UNBC UNIVERSITY OF NORTHERN BRITISH COLUMBIA

SENATE MEETING
PUBLIC SESSION
MEETING NOTES (QUORUM NOT OBTAINED)

March 20, 2013
3:30 – 5:30 PM
Room 1079 Administration Building (Senate Chambers)

Present:
E. Annis, R. Bird, D. Casperson, J. Crosina, M. Dale, B. Deo, S. Green, K. Guest, L. Handfield, T. Hanschen (Secretary of Senate), K. Hutchings, G. Iwama (Chair), E. Korkmaz, B. McGill (Acting Dean, Graduate Programs), C. Myers (Recording), M. Nitz, C. Nolin (Vice Chair), D. Ryan, J. Safaei Boroojeny, P. Sanborn, A. Stroet, R. Tait (Acting Dean, CASHS), R. Tallman, S. Wagner, T. Whitcombe, S. Zahir

Regrets:
M. Archie, D. Leighton-Stephens, R. Brouwer, M. Green, R. Robinson, C. Silva, L. Copeland (Acting University Librarian), C. Carriere, R. Currie-Wood, K. Mytting, B. Murray, B. Wang

Absent:
F. Islam, K. Kuo, D. Macknak, D. McDonald, D. Nyce, W. Younas

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The meeting commenced at 3:30 p.m. In the absence of the requisite number of Student Senators, the Chair noted that quorum had not been obtained but Senators agreed to proceed regardless. Student Senators whose terms of office were expiring at the end of March were thanked by Dr. Iwama for their service.

1.0 **S-201303.01**
Approval of the Agenda
Annis
That the agenda for the March 20, 2013 Public Session of Senate be approved as presented.
CARRIED.

2.0 **Approval of Senate Minutes**

S-201303.02
Minutes of February 20, 2013
Zahir
That the minutes of the February 20, 2013 Public Session of Senate be approved as presented.
CARRIED.

3.0 **Business Arising from Previous Minutes of Senate**

No business arising was identified.

4.0 President's Report **Iwama**

President Iwama provided a brief report, attached to these minutes as "Appendix I."

5.0 Report of the Provost **Dale**

Dr. Dale reported that BCCAT has a working group to help with the implementation of the open access text initiative. The goal is to have 40 such texts available to students. This can be accomplished by adopting existing texts from other jurisdictions where appropriate, adapting available texts by adding or substituting Canadian or BC material, and creating new texts through partnership efforts.

Dr. Dale also reported on the status of recruitment for several positions, noting that the Dean of Graduate Programs search will be conducting video-conference interviews of a short list, the Dean of CASHS search will be interviewing on site next week, the Sustainability Manager search committee has been expanded to include a Faculty Member and a student and will be meeting soon to review applications, the University Librarian search committee meets on Thursday to develop a short list, the Vice-Provost Student Engagement search committee has its first meeting on Friday, and the position of Athletics Director has been posted.

6.0 Report of the Registrar **Hanschen**

Mr. Hanschen had nothing to report.

7.0 Question Period

No questions were posed.

8.0 Presentation — 2013-2014 Proposed Budget **Bray**

Prior to the presentation (attached to these minutes as "Appendix II"), Dr. Iwama provided some opening comments. He noted that when academic consultant Ken Steele was on campus speaking he indicated that the challenges facing UNBC are not unique, as this is a challenging time and the post-secondary education system is an area where budget cuts are being made by governments. However, Dr. Iwama added that in Alberta, although they are facing funding cuts, these cuts come after 4 years of relatively generous funding, while in BC our most recent cuts come after four years with no increases in funding. He reminded Senators of the process where BC institutions were asked to look for savings through collaborative procurement, for example, and both he and Vice President Bray participated in this process as members of the Executive (Dr. Iwama) and Steering (Ms. Bray) Committees. Dr. Iwama added that the report from Deloitte regarding the findings of this process is now available on the website of the Ministry of Advanced Education. The report essentially states that savings can be found, but to do so the government needs to expend further resources to identify these areas and mobilize activities. In the second phase of this initiative, the committee structure will change and Ms. Bray will no longer serve on a committee but Dr. Iwama will continue to do so.

Dr. Iwama noted that UNBC's enrolment numbers were flat, with the most positive numbers being demonstrated with regard to international and graduate students. The restructuring of Ancillary Services will hopefully lead to increased revenue. By law, the University needs to balance its books. Dr. Iwama was of the opinion that something more substantive than simply covering a deficit needs to be undertaken so that the future is not jeopardized. Dr. Iwama concluded his comments by stating that, at the end of the presentation, he would like to discuss priorities and strategies for the University.

