

**SENATE MEETING  
PUBLIC SESSION  
MINUTES**

March 21, 2012 (*moved from March 28, 2012*)  
3:30 – 5:30 PM  
Room 1079 Administration Building (Senate Chambers)

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**Present:**

E. Annis, S. Beeler, C. Carriere, D. Casperson, A. Dayanandan, J. Edwards, G. Fondahl, M. Green, C. Greening, K. Guest, L. Handfield, T. Hanschen (Secretary of Senate), W. Haque, K. Hutchings (Vice Chair), G. Iwama (Chair), E. Jensen, G. Johnson, A. Kitchenham, J. Li, D. Macknak, S. McKenzie, B. Murray, C. Myers (Recording), A. Nitu, D. Nyce, C. O'Callaghan, C. Pacaide, R. Robinson, D. Ryan, S. Wagner, E. Wale

**Regrets:**

M. Archie, G. Ashoughian, R. Brouwer, M. Dale, B. Deo, S. Green, I. Hartley, R. Lazenby, D. Leighton-Stephens, P. Sanborn, J. Young

**Absent:**

L. Chen, M. Hadland

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The meeting commenced at 3:30 p.m. Dr. Iwama thanked Senators completing their terms of office for their service to Senate.

**1.0      S-201203.01  
Approval of the Agenda  
Kitchenham / Annis**

That the agenda for the March 21, 2012 Public Session of Senate be approved as presented.

Dr. Iwama indicated that Dr. Dale, who was unable to attend the meeting, had asked that agenda item 3.3 (Task Force on International Initiatives) be added under Business Arising, to be addressed by the Secretary of Senate. There were no objections to this request.

The motion to approve the agenda, as amended, was CARRIED.

**2.0      Approval of Senate Minutes**

**S-201203.02  
Minutes of February 29, 2012  
Hutchings / Annis**

That the minutes of the February 29, 2012 Public Session of Senate be approved as presented.  
CARRIED.

**S-201203.03**

**Minutes of February 16, 2012**

Kitchenham / Haque

That the minutes of the electronic meeting of Senate of February 16, 2012 be approved as presented.  
CARRIED.

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

**3.1** Follow-up on question related to letter regarding Mathematical, Computer, and Physical Sciences degree

The Registrar reported, on behalf of Dean Hartley, that the letter in question had been located. Dean Hartley will provide further information at the April meeting of Senate.

**3.2** UNBC Memberships Funded by the Office of Research

Vice President Fondahl reported that the Office of Research supports only institutional, not individual, memberships.

**3.3** Task Force on International Initiatives

Mr. Hanschen reported that Dr. Dale had proposed a motion regarding the Task Force that had been recommended by Ms. Russell during her presentation at the last meeting of Senate. He read the motion, and then asked for a mover and seconder.

**S-201203.03A**

**Task Force on International Initiatives**

Ryan / Pacaide

That Senate establish a Task Force on international initiatives that will recommend to Senate policies and actions that will help shape the University's international education strategy, as suggested in last month's presentation to Senate.

Mr. Hanschen also outlined the membership that Dr. Dale had recommended for the task force, to include Carolyn Russell as Chair, with Annick Pereira, John Young, Paul Pan, and an international undergraduate student as other members. The Task Force should complete its work by mid-May 2012. A Senator asked whether the membership was to be included as part of the motion. As a result of discussion on this question, the following motion was moved:

**Amendment:**

Ryan / Pacaide

That the membership of the task force, as recommended by Dr. Dale, be included as part of the motion.  
CARRIED.

**Motion as amended:**

That Senate establish a Task Force on international initiatives that will recommend to Senate policies and actions that will help shape the University's international education strategy, as suggested in last month's presentation to Senate. The membership of the task force will include Carolyn Russell as Chair, with Annick Pereira, John Young, Paul Pan, and an international undergraduate student as other members.

CARRIED.

