

**SENATE MEETING
PUBLIC SESSION
MINUTES**

March 22, 2017
3:30 – 5:30 PM

Senate Chambers (Room 1079 Charles J McCaffray Hall)

Present: A. Aravind, S. Beeler, M. Bouchard, A. Blanding, D. Casperson, M. Dale, B. Deo, G. Deo, D. Erasmus, E. Ezedebego, W. Fellers, A. Fordjour, L. Handfield, L. Haslett, K. Howitt (Recording Secretary), E. Jensen, K. Keen, H. Lowe, J. MacDonald, S. McKenzie (Acting Secretary of Senate), B. Menounos, M. Murphy, G. Nixon, I. Olasanmi, B. Owen, A. Palmer, G. Payne, M. Peterson, K. Reimer, M. Romanets, D. Ryan, P. Sanborn, G. Schmidt, E. Searle, T. Summerville, N. Thompson, D. Weeks (Chair), C. Whalen, T. Whitcombe

Regrets: J. Moore, M. Prevost, R. Robinson, B. Schorcht

Absent: S. Bach, S. Brown, A. Clay, D. Nyce, A. Stroet

The meeting commenced at 3:33 p.m. The Vice Chair was in the Chair. He welcomed the new Registrar and newly elected student and faculty Senators seated in the Gallery, and thanked outgoing Senators for their service.

1.0 S-201703.01

Approval of the Agenda

Ryan

That the agenda for the March 22, 2017 Public Session of Senate be approved as presented.
CARRIED

2.0 S-201703.02

Approval of Senate Minutes

Blanding

That the minutes of the February 22, 2017 Public Session of Senate be approved as presented.

Amendment

Murphy

That “Ms. Searle” be changed to “Mr. Searle” on page 27 paragraph 4 of the meeting package.

CARRIED as amended.

3.0 Business Arising from Previous Minutes of Senate

3.1 Changes to the Official Policies and Procedures for Senior Administrator Appointment Selection Committees

S-201703.03

Changes to the Official Policies and Procedures for Senior Administrator Appointment Selection Committees

Murphy

That Senate directs the University Secretary to bring to the Board of Governors for its consideration changes to the official Policies and Procedures for Senior Administrator Appointment Selection Committees consistent with the following compositions:

- a) Search Committee Membership for the President (11 members)
 - Four faculty members (two from each College) who do not hold senior administrative positions, elected by the Faculty as a whole
 - Two students (one undergraduate and one graduate) elected by NUGSS and NCBGSS, respectively
 - One staff member elected by CUPE
 - Four members selected by the Board of Governors (two Board members, one of whom will Chair the committee, and two Senior Administrators)

- b) Search Committee Membership Senior Administrators who report to the President (e.g. Provost, VP-Research, VP-Advancement, VP-Finance) (11 members)
 - President (Chair)
 - Four faculty members (two from each College) who do not hold senior administrative positions, elected by the respective Colleges
 - Two students (one undergraduate and one graduate) elected by NUGSS and NCBGSS, respectively
 - One staff member elected by CUPE
 - Three Senior Administrators (or designates) selected by the President

- c) Search Committee Membership Senior Administrators who report to the Provost (e.g. Deans) (11 members)
 - Provost (Chair)
 - Four faculty members (two from each College) who do not hold senior administrative positions, elected by the respective Colleges
 - Two students (one undergraduate and one graduate) elected by NUGSS and NCBGSS
 - One staff member elected by CUPE
 - Three Senior Administrators chosen by the Provost in consultation with the President, one of whom holds a Decanal position or its equivalent.

Effective Date: April 2017

Amendment 1

Casperson

That in parts (a), (b), and (c) "One staff member elected by CUPE" be replaced with "One staff member appointed by CUPE."

CARRIED

Amendment 2

Casperson

That a part (d) be added that reads, "In the case of the appointment of the University Librarian the search committee member be as in (c), except that there be one faculty member from each College, and two librarians elected by the librarians."

CARRIED

Ms. Sanford noted that under the *University Act* the Board will establish selection procedures with the approval of Senate for senior academic administrators. Under proposal b) there is no scope or jurisdiction for Senate to approve selection procedures for the VP-Advancement or the VP-Finance.

Friendly Amendment

Keen

The first line of the motion be changed from “That Senate directs the University Secretary to bring to the Board of Governors ...” to “That Senate directs the Secretary of Senate to bring to the Board of Governors...”

CARRIED as amended.

4.0 President’s Report

The President attended Senate via teleconferencing from Hong Kong. He reported on communications with Universities Canada regarding the Federal budget released earlier in the day.

As it was the last Senate meeting for Dr. Owen as the Vice Provost Student Recruitment, Dr. Weeks thanked Dr. Owen for his service to UNBC.

Outgoing Senators were presented with certificates of appreciation signed by Dr. Weeks in recognition to their service on Senate. Dr. Weeks hopes this will be a lasting tradition, and he thanked the Senators for the dedication and service to UNBC.

5.0 Report of the Provost

Dr. Ryan

Dr. Ryan reported that the Academic Planning Groups were continuing to meet and have now presented their recommendations to each other, Work is being done to bring all of the committees’ recommendations together into one document, and then there will be further opportunities for engagement with the University Community. The Planning Groups are on track to make their presentations to Senate in May. Dr. Ryan thanked Ms. Patenaude for her work and dedication to the academic planning process.

Dr. Ryan also thanked Dr. Owen for all his work as Vice-Provost.

Dr. Ryan reported that the residences are on track to be full this coming academic year, and there could be a wait list.

6.0 Report of the Registrar

Ms. McKenzie

Ms. McKenzie reported that after the recent elections, all faculty and student positions on Senate were filled. New Faculty members were elected to their positions by acclamation. Student elections were conducted electronically for the first time which resulted in a significant improvement in student engagement. No issues were reported with this first effort with electronic voting.

Senators whose terms on Senate committees end March 31st were asked to remain to in their positions until a successor is appointed. Most Senate committee appointments will come to Senate for approval in April.

7.0 Question Period

Dr. Keen

A Senator asked what the student voter turnout rate was for the Student Senate Elections.

Ms. McKenzie replied 12% of eligible graduate students voted and 16% of eligible undergraduate students voted.

A Senator asked if there was a plan to fill the Vice Provost Student Recruitment position.

Dr. Ryan replied that in the interim, the duties will be divided among people already working at the University to ensure initiatives continue to move forward. The intent at this point is to wait for the

Academic Planning to be complete so that those recommendations can be considered in any restructuring of that position.

A Senator asked if the Director of International Education position will be filled.

Dr. Ryan indicated that the position remains open. As with the Vice-Provost position, the intent is to wait for the recommendations from Academic Planning. In the interim, a manager has been put in place.