Ms. Bray delivered the presentation, which is attached to these minutes as "Appendix II." She noted that the presentation highlights the information in the document that was distributed to Senators earlier this week.

Dr. Iwama stated that as a result of conversations taking place in the Alumni Lounge and with the CSAM College Council, he had invited Dr. Annie Booth and Dr. Greg Halseth to assist with engaging the University community in a collective discussion of priorities using a multipronged approach. He added

that Information Technology Services was currently working on an intranet which might serve as platform for disseminating information. Dr. Iwama stated that he would like to launch these discussions next week. Dr. Dale added that on page 5 of the budget document there were timelines for this initiative, suggesting that the conversations could be broad but not prolonged. Dr. Iwama concluded with the statement that he would like to have ongoing discussions beyond the timelines noted in the budget document and that the Senate Committee on the University Budget was also planning to begin meeting year-round.

9.0 Committee Reports

9.1 Senate Committee on the University Budget **Deo**

"For Information" Items:

SCUB20130319.01
2013 Annual Report from the Senate Committee on the University Budget
That the 2013 Annual Report from the Senate Committee on the University Budget be approved and forwarded to Senate for information.
Effective date: March 19, 2013

The SCUB report was presented to Senate for information. Senator Deo also delivered a presentation (attached to these minutes as "Appendix III"). Dr. Iwama thanked SCUB members for their work.

After the SCUB presentation concluded, a question and answer period took place with regard to the budget. It was suggested that all budget line items be examined to see if any of them can be reduced as a result of having unspent funds year after year. Dr. Iwama was supportive of this idea, suggesting that tightening line item estimates might bring some additional funds. A question was asked about why the University felt a need to replace the telephone system and Dr. Iwama replied that there are ongoing costs associated with not going digital while Ms. Bray added that new parts and support for this system are no longer available. She added that changing the system will result in reduced operating costs. It was also suggested that SCUB be provided with more than one copy of the budget material. The costs associated with reverting to the PST and GST from the HST were also discussed.

The following motion was then put:

Motion:
Whitcombe / Zahir
That Senate express its appreciation to those who worked on the budget this year.
CARRIED.

It was agreed that better information would be useful for budget discussions and planning and that there is much data available but it needs to be determined what information is desired to be extracted from it.

Appreciation was expressed by Senators to SCUB for meeting with interested parties. It was suggested that next year SCUB advise invitees what information they would like from them prior to the meetings so that the discussion can be better informed.

At 5:30 p.m. a motion was moved to extend the meeting.

Motion to extend meeting:
Whitcombe / Casperson
That the Senate meeting be extended beyond 5:30 p.m.
CARRIED.

A few additional comments were made with regard to the budget, including that planning for the budget takes precedence over planning for the University's financial health and that we should not lose track of long-term processes. Dr. Iwama stated that he was looking forward to next week's Town Hall meeting as a start to that discussion and that he hopes to establish a schedule for these ongoing discussions.

9.2 Senate Committee on Nominations — Zahir

"For Approval" Items:

As the meeting was not quorate, the Chair of the Senate Committee on Nominations asked that motions S-201303.03 and S-201303.04 be deferred to the next meeting of Senate.

S-201303.03
Membership Changes to Senate *(no material)*
That, on the recommendation of the Senate Committee on Nominations, and barring further nominations from the floor of Senate, the following candidates, who have met all eligibility requirements to serve on Senate, be elected to Senate in accordance with Section 3(q)(i) of the Senate Handbook.
Effective date: Immediately upon approval by Senate

SENATE POSITION TO BE FILLED *(except as otherwise noted, all terms begin April 1, 2013)*	CANDIDATE
Regional Senator — Peace River-Liard Region (until March 31, 2016)	Moira Green

This motion was deferred to the next meeting of Senate.

S-201303.04
Membership Changes to Senate Committees *(no material)*
That, on the recommendation of the Senate Committee on Nominations, and barring further nominations from the floor of Senate, the following candidates, who have met all eligibility requirements to serve on Senate committees as indicated, be appointed as proposed.
Effective date: Immediately upon approval by Senate

SENATE COMMITTEE POSITION TO BE FILLED *(except as otherwise noted, all terms begin immediately)*	CANDIDATE
Senate Committee on Academic Affairs	
Faculty Senator (until March 31, 2015)	Elie Korkmaz
Faculty Senator (until March 31, 2016)	Paul Siakaluk
Faculty Senator (until March 31, 2016)	Kuo-Hsing Kuo
Faculty Senator (until March 31, 2015)	Todd Whitcombe
Faculty Member — CASHS (until March 31, 2016)	Sherry Beaumont
Faculty Member — CSAM (until March 31, 2015)	Pranesh Kumar
Faculty Member — Regional (until March 31, 2014)	Blanca Schorcht
Graduate Student — CASHS (until March 31, 2014)	Jeff Kormos
Graduate Student — CSAM (until March 31, 2014)	Titi Kunkel
Undergraduate Student — CSAM (until March 31, 2014)	Melissa Nitz
Regional Senator (until March 31, 2014)	Moira Green

This motion was deferred to the next meeting of Senate.