**4.0 President's Report**

**Iwama**

Dr. Iwama reported on several matters, including the Provincial government budget, enrolment, the Wood Innovation and Design Centre, Engineering programs, and the 2015 Canada Winter Games (report attached to these minutes as "Appendix I").

**5.0 Report of the Provost** **Dale**

As the Provost was unable to attend the meeting, he did not provide a report.

**6.0 Question Period**

A Senator asked whether, in relation to Dr. Iwama's report on the 2015 Canada Winter Games, UNBC has struck a committee to deal with this event. Dr. Iwama responded that Vice President van Adrichem sits on the city's committee, which had just begun generating decision items. Dr. Iwama agreed that a UNBC committee would be useful, and he anticipated matters coming to Senate for decision.

It was questioned if there were any updates on the status of Bill 18. President Iwama responded that the Research Universities' Council of British Columbia (RUCBC) had prepared a position containing commentary on the proposals of the legislation and provided that information to Board Chairs. He added that he would get an update from RUCBC and, if necessary, forward the information electronically to Senators.

**7.0 Presentation — 2012-2013 Proposed Budget** **Bray**

Ms. Bray delivered a presentation on the 2012-2013 proposed budget (attached to these minutes as "Appendix II"). Ms. Bray noted that the University had not yet received the budget letter from the Ministry, so she had provided that information for the presentation from the provincial government budget. She added that she would be meeting with the Ministry tomorrow in relation to the budget.

Dr. Iwama suggested that questions and discussion be undertaken after the presentation from the Chair of the Senate Committee on the University Budget had been delivered.

**8.0 Committee Reports**

**8.1 Senate Committee on the University Budget** **Dayanandan**

**"For Information" Items:**

**SCUB20120319.01**

**2012 Annual Report from the Senate Committee on the University Budget** (*no material — to be distributed electronically when available*)

That the 2012 Annual Report from the Senate Committee on the University Budget be approved and forwarded to Senate for information.

Effective date: March 19, 2012

Senator Dayanandan provided a presentation in relation to the report from the Senate Committee on the University Budget (SCUB) (attached to these minutes as "Appendix III"). Dr. Iwama thanked SCUB members for their work and report.

The budget was discussed and questions from Senators were responded to by Vice President Bray and Senator Dayanandan.

**8.2 Senate Committee on Nominations** **Kitchenham**

**S-201203.04**

**Membership Changes to Senate**

Jensen / Wagner

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, 2012)***CANDIDATE**

Senator Representing Wilp Wilxo'oskwhl Nisga'a (until March 31, 2015)  
 Regional Senator — South-Central Region (until March 31, 2014)  
 Regional Senator — Northwest Region (until March 31, 2015)  
 Regional Senator — Aboriginal / First Nations Communities  
 (until March 31, 2015)

Deanna Nyce  
 Michael Archie  
 Rick Brouwer  
  
 Debbie Leighton-Stephens

Senator Kitchenham asked for further nominations thrice, and in the absence of any further nominations, the candidates were elected by acclamation.

CARRIED.

**S-201203.05****Membership Changes to Senate Committees**

Hutchings / Jensen

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 OR SENATE COMMITTEE POSITION TO BE FILLED***(except as otherwise noted, all terms begin immediately)***CANDIDATE****Steering Committee of Senate**

Faculty Senator (until March 31, 2015)

David Casperson

**Senate Committee on Nominations**

Faculty Senator (until March 31, 2015)

Faculty Senator (until March 31, 2015)

Lay Senator (until March 31, 2015)

Andrew Kitchenham  
 Saif Zahir  
 Lisa Handfield

**Senate Committee on Academic Appeals**

Faculty Senator — CSAM (until March 31, 2015)

Undergraduate Student Senator (until March 31, 2013)

Todd Whitcombe  
 Kael Walske

**Senate Committee on Admissions and Degrees**

Faculty Member — CASHS (until March 31, 2015)