A Senator asked how someone who is reading the Graduate Calendar could find out who the designate for the Vice Provost Student Recruitment will be.

Dr. Ryan stated Dr. Owen will be in the position until the end of March, and they will work out the transition plan by that time.

A Senator stated that at the Town Hall Dr. Ryan stated there was a safety audit and there were some non-compliance issues. The Senator wanted to know if there are any risks for the University community.

Dr. Ryan reported that some of the risks identified related to employee onboarding and training in some areas, and overall processes and structures, rather than specific risks or incidents.

Ms. Daigle noted that the audit was done from a WorkSafe BC perspective. One of the biggest findings was safety cannot be just the responsibility of the Assistant Director of Safety and Security. Anyone in supervisory position, or anyone who assigns work, should be aware of safety. The report will be available for review.

8.0 Removal of Motions from the Consent Agenda Dr. Keen

There were no motions on the Consent Agenda.

9.0 Presentation - 2017/2018 Proposed Budget Dr. Ryan

Dr. Weeks reported that he asked the senior administration to create a series of financial plans based on different scenarios. On March 20th, there was a Budget Town Hall and a UNBC Budget and Finances 101 session. He thanked SCUB for their work this year.

Dr. Ryan presented the budget. The PowerPoint Presentation, including the correction to slide 35 regarding faculty positions, is attached to the minutes as Appendix I.

Motion for Recess

Menounos

That Senate break for three minutes.

CARRIED

Senate was back in session at 5:02 p.m.

There was a discussion on the budget.

Motion

Casperson

In accordance with Senate regulation 3(w) iii, that the Senate session extend beyond 5:30 p.m.

CARRIED

10.0 Committee Reports

10.1 Senate Committee on the University Budget

Dr. Whitcombe

Presentation - 2017 Annual Report from the Senate Committee on the University Budget

S-201703.04

2017 Annual Report from the Senate Committee on the University Budget

Searle

That the 2017 Annual Report from the Senate Committee on the University Budget be received.

Dr. Whitcombe presented the SCUB report, which was followed by a discussion and opportunity for questions

CARRIED

10.2 Senate Committee on Academic Affairs

Dr. Ryan

“For Approval” Items:

S-201703.05

New Course Approval - FSTY 403 – 3

Searle

That, on the recommendation of the Senate Committee on Academic Affairs, the new course FSTY 403 – 3 (Timber Harvest Planning and Operations) be approved as proposed.

Proposed semester of first offering: September 2017

CARRIED

Details of the approved calendar text are as follows (for revisions, deleted text indicated by ~~striketrough~~, new text indicated by underline, and [commentary, where included, in Courier New font within square brackets]):

Calendar Course Description: This course provides students with an understanding of operational practices in timber harvest planning and implementation. Topics focus on supply chain flow: planning (operational and strategic); field operations and permitting; operations including logging, hauling and road building; and finally manufacturing and marketing. This course has mandatory field trips.

Prerequisites (taken prior): 60 credit hours

Prerequisites with concurrency (taken prior or simultaneously): none

Co-requisites (must be taken simultaneously): none

Preclusions: FSTY 498 (Forest Planning and Operations)

S-201703.06

Changes to Program Requirements - Minor in Natural Resources Planning and Operations

Blanding

That, on the recommendation of the Senate Committee on Academic Affairs, the changes to the program requirements for the Minor in Natural Resources Planning and Operations on pages 163 and 164, of the 2016/2017 undergraduate calendar, be approved as proposed.

Effective date: September 2017

CARRIED

Details of the approved calendar text are as follows (for revisions, deleted text indicated by ~~striketrough~~, new text indicated by underline, and [commentary, where included, in Courier New font within square brackets]):

Minor in Natural Resources Planning and Operations

The Natural Resources Planning and Operations minor is designed for students primarily interested in planning and operations (and their governing policies) related to the management of

forested and non-forested lands. Students will learn about natural resource policy, forest-management planning and operations, environmental impacts of management practices, forest productivity and timber supply, and resource sustainability along with current computer-based management tools. It is strongly recommended that students taking this minor have a background in forest ecology and management. The minor in Natural Resources Planning and Operations requires the completion of 19 credit hours, of which 12 credit hours must be at the upper-division (i.e., 300 or 400) level. Courses used to fulfill major requirements may not be applied toward the minor in Forest Planning and Operations. It is the student's responsibility to ensure that they have the required prerequisites.

Required Courses

NREM 210-4 Integrated Resource Management

~~ENVS 326-3 Natural Resources, Environmental Issues, and Public Engagement~~

FSTY 403-3 Timber Harvest Planning and Operations

Four from of the following courses (with no more than two courses in from any single program [e.g., ENPL]):

BIOL 325-3 Ecological Analysis ~~Analyses~~

BIOL 413-3 Wildlife Management

ECON 305-3 Environmental Economics and Environmental Policy

ECON 411-3 Cost-Benefit Analysis

ENPL 204-3 Principles and Practices of Planning

ENPL 303-3 Spatial Planning with ~~GIS~~ Geographical Information Systems (GIS)

ENPL 304-3 Mediation, Negotiation and Public Participation

ENPL 305-3 Environmental Impact Assessment

ENPL 410-3 Land Use Planning

ENPL 411-3 Planning Theory, Process and Implementation

ENSC 453-3 Environmental Resource Management ~~and~~ Decision Making

ENVS 326-3 Natural Resources, Environmental Issues and Public Engagement

FSTY 310-3 Forest Economics

FSTY 405-3 Forest Growth and Yield

FSTY 407-3 Forest Products

FSTY 415-3 Forest Soils

GEOG 413-3 Advanced GIS

NREM 306-3 Society, Policy and Administration

NREM 410-3 Watershed Management

NREM 413-3 Agroforestry

"For Information" Item:

Instructional Method Language for Course Scheduling

Dr. Smith

A document outlining the revisions to instructional method language for course scheduling was included for information.

10.3 Senate Committee on Admissions and Degrees

Dr. Owen

None

10.4 Senate Committee on First Nations and Aboriginal Peoples

Dr. Ryan

None

“For Approval” Item:

S-201703.07

The UNBC Senate Student Leadership Award

Blanding

That, on the recommendation of the Senate Committee on Honorary Degrees and Other Forms of Special Recognition, Senate approves the UNBC Senate Student Leadership Award proposal.

Effective Date: Upon the approval of Senate

Amendment

Blanding

That on Page 55 of the Senate meeting package under 2.0 Award Categories. The second line should be changed from “...categories: Academic, Students...” to “...categories: Academic, Campus and Community. Students...”

CARRIED as amended.

