



UNBC UNIVERSITY OF
NORTHERN BRITISH COLUMBIA

Budget 2022-23 and Plan 2023-27

March 2022



Table of Contents

Traditional Territory Acknowledgement	3	6.0 Financial Overview	17
Acronyms	4	7.0 Key Assumptions	20
1.0 Executive Summary	5	7.1 Enrolment	20
2.0 Overall Context	8	7.2 General Operating Revenues	23
2.1 Why UNBC? - UNBC's Value Proposition	8	7.2.1 Provincial Operating Grant	23
2.2 Transformational Journey	9	7.2.2 Tuition and Student Fees	23
2.3 Guiding Principles	9	7.2.3 Other Grants	24
2.4 Key Risks and Opportunities	10	7.2.4 Other Income	25
3.0 Where We Stand	11	7.3 Expenditures	25
3.1 UNBC Core	11	7.3.1 Employee Costs	27
3.2 Strategy and Governance	12	7.3.2 Operating Expenditures	30
3.3 Human Capital	12	7.3.3 Capital and Transfers	31
3.4 Optimization and Digital Transformation	12	7.3.4 Other Funds	31
3.5 Revenue Generation and Diversification	12	7.3.5 Adjustments	31
4.0 Where We Are Going	13	7.3.6 Ancillary Services Fund	31
4.1 Key Priorities	13	7.3.7 Cost per Student	34
4.2 Expected Outcomes	13	7.4 Scholarships and Bursaries	34
4.2.1 UNBC Core	13	7.5 Endowment	35
4.2.2 Strategy and Governance	14	7.6 Research and Innovation	36
4.2.3 Human Capital	14	7.7 Capital Planning	37
4.2.4 Optimization and Digital Transformation	14	7.8 Reserves and Accumulated Surpluses	38
4.2.5 Revenue Generation and Diversification	14	Appendix A:	
5.0 Major Goals and Objectives	15	UNBC's Strategic Context	40
5.1 UNBC Core	15	Appendix B:	
5.2 Strategy and Governance	16	2022-23 Budget and Planning Timelines	41
5.3 Human Capital	16		
5.4 Optimization and Digital Transformation	16		
5.5 Revenue Generation and Diversification	16		



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 for their hospitality.

Our Prince George campus is situated on the unceded traditional territory of the Lheidli T'enneh First Nation. Our 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 Esdilahg First Nation. Our Northeast 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. The Northwest campus in Terrace is situated on the unceded traditional Tsimshian territory of the Kitsumkalum First Nation and Kitselas First Nation. Our satellite campus in Prince Rupert is situated on the unceded traditional Tsimshian territory of the Lax Kw'alaams Band and Metlakatla First Nation.

In addition to these campus locations, UNBC has federated agreement with the Wilp Wilxo'oskwhl Nisga'a Institute (WWNI). Established by the Nisga'a Lisims Government in 1993 and located in the Village of Gitwinksihlkw, 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
CAGR	Compound Annual Growth Rate
CRC	Canada Research Chair
CRM	Client Relationship Management
CUPE	Canadian Union of Public Employees
EDI	Equity, Diversity, and Inclusion
ESG	Environmental, Social and Governance
F	Forecast
FTE	Full-Time Equivalent
IT	Information Technology
LEED	Leadership in Energy and Environmental Design
MBA	Master of Business Administration
MASc	Master of Applied Science
P	Plan
RSF	Research Support Fund
SEM	Strategic Enrolment Management
SFU	Simon Fraser University
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
WWNI	Wilp Wilxo'oskwhl Nisga'a Institute
YTD	Year to date

1.0 Executive Summary

UNBC continues to make diligent progress on its financial sustainability framework, commenced in the fiscal year 2020-21, to achieve short- and long-term financial sustainability, which entails difficult decisions. The steps taken to date include rationalization of priorities, elimination of a portfolio with resulting layoffs, and expenditure reduction and deferral.

Table 1: Overall Financial Summary

\$ in Millions	2021 A	2022 B	2022 F	2023 B	2024 P	2025 P	2026 P	2027 P
Revenues	92.90	95.32	96.03	100.04	100.92	101.75	102.58	103.47
Expenditures	81.02	90.33	88.96	94.48	98.07	99.56	100.85	102.14
Operating Margin	11.88	4.99	7.07	5.56	2.85	2.19	1.73	1.33
Capital and Transfers	6.61	4.99	5.60	6.70	7.46	7.46	7.46	7.46
General Operating Fund	5.27	-	1.47	(1.14)	(4.61)	(5.27)	(5.73)	(6.13)
Ancillary Services Fund	(1.87)	(2.09)	(0.43)	-	-	-	-	-
Other Funds	3.06	(4.85)	4.61	(5.60)	(4.85)	(4.85)	(4.85)	(4.85)
Adjustments	(3.18)	4.79	(7.77)	5.60	4.85	4.85	4.85	4.85
Consolidated Surplus/ (Deficit)	3.28	(2.15)	(2.12)	(1.14)	(4.61)	(5.27)	(5.73)	(6.13)
Future Mitigation	-	-	-	-	4.61	5.27	5.73	6.43
Updated Surplus/ (Deficit)	3.28	(2.15)	(2.12)	(1.14)	-	-	-	0.30
Student FTE	2,787	2,804	2,737	2,828	2,915	2,986	3,056	3,126
Cost/Student FTE (\$) ¹	29,100	32,200	32,500	33,400	33,600	33,300	33,000	32,700
Ancillary Revenue/ Student FTE (\$) ²	1,900	2,200	3,100	3,700	3,700	3,800	3,800	3,800

A: Actual B: Budget F: Forecast P: Plan

¹ Expenditures in the general operating fund divided by student FTE.

² Ancillary revenue divided by student FTE.

Table 2: Key Statistics: 2021-22 (affected by the COVID-19 pandemic)

Enrolment	Ministry Target	Attainable Capacity (Note)	2021-22 Forecast	% Ministry Target	% Attainable Capacity
Domestic Undergraduate (UG)	3,178	2,950	1,969	62%	67%
International Undergraduate	n/a	450	209	n/a	46%
Graduate	485	600	559	115%	93%
Total Enrolment	3,663	4,000	2,737	69%	68%

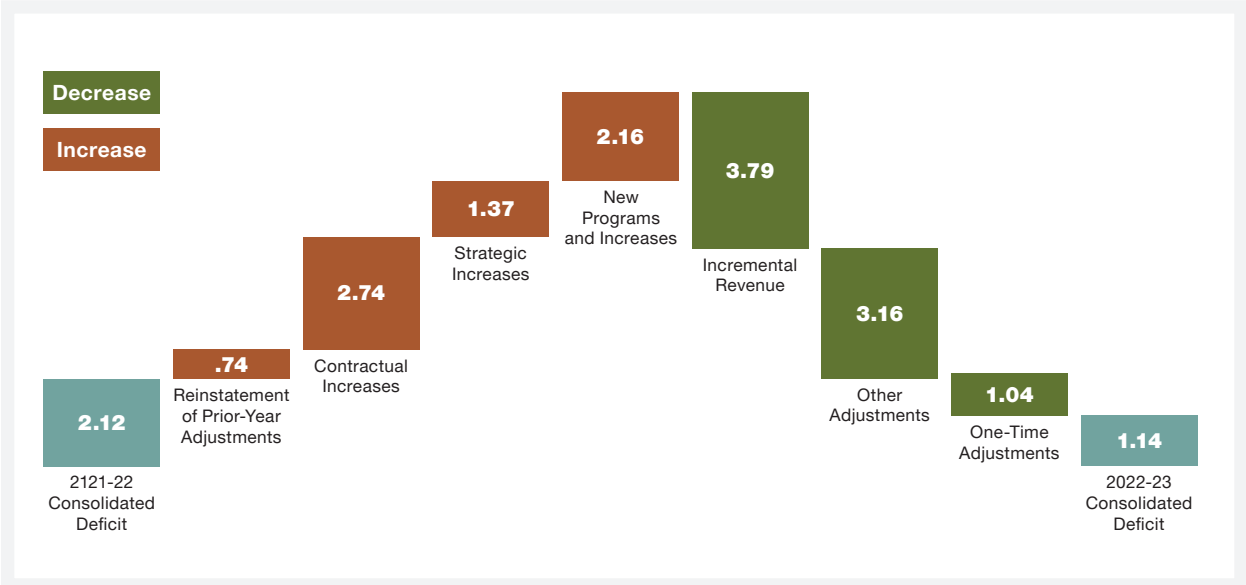
Comparative Statistics	Canada	B.C.	UNBC
% self-declared female students	56%	56%	64%
% self-declared Aboriginal students	5%	7%	11%
% of UNBC graduates remain in Northern B.C.	-	-	66%
Housing occupancy %	-	-	85%

Note: Attainable capacity is based on the historical peak of domestic undergraduate enrolment plus recently funded additional seats, supplemented with 15% graduate and 13% international undergraduate students.

The 2021-22 combined forecast for general operating and ancillary services funds is \$103.5M with a consolidated deficit of \$2.12M, which is in line with the originally approved budget deficit. The proposed 2022-23 combined budget is \$111.5M with a consolidated deficit of \$1.14M, subject to approval by the Province. These deficits will be financed by general reserves. The impact of the COVID-19 pandemic, particularly lower enrolment, continues to exacerbate the financial challenges; however, the key principles for UNBC planning and budgeting remain the same, which include the following:

- a. Invest in the core mission aligned with strategic priorities.
- b. Achieve operational effectiveness, efficiency, and collective excellence.
- c. Systematically address financial sustainability.

Figure 1: Reconciliation of the 2022-23 Consolidated Deficit (\$ in Millions)



The proposed budget aspires to achieve (a) progressively enhanced student experience and success; (b) systematically improved multi-year integrated planning that supports strategic growth and stability, (c) enhanced UNBC brand, transparency, and accountability, (d) increasingly inclusive people development and employee success, (e) progressively improved optimization and digital transformation, and (f) increased financial stability.

Suboptimal undergraduate enrolment remains the primary reason for UNBC’s fiscal challenges. An annual operating margin of \$5M to \$7M is required for capital and transfers to avoid a consolidated deficit. Hence, UNBC must achieve attainable enrolment over the next five years.

Table 3: Scenario Comparison of Operating Margin Projections

\$ in Millions	2022-23	2023-24	2024-25	2025-26	2026-27
Current Scenario	5.56	2.85	2.19	1.73	1.33
Attainable Enrolment Growth Scenario	5.56	5.20	6.08	6.85	7.76



2.0 Overall Context

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

2.1 Why UNBC?

- UNBC's Value Proposition

Anchored in the aspirations of 16,000 members of northern communities who signed a petition in support of, "the university both in and for the North," UNBC plays a significant role in socio-economic transformation from local to global. UNBC has achieved significant accolades and societal impact at a very young age and flourishes because of its experiential, research-enriched, and intimate learning experiences, passionate employees, community engagement and connectedness with the Indigenous communities. UNBC's accolades include the following:

- #1 in Canada in the primarily undergraduate category in the annual Maclean's Magazine university rankings (n=19) – the third time in seven years. UNBC consistently scores well in student awards, student-to-faculty ratio, research, and mental health services for students.
- Top 5% worldwide in 2022 Times Higher Education World University Ranking (801st to 1,000th for the fourth consecutive year; debut in 2017, the only Canadian university of its size); and 2022 Times Higher Education Young University Rankings (251st to 300th).
- Canada's Top 50 Research Universities (#41, n=50); #1 in not-for-profit research income growth and university cross-sector collaboration publication growth, and 5th in the Research Universities of the Year list in the undergraduate category.
- B.C.'s Top Employers (eighth time since 2012); Canada's Greenest Employers (10th time since 2012); Canada's Best Employers for Recent Graduates, the Career Directory 2022.

UNBC is amongst Canada's best small research-intensive universities and is trademarked as Canada's Green University. It offers 131 majors (undergraduate: 89, master's: 39; and doctorate: 3) through 29 schools and departments in five Faculties and a Division. To date, UNBC has awarded 17,682 credentials to 15,884 individuals (undergraduate: 14,621 credentials to 13,669 individuals, master's: 2,960 credentials to 2,896 individuals, and 101 doctorate) and is expected to exceed 16,000 alumni in 2022-23.

Seventy percent (70%) of undergraduate and 65% of all students at UNBC come from central and northern B.C., including more than 40% from Prince George.

Self-declared female students at UNBC comprise 64% (Canada and British Columbia: 56%), and self-declared Indigenous students 11% (Canada: 5%, and British Columbia: 7%). Sixty-six percent (66%) of UNBC graduates remain in northern B.C. and 89% in British Columbia after completing their studies.

As per the Canadian University Survey Consortium (CUSC) 2021 survey of the UNBC graduating class of 2018 (n=289, 36%), 24% of students identified as a visible minority, 25% indicated that they have a disability, and 15% as first-generation students. Fifty-four percent (54%) of UNBC's graduating students are employed with a median monthly income of \$4,777 (average for all universities: \$4,000). Seventy-six percent (76%) of students reported that their UNBC experiences met or exceeded their expectations; 82% were satisfied or very satisfied with the overall quality of education; 66% reported that Indigenous course content enriched their experience and rating UNBC higher (10% or more) for contribution to understanding Indigenous issues and worldviews; 76% felt a sense of belonging at UNBC, and 64% agreed that they received good value for their money.

