Board and Board Committee Meetings
Monday, May 28 & Tuesday, May 29, 2018

University of Victoria

Open Session
Tuesday May 29, 2018
11:00 am – 12:00 pm
Michael Williams Building, Boardroom 120

AGENDA

1. **Approval of Agenda**
   MOTION:
   THAT the agenda of the open session of the regular meeting of May 29, 2018 be approved.

2. **Approval of Summary Record of the Meeting of March 27, 2018** (attached)
   MOTION:
   THAT the summary record of the open session of the regular meeting of March 27, 2018 be approved.

3. **Business Arising from the Summary Record**

4. **Chair's Remarks**

5. **Correspondence**

6. **President's Report**

   a. Presentation on Pacific Institute for Climate Solutions (PICS) by Dr. Sybil Seitzinger, Executive Director

7. **External Relations Update** BOG-May29/18-21

<u>CONSENT</u>

8. **Operations and Facilities Committee (Ms. Cathy McIntyre)**

   a. New and Revised Awards BOG-May29/18-14

   MOTION:
   THAT the Board of Governors approve the new and revised undergraduate and graduate awards set out in the attached document and listed below:

   • Holocaust Studies Graduate Travel Award (new)
   • Dr. Elisabeth Dixon Scholarship in Chemistry (new)*
   • Motion Picture Technicians Union Local 891 Bursary (revised)

• David Stanonik Pacific Northern Gas Scholarship (revised)*
• Faculty of Engineering: Dean's Entrance Scholarship (revised)
• Royal Jubilee Hospital School of Nursing Alumnae Association Student Award (revised)*
• Hart Will Graduate Fellowship in Indigenous Governance & Leadership (new)*
• Richard and Margaret Beck Student Research Travel Award (revised)*
• Chair in Transgender Studies Doctoral Degree Research Scholarship for Trans, Non-Binary, and Two-Spirit Students (revised)
• Chair in Transgender Studies Doctoral Degree Research Scholarship (revised)
• Chair in Transgender Studies Master's Degree Research Scholarship for Trans, Non-Binary, and Two-Spirit Students (revised)
• Chair in Transgender Studies Master's Degree Research Scholarship (revised)
• Chair in Transgender Studies Research Fellowship for Community-Based Scholars (revised)
• Chair in Transgender Studies Research Fellowship for Visiting University-Based Scholars and Professionals (revised)
• Tectoria Video Game Industry Award for Developers (revised)
• Black Press Business Scholarships (revised)
• Kathleen G. Collis Art Therapy Scholarship (new)*
• Constance E. Hoyte Bursary in Music Education (revised)*
• Haji Charania Family Bursary (new)
• James H.C. Walker Memorial Award (new)
• Hazel Partridge Smith Bursary in Creative Writing (revised)*
• Roger J. Bishop Writing Prize (new)*
• Boehm Family Award for Excellence in Science (revised)*
• W.E. Cowie Innovation Award (revised)*
• Kedar Shrikhande Memorial Scholarship for Students with a Disability (new)
• Martlet Chapter, Iode Graduate Scholarship for Women (revised)*
• Donna Trenholm Staff Award in Humanities (revised)*
• UVic Residence and Meal Plan Bursary (revised)
• CIBC Scholarship in the Peter B. Gustavson School of Business (revised)
• Didier Bergeret Scholarship (new)*
• JFK Law Corporation Indigenous Legal Orders Scholarship (new)
• Chaney Fund (revised)*
• Dr. and Mrs. W. Clarke Horning Memorial Prize in Music (revised)*
• Horning Memorial Scholarship in Music (revised)*
• Art and Music Education Bursary (revised)
• Don Wright Scholarship in Music Education (revised)*
• Don Wright Scholarship in Music Education (Instrumental Music) (revised)*
• Don Wright Scholarship in Music Education (Vocal & Choral Music) (revised)*
• Howard & Donna Denike Memorial Bursary (revised)*
• Noel & Margaret Gantly Scholarship (revised)*
• Joseph Patrick Cunningham Memorial Scholarship (revised)*
• W.A.C. Bennett Scholarship (revised)*

• Lorene Kennedy Graduate Student "Writing-Up" Award (new)*
• Frances Theron Spirit of the Phoenix Award (new)
• Stephen & Eunice Lowe Legacy Scholarship (revised)*
• Lorne Loomer Rowing Award (new)*
• Hugh Campbell & Marion Alice Small Graduate Scholarship for Scottish Studies (revised)*
• Canet Foundation Scholarship (new)*
• Henriette Ann Schmidt Scholarship (revised)
• Hightech U Award (new)
• Leslie & Terry Farmer Nursing Scholarship (new)*
• Franc R. Joubin Entrance Scholarship (revised)*
• Dr. Charlotte Loppie Award (new)*
• Jeffrey Rubinoff Scholar in Art as a Source of Knowledge Travel Award (revised)*
• Department of Computer Science Graduation Medal (revised)
• Department of Computer Science Honours Graduation Medal (new)
• Thea Vakil Scholarship (new)*
• Physics Red Scholarship (revised)*
• Eric Leblanc Memorial Scholarship (new)
• Dr. Lorene Kennedy Environmental Studies Undergraduate Award (revised)*
• Dr. Lorene Kennedy Undergraduate Award (revised)*
• Dr. Lorene Kennedy Environmental Studies Graduate Award (revised)*
• Dr. Lorene Kennedy Graduate Award (revised)*

* Administered by the University of Victoria Foundation

b. Proposal to Establish a Master of Management (MM) Degree BOG-May29/18-15

MOTION:

THAT the Board of Governors approve, subject to funding, the establishment of a Master of Management (MM), as described in the document "Master of Management Degree", and that this approval be withdrawn if the program should not be offered within five years of the granting of approval. Once the Board of Governors has approved the proposal, the proposal must be approved by the Secretariat of the Ministry of Advanced Education, Skills and Training.

c. Proposal to establish a Research Option in Master of Nursing and Master of Science in Health Informatics: Double Degree Program BOG-May29/18-16

MOTION:

THAT the Board of Governors approve, subject to funding, the establishment of a Research Option in Master of Nursing and Master of Science in Health Informatics: Double Degree Program, as described in the document

"Proposal to Offer Research Project Option in Master of Nursing and Master of Science in Health Informatics: Double Degree Program", and that this approval be withdrawn if the program should not be offered within five years of the granting of approval.

d. Proposal to Establish a Master of Engineering in Applied Data Science BOG-May29/18-17

MOTION:

THAT the Board of Governors approve, subject to funding, the establishment of a Master of Engineering in Applied Data Science, as described in the document "Master of Engineering in Applied Data Science", and that this approval be withdrawn if the program should not be offered within five years of the granting of approval. Once the Board of Governors has approved the proposal, the proposal must be approved by the Secretariat of the Ministry of Advanced Education, Skills and Training.

e. Proposal to Change the Name of the "Certificate in Aboriginal Language Revitalization (CALR)" to the "Certificate in Indigenous Language Revitalization (CILR)" BOG-May29/18-18

MOTION:

THAT the Board of Governors approve the change of the name of the "Certificate in Aboriginal Language Revitalization (CALR)" to the "Certificate in Indigenous Language Revitalization (CILR)", as described in the memo dated February 18, 2018, effective immediately.

f. Change the name "Theatre History" to "Theatre Studies" for the Department of Theatre's MA program BOG-May29/18-27

MOTION:

THAT the Board of Governors approve the change of the name "Theatre History" to "Theatre Studies" for the Department of Theatre's MA program, as described in the memo dated December 5, 2017, effective immediately.

g. Change the name "PhD in Theatre in History" to "PhD in Theatre" BOG-May29/18-28

MOTION:

THAT the Board of Governors approve the change of the name "PhD in Theatre History" to "PhD in Theatre", as described in the memo dated December 5, 2017, effective immediately.

h. Existing curriculum for the PhD in Theatre History will become a stream identified as a "Theatre Studies Stream" within the PhD in Theatre BOG-May29/18-29

MOTION:

THAT the Board of Governors approve that the existing curriculum for the PhD in Theatre History become a stream identified as a "Theatre Studies Stream" within the PhD in Theatre.

i. Proposal to add a stream in Applied Theatre to the newly named PhD in Theatre BOG-May29/18-30

MOTION:

THAT the Board of Governors approve, subject to funding, the addition of a stream in Applied Theatre to the newly named PhD in Theatre, as described in the document "PhD in Applied Theatre", and that this approval be withdrawn if the program should not be offered within five years of the granting of approval.

j. Status Report on Capital Projects BOG-May29/18-01

9. Finance Committee (Ms. Ida Chong)

a. 2017 Annual Reports and Financial Statements: University of Victoria Combination Pension Plan and University of Victoria Money Purchase Pension Plan BOG-May29/18-03

b. University of Victoria Staff Pension Plan Policy on Delegating Signing Authorities BOG-May29/18-02

MOTION:

THAT the Board of Governors approve the attached University of Victoria Staff Pension Plan Policy on Delegated Signing Authorities effective May 29, 2018.

c. Collection and Remission of Student Fees for the Graduate Students' Society (GSS) BOG-May29/18-31

MOTION:

THAT the Board of Governors collect and remit fees for the GSS in 2018/19 as outlined in the letter of May 14, 2018 from the Executive Director of the GSS to Gayle Gorrill, Vice-President Finance and Operation.

d. Revision to 2018-19 to 2020-21 Planning and Budget Framework BOG-May29/18-13

MOTION:

THAT the Board of Governors approve the attached revision to the 2018-19 to 2020-21 Planning & Budget Framework, effective immediately.

Pro Forma Motion: *THAT the above items be approved by the Board of Governors by consent.*

REGULAR

10. Audit Committee (Ms. Beverly Van Ruyven)

a. 2017/18 Financial Statements *(documents to follow)* BOG-May29/18-08a
MOTION (*to follow)*:

11. Operations and Facilities Committee (Ms. Cathy McIntyre)

BOG-May29-18-22

a. Final Draft of the University of Victoria Strategic Framework 2018-2023

MOTION:
THAT the Board of Governors approve the University of Victoria Strategic Framework 2018-2023 upon the recommendation of Senate, effective immediately.

b. Equity and Human Rights Annual Report BOG-May29/18-25

c. Annual Report on Non-Academic Misconduct Allegations and Resolutions BOG-May29/18-19

12. Executive and Governance Committee (Ms. Beverly Van Ruyven)

a. Presidential Appointment Procedures BOG-May29/18-24
MOTION:
THAT the Board of Governors approve the revisions to the Procedures for the Search, Appointment and Reappointment of the President and Vice-Chancellor (Policy GV0300) outlined in the attached document, as recommended by the Senate.

13. Other Business

a) Review of action items identified
b) Any other business

Adjournment

Board and Board Committee Meetings
Monday, March 26 & Tuesday, March 27, 2018

University of Victoria

Open Session
Tuesday March 27, 2018, 11:00 am
Senate and Board Chambers

DRAFT SUMMARY RECORD

Present: Ms. Daphne Corbett (Chair), Mr. Merle Alexander, Dr. Elizabeth Borycki, Prof. Jamie Cassels, Ms. Ida Chong, Dr. Peter Driessen, Mr. David Eso, Ms. Kate Fairley, Ms. Kasari Govender, Ms. Cathy McIntyre, Mr. Michael Mitchell, Ms. Beverly Van Ruyven, Dr. David Zussman, Dr. Julia Eastman (Secretary)

Regrets: Mr. Rizwan Bashir, Ms. Shelagh Rogers

By Invitation: Dr. David Castle, Ms. Carmen Charette, Ms. Gayle Gorrill, Dr. Valerie Kuehne, Ms. Kristi Simpson, Ms. Kimberley Kennard, Board Coordinator

1. **Approval of Agenda**
MOTION: (C. McIntyre/I. Chong)
THAT the agenda of the open session of the regular meeting of March 27, 2018 be approved.
CARRIED

2. **Approval of Summary Record of the Meeting of January 30, 2018**
MOTION: (M. Mitchell/E. Borycki)
THAT the summary record of the open session of the regular meeting of January 30, 2018 be approved.
CARRIED

3. **Business Arising from the Summary Record**
There was none.

4. **Chair's Remarks/Correspondence**
Ms. Corbett welcomed the guests in the gallery to the Open Board session. She noted that the Board of Governors had received and reviewed 24 letters and emails with regard to the proposed increases for incoming international students' tuition fees. Ms. Corbett stated that she appreciated students taking the time to raise their concerns and noted there would be a presentation to the Board on the 2018-19 to 2020-21 Planning and Budget Framework. Ms. Corbett stated that there had been lengthy Board discussions on the planning and budget framework and that difficult decisions had to be made.

Ms. Corbett noted that the proceedings were being webcast into an adjacent area in the Welcome Centre for any students who were unable to find a seat in the Senate and Board Chambers, but that there would be no recording of the Board session.

CONSENT

6. Operations and Facilities Committee (Ms. Cathy McIntyre)

a. Status Report on Capital Projects	BOG-Mar27/18-02
b. 2017 Policy Annual Report	BOG-Mar27/18-01
c. New and Revised Awards	BOG-Mar27/18-08

MOTION:
THAT the Board of Governors approve the new and revised undergraduate and graduate awards set out in the attached documents and listed below:

•Glenn and Mary Daugharty Bursary in Music (revised)*
•Emergency Fund for Social Work Students (new)
•Harris & Company Award in Legal Ethics (new)
•Harris & Company Bursary (new)
•Faculty of Human and Social Development Indigenous Student Emergency Fund (new)*
•Nimrod Hungarian Mobility Award (revised)*
•Acheson Sweeney Foley Sahota LLP Prize in Torts (revised)
•Royal Jubilee Hospital School of Nursing Alumnae Association Student Award (revised)*
•Knowledge First Foundation Scholarship (new)*
•Rita Perry Hammett Bursary (revised)*
•Suntracker Technologies Scholarship (new)
•Phoenix Theatre Graduate Student Travel Award (new)
•Geraldine and Peter Shostak Scholarship in Ukrainian Studies (revised)
•Harper Scholarship in History (revised)*
•Physics and Astronomy Award (new)
•Edward “Teddy” Blenkinsop Scholarship (new)
•UVic Undergraduate Bursary (new)
•UVic Undergraduate Scholarship (new)
•Chair in Transgender Studies Undergraduate Research Scholarship for Trans, Non-Binary and Two-Spirit Students (revised)
•Edna Mary Wootten Scholarship (revised)*

•Alexander and Glenda Kirk Award (new)
•Jeffrey Rubinoff Scholar in Art as a Source of Knowledge Fellowship (revised)*
•Dr. Ian Stuart MBA Scholarship in Service Management (new)*
•Dr. Ian Stuart Memorial PhD Award (new)
•Mary Aitken Scholarship in Writing (new)*
•Gervin Métis Award for Distinguished Advocacy and Leadership (new)
•Angus & Marjorie McPherson Memorial Scholarship (revised)*
•Rajan Family Scholarship (revised)*
•Baynes Award in Engineering (revised)*

*Administered by the University of Victoria Foundation

7. Finance Committee (Ms. Ida Chong)

a. Collection and Remission of Student Fees for the University of Victoria Students' Society (UVSS) BOG-Mar27/18-07

MOTION:
THAT the Board of Governors collect and remit the fees as approved by the UVSS members and as outlined in the letter of March 22, 2018 from the Director of Outreach & University Relations of the UVSS to Jim Dunsdon, Associate Vice-President Student Affairs.

b. Collection and Remission of Student Fees for the University of Victoria Graduate Students' Society (GSS) BOG-Mar27/18-15

MOTION:
THAT the Board of Governors collect and remit fees for the GSS in 2018/19 as outlined in the letter of February 28, 2018 from the Executive Director of the GSS to Gayle Gorrill, Vice-President Finance and Operations, subject to confirmation of approval of the fees at the GSS Semi-Annual General Meeting on March 27, 2018.

Pro Forma Motion: *THAT the above items be approved by the Board of Governors by consent.* (P. Driessen/C. McIntyre)

CARRIED

REGULAR

8. Finance Committee (Ms. Ida Chong)

a. 2018-19 to 2020-21 Planning and Budget Framework BOG-Mar27/18-06
Ms. Chong stated that the Finance Committee had met and considered the budget framework for 2018/19.

She invited Vice-President Academic and Provost Valerie Kuehne and Vice-President Finance and Operations Gayle Gorrill to provide an overview of the budget framework.

Dr. Kuehne introduced Part I of the budget framework, which outlined the priorities for the coming three years. She noted that the planning and budget priorities were the result of a coordinated planning process and closely aligned with the 2018 Strategic Framework. Dr. Kuehne reviewed the six priorities in the new framework and turned the presentation over to Ms. Gorrill for Part II.

Ms. Gorrill stated that Part II of the budget framework outlined the resource plan in support of the integrated plan. Board approval would be sought for Part II including the overall budget framework and tuition, ancillary fees and other mandatory fees. Ms. Gorrill spoke to the operating budget and in particular international tuition fees. Information was provided regarding operating revenue, projected revenue changes and operating expenditures. Ms. Gorrill concluded the presentation by outlining some 2018/19 budget risks.

MOTION: (I. Chong/P. Driessen)
THAT the Board of Governors – taking into account PART I of the 2018-19 to 2020-21 Planning and Budget Framework summarizing the results of the integrated planning process – approve PART II of the 2018-19 to 2020-21 Planning and Budget Framework, including the tuition and fee increases contained therein, and authorize the President to develop and implement the detailed operating budget for the 2018/19 fiscal year.

Ms. Corbett asked the Board members if they wished to speak to the motion on the table.

Ms. Govender stated that she would be abstaining from the vote and provided reasoning for her decision.

Mr. Eso stated that he would be abstaining from the vote as there were items in the budget framework that would be beneficial to students along with items that he felt would not be beneficial to students.

Ms. Fairley stated that this budget framework discriminated against a vulnerable population on campus and that she would be voting against the motion.

Mr. Alexander commented that the Board was being asked to approve the budget in its entirety. He acknowledged important efforts to support Indigenous work and reconciliation.

Dr. Borycki stated that the budget framework would be providing additional investment in health services, work-study, co-op, and teaching and learning supports for students.
Dr. Driessen spoke to the process and indicated he asked questions in the Finance Committee meeting about the process. He commented that many stakeholders were involved in the integrated planning process and he believed that the process had been conducted in good faith.

The vote was called and with two abstentions and one vote against, the motion was carried.

CARRIED

9. Operations and Facilities Committee (Ms. Cathy McIntyre)

a. Update on UVic Strategic Framework 2018-2023 BOG-Mar27/18-13

Ms. McIntyre stated that at the Operations and Facilities Committee meeting, the Board had reviewed the final draft of the *Strategic Framework 2018*. The final draft would be presented to Senate for approval at the April meeting and then brought to the Board for approval.

b. Student Housing + Dining Project Program of Requirements BOG-Mar27/18-19

At the Operations and Facilities Committee meeting, the Board reviewed the proposed student housing and dining project program. Ms. McIntyre invited Ms. Gorrill to provide an overview. Ms. Gorrill spoke about the planned outcomes, recommended sites and the gross building area.

c. Enrolment Projections for 2018/19 BOG-Mar27/18-09

MOTION: (C. McIntyre/P. Driessen)
THAT the Board of Governors approve a recommended enrolment level of ***17,963 FTE*** *for the 2018/19 academic year, subject to revisions in the event of new information regarding mandated growth, funding levels, and application rates, consistent with the motion approved by Senate at its meeting on February 2, 2018 and subsequent information from the Ministry of Advanced Education, Skills and Training.*

CARRIED

d. Renewal of the Pacific Institute for Climate Solutions (PICS) as an Approved UVIC Research Centre BOG-Mar27/18-14

Ms. McIntyre stated that an external review of PICS had been conducted in the fall of 2017 with a report provided dated December 21, 2017 that was very positive. Ms. McIntyre expressed confidence in the Institute's future.

MOTION: (C. McIntyre/M. Mitchell)
THAT the Board of Governors approve the renewal of the Pacific Institute for Climate Solutions (PICS) as an approved UVic research centre for the period April 1, 2018 through March 31, 2023.

CARRIED

10. President's Report

President Cassels thanked Board members for their engagement over the two days and for their input and support for the planning and budget framework despite there being divergent views.

Prof. Cassels noted that the Federal Budget 2018 had the largest investment in science and university research in Canadian history. Large investments were being made in the granting councils, funding for research facilities and towards growing the next generation of researchers. The Canada Foundation for Innovation (CFI) had funding allocated over five years, which might help with funding to Ocean Networks Canada (ONC).

Prof. Cassels stated that UVic had been working with Ottawa to secure capital funding for the proposed Indigenous Legal Lodge, which would house both the Joint Degree (JD) and Indigenous Legal Orders (JID) program and the Indigenous Law Research Unit. The 2018 application for funding was unsuccessful but a new strategy would be developed for the 2019 Federal Budget. In response to a question regarding the rollout of the programs, Prof. Cassels indicated that the launch would still be September 2018. The provincial government had committed funding to the JID program. Prof. Cassels expressed his appreciation to those who helped secure that funding.

Finance Minister Carole James and Advanced Education, Skills and Training Minister Melanie Mark were on campus on February 26th to announce provincial budget funding for the Indigenous Law Program, the ability for post-secondary institutions to borrow directly from the provincial government to finance student housing and an increase in funding for youth aged 19-26 who spent at least 24 months in care to cover tuition at any BC public post-secondary institution.

The provincial budget included an employer health tax to offset the elimination of Medical Services Plan (MSP) fees for British Columbians. Institutions with payrolls over $1.5 million will pay the full rate of 1.95%. UVic was working with the Ministry and the Research Universities' Council of British Columbia (RUCBC) regarding next steps.

In response to a question, Prof. Cassels stated that an update on the availability of borrowing room for student housing would be presented to the Board at the May Board meetings.

Prof. Cassels noted that since the previous Board meetings, several UVic events had taken place:

March 5-9 was Ideafest coordinated by the Office of Research and included events on rethinking mental illness hosted by Chancellor Rogers and the role of the sacred in Indigenous law and reconciliation with speakers Prof. Napoleon and Prof. Borrows.

March 19-23 was the inaugural 5 Days of Action coordinated by the Equity and Human Rights office to encourage every member of the UVic community to take steps toward ending discrimination, harassment and sexualized violence on campus.

March 22-25 was the Moving Trans History Forward conference highlighting the history of trans, gender non-binary and Two-Spirit activists and researchers, and how today's activists and researchers are moving that work forward.

The University of Victoria was now officially a Fair Trade Campus. The designation was presented at an event on February 21. This was a reflection of UVic's strong commitment to sustainability, as outlined in the Sustainability Action Plan: Campus Operations 2014-2019.

For the seventh time in seven years, UVic had been named one of Canada's Best Diversity Employers. The winners were announced March 2nd. UVic was among seven universities from across the country to be honoured.

Prof. Cassels noted that the *Strategic Framework 2018* was close to launching. Board members had received the final draft for information. Senate would receive a slightly updated version for the April 6th meeting with a motion for Senate to recommend that the Board approve the framework. Prof. Cassels thanked the Board members for their engagement and support of the framework to date.

11. External Relations Update BOG-Mar27/18-12

Vice-President External Relations Carmen Charette stated that as the document provided to the Board was comprehensive, she had nothing to add. There were no questions.

Other Business

a) Review of action items identified
There were no action items.

b) Any other business
There was no other business to report.

Ms. Corbett thanked the Board members for their time and thoughtful and respectful input. She noted that different viewpoints are helpful to make decisions that are the best for the university. Ms. Corbett thanked Dr. Kuehne and Ms. Gorrill and their teams for the work involved in preparing the 2018-19 to 2020-2021 Planning and Budget Framework.

Ms. Corbett noted she would be absent from the May Board meetings. Ms. Van Ruyven would be chairing those meetings in her absence.

Adjournment

There being no other action items and no other business, the meeting adjourned at 12:04 pm.

University of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

14 May 2018

To: Board of Governors

From: Carmen Charette, Vice-President External Relations

cc: President and Vice-Chancellor

Meeting Date: 29 May 2018

Subject: **External Relations Update**

External Relations connects UVic and the world around it by building relationships, resources and community to enhance the UVic Edge and our university's reputation. The following report provides an update on our activities in:

- Communicating the UVic mission and story
- Building meaningful partnerships
- Fostering a culture of philanthropy
- Celebrating success and excellence
- Enhancing community through cultural and other activities

COMMUNICATING THE UVic MISSION AND STORY

Support positioning internally

- Since its inception in August 2016, The Department and Unit Implementation Team (DU-IT) has completed the implementation of the Edge visual identity with 36 departments and units, is currently working with 14 units while work with eight units has been scheduled or is on hold. Eleven units remain to be scheduled. We anticipate completing the first full round of work for the project by the end of 2018. DU-IT has produced print materials for 37 units including 28 student 'postcards' and 31 brochures for departments, faculties and research centres.
- The Edge brand video is in final tweaking stages and will be available as part of a new Ambassador Toolkit to be produced this year.
- Planning work has begun around an official launch for the Strategic Framework (once it is approved) at the President's Campus Update this fall.

- 923 respondents responded to a March survey designed to measure the effectiveness of the bi-weekly *Campus Checklist* digital newsletter for faculty and staff. The objectives for the *Checklist* when it was established in fall 2014 were to strengthen communications between faculty and staff in different areas, support UVic's culture of collaboration, and build a sense of community across campus. Approximately 82% of respondents said they always, often or sometimes read the Checklist. Faculty and staff, through nearly 350 written comments, described Checklist as quick and easy to read, convenient and filled with important information, that connects everyone on campus and helps build a sense of community. A report on the Checklist survey will be posted online by the end of May at: https://www.uvic.ca/news/topics/notices/2018+checklist-survey-results+news

Create a media-rich story-telling strategy

- A student life video focusing on the residence experience has been produced in partnership with Student Recruitment and Global Engagement and Residence Life and added to the central UVic.ca website (see: https://youtu.be/bEllkUyQLC4).
- UC+M has partnered with Student Recruitment and Global Engagement to create a live broadcast via Facebook Live (a 5-minute sample of the live broadcast can be found at: https://youtu.be/muF2501oC9Q) in which our students answered questions about the UVic experience from prospective student viewers. This was a pilot initiative to assess the feasibility and acceptance of such a broadcast. It was well received (263 Comments, 26 Shares, 5,300 Views).
- UC+M continues to support strategic story telling on campus e.g. video for the Voices in Motion choir project (https://www.uvic.ca/news/topics/2018+choir-dementia-voices-motion+news).
- There are now 37 videos that feature students talking about their experience in their programs, what impact they hope to make on the world and what makes studying their discipline at UVic special. These videos are published on the unit websites, are available on the UVic YouTube channel and are promoted on university and unit social media accounts.

Create a content management strategy for social media

- UC + M has initiated discussions aimed at renewing our agreement for a social media monitoring and collaboration platform and our 13 current campus partners. The offer to join this strategic and effective partnership has been extended to other campus units who are, or are planning to be, active in social media in 2018-19.
- Extensive social media, online and media relations support is being provided to boost UVic's presence at the BC Tech Summit in Vancouver May 14-16.

Update key UVic website elements

- The discovery and foundational phase of the major uvic.ca redesign project is well underway and will run through November. It provides an opportunity to research the needs of our users and understand what best practices exist in modern web-design. It also assesses the web communications priorities of identified stakeholders and will make recommendations to improve the public-facing web communications infrastructure.

Create more dynamic recruitment materials

- WE Day Seattle 2018 took place on May 3, featuring UVic mechanical engineering alum Devesh Bharadwaj, who has developed a greener way to store energy using salt and water. For the event we developed Devesh's script, as well as stage visuals and support materials for Student Recruitment.
- The university's virtual tour (https://www.youvisit.com/tour/uvic) will be updated this summer. In preparation, we have begun updating the scripts that narrate this experience, and recruiting new "tour guides." The virtual tour received 23,500 visitors in 2017-18. They spent an average of 9 minutes on the site, and 12% either applied directly to UVic from the tour, requested more information, or booked an in-person tour of campus.

Implement an above-the-line paid advertising campaign

- A report on the post-campaign research report for the 2017-18 Edge campaign will be available in the coming weeks.
- Story and media planning discussions are underway for the 2018-19 Edge Leaders campaign and discussions are in progress for the 2018-19 Edge Students campaign.

Promote UVic's thought leadership

- The Agility PR media monitoring platform will be launched by the end of May. This will allow the University to more effectively track and assess its growing targeted media presence.

The Global Reputation and Rankings Project

- The aim of this project is to improve the university's international standing by ensuring that our rankings submissions are complete, comprehensive and in line with post-secondary education best practices. We are looking at how to align our data practices to optimize our performance on the measures used by ranking agencies.
- Phase I of the project was completed earlier this year and included 1) optimizing the data submitted to QS and The Times Higher Education rankings surveys and 2) implementing UVic's first set of outreach communications to international partners to encourage participation in reputation surveys. Phase II which is to be completed in the Fall is now underway and focusses on the further development of a reputation enhancement strategy that will highlight UVic's impact and influence as a high quality and dynamic research institution, and develop a long-term reputation-building roadmap within the landscape of global reputation surveys.

BUILDING MEANINGFUL PARTNERSHIPS

Provincial Government Activities

Campus Visits: The Honourable Judy Darcy, Minister of Mental Health & Addictions visited campus on April 4 to announce new protocols for nurse practitioners regarding the prescription of opioid agonist treatment for opioid use disorder for opioid overdoses.

Federal Government Activities

Committee Appearances: UVic representatives have appeared before the following Federal Committees:

- House of Commons Standing Committee on Indigenous and Northern Affairs regarding United Nations Declaration of Indigenous Peoples (UNDRIP) on April 17 and May 4;
- House of Commons Standing Committee on Human Resources, Skills and Social Development and the Status of Persons with Disabilities regarding Experiential Learning and Pathways to Employment for Canadian Youth on May 9;
- House of Commons Standing Committee on Industry, Science and Technology statutory review of the Copyright Act on May 11;

Campus Visits:

- On April 11, the Honourable Kirsty Duncan, Minister of Science & Minister of Sport & Persons with Disabilities was on campus to announce a $42M investment from the Canada Foundation for Innovation in research infrastructure at universities across the country including those to support the research of Dr. Leigh Anne Swayne and Dr. Heather Buckley here at UVic.
- 15 Members of the European Parliament visited UVic on May 9 to meet with the Centre for Global Studies and Office of Student Recruitment & Global Engagement and toured Ocean Networks Canada.