“For Approval” Item:

S-201703.08

Memorandum of Understanding Between Langara College and the University Of Northern British Columbia

Casperson

That, on the recommendation of the Senate Committee on Regional Policy and Inter-Institutional Relations, the memorandum of understanding between Langara College and the University Of Northern British Columbia on guaranteed admissions pathways, be approved as proposed.

Effective Date: Upon the approval of Senate

CARRIED

“For Information” Item:

SCSB20170222.03 (approved)

New Chartwells Award

That the new Terms and Conditions for the Chartwells Award be approved as amended.

Effective Date: 2017-2018 Academic Year

SCSB20170222.04 (approved)

New Donaldson Heaney Bursary

That the new Terms and Conditions for the Donaldson Heaney Bursary be approved.

Effective Date: 2017-2018 Academic Year

SCSB20170222.05 (approved)

New NMP Trust UNBC MScN FNP Program Rural Practice Graduate Award

That the new Terms and Conditions for the Northern Medical Program Trust UNBC MScN Family Nurse Practitioner (FNP) Program Rural Practice Graduate Award be approved as amended.

Effective Date: 2016-2017 Academic Year

SCSB20170222.06 (approved)

New Rod and Wendy Lecher Athletics Award

That the new Terms and Conditions for the Rod and Wendy Lecher Athletics Award be approved.

Effective Date: 2017-2018 Academic Year

SCSB20170222.08 (approved)

Revisions of the Industrial Forestry Service Ltd. Scholarship and Bursary

That the revised Terms and Conditions for the Industrial Forestry Service Ltd. Scholarship and Bursary be approved.

Effective Date: 2017-2018 Academic Year

SCSB20170222.09 (approved)

Revisions of the Jim and Noreen Rustad and Family Award

That the revised Terms and Conditions for the Jim and Noreen Rustad and Family Award be approved.

Effective Date: 2017-2018 Academic Year

SCSB20170222.10 (approved)

Revisions of the Prince George Retired Teachers' Association Bursary

That the revised Terms and Conditions for the Prince George Retired Teachers' Association Bursary be approved.

Effective Date: 2017-2018 Academic Year

Dr. Owen reported that next month Senate will receive the annual report from the SCSB. UNBC has increased the value of the awards given by over 1%. If the University continues on the same trajectory as it has over the past number of years, next year UNBC will exceed the \$3 million scholarship mark. A majority of that money is given out to students. Around 1% of the available funds are not distributed in any given year. 5 years ago, that number was at about 5%.

A question was raised with respect to the Chartwells Award and the need for there to be separation between donations and awarding of contracts to companies. Ms. Sanford and Ms. Smith noted that there are very strict rules and regulations for procurement in the public sector that the University must follow.

10.8 Senate Committee on Nominations

Dr. Casperson

Dr. Casperson urged Senators to contact either Ms. Howitt or members of the SCN regarding upcoming Senate committee vacancies.

10.9 Students as Partners (Ad Hoc Committee)

Ms. Blanding

"For Approval" Item:

S-201703.09

Environmental Scan of Students as Partners Work Being Done at UNBC

Erasmus

That, on the recommendation of the Senate ad hoc committee on Students as Partners, Senate tasks the CTLT with conducting an environmental scan of students as partners work being done at UNBC in a manner similar to the CTLT exemplar's project (informal survey and self-identification) and present the work back to Senate for information during the October meeting of Senate.

Effective Date: Upon the approval of Senate

Amendment I

Keen

That "Senate tasks CTLT" be changed to "Senate tasks the Provost".

Amendment II

Ryan

That "Senate tasks the Provost" be changed to "Senate tasks the President to direct the Provost"

CARRIED as amended.

11.0 Information

11.1 Sexual Violence and Misconduct Draft Policy

Dr. Wilson

The draft of the Sexual Violence and Misconduct Policy, and the Sexual Violence and Misconduct – Response Procedures were included in the meeting package for information.

Dr. Wilson presented the draft Policy and Response Procedures which are also available on the UNBC Sexual Violence and Misconduct website. There was a discussion and opportunity for feedback. Senators were encouraged to send any further feedback through the portal on the website.

The Policy and Response Procedures will be presented to the Board of Governors at their March 31, 2017 meeting for discussion. After final consultations the Policy will go to the Board for approval before the May 18, 2017 provincial government deadline.

12.0 Approval of Motions on the Consent Agenda

Dr. Keen

There were no motions on the Consent Agenda.

13.0 Other Business

13.1 The Health of Senate

Motion to Postpone

Menounos

That the discussion on the Health of Senate be postponed until the April 26, 2017 Senate meeting.

CARRIED

13.2 Election of the Vice Chair of Senate

An open nomination and election process was conducted and Dr. Menounos was elected as Vice Chair of Senate effective immediately.

As Dr. Keen's term as the Vice Chair ended, he left the Senate Chambers.

Dr. Menounos assumed the Chair.

Quorum was lost at 6:49 p.m. and the Vice Chair declared the meeting adjourned.