UNBC students tend to report positive interactions with professors, provide higher ratings for how the university dealt with the impact of COVID, provide similar ratings on key outcomes and similar scores compared to students from other universities on communication, analytical, learning, and works skills, except for working independently, which was rated marginally lower (66% versus 73%). UNBC students are slightly less likely to apply to grad school than students at comparable universities but slightly more likely to apply to professional schools. Forty-two percent (42%) of UNBC graduating students have arranged for employment after graduation (national and comparable average: 31%).

UNBC continues to make substantial contributions in fostering meaningful partnerships with Indigenous and northern communities through its initiatives and programs. UNBC also plays a key role in knowledge creation and dissemination for community and societal transformation through leading-edge local, national, and international research and innovation in many disciplines, with the following areas of focus (a) environment and natural resources, (b) community development, (c) northern, rural, and environmental health, and (d) First Nations and Indigenous studies.

As part of green initiatives, UNBC operates a unique LEED Platinum-certified biomass gasification facility to produce clean renewable energy offering a unique demonstration of alternative heating systems. It received Passive House

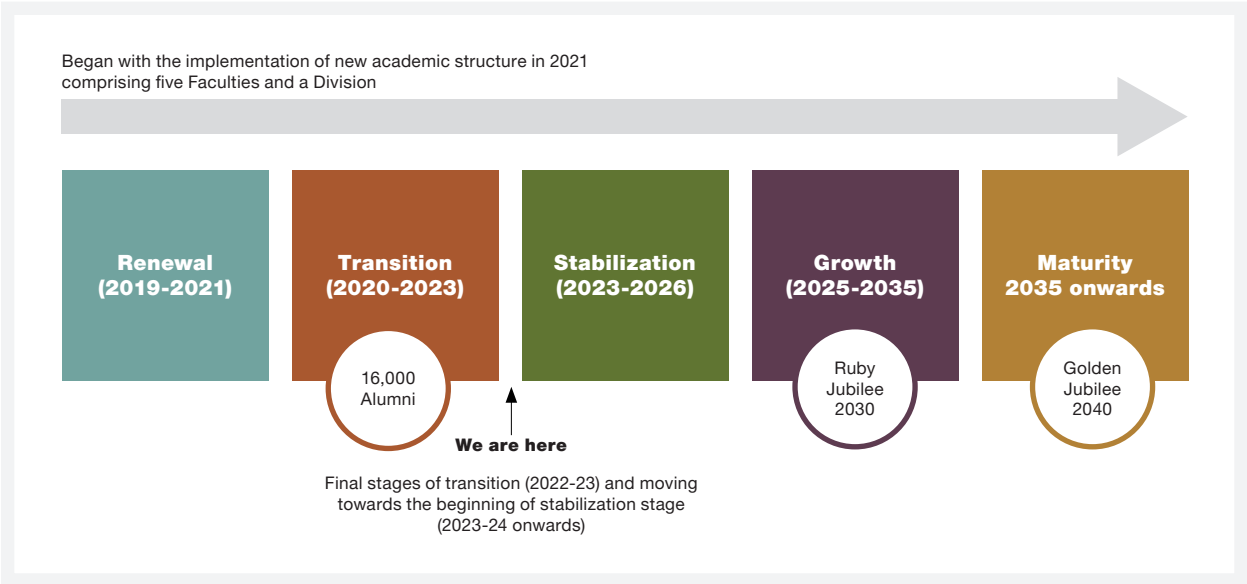
certification for the Wood Innovation Research Lab (2018) and Facilities Management building (2021). Since 2009, UNBC has saved \$6.9M in energy costs through projects in partnership with B.C. Hydro, Fortis, and Carbon Neutral Capital Program (CNCP) Canada, and manages the Energy Conservation Revolving Loan Fund (revolved \$3M since 2012), which supports energy-efficient projects on campus.

2.2 Transformational Journey

Over the years, UNBC’s transformational journey has continued with hope, aspirations, turbulence, and renewal. Key future milestones include the following:

- a. UNBC will have more than 16,000 alumni in 2022-23, which is of historical significance because the university was founded by 16,000 community members.
- b. Ruby Jubilee (40-year celebration) in 2030 and Golden Jubilee (50-year celebration) in 2040.

Figure 2: Journey of Growth and Maturity



2.3 Guiding Principles

Building upon the academic restructuring and launch of five Faculties and a Division in 2021, UNBC has embarked upon a transformational journey of growth, relevance, innovation, and collective excellence. UNBC’s guiding principles for this journey are grounded in UNBC’s vision, mission, and values (see Appendix A for Strategic Context), and anchored in its motto 'En Cha Huná that underlines the integral nature of equity, diversity, and inclusion.

1. Invest in the core mission aligned with strategic priorities.
2. A strategy-driven, data-informed, risk-based approach.
3. Mutually respectful relationships and employee success.
4. Effectiveness, efficiencies, and collective excellence.
5. Transparency, accountability, and fiscal stability.
6. Social responsibility and relevance

2.4 Key Risks and Opportunities

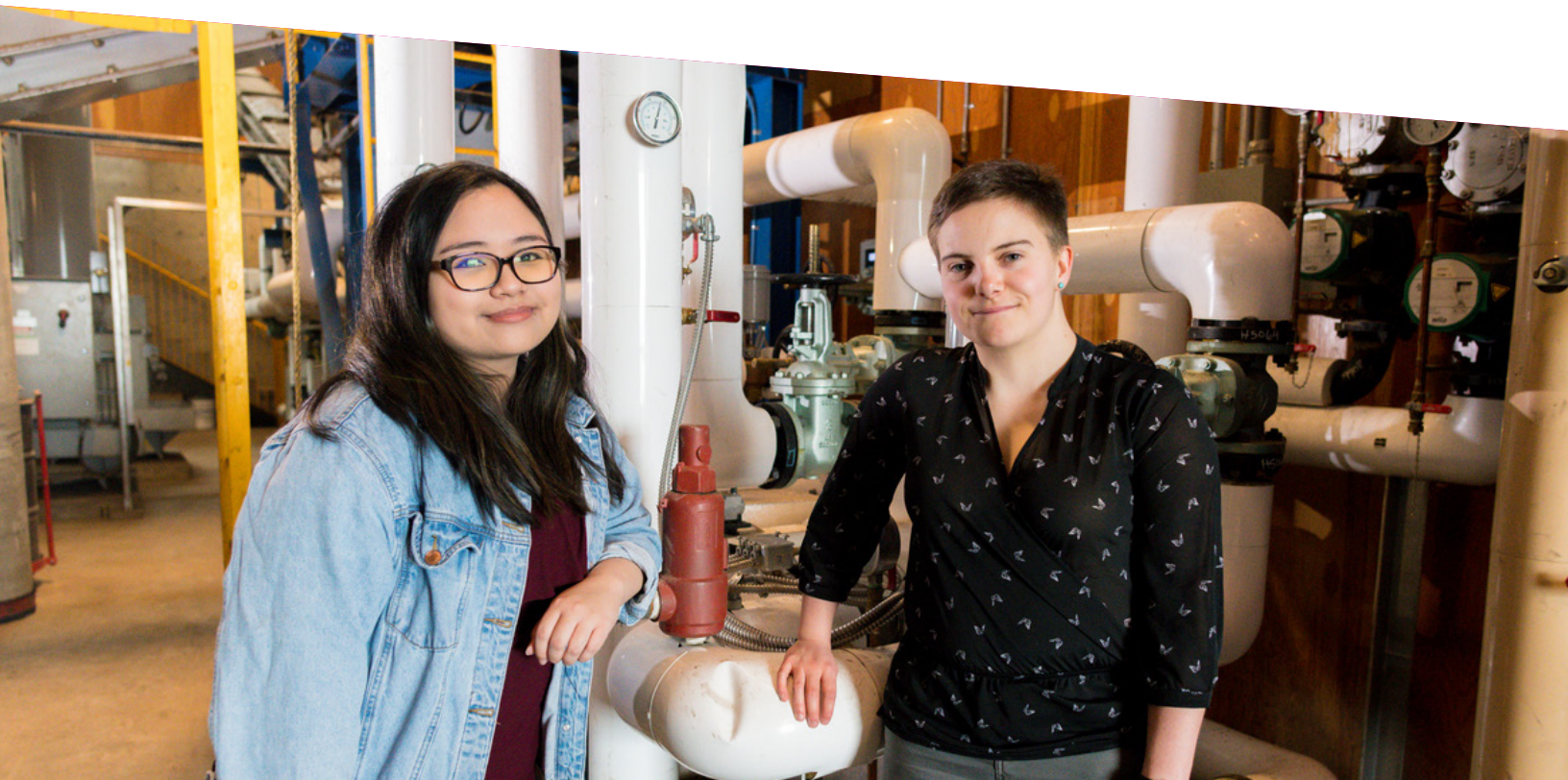
Table 4: Key Risks and Opportunities for Budget 2022-23

Key Risks	Opportunities
Lack of stability and continuity	Implementation of five Faculties
People risks	Strategic research growth
Unstable enrolment	Strategic enrolment management
Fiscal challenges and ongoing deficits	Connection to Indigenous communities
COVID-19 disruption and restrictions	Community Engagement
Changing higher education landscape	Passionate employees and stakeholders
Cyber security	Agility, adaptability, and accountability

Crises are enablers of creativity, innovation, growth, and development

UNBC is establishing an institutional framework for Enterprise Risk Management (ERM) that will enable risk evaluation and mitigation on a university-wide basis. After the orientation and virtual overview, 18 risk identification individual and group interviews were conducted with more than 45 individuals representing a diverse set of stakeholders.

The UNBC risk register is expected to be finalized in March 2022 through a participatory workshop with risks categorized into the following six themes: (a) Strategic; (b) Governance; (c) People; (d) Financial; (e) Operational; and (f) Facilities.



3.0 Where We Stand

UNBC continues to show its resilience and make steady progress, primarily driven by unwavering commitment, dedication, and a collective team effort by the entire UNBC community. UNBC strives to ensure its community has an environment that is flexible, supportive, has a collective team-based approach, and an environment that seeks growth opportunities.

During the pandemic, UNBC experienced significant technological challenges due to changes and security issues related to third-party solutions, pending system upgrades, downtime, and disruptions, compounded by an inability to recruit particularly technical positions. The situation remains extremely challenging, poses a significant risk for UNBC, and has resulted in restricted support to essential services, temporary suspension of priority initiatives, and a substantial increase in technical debt.

During these unprecedented challenges and rapidly changing circumstances, there is exhaustion, burnout, and employee turnover. The main reasons identified by employees in exit interviews include: (a) relocation, (b) not enough career growth opportunities and lack of guidance and support, (c) work/life balance, (d) inter-personal conflict, and (e) choosing not to return from leave.

Key accomplishments and progress made during the year are summarized below:

3.1 UNBC Core

- Launch of five Faculties and a Division including the appointment of Deans, implementation of workforce planning to enhance support within and across the Faculties, implementation of academic development and onboarding, activation of Council of Deans, alignment of academic structure with the five Faculties, and reorganizing of Collaborative Campus Support.
- Renewal of Bachelor of Education and Master of Education, the launch of the Northern Baccalaureate Nursing Program, Civil and Environmental Engineering Program, MAsc in Engineering, the distributed UBC Master of Physical Therapy and Master of Occupational Therapy, Nisga'a Certificate, Diploma and Degree of Nisga'a Language Fluency in partnership with Wilp Wilxo'oskwhl Nisga'a Institute (WWNI), planned delivery of Master of Business Administration (MBA) in Grande Prairie, and a proposed Ph.D. in Interdisciplinary Studies.
- Enhanced collaboration with university partners and Indigenous communities, hosting Truth and Reconciliation talking circles and events celebrating Indigenous culture, the Cedar Plank project (Nenachalhuya), and new Indigenous logo for Timberwolves logo designed by Gitxsan artist Trevor Angus, the first of its kind in Canadian university sports.
- Implementation of revised student advising model, online orientation program, the launch of an online student learning commons for virtual one-stop academic and other support for students, and an expanded medical clinic in partnership with Northern Health.
- A total of 1,075 awards were provided during 2020-21 (need-based: 302 awards with a median value of \$1,000; and merit-based: 773 awards with a median value of \$2,500). Recipients included 64% self-declared female students, 7% self-declared Aboriginal students, and 65% Northern residents. Thirty-four new awards valuing \$56,250/year were established and 28 available awards (2.5%) with a total value of \$39,900 (1.2%) were not awarded.
- National and international awards and recognition for UNBC faculty members including the appointment of faculty members to provincial committees and national societies. Research, innovation, and dissemination based on strategic research plan and priorities and several success stories of UNBC students, alumni, and employees.
- UNBC signed on to the Scarborough Charter on anti-Black Racism and Black inclusion in Canadian Higher Education and became a founding signatory to a national charter addressing equity and inclusion in Canadian post-secondary education, and appointed the inaugural Associated Vice President, Equity, Diversity, and Inclusion (EDI).
- In partnership with B.C. Hydro, UNBC is expected to achieve energy savings of more than 570,000 KWh/year (\$80,500/year) in 2021-22, received an energy management assessment score of 91%, and received Passive House certification for Facilities Management building.