Faculty Member — CSAM (until March 31, 2015)

Faculty Member — Professional Program (until March 31, 2015)

Graduate Student (until March 31, 2013)

Undergraduate Student (until March 31, 2013)

Lorraine Lavallee  
 Alex Aravind  
 Jueyi Sui  
 Adiba Nitu  
 Jordan Crosina

**Senate Committee on Academic Policy and Planning**

Faculty Senator (until March 31, 2015)

Faculty Member — CSAM (until March 31, 2015)

Undergraduate Student (until March 31, 2013)

Elie Korkmaz  
 Pranesh Kumar  
 Jeff Kormos

**Senate Committee on Research and Graduate Studies**

Graduate Student — CASHS (until March 31, 2013)

Graduate Student — CSAM (until March 31, 2013)

Geoff Johnson  
 Titi Kunkel

**SCAPP and SCRGS Subcommittee on Curriculum and Calendar**

Faculty Senator, designate of Dean of CASHS (until March 31, 2015)

Faculty Senator, designate of Dean of CSAM (until March 31, 2015)

Kevin Hutchings  
 David Casperson

**SCAPP and SCRGS Continuing Studies Credit Committee**

Graduate Student (until March 31, 2013)

Erol Toyata

**Senate Committee on First Nations and Aboriginal Peoples**

Faculty Member — CSAM (until March 31, 2015)  
First Nations Representative – Métis (until March 31, 2014)  
Aboriginal Lay Senator (until March 31, 2015)

Saif Zahir  
Rheanna Robinson  
Cristian Silva

**Senate Committee on Honorary Degrees and Other Forms of Special Recognition**

Faculty Senator — CASHS (until March 31, 2015)  
Faculty Senator — CSAM (until March 31, 2015)  
Lay Senator (until March 31, 2015)

Shannon Wagner  
David Casperson  
Rheanna Robinson

**Senate Committee on Regional Policy and Inter-Institutional Relations**

Regional Student (until March 31, 2013)  
Regional Senator (until March 31, 2015)

Lucinda Praught  
Rick Brouwer

**Senate Committee on Scholarships and Bursaries**

Graduate Student (until March 31, 2013)  
Student Senator (until March 31, 2013)

Adiba Nitu  
Jordan Crosina

**Senate Committee on the University Budget**

Faculty Senator — CASHS (until March 31, 2015)  
Faculty Member — Professional Program (until March 31, 2015)  
Faculty Member (until March 31, 2015)  
Graduate Student (until March 31, 2013)  
Undergraduate Student (until March 31, 2013)  
Student Senator (until March 31, 2013)

Baotai Wang  
Jueyi Sui  
John Curry  
Joanna Paterson  
Garrett Dobson  
Waqar Younas

**Senate Committee on Student Discipline Appeals**

Faculty Senator — CSAM (until March 31, 2013)  
Graduate Student (until March 31, 2013)  
Undergraduate Student (until March 31, 2013)  
First Nations Student (until March 31, 2013)

Rick Tallman  
Brenda Koller  
Jeff Kormos  
Johnathan Alec

Senator Kitchenham noted an error in the list of proposed appointees, asking that Catherine Nolin's name be removed from the list of appointees to the Senate Committee on Academic Policy and Planning. He then asked for further nominations three times, and there were no further nominations.

CARRIED.

**9.0 Other Business**

No other business was identified.

**10.0 Information**

There were no items for information.

**11.0 S-201203.06  
Adjournment**

Kitchenham / McKenzie  
That the Senate meeting be adjourned.  
CARRIED.

The meeting ended at 5:30 p.m.

