality Assurance Board; Quality Assurance Process Audit in November
- International tuition proposal – passed

Some core activities:

- Developing International Strategy
- Data Collection & Digital Infrastructure Transformation continues

A few events and activities:

- New federal Immigration, Refugees, & Citizenship Canada (IRCC) restriction on international students
 - This had a minimal effect on the possible number of student to whom UNBC can provide admission and a Provincial Letter of Attestation to support their application for a learning permit
 - It is unknown at this time what the broader impact on international applications will be nationally, provincially, and here at UNBC
 - The overall trend is a decline in applications
- Our Dean FHHS has taken an exciting new position, so we will appoint an Interim Dean ASAP followed quickly by the launch of a search – they have also held engagement plans at all campuses to develop the strategic plan
- Launch of TekX – collaboration between SD57, CNC, UNBC Faculty of Science and Engineering offering dual credit learning in technology to highschool students

- Faculty of Indigenous Studies, Social Sciences, & Humanities launched the program in Nisga'a Language fluency and continues to work with Wilp Wilxo'oskwhil Nisga'a Institute – WWNI to develop masters programming
- Faculty of Environment professors developing new courses in partnership with community to support engagement with community and experiential learning - they also hosted Ministry of Forests
- Faculty of Business and Engineering is developing programming with a sustainability focus, and with FISSH community partnership programming in FSJ and Prince Rupert.
- Strategic Enrolment Management completed recruitment cycle
 - Appears domestic UG applications are up by 4.3% and admissions by 2% (still early to know registration numbers – i.e., conversion)
- The UNBC Library is working in a consortium to support research publication in open access sources – good for the researchers, the libraries, and access to scholarly publications
- Faculty Relations – continues to work on relationship with FA, and improving processes, training of Chairs and Deans, and working with HR to improve contract processes

Report to the UNBC Board of Governors

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

Meeting Date: March 28, 2024

1.0 Introduction

- 1.1 As UNBC presents its inaugural budget for *Ready*, this report offers an overview of recent developments within the Vice President, Finance and Administration's (VPFA) portfolio.
- 1.2 I extend my appreciation for the unwavering dedication, commitment, and hard work of the entire VPFA leadership team and all team members. Their commitment underpins the progress and achievements reflected in this report, particularly amidst ongoing transitions, recruitment, and onboarding of new team members.

2.0 Short- and Medium-Term Priorities

- 2.1 A preliminary set of priorities for the VPFA portfolio has been established, focusing on organizational structure, financial management, digital transformation, risk management, and facilities planning to align with UNBC's strategic plan.

3.0 Financial Stewardship

- 3.1 Recent efforts have concentrated on finalizing the 2024-25 budget, strengthening the Finance team through recruitment and onboarding efforts, and replacing the Controller Finance. The first phase of CaseWare reporting tool is complete, with testing in progress.
- 3.2 Staffing reconciliation has been completed as part of budget development, and exploration of an effective position control system is underway for enhanced oversight. Emphasis remains on transparency, simplification, and continuous communication. Key priorities in the coming months will focus on year-end closing and annual financial audit.
- 3.3 While our consolidated deficit is maintained at \$2M, there is potential for variation in financial results due to economic volatility. We have requested a \$5.5M deferral from the 2024 provincial operating grant, to be distributed evenly in 2025 and 2026 to support strategic initiatives.

4.0 Transformation and Service Excellence

- 4.1 Structural updates, recruitment drives, and onboarding efforts are underway within each unit of the VPFA portfolio. Employee engagement surveys have been completed, with 70% participation, and Service Excellence initiatives, including training sessions and goal-setting exercises, are progressing based on each unit's capacity and priorities.

5.0 Digital Transformation

- 5.1 Initiatives for digital transformation, including project intake tool implementation, Banner enhancements, and PayMyTuition, are progressing. The ongoing collaboration with Amazon Web Services (AWS) for cloud adoption is a critical step in our digital evolution.

6.0 Human Capacity

6.1 Key appointments have been made, including Controller Finance, Senior Financial Analyst, Financial Services Officer, Manager Retail Services, Manager Business Development, and Sustainability Manager. Recruitment for additional positions across VPFA is ongoing. Key future requirements include Associate Vice President, Equity, People and Inclusion; replacement Director for HR team; Associate Director, Business Services; and Senior Financial Analyst.

7.0 Onboarding, Training, and Development

7.1 Efforts to enhance leadership forums and provide comprehensive training sessions for staff are underway, with the relaunch of Exempt Leadership Forum meetings. Recent sessions included training on Hiring Process for CUPE 3799, with future monthly sessions focusing on various topics related to processes, policies, and best practices.