3.2 Strategy and Governance

- Effective planning, pivot, and implementation for COVID-19 disruptions and gradual return to campus consistent with guidelines received from the Ministry and public health authorities.
- Steady progress in review and revision of UNBC policies, procedures and guidelines, enterprise risk management framework, and integrated planning framework.
- Progressing all capital projects and routine capital expenditure on time and within budget ensuring complete adherence to safety standards. Major projects completed during the year include the Facilities Management building, Physical Therapy and Occupational Therapy renovations, relocation of student support and wellness services, Registrar's office, and refreshed student study spaces on the ground floor of the Library.

3.3 Human Capital

- Relationship reset with employee groups resulting in greatly improved relations with all employee groups, effective implementation of the collective agreement with UNBC Faculty Association, systematic framework for timely resolution of grievances, finalization of training and development framework for CUPE 3799 employees, improved processes for the hiring of Teaching Assistants (CUPE 2278-03), implementing principles and guidelines for remote work arrangements, and phase I implementation of the exempt compensation framework.
- Initiatives related to employee health and well-being include: (a) COVID-19 vaccination clinics and seasonal flu vaccination clinics in collaboration with the Northern Health, (b) appointment of a dedicated Human Resources Partner for employee health and wellbeing, (c) promoting Employee & Family Assistance Plan resources and coordinating initiatives, webinars, sessions, virtual support groups, and (d) ongoing optimization of employee benefits.
- A combined virtual employee recognition event for the years 2019, 2020, and 2021 to celebrate (a) 177 employees for 2,925 years of collective service, and (b) awards for service excellence and creative initiatives.

3.4 Optimization and Digital Transformation

- Steady progress with limitations in the implementation of client relationship management (CRM), Drupal (website content management system), Ellucian Experience (student portal), workflow, multi-factor authentication, and other optimization and automation projects. Some of these projects have been affected by severely limited internal capacity, unanticipated systems challenges, and other competing priorities.
- Steady progress in reviewing the organizing framework within administrative services, initiating the workflow process automation for employee requisition form, Lean workshop for payroll process, an organizing framework for initiating digitization of paper-based forms, and ongoing optimization and possible workflow automation.

3.5 Revenue Generation and Diversification

- Incorporation of the UNBC Land Development Corporation (corporate Trustee), settlement and signing of the Trust Deed, approval of initial operating loan (\$0.45M), and steady progress in planning for Land Trust stakeholder consultation and engagement including with Indigenous communities, (17 interviews comprising 75 people and two workshops) to define guiding principles and design guidelines to inform UNBC Land Trust development.



4.0 Where We Are Going

4.1 Key Priorities

Table 5 presents UNBC’s short- to medium-term key priorities and their alignment with guiding principles. These priorities are used to determine expected outcomes that form the basis for goals and objectives (section 5.0).

Table 5: Key Priorities

Key Priorities	Guiding Principles (refer to Section 2.3)					
	1	2	3	4	5	6
Core priorities						
1. Transformative student experience	✓	✓	✓	✓	✓	✓
2. Teaching excellence, research, innovation, and impact	✓	✓	✓	✓	✓	✓
3. Effective community service, outreach, and engagement	✓	✓	✓	✓	✓	✓
Support to realise core priorities						
4. Inclusive people development and collective excellence	✓	✓	✓	✓	✓	✓
5. Process optimization and systems renewal	✓	✓	—	✓	✓	—
6. Revenue generation and diversification	✓	✓	—	—	✓	✓

4.2 Expected Outcomes

This section presents key outcomes categorized in relevant themes as subjective statements depicting UNBC’s expected and desired state. As part of the ongoing process, available data will be analyzed, and new information may be collated to establish relevant baselines. This will form the basis for future target setting, monitoring, tracking, and performance reporting through dashboards and matrices to be developed in the future.

4.2.1 UNBC Core

- a. Progressively enhanced student experience and success resulting in greater societal impact, increased enrolment (recruitment and retention), enhanced student satisfaction and success, and greater alumni engagement through the following:
 - New, renewed and refreshed academic programs including options for micro-credentials based on evolving needs and priorities.
 - Progressively enhanced pedagogy, learning technology and infrastructure for engaged, experiential, and intimate learning experience.
 - Enhanced experience and intellectual engagement of students through collaborative research, learning, exploration, critical thinking, creativity, and innovation.
 - Increasingly engaged Indigenous and northern communities and creating new and effective pathways and opportunities for Reconciliation and better quality of life.
 - Increased outreach and delivery of community programming for youth to cultivate relationships to prepare them for an enriching and successful post-secondary experience.
 - Strengthened strategic partnerships that are mutually beneficial, innovative, and support socio-economic development of communities across the North and around the world.

4.2.2 Strategy and Governance

- a. Systematically improved multi-year and university-wide integrated planning for strategic growth and stability informed by strategy, data, risk, cost-benefit, and impact analysis through the following:
 - Refreshed strategic road map aligned with UNBC Golden Jubilee aspirations.
 - Progressively improved quality of data analysis and reporting including dashboards and matrices to feed into planning and decision making.
 - Effective policies, procedures, and guidelines that are consistent with practice, regulatory requirements, and UNBC's risk profile.
- b. Enhanced UNBC brand (locally, regionally, nationally, and internationally), navigation and clarity of public-facing University information, enhanced transparency, and accountability.

4.2.3 Human Capital

- a. Increasingly inclusive people development and progressively enhanced employee engagement, growth, and success contributing to operational stability, continuous improvement, quality, and service excellence.

4.2.4 Optimization and Digital Transformation

- a. Progressively improved efficiencies, processing and response times, and continuous improvement of service and innovation related to business processes.
- b. Systematic and gradual progress towards digitization and automation with enhanced and stable technical support.
- c. Progressively improved digital document management, automated data analysis and integrated reporting.

4.2.5 Revenue Generation and Diversification

- a. Progressively enhanced giving experience and improved donor relations resulting in a steady increase in endowed and expendable funds, and annual giving.
- b. Systematically engaged in partnerships to utilize external revenue sources for UNBC services.



5.0 Major Goals and Objectives

5.1 UNBC Core

Timelines for these goals and objectives are as per plans submitted by relevant units and modified periodically unless stated otherwise.

Student Experience and Academic Programs

- a. Renew and refresh academic programming:
 - Accreditation, curriculum refresh, review, and renewal of academic programs.
 - New academic programs and learning pathways.
 - Increased collaboration and integration among academic programs and five Faculties.
- b. Develop a plan for UNBC Learning Commons (June 2023).
- c. Regional outreach, engagement, partnerships, and incorporating Indigenous world views.
- d. Explore effective institutional partnerships for joint courses, programs, research projects, and student and faculty exchanges (ongoing).
- e. Explore micro-credentials in coordination with Continuing Studies.

Graduate Programs and Research

- f. Finalize governance structure for graduate programs (October 2022).
- g. Update and extend the existing Strategic Research Plan (December 2022)
- h. Establish and implement Northern Centre for Clinical Research (April 2022 and onwards).

Student Services and Success

- i. Start implementing Strategic Enrolment Management to attract and retain students, substantially increase student success, and reduce attrition rate over time. This will require an integrated approach and collective efforts from the entire UNBC community.
- j. Finalize and implement the organizing framework for student services including international students (Framework: April 2022; Implementation: September 2022).
- k. Continue implementing an effective student recruitment plan to increase applicants and substantially improve offer, acceptance, and registration rates (ongoing).

Community and Outreach

- l. Develop and continually implement outreach, youth, and community engagement programs including events celebrating Indigenous cultures.
- m. Operationalize the Office of EDI (March 2022 onwards).

5.2 Strategy and Governance

- a. Renew and refresh UNBC's strategic roadmap (to be determined).
- b. Integrated Planning (including Budget) Framework (ongoing).
 - Unit-wide strategic action plans for selected units; Indigenous Action Plan; regional outreach and engagement strategy; CRM Data Governance Framework.
- c. Capital Planning Framework (December 2022).
- d. Enterprise Risk Management Framework (June 2022).
 - Fraud Risk Assessment (October 2022).
 - UNBC Risk Appetite (December 2022).
 - Emergency Response Plan (June 2023).
 - Individual Risk Registers for critical areas (October 2023).
- e. Review and update UNBC policies, procedures, and guidelines (ongoing).
- f. Continue website upgrades, integration, improvements, and video storytelling.

5.3 Human Capital

- a. Recruitment of key faculty and staff including the Vice President, Academic and Provost, Vice President, Research & Innovation, and University Registrar. The search process for the appointment of the President and Vice-Chancellor is in progress.
- b. Implement a structured training and development program for UNBC staff and continue implementation of an academic leadership development program for Deans and Chairs.
- c. Conceptualize performance management and succession planning framework (March 2023).

5.4 Optimization and Digital Transformation

- a. Continue process mapping, review, integration, and optimization including data review, clean-up and (re)organization (ongoing).
- b. Continue implementation of CRM.
- c. Information Technology Strategy and long-term action plan (December 2022):
 - Digitization and business process automation.
 - IT Risks and Security.
 - Enterprise Resource Planning (ERP) and cloud services.
 - IT equipment, classroom, and technology infrastructure.

5.5 Revenue Generation and Diversification

- a. Continue planning for, and implementation of, UNBC Land Trust through an effectively engaged and consultative process.
- b. Develop a fundraising plan for 16000/16000 campaign (June 2022), and a fundraising strategy and framework for strategic donor cultivation and revenue diversification (June 2023).



6.0 Financial Overview

Table 6: Overall Financial Summary

\$ in Millions	2021 A	2022 B	2022 F	2023 B	2024 P	2025 P	2026 P	2027 P
Revenues	92.90	95.32	96.03	100.04	100.92	101.75	102.58	103.47
Expenditures	81.02	90.33	88.96	94.48	98.07	99.56	100.85	102.14
Operating Margin	11.88	4.99	7.07	5.56	2.85	2.19	1.73	1.33
Capital and Transfers	6.61	4.99	5.60	6.70	7.46	7.46	7.46	7.46
General Operating Fund	5.27	-	1.47	(1.14)	(4.61)	(5.27)	(5.73)	(6.13)
Ancillary Services Fund	(1.87)	(2.09)	(0.43)	-	-	-	-	-
Other Funds	3.06	(4.85)	4.61	(5.60)	(4.85)	(4.85)	(4.85)	(4.85)
Adjustments	(3.18)	4.79	(7.77)	5.60	4.85	4.85	4.85	4.85
Consolidated Surplus/ (Deficit)	3.28	(2.15)	(2.12)	(1.14)	(4.61)	(5.27)	(5.73)	(6.13)
Future Mitigation	-	-	-	-	4.61	5.27	5.73	6.43
Updated Surplus/ (Deficit)	3.28	(2.15)	(2.12)	(1.14)	-	-	-	0.30

A: Actual B: Budget F: Forecast P: Plan

The 2021-22 combined forecast for general operating and ancillary services funds is \$103.5M with a consolidated deficit of \$2.12M, which is in line with the originally approved budget deficit. Given uncertainties and rapidly changing circumstances, a conservative basis has been adopted for the forecast and actual financial results may vary. The negative variance relates to the 5% lower undergraduate enrolment forecast resulting in a \$0.8M revenue loss. The loss is offset by increased tuition revenue for MBA and Graduate programs, savings in other expenditures, and better financial performance of ancillary services. The operating margin for MBA and graduate programs is lower than the undergraduate programs due to corresponding expenditures and transfer to reserve for MBA program and offsetting scholarships and awards for graduate students.

The 2022-23 combined budget for general operating and ancillary services funds is \$111.5M with a consolidated deficit of \$1.14M, subject to approval by the Province. The deficit will be financed by general reserves. The impact of the COVID-19 pandemic, particularly lower enrolment, continues to exacerbate the financial challenges. The consolidated deficit is primarily due to lower budgeted undergraduate tuition (\$1.16M) for 2022-23 as compared to the 2022-23 plan submitted in the 2021-22 budget submission. The projected impact of lower enrolment during the five-year plan period (2022-27) is \$4.5M.

Pre-COVID (2012-20) CAGR was 1.8% for revenues and 2.6% for expenditures resulting in a negative 6% CAGR for operating margin. Operating margin represents a gap between operating revenues and expenditures. An annual operating margin of \$5M to \$7M is required for capital and transfers to avoid a consolidated deficit. The projected CAGR (2022-27) based on nominal enrolment growth is 0.7% for revenues and 1.6% for expenditures resulting in a negative 25% CAGR for operating margin.