Outreach:

- A UVic delegation which included the Vice-President Research and the CEO of Ocean Networks Canada travelled to Ottawa April 23-25 to meet with government officials and senior government staff.
- The Vice-President External Relations and the Vice-President Research represented UVic at the annual Public Policy Forum Growth Summit and Annual Testimonial Dinner in Toronto on April 12 which honoured Beverley McLachlin, Mark Carney, Mary Walsh, Michael Donovan, Richard Dicerni, Francine Pelletier and Caitlin Tolley.

Community Activities

- Student Housing: Continued community engagement is underway. Following the completion of Phase 1 of the planning, Phase 2 offers the opportunity for further engagement as the project moves into the Design phase. Meetings with community associations will occur as well as open houses. Representatives from local community associations were welcomed to campus for a tour of existing UVic dining and residence facilities on March 27.
- Vancouver Island Regional Science Fair: UVic was host to the annual VIRSF April 8 – 9. Professionals, faculty and graduate students contributed their time with over 200 young scientists and engineers in Grades 4 to 12.
- North American Indigenous Games: UVic was a lead partner in the bid process for the 2020 North American Indigenous Games. Unfortunately, the decision was made to award the Games to Halifax. Chief Ron Sam, Songhees Nation, was very appreciative of UVic's participation in the bid.
- Canada Wide Science Fair: UVic submitted a bid to host the CWSF in May 2020. The decision for this bid will occur in June 2018.

FOSTERING A CULTURE OF PHILANTHROPY

- The implementation of the 5-year Fund Development Plan continues with a number of activities under its 12 tracks. The university surpassed its 2017-18 fundraising goal of $15 million by raising $18.8 million from 4623 donors. The financial goal for 2018-19 is $16 million in new commitments from 5240 donors.
- Metrics to measure the success of alumni relations activity have been developed. The current model counts alumni donors, event attendees and volunteers (Give-Go-Help). This equation is intended to set a baseline alumni engagement metric for year-to-year comparisons. The 2017-18 Give-Go-Help engagement numbers show 6613 interactions (+11.4%) by 5867 individual alumni (+9.2%). The 2018-19 goal is to engage 6500 individual alumni.

CELEBRATING SUCCESS AND EXCELLENCE

- **Vikes Celebration of Champions and Hall of Fame Banquet** – April 2. Chancellor Shelagh Rogers presented the Chancellor's Award to Adam Donaldson (Humanities major) to recognize his outstanding leadership skills, team and community engagement efforts and numerous athletic achievements while leading the men's rowing program.
- **Cause for Applause, President's Extraordinary Service Awards –** May 2. The President's annual recognition ceremony is an opportunity to celebrate all nominees and recipients for their exemplary contributions to our community. The Legacy Art Gallery team won the Navigator Award in recognition of the 2017 exhibit schedule which recognized and celebrated Canada's 150th anniversary, diversity, inclusion, equity and respect for all peoples. The team's work for highlighting history, indigenous culture and promoting a forum for dialogue, information, education and reconciliation going forward was also recognized.
- **Retirees Recognition Dinner –** May 16. This annual event recognizes the long-term dedication and contributions of UVic employees who retire during the current academic year.
- **REACH Awards –** May 24. These awards combine the Teaching Excellence Awards and the Craigdarroch Research Awards into a single celebration honouring the extraordinary teachers and researchers who lead the way in dynamic learning and make a vital impact at UVic, in the classroom and beyond.
- **Convocation –** Spring Convocation takes place from June 11-15. The Spring Convocation schedule is available on the Ceremonies website at https://www.uvic.ca/ceremonies/convocation/traditions/schedule/index.php.
- Honorary Degree Recipients for Spring Convocation are Joseph Arvay, Nicholas Kuhanga, Peter Moss, Sandra Richardson and Robert Waisman.

ENHANCING COMMUNITY THROUGH CULTURAL AND OTHER ACTIVITIES

- Chancellor Shelagh Rogers was a speaker at the Opening Ceremony of the Moving Trans History Forward event – March 22 as well as at the Kent Monkman – Moving Trans History Forward event – March 24.
- Chancellor Shelagh Rogers was a guest and UVic representative at the ProArts Regional Arts Award Reception – May 3.

Current Programming:

- *THE TIME OF THINGS: The Continuum of Indigenous Customary Practices into Contemporary Art* is on now until July 7, 2018 at the Downtown Gallery.
- On Saturday, May 26 at 2 pm exhibition curator France Trépanier, a visual artist, curator and researcher of Kanien'kéha:ka and French ancestry, will give a public tour of the exhibition, exploring the continuum of Indigenous customary practices into contemporary Indigenous art through the work of five women artist.
- On Thursday, June 7 at 7 pm Tsimshian/Gitksan and Cree artist Skeena Reece will present the world premiere of her performance "Conceptual Carving".
- Elementary School tours continue to the end of June. Legacy is contributing to the Victoria School Board's efforts to address the new Indigenous Curriculum.

Cultural Activities and Diverse Programming: Planning is underway for the 2018-19 "Farquhar Presents" series. The series will be announced to the public in late June, or early July 2018, and will feature acrobats and martial artists from China, Blues performer Mike Farris, Michael Delamont's God is a Scottish Drag Queen (a Christmas Special), legendary Canadian children's performer Fred Penner, International Guitar Night and the One Man Star Wars Trilogy performed by local artist Charles Ross.

Upcoming community uses of the Farquhar of note include:

- Shan-e Punjab on May 5;
- The Greater Victoria Performing Arts Festival on May 7 and June 1;
- Karen Clark Dance on May 11 and 12;
- Paul Mercs Concerts – Deva Miten & Premal on May 18;
- Just For Laughs – Jimmy Carr on May 22;
- Stages Dance on June 16; and
- a wide variety of the Greater Victoria school final performances and graduation ceremonies.

Attachment
Summary of Media Coverage

Summary of UVic Media Coverage
March to May 8, 2018

Indigenous Knowledge

- UVic's joint **Indigenous Law** degree was featured in *Canadian Lawyer, Maclean's* magazine and in a full-page story published in the *Globe and Mail* with quotes from Dean Jeremy Webber, John Borrows, Val Napoleon, Rebecca Johnson, Jessica Asch and Darcy Lindberg
- **Val Napoleon, Law**, and her artwork were featured in a broadcast by AJ+ (part of the Al Jazeera network) for International Women's Day.
- **Napoleon** was also interviewed on CTV's national program "Your Morning" and CBC Radio's "Sunday Edition," where she discussed the Indigenous law program.
- The partnership between the **Gustavson School of Business** and the **Tribal Resources Investment Corporation** on the **Aboriginal Canadian Entrepreneurs Artist Pilot Program** was covered by the *Globe and Mail*, CTV News, CHEK News, the *Times Colonist*, *Academica Group's* Top 10 stories and *Victoria News*.
- **Carmen Rodriguez de France, Education**, spoke to the *Globe and Mail* about "land-based" Indigenous curriculums.
- **John Borrows, Law**, discussed restorative justice and the current hurdles in its implementation with CBC News

Ocean and Climate

- **Calvin Sandborn, Law**, co-wrote an op-ed for the *Globe and Mail* with Margaret Atwood on the global dependency on plastic. He also co-authored two other op-eds, for the *Vancouver Sun* and *Times Colonist* about protecting fish species in BC and spoke to CBC News about the issue.
- **Frances Juanes, Biology**, **Paul Paquet, Geography** and **Rosaline Canessa, Geography**, were interviewed about the federal funding announcement to support killer whale population research. They spoke to the *Times Colonist*, CBC News, DeSmog, CTV News, CBC Radio, *Hakai* magazine and CFAX.
- **John Volpe, Environmental Studies**, was quoted in an Associated Press story on Atlantic salmon farming in the Pacific Ocean, which was carried by the *National Post*, *Metro News*, CTV and several US papers. He was also quoted on the issue of escaped farmed salmon in the *Seattle Times*, in an article from Seattle NPR member station, KUOW, and the *Vancouver Sun*.
- **Josie Iacarella, Biology,** discussed her research on seagrass meadows of the Pacific Coast on CBC Radio's "Daybreak North," Radio-Canada, "All Points West" and *Victoria News*.
- **Kate Moran, Ocean Networks Canada**, appeared in a video with Prime Minister Justin Trudeau discussing the Ocean Protections Plan. The *National Post*, Global News, CTV News, APTN and the *Times Colonist* reported on the video.
- Moran discussed ONC's ocean monitoring partnership with Tsleil-Waututh Nation with the *National Observer*, CBC's "On the Coast" and "All Points West."
- **Lauren McWhinnie, Geography**, was interviewed by the Canadian Press on a study she co-led on the impacts of vessel traffic on marine mammals. The article was shared by the

Globe and Mail, *Star Vancouver*, CBC News and CTV News. Other reporting on the research was done by the *Times Colonist*, CHEK News, CKNW and CFAX.

- Underwater monitoring research from **Ocean Networks Canada** was featured by BBC Future for their "Mega Builds" video series.

Healthy Communities

- **Peter Contabel, Biology,** spoke to several news outlets about his research on the health benefits of the native salal berry, including CBC News and Global TV.
- **Timothy Stockwell, Canadian Institute for Substance Use Research (CISUR)**, was interviewed by the *Times Colonist* regarding managed alcohol programs following the release of a special issue of *Drug and Alcohol Review* co-edited by Stockwell and **Bernie Pauly, CISUR / Nursing**. Stockwell was interviewed as part of a CBC "Ideas" radio documentary entitled "Alcohol: Tonic or Toxin?" He was contacted by *Star Vancouver* as an expert on the topic of using alcohol as a theme to support cancer fundraising efforts.
- **Pauly** spoke to CBC's "On the Island" about Reducing Stigma in Primary Care Project and access to PTSD treatment for frontline nurses on "BC Almanac."
- **Derek Jacoby, Computer Science**, spoke to CBC News and was featured in the *Times Colonist* about winning a prize for his phone app, "Naloxone Pal."
- **Aaron Devor, Chair in Transgender Studies/Sociology**, was interviewed by the *Times Colonist* and CFAX in advance of the Moving Trans History Forward 2018 conference.
- **Paul Zehr, Centre for Biomedical Research,** had feature interviews about his research on the feasibility of creating a super human (and new book) on CBC's "Quirks and Quarks," by the *New York Post*, in a full-page feature story in the *Times Colonist*. He also wrote an article on the topic for the *Globe and Mail*.
- **Kelli Stajduhar, Nursing / Institute of Aging and Lifelong Health (IALH)** and **Ashley Mollison, IALH**, wrote an op-ed for the *Vancouver Sun* about the effects of BC's urban housing prices on vulnerable and aging populations.
- **Caroline Cameron, Biochemistry and Microbiology**, and her recent patent of a potential vaccine against syphilis received national attention from CBC News, *National Post*, *Star Vancouver*, Radio-Canada, CHEK News, CTV, News 1130 and CFAX.
- **Debra Sheets, Nursing / IALH**, and the community-engaged research choir project she leads was featured by the *Times Colonist*, *Saanich News*, CTV News and CHEK News.
- **Susan Stega, Social Work**, was interviewed on CBC TV's "Go Public" about a story on child custody.

Clean Growth

- **Oliver Brandes and Rosie Simms, POLIS Project** co-wrote an opinion piece for the *Times Colonist*, calling for improved stewardship of Canada's freshwater supply.
- **Gustavson School of Business**'s announcement that they are the first business school, with its international focus, to become carbon neutral for its extensive air travel was reported on by CHEK News, *Victoria News* and included in *Academica Group's* Top 10 stories.
- **Faron Anslow, Pacific Climate Impacts Consortium**, was quoted in a Canadian Press story on the contributing factors of extreme weather changes. The article was published by the *National Post*, *Toronto Star* and CTV News.

- **Robert Gifford, Environmental Studies / Psychology**, spoke to CBC News about the phenomenon of "eco anxiety."

Other notable coverage

- **Ideafest** was featured frequently in the *Times Colonist* ahead of and during the week of events, with print interviews with researchers and faculty members affiliated with events. Event speakers were also interviewed on CBC's "On the Island" and CFAX.
- **Oliver Schmidtke, Centre for Global Studies**, was interviewed on a Sunday evening national CTV News program about the Italian election.
- PhD candidate **Stephanie Lahey, English**, was contacted by the *Wall Street Journal* for her expertise on the use of parchment scrolls and how it relates to the term "inclusion riders."
- **Colin Bennett, Political Science**, spoke to national media about concerns of personal data use and online privacy rights in the wake of the Cambridge Analytica leak, including CBC's "The National," a front-page article in *The Hill Times*, the *Globe and Mail*, CBC Radio's "The Current," the *Tyee*, *iPolitics* and CFAX.
- **Chris Goto-Jones, Humanities**, authored an op-ed for the *Atlantic* on the transcendental possibilities within playing video games.
- A new paper led by **Duncan McLaren, Anthropology**, on the earliest known human footprints in North America garnered international media attention, including *New York Times*, *National Geographic*, *The Guardian*, *Washington Post*, *Forbes*, *South China Morning Post*, *Toronto Star*, *National Post*, Huffington Post, *United Press International*, *Maclean's*, CBC News, the Smithsonian and satirical humour outlet, the *Onion*.
- **Jordan Stanger Ross, History**, was contacted by BBC News for comment on political apologies.
- **Thea Cacchioni, Gender Studies**, was interviewed by the *National Post* about the ethics behind relaxing regulations around medication for females to boost libido. The article was also shared by the *Vancouver Sun*, *Ottawa Citizen* and *Calgary Herald.*
- **Bill Gaston, Writing***,* had a profile piece about his writing career and his path to Victoria published in *Maclean's* magazine*.*
- **Heather Buckley, Engineering**, and **Leigh Anne Swayne, Division of Medical Services**, spoke to the media following the announcement of over $42M in grants from CFI by federal science minister Kirsty Duncan on campus. The *Times Colonist*, *Victoria News*, CBC's "All Points West" and "Radio West," CTV News, CHEK and CFAX reported on the grants.
- **Saul Klein, Gustavson School of Business**, was interviewed in a special feature for the *Globe and Mail* about the unique strategies the School takes to train students. He also discussed the annual Brand Trust Index with CTV's "Morning Live" in Vancouver, CKNW and the *Times Colonist*.
- **David Zussman, Public Administration**, co-authored an opinion piece for *iPolitics* on the role of Canadian Agents of Parliament.
- **David Castle, Vice President Research**, wrote in *The Hill Times* about the issue of big data in Canada.

University of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

May 14, 2018

To: Operations and Facilities Committee

From: Nancy Wright, Associate Vice-President Academic Planning
(Interim Vice-President Academic and Provost)

N Wright

cc: President and Vice-Chancellor

Meeting Date: May 28, 2018

Subject: New and Revised Awards

Basis for Jurisdiction: University Act, 27(2)(k)
Senate meeting on April 6 and May 4, 2018

Strategic Relevance: These new and revised awards support our objective of increasing financial support to current and future students. The awards align with our student recruitment and retention strategies, provide competitive undergraduate and graduate scholarships and bursaries that enable us to be nationally and internationally competitive in the recruitment and retention of outstanding students.

Previous Consultation: Senate meeting on April 6 and May 4, 2018

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the new and revised undergraduate and graduate awards set out in the attached document and listed below:

- Holocaust Studies Graduate Travel Award (new)
- Dr. Elisabeth Dixon Scholarship in Chemistry (new)*
- Motion Picture Technicians Union Local 891 Bursary (revised)
- David Stanonik Pacific Northern Gas Scholarship (revised)*
- Faculty of Engineering: Dean's Entrance Scholarship (revised)
- Royal Jubilee Hospital School of Nursing Alumnae Association Student Award (revised)*
- Hart Will Graduate Fellowship in Indigenous Governance & Leadership (new)*
- Richard and Margaret Beck Student Research Travel Award (revised)*
- Chair in Transgender Studies Doctoral Degree Research Scholarship for Trans, Non-Binary, and Two-Spirit Students (revised)
- Chair in Transgender Studies Doctoral Degree Research Scholarship (revised)
- Chair in Transgender Studies Master's Degree Research Scholarship for Trans, Non-Binary, and Two-Spirit Students (revised)
- Chair in Transgender Studies Master's Degree Research Scholarship (revised)
- Chair in Transgender Studies Research Fellowship for Community-Based Scholars (revised)
- Chair in Transgender Studies Research Fellowship for Visiting University-Based Scholars and Professionals (revised)
- Tectoria Video Game Industry Award for Developers (revised)
- Black Press Business Scholarships (revised)
- Kathleen G. Collis Art Therapy Scholarship (new)*
- Constance E. Hoyte Bursary in Music Education (revised)*
- Haji Charania Family Bursary (new)
- James H.C. Walker Memorial Award (new)
- Hazel Partridge Smith Bursary in Creative Writing (revised)*
- Roger J. Bishop Writing Prize (new)*
- Boehm Family Award for Excellence in Science (revised)*
- W.E. Cowie Innovation Award (revised)*
- Kedar Shrikhande Memorial Scholarship for Students with a Disability (new)
- Martlet Chapter, Iode Graduate Scholarship for Women (revised)*
- Donna Trenholm Staff Award in Humanities (revised)*
- UVic Residence and Meal Plan Bursary (revised)
- CIBC Scholarship in the Peter B. Gustavson School of Business (revised)
- Didier Bergeret Scholarship (new)*
- JFK Law Corporation Indigenous Legal Orders Scholarship (new)
- Chaney Fund (revised)*
- Dr. and Mrs. W. Clarke Horning Memorial Prize in Music (revised)*
- Horning Memorial Scholarship in Music (revised)*

- Art and Music Education Bursary (revised)
- Don Wright Scholarship in Music Education (revised)*
- Don Wright Scholarship in Music Education (Instrumental Music) (revised)*
- Don Wright Scholarship in Music Education (Vocal & Choral Music) (revised)*
- Howard & Donna Denike Memorial Bursary (revised)*
- Noel & Margaret Gantly Scholarship (revised)*
- Joseph Patrick Cunningham Memorial Scholarship (revised)*
- W.A.C. Bennett Scholarship (revised)*
- Lorene Kennedy Graduate Student "Writing-Up" Award (new)*
- Frances Theron Spirit of the Phoenix Award (new)
- Stephen & Eunice Lowe Legacy Scholarship (revised)*
- Lorne Loomer Rowing Award (new)*
- Hugh Campbell & Marion Alice Small Graduate Scholarship for Scottish Studies (revised)*
- Canet Foundation Scholarship (new)*
- Henriette Ann Schmidt Scholarship (revised)
- Hightech U Award (new)
- Leslie & Terry Farmer Nursing Scholarship (new)*
- Franc R. Joubin Entrance Scholarship (revised)*
- Dr. Charlotte Loppie Award (new)*
- Jeffrey Rubinoff Scholar in Art as a Source of Knowledge Travel Award (revised)*
- Department of Computer Science Graduation Medal (revised)
- Department of Computer Science Honours Graduation Medal (new)
- Thea Vakil Scholarship (new)*
- Physics Red Scholarship (revised)*
- Eric Leblanc Memorial Scholarship (new)
- Dr. Lorene Kennedy Environmental Studies Undergraduate Award (revised)*
- Dr. Lorene Kennedy Undergraduate Award (revised)*
- Dr. Lorene Kennedy Environmental Studies Graduate Award (revised)*
- Dr. Lorene Kennedy Graduate Award (revised)*

* Administered by the University of Victoria Foundation

Background:

The attached awards were reviewed by Senate Committee on Awards and recommended for approval to Senate. At its meetings on April 6 and May 4, 2018, Senate approved the attached awards and recommends their approval by the Board of Governors. These awards support our student recruitment and retention strategies, provide competitive scholarships and enable the university to continue to recruit and retain outstanding students.

Planned Further Action:

Student Awards and Financial Aid will administer the awards after approval.

Attachment(s):

- Memorandum to Senate dated March 21 and April 18, 2018

University of Victoria

MEMO

Student Awards and Financial Aid

University Centre A202
PO Box 3025 STN CSC Victoria BC V8W 3P2
Phone: 250-721-8425 | Fax: 250-721-8757
Email: lnolt@uvic.ca | Website: www.uvic.ca/safa

DATE: March 21, 2018

TO: Secretary of Senate
University Secretary's Office

FROM: Lori Nolt, Director, Student Awards and Financial Aid
Secretary, Senate Committee on Awards

RE: Awards Recommended to Senate for Approval

Lori Nolt

2017/2018 Senate Committee on Awards
J. Walsh (Chair), A. Cirillo, H. Hallgrimsdottir, A. Lepp, M. Runtz, C. Saint-Vil, C. Schallie, L. Welling, J. Wyatt, C. Watt, N. Greengoe, L. Nolt, Y. Rondeau, L. Hume.

The Senate Committee on Awards recommends that the Senate approves and recommends to the Board of Governors the following awards:

*Administered by the University of Victoria Foundation
Additions are underlined
Deletions are ~~struck through~~

HOLOCAUST STUDIES GRADUATE TRAVEL AWARD (NEW-GS)

One or more travel awards are given to graduate students in the Department of Germanic and Slavic Studies, enrolled in the Holocaust Studies Graduate Program, to support travel-related expenses associated with the practicum component of their program or a semester on a related exchange program. Selection of the recipient

will be made by the Graduate Awards Committee upon recommendation of the Department of Germanic and Slavic Studies. Application forms are available from the Department of Germanic and Slavic Studies office and must be submitted by March 31.

DR. ELISABETH DIXON SCHOLARSHIP IN CHEMISTRY* (NEW-GS)

One or more scholarships are awarded to academically outstanding women enrolled as Masters or PhD students in the Department of Chemistry. Selection of the recipient will be made by the Graduate Awards Committee upon the recommendation of the Department of Chemistry.

MOTION PICTURE TECHNICIANS UNION LOCAL 891 BURSARY (REVISED-UG)

One or more bursaries are awarded to students pursuing Film Studies in the Faculty of Fine Arts. ~~Department of Theatre who specialize in Design, Directing, or Production & Management.~~

DAVID STANONIK PACIFIC NORTHERN GAS SCHOLARSHIP* (REVISED-UG)

One or more scholarships are awarded to academically outstanding undergraduate students entering third or fourth year in the Faculty of Engineering who have shown leadership qualities. Preference will be given to a student from Northern British Columbia in the areas served by Pacific Northern Gas. These scholarships are made in memory of David Stanonik who was a 1997 graduate of the Department of Mechanical Engineering. Applicants must complete the online application by May 31.

FACULTY OF ENGINEERING: DEAN'S ENTRANCE SCHOLARSHIP (REVISED-UG)

Scholarships of up to ~~$2000~~ $2500 each will be awarded to students with high academic standing who are entering the Faculty of Engineering at the University of Victoria. The assessment of academic standing of the secondary school students will be based on secondary school course results while assessment of college students will be based on college course results. Scholarships will be awarded at the discretion of the Dean.

ROYAL JUBILEE HOSPITAL SCHOOL OF NURSING ALUMNAE ASSOCIATION STUDENT AWARD* (REVISED-UG)

One or more awards are given to undergraduate students continuing in the BSN program, distance or on campus, who are descendants of an ~~alumnae~~ alumna ~~member~~

of the Royal Jubilee Hospital School of Nursing. Applicants must state their relationship to the ~~alumnae~~ alumna and the year the ~~alumnae~~ alumna graduated. Undergraduate students can apply via the online in-course application via MyPage ~~page~~ under Student Awards and Financial Aid. ~~Graduate Students can apply via an application form from the Dean's Office, Faculty of Graduate Studies by May 31st, attention of the Scholarships Officer. In the case of an undergraduate award, s~~Selection of the recipients will be made by the Senate Committee on Awards upon the recommendation of the School of Nursing. ~~In the case of a graduate award, selection will be made by the Graduate Awards Committee upon the recommendation of the School of Nursing.~~ Students registered in at least 4.50 academic units are eligible for this scholarship.

HART WILL GRADUATE FELLOWSHIP IN INDIGENOUS GOVERNANCE & LEADERSHIP* (NEW-GS)

One or more fellowships are awarded to academically outstanding Indigenous graduate students in the Indigenous Governance Program. Selection will be made by the Graduate Awards Committee upon the recommendation of the Indigenous Governance Program.

RICHARD AND MARGARET BECK STUDENT RESEARCH TRAVEL AWARD* (REVISED-UG/GS)

One award of up to $6,000 is given to an undergraduate or graduate student in ~~the~~ Humanities, ~~or~~ Social Sciences or Fine Arts ~~who has already completed a course or is undertaking a significant research project that is related to Icelandic language and literature~~ to travel to Iceland for the purpose of research or course work related to Icelandic language and literature. Preference will be given to applicants who have already completed a course or are undertaking a significant research project that is related to Icelandic language and literature. If no eligible applicants apply from Humanities, Social Sciences or Fine Arts, the award may be given to an undergraduate or graduate student in any faculty. Applications must be submitted to the Dean of Humanities by December 15th. In the case of an undergraduate award, selection will be made by the Senate Committee on Awards upon the recommendation of the Associate Dean Academic of Humanities. In the case of a graduate award, selection will be made by the Graduate Awards Committee upon the recommendation of the Associate Dean Research of Humanities.

CHAIR IN TRANSGENDER STUDIES DOCTORAL DEGREE RESEARCH SCHOLARSHIP FOR TRANS, ~~AND~~ NON-BINARY, AND TWO-SPIRIT STUDENTS (REVISED-GS)

One or more $5,000 scholarships will be awarded to current or entering academically outstanding doctoral degree students who self-identify as trans, ~~or~~ non-binary, or Two-Spirit and who are pursuing research in any field, including creative or performative activity. Preference will be given to students who demonstrate financial need.

CHAIR IN TRANSGENDER STUDIES DOCTORAL DEGREE RESEARCH SCHOLARSHIP (REVISED-GS)

One or more $5,000 scholarships will be awarded to current or entering academically outstanding doctoral degree students pursuing trans-related research in any field, including creative or performative activity. Priority will be given to students who self-identify as trans, ~~or~~ non-binary, or Two-Spirit and further preference will be given to students who demonstrate financial need.

CHAIR IN TRANSGENDER STUDIES MASTER'S DEGREE RESEARCH SCHOLARSHIP FOR TRANS, ~~AND~~ NON-BINARY, AND TWO-SPIRIT STUDENTS (REVISED-GS)

Two or more $1,000 scholarships will be awarded to current or entering academically outstanding master's degree students who self-identify as trans, ~~or~~ non-binary, or Two-Spirit and who are pursuing research in any field, including creative or performative activity. Preference will be given to students who demonstrate financial need.

CHAIR IN TRANSGENDER STUDIES MASTER'S DEGREE RESEARCH SCHOLARSHIP (REVISED-GS)

Two or more $1,000 scholarships will be awarded to current or entering academically outstanding master's students pursuing trans-related research in any field, including creative or performative activity. Priority will be given to students who self-identify as trans, ~~or~~ non-binary, or Two-Spirit and further preference will be given to students who demonstrate financial need.

CHAIR IN TRANSGENDER STUDIES RESEARCH FELLOWSHIP FOR COMMUNITY-BASED SCHOLARS (REVISED-GS)

Two or more $1,000 fellowships will be awarded by the Chair in Transgender Studies to community-based scholars pursuing research at UVic in any field, including creative or performative activity, which will benefit trans, non-binary, and Two-Spirit ~~and gender non-conforming~~ people. Priority ~~Preference~~ will be given to those who self-identify as trans, ~~or~~ non-binary ~~identified people~~, or Two-Spirit, ~~and to those who demonstrate financial need~~ and further consideration will be given to the project's budget.

CHAIR IN TRANSGENDER STUDIES RESEARCH FELLOWSHIP FOR VISITING UNIVERSITY-BASED SCHOLARS AND PROFESSIONALS (REVISED-GS)

Three or more $1,000 fellowships will be awarded by the Chair in Transgender Studies to visiting university-based scholars and professionals pursuing trans-related research at UVic in any field, including creative or performative activity, ~~at UVic~~. Preference will be given to those who self-identify as trans, ~~or~~ non-binary ~~identified people~~, or Two-Spirit, ~~and to those who demonstrate financial need~~ and further consideration will be given to the project's budget.

TECTORIA VIDEO GAME INDUSTRY AWARD FOR DEVELOPERS (REVISED-UG)

One or more awards are given to undergraduate students entering or continuing in the Department of Computer Science, the Software Engineering Program or other combined computer science programs, who have demonstrated an interest and/or ability in developing video games through:

1. Previous experience developing games, internships or work experience in the video game industry, OR
2. Membership or participation in groups like the International Game Developers Association (IGDA) or UVicGameDev.

Applications forms are available from the Department of Computer Science and must be returned by April 30th. ~~October 30th.~~

BLACK PRESS BUSINESS SCHOLARSHIPS (REVISED-UG)

Up to thirty-seven scholarships of $5,000 each are awarded to outstanding undergraduate students entering or continuing in the Peter B. Gustavson School of Business who have graduated from a BC high school located in one of the regions on this ~~, one scholarship to a student from each district on the attached~~ table. ~~Applications to the Bachelor of Commerce program will be used to select recipients for this scholarship~~. To be considered, students must submit an application to the Bachelor of Commerce (BCom) program in addition to planning for a future career in business. Payment of this scholarship will be made in two installments, the first in September and the second in January. The second installment will be dependent upon the recipient maintaining a full time registration in the Peter B. Gustavson School of Business.

- Preference will be given to students entering the BCom program directly from Grade 12.
- Application is by invitation. Short-listed applicants will be invited to submit additional documents in early June. Final decisions are confirmed in late August based on official final grades.