"For Information" Items:

Student Senators elected to Senate for positions beginning April 1, 2013:

Undergraduate Student Senator	Darren deVries
Undergraduate Student Senator	Melissa Nitz
Undergraduate Student Senator	Kirsten Reimer
Graduate Student Senator	Anthony Daniele
Graduate Student Senator	Jeff Kormos

The list of new Student Senators was provided to Senate for information.

10.0 Other Business

10.1 Discussion of financial planning processes going forward

It was agreed that this item had already been discussed earlier in the meeting so no further discussion was undertaken.

11.0 Information

There were no items for information.

12.0 S-201303.05
Adjournment
General Consent
That the Senate meeting be adjourned.
CARRIED.

The meeting ended at 5:40 p.m.

APPENDIX I

President's Report
Senate meeting of March 20, 2013
Prepared by Charlene Myers

Dr. Iwama reported that today was the last day that the Legislature was in session so things have been quiet. The Wood Innovation and Design Centre continues to gain momentum in the media but he has no further information about it with regard to UNBC. Dr. Iwama indicated that detailed costing for programs is prepared and the University waits to hear what operating support will be provided if the building goes ahead. He reiterated that the University will not take on any additional programs without the provision of adequate funding by the government as we cannot afford to do so.

Dr. Iwama recently attended a Public Policy Forum in Ottawa at which he was invited to present "the UNBC story." He delivered this presentation to presidents and directors of the Canadian Foundation for Innovation, Tri-Council Agencies, Ottawa charities, Aboriginal Affairs and Northern Development and the Privy Council Office. The group was keenly interested in UNBC and will plan to visit us at some time in the future. UNBC's research, and the number of graduate and First Nations students, was attractive to them. Dr. Iwama was invited to this forum as a result of a forum held here with community members and Aboriginal leaders with regard to the oil and gas industry, which had a strong impact in Ottawa. UNBC has a role to play in bringing the community and resource sector together. Dr. Iwama concluded that UNBC has a friend in David Mitchell, President and CEO of the Public Policy Forum.

Proposed 2013/14 UNBC General Operating Budget

April 1, 2013 – March 31, 2014

Budget Highlights

Proposed 2013/14 General Operating Budget

Budget Planning Context

- Provincial Operating Grant
- Enrolments
- International Growth
- Unfunded Wage Settlements
- PTR and other unfunded increases
- Impact on Indirect Costs of Research grant from declining tri-agency success

Proposed 2013/14 General Operating Budget

Beginning with a deficit of over $2 million the budget was balanced for 2013/14 by:

- Increasing tuition fees by 2%
- Adding 30 FTE international undergraduates
- Identifying alternate funding sources, such as contributions from Ancillary Services.
- Minimizing impact of inflationary pressures to the extent possible

Proposed 2013/14 General Operating Budget

Balancing the Budget (cont'd.)

- Restructuring organizations and positions to address changing operational requirements
- Reducing the Capital Equip Replacement Reserve allocation based on estimated future savings resulting from implementing new virtual desktop environment
- Reviewing, reducing or maintaining current levels of central expenses (e.g. legal fees, utilities, software licensing) to extent possible

Proposed 2013/14 General Operating Budget

Balancing the Budget (cont'd.)

- PEC will use year-end surplus funds to invest in strategic areas on a one-time basis.
- PEC will also work to ensure best possible use of all possible funding sources

Budget is balanced with total revenues and expenses at $68.4 million.