Table 7: Scenario Comparison

\$ in Millions	2022-23	2023-24	2024-25	2025-26	2026-27
Current Scenario					
Revenues	100.04	100.92	101.75	102.58	103.47
Expenditures	94.48	98.07	99.56	100.85	102.14
Operating Margin	5.56	2.85	2.19	1.73	1.33
Attainable Enrolment Growth Scenario					
Revenues	100.04	103.27	106.15	109.03	112.55
Expenditures	94.48	98.07	100.07	102.18	104.79
Operating Margin	5.56	5.20	6.08	6.85	7.76
Difference	-	2.35	3.89	5.12	6.43

Suboptimal undergraduate enrolment remains the primary reason for UNBC's ongoing fiscal challenges as UNBC is not able to optimally utilize its available infrastructure and resources. Therefore, it is pivotal to focus on a holistic and encircling student experience supplemented by the UNBC brand in scholarship and research to achieve attainable enrolment over the next five years for financial stability and growth. Based on financial modeling, the CAGR (2022-27) for the attainable enrolment growth scenario is projected at 2.4% for revenues and 2.1% for expenditures resulting in a positive 6.9% CAGR for operating margin.

Table 8: Reconciliation of Consolidated Operating Deficit

\$ in Millions	2022-23	2023-24	2024-25	2025-26	2026-27
Prior year updated operating (deficit)	(2.12)	(2.18)	(4.61)	(5.27)	(5.73)
Restatement of prior year one-time adjustments (Note 1)	(0.74)	-	-	-	-
Restated operating (deficit)	(2.86)	(2.18)	(4.61)	(5.27)	(5.73)
Incremental general operating revenue (Note 2)	3.79	0.88	0.84	0.84	0.90
Incremental expenditures (Table 8.1)	(6.27)	(3.31)	(1.50)	(1.30)	(1.30)
Optimization and adjustments (Note 3)	3.16	-	-	-	-
Updated operating (deficit)	(2.18)	(4.61)	(5.27)	(5.73)	(6.13)
One-time adjustments	1.04	2.26	1.38	0.61	-
Net impact of attainable enrolment growth (Table 7)	-	2.35	3.89	5.12	6.43
Modeled operating (deficit) / surplus	(1.14)	-	-	-	0.30

Note 1: Represents restatement of assumptions related to COVID-19 revenue and expenditures and one-time adjustments from the prior year.

Note 2: Represents projected increase in tuition revenue based on minimal enrolment growth. Growth in 2022-23 also includes an increase in provincial funding for engineering program (\$1.19M), nursing program (\$1.24M), and final increase for the 2019 Sustainable Services Negotiating Mandate for all employee groups (\$0.54M).

Note 3: Budget 2022-23 includes the impact of removing one-time severance costs recognized in 2021-22 (\$2.4M) as part of the voluntary retirement incentive plan, operating budget changes and optimization agreed with units (\$0.76M).

Table 8.1: Incremental Expenditures

\$ in Millions	2022-23	2023-24	2024-25	2025-26	2026-27
Faculty: career development increments and promotions	0.94	0.94	0.94	0.94	0.94
Exempt employees	0.08	0.12	0.12	0.12	0.12
Other increases (Note 1)	1.72	0.97	-	-	-
Contractual compensation increases	2.74	2.03	1.06	1.06	1.06
Client relationship management and Drupal	0.51	-	-	-	-
Equity, diversity, and inclusion and Indigenous Initiative	0.23	-	-	-	-
Student Success	0.42	-	-	-	-
Other priorities and critical needs	0.21	0.60	0.20	-	-
Strategic initiatives and priorities	1.37	0.60	0.20	-	-
New programs (Engineering and Nursing)	1.98	0.45	-	-	-
Inflationary increases	0.18	0.23	0.24	0.24	0.24
Incremental Expenditures	6.27	3.31	1.50	1.30	1.30

Note 1: Includes adjustment to accrual of administrative leaves (\$0.25M), revised market differential (\$0.2M), the full-year impact of the faculty compensation framework, and other changes during 2021-22 and expected in 2022-23 (\$0.4M), minimum wage adjustment for student employees (\$0.12M), and reduced vacancy factor (2022-23: \$0.75M and 2023-24: \$0.97M).

Additional initiatives have been approved in principle that will require one-time funding over the next two to three years and will be financed through general reserves. These include (a) student portal and Degree Works (\$0.28M), (b) systems and automation (\$0.5M) including digital document management system, position control, application tracking and web-time entry, and (c) program support including instructional design and learning management system (\$0.15M).

For the expenditures financed through general reserves, UNBC will require equivalent additional revenues or lower expenditures to avoid consolidated deficit given the balanced-budget rule for public post-secondary institutions in B.C.



7.0 Key Assumptions

7.1 Enrolment

Enrolment continues to be a challenge, particularly due to the COVID-19 pandemic. The 2021-22 forecast represents 5% lower undergraduate enrolment and the enrolment projection for 2022-23 is based on 2021-22 levels adjusted for new programs with minimal growth in the future.

Table 9: UNBC Enrolment Summary

	Avg	CAGR	2020	2021	2022	2023	2024	2025	2026	2027	CAP	GAP
Domestic UG	2,200	-1.4%	2,178	2,065	1,969	2,048	2,125	2,192	2,258	2,324	2,950	626
International UG	200	3.9%	238	215	209	207	211	215	219	223	450	227
Graduate	500	1.3%	503	506	559	573	579	579	579	579	600	21
Total	2,900	-0.6%	2,918	2,787	2,737	2,828	2,915	2,986	3,056	3,126	4,000	874
Ministry Target	3,450	0.8%	3,505	3,575	3,663	3,752	3,752	3,752	3,752	3,752	3,752	
% Achieved ³	78%		76%	72%	69%	70%	72%	74%	76%	77%	95%	

Highest Domestic UG enrolment: 2,608 (2003-04)

Red represents below Average

Avg represents the 15-year average (2007-22)

CAGR: Compound Annual Growth Rate (2007-22)

CAP represents attainable enrolment capacity based on historical peak domestic UG enrolment plus recently funded additional seats, supplemented with 13% international UG and 15% graduate.

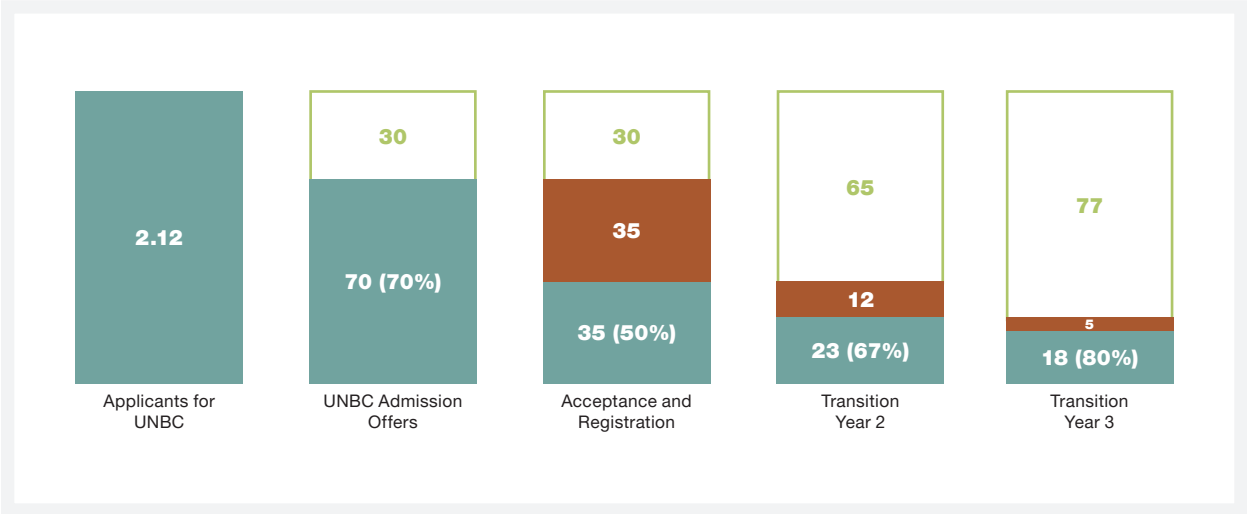
GAP represents the difference between CAP and projected enrolment for 2027

Despite growth in Ministry targets and recently funded additional seats, domestic undergraduate enrolment has declined by an average of 1.4% annually resulting in a 22% decline between 2007 and 2022. For the new Engineering programs, the enrolment target at full capacity is 280; i.e., 70/year over four years, (current target: 210; actual 61 (29%)). This challenge is exacerbated due to the COVID-19 pandemic, disruptions, and rapidly changing circumstances. Other key reasons for the decline in domestic undergraduate enrolment probably include the following:

- a. Conversion of several colleges to degree-granting institutions.
- b. Declining northern population: (a) projected 13% fewer people in northern B.C. in the 15-29 age-group in 2027 as compared to 2014; and (b) projected 3,500 fewer students; i.e., 8% decline in northern B.C. school enrolment by 2032.
- c. More than 80% attrition from application to Year 3 (see Figure 3), due to:
 - Lower conversion rate (average 70%) and yield rate (average 50%) – see Table 10.
 - Lower retention rate (67% from year 1 to 2 and 70%-80% from year 2 to 3).

³ Comparative enrolment as a % of Ministry targets for Northern B.C.: 49%; Thompson Rivers University: 101%; College of New Caledonia: 40%; Northern Lights College: 39%; and Coast Mountain College: 26%.

Figure 3: Undergraduate attrition Journey at UNBC



The average direct cost to recruit one student at UNBC is \$1,900 comprising \$900 per domestic student and \$11,800 per international student. Given the attrition rate from registration to Year 3, the average actual cost for recruiting students transitioning to Year 3 is \$3,800 per student.

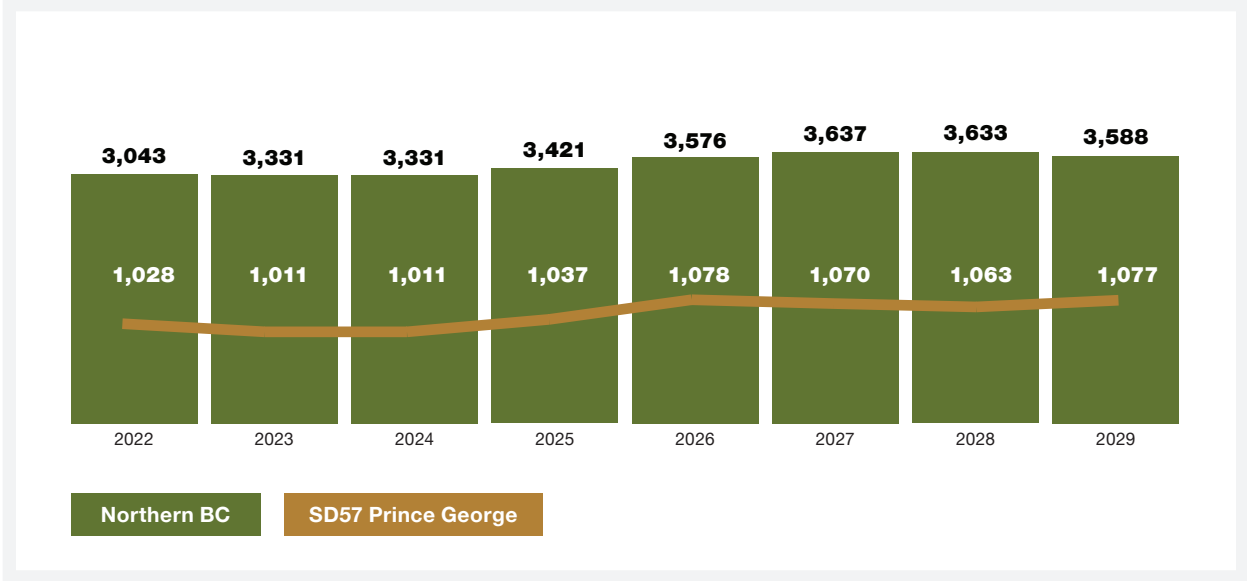
Table 10: Student Recruitment Summary

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Average
Undergraduate											
Applicants	2,758	2,509	2,154	2,210	2,721	3,050	2,646	2,588	2,540	2,360	2,550
Conversion %	69%	73%	76%	72%	72%	73%	70%	67%	65%	72%	1,810 (70%)
Yield %	54%	54%	51%	54%	51%	45%	52%	52%	52%	43%	920 (50%)
Graduate											
Applicants	540	548	672	1,005	751	1,216	1,374	1,792	2,639	1,006	1,150
Conversion %	52%	52%	42%	19%	36%	24%	22%	13%	13%	43%	290 (25%)
Yield %	61%	63%	69%	66%	69%	68%	64%	66%	67%	47%	180 (60%)

Green represents highest level **Conversion %** represents admissions offered divided by total number of applicants
Red represents below average **Yield %** represents actual registration divided by total offers of admission