2017/18 Planning & Financial Approach

UNBC Senate

March 22, 2017

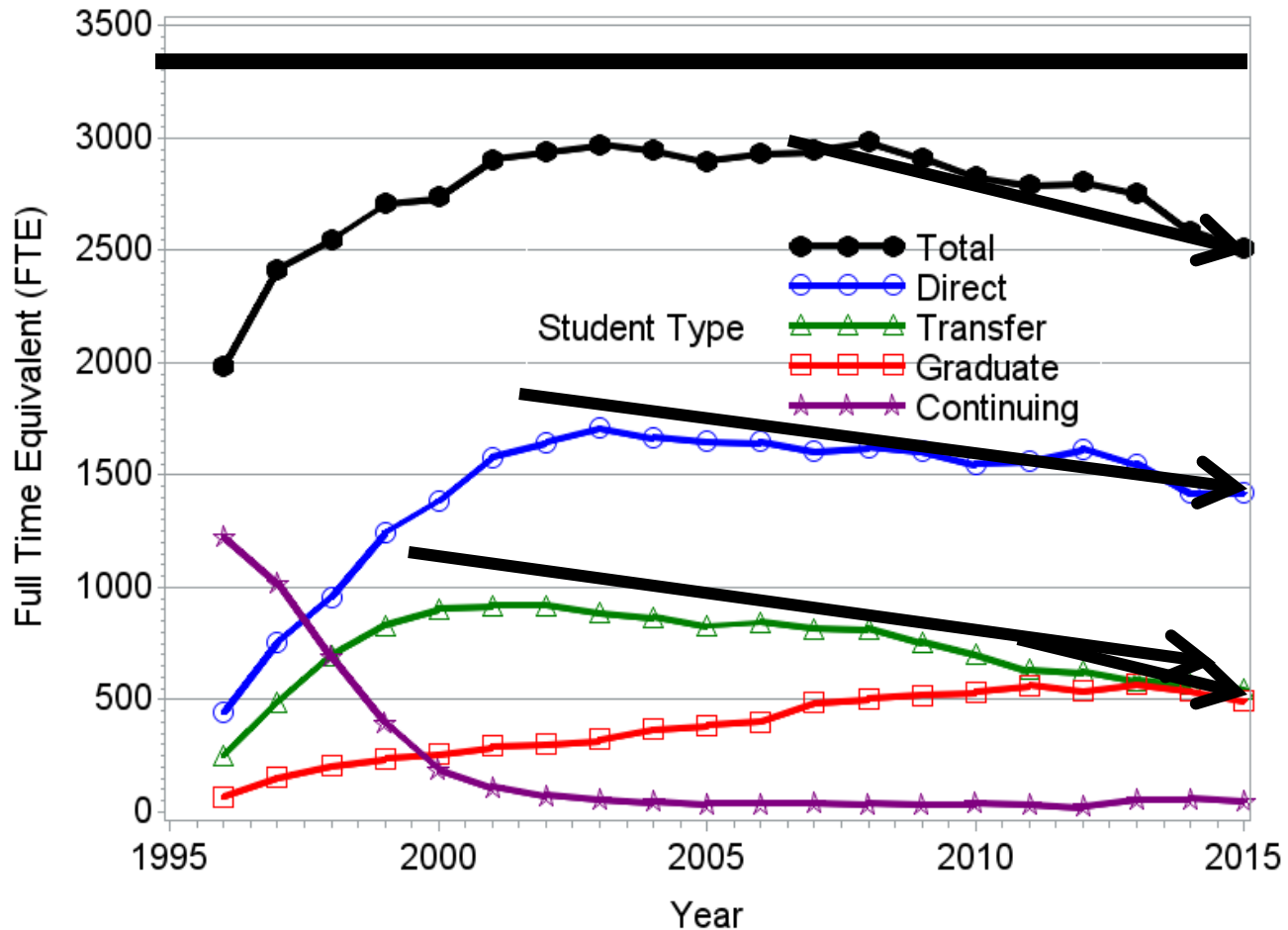


- Planning Context
- 2017/18 Scenarios and Recommended Option
- Mitigation Strategies
- Supporting Strategic Priorities
 - Action Plans
 - Capital
- Timeline

- 2015/16
 - \$3.5 M consolidated deficit
- 2016/17
 - \$2.9 M forecasted consolidated deficit
- 2017/18
 - \$2.6 M projected consolidated deficit



Student Enrolment at UNBC Full Time Equivalent: 1996-2015



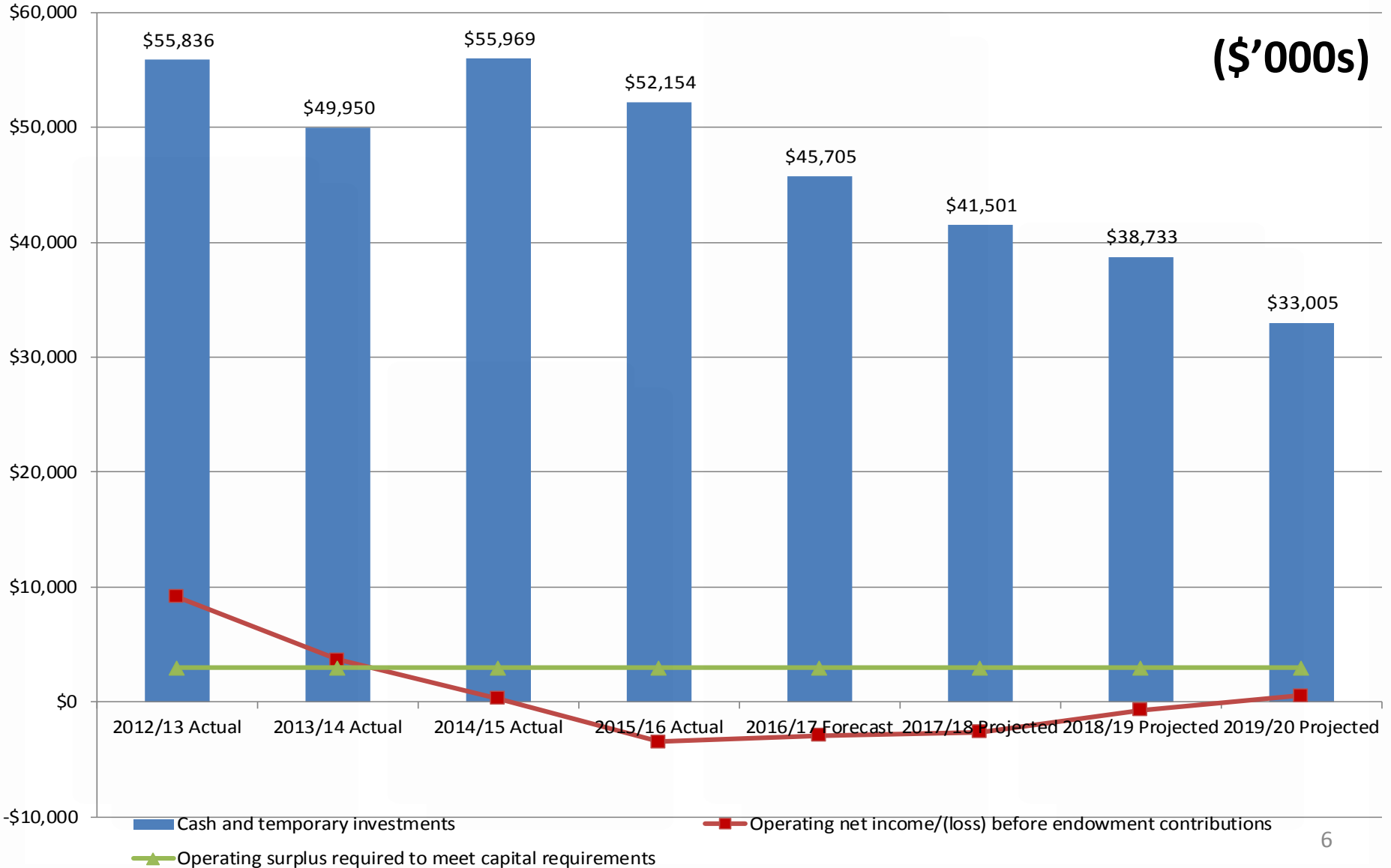
Student Enrolment (Full Time Equivalent) Preliminary Numbers – 2016/17

- **Summer 2016** **Down 5.9% (45.5)**
- **Fall 2016** **Up 5.2% (128.2)**
- **Winter 2017** **Up 3.3% (78.1)**

Student Applications (for Fall 2017)

- **Applications** **Up 16%**
- **Admits** **Up 25%**
- **Registered** **Not Open Yet**

Planning Context Shrinking Reserves



- Academic Action Planning Teams developing draft recommendations
- To be presented to UNBC community for feedback in April
- Academic Action Plan recommendations will inform and guide the 18/19 University Strategic Road Map

Appendix 1 – Strategic Road Map

Strategic Road Map:
Stewarding our Resources to Support our Vision, Mission and Signature Areas



En Cha Huna
En (that person) Cha (also) Huna (lives)

Our Vision
A destination University, personal in character, that transforms lives and communities in the north and around the world.