KATHLEEN G. COLLIS ART THERAPY SCHOLARSHIP* (NEW-UG/GS)

One or more scholarships are awarded to academically outstanding undergraduate or graduate students in the Faculty of Fine Arts with:

1. an interest in phenomenological approaches
2. other forms of community-engaged creative activity that contributes to the field of art therapy.

Preference will be given to a student from the Department of Visual Arts. Selection of the recipients will be made by the Dean of Fine Arts upon the recommendation from the individual departments.

CONSTANCE E. HOYTE BURSARY IN MUSIC EDUCATION* (REVISED-UG)

One or more bursaries are awarded to undergraduate Music Education students in the School of Music. ~~Faculty of Education.~~

HAJI CHARANIA FAMILY BURSARY (NEW-UG)

One or more bursaries are given to undergraduate students entering third or fourth year in the Faculty of Engineering with a declared major in Civil or Mechanical Engineering or the Faculty of Science with a declared major in Chemistry or Biology.

JAMES H.C. WALKER MEMORIAL AWARD (NEW-UG)

One or more awards are given to undergraduate students who demonstrate excellence in, and a commitment to, improving public interest environmental law and policy through either their work at the UVic Environmental Law Centre, or through community or client-based work. Preference will be given to students who work at the Environmental Law Centre. Selection of the recipient will be made by the Senate Committee on Awards upon the recommendation of the Faculty of Law. This award may be given to graduating students.

HAZEL PARTRIDGE SMITH BURSARY IN CREATIVE WRITING* (REVISED-UG)

~~An~~ One or more bursaries are awarded ~~award will be given~~ to ~~a~~ second, third or fourth year students in ~~Creative~~ the Department of Writing.

ROGER J. BISHOP WRITING PRIZE* (NEW-UG/GS)

One prize will be awarded to either an undergraduate or graduate student who is the author of the best piece of original creative work (play, poetry, short story or novel) submitted to the Roger J. Bishop Writing Competition. Graduate students must have a minimum GPA of 6.0. Submissions must be handed in to the Department of Writing by September 1st each year. Selection of the undergraduate recipient will be made by the Senate Committee on Awards upon the recommendation of the Department of Writing. In the case of a graduate student, selection of the recipient will be made by the Graduate Awards Committee upon the recommendation of the Department of Writing.

BOEHM FAMILY AWARD FOR EXCELLENCE IN SCIENCE* (REVISED-UG)

One or more students in the honours program in the Faculty of Science will be awarded the Boehm Family Award for Excellence in Science. The successful students will be selected through an adjudication process established by the Dean's Office. ~~in conjunction with the annual honours presentation event.~~ Part-time students (a minimum of 6.0 units) are eligible for this award.

W.E. COWIE INNOVATION AWARD* (REVISED-UG)

One award is given to a graduating undergraduate student or a group of graduating undergraduate students in the Faculty of Engineering who demonstrate exceptional innovative ability via their graduating project (such as the BME/CENG/ELEC/SENG 499 Design Project) or an extracurricular student team. In the case where multiple students work on the same project, the award will be split evenly among all team members. The recipient(s) must have successfully completed all graduation requirements before receiving the award. Part-time students (a minimum of 6.0 units) are eligible for this award.

KEDAR SHRIKHANDE MEMORIAL SCHOLARSHIP FOR STUDENTS WITH A DISABILITY (NEW-UG)

One or more scholarships of a minimum of $1,000 each are awarded to academically outstanding students with a physical disability or learning disability. Preference will be given to students in the Faculty of Engineering.

MARTLET CHAPTER, IODE GRADUATE SCHOLARSHIP FOR WOMEN* (REVISED-GS)

A scholarship ~~to the value of $400~~ will be awarded to an academically outstanding woman student ~~with high standing who is~~ entering the second year of a master's program.

DONNA TRENHOLM STAFF AWARD IN HUMANITIES* (REVISED-UG/GS)

One or more awards are given to undergraduate or graduate students who are members of CUPE 951 at the University of Victoria who hold a regular appointment and are taking one or more courses offered by the Faculty of Humanities. Students will be chosen based on the highest cumulative grade point average on all courses taken at the University of Victoria. Undergraduate ~~A~~applicants must complete the online application by May 31st. In the case of graduate students, applications must be submitted to the Faculty of Graduate Studies by June 15th. Selection of the graduate recipients will be made by the Graduate Awards Committee upon the recommendation of the Faculty of Humanities.

UVIC RESIDENCE AND MEAL PLAN BURSARY (REVISED-UG/GS)

One or more bursaries of up to ~~$1,000~~ $1,500 are available to students who are residing in a University of Victoria residence, excluding Family Housing, and have an eight-month contract (September to April). The bursaries are awarded on the basis of financial need and are intended to assist students in paying their residence accommodation and meal plan fees.

CIBC SCHOLARSHIP IN THE PETER B. GUSTAVSON SCHOOL OF BUSINESS (REVISED-UG)

Ten scholarships of $2,500 are awarded to academically outstanding entering and continuing students beginning their ~~2nd~~ second year in the Bachelor of Commerce program in the Peter B. Gustavson School of Business. Preference is given to students with demonstrated financial need. This scholarship is renewable for recipients' third ~~3rd and 4th~~ year~~s~~ of the program. To receive an automatic renewal, recipients must have completed a total of 12 or more units in any two terms of study between May and April and maintained a grade point average of 7.0 or higher on the best 12 units. Students taking a co-op term and 6 units between May and April are eligible for renewal if a grade point average of 7.0 is maintained. A student whose grade point average falls between 6.5 and 7.0 may file a written appeal with the Peter B. Gustavson School of Business to seek special consideration for renewal of the scholarship.

University of Victoria

MEMO

Student Awards and Financial Aid

University Centre A202
PO Box 3025 STN CSC Victoria BC V8W 3P2
Phone: 250-721-8425 | Fax: 250-721-8757
Email: lnolt@uvic.ca | Website: www.uvic.ca/safa

DATE: April 18, 2018

TO: Secretary of Senate
University Secretary's Office

FROM: Lori Nolt, Director, Student Awards and Financial Aid
Secretary, Senate Committee on Awards

RE: Awards Recommended to Senate for Approval

Lori Nolt

2017/2018 Senate Committee on Awards
J. Walsh (Chair), A. Cirillo, H. Hallgrimsdottir, A. Lepp,
M. Runtz, C. Saint-Vil, C. Schallie, L. Welling, J. Wyatt,
C. Watt, N. Greengoe, L. Nolt, Y. Rondeau, L. Hume.

The Senate Committee on Awards recommends that the Senate approves and recommends to the Board of Governors the following awards:

*Administered by the University of Victoria Foundation
Additions are underlined
Deletions are ~~struck through~~

DIDIER BERGERET SCHOLARSHIP* (NEW-UG)

One or more scholarships of at least $1,000 each will be awarded to academically outstanding undergraduate students in a Major or Honours program in the Department of French.

JFK LAW CORPORATION INDIGENOUS LEGAL ORDERS SCHOLARSHIP (NEW-UG)

A scholarship of $2,000 is awarded to an Indigenous undergraduate student entering the Faculty of Law joint JD/JID degree program. Selection of the recipient will be chosen by the Senate Committee on Awards upon the recommendation of the Faculty of Law.

CHANEY FUND* (REVISED-UG/GS)

One or more bursaries are awarded to undergraduate or graduate students ~~entering their fourth year~~ in the Department of Chemistry. Preference will be given to undergraduate students entering their fourth year who ~~These students must~~ have completed their third year at the University of Victoria. Further preference will be given to graduate students and, if no eligible students meet the above-mentioned criteria, then any student in the Department of Chemistry will be considered.

DR. AND MRS. W. CLARKE HORNING MEMORIAL PRIZE IN MUSIC* (REVISED-UG)

A prize of $1050 ~~and three scholarships are~~ is awarded to a promising undergraduate composer~~s~~, performer~~s~~, teacher~~s~~ ~~and~~or scholar~~s~~ completing their third year of studies in the School of Music. The most promising student in ~~E~~each of the four sections -- Composition, Performance, Music Education and Music History -- will be nominated. ~~their most promising student~~. Selection of the recipient will be made in conjunction with the Horning Memorial Scholarship in Music; three nominees will receive the scholarships and the remaining nominee will receive the prize.

HORNING MEMORIAL SCHOLARSHIP IN MUSIC* (REVISED-UG)

~~A prize of $1,050 and~~ ~~t~~Three scholarships of $1,050 each are awarded to promising undergraduate composers, performers, teachers ~~and~~or scholars completing their third year of studies in the School of Music. The most promising student in ~~E~~each of the four sections -- Composition, Performance, Music Education and Music History -- will be nominated. ~~their most promising student~~. Selection of the recipients will be made in conjunction with the Dr. and Mrs. W. Clarke Horning Memorial Prize in Music; one nominee will receive the prize and the remaining three will receive scholarships.

ART AND MUSIC EDUCATION BURSARY (REVISED-UG)

Two bursaries of $500 each are awarded to undergraduate students, one for a student studying Art Education in the Faculty of Education and one for a student studying Music Education in the School of Music. ~~Faculty of Education.~~

DON WRIGHT SCHOLARSHIP IN MUSIC EDUCATION* (REVISED-UG)

One or more scholarships are awarded to students in the Bachelor of Music ~~of Education~~ (Music Education) degree program who demonstrate high academic standards, leadership and a strong commitment to achieving excellence in teaching music.

DON WRIGHT SCHOLARSHIP IN MUSIC EDUCATION (INSTRUMENTAL MUSIC)* (REVISED-UG)

This scholarship was established by Mr. Don Wright with the aim of strengthening the teaching of instrumental music in the schools. The scholarship is awarded annually to a full-time student in the Bachelor of Music (Music Education) degree program who has demonstrated a talent and achievement in instrumental music and teaching ability at either the elementary or secondary level. Selection of the recipient will be made by the Senate Committee on Awards upon the recommendation of the School ~~Faculty~~ of Music.

DON WRIGHT SCHOLARSHIP IN MUSIC EDUCATION (VOCAL & CHORAL MUSIC)* (REVISED-UG)

This scholarship was established by Mr. Don Wright with the aim of strengthening the teaching of vocal and choral music in the schools. The scholarship is awarded annually to a full time student in the Bachelor of Music ~~or Bachelor of Education~~ (Music Education) degree program who has demonstrated a special aptitude for vocal and choral music and a teaching ability at either the elementary or secondary level. Selection of the recipient will be made by the Senate Committee on Awards upon the recommendation of the School of Music.~~Faculty of Education.~~

HOWARD & DONNA DENIKE MEMORIAL BURSARY* (REVISED-UG)

One or more bursaries are awarded to students entering second~~2nd~~, third~~3rd~~ ~~and~~or fourth~~4th~~ year of the Bachelor of Music program ~~or the Bachelor of Education program in Secondary Instrumental Music Education~~.

NOEL & MARGARET GANTLY SCHOLARSHIP* (REVISED-UG/GS)

A scholarship is awarded to an academically outstanding undergraduate or graduate student studying elementary or secondary music education in the School ~~Faculty~~ of Music. Selection of the undergraduate recipient will be made by the Senate Committee on Awards upon the recommendation of the ~~Music Education section of the Faculty~~ School of Music. Selection of the graduate recipient will be made by the Graduate ~~Admissions and~~ Awards Committee upon the recommendation of the ~~Music Education section of the Faculty~~ School of Music.

JOSEPH PATRICK CUNNINGHAM MEMORIAL ~~BURSARY~~ SCHOLARSHIP* (REVISED-UG)

One or more scholarships are ~~A bursary is~~ awarded to academically outstanding undergraduate students entering ~~a~~ third or fourth year ~~student~~ in the Bachelor of Music program who have demonstrated financial need. Preference is given to students whose principal instrument is either the harp or violin. Selection of the recipients will be made by the Senate Committee on Awards upon the recommendation of the School of Music.

W.A.C. BENNETT ~~AWARD~~ SCHOLARSHIP* (REVISED-GS)

One or more ~~A~~ scholarships ~~of $1000~~ may be awarded to ~~an~~ outstanding students in the Master of Public Administration program completing the first year of the program. Selection will be made by the Graduate Awards ~~c~~Committee upon the recommendation of the School of Public Administration. ~~school's admissions, programs and standards committee.~~

LORENE KENNEDY GRADUATE STUDENT "WRITING-UP" AWARD* (NEW-GS)

One or more awards of a minimum of $1,000 each will be given to graduate students in the School of Environmental Studies who are in the writing stage of their thesis (for Master's students: year 2 or above; for PhD students: year 3 or above). Preference will be given to students who are making good progress towards fulfilling their degree requirements and who demonstrate financial need. Selection of the recipients will be made by the Graduate Awards Committee upon the recommendation of the School of Environmental Studies. Applications must be submitted to the School of Environmental Studies by May 1.

FRANCES THERON SPIRIT OF THE PHOENIX AWARD (NEW-UG)

One or more awards are given to undergraduate students who are graduating from the Department of Theatre. The recipients will have maintained good academic standing and demonstrated a high level of involvement within the Department as demonstrated by a generosity of spirit, proven leadership skills, exemplary work ethic, and a dedication to community building. Selection of the recipients will be made by the Senate Committee on Awards upon the recommendation of the Department of Theatre.

STEPHEN & EUNICE LOWE LEGACY SCHOLARSHIP ~~FOR THE STUDY OF THE HISTORY OF CHINESE ART~~* (REVISED-UG/GS)

One or more scholarships are awarded to either academically outstanding undergraduate or graduate students studying Asian Art in the Department of Art

History & Visual Studies. Preference is given to students ~~in Art~~ studying the history of Chinese Art.

LORNE LOOMER ROWING AWARD* (NEW-UG)

One or more awards are given to undergraduate students who compete on the Vikes Men's Varsity Rowing team. Eligible students must meet all U SPORTS eligibility requirements and be Canadian citizens. Award recipients will be selected on the basis of drive, power, positive attitude, commitment and performance criteria set by the Director of Athletics and Recreation in consultation with the Varsity Head Coach and the Associate Director, Sport.

HUGH CAMPBELL & MARION ALICE SMALL GRADUATE SCHOLARSHIP FOR SCOTTISH STUDIES* (REVISED-GS)

~~A~~ One or more scholarships ~~of at least $10,000~~ will be awarded to ~~a~~ graduate students involved in any aspect of Scottish Studies at the MA or PhD level. Selection of the recipient will be made by the ~~Faculty of~~ Graduate ~~Studies Admissions and~~ Awards Committee upon the recommendation of the holder of the position of the Hugh Campbell and Marion Alice Small Faculty Fellowship in Scottish Studies through the Dean of the Faculty of Humanities.

CANET FOUNDATION SCHOLARSHIP* (NEW-GS)

One or more scholarships are awarded to academically outstanding graduate students in the School of Child and Youth Care who are conducting research that benefits children, youth and families. Students working in early years settings, youth services, mental health or family support programs are eligible. Selection of the recipients will be made by the Graduate Awards Committee upon the recommendation of the School of Child and Youth Care.

HENRIETTE ANN SCHMIDT ~~GRADUATE~~ SCHOLARSHIP (REVISED-UG/GS)

One or more scholarships are awarded to academically outstanding undergraduate or graduate students in the Department of Art History & Visual Studies ~~from any department who are~~ specializing in ~~Aboriginal or~~ Indigenous arts~~.~~, with p~~P~~reference ~~will be~~ given to students studying Pre-C~~c~~olumbian art. Applications may be obtained from the Department of Art History & Visual Studies ~~in Art,~~ and must be submitted by October 31. In the event that there are insufficient candidates who meet the criteria above, ~~the~~ scholarship~~(s)~~ will be awarded to other academically outstanding undergraduate or graduate students in the Department of Art History &Visual Studies. ~~in Art graduate student.~~ Selection of the recipient~~(s)~~ will be made by the Senate Committee on Awards or the Graduate Awards C~~c~~ommittee upon the recommendation of the Department of Art History & Visual Studies. ~~in Art.~~

HIGHTECH U AWARD (NEW-UG)

Awards of $1,000 each are given to students entering their first year at the University of Victoria who participated in the 2018 HighTechU Pilot Project Academy and successfully completed the HighTechU Summer Internship.

LESLIE & TERRY FARMER NURSING SCHOLARSHIP* (NEW-UG)

One or more scholarships are awarded to academically outstanding undergraduate students in the School of Nursing. Students registered in at least 4.50 units are eligible for this scholarship.

FRANC R. JOUBIN ENTRANCE SCHOLARSHIP ~~BURSARY~~* (REVISED-UG)

One or more scholarships ~~Bursaries~~ are awarded, in memory of Professor Walter Gage, to academically outstanding undergraduate students entering the University of Victoria who have demonstrated financial need. ~~from Secondary Schools.~~

DR CHARLOTTE LOPPIE AWARD* (NEW-UG)

One or more awards are given to Indigenous undergraduate students in the School of Public Health and Social Policy, with preference given to mature (22 years or older) Indigenous women.

JEFFREY RUBINOFF SCHOLAR IN ART AS A SOURCE OF KNOWLEDGE TRAVEL AWARD* (REVISED-UG/GS)

The award is to cover travel, food and accommodation costs (the "Forum Costs") for the recipient of the Jeffrey Rubinoff Scholar in Arts as a Source of Knowledge Fellowship and two or more undergraduate or ~~under~~graduate students to attend the Company of Ideas Forum (the "Forum") which is conducted annually by the Jeffrey Rubinoff Foundation at the Jeffrey Rubinoff Sculpture Park (JRSP). Recipients will ~~also~~ be ~~firstly~~ chosen from the Department of Art History and Visual Studies.~~, unless~~ If no eligible undergraduate or graduate students are available in a given year, ~~in which case the students might~~recipients may be chosen from the Department of Visual Arts.

DEPARTMENT OF COMPUTER SCIENCE GRADUATION MEDAL (REVISED-UG)

A medal is awarded annually to the student with the highest graduating grade point average (GPA) in a ~~m~~Major~~, honours~~ or combined Computer Science degree program, unless that student is awarded the University of Victoria Jubilee Medal for

Science. In this case, the Department of Computer Science Graduation Medal is awarded to the student with the second highest GPA.

DEPARTMENT OF COMPUTER SCIENCE HONOURS GRADUATION MEDAL (NEW-UG)

A medal is awarded annually to a Computer Science Honours student with the highest graduating grade point average (GPA) in the Computer Science Honours program, unless that student is awarded the University of Victoria Jubilee Medal for Science. In this case, the Department of Computer Science Honours Graduation Medal is awarded to the student with the second highest GPA.

THEA VAKIL SCHOLARSHIP* (NEW-GS)

One or more scholarships are awarded to academically outstanding graduate students interested in a career in the public service (e.g., government, charitable sector or community development). Applications may be obtained from the School of Public Administration and must be submitted by June 15th. Selection of the recipients will be made by the Graduate Awards Committee upon the recommendation of the School of Public Administration.

PHYSICS RED SCHOLARSHIP* (REVISED-UG)

Two ~~One or more~~ scholarships are awarded to academically outstanding students in the Department of Physics. One scholarship is awarded to a student entering third year and one scholarship is awarded to a student~~s~~ entering ~~4th~~ fourth year ~~in Physics who achieved excellence~~ who had the best standing in their laboratory ~~skills~~ course(s) ~~in the previous year~~.

ERIC LEBLANC MEMORIAL SCHOLARSHIP (NEW-UG)

One or more scholarships are awarded to academically outstanding undergraduate students in the Bachelor of Music program, with preference given to students who demonstrate an interest and talent in the area of jazz. Selection of the recipients will be made by the Senate Committee on Awards upon the recommendation of the School of Music.

DR. LORENE KENNEDY ENVIRONMENTAL STUDIES ~~(~~UNDERGRADUATE~~)~~ ~~BURSARY~~AWARD* (REVISED-UG)

One or more awards ~~bursaries~~ are given ~~awarded~~ to undergraduate students majoring in ~~the School of~~ Environmental Studies with demonstrated financial need. Recipients will be selected by the Senate Committee on Awards upon the recommendation of the School of Environmental Studies.

DR. LORENE KENNEDY UNDERGRADUATE AWARD ~~BURSARIES~~* (REVISED-UG)

One or more awards ~~bursaries~~ are given ~~awarded~~ to undergraduate students ~~enrolled in the School of Environmental Studies with a declared~~ majoring in Environmental Studies ~~or to students enrolled in the Restoration of Natural Systems Diploma Program~~ with demonstrated financial need. Recipients will be selected by the Senate Committee on Awards upon the recommendation of the School of Environmental Studies.

DR. LORENE KENNEDY ENVIRONMENTAL STUDIES ~~(~~GRADUATE~~)~~ ~~BURSARY~~AWARD* (REVISED-GS)

One or more awards ~~bursaries~~ are given ~~awarded~~ to graduate students doing a MSc, MA or Interdisciplinary PhD Program in Environmental Studies with demonstrated financial need. Recipients will be selected by the Graduate Awards Committee upon the recommendation of the School of Environmental Studies.

DR. LORENE KENNEDY GRADUATE AWARD~~BURSARIES~~* (REVISED-GS)

One or more awards ~~bursaries~~ are given ~~awarded~~ to graduate students doing a MSc, MA or Interdisciplinary PhD Program in ~~affiliated (individual program by special arrangement or interdisciplinary graduate program) with the School of~~ Environmental Studies with demonstrated financial need. ~~The r~~Recipients will be selected ~~chosen~~ by the Graduate Awards Committee ~~Student Awards and Financial Aid at~~ upon the recommendation of the School of Environmental Studies.

Document #BOG-May29/18-15

University of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

May 14, 2018

To: Operations and Facilities Committee

From: Nancy Wright, Associate Vice-President Academic Planning
(Interim Vice-President Academic and Provost)

N Wright

cc: President and Vice-Chancellor

Meeting Date: May 29, 2018

Subject: Proposal to Establish a Master of Management (MM) Degree

Basis for Jurisdiction: Senate Committee on Planning meeting March 6, 2018
Senate meeting April 6, 2018

Previous Consultation: At its meeting on April 6, 2018, Senate approved and recommended that the Board of Governors approve the establishment of a Master of Management (MM) Degree. This proposal was approved by the Senate Committee on Planning on March 6, 2018.

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve, subject to funding, the establishment of a Master of Management (MM), as described in the document "Master of Management Degree", and that this approval be withdrawn if the program should not be offered within five years of the granting of approval. Once

the Board of Governors has approved the proposal, the proposal must be approved by the Secretariat of the Ministry of Advanced Education, Skills and Training.

Strategic Relevance

The Master of Management (MM) program is designed to be attractive to employers as well as students, given that its focus on integrative thinking, multi-disciplinary collaboration, "soft skills" development and targeted hard skills aligns well with recent predictions about the kinds of competencies that employees will need in the future. This grounding in basic business understanding, buttressed by applied learning in an interdisciplinary, problem-solving context, coupled with a work experience term tailored to the student's interests, will provide a significant benefit that an MM graduate will be able to offer to potential employers along with the skills and knowledge that they bring from their undergraduate degree. We are confident that employers will appreciate that MM graduates represent a diverse pool of UVic graduates from various faculties, further distinguished by having a sophisticated understanding of how organizations work and the collaborative skills to function effectively within them that will make them eminently prepared for the transition to permanent employment.

Overview/nature of the academic Master's degree

The MM is targeted at students who have just graduated from non-Business undergraduate programs. Courses will run from May to August and January to April, with a four-month work experience requirement starting in September. This program will effectively offer qualified students a one-year extension to their undergraduate experience with graduate-level coursework and experiential training that will make them better prepared to make a positive and notable impact on their organizations as new hires. It requires and builds upon designated Business Minor courses that students will complete within their undergraduate programs. With this foundation, the MM offers more advanced business coursework in a study context that reflects the conditions and challenges graduates are likely to face as they enter the professional workforce.

Alignment with the university's mission and strategic plan

Consistent with the 2012 UVic Strategic Plan and mission, this program will parallel the University's commitment to provide high-quality learning and integrate teaching and civic engagement across the disciplines. As a program designed to accept students with undergraduate study in a broad range of faculties, the Master of Management program offers an opportunity to partner directly with faculties across the UVic campus. With its emphasis on dynamic learning (through a problem-based, highly experiential pedagogy) and community engagement (through work experience in a broad range of organizations), the MM aligns directly with the mission of UVic.

Senate/academic considerations

There are no Senate / academic considerations anticipated.

Demand and availability

We expect an initial annual intake of about 15 to 20 MM students in the first few cohorts. This cohort size is in line with the experience at UBC, where the non-dual-degree MM program has had 50-60 students in its annual cohorts. Given that the recent expansion of capacity in the 200-level Business Minor courses has seen an increase of more than 40% in the number of different

students taking them, the demand for the MM is projected to grow to reach the target cohort size of 40-50 within four years.

Resource implications (including resource plan, revenue and expenditure implications)

The following financial projections are based on gradual growth to steady-state enrolment, based on the relatively long lead-time needed for students to obtain the pre-requisite undergraduate Business courses:

Intake year	2019 Year 1	2020 Year 2	2021 Year 3	2022 Year 4	2023 Year 5
Enrollment targets	15	20	25	40	40-50

Revenue

Suggested tuition is $25,000 for domestic students and $32,000 for international students, plus a program fee of $3,500 for domestic students and $5,000 for international students. Assuming that each group accounts for 50% of enrollees:

Enrolment	**Domestic Tuition**	**International Tuition**	**Tuition Revenue**
Year 1 - 15	$ 175,000	$ 256,000	$ 431,000
Year 2 - 20	$ 250,000	$ 320,000	$ 570,000
Year 3 - 25	$ 300,000	$ 416,000	$ 716,000
Year 4 - 40	$ 500,000	$ 640,000	$1,140,000
Steady state (40-50)	$ 500-625,000	$ 640-750,000	$1,140,000-1,375,000

Program Budget

We anticipate an ongoing amount of base budget funding of $100,000 per year to support the marketing and communications, recruitment, and technical requirements for the program.

Item	Year 0 2018	Year 1 2019	Year 2 2020	Year 3 2021	Year 4 2022
Faculty Lines	2x $108,000	2x $108,000			
Associate Director	1x PEA SG14 $68,908				
Co-op Coordinator		1x PEA SG 13 $65,770			
Graduate Secretary		1x CUPE 951 PB8 $43,300			
Base Budget for Entrance Awards		$35,000	+$35,000	+$30,000	($100k/year at steady state)

Program Miscellaneous	$40,000	+$20,000	+$20,000	+$20,000	($100K/year at steady state)

Resources required for <u>Faculty appointments</u> including currently funded faculty resources and new faculty resources required.

With the need to offer 13.5 units of teaching plus project supervision for a cohort (40-50 FTE), plus the administrative offset for 2 sections for a Program Director and the need to account for study leaves, the ongoing incremental requirement is for four graduate faculty positions. We would like one of these to be at a mid-career level and the other three assistant professors, in order to maintain a proper balance in the faculty.

Resources required for <u>staff appointments</u>

The program will require one full-time Associate Director, PEA SG 14 (Business) and one full-time program secretary, CUPE 951 PB 8.

The program will require one full-time Co-op and Career Coordinator, PEA SG 13 (Co-op and Career).

Resources required for <u>space</u>

Ideally, the program would have a dedicated classroom, with breakout rooms in the Summer session and the second term of the Winter session, to facilitate the 18+ hours per week that the cohort will have in courses and co-curricular activities.

In addition, we require six individual office spaces for the following:

- four faculty lines (Business)
- one Associate Director (Business)
- one Business Co-op and Career Coordinator (Co-op and Career)
- one shared office space for the Graduate Secretary

Other relevant factors (including impact and outcomes)

The program is expected to provide a pathway for non-Business graduates to gain significantly improved employability by combining business/workplace development to their specialized knowledge from their undergraduate programs. This pathway is also expected to enhance recruitment into non-Business undergraduate programs by offering a potential five-year stream that gives students the opportunity to complete a degree in areas they are passionate about combined with workplace preparedness and early-career preparation.

Attachment(s): Proposal to Senate, dated March 21, 2018, for the establishment of a Master of Management degree.

Document #BOG-May29/18-16

University of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

May 14, 2018

To: Operations and Facilities Committee

From: Nancy Wright, Associate Vice-President Academic Planning
(Interim Vice-President Academic and Provost)

N Wright

cc: President and Vice-Chancellor

Meeting Date: May 29, 2018

Subject: Proposal to establish a Research Option in Master of Nursing and Master of Science in Health Informatics: Double Degree Program

Basis for Jurisdiction: Senate Committee on Planning meeting March 6, 2018
Senate meeting April 6, 2018

Previous Consultation: At its meeting on April 6, 2018, Senate approved and recommended that the Board of Governors approve the establishment of a Research Option in Master of Nursing and Master of Science in Health Informatics: Double Degree Program. This proposal was approved by the Senate Committee on Planning on March 6, 2018.

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve, subject to funding, the establishment of a Research Option in Master of Nursing and Master of Science in Health Informatics: Double Degree Program, as described in the document

"Proposal to Offer Research Project Option in Master of Nursing and Master of Science in Health Informatics: Double Degree Program", and that this approval be withdrawn if the program should not be offered within five years of the granting of approval.

Strategic Relevance

The proposed addition of a research project to current thesis option is relevant to the strategic initiative to "Promote and support, in alignment with the UVic Edge, the integration of research and educational programs to create dynamic learning reflective of UVic's extraordinary environment and which contributes to the vital impact of research". Providing greater options for research while maintaining academic standards and integrity enhances students' experiences and their contributions to meaningful and vital impact.

Overview/nature of the academic Master's degree

Requesting to include a research project option in addition to the currently offered thesis option for the Double Degree program to begin in September 2018. We believe this change will best meet the needs of the majority of our students, many of whom are working full time. Faculty from both the School of Nursing and the School of Health Information Science have discussed this proposal in detail and, believe that the academic integrity of the program options will be maintained with a research project or thesis option. There will be no change in the overall number of units required.

Alignment with the university's mission and strategic plan

The proposed research projects will help students master the skills to complete a complex project in a 'real world' context and area of study. Research projects address a particular issue or problem in healthcare contexts. Working with community partners to address particular problems and finding new solutions/knowledge addresses the strategic goal of Expanding Partnerships, Innovation and Entrepreneurship.