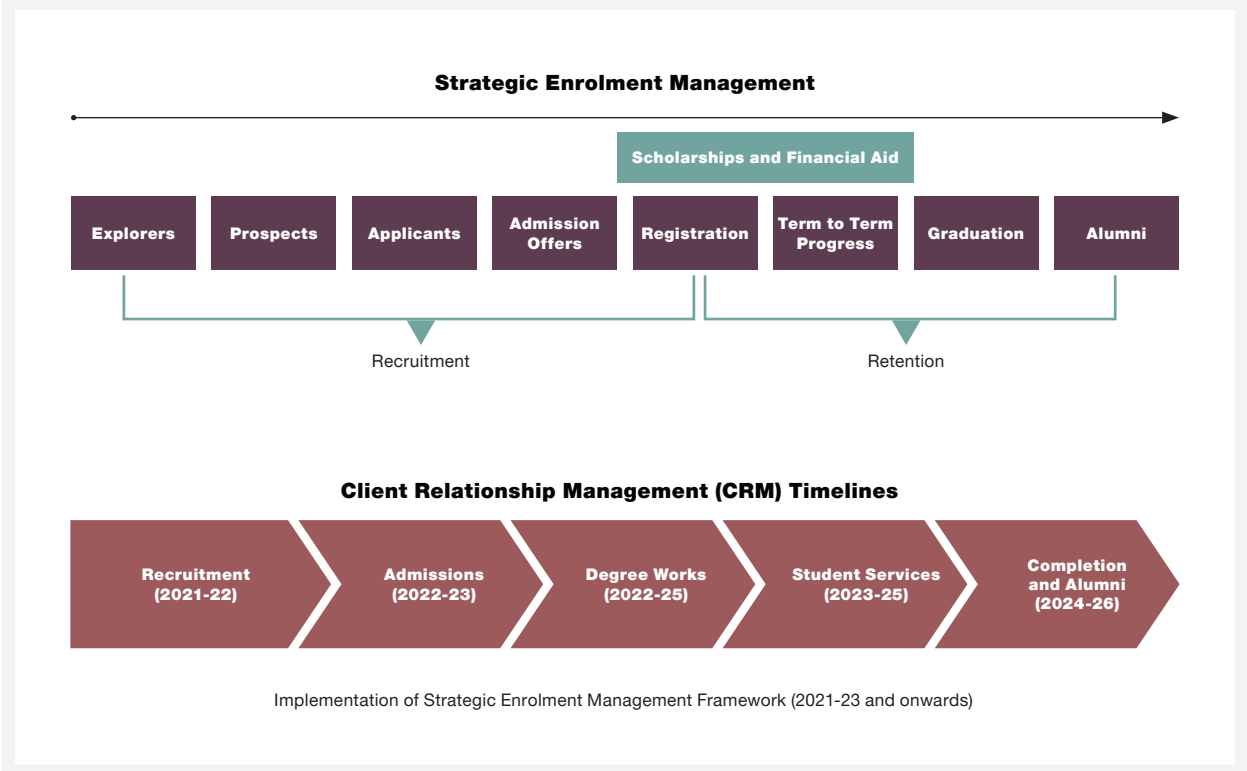
There has been a gradual decline in undergraduate applications and a marginal decline in conversion and yield %. For graduate student recruitment, there has been a substantial increase in applications, however, the conversion % has been minimal given UNBC’s inability to offer admissions due to limited seats and thesis-based programs. The yield % except for 2021 has been reasonable.

Figure 4: Grade 12 class size projections (2017 data)



Grade 12 class size projections provide an optimistic short- to medium-term outlook for dealing with enrolment challenges. UNBC can achieve its attainable enrolment growth through the integrated implementation of a strategic enrolment management (SEM) framework and the effective utilization of CRM data and tools. Some of the initiatives in the planning or initial implementation stages include (a) engaging prospective students in Grade 10 to increase readiness for success at the post-secondary level, (b) an integrated approach towards UNBC youth engagement programs, (c) strategic partnerships and pathways, and (d) strategic enrolment management to increase student success and retention.

Figure 5: SEM and CRM Implementation



7.2 General Operating Revenues

Table 11: Revenues

\$ in Millions	2021 A	2022 B	2022 F	2023 B	2024 P	2025 P	2026 P	2027 P
Provincial Operating Grant	56.19	58.34	58.50	60.92	60.92	60.92	60.92	60.92
Tuition and Student Fees	20.60	20.73	21.40	22.67	23.55	24.38	25.21	26.10
Other Grants	13.11	13.30	13.30	12.80	12.80	12.80	12.80	12.80
Other Income	3.00	2.95	2.83	3.65	3.65	3.65	3.65	3.65
Total	92.90	95.32	96.03	100.04	100.92	101.75	102.58	103.47

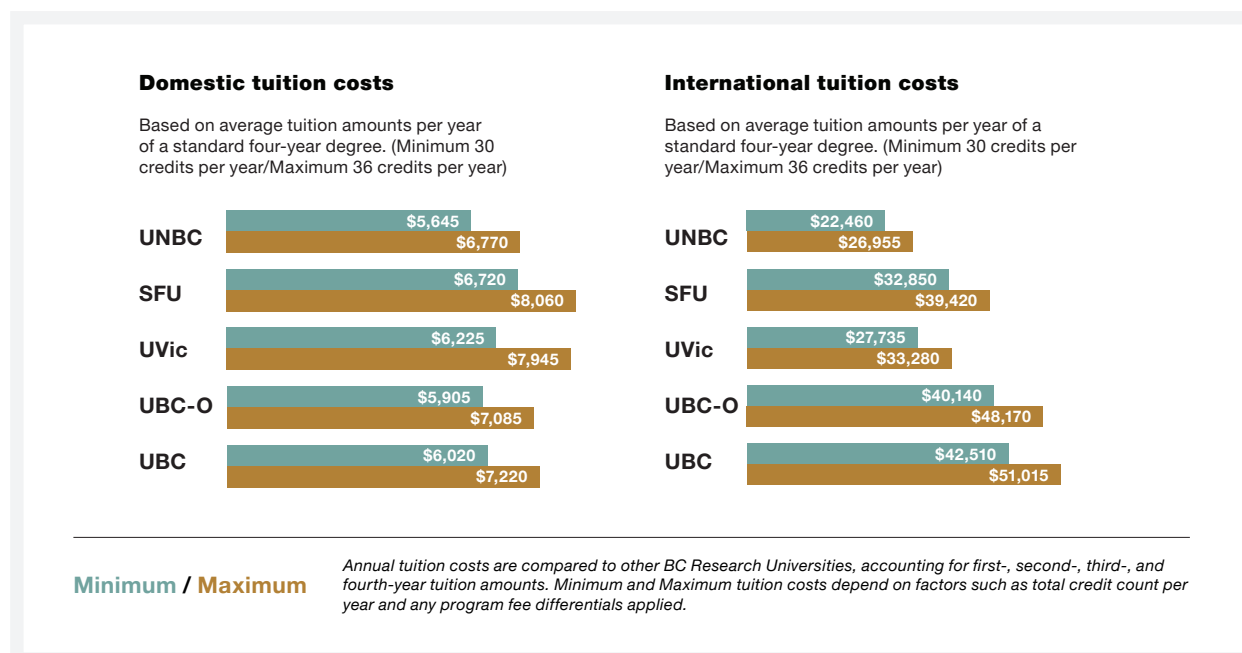
7.2.1 Provincial Operating Grant

The Provincial operating grant is comprised of 87% for students and program funding, including 9% for engineering and technology, and 13% for mandate adjustments. Funding projections beyond 2022-23 are maintained at the existing level and may be adjusted based on future approval of any new program(s) or mandate increases. Future funding may also be affected by the post-secondary funding review to be undertaken by the Ministry during 2022-23. The Provincial operating grant currently represents 60% of UNBC's total revenues as compared to 40% at other post-secondary institutions in B.C. and 33% in Ontario.

7.2.2 Tuition and Student Fees

The provincial government introduced the current tuition limit policy in 2005. In 2007, the policy was extended to include institutional and program mandatory fees. Public post-secondary institutions are expected to ensure programs and courses are affordable and accessible for students. In accordance with applicable legislation, post-secondary boards are responsible for setting, determining, and collecting tuition and mandatory fees within the tuition limit policy.

Figure 6: Domestic and International Tuition Comparison



Other post-secondary institutions including research and teaching universities in B.C. have increased tuition fees for international undergraduate students at a higher rate as compared to domestic students. One of the reasons is that international students' education is not subsidized by the government. UNBC implemented the higher % increase for the first time in 2021 to support academic and research excellence and student success. UNBC's tuition rates are in the lower quartile as compared to other comparable post-secondary institutions in B.C.

The UNBC Board of Governors approved a tuition fee schedule for 2022-23 at the 20 November 2021 meeting that represents a 2% increase for all domestic students and those international students who began their studies prior to September 2021, and a 4% 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: \$14/month; international undergraduate students commenced prior to September 2021: \$49/month to \$56/month, and international undergraduate students commenced in September 2021: \$114/month.

Table 12: Tuition and Student Fees

\$ in Millions	2021 A	2022 B	2022 F	2023 B	2024 P	2025 P	2026 P	2027 P
UG Domestic	11.42	11.71	10.97	12.16	12.73	13.26	13.80	14.37
UG International	4.47	4.30	4.27	4.46	4.64	4.82	5.02	5.22
MBA	1.40	1.20	1.57	1.76	1.80	1.82	1.85	1.87
Grad Programs	2.25	2.16	2.95	2.55	2.61	2.64	2.68	2.72
Other Fees	1.06	1.36	1.64	1.74	1.77	1.84	1.86	1.92
Total	20.60	20.73	21.40	22.67	23.55	24.38	25.21	26.10

Tuition and student fees represent 24% of total revenues as compared to 50% at other post-secondary institutions in B.C. and 46% in Canada. Tuition from international students represents 22% of total tuition. Historical (2012-21) CAGR for tuition and other fees was 2% and projected CAGR (2022-27) is 3% based on nominal enrolment growth.

As part of achieving attainable enrolment capacity over the next five years, the desirable ratio for tuition and student fees is 30% of total revenues, with international student tuition representing 30% of total tuition. This can be achieved through a 9% CAGR through focussed efforts in transformative student experience and increasing enrolment by enrolling an additional 600 domestic and 225 international student FTEs over the next five years.

7.2.3 Other Grants

These comprise the Federal Research Support Fund, grants from other universities, particularly University of British Columbia for the Division of Medical Sciences, and Provincial one-time and capital grants. These continue to be projected at a steady level.

Table 13: Other Grants

\$ in Millions	2021 A	2022 B	2022 F	2023 B	2024 P	2025 P	2026 P	2027 P
Provincial Capital and One-Time	2.39	1.98	1.98	2.04	2.04	2.04	2.04	2.04
Federal: Research Support Fund	3.21	3.21	3.21	2.51	2.51	2.51	2.51	2.51
Grants from Other Universities	7.51	8.11	8.11	8.25	8.25	8.25	8.25	8.25
Total	13.11	13.30	13.30	12.80	12.80	12.80	12.80	12.80

7.2.4 Other Income

Other income includes interest income, direct and overhead cost recovery, rental, and miscellaneous income is projected at a similar level except for 2020-22 due to the impact of the COVID-19 pandemic.

Table 14: Other Income

\$ in Millions	2021 A	2022 B	2022 F	2023 B	2024 P	2025 P	2026 P	2027 P
Interest Income	0.67	0.64	0.40	0.64	0.64	0.64	0.64	0.64
Sales and Services	1.31	1.22	0.70	1.24	1.24	1.24	1.24	1.24
Miscellaneous Income	0.16	0.08	0.10	0.06	0.06	0.06	0.06	0.06
Internal Overhead Recovery	0.64	0.73	1.37	1.43	1.43	1.43	1.43	1.43
Other Cost Recovery	0.22	0.28	0.26	0.28	0.28	0.28	0.28	0.28
Total	3.00	2.95	2.83	3.65	3.65	3.65	3.65	3.65

7.3 Expenditures

Table 15: Expenditures

\$ in Millions	2021 A	2022 B	2022 F	2023 B	2024 P	2025 P	2026 P	2027 P
Employee Costs	63.54	67.95	69.30	72.09	74.45	75.70	76.75	77.80
Operating Expenditures	17.48	22.38	19.66	22.39	23.62	23.86	24.10	24.34
General Operating Fund	81.02	90.33	88.96	94.48	98.07	99.56	100.85	102.14
Ancillary Services Fund	7.26	8.24	8.91	10.34	10.89	11.32	11.65	11.96
Capital and Transfers	6.61	4.99	5.60	6.70	7.46	7.46	7.46	7.46
Combined Total	94.89	103.56	103.47	111.52	116.42	118.34	119.96	121.56

The 2021-22 forecast for expenditures in the general operating fund is \$88.96M, which is \$1.37M (2%) lower than the budget. It is offset by higher capital and transfers (\$0.61M, 12%) due to the reclassification of routine capital expenditures and higher expenditures for the ancillary services fund (\$0.67M, 8%) based on an increased level of activity with corresponding increased revenue.

Budgeted expenditures for 2022-23 in the general operating fund are \$94.48M, which is \$4.15M (5%) higher than the 2021-22 budget and \$5.52M (6%) higher than the 2021-22 forecast. The projected CAGR (2022-27) for expenditures in the general operating fund is 1.6%. Employee costs represent 76% of total expenditures in the general operating fund.