## APPENDIX I

### **President's Report Senate meeting of March 21, 2012 Prepared by Charlene Myers**

Dr. Iwama reminded Senators that the provincial budget provides for an increase of 0% this year, and cuts of 1% next year and 1.5% in the following year, to the post-secondary education sector. In response to the budget, the Presidents of BC post-secondary institutions have sent a letter thanking the Ministry for support for deferred maintenance costs but expressing concern regarding the fiscal constraints on the system in the coming years. Dr. Iwama added that these challenges will be met by looking at areas where savings can be realized and, more importantly, strategic initiatives that can be undertaken to prepare the University for the cuts anticipated in the second and third years of the budget (and in the years beyond that) so that the University's financial position can be strengthened for the future. President Iwama stressed that the levels of funding provided by the provincial government in previous years may never return, so it is becoming increasingly important to seek funding sources externally. The economy in this region is picking up, and Dr. Iwama indicated that he anticipates a need for training and education. He added that industry is limited not by technology but by matters of governance, and UNBC and the northern Colleges could assist with meeting these challenges.

With regard to enrolment, efforts continue in a push to convert applicants to registrants. Dr. Iwama thanked University community members who have participated in the initiative to contact applicants by telephone, and added that applications are up by several hundred. Furthermore, awareness of UNBC is increasing as a result of the current advertising campaign.

Dr. Iwama reported that steps forward appear to be underway in relation to the Wood Innovation and Design Centre (WIDC). The Ministry will be issuing a Request for Qualifications and Treasury Board approval has been granted for developing full proposals. The WIDC is scheduled to be built on the previous Prince George Hotel site, and will probably not be as tall as initially planned. Construction activity on the WIDC should start sometime in the coming year.

The 2015 Canada Winter Games committee is pressing UNBC for a decision about accommodating athletes during the games. As a result, Dr. Iwama indicated that UNBC needs to determine whether the University can accommodate an extra week of missed classes. The Registrar responded that he has investigated the matter and there is no flexibility at the start of the January semester, so the missed week of classes would need to be accommodated at the end of the semester. If the semester was to include an extra week of missed classes, the examination period end date would need to be extended from April 25 to April 30 or May 2. However, extending the semester would be problematic in the sense that it would cut into the time needed for processing student applications for graduation. Dr. Iwama stated that President's Executive Council will examine the issue and he will likely bring something to the next Senate meeting for decision, as the matter needs to be addressed quickly. There will be a significant presence of young people in Prince George during the Games and Dr. Iwama pointed out that this is a great opportunity to expose them to UNBC and leave them with good memories of the University.

Dr. Iwama reported that encouraging words had been received from the Ministry with regard to starting an Engineering program in the coming months. The University continues with planning and is preparing scenarios for graduate and undergraduate engineering programs. Dr. Belinda Larisch is gathering information regarding laboratory costs, for instance. The University wants to ensure that it provides the Ministry with accurate financial information for capital and operating costs, student awards, and other related expenditures.

# Proposed 2012/13 UNBC General Operating Budget April 1, 2012 – March 31, 2013

## Budget Highlights

# *Proposed 2012/13 General Operating Budget*

Again this year, focus on:

- Maintaining stability
- Balancing
  - needs of programs, departments and schools
  - strategic University wide opportunities



# *Proposed 2012/13 General Operating Budget Assumptions & Risks*

## **Provincial Operating Grant: (p.1)**

- \$46.058 million from Ministry of Advanced (MAVED)
- No change from 2010/11 or 2011/12
- Excludes: \$1M for Northern Medical Program
- Universities have been informed of grant reductions for 2013/14 and 2014/15 of about 1% and 1.5% respectively

# *Proposed 2012/13 General Operating Budget Assumptions & Risks*

## **Federal Funding – Indirect Costs of Research Grant (p.2)**

- \$1.733 million for 2012/13 (assumed no change from 2011/12 but no update from federal government yet)
- Details of planned spending allocations provided in budget documentation (Appendix 5)