Senate/academic considerations

A research project is designed to help students master the skills to complete a complex project in a specific area of study. Research projects address a particular issue or problem that needs investigation. Projects may use a research or an applied approach in seeking new knowledge. The scope of work for a research project tends to be more limited than a thesis and often takes less time to conduct. The number of units for the research project (3.0) is less than the thesis (6.0) and students completing a research project will need to take at least 2 additional courses (3.0 units).

Demand and availability

Over that last twenty years we have seen a considerable rise in the implementation and use of health information systems (HIS) and information and communication technologies (ICTs) in health care globally. Many countries are currently implementing HIS and ICTs in an effort to streamline health care delivery, reduce medical errors and improve the overall quality and efficiency of health care services. Nursing informatics is a discipline-specific form of informatics practice within health informatics. Nursing informatics borrows from nursing science, computer

science, information science and nursing practice to support nurses, other health care providers and patients using information technology (including information structures and processes). The degree is the first of its kind in Canada and one of very few in the world.

Resource implications (including resource plan, revenue and expenditure implications)
No change in current resource allocation

Other relevant factors (including impact and outcomes)
The proposed changes continue to meet the academic standards in Nursing and Health Information Science. This change is congruent with the policies of the Faculty of Graduate Studies.

There is a need for professionals with this expertise. In Canada there have been federal, provincial and territorial initiatives to implement health information systems that would lead to a pan-Canadian electronic health record (EHR) and repositories of electronically-maintained information about a patient's health status and health care. Such large-scale initiatives are not possible without a substantive, formally educated workforce in the discipline of health informatics. UVic offers a double degree in Nursing and Health Information Science that is one of very few in the world.

Attachment(s): Proposal to Senate, dated March 21, 2018, to establish a Research Option in Master of Nursing and Master of Science in Health Informatics: Double Degree Program.

Document #BOG-May29/18-17

University of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

May 14, 2018

To: Operations and Facilities Committee

From: Nancy Wright, Associate Vice-President Academic Planning
(Interim Vice-President Academic and Provost)

N Wright

cc: President and Vice-Chancellor

Meeting Date: May 29, 2018

Subject: Proposal to Establish a Master of Engineering in Applied Data Science

Basis for Jurisdiction: Senate Committee on Planning meeting March 6, 2018
Senate meeting April 6, 2018

Previous Consultation: At its meeting on April 6, 2018, Senate approved and recommended that the Board of Governors approve the establishment of a Master of Engineering in Applied Data Science. This proposal was approved by the Senate Committee on Planning on March 6, 2018.

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve, subject to funding, the establishment of a Master of Engineering in Applied Data Science, as described in the document "Master of Engineering in Applied Data Science", and that this approval be withdrawn if the program should not be offered within five years of the granting of approval. Once the Board of Governors has approved the proposal, the

proposal must be approved by the Secretariat of the Ministry of Advanced Education, Skills and Training.

Strategic Relevance

Applied Data Science, including data mining, machine learning, pattern recognition and a variety of practical tools and skills, coupled with continued improvements in computer performance, is driving high double-digit annual growth rates for computer-industry giants. As a result, these companies pay high premiums to poach from a limited pool of experts, leaving little expertise for large numbers of smaller companies and government agencies that are unable to benefit from these advancements. This trend is accelerating as new data-centric opportunities like the Internet of Things (IoT) become mainstream, and the negative impact of a lack of suitably trained Highly Qualified Professionals (HQP) in this area is already significant within BC. The proposed innovative Masters training program is designed to address these critical HQP shortages. The goal of the program outlined in this proposal is to develop advanced engineering skills in the critical area of Applied Data Science.

Overview/nature of the academic Master's degree

The proposed program offers a Master of Engineering (MEng) in Applied Data Science (MADS) to be offered on campus at the University of Victoria and offered jointly by the Departments of Computer Science and Electrical and Computer Engineering in the Faculty of Engineering and the Faculty of Graduate Studies. The program can be finished in three academic terms plus optional Co-op Internship work terms, and will develop advanced conceptual and practical skills in Applied Data Science and professional and soft skills. Elective courses from Faculty of Science (Math and Statistics) may be selected by willing students. We hope to add electives in partnership with other non-STEM Faculties to broaden perspectives. Graduates will find employment in a variety of industry and government agencies demanding constructive management and analysis of large data sets. Furthermore, this program prepares its graduates for research positions as well as further studies at the doctoral level.

Alignment with the university's mission and strategic plan

This program will contribute to the mandate and Strategic Framework of UVic by providing a positive contribution to the University's quality objectives by fostering research in the emerging field of data science. The self-sustained program will also contribute to the internationalization objectives by attracting applicants across the globe.

Senate/academic considerations

Consultation with other academic units has been completed.

Demand and availability

Student demand for our related MEng in Telecommunications and Information Security (MTIS) program has been strong. The subject matter for MTIS, while important, does not carry the same unprecedented demand for graduates as data science. Also, MTIS has been offered exclusively by the Department of Electrical and Computer Engineering. MADS extends our recruiting base into the population interested in our Department of Computer Science. Therefore, we anticipate even stronger demand than for MTIS. We are prepared to offer the program beginning in September 2019.

Resource implications (including resource plan, revenue and expenditure implications)
As a cost-recovery professional program, all program expenses are covered by fees. For example, the annual cohort comprising of a mix of 25 domestic and foreign students, and the total approximate gross tuition of $750,000 provides roughly $150,000 to Administrative overhead and $600,000 to operate the program. Major operating expenses include IT and co-op support, program Director and instructor course delivery.

Other relevant factors (including impact and outcomes)
This program brings together experts from Electrical and Computer Engineering and Computer Science to share in the delivery and management of this important training discipline, setting the stage for further development of joint research and training activities.

Attachment(s): Proposal to Senate, dated March 21, 2018, for the establishment of a Master of Engineering in Applied Data Science.

Document #BOG-May29/18-18

University of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

May 14, 2018

To: Operations and Facilities Committee

From: Nancy Wright, Associate Vice-President Academic Planning
(Interim Vice-President Academic and Provost)

N Wright

cc: President and Vice-Chancellor

Meeting Date: May 29, 2018

Subject: Proposal to Change the Name of the "Certificate in Aboriginal Language Revitalization (CALR)" to the "Certificate in Indigenous Language Revitalization (CILR)"

Basis for Jurisdiction: Senate Committee on Planning meeting March 6, 2018
Senate meeting April 6, 2018

Previous Consultation: At its meeting on April 6, 2018, Senate approved and recommended that the Board of Governors approve the change of the name of the "the "Certificate in Aboriginal Language Revitalization (CALR)" to the "Certificate in Indigenous Language Revitalization (CILR)", as described in the memo dated February 28, 2018.

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the change of the name of the "Certificate in Aboriginal Language Revitalization (CALR)" to the "Certificate in

Indigenous Language Revitalization (CILR)", as described in the memo dated February 18, 2018, effective immediately.

Background:

On 5 January 2018, the Humanities Curriculum & Academic Standards Committee (HCASC) approved the request from the Department of Linguistics (in collaboration with the Division of Continuing Studies) to change the name of the Certificate in Aboriginal Language Revitalization (CALR) to bring it into consistency with the language of UVic's Indigenous Plan and other Indigenous programming (such as the Diploma in Indigenous Language Revitalization and the BEd in Indigenous Language Revitalization, into which the Certificate is a ladder). Hence, the new name should be: Certificate in Indigenous Language Revitalization (CILR).

Attachment(s): Proposal to Senate dated March 21, 2018, to change the name of the "Certificate in Aboriginal Language Revitalization (CALR)" to the "Certificate in Indigenous Language Revitalization (CILR)".

Document #BOG-May29/18-27

University of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

May 14, 2018

To: Operations and Facilities Committee

From: Nancy Wright, Associate Vice-President Academic Planning
(Interim Vice-President Academic and Provost)

N Wright

cc: President and Vice-Chancellor

Meeting Date: May 29, 2018

Subject: Change the name "Theatre History" to "Theatre Studies" for the Department of Theatre's MA program

Basis for Jurisdiction: Senate Committee on Planning meeting April 4, 2018
Senate meeting May 4, 2018

Previous Consultation: At its meeting on May 4, 2018, Senate approved and recommended that the Board of Governors approve the change of the name "Theatre History" to "Theatre Studies" for the Department of Theatre's MA program. This proposal was approved by Senate Committee on Planning on April 4, 2018.

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the change of the name "Theatre

History" to "Theatre Studies" for the Department of Theatre's MA program, as described in the memo dated December 5, 2017, effective immediately.

Background:

The Department of Theatre at the University of Victoria has increased its course offerings and diversified its pedagogical approaches in the classroom. Notably, two of our highest enrolment courses now residing under the rubric of "history" – "Performance and Popular Culture" and "Gender and Performance" – continue to teach students to ask historically informed questions, but also consider current case studies and are substantially informed by the theory and scholarly conversations generated by scholars associated with other disciplines, including Performance Studies and Gender Studies.

In recognition of the shift that has occurred in the Department in practice, if not in nomenclature, the external reviewers for the Department's 2014-2015 Academic Performance Review recommended that we adopt the phrase "Theatre Studies".

The course requirements for the degree programs will not change. Therefore, students currently enrolled in the programs we offer will not be delayed in the completion of their degrees.

Changing the name "Theatre History" to "Theatre Studies" at the MA level will reflect more accurately the range of approaches to the study of theatre that the department offers.

Attachment(s): Proposal to Senate, dated April 18, 2018, to change the name "Theatre History" to "Theatre Studies" for the Department of Theatre's MA program.

Document #BOG-May29/18-28

University of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

May 14, 2018

To: Operations and Facilities Committee

From: Nancy Wright, Associate Vice-President Academic Planning
(Interim Vice-President Academic and Provost)

N Wright

cc: President and Vice-Chancellor

Meeting Date: May 29, 2018

Subject: Change the name "PhD in Theatre History" to "PhD in Theatre

Basis for Jurisdiction: Senate Committee on Planning meeting April 4, 2018
Senate meeting May 4, 2018

Previous Consultation: At its meeting on May 4, 2018, Senate approved and recommended that the Board of Governors approve the change of the name "PhD in Theatre History" to "PhD in Theatre". This proposal was approved by Senate Committee on Planning on April 4, 2018.

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the change of the name "PhD in Theatre History" to "PhD in Theatre", as described in the memo dated December 5, 2017, effective immediately.

Background:

The Department of Theatre currently offers the following graduate degrees: MFA (Directing or Design/Production); MA (Theatre History or Applied Theatre); and a PhD in Theatre History. The Department accepts doctoral students in Applied Theatre by special arrangement and also has doctoral students who are enrolled in the Interdisciplinary PhD.

The Department would like to regularize the PhD in Applied Theatre by:

1. Changing the name of the doctoral degree from “PhD in Theatre History” to “PhD in Theatre”,

2. Adding a doctoral stream in Applied Theatre, and

3. The degree requirements currently in place for the PhD in Theatre History will become one stream in this degree. The course requirements for the stream in Theatre Studies will be the same as those currently listed in the calendar for the PhD in Theatre History. Nothing will change in this stream except the name.

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Attachment(s): Proposal to Senate, dated April 18, 2018, to change the name “PhD in Theatre History” to “PhD in Theatre”.

Document #BOG-May29/18-29

University of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

May 14, 2018

To: Operations and Facilities Committee

From: Nancy Wright, Associate Vice-President Academic Planning
(Interim Vice-President Academic and Provost)

N Wright

cc: President and Vice-Chancellor

Meeting Date: May 29, 2018

Subject: Existing curriculum for the PhD in Theatre History will become a stream identified as a "Theatre Studies Stream" within the PhD in Theatre

Basis for Jurisdiction: Senate Committee on Planning meeting April 4, 2018
Senate meeting May 4, 2018

Previous Consultation: At its meeting on May 4, 2018, Senate approved, and recommended that the Board of Governors approve that the existing curriculum for the PhD in Theatre History become a stream identified as a "Theatre Studies Stream" within the PhD in Theatre. This proposal was approved by Senate Committee on Planning on April 4, 2018.

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve that the existing curriculum for the

PhD in Theatre History become a stream identified as a "Theatre Studies Stream" within the PhD in Theatre.

Background:

The Department of Theatre currently offers the following graduate degrees: MFA (Directing or Design/Production); MA (Theatre History or Applied Theatre); and a PhD in Theatre History. The Department accepts doctoral students in Applied Theatre by special arrangement and also has doctoral students who are enrolled in the Interdisciplinary PhD.

The Department would like to regularize the PhD in Applied Theatre by:

1. Changing the name of the doctoral degree from "PhD in Theatre History" to "PhD in Theatre",

2. Adding a doctoral stream in Applied Theatre, and

3. Making the degree requirements currently in place for the PhD in Theatre History one stream in this degree. The course requirements for the stream in Theatre Studies will be the same as those currently listed in the calendar for the PhD in Theatre History. Nothing will change in this stream except the name.

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Attachment(s): Proposal to Senate, dated April 18, 2018, that the existing curriculum for the PhD in Theatre History become a stream identified as a "Theatre Studies Stream" within the PhD in Theatre.

Document #BOG-May29/18-30

University of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

May 14, 2018

To: Operations and Facilities Committee

From: Nancy Wright, Associate Vice-President Academic Planning
(Interim Vice-President Academic and Provost)

N Wright

cc: President and Vice-Chancellor

Meeting Date: May 29, 2018

Subject: Proposal to add a stream in Applied Theatre to the newly named PhD in Theatre

Basis for Jurisdiction: Senate Committee on Planning meeting April 4, 2018
Senate meeting May 4, 2018

Previous Consultation: At its meeting on May 4, 2018, Senate approved and recommended that the Board of Governors approve a stream in Applied Theatre be added to the newly named PhD in Theatre. This proposal was approved by the Senate Committee on Planning on April 4, 2018.

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve, subject to funding, the addition of a stream in Applied Theatre to the newly named PhD in Theatre, as described in the

document "PhD in Applied Theatre", and that this approval be withdrawn if the program should not be offered within five years of the granting of approval.

Strategic Relevance

The University of Victoria is a leader in Applied Theatre pedagogy and research in North America. Moreover, Applied Theatre is the most popular area of graduate study in the Department of Theatre. Adding an Applied Theatre stream to our PhD program will affirm the importance of Applied Theatre within the Department and, at the same time, will streamline the application process for the increasing numbers of students who wish to undertake advanced studies in Applied Theatre at the University of Victoria (the Department already has a thriving Master's program in Applied Theatre, and has been admitting PhD students since 2006 under the 'Special Arrangement' protocols).

Overview/nature of the academic Master's degree

In the past twenty years, the field of Applied Theatre has expanded exponentially. Definitions of the discipline abound, but the one that the University of Victoria has adopted is as follows: theatre used for extra-theatrical purposes, where extra-theatrical purposes refer to education; social justice/social change; and, community-building. Consequently, drama and theatre methods are being used across an ever-widening spectrum of education, health, community, business and institutional settings.

The aims and objectives of the PhD program are formulated in recognition of the fact that Applied Theatre is essentially a practice-based discipline. Its principal aims are: (i) to facilitate cutting-edge research in the rapidly developing field of Applied Theatre: and (ii) to provide doctoral-level training for the discipline's future professors in Canada and beyond.

The program is also designed to prepare scholars and artists to contribute to society beyond the academy. With the value it places on the development of highly skilled practitioners, on strong literacy and communication skills, and on an awareness of the interconnectedness of theory and practice, the PhD in Applied Theatre aims to nurture the habits of mind, as well as the skills and competencies, that enable graduates to have a positive impact on our world within a wide range of cultural, political, and human-development contexts.

The PhD curriculum is designed to provide doctoral students with a comprehensive understanding of the theoretical and practical aspects of the discipline of Applied Theatre; and to prepare them to teach a range of Applied Theatre courses, whilst advancing the theory and practice through original research of national and international significance.

Alignment with the university's mission and strategic plan

The University of Victoria's mission statement is "to engage the community by deepening understanding of literature, language, and culture… and to facilitate the acquisition, dissemination, and application of such knowledge at UVic and throughout the world". This mission is in alignment with the central tenets of Applied Theatre.

Whether performed in regional and municipal theatre buildings, parks, schools, community centers, churches, prisons, or outdoor civic spaces, theatre is a participatory art, which exists in public arenas. With our students regularly directing, designing, creating and facilitating Applied

Theatre activities in: elementary, middle and high schools; in collaborations with other University of Victoria academic units; at the Legislature of British Columbia; at William Head Institution; and at countless other community locations, the Department of Theatre concretely advances the community outreach objectives of the UVic Strategic Plan every day ("Civic and Community Engagement," SP Objectives 13, 19, 29, 31). As a key element in our full range of program offerings, the PhD program serves the essential function of ensuring the up-to-date scholarly validity of all of our community-engaged activities.

Senate/academic considerations

Applied Theatre is a burgeoning discipline, not only across North America, but globally. All of the programs offered by the Department of Theatre are of the highest caliber (undergraduate and graduate), and the University of Victoria is acknowledged as a leader in research, and the pedagogy of Applied Theatre. Applied Theatre faculty and graduate students have entered into a number of collaborations with other academic units (e.g. education, psychology, nursing, etc), with offices across campus (e.g. the Centre on Aging, the Office of Equity, the Office of Student Life, etc.). The distinctive character of the PhD stream in Applied Theatre has developed out of the strengths of our undergraduate program. The recent External Academic Program Review notes that "the Applied Theatre programs are experiencing considerable growth and recognition, due, in part, to a University Scholar position…. The Department and University are to be commended for their initiative in encouraging this leading theatrical and pedagogical form, which has community outreach—one of the key goals of the University's strategic plan—as a major component."

Demand and availability

The proposed program is intended for the broadest spectrum of artists involved in the discipline of theatre, and will consequently be appropriate for facilitators, directors, devisers, playwrights and performers. The cohort would therefore be drawn from groups such as: UVic graduates and other theatre graduates holding appropriate Masters' degrees; practicing professional theatre artists with an appropriate Masters' degree; educators, community workers and others with demonstrable experience in the field and an appropriate Masters' degree in an allied discipline; international students with experience in the field and an appropriate Masters' degree. Year on year, the Department receives large numbers of expressions of interest in the PhD program, but limited faculty resource expertise determines which applicants are most likely to benefit from the program.

Students will be recruited locally, nationally and internationally, but it is anticipated that many will come from the existing graduate pool of students within departments of theatre and drama.

Resource implications (including resource plan, revenue and expenditure implications)
Although demand for the Department's PhD program has been rapidly growing over the last five years, we consider the current size of the program to be optimal, and it is not our intention to increase enrolment substantially. Given the sizable teaching loads in the Faculty of Fine Arts—all faculty in the Department of Theatre normally teach five or six courses each year—current supervisions within the Department of Theatre represent a sustainable level of commitment to graduate students. Thus we consider that the program has achieved a "steady state" of graduate student enrolment.

Enrollment	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Ongoing	6	8	8	7	6	4	4
Admissions	1	2	0	1	1	2	2
Completion	1	0	1	1	2	2	1

Although it is undeniably the case that additional supervisory capacity within the Department (and beyond) would be beneficial, it is not anticipated that additional resources would be made available in the short term.

Other relevant factors (including impact and outcomes)
With over forty Canadian post-secondary institutions offering undergraduate theatre programs, the study of theatre is an ever more popular choice for young people seeking higher education today – and with good reason. As noted in a recent article in The Chronicle of Higher Education, "Why Theatre Majors are Vital in The Digital Age," an education in theatre produces empathic, literate, self-aware, imaginative, socially adept individuals with the ability to create and work in real-world communities—all of which skills and competencies are essential for a just and peaceful world.

Attachment(s): Proposal to Senate, dated April 18, 2018, to add a stream in Applied Theatre to the newly renamed PhD in Theatre.

University of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

May 14, 2018

To: **OPERATIONS AND FACILITIES COMMITTEE**

From: **VICE-PRESIDENT FINANCE AND OPERATIONS**

cc: **President and Vice-Chancellor**

Meeting Date: **May 27, 2018**

Subject: **STATUS REPORT ON CAPITAL PROJECTS**

Basis for Jurisdiction: Committee's Terms of Reference

Strategic Relevance:

Objective 36: To manage and protect our human, financial, physical and information resources in a responsible and sustainable fashion.

Previous Consultation:
Report provided to Board of Governors Operations and Facilities Committee at each meeting.

Background:

Attached please find the regular Board reports on the status of capital projects for current approved capital projects.

Attachment(s):

VPFO/FMGT Project Updates: May 01, 2018

1. District Energy Plant
2. Queenswood

PROJECT:	DISTRICT ENERGY PLANT
Project No:	16-02534
Project Consultants:	DIALOG/FVB Energy Inc.
Construction Manager:	Farmer Construction Ltd.

BUDGET STATUS:	APPROVED BUDGET 01-Sept-16	FMGT Forecast Costs 01-May-2018
Consulting	$2,888,770	$2,888,770
Construction	$13,900,000	$13,900,000
Completion	$1,900,000	$1,900,000
Contingency	$780,000	$780,000
Sub-Total	$19,468,770	$19,468,770
GST (1.65%)	$321,230	$321,230
TOTAL PROJECT COSTS	**$19,790,000**	**$19,790,000**

- Total commitments to date are approximately $19,592,000, representing 99% of the approved Budget of $19,790,000.

SCHEDULE STATUS:	Target Date 01-Apr-18	Actual / Forecasted Date 01-July-17
PHASE 1 – New Building w/3 Boilers, Underground Services		
Schematic Design - Complete	Jun 2016	Jun 2016
Design Development - Complete	Oct 2016	Oct 2016
Construction Documents	Mar 2017	Mar 2017
Tender	Apr 2017	May 2017
Construction Stage	Feb 2018	May 2018
Commissioning	Mar 2018	Sept 2018
Operation	Apr 2018	Oct 2018
PHASE 2 – Energy Transfer Station Renovations (Apr 2017 to Aug 2018)		
Construction Documents	Apr 2018	Dec 2017
Tender	Jun 2018	Jan 2018
Construction Stage	Feb 2019	Jul 2018
Commissioning	Mar 2019	Aug 2018

Major Risks:

- Delay in boiler equipment delivery impacting project schedule, risking plant start-up during early heating season.

PROJECT:	QUEENSWOOD - OCEANS & CLIMATE CAMPUS
Project No:	SIF 35338/QW-01
Project Consultants:	KPL James Architects
Construction Manager:	Kinetic Construction

BUDGET STATUS:	APPROVED BUDGET 1-August 2016	APPROVED BUDGET 23-October-2017	Forecast Costs 23-April-2018
Consulting	$955,000	$1,083,587	$1,118,270
Construction	$4,450,000	$7,407,294	$7,470,380
Completion	$126,900	$354,913	$403,488
Contingency	$1,354,475	500,000	353,656
Sub-Total	$6,886,375	$9,345,794	$9,345,794
GST (1.65%)	$113,625	$154,206	$154,206
TOTAL PROJECT COSTS	**$7,000,000**	**$9,500,000**	**$9,500,000**

- Total expenditures to date are approximately $6,883,317 representing 72.5% of the approved revised budget of $9,500,000

SCHEDULE STATUS:	Target Date	Actual / Forecasted Date
PHASE 1 – Base Building Demolition & Hazmat		
Preliminary Investigation & Design	Nov 2016	Dec 2016
Contract Documentation	Dec 2016	Mar 2017
Issue for BP, Tender & Award	Jan 2017	Mar 2017
Hazmat Remediation & Demolition	Apr 2017	Jun 2017
Substantial Completion	May 2017	Jun 2017
PHASE 2 – Base Building Upgrades		
Concept Development & Design	Dec 2016	Jun 2017
Contract Documentation	Mar 2017	Aug 2017
Issue for BP, Tender & Award	Apr 2017	Aug 2017
Mechanical, Electrical, Structural Upgrades	Nov 2017	April 2018
Substantial Completion	Dec 2017	May 2018
PHASE 3 – Interior and Tenant Improvements		
Programming and Space Planning	Jan 2017	Mar 2017
Interior Design Development	May 2017	Jul 2017
Issue for BP, Tender & Award	Aug 2017	Aug 2017
Interior Improvements	Dec 2017	June 2018
Substantial Completion	Dec 2017	June 2018

Major Risks:

- The major risks have been mitigated and impacts expected to be managed within the remaining budget contingency and project timeline.

University of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

May 14, 2018

FOR INFORMATION

To: FINANCE COMMITTEE

From: VICE-PRESIDENT FINANCE AND OPERATIONS

cc: President and Vice-Chancellor

Meeting Date: May 29, 2018

Subject: **2017 ANNUAL REPORTS and FINANCIAL STATEMENTS University of Victoria Combination Pension Plan, and University of Victoria Money Purchase Pension Plan**

Basis for Jurisdiction: Section XIV(7) of the Trust Agreements for the University of Victoria Combination Pension Plan and Money Purchase Pension Plan

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Strategic Relevance: One of the pillars of the strategic plan is that we will attract and retain a diverse group of exceptionally talented faculty and staff. Part of attracting and retaining faculty and staff is a strong benefits package. Pension is a critical part of any compensation package and as such appropriate financial oversight is important. As well, this submission is required in order to remain in compliance with statutory requirements under provincial law and under the provisions of the Trust Agreements.

Background: Section XIV(7) requires that the Trustees issue, within one hundred and fifty days following the end of the fiscal year, a statement of the Pension Fund, and provide a copy to the Board of Governors.

The annual reports were distributed to members and the financial statements were made available online in April 2018.

Attachments:

1. Combination Pension Plan 2017 Annual Report and Financial Statements
2. Money Purchase Pension Plan 2017 Annual Report and Financial Statements

University of Victoria Combination Pension Plan 2017 Annual Report

Pension Board
University of Victoria

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University of Victoria

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Audited financial statements and detailed listing of portfolio holdings are available online at: www.uvic.ca/financialplanning/pensions.
A printed copy of these documents can also be requested from Pension Services.

Pension Board
University of Victoria

Message from the Chair

Both the Combination and Money Purchase plans returned gross 9.52% in 2017, about at the median of comparable pension plans. Our expenses remained very low and essentially unchanged from last year at 0.35% for a net return of 9.17%. This is a good result, especially when combined with our four year annualized net number of 8.56%. As is always the case, the underlying picture is more complicated with our Canadian equity returning 8.84% (slightly below the TSX benchmark of 9.10%); foreign equity 17.13% (a significant out-performance relative to the MSCI World ex Canada at 14.58%); and bonds at 2.96% relative to a universe at 2.56%. The best wide index of American stocks, the S&P 500, was up sharply in US dollars at 21.8% but the Canadian dollar appreciated significantly relative to its US counterpart thereby lowering this yield to 13.8% in Canadian funds. A major factor in the lower returns in Canada relative to the US was the drag from the energy sector (down about 13%). This huge discount was caused by the lack of facilities to transport Canadian oil to international customers other than the US. The discount peaked in December with West Texas Intermediate crude selling for about US$61 and Western Canada select about US$30 below that price. More detailed Information on the breakdown of our assets between managers and asset classes and the individual returns for those assets is included on pages 15 and 16 of this report.

Those of you who have been members of the Plan for a number of years will be aware that the distribution of assets has always been very traditional, including allocations to Canadian and Foreign equity and Canadian fixed income, and more recently a 10% allocation to Canadian Real Estate managed by the British Columbia Investment Management Corporation (bcIMC). During the past year, bcIMC recreated a new, wholly owned subsidiary, QuadReal, which will manage this portfolio in the future. The investment is focussed on office, retail and industrial space (not residential) and provides a steady income stream (5.64% in 2017) in addition to possible capital appreciation. Many larger pension funds also invest in other alternatives such as infrastructure, private equity and hedge funds. Depending on the exact investments these alternatives may provide more diversification, less risk and perhaps greater returns but in general these potential benefits come with greater cost, both in dollars and in administration and governance. With the growth of the Plan beyond a billion dollars coupled with the general industry consensus that returns will be lower in the future, the Trustees undertook studies over the last 2 years (assisted by Willis Towers Watson and Phillips, Hager & North) with two principal objectives: firstly, to determine whether the contribution increases introduced in 2011 represent the correct level of funding going forward; and secondly whether the introduction of alternative assets could improve the risk/return profile of the plan. The studies were statistical in nature, considering thousands of possible economic scenarios. Study of these results is ongoing, but at this stage the Trustees tend to the view that although introduction of alternatives such as infrastructure or low volatility equity may improve (by a very small number of percentage points) the risks to the Plan in the most extremely unfavourable economic scenarios, these gains may be accompanied by slightly reduced returns in the most favourable scenarios and overall are probably not worth the extra administrative and governance costs. At this stage, the studies do not suggest any necessity for changes to on-going contribution levels.

Another important aspect of Trustee work during 2017 was the need to meet a new requirement under BC/ Alberta pension law to conduct a triennial plan assessment, essentially what academia would call "self-assessment." The first assessment was for the three year period to Dec 31, 2016 and due Dec 31 2017. The assessment needs to review plan regulatory compliance, governance, funding, investments and the performance of service providers. The process was initiated in May with the help of Mercer, who prepared questionnaires and facilitated meetings to complete the exercise.

Message from the Chair

Pension Board
University of Victoria

Outcomes were generally very positive, mostly scoring 4 or 5 on a five-point scale. To address those deficiencies which were identified, the Trustees have prepared an action plan and priorities for the next two years, leading to the next assessment for the period ending Dec 31, 2019.