Table 16: Expenditures: Functional Classification

\$ in Millions	2023 B	2024 P	2025 P	2026 P	2027 P	%
Governance and Executive (Note 1)	0.90	0.90	0.90	0.90	0.90	1%
Community and Outreach (Note 2)	1.73	1.73	1.73	1.73	1.73	1%
Academic Programs (Note 3)	51.73	52.66	53.59	54.52	55.45	46%
Academic Services (Note 4)	6.76	6.76	6.76	6.76	6.76	6%
Student Services (Note 5)	9.21	9.29	9.29	9.29	9.29	8%
Research and Innovation (Note 6)	2.76	2.76	2.76	2.76	2.76	2%
Information Technology Services **	5.01	5.01	5.01	5.01	5.01	4%
Administrative Services (Note 7)	4.97	4.97	4.97	4.97	4.97	4%
Facilities & Capital Planning **	8.08	8.08	8.08	8.08	8.08	7%
Ancillary Services	10.34	10.89	11.32	11.65	11.96	10%
Central Unallocated Costs (Note 8) **	10.03	13.37	13.93	14.29	14.65	11%
University Operations	38.43	42.32	43.31	44.00	44.67	36%
Total	111.52	116.42	118.34	119.96	121.56	100%

Note 1: Office of the President and Vice-Chancellor and University Governance.

Note 2: Office of Communications and Marketing, Office of EDI, and Indigenous Initiatives.

Note 3: Academic Faculties, Division of Medical Sciences, and Council of Deans.

Note 4: Office of the Vice President, Academic & Provost, Centre for Teaching and Learning, Geoffrey R. Weller Library, and Campus Support Team.

Note 5: Registrar's Office, Student Recruitment, UNBC International, Student Affairs, Student Health and Wellbeing, First Nations Centre, and Athletics and Recreation.

Note 6: Office of Research and Innovation, Research Facilities, and Laboratory Services.

Note 7: Office of the Vice President, Finance and Administration, Financial Services, Human Resources, Integrated Planning, and Safety and Security.

Note 8: Only represents unallocated centrally managed costs. The centrally managed allocations related to specific units are included in respective units, such as Geoffrey R. Weller Library, Information Technology, UNBC International, and Facilities and Capital Planning.

** These costs pertain to all university functions and are not primarily related to administration.

7.3.1 Employee Costs

Table 17: Employee Costs

\$ in Millions	2021 A	2022 B	2022 F	2023 B	2024 P	2025 P	2026 P	2027 P
General Operating Fund	63.54	67.95	69.30	72.09	74.45	75.70	76.75	77.80
Ancillary Services Fund	3.99	3.85	4.05	4.33	4.44	4.52	4.61	4.71
Total	67.53	71.80	73.35	76.42	78.89	80.22	81.36	82.51

The 2021-22 forecast for employee costs is \$73.35M, which is \$1.55M (2%) higher than the budget that is offset by lower operating expenditures for the general operating fund, primarily due to the reclassification of previously budgeted operating expenditures to employee costs based on an updated implementation plan and faculty requirements for new programs.

Budgeted employee costs for 2022-23 are \$76.42M, which is \$4.62M (6%) higher than the 2021-22 budget and \$3.07M (4%) higher than the 2021-22 forecast. The projected CAGR (2022-27) for employee costs without a general wage increase is 1.5%.

Budgeted employee costs of \$76.42M comprise salaries (\$64.88M) and benefits (\$13.52M). These costs are partially offset by a budgeted vacancy factor of \$1.98M (3%). Employee costs are funded through the general operating fund (94%) and ancillary services fund (6%). It excludes costs for approximately 80 Academic Services staff that are generally appointed on term contracts and primarily funded through sponsored research.

The FTE count and employee costs for ancillary services are adjusted according to the activity level through re-deployment and other similar initiatives to manage the overall budget and operational expectations. Budgeted employee costs for bargaining units do not include possible increases that will be funded by corresponding increases in the provincial operating grant.

Table 18: Budgeted Employee FTE Count and Costs

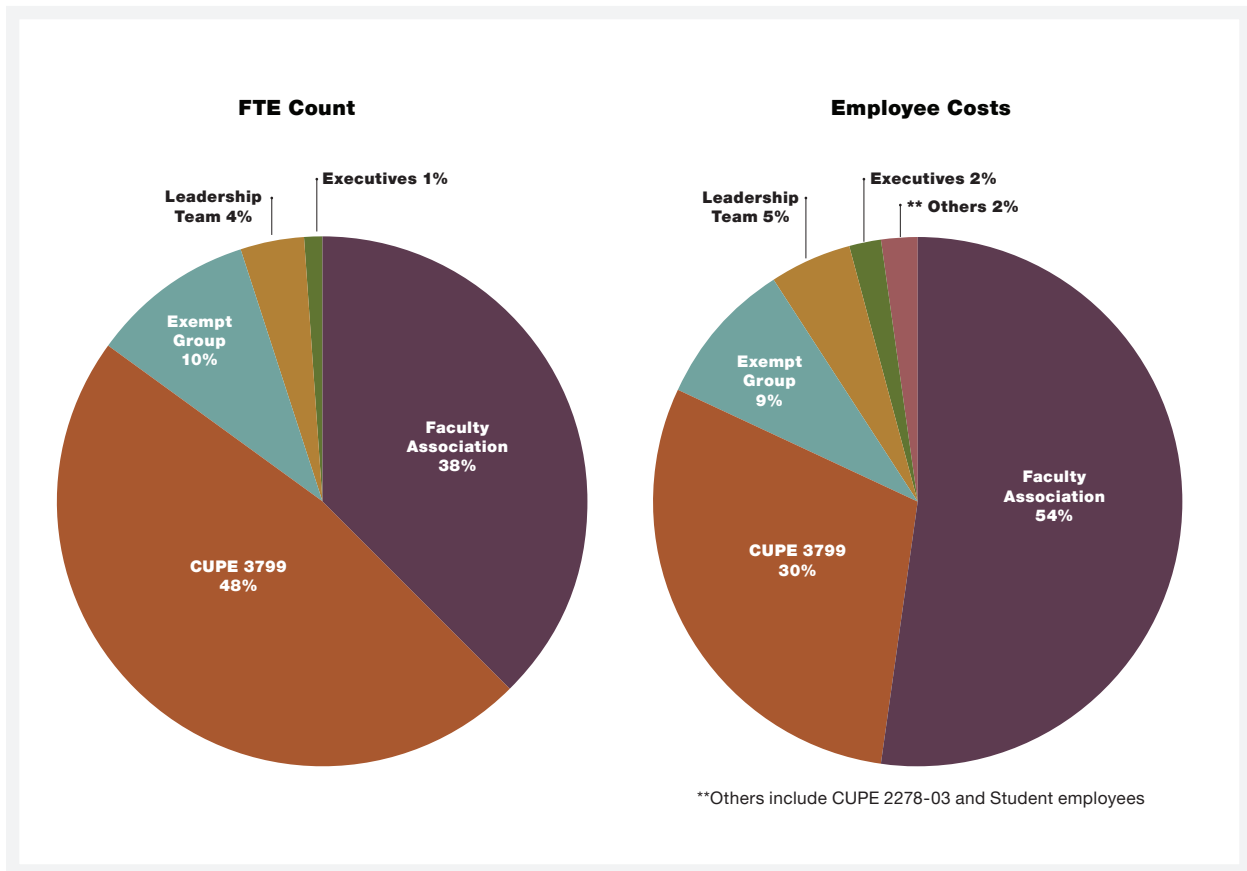
	FTE Count (Note)			Average Salary (\$)		Employee Costs (\$M)		
	2020-21	2021-22	2022-23	2021-22	2022-23	2021-22	2022-23	+/-
Faculty Association	227	237	247	122,800	124,400	37.53	40.41	8%
CUPE 3799	290	292	303	60,300	61,200	21.53	22.66	5%
Exempt Group	65	66	69	78,400	80,600	6.19	6.63	7%
Leadership Team	23	24	25	128,000	134,100	3.58	4.12	15%
Executives	6	4	4	224,000	224,000	1.12	1.21	8%
Sub-Total	611	623	648	89,800	91,100	69.95	75.03	7%
Teaching Assistants (CUPE 2278-03) and Student Employees						1.37	1.61	18%
Centrally Managed Allocation						1.92	1.76	-8%
Voluntary Retirement Incentive Plan						1.29	-	n/a
Vacancy Factor						(2.73)	(1.98)	-27%
Total						71.80	76.42	6%
General Operating Fund						67.95	72.09	6%
Ancillary Services Fund						3.85	4.33	12%

Note: The FTE count does not include the following term employees who were active in January 2022: sessional part-time instructors (197), CUPE 2278-03 (91), CUPE 3799 casual employees and student employees.

The benefits represent an average of 22% of applicable salaries and include:

- a. Pension contribution (8%-10% with employee contribution of 3%-5%). Additional voluntary employee contributions up to a maximum statutory limit are allowed without a matching employer's contribution.
- b. Extended health and dental care (ranging from \$1,500 to \$3,200/employee per year depending upon family status and employee group), life insurance, accidental death, and dismemberment (AD&D). Employees also have an option to purchase and self-fund additional applicable coverage for themselves and their dependents. Long-term disability (LTD) premiums are paid by the employees.
- c. Employee and Family Assistance Program (EFAP).
- d. Statutory benefits include Employment Insurance (EI), Workers Compensation premiums, and Canada Pension Plan (CPP) contributions.
- e. Employer Health Tax \$0.95M @ 1.95% of applicable salaries.
- f. Tuition and housing waivers (\$0.6M), as applicable.

Figure 7: Employee FTE Count and Costs: Budget 2022-23



Faculty Association

The FTE count increase primarily represents additional faculty and instructors budgeted for new programs; i.e., environmental, and civil engineering, and nursing programs. At present, faculty by rank comprises Professors (40%), Associate Professors (27%), and Assistant Professors (33%) – 42% self-declared female.

Employee costs comprise salaries (\$34.66M) and benefits (\$5.75M). Salaries include full-time faculty, librarians, senior instructors, and senior lab instructors (\$28.2M) and part-time instructors (\$3.41M), market differential for 68 faculty positions (\$1.64M) and sessional instructors (\$0.31M), stipends for 43 faculty positions (\$0.56M), and provisions for leave replacement.

A budgeted increase of \$2.88M (8%) includes salary increases (\$2.45M) and a corresponding increase in benefits (\$0.43M).

- a. New positions for environmental and civil engineering, and nursing programs (\$1.07M).
- b. Annual career development increments, promotions, and revised market differential (\$1.13M).
- c. Full-year impact of new appointments, promotions, new programs, and other changes made during 2021-22 and expected in 2022-23 (\$0.68M).

CUPE 3799

FTE count increase primarily represents additional staff positions to support student services and success (4), CRM (2), new nursing program (1), Northern Medical Program (2) and ancillary services (1). Employee costs comprise salaries (\$18.67M) and benefits (\$3.99M). A budgeted increase of \$1.13M (5%) includes an increase in salaries (\$0.96M) and a corresponding increase in benefits (\$0.17M). The budgeted increase primarily relates to new positions and the full-year impact of changes during 2021-22.

Exempt Group

FTE count increase represents additional positions for student services and success (1), communications for web manager (1), and correct classification of an existing position. Employee costs comprise salaries (\$5.48M) and benefits (\$1.15M). A budgeted increase of \$0.43M (7%) includes an increase in salaries (\$0.38M) and a corresponding increase in benefits (\$0.05M). The budgeted increase primarily relates to new positions and the full-year impact of the new compensation framework implemented in 2021-22.

Leadership Team

Comprised of Deans, Associate Vice Presidents, Vice Provosts, and Directors. FTE count increase represents recently appointed Associated Vice President, EDI. Employee costs include salaries (\$3.46M) and benefits (\$0.66M). Budgeted increase of \$0.54M (15%) include an increase in salaries (\$0.46M) and a corresponding increase in benefits (\$0.08M). The budgeted increase primarily relates to new position, the full-year impact of new appointments and the new compensation framework implemented in 2021-22, and incremental accrual of administrative leaves for Deans.

Executives

FTE count comprises, (a) President and Vice Chancellor, (b) Vice President, Academic & Provost, (c) Vice President, Research and Innovation, and (d) Vice President, Finance and Administration. Employee costs include salaries, market differential, stipends, and accrual of administrative leaves (\$1.01M) and benefits (\$0.2M). A budgeted increase of \$0.09M (8%) primarily relates to the full-year impact of changes in 2021-22 and the accrual of leaves for academic administrators.

Centrally Managed Allocations

These include (a) provision for maternity, parental and sick leaves as part of salaries, and (b) employer health tax and tuition waivers as part of benefits.

7.3.2 Operating Expenditures

Table 19: Operating Expenditures

\$ in Millions	2021 A	2022 B	2022 F	2023 B	2024 P	2025 P	2026 P	2027 P
General Operating Fund	17.48	22.38	19.66	22.39	23.62	23.86	24.10	24.34
Ancillary Services Fund	3.48	4.04	4.08	4.41	4.87	5.05	5.24	5.37
Total	20.96	26.42	23.74	26.80	28.49	28.91	29.34	29.71

Operating expenditures comprise operating supplies and expenses (42%), professional and contractual services (24%), property and upkeep (21%), student support (7%), travel costs (3%), and other costs (3). The 2021-22 forecast for operating Expenditures is \$23.74M, which is \$2.68M (10%) lower than the budget partly due to (a) reclassification of previously budgeted operating expenditures to employee costs based on an updated implementation plan and faculty requirements for new programs, and (b) reclassification to minor capital.