Proposed 2013/14 General Operating Budget

Moving UNBC Forward

- **Participate in cost savings initiatives, e.g. ASDT, to reduce all costs where possible**
- **Review operations to ensure efficient and effective use of all resources – human, financial and physical**
- **Explore options to increase revenues and overall financial health of the institution**

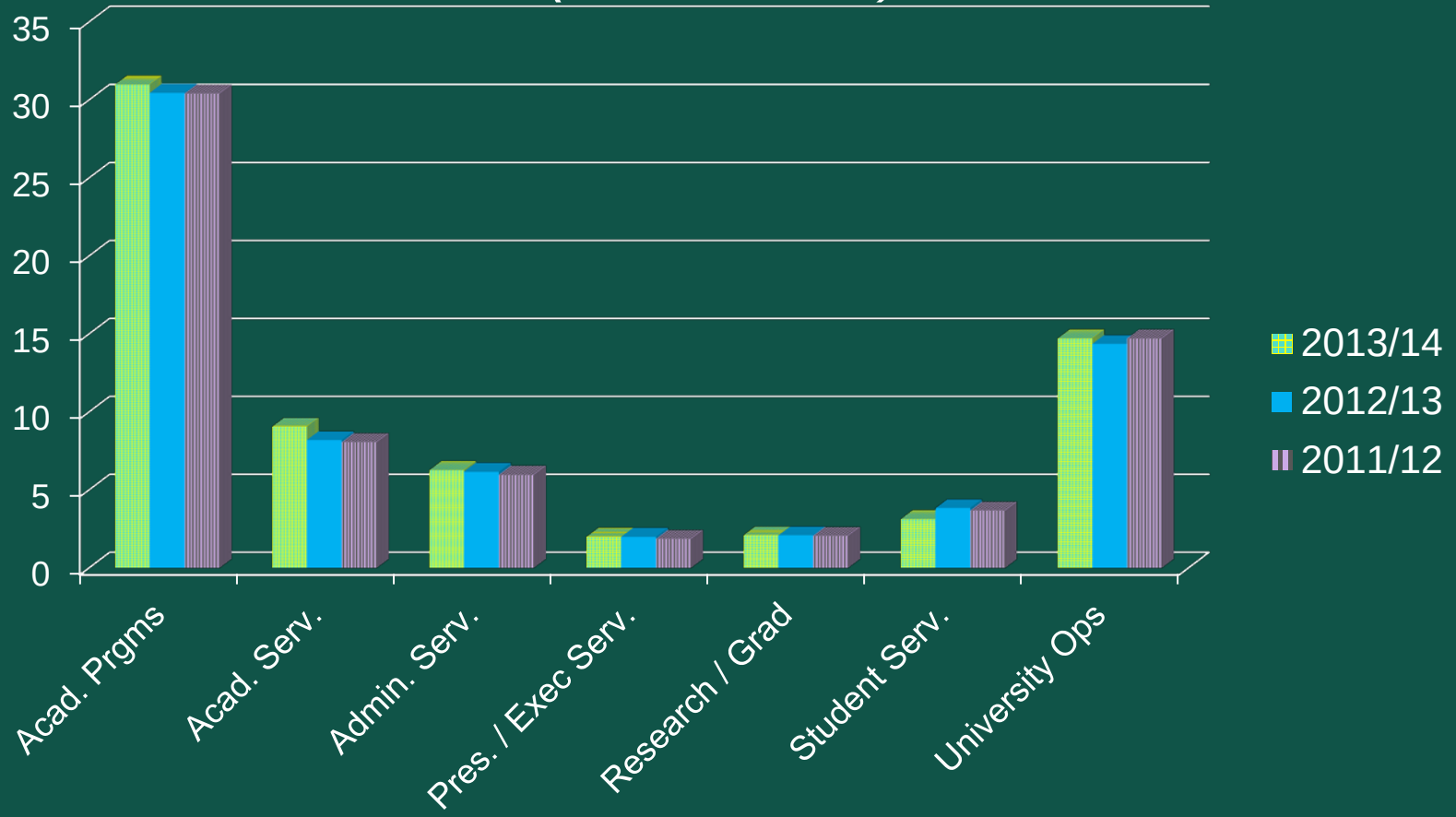
Proposed 2013/14 General Operating Budget

Moving UNBC Forward (cont'd)

Priorities Planning Process

- President and Provost to lead
- Process will "*involve the critical conversations that will forge the strategic direction for UNBC in the years to come*."

Proposed 2013/14 General Operating Budget Expenses by Organizational Grouping ($ millions)



Proposed Tuition Fee Rates 2013/14

- **Undergraduate**
  - From $157.40 to $160.54 per credit hour
- **Graduate**
  - From $1,463.88 to $1,493.16 per unit for full-time graduate programs
- **Sample Annual Cost**

	2013/14	2012/13
• Undergraduate, 30 credit hours	$4,816	$4,722
• Graduate, full-time, 3 units	$4,479	$4,392
• M.Ed., full-time	$6,119	$5,999
• MSW, full-time	$5,245	$5,142