Turning to the administration of the Plan, our new Pension Director, Christa Taylor, was appointed January 1st 2017 and under her guidance the structure of Pension Services has undergone significant changes over the past year. The objectives are to build upon the services already provided to members; to better protect the office from so-called "key person risk"; and to provide greater support and continuing education to the trustees. Previously the Pension Director had primary responsibility for the Faculty and Professional Staff pension plans and the Manager, Pension Administration (Janet McPherson) was responsible for the Staff Plan, thereby creating "key-person" risk for both constituencies. Under the new structure the Director, and a newly appointed Associate Director, Oliver Cowern, will share responsibility for both constituencies. Janet has kindly agreed to phase into retirement with a part-time role until mid-2019 and through this transition she will continue to provide her expertise to the plans and to assist with succession planning and project management. Expanded services to members will include a newly designed web-site, planned for the spring of 2018, and a new structure in the member services area that will see additional staff from the department supporting Combination and Money Purchase pension plan members. With these changes in leadership, the department remains committed to enhancing the administration of the pension plans, with a focus on providing a positive experience and professional services for members.

You will recall that your Board of Trustees is composed of four trustees elected by the membership and four appointed by the Board of Governors. In 2017 Lisa Hill and I were re-appointed by the Board of Governors to three year terms effective July 1st 2017 and January 1st 2018 respectively and an election was held in October/ November to replace Martha O'Brien and Joe Sass who decided not to seek re-election. Joe has left the University for a new job with Kwantlen College and Martha has retired from the Law Faculty and has many travel plans including many conferences in her specialty of international tax law. Martha and Joe will both be greatly missed. We thank them both and I would like to extend a special personal thank-you to Martha for her able and wise assistance to me in her role as vice-Chair of the Trustees for the last several years. Newly elected Trustees, David Boudinot from the Library staff and Ori Granot from Chemistry began their three year terms on January 1st and we welcome them and wish them well in their new roles.

Our committee Chairs in 2017 were Lisa Hill (Investment), Martha O'Brien (Policy and Procedure), Kristi Simpson (Valuation) and myself (Governance and Communications). This is a significant workload for Lisa, Martha and Kristi in addition to their regular Trustee duties, so we all owe them our thanks.

I look forward to meeting many of you at our Annual General Meeting on April 24th, and in the meantime we can take pride in the fact that the Pension Plan, started 1st July 1968 (coincidentally the day I myself started at the University!) will celebrate its 50th birthday in 2018.

Best Wishes to all for that momentous date and beyond,

Keith R. Dixon
Chair, Board of Pension Trustees

Pension Board
University of Victoria

GOVERNANCE

The Combination Pension Plan (the "Plan") is governed by a Board of Trustees (the "Pension Board").

The Pension Board oversees investments of funds and financial management of the Plan, and ensures the Plan is administered in accordance with the Trust Agreement, the *Income Tax Act (ITA)* and British Columbia's *Pension Benefit Standards Act (PBSA).*

The Trust Agreement between the University of Victoria and the Pension Board sets out the rights and responsibilities of the Pension Board, as well as the rules and procedures related to the appointment and election of Trustees. This document can be accessed on the Pension Services website: www.uvic.ca/financialplanning/pensions.

There are eight Trustees on the Pension Board, serving for terms of up to three years. Four Trustees are elected by Plan members, and four are appointed by the University's Board of Governors ("BOG").

In 2017, the Trustees were:

- Dr. Keith Dixon (Chair)
  Professor Emeritus, Department of Chemistry
  Appointed term ending December 31, 2020

- Professor Martha O'Brien (Vice-Chair)
  Professor, Faculty of Law
  Elected term ended December 31, 2017

- Mr. John Gilfoyle
  Investment & Strategy Consultant
  Appointed term ending June 30, 2018

- Ms. Lisa Hill
  Senior Vice-President, Portfolio Manager
  Raymond James Ltd.
  Appointed term ending August 31, 2020

- Dr. Michael Miller
  Professor Emeritus, Department of Computer Science
  Elected term ending December 31, 2019

- Mr. Joe Sass
  Former Manager, Financial Accounting & Training
  Elected term ended December 31, 2017

- Ms. Susan Service
  Professional Accountant
  Elected term ending December 31, 2019

- Ms. Kristi Simpson
  Associate Vice-President, Financial Planning & Operations
  Appointed ex-officio

In November 2017, Mr. David Boudinot and Dr. Ori Granot were elected to three year terms ending December 31, 2020.

2017 Highlights

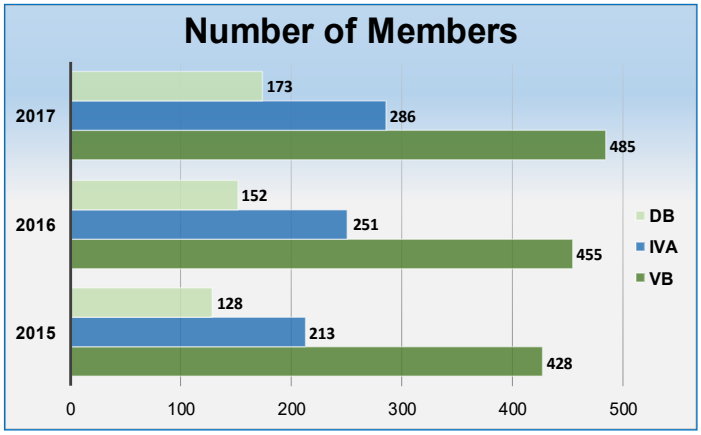
Pension Board
University of Victoria

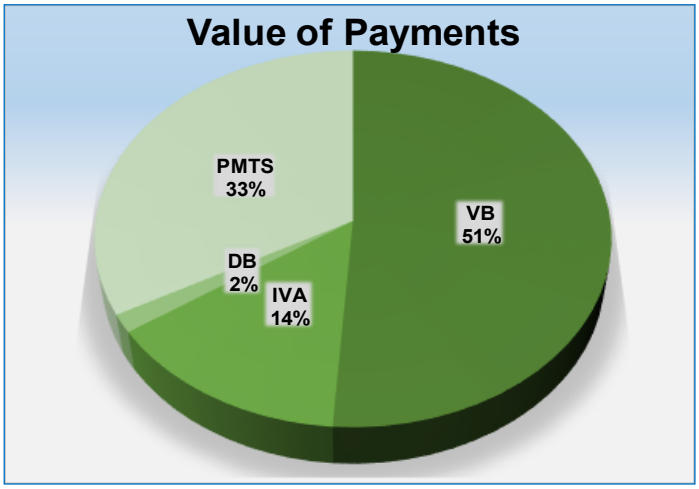
Investments: Value & Performance

Market Value of Investments (expressed in $000's)	2015	2016	2017
Balanced Fund	$888,322	$923,884	$991,235
Defined Retirement Benefit Fund	150,370	169,033	194,479
Total	$1,038,692	$1,092,917	$1,185,714

Performance (dollar figures expressed in $000's)		2015		2016		2017	
			%		%		%
Balanced Fund	Gross Returns	$75,179	9.10	$44,131	4.98	$87,614	9.52
	Expenses	(2,884)	(0.35)	(2,995)	(0.34)	(3,154)	(0.35)
	Net Returns[1]	$72,295	8.75	$41,136	4.64	$84,460	9.17
Defined Retirement Benefit Fund	Gross Returns	$13,149	9.92	$10,959	6.98	$18,138	10.53
	Expenses	(617)	(0.47)	(588)	(0.37)	(651)	(0.38)
	Net Returns	$12,532	9.45	$10,371	6.61	$17,487	10.15

Types of Benefit Payments[2]





Benefit Payments Number of members	2015	2016	2017
Variable Benefits (VB)	428	455	485
Internal Variable Annuities (IVA)	213	251	286
Defined Benefit Pensions and Supplements (DB)	128	152	173
(Combination of Options)	(158)	(190)	(218)
Total	611	668	726

Value of Benefit Payments (expressed in $000's)	2015	2016	2017
Variable Benefits (VB)	$19,550	$20,967	$22,541
Internal Variable Annuities (IVA)	4,081	5,251	6,311
Defined Benefit Pensions and Supplements (DB)	545	553	687
Lump Sum Payments & Transfers (Pmts)	3,996	6,534	14,537
Total	$28,172	$33,305	$44,076

[1] The Balanced Fund's net returns are distributed to members' accounts.
[2] Refer to Understanding the Plan section for an explanation of the types of benefits offered by the Plan.

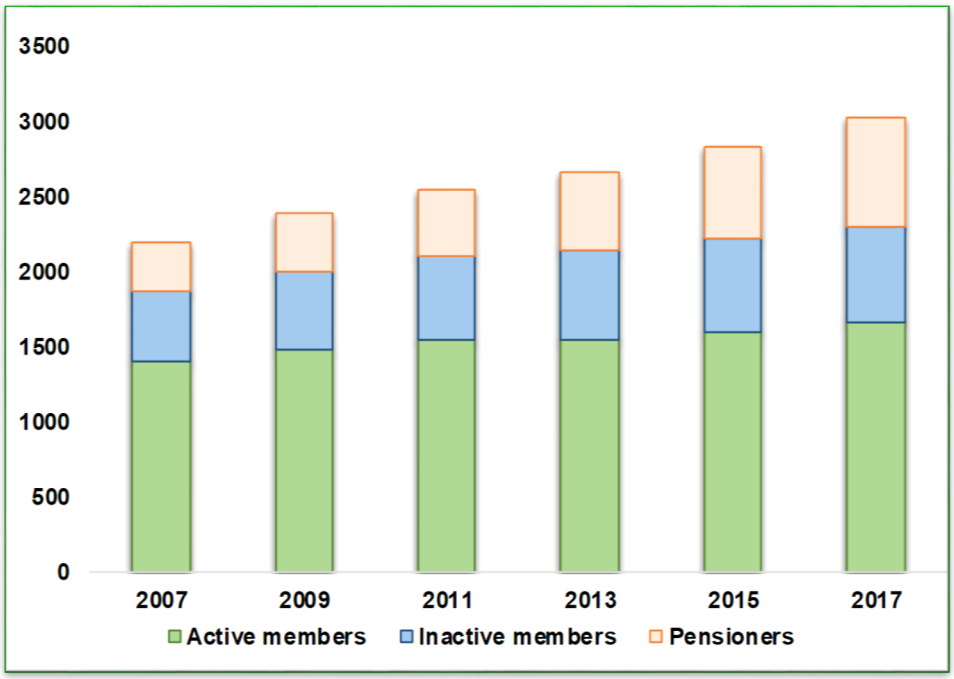
Pension Board
University of Victoria

2017 Highlights

Membership

The following table and chart describe the status and growth in Plan membership over the past ten years (2007 to 2017).

	2007	2009	2011	2013	2015	2017
Active members	1,393	1,480	1,538	1,547	1,600	1,663
Inactive members	472	522	556	597	616	632
Pensioners	321	382	448	512	611	726
Total	**2,186**	**2,384**	**2,542**	**2,656**	**2,827**	**3,021**



Active members are employed by the University and contributing to the Plan.

In 2007, this group represented 63.7% of total membership, compared to 55.0% in 2017.

Inactive members have transferred to another UVic plan or terminated employment but have not yet elected a benefit; the category also includes a small number of accounts held by surviving spouses of members who died before retirement.

In 2017, 20.9% of membership were inactive members.

Pensioners are members and/or beneficiaries who are drawing a monthly pension from the Plan.

In 2007, this group represented 14.7% of total membership, compared to 24.0% in 2017.

Understanding the Plan

Pension Board
University of Victoria

Contributions

Members and the University share the cost of the Plan. The contribution rates are shown in the table below.

Contributions (as % of member's basic salary)			
Combined Contribution Account			
Up to YMPE[1]	Member	4.35%	Total 10.37%
	University	6.02%	
Above YMPE[1]	Member	6.35%	Total 14.00%
	University	7.65%	
Defined Retirement Benefit Account			
University		5.05%	
Voluntary Account			
Member	As elected, subject to statutory maxima		

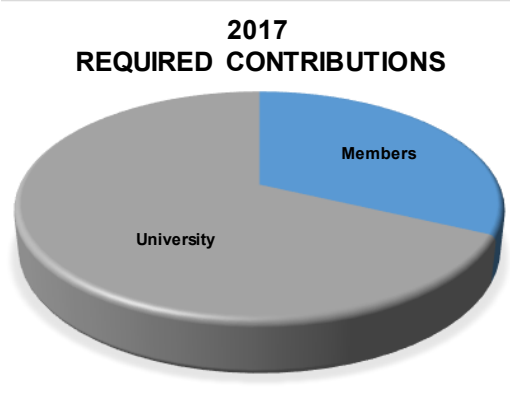
Combined Contribution Account (CCA).
This is the Defined Contribution account. Contributions by members and the University are credited to members' individual Combined Contribution Accounts (CCAs), and are subject to *Income Tax Act* maxima.

Defined Retirement Benefit Account (DRBA).
This is the Defined Benefit Minimum account, funded by University contributions.

Voluntary Account.
Subject to *Income Tax Act* maxima, members may elect to make additional contributions to a Voluntary Contribution Account through payroll deduction or by transfer from another registered plan (RRSP or Canadian registered pension plan). The University does not match those contributions. Transfers from spousal RRSPs are not permitted.

Example of 2018 Contributions ~ Annual Salary of $95,000					
	Member		**University**		**Total**
CCA Up to YMPE[1]	$55,900 x 4.35%	$2,432	$55,900 x 6.02%	$3,365	$5,797
CCA Above YMPE[1]	($95,000-$55,900) x 6.35%	2,483	($95,000-$55,900) x 7.65%	2,991	5,474
DRBA		NIL	$95,000 x 5.05%	4,798	4,798
Total		$4,915		$11,154	**$16,069**

Total Contributions (expressed in $000's)		**2015**	**2016**	**2017**
Members	**Required**	$8,516	$8,836	$9,254
	Voluntary	194	311	244
	Transfers (from other plans)	3,027	3,542	5,238
University (Required)		18,316	18,960	19,675
Total		**$30,053**	**$31,649**	**$34,411**



[1] YMPE: Year's Maximum Pensionable Earnings, the contributory earnings upper limit under the Canada Pension Plan ($55,300 in 2017; $55,900 in 2018).

Pension Board
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Understanding the Plan

The precise terms of the Plan are provided in the Plan Document, available on the Pension Services website (www.uvic.ca/financialplanning/pensions).
If there is a discrepancy between this report and the Plan Document, the Plan Document applies.

Early & Deferred Retirement

The Combination Pension Plan provides immediate vesting, which means there are no minimum service requirements to start receiving a pension; however, there are age requirements.

Normal Retirement Date
For a member of the Combination Pension Plan, this is the last day of the month in which the member reaches 65 years of age. This is the date at which the Internal Variable Annuity's defined benefit minimum is calculated without reduction.

Early Retirement
A member may elect to take early retirement on or after the end of the month in which the member attains 55 years of age. In this case, the Internal Variable Annuity's defined benefit minimum is reduced to its actuarial equivalent. The reductions are shown in the table in Appendix B.

Deferred Retirement
A member may defer commencement of retirement benefits until the end of the calendar year in which the member attains 71 years of age.

If a member does not select a benefit by October 31 of that year, they will be deemed to have selected an option that does not require spousal consent or waivers and provides maximum future flexibility; non locked-in amounts that are under $111,800 (two times the 2018 YMPE[1]: $55,900 x 2 = $111,800) are paid out in cash, less withholding tax.

Options at Retirement

Members have a range of options designed to allow tailoring of retirement income to suit individual situations, preferences, and financial plans. Spousal consent is required for some options. Subject to some restrictions, options may be combined for maximum flexibility.

The selection of any one option or a combination of options is a matter for the individual member and their financial advisor. Pension Services cannot provide this type of advice.

Options at a Glance

1) Variable Benefit
2) Internal Variable Annuity (with defined benefit minimum)
3) Transfer Out

With minor variations, there are two options available directly from the Plan: a member may choose between a Variable Benefit or an Internal Variable Annuity. The Variable Benefit option allows the member to retain control and ownership of the account balance, and to make withdrawals within statutory limits. The Internal Variable Annuity option requires control and ownership of the account balance to be relinquished in exchange for the promise of a future lifetime income.

Alternatively, a member may remove his or her funds from the Plan, and choose between an external annuity or another registered retirement vehicle from an external provider.

[1] YMPE: Year's Maximum Pensionable Earnings, the contributory earnings upper limit under the Canada Pension Plan ($55,300 in 2017; $55,900 in 2018).

UNDERSTANDING THE PLAN

Pension Board
University of Victoria

Options at Retirement

1. The Variable Benefit

This option is similar to an external life income fund (LIF). The funds that accumulated in a member's account are held in a Variable Benefit Account (VBA). The member retains ownership of the funds and each year, sets the monthly retirement benefit, subject to statutory minima and maxima. After each month's withdrawal, the balance remaining in a member's account shares in the investment performance of the fund.

When the member dies, any remaining balance forms the survivor benefit (refer to the Survivor Benefits section of this report for more information). If the member has a spouse, as defined in British Columbia's *Pension Benefit Standards Act (PBSA)*, spousal consent is required for the Variable Benefit option.

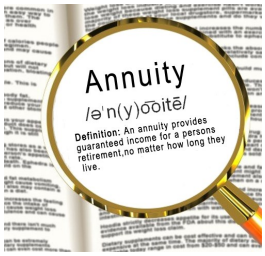
With one full calendar month of notice, a variable benefit pensioner may terminate the pension and apply the balance remaining to one or a combination of the other options, except that the Internal Variable Annuity's defined benefit minimum is no longer available. In addition, if the member is over 71 years of age, minimum withdrawal for the year must be satisfied before the funds are applied to another option.

A booklet explaining the Variable Benefit in more detail is available upon request from Pension Services. The booklet contains a table of withdrawal rate limits and other pertinent information.

2. Internal Variable Annuity (with defined benefit minimum)

An Internal Variable Annuity can also be purchased with the balance in a member's CCA. The initial amount payable depends on the balance available in the member's CCA, the age of the member, and the survivor benefit option selected. There are three main differences between an internal annuity and an external annuity:

- Provided the member was not previously receiving the Variable Benefit, payments under the Internal Variable Annuity option cannot fall below the minimum calculated on a defined benefit basis (refer to Appendix B for more information).
- Internal annuity payments are adjusted each year to reflect the investment performance of the Plan during the prior calendar year relative to the 3.5% underlying performance assumption. If the Plan earned more or less than 3.5%, the payments are adjusted accordingly. Adjustments are pro-rated for a partial year payout.

  For example, if the Plan earned 6% the annuity would increase on the following July 1st by approximately 2.5%; if the Plan lost 3%, the annuity would decrease by approximately 6.5%.

  The performance adjustment means that the internal annuities carry somewhat more risk than external annuities, but also the potential for benefit if the Plan does well.
- Internal annuities are also adjusted to reflect the longevity experience of the group of annuitants.

Appendix B provides a table of 2018 single life annuity rates and early retirement reduction factors. A single life annuity ceases on the death of the annuitant (the member); however, other survivor benefit options are available. The amount of pension will differ based on the survivor benefit selected. Please refer to the Survivor Benefits section of this report for more information.

If only a portion of a member's CCA is applied to this option, a minimum account balance of $167,700 is required (three times the 2018 YMPE[1]: $55,900 x 3 = $167,700). In addition, the defined benefit minimum is reduced proportionately.

[1] YMPE: Year's Maximum Pensionable Earnings, the contributory earnings upper limit under the Canada Pension Plan ($55,300 in 2017; $55,900 in 2018).

Options at Retirement

3. Transfer Out

A member can also transfer the account balance to another registered pension plan or to a locked-in retirement account. If at least 50 years of age, a member can also transfer the account to a life income fund or purchase an annuity from an insurance company.

In accordance with the requirements of British Columbia's *Pension Benefit Standards Act (PBSA)*, such transfer must be on a locked-in[1] basis for that portion of the member's account contributed after December 31, 1992 (plus the investment earnings on those contributions); however, there is no lock-in requirement for the balance in a member's account at December 31, 1992 plus the investment earnings on that amount after that date.

Options on Cessation of Employment

A member who leaves the employ of the University before early retirement age is eligible for one of the following options:

1. Leave the Combined Contribution Account (CCA) on deposit for a future pension (default option). At or after reaching 55 years of age, the member can then select an option described in the Options at Retirement section of this report; or

2. Transfer out:
   - *For locked-in funds*[1], the following options are available:
     - Direct transfer to another registered pension plan (RPP) or to a locked-in retirement account (LIRA); or
     - If at least 50 years of age, direct transfer to a life income fund (LIF) or purchase a deferred life annuity from an insurance company.
   - *For non-locked-in funds*[1], the following options are available:
     - Direct transfer to another registered pension plan (RPP), a registered retirement savings plan (RRSP), or registered retirement income fund (RRIF);
     - Purchase annuity from life insurance company (conditions may apply); or
     - Cash, less applicable withholding tax.

A member must select an option by October 31 of the year in which he or she reaches 71 years of age.

[1] Lock-in conditions: Any portion of the member's account that is attributable to contributions made prior to 1993 or that meets unlocking conditions set by *BC Pension Benefit Standards Act (PBSA)* is not subject to lock-in conditions.

UNDERSTANDING THE PLAN

Pension Board
University of Victoria

Survivor Benefits

Survivor benefits are paid to a spouse, beneficiary, or estate upon a member's death.

A spouse, as defined in British Columbia's *Pension Benefit Standards Act (PBSA)*, is automatically entitled to the survivor benefit unless they choose to waive that right by submitting a spousal waiver.

If a member has a spouse.
The pre-retirement survivor benefit for a spouse is 100% of the value of the benefit earned by the member, and a surviving spouse is entitled to any of the options that are available to the member[1].

A surviving spouse must commence a pension benefit or elect a transfer from the Plan by the later of one year following the Member's date of death or the end of the calendar year in which the spouse attains 71 years of age.

If the member's beneficiary is not a spouse.
The pre-retirement survivor benefit for a beneficiary who is not a spouse is the balance accumulated in the Combined Contribution Account (CCA) and, if applicable, Voluntary Contribution Account(s).

If the member is receiving the Variable Benefit (VB).
The survivor benefit for a pensioner receiving the Variable Benefit is the balance remaining in the member's Variable Benefit Account.

If the member is receiving the Internal Variable Annuity (IVA).
The survivor benefit for a pensioner in receipt of an annuity from the Plan is determined by the optional form selected by the member prior to commencement of the annuity. The value of the internal annuity will be adjusted based on the survivor benefit option selected by the member. For example, if you select survivor benefits that provide longer or higher payments to your beneficiary, your monthly pension payment will be lower. The following table describes the options available:

Option[2]	Description	Note
Joint and Last Survivor	A selected percentage of the selected benefit will continue to the spouse, if pre-deceased by the member.	Percentages available: 66.7%; 75%; 100%
Joint and Last Survivor	A percentage of the selected benefit will continue after the first death of either the spouse or the member.	Percentage available: 66.7%
Joint and Last Survivor	Payments will continue in full (at 100%) for the lifetime of the member or spouse, whoever lives longer, and with a guaranteed minimum period.	Percentage available: 100% Guaranteed minimum period: 10 or 15 years
Single Life	Payments continue for the member's lifetime with an optional guarantee period selected by the member.	Guaranteed minimum period: 0, 5, 10 or 15 years

[1] With the exception that the spouse need not have attained 55 years of age to commence a monthly benefit.
[2] If the member has a spouse, the member must select a form which provides at least a lifetime 60% survivor benefit unless the spouse chooses to waive that right.

Pension Board
University of Victoria

INVESTMENTS

Objectives

The Funds
Plan assets are distributed over two funds: the Balanced Fund and the Defined Retirement Benefit Fund.

- The Balanced Fund
  Individual member accounts (Combined Contribution Accounts, Variable Benefit Accounts and Voluntary Contribution Accounts) are held in the Balanced Fund, together with the assets of the Money Purchase Pension Plan.

- The Defined Retirement Benefit Fund
  This fund holds the assets of the Defined Retirement Benefit Account from which defined benefit pensions and supplements are paid.

The main long-term investment objectives set by the Pension Board, and accepted by the Plan's investment managers, are to secure the obligation of the Plan and the University for pension benefit payments.

Risk Tolerance
In recognition of the Plan's current characteristics, an average degree of risk in terms of short-term variability of returns may be tolerated in the Balanced Fund's investments in pursuit of longer term returns. A higher degree of risk in terms of short-term variability of returns may be tolerated in the Defined Retirement Benefit Fund's investments in pursuit of longer term returns.

Time Horizon
The primary objective for the Funds is to achieve a rate of return, net of investment fees and based on a four-year moving average, which is above a benchmark rate of return associated with asset mix policy.

Investment returns are measured on a time-weighted basis. The return objectives include realized and unrealized capital gains or losses, plus income from all sources.

The Pension Board's Investment Sub-Committee monitors and reviews performance and reports to the Pension Board. While short-term results are of interest, it is important to recognize that an investment strategy ought to provide good results over the longer term. As a consequence, the Pension Board focuses on evaluating investment performance over rolling four-year periods.

Performance Expectations
Over rolling four-year periods, the minimum return expectations are:

- The domestic managers are expected to meet the benchmark plus 0.5% per annum, plus investment management and pooled fund custodial fees.
- The foreign equity manager is expected to meet the standard plus 1.0% per annum, plus investment management and pooled fund custodial fees.
- The real estate manager is expected to return the Canadian Consumer Price Index plus 4%.

The benchmark for the total fund is a composite of the benchmarks for the individual asset classes.

INVESTMENTS

Pension Board
University of Victoria

Investment Returns

This table shows the annualized rates of return for the Balanced Fund portfolio over the last ten years.

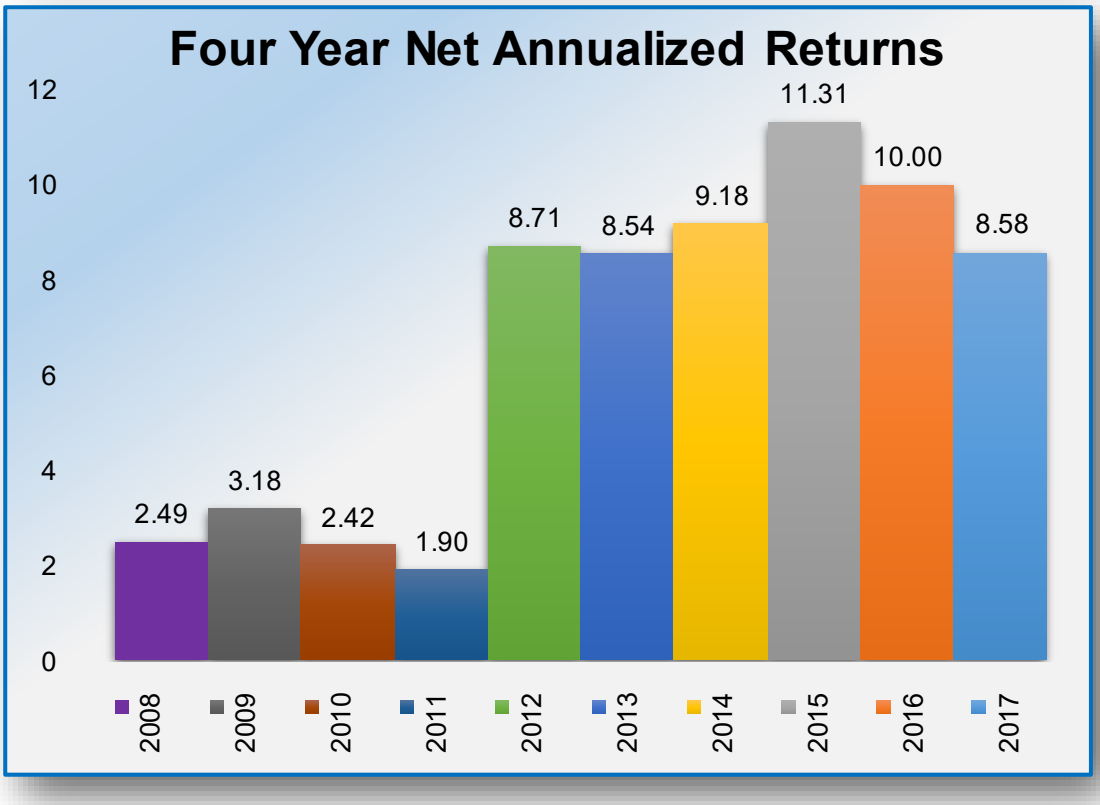
The four year net returns are also illustrated in the chart below.

Gross returns are calculated before expenses. Net returns are calculated after all investment and operating expenses. The net rate of return is credited to members' individual Combined Contribution Accounts (CCA), Variable Benefit Accounts (VBA) and Voluntary Contribution Accounts.

Past performance is not a reliable indicator of future performance.

Balanced Fund Annualized Returns (%)
Period ended December 31, 2017

	1 year		4 year		10 year	
	Gross	Net	Gross	Net	Gross	Net
2017	**9.52**	**9.17**	**8.94**	**8.58**	**6.89**	**6.58**
2016	4.98	4.64	10.36	10.00	6.24	5.93
2015	9.10	8.75	11.66	11.31	6.97	6.71
2014	12.21	11.88	9.47	9.18	7.36	7.08
2013	15.31	15.01	8.82	8.54	7.32	7.06
2012	9.98	9.71	8.98	8.71	7.28	7.03
2011	0.92	0.65	2.17	1.90	5.86	5.59
2010	9.56	9.30	2.68	2.42	6.00	5.76
2009	16.01	15.72	3.44	3.18	6.31	6.07
2008	(15.05)	(15.29)	2.75	2.49	5.81	5.57

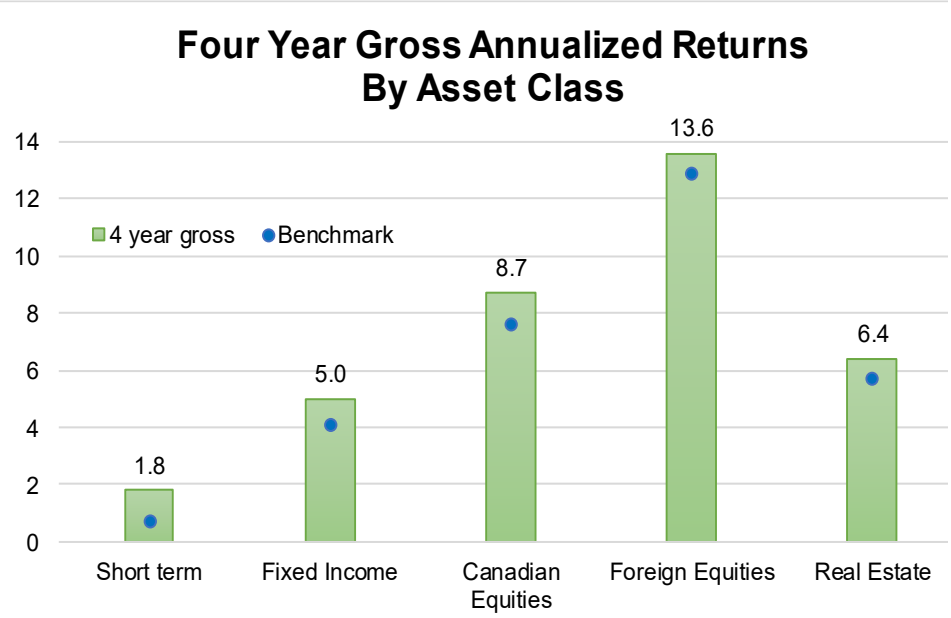


Pension Board
University of Victoria

INVESTMENTS

Asset Mix and Returns

The information shown here provides a snapshot of the asset mix, the allocation among the Fund's investment managers, and the associated performance returns for each asset class, compared to a set benchmark.