8.0 Campus Planning

8.1 UNBC has received invitation to submit a business case for student housing expansion and secured funding for network upgrades (\$0.2M) and roof replacement projects (\$1M). The business case for Land Trust is currently being revised based on Ministry's feedback.

9.0 Enterprise Risk Management

9.1 A project plan and roadmap for UNBC Enterprise Risk Management has been finalized for discussion at the March 2024 Audit and Risk Committee meeting. Subsequently, the plan will be presented to the Board of Governors. The Emergency Response Plan, including the Emergency Operations Centre and Emergency Communications Plan, is ready, and rollout is in progress.

10.0 Engagement and Outreach

10.1 My active external engagement extends to key committees such as the Administrative Services Collaborative Steering Committee, the BCNET Procurement Services Committee, and the Boards of the Prince George Public Library, and the Prince George Community Foundation. Additionally, my leadership team and relevant members within their units actively participate in various committees and forums coordinated through the Ministry and relevant networks. This commitment underscores our dedication to collaboration and community engagement.

11.0 Conclusion

11.1 Our ongoing initiatives in service excellence, digital transformation, and capacity building underscore our commitment to an efficient and effective portfolio to better serve the UNBC community. As we continue to evolve, these efforts position us for a future defined by excellence, innovation, and resilience within the UNBC community.

Extract from the Finance and Investment Committee's March 2024 Meeting Package

Award Summary for Upcoming Major Contracts

UNBC is progressing multiple capital projects with stringent timelines – please refer to Table 1 for the list of upcoming contracts. To ensure timely progress and completion of these projects within allocated time and budget, a very tight turnaround is required for approving various awards and contracts. Given the timing of the award not coinciding with the relevant Board and Committee meetings, we request the Board of Governors through the Finance and Investment Committee to delegate the approval of these contracts to the President, subject to the following conditions:

- ⇒ The funding is secured for the project and the project is approved.
- ⇒ The contract award will be within the allocated budget, as indicated in the summary.
- ⇒ The award will be finalized in line with the procurement policies and guidelines through an RFP process.
- ⇒ The outcome will be reported to the Board of Governors through the Finance and Investment Committee during the next meeting following the award of the contract.

Table 1: Award Summary for Upcoming Major Contracts

Project Details	Procurement Type	Contract Value	Contract Start Date
Family Nurse Practitioners Expansion (PSFS: \$4.15M)	GC RFP for WIDC	\$0.9M	March 2024
	GC RFP for T&L	\$1.5M	April 2024
Student Housing Business Case and Functional Planning (Interim Ancillary Loan: \$1.4M) – Submission: February 2025	Architect RFP	\$0.9M	April 2024
Roof Replacement: Library Area 1 (PSFS: \$1.08M)	GC RFP	\$0.5M	April 2024
QRRC Lab Expansion (BCSRIF: \$2.53M)	GC RFP	\$1.7M	June 2024

BCSRIF: British Columbia Salmon Restoration and Innovation Fund

GC: General Contractor

QRRC: Quesnel River Research Centre

T&L: Teaching & Learning Building

PSFS: Ministry of Post-Secondary and Future Skills

RFP: Request for Proposal

WIDC: Wood Innovation and Design Centre

March 2023 UNBC Board of Governors Report: Research and Innovation
Prepared by: Dr. Paula Wood-Adams, Vice President, Research and Innovation

I am pleased to present the following report detailing high-level strategic initiatives, research and innovation updates, student support endeavors, and operational advancements at UNBC for the consideration of the Board of Governors.

High-Level Strategic Updates:

a. Mission and Vision Alignment: As we implement UNBC's new Strategic Plan "Ready", we continue to align our research and innovation strategies with our mission and vision, focusing on fostering academic excellence, promoting inclusivity, enhancing research impact, and nurturing a vibrant campus community.

UNBC is renewing our commitment to enhance the external relations efforts for the institution and having a robust marketing and communications structure and strategy is the first step in the implementation phase of "Ready". We want to be sure our organizational structure and current complement of staff will position us well to achieve our external relations goals as we implement "Ready". This process is underway and includes a review of our organization's needs and the skills and capacity of the marketing and communication team. A review of UNBC's brand identity is also underway.

b. Strategic Planning Progress: UNBC's Strategic Research Plan will be renewed in 2024. Initial planning is underway to initiate a comprehensive consultation period necessary for the renewal.

c. Resource Allocation: We continue to develop resource allocation strategies to support the university's strategic priorities and ensure optimal utilization of available resources. UNBC has just completed the largest faculty recruitment exercise since the institution was established. With aging research infrastructure, it is critical effective resource allocation strategies to support the sustainability and growth of research activity. The strategies will guide investments in research infrastructure, student supports, technology, and facilities to support cutting-edge research across various disciplines at UNBC.