Budgeted operating expenditures for 2022-23 are \$26.8M, which is \$0.38M (1%) higher than the 2021-22 budget and \$3.06M (13%) higher than the 2021-22 forecast. The increase primarily relates to the implementation of new Engineering and Nursing programs (\$1.98M), strategic initiatives and priorities (\$0.75M), and ancillary services fund (\$0.33M) in line with the budgeted increase in activity and corresponding revenue. The projected CAGR (2022-27) for operating expenditures under the general operating fund is 1.7% and 4% for the ancillary services fund.

7.3.3 Capital and Transfers

Table 20: Capital and Transfers – General Operating Fund

\$ in Millions	2021 A	2022 B	2022 F	2023 B	2024 P	2025 P	2026 P	2027 P
Minor Capital	1.64	0.18	1.44	1.72	1.72	1.72	1.72	1.72
Transfers	4.97	4.81	4.16	4.98	5.74	5.74	5.74	5.74
General Operating Fund	6.61	4.99	5.60	6.70	7.46	7.46	7.46	7.46

Minor capital as per the 2021-22 forecast is higher than the budget due to reclassification from the operating expenditures based on expenditure type. Budget and forward projections include:

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

7.3.4 Other Funds

Table 21: Other Funds

\$ in Millions	2021 A	2022 B	2022 F	2023 B	2024 P	2025 P	2026 P	2027 P
Research	2.46	(0.50)	(0.10)	(0.75)	(0.50)	(0.50)	(0.50)	(0.50)
Specific Purpose / Endowment	8.86	(0.60)	6.71	(1.10)	(0.60)	(0.60)	(0.60)	(0.60)
Capital	(8.26)	(3.75)	(2.00)	(3.75)	(3.75)	(3.75)	(3.75)	(3.75)
Total	3.06	(4.85)	4.61	(5.60)	(4.85)	(4.85)	(4.85)	(4.85)

The variance in the 2021-22 forecast relates to better performance of UNBC endowment and corresponding deferred revenue. The projections are maintained at usual estimated levels.

7.3.5 Adjustments

Adjustments comprise changes required for the financial statements including capitalized expenditures, elimination of internal inter-fund transactions with neutral impact, deferred revenue, and restricted income. These are projected at existing levels.

7.3.6 Ancillary Services Fund

Ancillary (Business) services continues to advance a strong service excellence focus while adapting to COVID-19 disruptions, rapidly changing circumstances, ongoing uncertainties, and fluctuating operations while managing the gradual return to campus. The key principle adopted by the unit is based on maintaining critical services and student experience that has been achieved through scenario-based and safety planning, ongoing readiness to rebound, optimizing resources and expertise for future and new programs, striving for synergies, effectiveness, and service excellence and through professional development, growth, and deployment, as required.

Table 22: Planning Scenario Assumptions

	Short-term	Medium-term
Overall Approach	Realistic	Ambitious
Campus activities	Moderate	High
Enrolment Growth	Flat	Moderate
Demand: existing services	Flat	Moderate
Service Continuation	Moderate	High
Planning: future initiatives	High	High
Demand for new initiatives	Minimal	Moderate

Key accomplishments for the year include (a) strategic plan for Northern Sport Centre, (b) robust customer service strategy, (c) active participation in Ministry of Advanced Education and Skills Training Working Groups, (d) 40% B.C. food purchases (target: 30%), and (e) expanded reach of Continuing Studies through virtual delivery and exploring micro-credentials.

Key Indicators include: Housing capacity: 540 beds; historical pre-COVID occupancy 95%, current projections: 85% – UNBC four-bed suite: \$2,600/semester – B.C. comparison: ranges from \$2,800 to \$4,000. Meal plan: historical pre-COVID utilization: 400 students, current: 300 students – UNBC five-day meal plan: \$2,460, seven-day meal plan: \$2,755 – B.C. comparison: ranges from \$2,200 to \$6,500. Continuing Studies: historical pre-COVID course participants: 3,800, current: 3,600 with 63,000 instructions hours. Northern Sport Centre: regular membership: 6,000+ (1,750 UNBC students), current: 3,760 (1,025 UNBC students)

Future priorities include (a) Strategic Plan for Housing, Retail Services and Hospitality Services, (b) strategic approach to Childcare expansion, (c) ongoing improvement of key performance indicators (KPIs), (d) financial accountability, and (e) best practices in Indigenization and EDI.

Table 23: Ancillary Services Fund

\$ in Millions	2021 A	2022 B	2022 F	2023 B	2024 P	2025 P	2026 P	2027 P
Revenues	5.39	6.15	8.48	10.34	10.89	11.32	11.65	11.96
Employee Costs	3.99	3.85	4.05	4.33	4.44	4.52	4.61	4.71
Operating Expenditures	3.48	4.04	4.08	4.41	4.87	5.05	5.24	5.37
Expenditures	7.47	7.89	8.13	8.74	9.31	9.57	9.85	10.08
Minor Capital and Transfers	(0.63)	(0.20)	(0.24)	(0.13)	(0.24)	(0.13)	(0.13)	(0.14)
Gross Operating Results	(1.45)	(1.54)	0.59	1.73	1.82	1.88	1.93	2.02
Debt Servicing (Internal)	-	-	-	0.56	0.59	0.61	0.63	0.69
Contributions	0.42	0.55	1.02	1.17	1.23	1.27	1.30	1.33
Net Operating Results	(1.87)	(2.09)	(0.43)	-	-	-	-	-

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

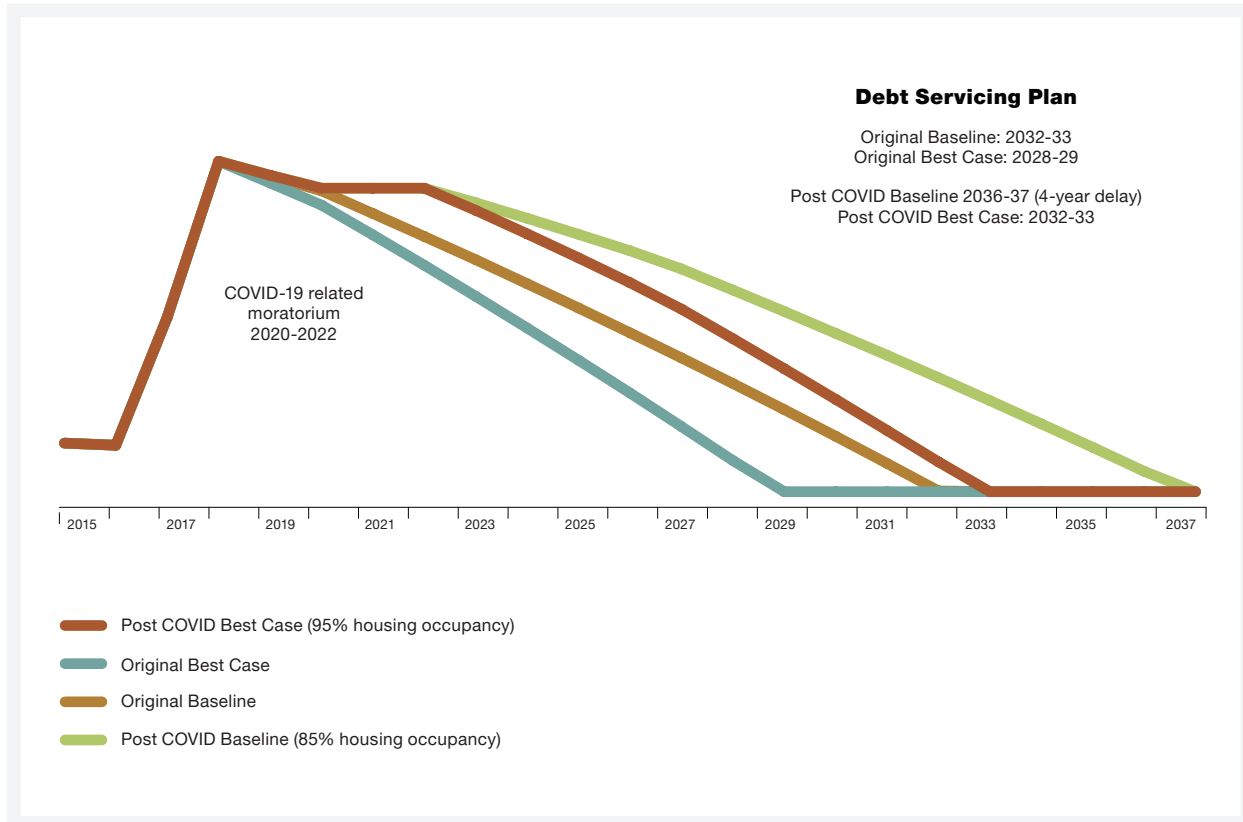
The 2021-22 forecast for revenues is \$2.33M (38%) higher than the budget that is partly offset by increased expenditures of \$0.24M (3%) based on an increased level of activities. Better operating and financial performance is forecasted to result in an increased contribution by \$0.47M (85%), better gross operating result by \$2.13M (138%), and better net operating result by \$1.66M (79%).

The budgeted gross operating result for 2022-23 is \$1.14M (193%) better than the 2021-22 forecast. The budgeted net operating result is \$0.43M better, and the contribution is budgeted to increase by \$0.15M (15%).

Internal Housing Renovation Loan

A COVID-19-related moratorium was approved for the internal housing renovation loan repayment during 2020-22. Given the gradual and slow return to normalcy; it is anticipated that the loan will be fully repaid by 2037; i.e., four-year delay to the repayment schedule. The loan repayment is expected to begin from 2022-23 and projected annual repayments range from \$0.5M to \$0.9M (average \$0.8M).

Figure 8: Internal Housing Renovation Loan



7.3.7 Cost per Student

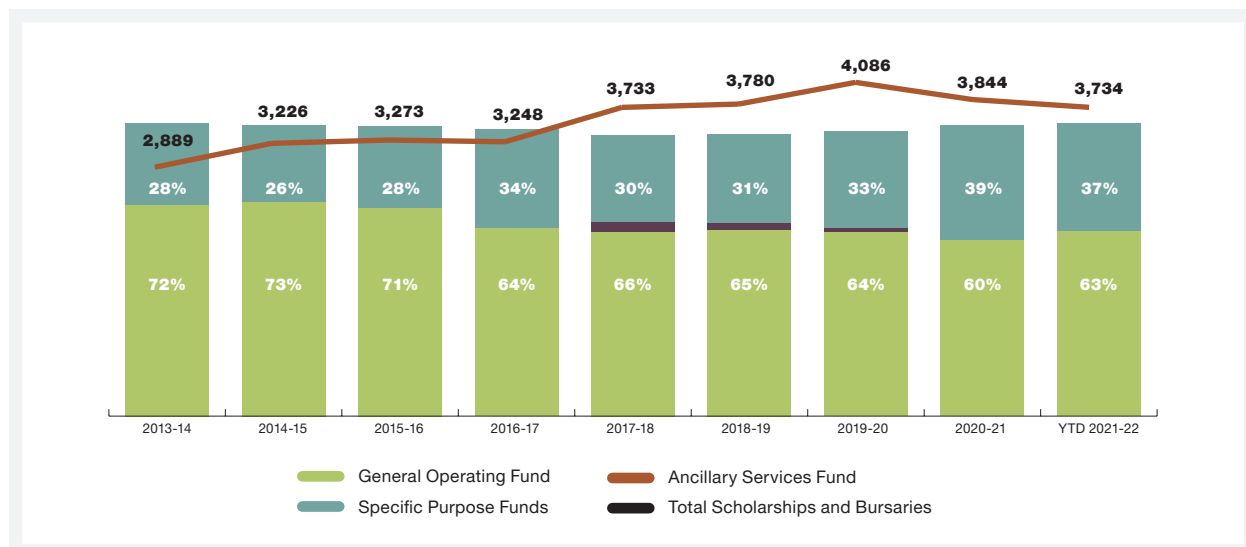
Table 24: Per-Student FTE Costs Analysis

	2023 B	2024 P	2025 P	2026 P	2027 P	Attainable Scenario
Faculty Costs	14,900	14,800	14,700	14,700	14,700	11,800
Other Employee Costs	10,600	10,800	10,600	10,400	10,200	8,100
Property and Upkeep	1,800	1,700	1,700	1,600	1,600	1,300
Other Operating Costs	6,100	6,300	6,300	6,300	6,200	5,000
Total Costs	33,400	33,600	33,300	33,000	32,700	26,200
Provincial grant	16,200	16,200	16,200	16,200	16,200	15,200
Average Tuition	8,000	8,100	8,200	8,200	8,400	8,700
Ancillary Revenue	400	400	400	400	400	400
Other Income and Grants	5,800	5,600	5,500	5,400	5,300	4,000
Total Revenues	30,400	30,300	30,300	30,200	30,300	28,300
Surplus / (Gap)	(3,000)	(3,300)	(3,000)	(2,800)	(2,400)	2,100

The per-student Provincial grant is calculated by dividing the total Provincial grant by the Ministry FTE target. Given existing lower enrolment, the per-student Provincial grant is higher and helps offset the consolidated deficit. The attainable enrolment growth scenario projects a balanced or surplus budget by providing \$8.4M (\$2,100 * 4,000 students) for funding capital and transfers.