Balanced Fund Asset Mix and Performance as at 31 December 2017	Actual Weight	Benchmark Weight (Range)	1 year Gross Return	1 year Benchmark Return	4 year Gross Return	4 year Benchmark Return
	%	%	%	%	%	%
SHORT-TERM						*Benchmark: FTSE TMX Canada 91-day T-Bill Index*
BC Investment Management Corporation Fiera Capital Corporation Phillips, Hager & North Investment Management Ltd	- 0.2 0.9					
Total	1.1	0 (0-21)	1.0	0.6	1.8	0.7
FIXED INCOME						*Benchmark: FTSE TMX Canada Universe Bond Index*
Phillips, Hager & North Investment Management Ltd	30.2	36 (20-46)	3.0	2.5	5.0	4.1
CANADIAN EQUITIES						*Benchmark: S&P/TSX Capped Composite Index*
BC Investment Management Corporation Fiera Capital Corporation	11.2 11.1	11 each (9-13)	7.9 9.6		8.7 8.5	
Total	22.3	22 (14-27)	8.8	9.1	8.7	7.6
FOREIGN EQUITIES						*Benchmark: MSCI World Ex-Canada Net $Cdn Index*
BC Investment Management Corporation	37.1	32 (20-40)	17.1	14.6	13.6	12.9
REAL ESTATE						*Benchmark: Canadian Consumer Price Index plus 4%*
BC Investment Management Corporation	9.3	10 (5-15)	5.6	5.9	6.4	5.7
TOTAL FUND						*Benchmark: Composite Benchmark*
			9.5	8.1	**8.9**	**8.0**

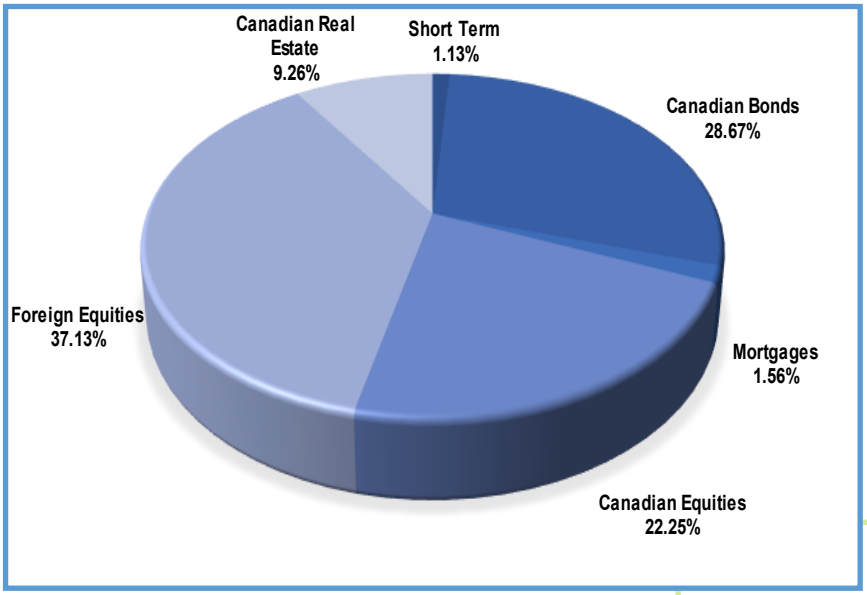
INVESTMENTS

Pension Board
University of Victoria

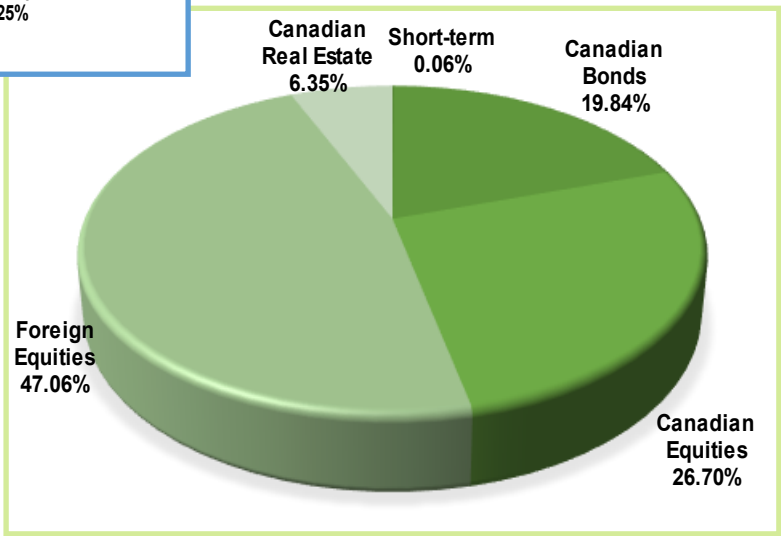
Asset Mix

The following charts illustrate the funds' asset mix, as at December 31, 2017. The investment managers for each asset class are listed in the Service Providers section of this report. Portfolio holdings for both funds are summarized in Appendix C.

Balanced Fund



Defined Retirement Benefit Fund



Fund Expenses

The table below provides the detail of all expenses incurred in investing and operating the Plan. Expenses are deducted from gross returns to determine net returns. Due to the effect of compounding, expenses can have a material impact on final account balances over extended periods of time. Expenses are often described as expense ratios and expressed as basis points (for example, 0.33% is 33 basis points).

Balanced Fund Expense Ratio (expressed in $000's)						
	2015		**2016**		**2017**	
		%		%		%
Investment management expenses	$2,331	0.28	$2,450	0.29	$2,565	0.29
Custodial and consulting expenses	129	0.02	118	0.01	120	0.01
Office and administration expenses	362	0.05	388	0.04	428	0.04
Audit and legal expenses	62		39		41	0.01
Total expenses	$2,884	0.35	$2,995	0.34	$3,154	0.35

Pension Board
University of Victoria

FUNDING

Solvency Status

Under the British Columbia *Pension Benefits Standards Regulation (PBSR)*, a pension plan containing a defined benefit component must undertake a plan valuation to assess the financial health of the plan at intervals not exceeding 3 years. The defined benefit component in the Combination Plan is the "Defined Retirement Benefit", as described in this report.

A valuation provides a snapshot of a plan's estimated financial condition at a particular point in time. One type of valuation required is the "solvency valuation", which measures whether the Plan would have the ability to meet its obligations (liabilities) to its members if the Plan were to be terminated and wound up at the valuation date. The last valuation date for the Combination Pension Plan was December 31, 2015 and at that time, the solvency ratio (the percentage of solvency assets compared to solvency liabilities) was 257.2%.

The next valuation will be completed in 2019, for the period ending December 31, 2018.

SERVICE PROVIDERS

Service Providers at the end of December 2017		
Investment Managers	BC Investment Management Corporation (bcIMC)	Manages one-half the Canadian equity portion, and all the foreign equity and real estate portions of the Balanced Fund. Also manages the foreign equity and real estate portion of the Defined Retirement Benefit Fund.
	Fiera Capital Corporation	Manages one-half the Canadian equity portion of the Balanced Fund.
	Phillips, Hager & North Investment Management Limited	Manages the fixed income portion of the Balanced Fund and the domestic portion of the Defined Retirement Benefit Fund.
Custodian	RBC Investor & Treasury Services	Custodian of Plan assets, excluding bcIMC funds. Payment service for pensions and taxable lump sums
Investment consultant	Willis Towers Watson	
Performance measurement	RBC Investor & Treasury Services	
Actuary	Mercer (Canada) Limited	
Auditor	Grant Thornton LLP	

Appendix A
History of the Plan

Pension Board
University of Victoria

Pension plans are of two major types: defined benefit and defined contribution. Under the typical defined benefit plan, a member's pension is determined by a formula based on years of service, salary and age at retirement. Pension payments to the member during his or her retirement remain constant, except for any cost-of-living adjustments.

In a defined contribution plan, the contributions of the member and his or her employer, together with net investment earnings or losses, accumulate throughout the member's career. At retirement, the accumulated sum is used to purchase a pension. In a defined contribution plan, net investment returns are obviously of great importance to the member, particularly if the pension is paid in the form of a variable annuity adjusted each year during his or her retirement according to the Plan's performance.

Original Plan provides greater of defined contribution or defined benefit. When the pension plan was established in 1968 to replace the earlier TIAA-CREF money purchase contracts, it retained the defined contribution features for payments at death, before retirement, or on termination of employment, but pensions were to be calculated under a defined benefit formula based on years of service and final average salary to compensate the long-service employees of that time for the inadequacy of earlier University of Victoria pension plans.

In 1972, in order to qualify for registration under the *Income Tax Act* and still retain the advantages of the defined contribution features for members who leave the University before retirement, the Plan was amended so that pensions would also be determined on a defined contribution basis. It was possible to retain the defined benefit as a minimum benefit, but the Plan became in essence and intent a defined contribution plan with the expectation that the majority of members would receive a variable annuity that would exceed the defined benefit.

Amendments in 1980s allow members to choose between defined contribution and defined benefit. In 1983 the Plan was amended to permit members, who are eligible to receive a defined contribution pension, to purchase an annuity from a life insurance company.

A further amendment in 1985 permitted the selection at retirement of a defined contribution pension even when the initial amount was smaller than the defined benefit.

Income Tax Reform (1990). In 1991 the Plan was segregated into a **Money Purchase Pension Plan** and a **Combination Pension Plan.**

The Money Purchase Pension Plan is a defined contribution pension plan for members of the faculty and administrative and academic professional staff holding term appointments or regular (continuing) appointments of 50% or more of full time but less than full time and for assistant teaching professors and sessional lecturers.

The Combination Pension Plan is for full time continuing members of the faculty and administrative and academic professional staff.

Also in 1991, contributions to member accounts became limited to the defined contribution maximum permitted under the *Income Tax Act*, initially $12,500. In 1994, in response to these limits, the Supplemental Benefit Arrangement (SBA) was created. The SBA is a complement to the Combination Pension Plan. It provides money purchase benefits and, since 2000, defined benefits that can not be provided under the registered pension plan.

Introduction of pension standards (1993). On January 1, 1993, minimum pension standards legislation became effective in BC. The most significant impact this had on members of the Combination Pension Plan is that contributions made on or after January 1, 1993 must be locked-in to provide a lifetime retirement income. Contributions made prior to 1993 were restricted under the Plan Document. The restrictions did not amount to full lock-in under pension standards and were removed effective June 1, 2006.

Pension Board
University of Victoria

Appendix A
History of the Plan

Member contribution rates. Members of the Combination Pension Plan contribute an amount equal to:

a. 3% of basic salary up to the contributory earnings upper limit for the Canada Pension Plan (the "Year's Maximum Pensionable Earnings" - YMPE), plus
b. 5% on the salary in excess of that limit, plus
c. one-third of the amount by which, if any, the University's defined benefit contribution exceeds 1% (1.35% effective May 1, 2011).

Employee contributions are directed to individual Combined Contribution Accounts (CCAs). The CCA balances provide the main part of a member's final pension entitlement in the same way as a defined contribution account.

University contribution rates. Up to December 31, 1990 the University contributed 10% of basic salary minus its Canada Pension Plan contribution. Of this amount, 12% of basic salary less the member's contribution, was directed to each individual's CCA, and the remaining employer contribution was directed into the Defined Retirement Benefit Account (DRBA). In 1991, to comply with new Income Tax Act rules, the University contributions to individual members' CCAs were revised to equal:

a. 10.37% of basic salary up the YMPE, plus 14% of basic salary in excess of the YMPE, less
b. the individual member's contribution, plus
c. up to an additional 1% if, on the advice of the actuary, the 1% is not required to fund the defined benefit minimum.

At the same time, University contributions to fund the defined benefit minimum were revised to equal:

a. 1% of salary, which at the discretion of the Pension Board acting on the advice of the actuary, could be directed in whole or in part to member's CCAs, plus
b. such additional contributions as are recommended by the Plan actuary to maintain the Defined Retirement Benefit Account on a sound actuarial basis (4.05% of salary effective May 1, 2011).

From January 1, 1991 to June 30, 1993, and from July 1, 1998 to December 31, 2001, the 1% contribution was not required for the defined benefit minimum and, on the advice of the Plan actuary, was redirected to members' CCAs. Since that time, Plan actuaries have recommended that the 1% of salary be gradually returned to its original purpose, namely to fund the defined benefit minimum (registered plan and/or the Supplemental Benefit Arrangement).

Consequently, for 2002, the Pension Board changed the allocations to 0.8% to CCAs and 0.2% to the defined benefit minimum. For 2003 and 2004, the corresponding allocations were 0.7% and 0.3% and, effective January 1, 2005, the full 1% was allocated to accounts funding the defined benefit minimum. The 1% was increased to 5.05% effective May 1, 2011.

Immunization options. A Canadian Government Treasury Bill Fund was created in 1991 and a Short Term Bond and Mortgage Fund was added in 2003. These investment options were removed in 2010 due to lack of use and onerous regulatory requirements. A GIC option was similarly available from 1995 to 2002.

Variable Benefit (1997) & 5% Internal Variable Annuity (2012). On January 1, 1997, the Variable Withdrawal Plan was added as an option for retiring members. The Variable Withdrawal Plan is essentially an income fund operated by the pension plan. It provides members with a regular but flexible retirement income. It was renamed the Variable Benefit in 2006.

On January 1, 2012, the 5% Internal Variable Annuity ceased to be offered. The change did not affect pensioners already in receipt of the annuity.

New Pension Legislation (2015). In September 2015, the amended *Pension Benefits Standards Act* (BC) and Regulation became effective. The Plan was amended to reflect the new legislation.

Appendix B
Annuity Rates & Reduction Factors

Pension Board
University of Victoria

2018 Table of Rates for Annual Single Life[1] 3.5% Annuity and Actuarial Reduction Factors for Defined Benefit Minimum		
Member Age At Retirement	**Annual Annuity Rate per $1,000**	**Early Retirement Reduction Factor**
55	51.52	0.58976
56	52.36	0.61954
57	53.25	0.65126
58	54.19	0.68509
59	55.20	0.72122
60	56.27	0.75985
61	57.41	0.80122
62	58.63	0.84561
63	59.94	0.89331
64	61.34	0.94465
65	62.84	1.00000
66	64.46	n/a
67	66.21	n/a
68	68.10	n/a
69	70.15	n/a
70	72.37	n/a
71	74.78	n/a

Annuity Rates
This table shows the rates that will be used in 2018 to convert a member's Combined Contribution Account balance into a single life[1] 3.5% internal annuity, based on the member's age at retirement.

The Defined Benefit Minimum Formula
Provided the member was not previously receiving the Variable Benefit, the Internal Variable Annuity payments cannot fall below the defined benefit minimum, which is the sum of A + B, based on the member's highest consecutive five year's salary:

A) Up to Average YMPE[2] x 1.3% x Years of service
B) In excess of Average YMPE[2] x 2% x Years of service

The defined benefit minimum is currently limited to $2,944.44 per year of service credited after 1990.

Early Retirement Reduction Factor
These factors are applied to the defined benefit minimum, if the member retires before age 65.

The result of the defined benefit minimum formula is multiplied by the corresponding reduction factor shown in the table.

Example of annuity calculation for a $300,000 final account balance at age 64:
$300,000 ÷ 1,000 x 61.34 = $18,402 per year ÷ 12 = $1,534 per month

Example of the reduction applied at age 64 to a defined benefit minimum of $40,000 per year
$40,000 x 0.94465 = $37,786 per year ÷ 12 = $3,149 per month

[1] A single life annuity ceases on the death of the annuitant. While other survivor benefit options are available, the annuity amount payable is adjusted with other options (refer to the Survivor Benefits section of this report).

[2] The Average YMPE is the three year average YMPE defined by the Canada Pension Plan. Visit www.cra.gc.ca for more information.

Pension Board
University of Victoria

Appendix C
Portfolio Holdings

Balanced Fund, as at December 31, 2017

ASSET	Market Value (expressed in $000's)
SHORT-TERM INVESTMENTS (1.13% of total)	
CANADA TREASURY BILLS	1,992
POOLED FUNDS	9,939
CANADIAN BONDS (28.67% of total)	
FEDERAL (Government & Government Guaranteed)	121,255
PROVINCIAL (Government & Government Guaranteed)	88,473
MUNICIPAL (Government & Government Guaranteed)	0
CORPORATE	271
POOLED BOND FUNDS	92,581
MORTGAGES (1.56% of total)	
POOLED MORTGAGE FUNDS	16,442
CANADIAN EQUITIES (22.25% of total)	
CONSUMER DISCRETIONARY	8,639
CONSUMER STAPLES	4,829
ENERGY	17,041
FINANCIALS	37,253
HEALTH CARE	0
INDUSTRIALS	16,736
MATERIALS	11,434
INFORMATION TECHNOLOGY	8,259
TELECOMMUNICATION SERVICES	2,309
POOLED FUNDS	128,400
FOREIGN EQUITIES (37.13% of total)	
POOLED FUNDS	391,987
REAL ESTATE (9.26% of total)	
POOLED FUNDS	97,762
TOTAL BALANCED FUND PORTFOLIO	**1,055,602**
COMBINATION PENSION PLAN	**991,235**
MONEY PURCHASE PENSION PLAN	**64,367**

Note: Some inconsistencies may exist due to rounding.

Appendix C
Portfolio Holdings

Pension Board
University of Victoria

Defined Retirement Benefit Fund, as at December 31, 2017

ASSET	Market Value ($) (expressed in $000's)
SHORT-TERM INVESTMENTS (0.6% of total)	
POOLED FUNDS	112
CANADIAN BONDS (19.84% of total)	
POOLED BOND FUNDS	38,576
CANADIAN EQUITIES (26.70% of total)	
POOLED FUNDS	51,921
FOREIGN EQUITIES (47.06% of total)	
POOLED FUNDS	91,523
REAL ESTATE (6.35% of total)	
POOLED FUNDS	12,347
TOTAL DEFINED RETIREMENT BENEFIT FUND PORTFOLIO	
	194,479

Note: Some inconsistencies may exist due to rounding.

A full and detailed listing of portfolio holdings is now available at
www.uvic.ca/financialplanning/pensions.
or by contacting Pension Services.

Pension Board
University of Victoria

Contact Us

The precise terms of the Plan are provided in the Plan Document, available on the Pension Services website (www.uvic.ca/financialplanning/pensions).
If there is a discrepancy between this report and the Plan Document, the Plan Document applies.

More information about the University of Victoria Combination Pension Plan can be found on the Pension Services Website: www.uvic.ca/financialplanning/pensions.

General enquiries or requests for statements can be directed to Pension Services:

Email: pensions@uvic.ca
Phone: (250) 721-7030

Physical & courier address:
Pension Services
University of Victoria
Michael Williams Building
(Formerly ASB) Room B278
3800 Finnerty Road
Victoria BC V8P 5C2

Mailing address:
Pension Services
University of Victoria
PO Box 1700, STN CSC
Victoria BC V8W 2Y2

Retiring members should contact Pension Services 3-6 months before their retirement date. Meetings with the Pension Entitlements Officer are available by appointment.

Coming Soon:
Pension Services' new website!

Grant Thornton

Financial Statements

University of Victoria Combination Pension Plan

December 31, 2017

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Independent Auditor's Report

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To the Trustees of University of Victoria Combination Pension Plan

We have audited the accompanying financial statements of the University of Victoria Combination Pension Plan, which comprise the statement of financial position as at December 31, 2017, and the statement of changes in net assets available for benefits and the statement of changes in obligations for benefits for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for pension plans, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained in our audit is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the University of Victoria Combination Pension Plan as at December 31, 2017 and the changes in net assets available for benefits and changes in obligations for benefits for the year then ended in accordance with Canadian accounting standards for pension plans.

Grant Thornton LLP

Victoria, Canada
March 13, 2018

Chartered Professional Accountants

University of Victoria Combination Pension Plan
Statement of Financial Position

December 31 (expressed in $000's)	2017	2016
Assets		
Cash	**$ 3,201**	$ 2,589
Investments (Note 4)		
Short-term	**11,316**	17,833
Canadian bonds	**322,705**	297,707
Mortgages	**15,439**	18,808
Canadian equities	**272,498**	248,560
Foreign equities	**459,608**	410,796
Real estate	**104,148**	99,213
	1,185,714	1,092,917
Receivables		
Accrued interest and dividend income	**897**	905
Transactions to be settled and other	**42**	638
	939	1,543
	1,189,854	1,097,049
Liabilities		
Accounts payable and accrued liabilities	**934**	410
	934	410
Net assets available for benefits (Note 7)		
Available for defined contribution benefits	**994,480**	927,578
Available for defined benefit pensions and supplements	**194,440**	169,061
	1,188,920	1,096,639
Obligations for benefits		
Defined contribution benefits	**994,480**	927,578
Accrued defined benefit pensions and supplements (Note 6)	**49,252**	46,253
Net assets available for benefits less obligations for benefits	**$ 145,188**	$ 122,808

Approved by the Board of Pension Trustees

Chair

Vice-Chair

See accompanying notes to the financial statements.

University of Victoria Combination Pension Plan
Statement of Changes in Net Assets Available for Benefits

Year Ended December 31 (expressed in $000's)	2017	2016
Change in net assets		
Net return on investments (Note 5)		
Interest income	**$ 9,476**	$ 11,335
Mortgage income	**549**	605
Dividend income	**2,935**	2,143
Net realized and unrealized gain on investments	**92,792**	41,007
Investment administration costs	**(3,170)**	(2,992)
	102,582	52,098
Contributions (Note 1)		
Members' required	**9,254**	8,836
Members' additional voluntary	**244**	311
University's required		
Combined contribution accounts	**11,100**	10,716
Defined retirement benefit account	**8,575**	8,244
Transfers from other plans	**5,238**	3,542
	34,411	31,649
Payments to or on behalf of members		
Pensions to retired members or beneficiaries	**(29,539)**	(26,771)
Members' accounts transferred and refunded, and death benefits	**(14,537)**	(6,534)
	(44,076)	(33,305)
Operating expenses		
Office and administrative costs	**(503)**	(450)
Actuarial fees	**(84)**	(93)
Audit, registration and legal fees	**(49)**	(48)
	(636)	(591)
Increase in net assets	**92,281**	49,851
Net assets available for benefits, beginning of year	**1,096,639**	1,046,788
Net assets available for benefits, end of year	**$ 1,188,920**	$ 1,096,639

See accompanying notes to the financial statements.

University of Victoria Combination Pension Plan
Statement of Changes in Obligations for Benefits

Year Ended December 31 (expressed in $000's)		**2017**		2016
Change in obligations for benefits - defined contribution				
Beginning balance, obligations for defined contribution benefits	**$**	**927,578**	$	895,756
Net investment returns		**84,460**		41,138
Contributions		**25,835**		23,404
Benefits paid		**(28,852)**		(26,218)
Accounts transferred or refunded		**(14,541)**		(6,502)
Change in obligations for benefits		**66,902**		31,822
Ending balance	**$**	**994,480**	$	927,578
Change in obligations for benefits - defined benefit				
Beginning balance, obligations for accrued defined benefit pensions and supplements	**$**	**46,253**	$	67,936
Actual plan experience and changes in actuarial assumptions		**2,018**		(20,515)
Interest accrued on benefits		**3,094**		4,540
Experience gains		**(4,799)**		(9,533)
Benefits accrued		**3,373**		4,378
Benefits paid		**(687)**		(553)
Change in obligations for benefits		**2,999**		(21,683)
Ending balance	**$**	**49,252**	$	46,253

See accompanying notes to the financial statements.

1. Description of plan

The following description of the University of Victoria Combination Pension Plan ("the Plan") is a summary only. Plan assets are distributed over two funds: the Balanced Fund and the Defined Retirement Benefit Fund. Individual member accounts (Combined Contribution Accounts, Variable Benefit Accounts, and Additional Voluntary Contribution Accounts) are held in the Balanced Fund. The Defined Retirement Benefit Fund holds the assets of the Defined Retirement Benefit Account ("DRBA") from which defined benefit pensions and supplements are paid. For more complete information, reference should be made to the Trust Agreement.

(a) General

The Plan is a defined contribution pension plan which contains, subject to eligibility and member choice, a defined benefit supplement to bring a retirement pension up to a minimum calculated under a defined benefit formula. The Plan covers all full-time faculty, academic and professional staff holding regular appointments.

(b) Funding policy

In accordance with the Trust Agreement and the recommendation of the plan actuary, members are required to contribute 4.35% of their basic salary up to the Canada Pension Plan Year's Maximum Pensionable Earnings (YMPE) ($55,300 in 2017), and 6.35% of the basic salary in excess of that amount. The contributions are directed to the members' combined contribution accounts.

The University contributes 6.02% of basic salary up to the YMPE, and 7.65% of the basic salary in excess of that amount. The contributions are directed to the members' combined contribution accounts. The University contributes an additional 5.05% of basic salary to the Defined Benefit Retirement Fund to fund the defined benefit minimum. In the event that the actuary recommends additional contributions to fund the defined benefit minimum, the plan document provides for one-third and two-thirds sharing between members and the University.

The total combined member and University contributions to a member's combined contribution account in a calendar year are limited to the Income Tax Act (Canada) maximum ($26,230 in 2017).

Subject to Income Tax Act (Canada) maximums, members may elect to make additional contributions to a voluntary contribution account through payroll deduction or by transfer from other registered vehicles.

(c) Investment options

Members' combined contribution accounts and additional voluntary accounts are invested in a balanced fund.

1. Description of plan (continued)

(d) Retirement

All members are eligible for a retirement benefit. Normal retirement is the end of the month in which the member attains age 65. Members may elect early retirement any time after attaining the age of 55, or postpone retirement benefits until December 1st of the calendar year in which the member attains age 71.

(e) Retirement options

At retirement, members can apply the balance in their combined contribution accounts to one or a combination of the following forms of benefits:

- Internal variable annuity with, subject to eligibility, a defined benefit supplement. The defined benefit supplement is the amount, if any, by which the defined benefit minimum exceeds the internal variable annuity. The defined benefit minimum at normal retirement is 1.3% of the member's final average earnings up to the three year average YMPE, multiplied by years of service; plus 2% of the member's final average earnings that are in excess of the three year average YMPE, multiplied by years of service. The final average earnings are calculated as the member's average for the highest consecutive five years. The defined benefit minimum is limited to $2,914 per year of service credited after 1990 and is actuarially reduced for early retirement.
- External annuity from a life insurance company.
- Variable benefit.
- Transfer to a locked-in retirement account.
- Transfer to a combination of registered retirement income funds and life income funds.

(f) Termination and portability benefits

Upon termination of employment, members may retain the balance in their combined contribution account or transfer it to a locked-in retirement account or to another registered pension plan that will accept the transfer.

Active members may transfer pension entitlements from other registered pension plans into a voluntary account in the Plan.

(g) Survivor benefits

A spouse is automatically entitled to the pre-retirement survivor benefit unless they waive that right by completing a Spousal Waiver (Pension Benefits Standards Regulation BC). The survivor benefit for a spouse is 100% of the benefit accrued by the member. The surviving spouse is entitled to any of the options that are available to the member, with the exception that the spouse need not have attained 55 years of age to commence a monthly benefit and the spouse's defined benefit minimum is the actuarial equivalent of the member’s defined benefit minimum. A surviving spouse must commence a pension benefit or elect a transfer from the plan by the later of one year following the member's date of death or the end of the calendar year in which the spouse attains 71 years of age.

1. Description of plan (continued)

(g) Survivor benefits (continued)

The survivor benefit for a beneficiary who is not a spouse is the balance accumulated in the Combined Contribution Account (CCA) and, if applicable, Voluntary Contribution Account(s), payable in a cash lump sum, less applicable withholding tax.

The survivor benefit for a variable benefit pensioner is the total in the member's Variable Benefit Account.

The survivor benefit for a pensioner in receipt of an internal variable annuity pension from the Plan is determined by the optional form selected by the member immediately prior to commencement of the annuity. If the member has a spouse, the member must select a form which provides at least a lifetime 60% survivor benefit unless the spouse completes a waiver.

(h) Adjustments to pensions

Internal variable annuities are adjusted each July 1st based on the investment performance of the underlying net assets for the preceding calendar year. As at July 1, 2017 the 3.5% and 5% internal variable annuities were increased for investment performance by 1.1% (2016: 5.1% increase) and decreased by 0.34% (2016: 3.6% increase), respectively. In accordance with the Plan Document these annuities are then subject to adjustment arising from the longevity experience of the annuitant group. As at July 1, 2017 the internal variable annuities were reduced by 0.1% (2016: 0.2% reduction) to reflect the annual adjustment for net mortality loss.