Research and Innovation:

a. Research Achievements: Below are some highlights of notable research achievements, showcasing UNBC's contributions to knowledge advancement and innovation.

Scholarships and Fellowships

- Canada Graduate Scholarship -Masters Level – CIHR-2; NSERC-2; SSHRC-3. 7 awards @ 17,500 is \$122,500 total
- Canada Graduate Scholarship -Doctoral level – NSERC-3 @ 35,000 each x 3 yrs is \$315,000 total

NSERC Alliance Grants

- Thomas Tannert (Alliance Advantage \$20,000) with MTC Solutions
- Lisa Wood (Alliance Society \$1,339,903)
- 2023 awards
- Jueyi Sui (Alliance International Catalyst \$25,000)
- Wenbo Zheng (Alliance International Catalyst \$25,000)

SSHRC Insight Development Grants – 2023

- Leandro Freylejer (\$22,466)

Other

- Shannon Freeman (NRCAN – Canada-Japan 3+2 Collaborative Grant) - Development of Digital Comprehensive Geriatric Assessment at Home
- Rheanna Robinson (HARC – HEAL Healthcare grant) - Decolonizing disability: A Children's Story Why do you walk like that?

- Fei Tong (Mitacs Accelerate with Tipping Structural Engineers) - Seismic design and resilient solution to tall balloon-type cross-laminated timber buildings
- Jianbing Li (NRCan – Oil Spill Response Challenge) - A nano/micro bubble gas flotation and adsorption based oil recovery system
- Hossein Kazemian (Mitacs – BSI) - L2M – Valorization of wood pulp for sustainable insulation foams
- Sarah de Leeuw (CIHR Project Grant - Priority Announcement Funding (1 yr)) - HEART Medicine: Humanities Education, Arts, Anticolonial Reconciling, and Truth-telling Medicine

b. Innovation Ecosystem: Below is an overview of initiatives to foster innovation, entrepreneurship, and industry partnerships, enhancing the university's impact on the local and global innovation landscape. Northern British Columbia faces numerous economic and social challenges that demand a collaborative approach for fostering thriving communities. In a multi-phased approach, UNBC will build capacity to advance the province's innovation goals and bridge knowledge gaps by fostering a culture of innovation throughout Northern BC, while supporting the creation of jobs, strengthening healthcare, and supporting businesses to come back stronger. An entrepreneurship working group is establishing a roadmap to establish a program at UNBC. Efforts are also underway to secure external resources for business development and innovation positions to support collaborative research partnerships and commercialization of university research.

Philanthropy, Community Engagement and Alumni Relations:

a. Fundraising Initiatives: Efforts are underway on a major fundraising campaign. The 10th annual Legacy Night has been scheduled for November 21st, 2024 and planning is well underway. Donor Appreciation is also scheduled for May 9, 2024.

b. Alumni Engagement Programs: Alumni events are being planned for the Community Engagement Forums being planned this spring.

d. Alumni Giving: We continue to work with Privacy to move forward with a data capture service (LiveAlumni) to ensure we have updated information on our alumni (contact information, salary data, location, industry, etc.). The goal is to develop robust alumni giving programs, volunteer opportunities, and initiatives encouraging alumni involvement and philanthropic support.

Student Supports:

a. Student Success Initiatives: To promote student recruitment and retention, Research and Innovation is renewing the Research Ambassadors program, in alignment with the Youth and Student Engagement Portfolio to support students navigating the experiential learning continuum.

b. Financial Aid and Scholarships: To alleviate financial barriers and support students in pursuing their academic goals, research and innovation is reviewing our scholarships and awards programs to ensure the institution is maximizing the opportunities to recruit and retain students. This is a collaborative effort with Student Recruitment, Graduate Admissions and the Research and Innovation office.

Operations:

a. Administrative Efficiency: Efforts are underway to improve administrative processes, streamline operations, and enhance efficiency across various departments and units within the research and innovation portfolio. This includes renewing several policies and procedures that will reduce administrative barriers and improve operational efficiencies.

c. Risk Management: Staffing continues to be a challenge. Challenges around the recruitment of specialized positions is putting pressure on existing staff. However, progress is being made and positions are being filled with staff new to the portfolio.