Proposed 2013/14 General Operating Budget Revenues

Revenue	2013/14	%	2012/13	%
Provincial Operating Grant	46,262,000	67.6	46,058,000	68.5
Federal: Indirect Costs of Research Grant (ICR)	1,366,000	2.0	1,733,000	2.6
Tuition & Other Student Fees	18,547,000	27.1	17,653,000	26.3
Other	2,227,000	3.3	1,776,000	2.6
Total	**68,402,000**	**100.0**	**67,220,000**	**100.0**

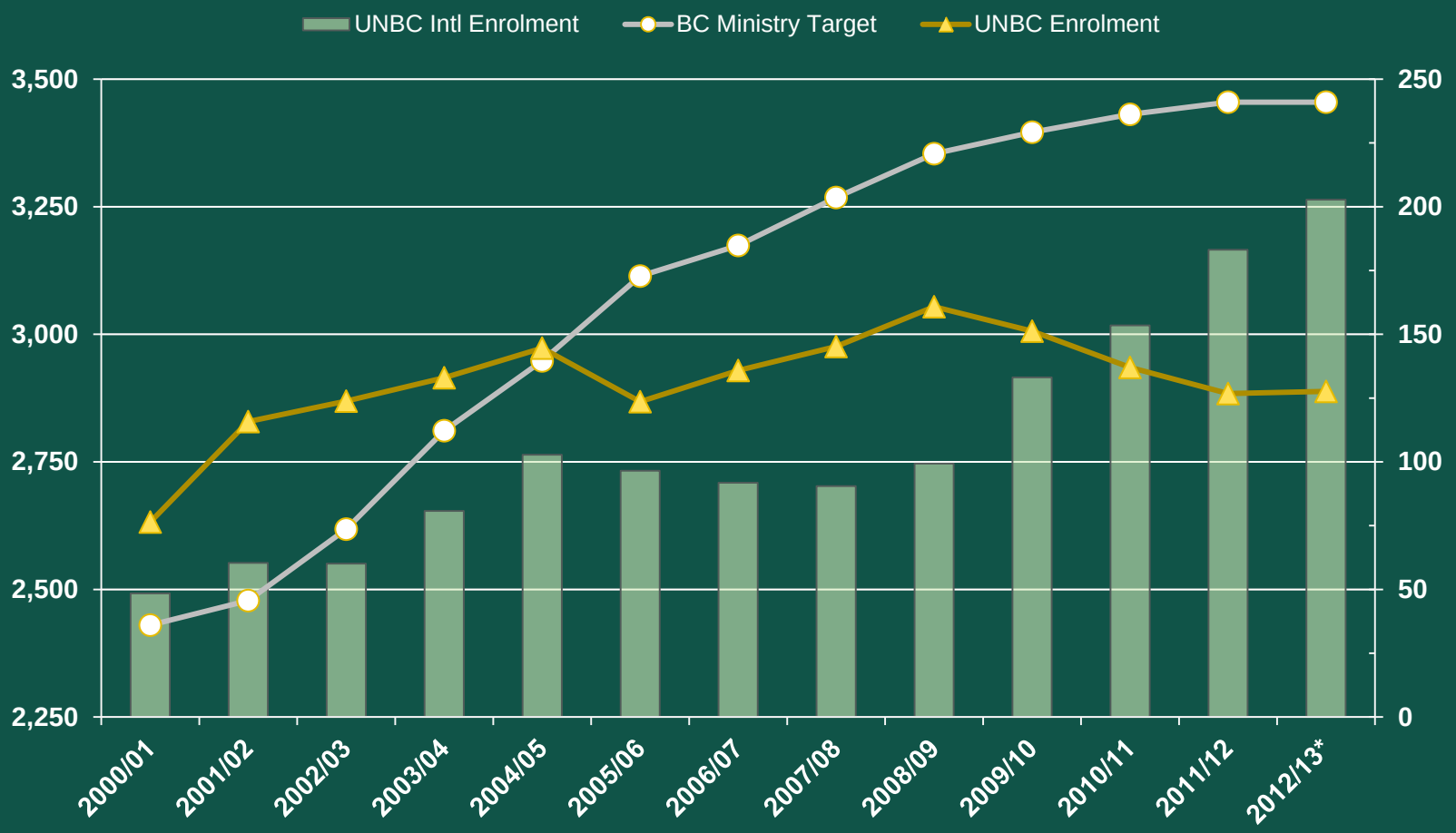