# *Proposed 2012/13 General Operating Budget Assumptions & Risks*

## **Tuition Fees: (p.2)**

- *Rate increase* – 2% increase in tuition fees (effective May 1 for undergraduates; September 1 for graduates); assumed tuition limit policy will remain at 2%
- *Enrolment* – No overall projected growth incorporated in budget. Planned enrolment equal to 2011/12, except domestic undergraduate which incorporates a 2% growth estimate and international undergraduate which is reduced by \$400,000 contingency (see table below)
- MAVED funding remains based on FTE levels that are in excess of actual projected levels

Tuition Fees:	2011/12 to February		2012/2013	Change to	
	Actual	Budget	Proposed**	Budget	
Undergrad	10,174,401	10,967,293	10,585,447	-381,846	also incl. 2% growth
Graduate	2,492,641	2,393,830	2,542,494	148,664	
PhD	124,685	91,870	127,179	35,309	
International U/Grad	3,004,353	2,165,392	2,664,440	499,048	incl. -\$400k contingency
International Grad	198,950	201,356	202,929	1,573	
International PhD	42,691	46,416	43,545	-2,871	
	<b>16,037,721</b>	<b>15,866,157</b>	<b>16,166,033</b>	<b>299,876</b>	

\*\*except as otherwise noted above, 2012/13 amount set at 2011/12

actual level + 2% tuition fee increase

# *Proposed 2012/13 General Operating Budget Proposed Tuition Fee Rates*

- **Undergraduate**

- From \$154.31 to \$157.40 per credit hour (effective May 1)

- **Graduate**

- From \$1,435.18 to \$1,463.88 per unit for full-time graduate programs effective Sept. 1 (except MSW, M.Ed, MDM, M.Sc Comm Health, M.Sc Nursing, MBA)

- **Sample Annual Cost**

	<u>2012/13</u>	<u>2011/12</u>
• Undergraduate, 30 credit hours	\$4,722	\$4,629
• Graduate, full-time, 3 units	\$4,392	\$4,306
• M.Ed., full-time	\$5,999	\$5,882
• MSW, full-time	\$5,142	\$5,042

Revenue	2012/13	%	2011/12	%
Prov. Oper Grant	46,058,000	68.5	46,058,000	68.9
Fed. Indir. Cost of Rsch	1,733,000	2.6	1,733,000	2.6
Tuition & Other Student Fees	17,653,000	26.3	17,355,000	25.9
Other	1,776,000	2.6	1,751,000	2.6
<b>Total</b>	<b>67,220,000</b>	<b>100.0</b>	<b>66,897,000</b>	<b>100.0</b>

Change in total revenue

\$323,000

0.5%

# *Proposed 2012/13 General Operating Budget Assumptions & Risks*

## **Area of greatest risk (p. 3)**

- **Enrolment, potentially impacting:**
  - **Tuition Fee Revenue**
    - **Performance relative to budget**
  - **Provincial Operating Grant**
    - **Performance relative to target**

### Annualized FTE Comparisons: BC Ministry Targets Compared to UNBC Enrolments\*





# *Proposed 2012/13 General Operating Budget*

## **Outcomes (pp. 4-6)**

- **Beginning with a deficit of over \$1 million the budget was balanced for 2012/13 by:**
  - Revising benefit rate
  - Reducing the CERR allocation by \$200,000
  - Reducing transfers to other funds on a one-time basis by about \$240,000
  - Increasing projected salary savings by \$150,000 for 2012/13. All positions will be reviewed prior to posting to determine best strategic use of funds

# *Proposed 2012/13 General Operating Budget*

## **Outcomes (cont'd.)**

- Minimizing impact of inflationary pressures to the extent possible
- Reducing costs where possible, eg. sabbatical replacement, \$40,000 in ITS
- No new positions added
- **Strategic Investment Fund (SIF)** – Funding for Intl. Ops, Communications and Digital Media program delivery previously funded from SIF have been moved to base budget due to the value to overall operations. No funding available for new SIF initiatives