Defined benefit pensions and the defined benefit minimum for eligible 3.5% annuitants, are adjusted each July 1st, by reference to the annual change in the Canadian Consumer Price Index (CPI) to a maximum of 3% per year since the commencement date of the pension. The maximum adjustment in any one year is also 3%.The increase in the CPI was 1.5% from 2016 to 2017 resulting in an adjustment to defined benefit pensions and minimum benefits on July 1, 2017 of 1.5% (2016: 1.2%).

(i) Income taxes

The Plan is a registered pension plan as defined in the Income Tax Act (Canada) and is not subject to income taxes, but is subject to indirect taxes including British Columbia provincial sales tax (PST) and goods and services tax (GST). The Plan receives a 33% rebate of the GST paid.

2. Statement of compliance with Canadian accounting standards for pension plans

These financial statements have been prepared in accordance with Canadian accounting standards for pension plans.

3. Summary of significant accounting policies

Accounting standards for pension plans require entities to select accounting policies for accounts that do not relate to its investment portfolio or pension obligations in accordance with either International Financial Reporting Standards (“IFRS”) or Canadian Accounting Standards for Private Enterprises (“ASPE”). The Trustees selected IFRS for such accounts on a consistent basis and to the extent that these standards do not conflict with the requirements of the accounting standards for pension plans.

(a) Investments

Investments are stated at fair value. Fair value is determined using market values where available. Fair value for international investments, held by BC Investment Management Corporation are estimated based on preliminary market values supplied by the BC Investment Management Corporation, and any differences between the estimated values and final market values are adjusted in the subsequent period. Where listed market values are not available, estimated values are calculated by discounted cash flows or based on other approved external pricing sources. Price comparison reports are used to compare the prices of the bonds and publicly traded equities held in pooled funds against a secondary source. Mortgages are valued at the end of each month based on a discounted cash flow model. Real estate investments are valued quarterly by BC Investment Management Corporation’s real estate investment managers and, at least once every ten to eighteen months, by accredited independent appraisers to establish current market values. At the end of each quarter BC Investment Management Corporation uses financial statements provided by the external managers and general partners or valuation reports to calculate the share values and the unit values for the externally managed holding corporations and limited partnerships. Investment sales and purchases are recorded on trade date.

(b) Investment income

Investment income is recorded on the accrual basis. Any adjustments to investments due to the fluctuation of market prices are reflected as part of the return on investments in the statement of changes in net assets available for benefits.

3. Summary of significant accounting policies (continued)

(c) Use of estimates

The preparation of financial statements, in conformity with Canadian accounting standards for pension plans, requires management, within the assumption parameters regarding pension liabilities approved by the Plan's actuaries, to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of increases and decreases in assets during the period. Actual results could differ from those estimates. Significant areas requiring the use of management estimates relate to the valuation of investments and the estimate of the actuarial position of the defined benefit minimum.

4. Investments (fair value)

Except for the assets of the DRBA, the assets of the Plan are pooled for investment purposes with the assets of the University of Victoria Money Purchase Pension Plan. At December 31, 2017, 93.90% (2016: 94.09%) of the assets held in the Balanced Fund were in respect of the University of Victoria Combination Pension Plan

The Plan's investments are recorded at fair value or at amounts that approximate fair value. Fair value is the amount at which the investment could be exchanged in a current financial transaction between willing parties. The investments are categorized according to a hierarchy which gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (Level 1 measurement) and the lowest priority to unobservable inputs (Level 3 measurement). The three levels of the fair value hierarchy are as follows:

Level 1 – Inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the reporting entity has the ability to access at the measurement date.

Level 2 – Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3 – Inputs that are not observable for the asset or liability.

4. Investments (fair value) (continued)

The Plan's proportionate share of investments in each fund, categorized according to the fair value hierarchy, is as follows:

	2017			2016
	Balanced Fund	DRBA	**Total**	Total
Short-term notes - Level 1	$ 9,333	$ 112	**$ 9,445**	$ 16,574
Short-term notes - Level 2	1,871	-	**1,871**	1,259
Canadian bonds - Level 1	86,935	38,576	**125,511**	138,000
Canadian bonds - Level 2	197,194	-	**197,194**	159,707
Mortgages - Level 1	15,439	-	**15,439**	18,808
Canadian equities - Level 1	109,509	51,921	**161,430**	145,436
Canadian equities - Level 2	111,068	-	**111,068**	103,124
Foreign equities - Level 2	368,085	91,523	**459,608**	410,796
Real estate - Level 3	91,801	12,347	**104,148**	99,213
	$ 991,235	$ 194,479	**$ 1,185,714**	$ 1,092,917
Fair value hierarchy				
Level 1	$ 221,216	$ 90,609	**$ 311,825**	$ 318,818
Level 2	678,218	91,523	**769,741**	674,886
Level 3	91,801	12,347	**104,148**	99,213
	$ 991,235	$ 194,479	**$ 1,185,714**	$ 1,092,917

The following table summarizes the changes in the fair value of the Plan’s financial instruments classified as level 3 investments:

	Balanced Fund	DRBA	**Total**
Beginning balance, January 1, 2017	$ 87,472	$ 11,741	**$ 99,213**
Sales	-	-	**-**
Realized and unrealized gains	4,329	606	**4,935**
Ending balance, December 31, 2017	$ 91,801	$ 12,347	**$ 104,148**
Beginning balance, January 1, 2016	$ 85,939	$ 11,496	**$ 97,435**
Purchases	-	-	**-**
Sales	(2,663)	(355)	**(3,018)**
Realized and unrealized gains	4,196	600	**4,796**
Ending balance, December 31, 2016	$ 87,472	$ 11,741	**$ 99,213**

4. Investments (fair value) (continued)

Short-term notes consist of Canadian money market securities maturing in 12 months or less and include treasury bills and guaranteed investment certificates. Canadian bonds consist of government and corporate bonds and debentures. Mortgages consist of units in a pool of first mortgages on income-producing property in Canada. Equities consist of publicly traded shares. Real estate investments consist mainly of diversified Canadian income-producing properties. Investments may be segregated or consist of units of pooled investment portfolios of the investment managers.

Currency contracts may be held individually by BC Investment Management Corporation. The contracts are used for defensive purposes in order to protect clients' foreign investments from the impact of an appreciating Canadian dollar (relative to the foreign currency). The manager purchases and sells currencies through the spot market, forward contracts, and/or futures. Unit values are calculated based on the net realized and unrealized gains/losses of the derivative financial instruments.

5. Net return on investments

Net investment returns less operating expenses are distributed to members' accounts at the end of each month.

The Balanced Fund realized a gross return of 9.52% (2016: 4.98%) and a net return of 9.17% (2016: 4.64%). The Defined Retirement Benefit Account realized a net return of 10.15% (2016: 6.61%). Net investment returns by fund are as follows:

	2017			2016
	Balanced Fund	DRBA	**Total**	Total
Interest				
Cash and short-term notes	$ 150	$ 1	**$ 151**	$ 94
Bonds	8,226	1,099	**9,325**	11,241
Mortgages	549	-	**549**	605
Other	-	-	**-**	-
Dividends				
Canadian equities	1,987	948	**2,935**	2,143
Net realized gains	40,174	7,334	**47,508**	40,594
Net unrealized gains	36,528	8,756	**45,284**	413
	87,614	18,138	**105,752**	55,090
Investment costs				
Management fees	2,565	475	**3,040**	2,860
Custodial fees	49	10	**59**	61
Other	71	-	**71**	71
	2,685	485	**3,170**	2,992
Total net investment return	$ 84,929	$ 17,653	**$ 102,582**	$ 52,098

6. Obligations for pension benefits – defined benefit minimum

An actuarial valuation, in respect of the defined benefit minimum, is performed at least once every three years. The latest valuation was made as of December 31, 2015 by Mercer (Canada) Limited. The calculations to December 31, 2017 are based upon an extrapolation from the December 31, 2015 valuation. The next valuation will be performed and filed as at December 31, 2018.

The best estimate obligation was calculated using the December 2015 actuarial valuation data and extrapolating the obligation forward two years to December 31, 2017 based on the best estimate assumptions, except for an adjustment for the actual returns of the Combined Contribution Account (CCA) for 2016 and 2017of 4.64% and 9.17%, respectively. Liabilities are calculated using the projected unit credit method, prorating on service. The extrapolation of the liabilities to December 31, 2017 is based on 2016 and 2017 benefit disbursement information. The extrapolation does not reflect any new entrants who may have joined the Plan after December 31, 2015. No other experiences have been reflected in the extrapolation.

The obligations disclosed in these statements are measured based on service earned to the date of measurement only, as required under accounting standards, and differ from the obligations used to determine funding requirements which include a provision for future service benefits.

6. Obligations for pension benefits – defined benefit minimum (continued)

The assumptions used in determining the actuarial present value of accrued pension benefits were developed by reference to expected long-term market conditions. Significant long-term actuarial economic and demographic assumptions used in the valuation were:

	December 31, 2017	December 31, 2016
Economic assumptions:		
Valuation discount rate	6.25% per annum	6.50% per annum
Assumed return on CCA	6.00% per annum	6.00% per annum
Salary scale – faculty members	2.50% per annum plus career progression increments (CPI), merit increments (MI), and dollar amount adjustments (DPA)	2.50% per annum plus career progression increments (CPI), merit increments (MI), and dollar amount adjustments (DPA)
Salary scale – administrative and academic professional staff members	5.264% for the first 8 years of service, 2.00% thereafter	5.264% for the first 8 years of service, 2.00% thereafter
Annual rate of inflation	2.00% per annum	2.00% per annum
YMPE increase, increase to ITA maximum pension and contribution limits	3.00% per annum	3.00% per annum
Demographic assumptions:		
Termination rates	*Faculty members:*	*Faculty members:*
	Termination rate starts at 8% per year, trending down from 8% per year at age 30 to 1.5% per year from age 40 until age 55.	Termination rate starts at 8% per year, trending down from 8% per year at age 30 to 1.5% per year from age 40 until age 55.
	Academic and Professional Staff members:	*Academic and Professional Staff members:*
	Termination rate starts at 10% per year, trending down from 10% per year at age 35 to 4.5% per year from age 45 until age 55.	Termination rate starts at 10% per year, trending down from 10% per year at age 35 to 4.5% per year from age 45 until age 55.
Mortality table	90% of the Public Sector Canadian Pensioners Mortality Table with improvement scale CPM-B	90% of the Public Sector Canadian Pensioners Mortality Table with improvement scale CPM-B

7. Net assets available for benefits

The net assets available for benefits as at December 31 are allocated as follows:

		2017		2016
Combined contribution accounts ("CCA")	**$**	**478,925**	$	464,224
Variable benefit accounts ("VBA")		**394,693**		359,246
Additional voluntary contribution accounts ("AVC")		**18,664**		16,265
Defined retirement benefit account ("DRBA")		**194,440**		169,061
Internal variable annuity account ("IVAA")		**102,198**		87,843
	$	**1,188,920**	$	1,096,639

8. Combined contribution accounts (“CCA”)

Each member of the plan who is not a pensioner has a CCA which is reported annually to the member. CCAs are invested in the Balanced Fund.

9. Variable benefit accounts (“VBA”)

Each member of the plan in receipt of a variable benefit pension has a VBA. VBAs are invested in the Balanced Fund.

10. Additional voluntary contribution accounts (“AVC”)

Additional voluntary contribution accounts are divided into restricted voluntary accounts (“RVA”) and unrestricted voluntary accounts (“UVA”). Transfers from other pension plans that have restrictions imposed by the exporting plans are placed in RVA. Contributions made by members on a voluntary basis and transfers that are unrestricted are placed in UVA. All RVA and UVA are invested in the Balanced Fund as follows:

		2017		2016
Restricted voluntary accounts	**$**	**9,079**	$	7,347
Unrestricted voluntary accounts		**9,585**		8,918
	$	**18,664**	$	16,265

11. Defined retirement benefit account ("DRBA")

The DRBA is a reserve to fund existing defined benefit pensions and supplements and to offset future obligations for defined benefit supplements.

12. Internal variable annuity account ("IVAA")

The IVAA provides benefits to members who elected to take internal variable annuities with all or part of their CCA, VBA and AVC. The IVAA is invested in the Balanced Fund.

13. Risk management

The Plan's investments are recorded at fair value. Other financial instruments consist of cash, receivables, and accounts payable and accrued liabilities. The fair value of these financial instruments approximates their carrying values. Fair values of investments are exposed to market risk, liquidity risk and credit risk.

Market risk
Market risk is comprised of currency risk, interest rate risk, and other price risk.

Currency risk: Currency risk relates to the possibility that the investments will change in value due to future fluctuations in US, Euro and other international foreign exchange rates. For example, a 5% strengthening (weakening) of the Canadian dollar against foreign currencies at December 31, 2017 would have decreased (increased) investments held in foreign currencies by approximately $23.0 million (2016: $20.5 million).

Currency risk associated with foreign equities may be hedged at the discretion of the Global Equity Manager, BC Investment Management Corporation, in order to protect the value of foreign equity investments from the impact of an appreciating Canadian dollar (relative to the foreign currency).

The Fixed Income Manager may purchase US Treasury Bonds, provided the foreign currency exposure is hedged through the purchase of currency contracts.

Interest rate risk: Interest rate risk relates to the possibility that the investments will change in value due to future fluctuations in market interest rates. Duration is an appropriate measure of interest rate risk for fixed-income securities (bonds, mortgages and short-term notes) as a rise in interest rates will cause a decrease in the price of fixed income securities – the longer the duration, the greater the effect. At December 31, 2017, the average duration of the fixed income securities was 7.4 years (2016: 7.6 years). Therefore, if nominal interest rates were to increase by 1%, the value of the fixed income securities would drop by 7.4% (2016: 7.6%).

13. Risk management (continued)

Market risk (continued)

Other price risk: Other price risk relates to the possibility that the investments will change in value due to future fluctuations in market prices. This risk is reduced by the investment policy provisions approved by the Board of Pension Trustees for a structured asset mix to be followed by the investment managers, the requirement for diversification of investments within each asset class and credit quality constraints on fixed income instruments. Other price risk can be measured in terms of volatility, the standard deviation of change in the value of a financial instrument within a specific time horizon. Based on the volatility of the current asset class holdings, the expectation is that over the long-term, the Balanced Fund will return around 5.9%, within a range of +/- 8.8% (results ranging from –2.9% to 14.7%) and the Defined Retirement Benefit Fund will return around 6.4%, within a range of +/- 11.4% (i.e., results ranging from –5.0% to 17.8%).

	Volatility %
Short-term holdings	+/- 1.5
Bonds and mortgages	+/- 5.4
Canadian equities	+/- 19.5
Foreign equities	+/- 16.1
Real estate	+/- 13.0

Benchmark for investments	**% change**	**Net impact on market value**	
		Balanced Fund	Defined Retirement Benefit Fund
FTSE TMX Canada 91-day Treasury Bill Index	+/- 1.5	$168	$2
FTSE TMX Canada Universe Bond Index	+/- 5.4	16,177	2,083
S&P/TSX Capped Composite Index	+/- 19.5	43,012	10,125
MSCI World Net Index	+/- 16.1	59,262	14,735
Canadian Consumer Price Index plus 4% (real estate)	+/- 13.0	11,934	1,605

Other price risk is managed by diversification of the portfolio, both by investment managers (three) with differing investment styles and mandates and by allocation of equities across a range of sectors and companies.

Liquidity risk

Liquidity risk is the risk of being unable to generate sufficient cash or its equivalent in a timely and cost effective manner in order to meet commitments as they come due. The primary liabilities in the Plan are defined contribution entitlements, internal variable annuities, future defined benefit obligations and operating expenses. Liquidity requirements are managed through income generated by monthly contributions and investing in sufficiently liquid equities, pooled funds and other easily marketable instruments.

13. Risk management (continued)

Credit risk

Credit risk relates to the possibility that a loss may occur from failure of a fixed income security issuer to meet its debt obligations. At December 31, 2017, the maximum risk exposure for this type of investment is $310.8 million (2016: $299.7 million) in the Balanced Fund and $38.7 million (2016: $34.6 million) in the Defined Retirement Benefit Fund.

The Plan limits credit risk by investing only in short term debt rated R1 or higher and other debt rated BBB or higher, as rated by the Dominion Bond Rating Service or equivalent. Debt rated below BBB is only permitted in the case of a high yield bond fund which has been specifically approved for investment by the Board of Pension Trustees.

The following shows the percentage of bond holdings in the portfolio by credit rating.

Rating	Balanced Fund	Defined Retirement Benefit Fund
AAA	45.4%	43.6%
AA	28.4%	29.7%
A	15.5%	15.7%
BBB	10.0%	10.0%
BB and below	0.7%	1.0%

14. Capital disclosures

The purpose of the Plan is to provide pension benefits to plan members. As such, when managing capital, the objective is to preserve assets in a manner that provides the Plan with the ability to continue as a going-concern, to have sufficient assets to meet future obligations for benefits and to have sufficient liquidity to meet all benefit and expense payments.

In accordance with regulatory requirements, the Board of Pension Trustees has established a Statement of Investment Policies and Procedures (“SIP&P”) which sets out the investment principles, guidelines and monitoring procedures that are appropriate to the needs and objectives of the Plan. The SIP&P sets out benchmarks and asset allocation ranges that are intended to best secure the obligations for pension benefits and result in reasonable risk-adjusted return on investment. Individual investment decisions are delegated to investment managers subject to the constraints of the SIP&P and individual manager mandates. As required, the Board of Pension Trustees reviews the SIP&P and manager structure at least annually, and makes such changes to the SIP&P and/or mandates as it deems necessary. With the assistance of an outside consultant, the Board of Pension Trustees and the Pension Office regularly monitor the asset mix of each manager and fund to ensure compliance with the SIP&P and mandates.

14. Capital disclosures (continued)

The benchmark and ranges for the funds are as follows:

	Balanced Fund		DRBA	
	Benchmark	**Range**	**Benchmark**	**Range**
Cash and equivalents	0%	0-21%	0%	0-20%
Canadian bonds	36%	20-46%	20%	15-25%
Canadian equities	22%	14-27%	25%	15-35%
Foreign equities	32%	20-40%	45%	40-50%
Real estate	10%	5-15%	10%	5-15%

The Plan is also subject to the Pension Benefits Standards Act (BC) and Regulations, which require that solvency and going concern actuarial valuations are performed every three years, at which time the Plan must take measures to eliminate any funding deficiencies that may arise.

University of Victoria Money Purchase Pension Plan 2017 Annual Report

Pension Board
University of Victoria

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Audited financial statements, detailed listing of portfolio holdings, and history of the Plan are available online at: www.uvic.ca/financialplanning/pensions.
A printed copy of these documents may also be requested from Pension Services.

Message from the Chair

Both the Combination and Money Purchase plans returned gross 9.52% in 2017, about at the median of comparable pension plans. Our expenses remained very low and essentially unchanged from last year at 0.35% for a net return of 9.17%. This is a good result, especially when combined with our four year annualized net number of 8.56%. As is always the case, the underlying picture is more complicated with our Canadian equity returning 8.84% (slightly below the TSX benchmark of 9.10%); foreign equity 17.13% (a significant out-performance relative to the MSCI World ex Canada at 14.58%); and bonds at 2.96% relative to a universe at 2.56%. The best wide index of American stocks, the S&P 500, was up sharply in US dollars at 21.8% but the Canadian dollar appreciated significantly relative to its US counterpart thereby lowering this yield to 13.8% in Canadian funds. A major factor in the lower returns in Canada relative to the US was the drag from the energy sector (down about 13%). This huge discount was caused by the lack of facilities to transport Canadian oil to international customers other than the US. The discount peaked in December with West Texas Intermediate crude selling for about US$61 and Western Canada select about US$30 below that price. More detailed Information on the breakdown of our assets between managers and asset classes and the individual returns for those assets is included on pages 14 and 15 of this report.

Those of you who have been members of the Plan for a number of years will be aware that the distribution of assets has always been very traditional, including allocations to Canadian and Foreign equity and Canadian fixed income, and more recently a 10% allocation to Canadian Real Estate managed by the British Columbia Investment Management Corporation (bcIMC). During the past year, bcIMC recreated a new, wholly owned subsidiary, QuadReal, which will manage this portfolio in the future. The investment is focussed on office, retail and industrial space (not residential) and provides a steady income stream (5.64% in 2017) in addition to possible capital appreciation. Many larger pension funds also invest in other alternatives such as infrastructure, private equity and hedge funds. Depending on the exact investments these alternatives may provide more diversification, less risk and perhaps greater returns but in general these potential benefits come with greater cost, both in dollars and in administration and governance. With the growth of the Plan beyond a billion dollars coupled with the general industry consensus that returns will be lower in the future, the Trustees undertook studies over the last 2 years (assisted by Willis Towers Watson and Phillips, Hager & North) with the principal objective to determine whether the introduction of alternative assets could improve the risk/return profile of the plan. The studies were statistical in nature, considering thousands of possible economic scenarios. Study of these results is ongoing, but at this stage the Trustees tend to the view that although introduction of alternatives such as infrastructure or low volatility equity may improve (by a very small number of percentage points) the risks to the Plan in the most extremely unfavourable economic scenarios, these gains may be accompanied by slightly reduced returns in the most favourable scenarios and overall are probably not worth the extra administrative and governance costs.

Another important aspect of Trustee work during 2017 was the need to meet a new requirement under BC/ Alberta pension law to conduct a triennial plan assessment, essentially what academia would call “self-assessment.” The first assessment was for the three year period to Dec 31, 2016 and due Dec 31 2017. The assessment needs to review plan regulatory compliance, governance, funding, investments and the performance of service providers. The process was initiated in May with the help of Mercer, who prepared questionnaires and facilitated meetings to complete the exercise.

Message from the Chair

Pension Board
University of Victoria

Outcomes were generally very positive, mostly scoring 4 or 5 on a five-point scale. To address those deficiencies which were identified, the Trustees have prepared an action plan and priorities for the next two years, leading to the next assessment for the period ending Dec 31, 2019.

Turning to the administration of the Plan, our new Pension Director, Christa Taylor, was appointed January 1st 2017 and under her guidance the structure of Pension Services has undergone significant changes over the past year. The objectives are to build upon the services already provided to members; to better protect the office from so-called "key person risk"; and to provide greater support and continuing education to the trustees. Previously the Pension Director had primary responsibility for the Faculty and Professional Staff pension plans and the Manager, Pension Administration (Janet McPherson) was responsible for the Staff Plan, thereby creating "key-person" risk for both constituencies. Under the new structure the Director, and a newly appointed Associate Director, Oliver Cowern, will share responsibility for both constituencies. Janet has kindly agreed to phase into retirement with a part-time role until mid-2019 and through this transition she will continue to provide her expertise to the plans and to assist with succession planning and project management. Expanded services to members will include a newly designed web-site, planned for the spring of 2018, and a new structure in the member services area that will see additional staff from the department supporting Combination and Money Purchase pension plan members. With these changes in leadership, the department remains committed to enhancing the administration of the pension plans, with a focus on providing a positive experience and professional services for members.

You will recall that your Board of Trustees is composed of four trustees elected by the membership and four appointed by the Board of Governors. In 2017 Lisa Hill and I were re-appointed by the Board of Governors to three year terms effective July 1st 2017 and January 1st 2018 respectively and an election was held in October/November to replace Martha O'Brien and Joe Sass who decided not to seek re-election. Joe has left the University for a new job with Kwantlen College and Martha has retired from the Law Faculty and has many travel plans including many conferences in her specialty of international tax law. Martha and Joe will both be greatly missed. We thank them both and I would like to extend a special personal thank-you to Martha for her able and wise assistance to me in her role as vice-Chair of the Trustees for the last several years. Newly elected Trustees, David Boudinot from the Library staff and Ori Granot from Chemistry began their three year terms on January 1st and we welcome them and wish them well in their new roles.

Our committee Chairs in 2017 were Lisa Hill (Investment), Martha O'Brien (Policy and Procedure), Kristi Simpson (Valuation) and myself (Governance and Communications). This is a significant workload for Lisa, Martha and Kristi in addition to their regular Trustee duties, so we all owe them our thanks.

I look forward to meeting many of you at our Annual General Meeting on April 24th, and in the meantime we can take pride in the fact that the Pension Plan, started 1st July 1968 (coincidentally the day I myself started at the University!) will celebrate its 50th birthday in 2018.

Best Wishes to all for that momentous date and beyond,

Keith R. Dixon
Chair, Board of Pension Trustees

Pension Board
University of Victoria

GOVERNANCE

The Money Purchase Pension Plan (the "Plan") is governed by a Board of Trustees (the "Pension Board").

The Pension Board oversees investments of funds and financial management of the Plan, and ensures the Plan is administered in accordance with the Trust Agreement, the *Income Tax Act (ITA)* and British Columbia's *Pension Benefit Standards Act (PBSA).*

The Trust Agreement between the University of Victoria and the Pension Board sets out the rights and responsibilities of the Pension Board, as well as the rules and procedures related to the appointment and election of Trustees. This document can be accessed on the Pension Services website: www.uvic.ca/financialplanning/pensions.

There are eight Trustees on the Pension Board, who also serve as the Board for the University of Victoria Combination Pension Plan. Trustees' terms are up to three years.

In 2017, the Trustees were:

- Dr. Keith Dixon (Chair)
  Professor Emeritus, Department of Chemistry
  Term ending December 31, 2020

- Professor Martha O'Brien (Vice-Chair)
  Professor, Faculty of Law
  Term ended December 31, 2017

- Mr. John Gilfoyle
  Investment & Strategy Consultant
  Term ending June 30, 2018

- Ms. Lisa Hill
  Senior Vice-President, Portfolio Manager
  Raymond James Ltd.
  Term ending August 31, 2020

- Dr. Michael Miller
  Professor Emeritus, Department of Computer Science
  Term ending December 31, 2019

- Mr. Joe Sass
  Former Manager, Financial Accounting & Training
  Term ended December 31, 2017

- Ms. Susan Service
  Professional Accountant
  Term ending December 31, 2019

- Ms. Kristi Simpson
  Associate Vice-President, Financial Planning & Operations
  Appointed ex-officio

In January 2018, Mr. David Boudinot and Dr. Ori Granot joined the Pension Board for three year terms ending December 31, 2020.

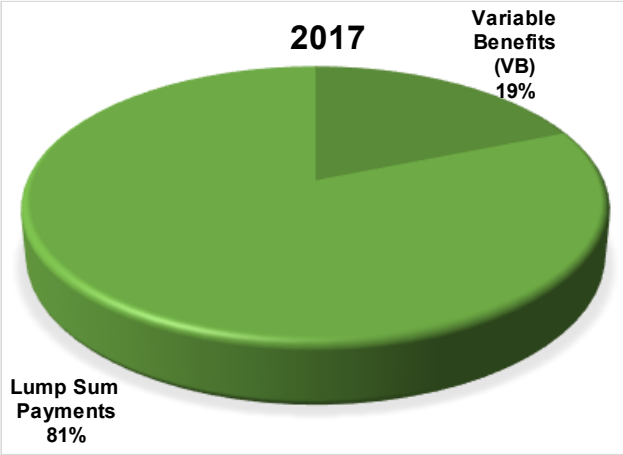
2017 HIGHLIGHTS

Pension Board
University of Victoria

Investments: Value & Performance

Market Value of Investments (expressed in $000's)		2015		2016		2017	
		$52,750		$58,024		$64,367	
			%		%		%
Balanced Fund Returns	Gross Returns	$4,434	9.10	$2,732	4.98	$5,568	9.52
	Expenses	(190)	(0.39)	(190)	(0.35)	(205)	(0.35)
	Net Returns[1]	$4,244	8.71	$2,542	4.63	$5,363	9.17

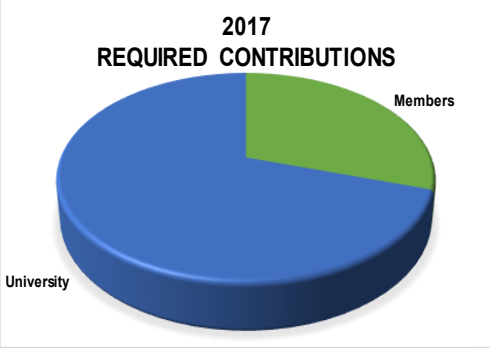
Types of Benefit Payments[2]



Value of Benefit Payments (expressed in $000's)	2015	2016	2017
Variable Benefits (VB)	$315	$389	$470
Lump Sum Payments & Transfers (Pmts)	2,310	849	2,023
Total	$2,625	$1,238	$2,493

Contributions

Total Contributions (expressed in $000's)		2015	2016	2017
Members	Required	$868	$886	$907
	Voluntary	51	49	50
	Transfers (from other plans)	211	769	370
University (Required)		2,020	2,056	2,124
Total		**$3,150**	**$3,760**	**$3,451**



[1] The Balanced Fund's net returns are distributed to members' accounts.
[2] Refer to Understanding the Plan section for an explanation of the types of benefits offered by the Plan.

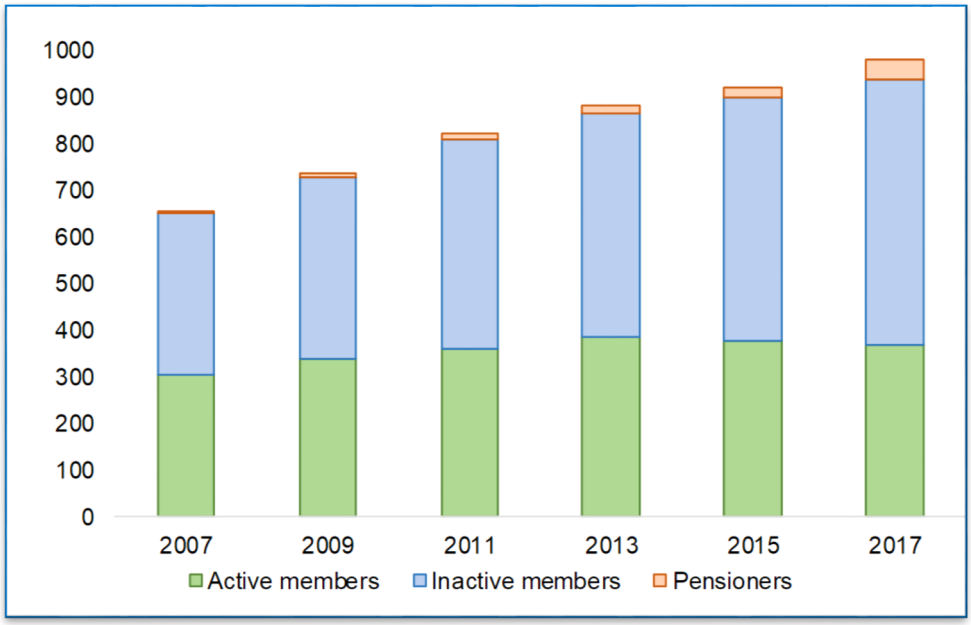
Pension Board
University of Victoria

2017 Highlights

Membership

The table and chart shown here describe the status and growth in Plan membership over the past ten years (2007 to 2017).