Change in total revenue $1,182,000 1.8%

Proposed 2013/14 General Operating Budget Expenses & Transfers

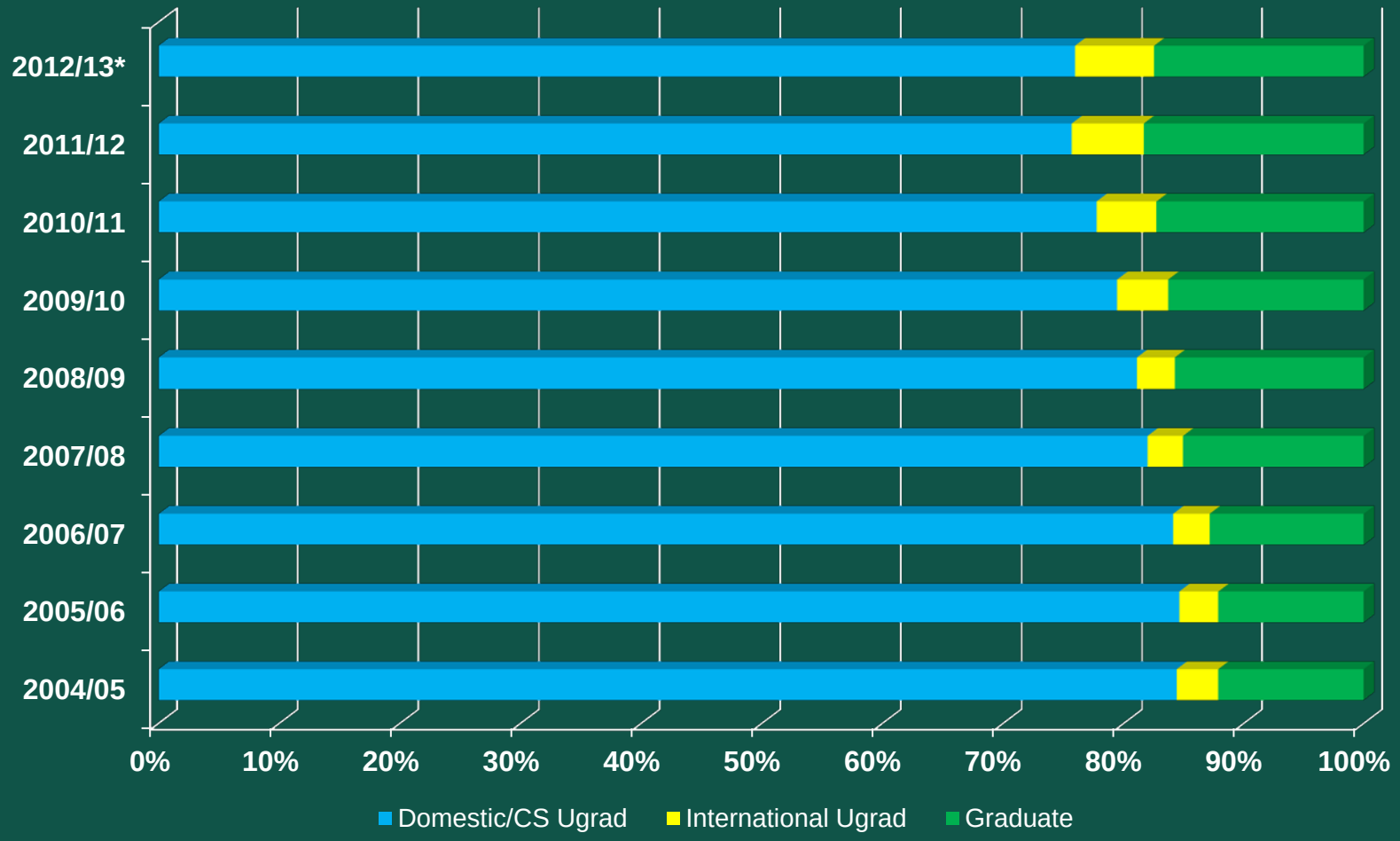
Expenses and Transfers	2013/14	%	2012/13	%
Salaries & Benefits	50,305,000	73.5	49,572,000	73.7
Operating Expenses	14,344,000	21.0	14,501,000	21.6
Minor Capital	259,000	0.4	251,000	0.4
Transfers	3,494,000	5.1	2,896,000	4.3
Total	**68,402,000**	**100.0**	**67,220,000**	**100.0**