Our Mission
To prepare leaders for tomorrow by influencing the world today.

- Our Values**
- Experiential learning, exploration and discovery
 - Inclusiveness and diversity
 - Community
 - Integrity

- Our Signature Areas**
- Environment and Natural Resources
 - First Nations and Indigenous Priorities
 - Health and Quality of Life
 - Northern Community Sustainability and Development
 - Innovative and Quality Distributed Delivery Programs

Strategic Priorities

Attract, retain and develop outstanding students, faculty and staff
SP1

Enhance the quality and impact of academic programming and delivery
SP2

Enhance the research culture
SP3

Ensure financial accountability, sustainability and operational effectiveness
SP4

Desired Outcomes 2017 - 2021

- Enroll 3,443 FTE by 2020 while ensuring a diverse, talented and engaged student body.
 - Increase:
 - Domestic students by 250
 - Graduate students by 50
 - Aboriginal students to 20% of the total
 - International students to 20% of the total
 - First year student retention rate to 80%
- Promote an inclusive and vibrant community.
- Establish and implement a development strategy for faculty, staff, students and leaders.
- Promote student success.

- Ensure UNBC academic programming is relevant, engaging and of high quality.
- Ensure UNBC's pedagogical practices meet the highest standards.
- Ensure academic programming equips graduates with skills and breadth of knowledge, including those unique to the signature areas.
- Strengthen the student experience, with a particular focus on first year.

- Increase the proportion of faculty members holding external research funding by 25%.
- Increase the opportunities for student participation in scholarly activities by 25%.
- Increase the number of active international research University partnerships by 10.
- Externally fund an additional 6 Research Chairs.
- Profile the breadth and quality of research activities.
- Increase research intensity.

- Ensure resources are allocated to support the strategic priorities.
- Develop sustainable infrastructure to support the mission.
- Raise \$10 M of donations through a comprehensive campaign by 2018.
- Increase annualized fundraising by \$1 M per year.
- Ensure financial equilibrium by 2020.
- Ensure processes, policies, systems and services are efficient and add value.



- Hope for Improvement
- Fix projected deficit now
- All eggs in growth basket
- Position UNBC for success

1. Minimize immediate negative effects on Academic Mission, Faculty, Staff, Students, Community
2. Flexibility to implement academic planning recommendations
3. Support Strategic Priorities
 - Investments to increase enrolment
 - Investments to increase research activities
 - Achieve financial equilibrium
4. Acceptable to the Board and Ministry

Hope for Improvement

- Single year adjustments to meet deficit
- No further investments

Risk: High

Assessment:

- Delays and compounds deficit
- Reduces flexibility
- Not investing in our future
- Not defensible to Board or Ministry



(in thousands of dollars)

	Forecast		Projected	
	2016/17	2017/18	2018/19	2019/20
REVENUE				
Operating Contributions				
Provincial operating grant	48,235	48,915	49,694	50,218
Provincial other grants	2,126	1,359	1,363	839
Federal grants	5,000	5,100	5,202	5,306
Other prov	6,618	6,750	6,885	7,023
Other	3,200	2,499	2,498	2,497
Tuition and fees				
Domestic ¹	16,700	17,034	17,375	17,723
Domestic growth²		85	174	266
International ¹	2,500	2,550	2,601	2,653
International growth²		13	26	40
Sales ³	8,850	9,027	9,208	9,392
Investment earnings				
Endowment	800	900	900	900
Other	1,200	1,200	1,200	1,200
Deferred capital contributions	6,641	6,575	6,509	6,444
Other income ⁴	4,000	4,080	4,162	4,245
TOTAL REVENUE	105,870	106,087	107,797	108,746

(in thousands of dollars)

	Forecast		Projected	
	2016/17	2017/18	2018/19	2019/20

EXPENSES

Salaries & benefits ⁵	66,700	67,367	68,041	68,721
Cost of Goods Sold ⁶	1,770	1,788	1,806	1,824
Other Operating Costs ⁶	28,000	28,280	28,563	28,849
Depreciation ⁶	9,000	9,090	9,181	9,273
Scholarships and awards ⁶	3,050	3,081	3,112	3,143
Debt servicing ⁶	270	270	270	270
TOTAL EXPENSES	108,790	109,876	110,973	112,080

Net Income/(loss)	(2,920)	(3,789)	(3,176)	(3,334)
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Size UNBC to FTE of 2,700

- Immediate \$3.02 million reduction

Risk: High

Assessment:

- Significant risk to UNBC's Academic Mission
- Significant effect on Faculty, Staff, Students, Community
- Significant risk to local economy
- Not defensible to Board

(in thousands of dollars)	Forecast		Projected	
	2016/17	2017/18	2018/19	2019/20
REVENUE				
Operating Contributions				
Provincial operating grant	48,235	48,915	49,694	50,218
Provincial other grants	2,126	1,359	1,363	839
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TOTAL REVENUE	105,870	106,087	107,797	108,746

(in thousands of dollars)	Forecast		Projected	
	2016/17	2017/18	2018/19	2019/20
EXPENSES				
Salaries & benefits ⁵	66,700	67,367	68,041	68,721
<i>Position eliminations</i> ⁶		<i>(3,020)</i>	<i>(3,020)</i>	<i>(3,020)</i>
<i>Employee exit costs</i> ⁷		<i>3,020</i>	-	-
Cost of Goods Sold ⁸	1,770	1,788	1,806	1,824
Other Operating Costs ⁸	28,000	28,280	28,563	28,849
<i>Operating cost reductions</i> ⁹	<i>(200)</i>	<i>(674)</i>	<i>(674)</i>	<i>(674)</i>
Depreciation ⁸	9,000	9,090	9,181	9,273
Scholarships and awards ⁸	3,050	3,081	3,112	3,143
Debt servicing	270	270	270	270
TOTAL EXPENSES	108,590	109,202	107,279	108,386
Net Income/(loss)	(2,720)	(3,115)	518	360