7.4 Scholarships and Bursaries

Figure 9: Scholarships and Bursaries



Scholarships and bursaries represent 20% of tuition revenue based on the previous four-year average. CAGR for Scholarships and Bursaries is 4% (general operating fund: 1%; specific purpose funds: 8%). Specific purpose funds comprise expendable funds, endowment distribution and sponsored research funds. Total disbursement from 1995 to 2021 is more than \$60M.

7.5 Endowment

Revisions to the Endowment Statement of Investment Policies and Goals were approved in 2022, which will require all investment managers to incorporate Environmental, Social and Governance (ESG) considerations, provide periodic reports on their ESG exposure and practices, to be encouraged to adopt UN Principles for Responsible Investing (UNPRI), and for ESG factors to be included in the evaluation of new investments.

Table 25: Annual Donations

\$ in Millions	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total	Avg	Median
Endowed Funds	0.4	0.2	0.4	2.9	1.1	0.4	0.6	1.5	0.3	2.6	10.4	1.0	0.5
Expendable	0.8	1.1	1.5	1.3	1.1	1.5	1.6	0.8	1.0	1.2	11.9	1.2	1.2
Total	1.2	1.3	1.9	4.2	2.2	1.9	2.2	2.3	1.3	3.8	22.3	2.2	1.7

UNBC received \$2.3M in 2021 from the estate of a long-term donor, which was endowed 50% for the Library fund and 50% for scholarships and bursaries. Endowed funds received in 2015 include \$2.25M for the B.C. Leadership Chair in Tall Wood and Hybrid Structures Engineering.

Average annual donations have fluctuated over the years and requires a focused fundraising strategy and framework for strategic donor cultivation and revenue diversification. Due to the elimination of the Office of University Advancement, transition, and reorganization of donor services as part of the Office of Research and Innovation, the donations for 2021-22 are expected to be lower. The annual return for the year ended 31 March 2021 was 14.4% and the historical average annual rate of return has been more than 7% with investment management fees of 0.5%.

Figure 10: Endowment Performance

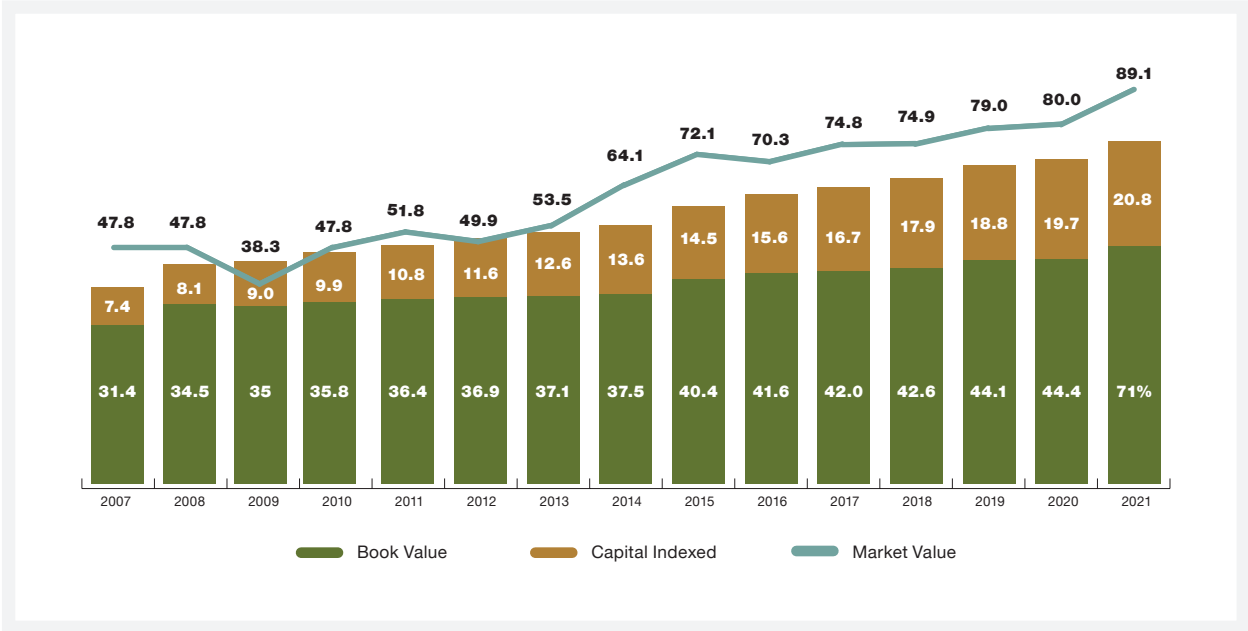


Figure 11: Endowment Summary



The annual distribution is 4.5% including a 1% administration fee, which is based on a three-year rolling average market value. The 2021-22 utilization forecast is \$2.9M (83%) and the 2022-23 budget is \$3.9M. 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 endowment market value as of 30 September 2021 was \$94.2M.

Table 26: Summary of Endowed Funds (31 March 2021)

\$ in Millions	# of Funds	%	Value of Funds	%	Average per Fund
Student Awards	268	81%	29.8	33%	0.11
Northern Medical Program	38	12%	11.09	12%	0.29
Research and Faculty Support	12	4%	39.88	45%	3.32
Library Services	8	2%	3.58	4%	0.45
Program Support	4	1%	4.75	5%	1.19
Total	330	100%	89.1	100%	0.27

7.6 Research and Innovation

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

- a. Graduate programs and research support and coordination for sponsored research.
- b. Donor relations, development, youth programming and community engagement as transitioned from the Office of University Advancement.
- c. Research Centres:
 - The Pacific Institute for Climate Solutions (PICS)
 - Quesnel River Research Centre (QRRC)
 - Centre for Technology Adoption for Aging in the North (CTAAN)
 - Centre of Excellence in Data Privacy, Security and Integrity (TeejLab)

d. Research Services:

- High-Performance Computing (HPC)
- Enhanced Forestry Lab (EFL)
- Northern Analytical Laboratory Services (NALS)
- Research Data Centre (RDC)
- Northern Health Sciences Research Facility (NHSRF)

e. Research Institutes:

- National Collaborating Centre for Indigenous Health (NCCIH)
- Natural Resources & Environmental Studies Institute (NRESi)
- Community Development Institute (CDI)
- Health Research Institute (HRI)
- Northern FIRE (Feminist Institute for Research and Evaluation)

f. 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 27: Sponsored Research

\$ in Millions	2014	2015	2016	2017	2018	2019	2020	2021
Tri Council and CRC	3.2	3.2	2.7	2.2	2.5	3.8	4.0	4.9
Research Support Fund	1.4	1.2	1.2	1.1	1.0	2.3	2.9	3.2
Endowment	0.6	0.6	1.0	1.1	1.1	1.1	1.2	1.0
Others	7.6	7.0	3.7	6.4	5.1	6.9	6.6	7.4
Total	12.9	12.0	8.6	10.8	9.8	14.2	14.8	16.5

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 recent increase in the Research Support Fund (RSF) relates to funding routed through UNBC for the program implemented with B.C. Academic Health Science Network associated with Canada's Strategy for Patient-Oriented Research (SPOR), which is not available for UNBC activities. Annual RSF allocation for UNBC activities ranges from \$1M to \$1.5M.

The average annual cost of the Office of Research and Innovation is \$2M/year, which represents 12% to 16% of sponsored research. This does not include other support services costs including university overheads.

7.7 Capital Planning

The revitalized Five-Year Capital plan development for next year's submission is in its initial stages of conceptualization. The revitalized process that is expected to be implemented over the next 12-18 months will be guided by the campus masterplan with an opportunity to review it periodically (as required) and will entail a space review, future UNBC programs and initiatives, planning for capital replacement and routine capital including assessment of UNBC facilities through gradual updating of Facilities Condition Index. The process will also incorporate social indicators to determine the socio-economic impact of UNBC capital projects. It is expected that the Capital plan will be presented as part of UNBC's annual budget submission, effective as of the 2023-24 budget cycle.

7.8 Reserves and Accumulated Surpluses

**Table 28: Reserves and Accumulated Surpluses
(as per the audited financial statements)**

\$ in Millions	31 March 2020	31 March 2021
Equity Reserve	53.03	51.51
Endowment (Note)	64.14	67.66
Restricted Reserves	3.58	4.38
General Reserves (Table 28.1)	20.92	24.92
Total Reserves and Accumulated Surpluses	141.67	148.47

Note: Includes indexed principal values and the deferred contribution of \$21.44M reported separately in the audited financial statements. Hence, the total endowment investment market value as of 31 March 2021 is \$89.1M; i.e., \$67.66M plus \$21.44M.

Table 28.1: General Reserves

\$ in Millions	31 March 2020	31 March 2021
General Reserve	3.52	3.52
Carryforwards	4.16	2.51
Equipment Replacement and Special Projects	11.26	17.07
Capital Reserve	7.98	8.94
Specific Purpose	5.82	6.13
Ancillary Services (Note)	(11.82)	(13.26)
General Reserves	20.92	24.91

Note: Represents the outstanding balance of internal housing renovation loan to ancillary services (\$11.5M) and cumulative operating deficit for ancillary services during COVID-19 (\$1.76M). The internal housing renovation loan is expected to be fully repaid by 2037.

Table 29: Projected Changes in General Reserves

\$ in Millions	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
Opening balance	24.92	16.57	15.06	15.65	16.26	16.89
Estimated commitments/restrictions (Note 1)	(6.23)	(0.93)	-	-	-	-
Balance available for use	18.69	15.64	15.06	15.65	16.26	16.89
Ancillary Services deficit/repayment	(0.43)	0.56	0.59	0.61	0.63	0.69
General operating deficit	(1.69)	(1.14)	-	-	-	-
Balance available for future use	16.57	15.06	15.65	16.26	16.89	17.58
Primary Reserve Ratio (Note 2)	59 days	54 days	56 days	58 days	60 days	63 days

Note 1: Estimated at 25% of general reserves for 2021-22. For 2022-23, the amount relates to additional initiatives approved in principle as part of the 2022-23 budget submission that will require one-time funding over the next two to three years and will be financed through reserves.

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.



Appendix A: UNBC's Strategic Context

Motto

'En Cha Huná

Interpreted as “respecting all forms of life.” UNBC’s motto, from the Dakelh (Carrier) Elders, is used to remind us that all people have a voice and a viewpoint. It encapsulates respecting diversity and nurturing compassion and inclusion.

Vision

Canada's leading destination University, personal in character, that transforms lives and communities in the North and around the world.

UNBC’s founders envisioned and built an institution where all are welcomed to learn, live, work closely with our faculty and staff, and transform the quality of life in northern British Columbia, the province, and beyond. UNBC strives to enable a transformative student experience allowing them to be successful and achieve their aspired destination(s).

Mission

To inspire leaders of tomorrow by influencing the world today.

UNBC strives to provide a safe and challenging learning environment where students gain leadership skills and stretch their boundaries through academic discussion and debate, working closely with faculty and staff on research projects and a wide range of initiatives that improve student life or contribute to a need in the community, the region or far beyond.

Values

Experiential learning and discovery: Our community celebrates and strives to provide an unparalleled learning experience that ensures our students are prepared to meet the challenges of a fast-paced modern world while stepping up and making a difference. UNBC is a champion of intellectual freedom, academic inquiry, learning for its own sake, access to information, learning through applied and best practices in experiential initiatives, and the development and mobilization of new knowledge.

Inclusiveness and diversity: Social and cultural diversity is core to enriching the learning environment of a modern university. The confluence of diversity and respectful discussion stimulates creative thoughts, new ways of thinking, and new pathways of inquiry. This ensures that our research questions address society as a whole, and enables us to train leaders who understand our local and global communities.

Community: UNBC is a place where community thrives and where we embrace diversity, equity, compassion, and inclusion and celebrate our differences in a safe and nurturing environment. It is a place all are welcome and where we commit to being respectful, innovative, resourceful, and responsive in our interactions with each other.

Integrity: To succeed we must be true to who we are, and focus on where we are now and what we want to be in the future. We are honest, supportive, and forthright in all our interactions, confronting problems and issues openly and constructively.

Academic (research and operational) excellence: Excellence in teaching and research is a central tenet of a destination university.

Appendix B: 2022-23 Budget and Planning Timelines

Review of 2021-22 operating costs by Deans and Directors	October 2021
Submission of 2022-23 Goals and Objectives, operating budget, and strategic initiatives by Deans and Directors	December 2021
Strategic Planning and Budget Sub-Committee (SPBSC) Meetings – five meetings between September 2021 and February 2022.	February 2022
Agenda item for multiple meetings of the President’s Executive Council	February 2022
Collaborative Leadership Forum	16 February 2022
Senate Committee on the University Budget (SCUB)	18 February 2022
UNBC Senate	23 February 2022
Finance and Investment Committee of UNBC Board of Governors	7 March 2022
UNBC Board of Governors	19 March 2022
UNBC Town Hall	24 March 2022

This collaborative journey continues as an integrated approach for strategy-driven, risk-based, and data-informed planning, implementation, and accountability.