Change in expenses and transfers $1,182,000 1.8%

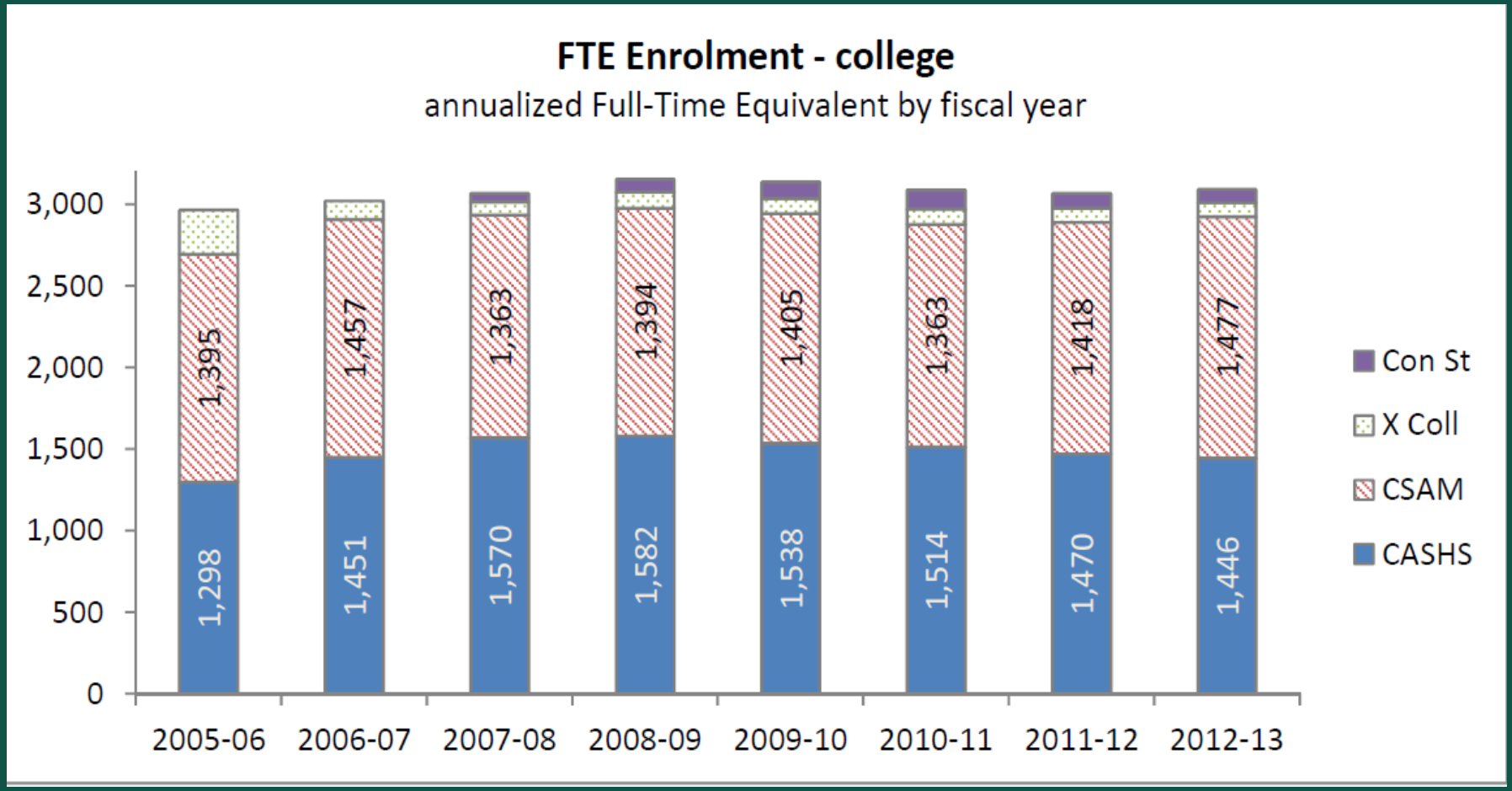
Annualized FTE Comparisons: BC Ministry Targets Compared to UNBC Enrolments with International Enrolments



Student Enrolment by Type



Student Enrolment by College



THE SENATE COMMITTEE ON THE UNIVERSITY BUDGET (SCUB) REPORT

(SENATE MEETING OF MARCH 20, 2013)

by

Balbinder S. Deo
Chair, SCUB
University of Northern British Columbia

MEETINGS HELD SO FAR?

- President, George Iwama; Provost, Mark Dale
- Bill Owen (Student Success and Enrollment Management); Troy Hanschen (Registrar)
- Dan Ryan (Dean CSAM); Bob Tait (Acting Dean CASHS)
- Bill McGill (Dean, Graduate Studies).
- UNBC senators; FA representatives
- Rob van Adrichem (VP, External Relations), and David Claus (Assistant Director Facilities).
- Ranjana Bird (VP, Research), Program chairs

There is also a plan to meet faculty members, librarians, students and their representatives, staff and their reps…

OVERVIEW –UNBC STATUS?