All Eggs in Growth Basket

Risk: High

Assessment:

- Immediate positive effect on UNBC
- Create uncertainty for the future
- Deficit initially significant
- No flexibility for academic planning implementation
- Not defensible to Board or Ministry



(in thousands of dollars)	Forecast	Projected		
	2016/17	2017/18	2018/19	2019/20
REVENUE				
Operating Contributions				
Provincial operating grant	48,235	48,915	49,694	50,218
Provincial other grants	2,126	1,359	1,363	839
Federal grants	5,000	5,100	5,202	5,306
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Tuition and fees				
Domestic ¹	16,700	17,034	17,375	17,723
Domestic growth²		809	1,773	2,876
International ¹	2,500	2,550	2,601	2,653
International growth²		125	273	439
Sales ³	8,850	9,204	9,572	9,955
Investment earnings				
Endowment	800	900	900	900
Increase payout 0.5% to fund Capital Campaign		350	350	350
Other	1,200	1,200	1,200	1,200
Deferred capital contributions	6,641	6,575	6,509	6,444
Other income ⁴	4,000	4,160	4,326	4,499
TOTAL REVENUE	105,870	107,530	110,521	112,922

(in thousands of dollars)	Forecast	Projected		
	2016/17	2017/18	2018/19	2019/20
EXPENSES				
Salaries & benefits ⁵	66,700	67,367	68,041	68,721
Compensation Adjustment⁶	-	(672)	(679)	(686)
All Faculty and Staff Vacancies Filled		847	855	864
Investment in Positions (Action Plans-Base Budget)		1,851	1,870	1,889
Investment in Positions (Action Plan-One-Time)	-	833		
Cost of Goods Sold ⁸	1,770	1,788	1,806	1,824
Other Operating Costs ⁸	28,000	28,280	28,563	28,849
Operating cost reductions⁹	-	(400)	(404)	(408)
Operating cost increases (Action Plans-Base Budget)		244	247	249
Operating cost increases (Action Plans-One-Time)	-	1,424		
Depreciation ⁸	9,000	9,090	9,181	9,273
Scholarships and awards ⁸	3,050	3,081	3,112	3,143
Debt servicing	270	270	270	270
TOTAL EXPENSES	108,790	114,004	112,862	113,988
Net Income/(loss)	(2,920)	(6,474)	(2,341)	(1,066)



Position UNBC for Success

- Invest to grow revenue
- Strategic spending restraints

Risk: Medium



Assessment:

- Filling critical positions, but not all
- Flexibility to implement academic planning recommendations
- Positions UNBC for further future investments
- Supporting strategic priorities
- Defendable to Board and Ministry



(in thousands of dollars)	Forecast		Projected	
	2016/17	2017/18	2018/19	2019/20
REVENUE				
Operating Contributions				
Provincial operating grant	48,235	48,915	49,694	50,218
Provincial other grants	2,126	1,359	1,363	839
Federal grants	5,000	5,100	5,202	5,306
Other prov	6,618	6,750	6,885	7,023
Other	3,200	2,499	2,498	2,497
Tuition and fees				
Domestic ¹	16,700	17,034	17,375	17,723
Domestic growth²		809	1,773	2,876
International ¹	2,500	2,550	2,601	2,653
International growth²		125	273	439
Sales ³	8,850	9,204	9,572	9,955
Investment earnings				
Endowment	800	900	900	900
Increase payout 0.5% to fund Capital Campaign		350	350	350
Other	1,200	1,200	1,200	1,200
Deferred capital contributions	6,641	6,575	6,509	6,444
Other income ⁴	4,000	4,160	4,326	4,499
TOTAL REVENUE	105,870	107,530	110,521	112,922

(in thousands of dollars)	Forecast		Projected	
	2016/17	2017/18	2018/19	2019/20
EXPENSES				
Salaries & benefits ⁵	66,700	67,367	68,041	68,721
<i>Compensation adjustments</i> ⁶	-	(672)	(679)	(686)
<i>Investment in Priority Positions</i>	-	1,033	1,043	1,053
Cost of Goods Sold ⁸	1,770	1,788	1,806	1,824
Other Operating Costs ⁸	28,000	28,280	28,563	28,849
<i>Operating cost reductions</i> ⁹	-	(400)	(404)	(408)
<i>Operating cost increases (Action Plans)</i>	-	290	293	296
Depreciation ⁸	9,000	9,090	9,181	9,273
Scholarships and awards ⁸	3,050	3,081	3,112	3,143
Debt servicing	270	270	270	270
TOTAL EXPENSES	108,790	110,127	111,226	112,335
Net Income/(loss)	(2,920)	(2,597)	(705)	587

ASSUMPTIONS

		<u>2017/18</u>	<u>2018/19</u>	<u>2019/20</u>
¹ Tuition fee increases		2.00%	2.00%	2.00%
² Enrolment growth (approximately 160 - 575 FTE) (approximately 10 - 25 FTE)	Domestic	4.75%	5.00%	5.00%
	International	5.00%	5.00%	5.00%
³ Sales		4.00%	4.00%	4.00%
⁴ Other revenue		0% - 1% across all years		
⁵ Salary & benefits		negotiated increases		
^{6,7} Compensation adjustments		Increase vacancy management targets; reduce vacation, overtime & acting duty payouts		
⁸ Other expenses		1% growth or actual costs		
⁹ Operating cost reductions		Estimated potential reductions		