# *Proposed 2012/13 General Operating Budget*

## **Outcomes (cont'd.)**

- Effect of the foregoing is to eliminate all flexibility going in to 2013/14 and beyond. With announced reductions to provincial grant, continuing with a long term planning process to “*generate changes to improve organizational effectiveness and create an environment that will allow the university to grow in strategic directions*”
- Budget is balanced with total revenues and expenses at \$67.2 million

# **The Senate Committee on the University Budget (SCUB) Report**

# Outline of the Presentation

1. Outlook
2. Present Strategy and its Limitations
3. Is Public Funding Model Sustainable?
4. Branding
5. Budget Cuts
6. International partnerships
7. Summary of the recommendations

# 1. Outlook

## (a) Enrolment Challenges

Our total enrolment target (10/11), as set by the Provincial Government was 3,431 FTE.

Actual 3,087 FTE resulting in a gap of 18%- a gap of 700 FTE.

Provincial Government funding is based on targeted numbers, not actual numbers, for that reason UNBC has received funding based on 3,431 FTE.

## (b) Budgetary challenges

- No cut in provincial funding in 2012/13.
- 1.0% reduction in 2013/14
- 1.5% reduction in 2014/15

# Outlook...2

- Planning projections for the budget years ahead (2012/2013 – 2013/2014) show , a deficit of \$0.9 million for 2012/2013, \$1.6 million and \$2.4 million respectively for 2013/2014 and 2014/2015.
- Our cash position (\$30 million) from the Balance Statement of the 2011 Audited Statements is positive. We recognize that we have some months of expenditure ahead. But still we expect it to be a substantive positive number.
- Carry forward funds are substantial (\$2.5 million in 2011)

## 2. Present Strategy and its Limitations

- Present strategy “cheese-slice approach” – cut expenditure across budgetary holders by not replacing existing faculty vacancies (management by attrition).
- UNBC has initiated a policy of increasing the visibility of the university by selective advertisement campaign (in areas like Vancouver, Calgary, and Toronto).
- Limited idea on its impact on enrolment? The important elements – monitoring and evaluation -- in strategic marketing project management are not being followed.
- Low-risk and Low-return strategy.



# Suggested Strategy

- Strategy of cost-containment and at the same time embark on a policy of growth.
- The fundamental basis of the proposed strategy should be “student-centered” – give more scholarships to students – at graduate and undergraduate levels and attract students. UNBC survey on students offered admission but did not take that offer shows that scholarships are important determinant of choice of university.
- This strategy will also have a multiplier impact on the community - as \$1 spent on tuition leads to \$4 spending in the community by students.

# 3. Is Public Funding Model Sustainable?

- If post-secondary institutions like UNBC depend only on government funding, their future sustainability will be substantially compromised.
- Suggest diversification - diversify the present revenue base by looking at fundraising on an immediate and enhanced basis.

# 4. Branding

- First we were “The University in the North, for the North”, then the “Small Research Intensive University.” and now the “Green University.”
- Is there any evaluation whether this shift in branding has added value to UNBC?

# 5. Budget Cuts

- Cheese-slice method adopted presently extremely counter-productive, ineffective and may jeopardize the good ranking we enjoy among small universities (in Maclean's magazine).
- Allow areas (programs) which has the potential to grow by attracting more students.

# 6. International Partnerships

- BC Premier Christy Clark announced her plan to increase by 50 percent the number of international students attending universities and colleges in British Columbia.
- We should make use of this opportunity.

# 7. Summary of recommendations

1. A “student-centered” enrolment strategy is advocated which gives more scholarships to students – at graduate and undergraduate levels and attract students.
2. UNBC should pursue active “fundraising” to offset the decline in provincial government grant. UNBC Board can help in augmenting the Endowment funds.
3. UNBC administration should have a fresh look at its “cheese-slice method” in order to solve the yearly deficit. In its place a “growth” oriented strategy should be pursued.
4. UNBC should take opportunity of international student enrolment and international partnerships initiatives set by our provincial government.