- UNBC - Mclean's ranking **2nd** in Canada

- The **small class size** is well appreciated and valued by its students.
- Small research intensive university
- Research work of its researchers highly reputed in Canada and abroad

OVERVIEW- DIRECT IMPACT OF EARLIER BUDGET REDUCTIONS?

- **Morale** of UNBC faculty & staff **low**.
- There is **reduction in the level of student services**
- Some **programs were unable to hire faculty** where it is needed the most.
- **Positions remained unfilled** for the last many years.
- In some programs, **more than 60 percent of the teaching load** has to be given to the non-tenured faculty.
- There is a **dramatic increase in the class sizes** in some programs.

Negatively affect UNBC Ranking achieved over so many years of hard work

OVERVIEW- IDIRECT IMPACT OF EARLIER BUDGETS?

- **Increased failure rate** of students in some classes which leads to organizing additional sections (added cost).
- Students taking **courses from other institutions** (lost revenue for the university).
- Negative impact **on the 'small class size' reputation** of UNBC
- Reducing the **diversity and breadth of some course offerings** which may have further negative impacts on enrolment and retention of students
- Well trained and established researchers and teachers **looking for jobs elsewhere.**

Negatively affect UNBC Ranking achieved over so many years of hard work

BUDGET AND THE BUDGETARY PROCESS?

Almost all segments of the university community intend to provide their input and effort to the budgetary process for the good of the university.

Therefore,

To have their input and engagement, the level of transparency, the channels of communications, and methods of engagement need to be improved /developed

UNBC BUDGETARY PROCESS- PERCEPTIONS?

- **Less transparent**, and is not communicated to the university community effectively.
- Consultations and inputs specifically at the program level are minimal in many cases.
- Management is simply cutting resources across programs/ departments without looking at the strategic choices of the departments/programs (For example, a 3% cut across all programs/departments large or small with minimal or no input from programs and departments)
- No comprehensive approach followed to deal with budget deficits.

UNBC Community want…

University community wants to know in advance about various initiatives that are to be supported, or not to be supported, through budget allocation.

BUDGET AND THE BUDGETARY PROCESS?

- The budgets, balance sheets, income statements, and other accounting documents are **important but are technical**
- The information and data contained in these documents **is difficult to understand** by majority of members
- **Faculty and staff want to get the information translated into layperson terms** so that they are able to truly involve and engage themselves in the budgetary process
- SCUB receives only one copy of the budget folder in the third or fourth week of February (February 19th this year)
- Insufficient time for SCUB members to understand and communicate the meaning of information

RECOMMENDATIONS- BUDGET AND THE BUDGETARY PROCESS?

To **provide**;

- The draft budget in the first week of February
- More copies of budget folders so that committee members should be able to examine the budget as per their convenience
- The depth of data and information for each program in CSAM and in CASHS.
- SCUB with the services of a resource person (in addition to V.P. Finance, and Director, Budgets) who have the required accounting skills to translate the knowledge contained in the budget to the members, senators and other segments of the university community
- UNBC should make strategic choices instead of slicing a percentage (for example, 3% budget cut) of resources across departments and programs.
- The committee recommends a continued comprehensive approach to deal with the budget deficits.

RECOMMENDATIONS- TO INCREASE STUDENT ENROLMENT?

UNBC domestic student enrolment is almost 500 FTE's below the Government funded mark and it opens the door to make suitable changes to current plans, such as;

- Recruitment of students from the International Market
- Financial and non-financial incentives to recruit domestic students
- Financial and non-financial incentives to retain students
- Incentives to students to take a full load of courses in each semester
- Make student recruitment arrangements with other PSE institutions

OVERVIEW –INTERNATIONAL STUDENT MARKET?

- "...International students are a vital source of revenue for BC's PSE institutions ....." (**Ken Steele**, Vancouver Sun).
- International graduate and undergraduate student enrolment continues to rise in Canada.
- BC government is encouraging institutions to increase international students by 50%.

However,

UNBC has not been able to harness this potential to a large extent.

There is an opportunity to recruit students from international student markets specifically from countries with growing student markets.

OVERVIEW –UNBC FUND RAISING ?

UNBC is lagging behind in fund raising initiatives as compared to other universities in BC.

- Some of the program chairs are very keen to support the UNBC Advancement Office for fund raising efforts
- Business Schools in other universities work with their respective university advancement offices to raise funds
- UNBC should also make use of the skill and talent available in UNBC School of Business to raise funds to support various new initiatives.

For fund raising efforts input of faculty, alumni, and students should be made use of for better results.