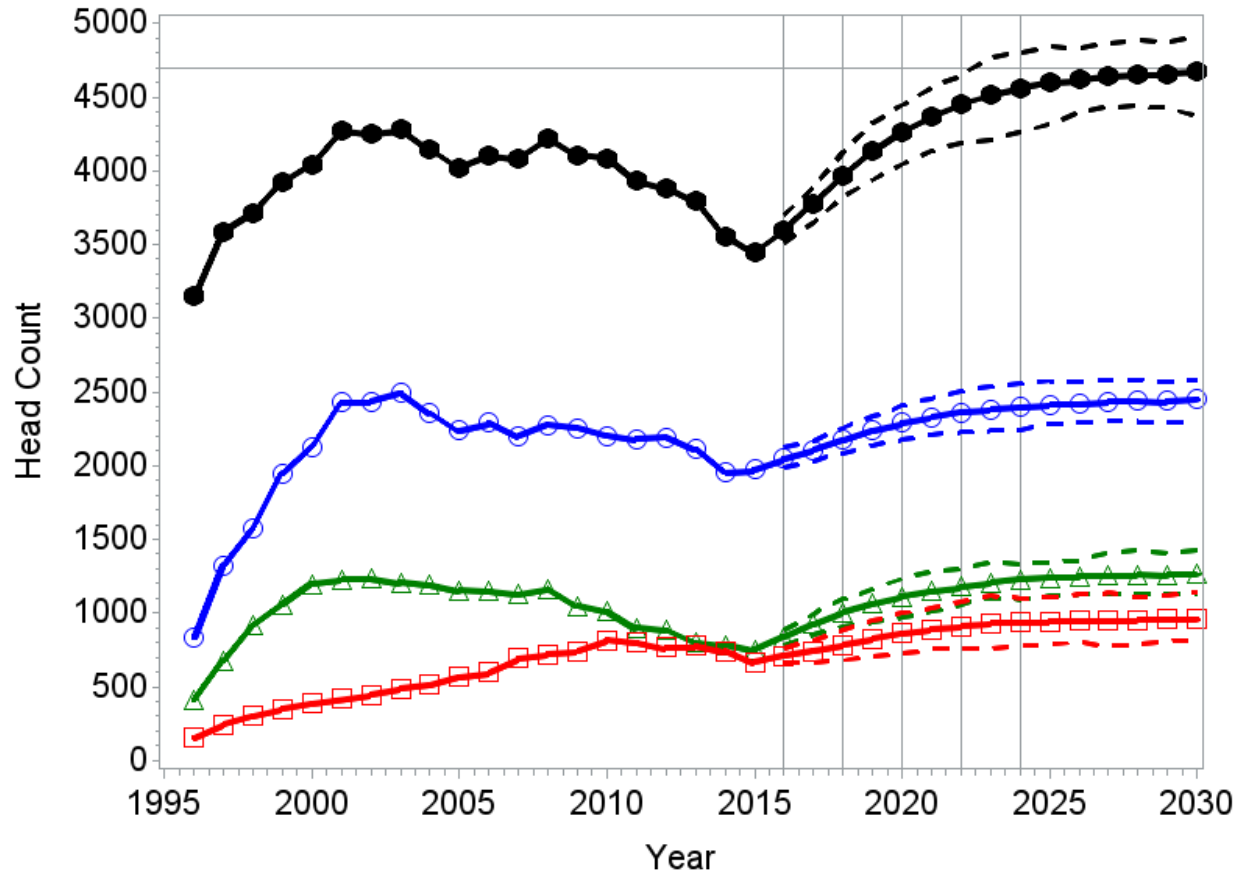


■ CRITICAL

- If we are unsuccessful - faced with significant budget reductions
- If we are successful
 - Invest new resources in our Mission

Primary Mitigation Strategy Increase Enrolment

- Domestic Direct Incoming Class Size** = + 125 over current Levels
- Domestic Transfer Incoming Class Size** = + 125 over current Levels
- Graduate Incoming Class Size** = + 50 over current Levels
- Total Headcount**



- **Tuition Revenue Increase and Enrolment Growth**
 - *Increase in tuition rate by 2% increase*
 - *Increase number of students*
- **Salary & Benefits Management**
 - *Anticipated benefits savings from change in carrier*
 - *Increased focus on management of vacancies, overtime, leave replacement, etc*
- **Utilize Select Reserves**
 - *Capital Equipment Replacement Reserve*
 - *Scholarships*

- **Managing Expenses through Temporary Reductions to:**
 - **Operating Budgets**
 - *Annually, departments do not spend approximately \$800k of operating budgets which suggests that there is capacity within some areas to operate effectively with reduced allocations for 17/18*
 - **University Central Operations**
 - *Temporary adjustments in university central operations include reductions in areas such as allocations for utilities, software and hardware maintenance, library software and acquisitions, etc.*



Investing in 2017/18 Priorities

Appendix 1 – Strategic Road Map

Strategic Road Map:
Stewarding our Resources to Support our Vision, Mission and Signature Areas



En Cha Huna
En (that person) Cha (also) Huna (lives)

Our Vision
A destination University, personal in character, that transforms lives and communities in the north and around the world.

Our Mission
To prepare leaders for tomorrow by influencing the world today.

- Our Values**
- Experiential learning, exploration and discovery
 - Inclusiveness and diversity
 - Community
 - Integrity

- Our Signature Areas**
- Environment and Natural Resources
 - First Nations and Indigenous Priorities
 - Health and Quality of Life
 - Northern Community Sustainability and Development
 - Innovative and Quality Distributed Delivery Programs

Strategic Priorities

Attract, retain and develop outstanding students, faculty and staff
SP1

Enhance the quality and impact of academic programming and delivery
SP2

Enhance the research culture
SP3

Ensure financial accountability, sustainability and operational effectiveness
SP4

Desired Outcomes 2017 - 2021

- Enroll 3,443 FTE by 2020 while ensuring a diverse, talented and engaged student body.
 - Increase:
 - Domestic students by 250
 - Graduate students by 50
 - Aboriginal students to 20% of the total
 - International students to 20% of the total
 - First year student retention rate to 80%.
- Promote an inclusive and vibrant community.
- Establish and implement a development strategy for faculty, staff, students and leaders.
- Promote student success.

- Ensure UNBC academic programming is relevant, engaging and of high quality.
- Ensure UNBC's pedagogical practices meet the highest standards.
- Ensure academic programming equips graduates with skills and breadth of knowledge, including those unique to the signature areas.
- Strengthen the student experience, with a particular focus on first year.

- Increase the proportion of faculty members holding external research funding by 25%.
- Increase the opportunities for student participation in scholarly activities by 25%.
- Increase the number of active international research University partnerships by 10.
- Externally fund an additional 6 Research Chairs.
- Profile the breadth and quality of research activities.
- Increase research intensity.

- Ensure resources are allocated to support the strategic priorities.
- Develop sustainable infrastructure to support the mission.
- Raise \$10 M of donations through a comprehensive campaign by 2018.
- Increase annualized fundraising by \$1 M per year.
- Ensure financial equilibrium by 2020.
- Ensure processes, policies, systems and services are efficient and add value.

- Deans and Directors created 34 Unit Action Plans
 - Total request = \$2.1 million
 - 16 Unit Action Plans recommended for investment
 - 8 Unit Action Plans recommended with no new investment (realignment of operating / external funding)

SP1 Attract, retain and develop outstanding students, faculty, and staff		
Faculty Positions	Six critical tenured, tenure-track and continuing faculty opened for recruitment	\$497,000 - \$630,000
Student Recruitment Enrolment	Increase recruitment rates through an enhanced support structure and effective application and registration processes	\$73,000
Student Recruitment International Admissions	Enhance support structure for international admissions, streamline processes and increase efficiencies	\$78,000
Student Recruitment International Recruitment and Retention	Increase recruitment rates of international students through an enhanced support structure, and develop high quality and impactful programming in coordination with Academic departments	\$450,000 - \$619,000

SP2		
Enhance the quality and impact of academic programming and delivery		
College of Arts, Social and Health Sciences	Continue to enhance and integrate first year experience through the IASK program	\$70,000
College of Science and Management	Replace, modernize and enhance weather data collection, and enhance and support teaching undergraduates in high-enrolment first-year Biology Lab courses	\$58,000
Centre for Teaching, Learning & Technology and Regional Programs	Support online, distance, hybrid course delivery and innovation in use of educational technology	\$73,000

SP3 Enhance the research culture		
Research	Increase international research partnerships	\$155,000

SP4 Ensure financial accountability, sustainability and operational effectiveness		
Registrar	Create a sustainable organizational structure to enable existing system functionality, implement new online services, find electronic solutions to student communications, and meet Ministry mandated initiatives / projects	\$94,700
Employee Relations, Investigation, Mediation, Facilitation	Meet the requirements of collective agreements, legal, and labour responsibilities	\$130,000
Finance and Business Operations	Implement a framework for financial accountability and develop a culture of leadership and stewardship of resources	\$124,500
University Advancement	Strengthen and align Development and Alumni Programs to support the University's priorities	\$285,800

SP4		
Ensure financial accountability, sustainability and operational effectiveness		
University Advancement	Improve and align the communications and marketing programs to the strategic priorities of the University	\$98,000
Human Resources, Health, Safety, and Wellness	Streamline health and safety functions, continue First Nations Counselling services, increase capacity of the Human Resources department.	\$265,000

SP1		
Attract, retain and develop outstanding students, faculty, and staff		
Regional Programs	Implement programs to support successful transitions for post-secondary education (Northern Transitions)	\$ -

SP2 Enhance the quality and impact of academic programming and delivery		
G.R. Weller Library	Increase usability of library website to enhance delivery of library services and address communications issues	\$ -
Centre for Teaching, Learning & Technology	Support UNBC OER Development Grant to help reduce course textbook / resource costs for students and support faculty work in adapting resources	\$ -

SP3 Enhance the research culture		
Regional Programs	Develop and implement a strategic to increase research in regional centres	\$ -

SP4		
Ensure financial accountability, sustainability and operational effectiveness		
Integrated University Planning and Financial Services	Develop and implement a well-defined multi-year collaborative and systematic planning framework (3-years) that integrates all aspects of the academic and administrative planning to achieve the University's strategic priorities and mission	\$ -
Facilities Management	Review critical Facilities Management activities and develop policies and procedures to streamline and communicate outcomes	\$ -
Facilities Management	Improve service efficiencies and streamline processes	\$ -

SP4		
Ensure financial accountability, sustainability and operational effectiveness		
Financial Services	Streamline/renew departmental processes to ensure efficiency and value add services to students, faculty, and staff	\$ -
Financial Services	Develop and assist in implementation of education process to ensure a culture of financial accountability across UNBC	\$ -



SP2 - Enhance the quality and impact of academic programming and delivery

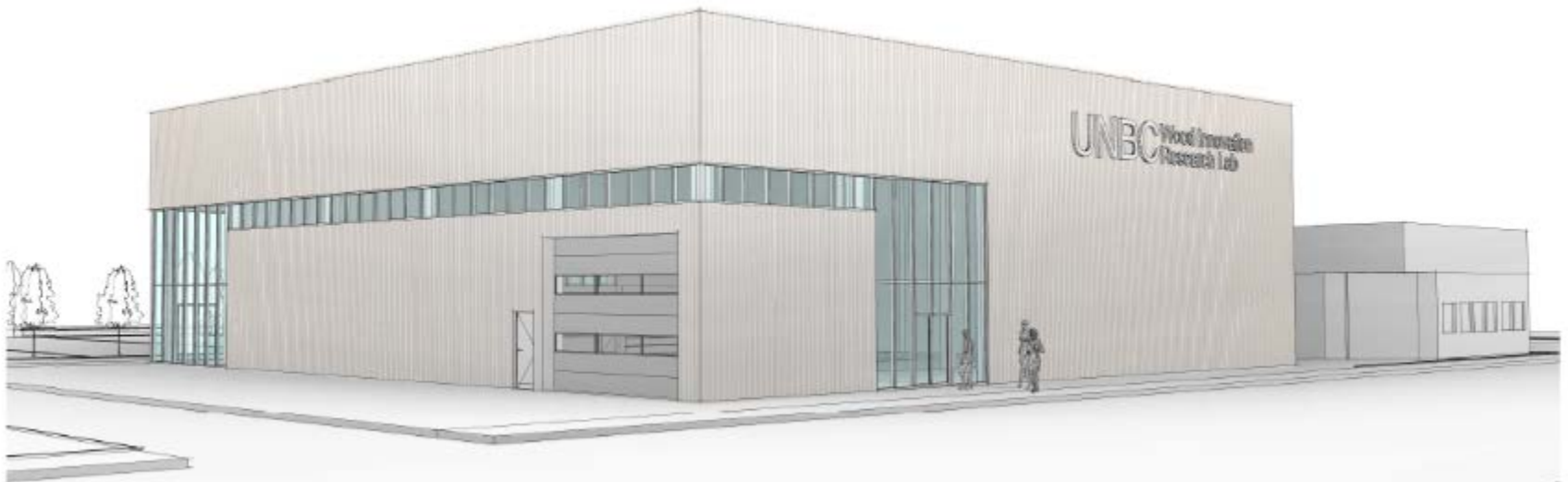
SP3 - Enhance the research culture

Wood Innovation Research Lab

A new one-story, 900 square-metre state-of-the-art- wood-engineering research facility that will support students, expand research and foster innovation

\$1.88 million Federal
\$2.62 million Provincial
\$0.60 million City of PG

\$5.10 million total



SP4

Ensure financial accountability, sustainability and operational effectiveness

Routine Capital Projects

Ministry funding for building and equipment maintenance projects including deferred maintenance requirements

Project examples:

- Teaching Lab upgrades
- Lighting upgrades (energy cost reductions)
- Data Centre cooling replacement
- Library sprinkler
- Painting and flooring projects

\$1.20 million

- February 21 Senior Leadership Forum
- February 23 Senate Committee on University Budget
- February 27 Senate Committee on University Budget
- February 26 BOG - Finance and Audit Committee
- March 17 Senior Leadership Forum
- March 20 UNBC Town Hall Planning & Financial Approach – Morning Session
- March 20 UNBC Budget 101 - Afternoon Session
- March 22 Senate
- March 29 BOG – Finance and Audit
- March 31 BOG – Final Approval

Position UNBC for Success

Questions and Wrap Up