	2007	2009	2011	2013	2015	2017
Active members	305	339	360	385	378	367
Inactive members	347	389	449	480	519	570
Pensioners	4	6	10	16	21	41
Total	**656**	**734**	**819**	**881**	**918**	**978**



- **Active members** are employed by the University and contributing to the Plan.

  In 2007, this group represented 46.5% of total membership, compared to 37.5% in 2017.

- **Inactive members** have transferred to another UVic plan or terminated employment but have not yet elected a benefit; the category also includes a small number of accounts held by surviving spouses of members who died before retirement.

  In 2007, this group represented 52.9% of total membership, compared to 58.2% in 2017.

- **Pensioners** are members and beneficiaries who are drawing a monthly pension from the Plan.

  In 2007, this group represented 0.6% of total membership, compared to 4.2% in 2017.

The Variable Benefit option was not offered until 2007. Prior to that time, retirees transferred out of the plan at retirement.

UNDERSTANDING THE PLAN

Pension Board
University of Victoria

The precise terms of the Plan are provided in the Plan Document, available on the Pension Services website (www.uvic.ca/financialplanning/pensions).
If there is a discrepancy between this report and the Plan Document, the Plan Document applies.

Contributions

Members and the University contribution rates are shown in the table below.

Money Purchase Contribution Account (MPCA)			
Up to YMPE[1]	Member	3.00%	Total 11.37%
	University	8.37%	
Above YMPE[1]	Member	5.00%	Total 15.00%
	University	10.00%	
Voluntary Account			
Member	As elected, subject to statutory maxima		

Money Purchase Contribution Account (MPCA).

Contributions by members and the University are credited to members' individual Money Purchase Contribution Accounts (MPCAs), and are subject to *Income Tax Act* maxima.

Voluntary Account.

Subject to *Income Tax Act* maxima, members may elect to make additional contributions to a Voluntary Contribution Account through payroll deduction or by transfer from another registered plan (RRSP or Canadian registered pension plan). The University does not match those contributions. Transfers from spousal RRSPs are not permitted.

Example of 2018 Contributions ~ Annual Salary of $67,000					
	Member		**University**		**Total**
MPCA Up to YMPE[1]	$55,900 x 3.00%	$1,677	$55,900 x 8.37%	$4,679	$6,356
MPCA Above YMPE[1]	($67,000-$55,900) x 5.00%	555	($67,000-$55,900) x 10.00%	1,110	1,665
Total		$2,232		$5,789	**$8,021**

[1] YMPE: Year's Maximum Pensionable Earnings, the contributory earnings upper limit under the Canada Pension Plan ($55,300 in 2017; $55,900 in 2018).

Early & Deferred Retirement

The Money Purchase Pension Plan provides immediate vesting, which means there are no minimum service requirements to start receiving a pension; however, there are age requirements.

Normal retirement date
In the Money Purchase Pension Plan, this is the last day of the month in which the member reaches 65 years of age.

Early retirement
A member may elect to take early retirement on or after the end of the month in which the member attains 55 years of age.

Deferred retirement
A member may defer retirement benefits until the end of the year in which the member attains 71 years of age.

If a member does not select a benefit by October 31 of that year, they will be deemed to have selected an option that does not require spousal consent or waivers and provides maximum future flexibility; non locked-in amounts that are under $111,800 (two times the 2018 YMPE[1]: $55,900 x 2 = $111,800) are paid out in cash, less withholding tax.

Options at Retirement

Members have a range of options designed to allow tailoring of retirement income to suit individual situations, preferences, and financial plans. Spousal consent is required for some options. The selection of any one option or a combination of options is a matter for the individual member and their financial advisor. Pension Services cannot provide this type of advice.

With minor variations, there is one option available directly from the Plan, or a member may remove his or her funds from the Plan and choose between an external annuity or a registered retirement vehicle from an external provider.

Options at a Glance

1) Variable Benefit

2) Transfer Out

Within the Plan, the Variable Benefit option allows the member to retain control and ownership of the account balance, and to make withdrawals within statutory limits. If an external annuity is purchased with a member's Money Purchase Contribution Account (MPCA) balance, control and ownership of the account balance is relinquished in exchange for the promise of a future lifetime income.

The following pages provide additional detail and information on members' options at retirement.

[1] YMPE: Year's Maximum Pensionable Earnings, the contributory earnings upper limit under the Canada Pension Plan ($55,300 in 2017; $55,900 in 2018).

Options at Retirement (Continued)

1. The Variable Benefit

This option is similar to an external life income fund (LIF). The funds that accumulated in a member's account are held in a Variable Benefit Account (VBA). The member retains ownership of the funds and each year sets the monthly retirement benefit, subject to statutory minima and maxima.

After each month's withdrawal, the balance remaining in a member's account shares in the investment performance of the fund.

When the member dies, any remaining balance forms the survivor benefit (refer to the Survivor Benefit section for more information). If the member has a spouse, as defined in British Columbia's *Pension Benefit Standards Act (PBSA),* spousal consent is required for the Variable Benefit option.

A booklet explaining the Variable Benefit in more detail is available upon request from Pension Services. The booklet contains a table of withdrawal rate limits and other pertinent information.

2. Transfer Out

A member can also transfer the account balance to another registered pension plan or to a locked-in retirement account. If at least 50 years of age, a member can also transfer the account to a life income fund or purchase an annuity from an insurance company.

In accordance with the requirements of British Columbia's *Pension Benefit Standards Act (PBSA)*, such transfer must be on a locked-in[1] basis for that portion of the member's account contributed after December 31, 1992 (plus the investment earnings on those contributions); however, there is no lock-in requirement for the balance in a member's account at December 31, 1992 plus the investment earnings on that amount after that date.

[1] Lock-in conditions: Any portion of the member's account that is attributable to contributions made prior to 1993 or that meets the small benefit threshold set by *BC Pension Benefit Standards Act (PBSA)* is not subject to lock-in conditions.

Options Upon Cessation of Employment

A member who leaves the employ of the University before early retirement age is eligible for one of the following options:

1. Leave the Money Purchase Contribution Account (MPCA) on deposit for a future pension (default option). At or after reaching 55 years of age, the member can then select an option described in the Options at Retirement section of this report; or

2. Transfer out:
   - *For locked-in funds*[1], the following options are available:
     - Direct transfer to another registered pension plan (RPP) or to a locked-in retirement account (LIRA); or
     - If at least 50 years of age, direct transfer to a life income fund (LIF) or purchase a deferred life annuity from an insurance company.

   - *For non-locked-in funds*[1], the following options are available:
     - Direct transfer to another registered pension plan (RPP), a registered retirement savings plan (RRSP), or registered retirement income fund (RRIF);
     - Purchase annuity from life insurance company (conditions may apply); or
     - Cash, less applicable withholding tax.

A member must select an option by October 31 of the year in which he or she reaches 71 years of age.

Survivor Benefits

Survivor benefits are paid to a spouse, beneficiary, or estate upon a member's death. A spouse, as defined in British Columbia's *Pension Benefit Standards Act (PBSA)*, is automatically entitled to the survivor benefit unless they choose to waive that right by submitting a spousal waiver.

If the member has a spouse.
The pre-retirement survivor benefit for a spouse is 100% of the value of the benefit earned by the member, and a surviving spouse is entitled to any of the options that are available to the member[2].

A surviving spouse must commence a pension benefit or elect a transfer from the Plan by the later of one year following the Member's date of death or the end of the calendar year in which the spouse attains 71 years of age.

If the member's beneficiary is not a spouse.
The pre-retirement survivor benefit for a beneficiary who is not a spouse is the balance accumulated in the Money Purchase Contribution Account (MPCA) and, if applicable, Voluntary Contribution Account(s).

If the member is receiving the Variable Benefit (VB).
The survivor benefit for a pensioner receiving the Variable Benefit is the total in the member's Variable Benefit Account.

[1] Lock-in conditions: Any portion of the member's account that is attributable to contributions made prior to 1993 or that meets the small benefit threshold set by *BC Pension Benefit Standards Act (PBSA)* is not subject to lock-in conditions.
[2] With the exception that the spouse need not have attained 55 years of age to commence a monthly benefit.

INVESTMENTS

Pension Board
University of Victoria

Objectives

The Balanced Fund. Plan assets (Money Purchase Contribution Accounts, Variable Benefit Accounts and Voluntary Contribution Accounts) are invested in the Balanced Fund, together with the assets of the Combination Pension Plan.
The main long-term investment objectives set by the Pension Board, and accepted by the Plan's investment managers, are to secure the obligation of the Plan and the University for pension benefit payments.

Risk Tolerance. In recognition of the Plan's current characteristics, an average degree of risk in terms of short-term variability of returns may be tolerated in the Balanced Fund's investments in pursuit of longer term returns.

Time Horizon. The primary objective for the Funds is to achieve a rate of return, net of investment fees and based on a four-year moving average, which is above a benchmark rate of return associated with asset mix policy.

Investment returns are measured on a time-weighted basis. The return objectives include realized and unrealized capital gains or losses, plus income from all sources.

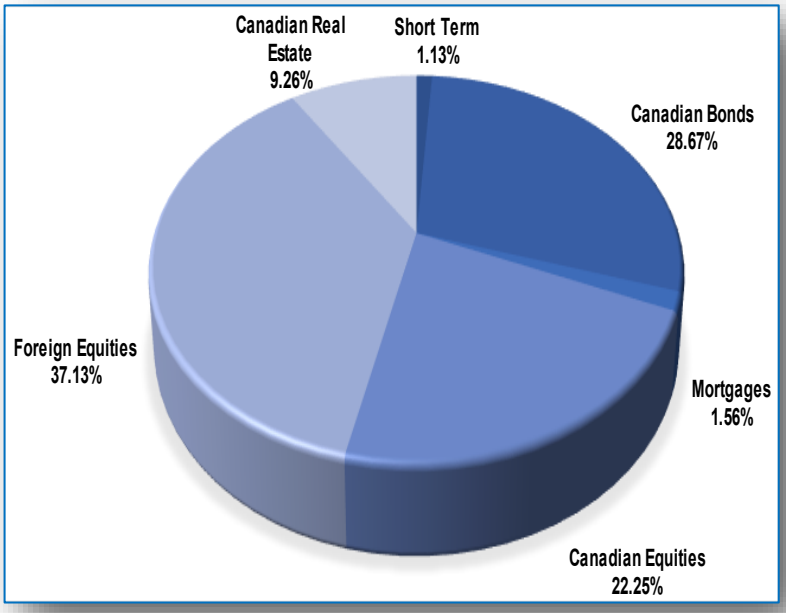
The Pension Board's Investment Sub-Committee monitors and reviews performance and reports to the Pension Board. While short-term results are of interest, it is important to recognize that an investment strategy ought to provide good results over the longer term. As a consequence, the Pension Board focuses on evaluating investment performance over rolling four-year periods.

Performance Expectations. Over rolling four-year periods, the minimum return expectations are:

- The domestic managers are expected to meet the benchmark plus 0.5% per annum, plus investment management and pooled fund custodial fees.
- The foreign equity manager is expected to meet the standard plus 1.0% per annum, plus investment management and pooled fund custodial fees.
- The real estate manager is expected to return the Canadian Consumer Price Index plus 4%.

The benchmark for the total fund is a composite of the benchmarks for the individual asset classes.

Asset Mix



This chart illustrates the Balanced Fund asset mix, as at December 31, 2017.

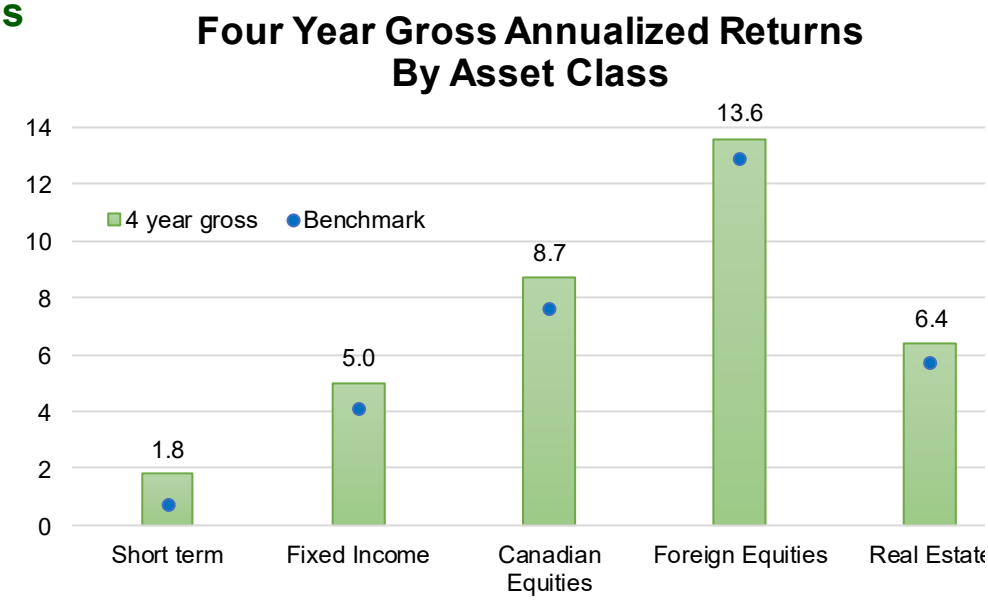
The investment managers for each asset class are listed in the Service Providers section of this report. Portfolio holdings for both funds are summarized in Appendix B.

Pension Board
University of Victoria

INVESTMENTS

Asset Mix and Returns

The information shown here provides a snapshot of the asset mix, the allocation among the Fund's investment managers, and the associated performance returns for each asset class, compared to a set benchmark.



Balanced Fund Asset Mix and Performance as at 31 December 2017	Actual Weight	Benchmark Weight (Range)	1 year Gross Return	1 year Benchmark Return	4 year Gross Return	4 year Benchmark Return
	%	%	%	%	%	%
SHORT-TERM						*Benchmark: FTSE TMX Canada 91-day T-Bill Index*
BC Investment Management Corporation Fiera Capital Corporation Phillips, Hager & North Investment Management Ltd	- 0.2 0.9					
Total	1.1	0 (0-21)	1.0	0.6	1.8	0.7
FIXED INCOME						*Benchmark: FTSE TMX Canada Universe Bond Index*
Phillips, Hager & North Investment Management Ltd	30.2	36 (20-46)	3.0	2.5	5.0	4.1
CANADIAN EQUITIES						*Benchmark: S&P/TSX Capped Composite Index*
BC Investment Management Corporation Fiera Capital Corporation	11.2 11.1	11 each (9-13)	7.9 9.6		8.7 8.5	
Total	22.3	22 (14-27)	8.8	9.1	8.7	7.6
FOREIGN EQUITIES						*Benchmark: MSCI World Ex-Canada Net $Cdn Index*
BC Investment Management Corporation	37.1	32 (20-40)	17.1	14.6	13.6	12.9
REAL ESTATE						*Benchmark: Canadian Consumer Price Index plus 4%*
BC Investment Management Corporation	9.3	10 (5-15)	5.6	5.9	6.4	5.7
TOTAL FUND						*Benchmark: Composite Benchmark*
			9.5	8.1	**8.9**	**8.0**

Investment Returns

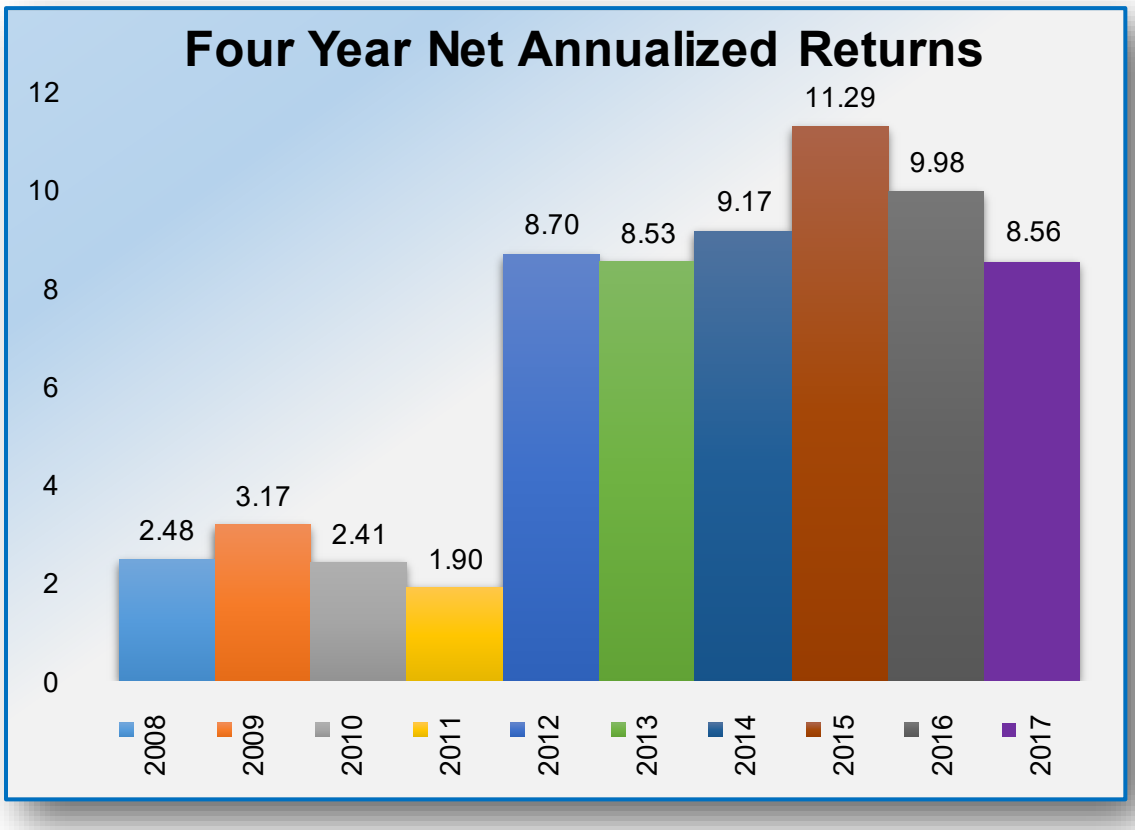
This table shows the annualized rates of return for the Balanced Fund portfolio over the last ten years. The four year net annualized returns are also shown in the chart below.

Gross returns are calculated before expenses. Net returns are calculated after all investment and operating expenses. The net rate of return is credited to members' individual Money Purchase Contribution Accounts (MPCA), Variable Benefit Accounts (VBA) and Voluntary Contribution Accounts.

Past performance is not a reliable indicator of future performance.

Balanced Fund Annualized Returns (%)
Period ended December 31, 2017

	1 year		4 year		10 year	
	Gross	Net	Gross	Net	Gross	Net
2017	**9.52**	**9.17**	**8.94**	**8.56**	**6.89**	**6.57**
2016	4.98	4.63	10.36	9.98	6.24	5.92
2015	9.10	8.71	11.66	11.29	6.97	6.70
2014	12.21	11.87	9.47	9.17	7.36	7.07
2013	15.31	15.00	8.82	8.53	7.32	7.04
2012	9.98	9.69	8.98	8.70	7.28	7.01
2011	0.92	0.64	2.17	1.90	5.86	5.59
2010	9.56	9.28	2.68	2.41	6.00	5.73
2009	16.01	15.71	3.44	3.17	6.31	6.04
2008	(15.05)	(15.29)	2.75	2.48	5.81	5.54



Pension Board
University of Victoria

Fund Expenses

The table below provides the detail of all expenses incurred in investing and operating the Plan. Expenses are deducted from gross returns to determine net returns. Due to the effect of compounding, expenses can have a material impact on final account balances over extended periods of time. Expenses are often described as expense ratios and expressed as basis points (for example, 0.33% is 33 basis points).

Balanced Fund Expense Ratio (expressed in $000's)						
	2015		**2016**		**2017**	
		%		%		%
Investment management expenses	$138	0.28	$152	0.29	$163	0.29
Custodial and consulting expenses	7	0.02	7	0.01	8	0.01
Office and administration expenses	21	0.04	24	0.04	27	0.04
Audit and legal expenses	24	0.05	7	0.01	7	0.01
Total expenses	$190	0.39	$190	0.35	$205	0.35

Service Providers

Service Providers at the end of December 2017		
Investment Managers	BC Investment Management Corporation (bcIMC)	Manages one-half the Canadian equity portion, and all the foreign equity and real estate portions of the Balanced Fund.
	Fiera Capital Corporation	Manages one-half the Canadian equity portion of the Balanced Fund.
	Phillips, Hager & North Investment Management Limited	Manages the fixed income portion of the Balanced Fund.
Custodian	RBC Investor & Treasury Services	Custodian of Plan assets, excluding bcIMC funds. Payment service for pensions and taxable lump sums.
Investment consultant	Willis Towers Watson	
Performance measurement	RBC Investor & Treasury Services	
Actuary	Mercer (Canada) Limited	
Auditor	Grant Thornton LLP	

Appendix A
History of the Plan

Pension Board
University of Victoria

The Money Purchase Pension Plan is a defined contribution plan. It was created January 1, 1991 for members of the faculty and administrative and academic professional staff holding term appointments or regular (continuing) appointments of 50% or more of full time, but less than full time and for assistant teaching professors and sessional lecturers. In a defined contribution plan, the contributions of the member and his or her employer, together with net investment earnings or losses, accumulate throughout the member's career. At retirement, the accumulated sum is used to purchase a pension. In a defined contribution plan, net investment returns are obviously of great importance to the member.

Member contribution rates. Members of the plan contribute an amount equal to:
(a) 3% of basic salary up to the contributory earnings upper limit for the Canada Pension Plan (the "Year's Maximum Pensionable Earnings" - YMPE), plus
(b) 5% on the salary in excess of that limit.

University contribution rates. The University contributes an amount equal to:
(a) 8.37% of basic salary up to the YMPE, plus
(b) 10% on the salary in excess of that limit.

The contributions are directed to the members' Money Purchase Contribution Accounts (MPCA). The University's contributions in respect of a member, when combined with the member's required contributions, cannot exceed the lesser of 18% of the member's earnings and the annual defined contribution limit set under the *Income Tax Act*. In 1994, in response to these limits, the Supplemental Benefit Arrangement (SBA) was created. The SBA is a complement to the Money Purchase Pension Plan. It provides benefits that may not be provided under the registered pension plan.

Introduction of pension standards (1993).
On January 1, 1993, minimum pension standards legislation became effective in BC. The most significant impact this had on members of the Money Purchase Pension Plan is that contributions made on or after January 1, 1993, must be locked-in to provide a lifetime retirement income. Contributions made prior to 1993 were restricted under the plan document. The restrictions did not amount to full lock-in under pension standards and were removed on November 1, 2006.

Variable Benefit (2006).
On November 1, 2006, the Variable Benefit was added as an option for retiring members with an account balance at least twice the Year's Maximum Pensionable Earnings (YMPE). The variable benefit is essentially a life income fund operated by the pension plan. It provides members with a regular but flexible retirement income. A booklet explaining the Variable Benefit in more detail is available upon request from Pension Services.

New Pension Legislation (2015).
In September 2015, the amended *Pension Benefits Standards Act* (BC) and Regulation became effective. The Plan was amended to reflect the new legislation.

Pension Board
University of Victoria

Appendix B
Portfolio Holdings

Balanced Fund, as at December 31, 2017

ASSET	Market Value (expressed in $000's)
SHORT-TERM INVESTMENTS (1.13% of total)	
CANADA TREASURY BILLS	1,992
POOLED FUNDS	9,939
CANADIAN BONDS (28.67% of total)	
FEDERAL (Government & Government Guaranteed)	121,255
PROVINCIAL (Government & Government Guaranteed)	88,473
MUNICIPAL (Government & Government Guaranteed)	0
CORPORATE	271
POOLED BOND FUNDS	92,581
MORTGAGES (1.56% of total)	
POOLED MORTGAGE FUNDS	16,442
CANADIAN EQUITIES (22.25% of total)	
CONSUMER DISCRETIONARY	8,639
CONSUMER STAPLES	4,829
ENERGY	17,041
FINANCIALS	37,253
HEALTH CARE	0
INDUSTRIALS	16,736
MATERIALS	11,434
INFORMATION TECHNOLOGY	8,259
TELECOMMUNICATION SERVICES	2,309
POOLED FUNDS	128,400
FOREIGN EQUITIES (37.13% of total)	
POOLED FUNDS	391,987
REAL ESTATE (9.26% of total)	
POOLED FUNDS	97,762
TOTAL BALANCED FUND PORTFOLIO	**1,055,602**
COMBINATION PENSION PLAN	**991,235**
MONEY PURCHASE PENSION PLAN	**64,367**

Note: Some inconsistencies may exist due to rounding.

A full and detailed listing of portfolio holdings is now available at www.uvic.ca/financialplanning/pensions. or by contacting Pension Services.

Contact Us

Pension Board
University of Victoria

The precise terms of the Plan are provided in the Plan Document, available on the Pension Services website (www.uvic.ca/financialplanning/pensions).
If there is a discrepancy between this report and the Plan Document, the Plan Document applies.

More information about the University of Victoria Money Purchase Pension Plan can be found on the Pension Services Website: www.uvic.ca/financialplanning/pensions.

General enquiries or requests for statements can be directed to Pension Services:

Email: pensions@uvic.ca
Phone: (250) 721-7030

Physical & courier address:
Pension Services
University of Victoria
Michael Williams Building
(Formerly ASB) Room B278
3800 Finnerty Road
Victoria BC V8P 5C2

Mailing address:
Pension Services
University of Victoria
PO Box 1700, STN CSC
Victoria BC V8W 2Y2

Retiring members should contact Pension Services 3-6 months before their retirement date. Meetings with the Pension Entitlements Officer are available by appointment.

Coming Soon:
Pension Services' new website!

2017
Annual Report
University of Victoria
Money Purchase Pension Plan

Grant Thornton

Financial Statements

University of Victoria Money Purchase Pension Plan

December 31, 2017

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Independent Auditor's Report

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To the Trustees of University of Victoria Money Purchase Pension Plan

We have audited the accompanying financial statements of the University of Victoria Money Purchase Pension Plan, which comprise the statement of financial position as at December 31, 2017, and the statement of changes in net assets available for benefits and the statement of changes in obligations for benefits for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for pension plans, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained in our audit is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the University of Victoria Money Purchase Pension Plan as at December 31, 2017 and the changes in net assets available for benefits and changes in obligations for benefits for the year then ended in accordance with Canadian accounting standards for pension plans.

Grant Thornton LLP

Victoria, Canada
March 13, 2018

Chartered Professional Accountants

University of Victoria Money Purchase Pension Plan
Statement of Financial Position

December 31 (expressed in $000's)	2017	2016
Assets		
Cash	**$ 165**	$ 162
Investments (Note 4)		
Short-term	**728**	1,066
Canadian bonds	**18,450**	16,577
Mortgages	**1,003**	1,181
Canadian equities	**14,323**	12,791
Foreign equities	**23,902**	20,915
Real estate	**5,961**	5,494
	64,367	58,024
Receivables		
Accrued interest and dividend income	**58**	56
Transactions to be settled and other	**2**	36
	60	92
	64,592	58,278
Liabilities		
Accounts payable and accrued liabilities	**15**	22
	15	22
Net assets available for benefits (Note 6)	**64,577**	58,256
Obligations for benefits	**64,577**	58,256
Net assets available for benefits less obligations for benefits	**$ -**	$ -

Approved by the Board of Pension Trustees

Chair

Vice-Chair

See accompanying notes to the financial statements.

University of Victoria Money Purchase Pension Plan
Statement of Changes in Net Assets Available for Benefits

Year Ended December 31 (expressed in $000's)		**2017**		2016
Change in net assets				
Net return on investments (Note 5)				
Interest income	**$**	**532**	$	567
Mortgage income		**35**		38
Dividend income		**126**		127
Net realized and unrealized gain on investments		**4,875**		2,000
Investment administration costs		**(171)**		(159)
		5,397		2,573
Contributions (Note 1)				
Members' required		**907**		886
Members' additional voluntary		**50**		49
University's required		**2,124**		2,056
Transfers from other plans		**370**		769
		3,451		3,760
Payments to or on behalf of members				
Pensions to retired members or beneficiaries		**(470)**		(389)
Members' accounts transferred and refunded, and death benefits		**(2,023)**		(849)
		(2,493)		(1,238)
Operating expenses				
Office and administrative costs		**(27)**		(24)
Audit, registration and legal fees		**(7)**		(7)
		(34)		(31)
Increase in net assets		**6,321**		5,064
Net assets available for benefits, beginning of year		**58,256**		53,192
Net assets available for benefits, end of year	**$**	**64,577**	$	58,256

See accompanying notes to the financial statements.

University of Victoria Money Purchase Pension Plan
Statement of Changes in Obligations for Benefits

Year Ended December 31 (expressed in $000's)		**2017**		2016
Obligations for benefits, beginning balance	**$**	**58,256**	$	53,192
Net investment returns		**5,363**		2,542
Contributions		**3,451**		3,760
Benefits paid		**(470)**		(389)
Accounts transferred or refunded		**(2,023)**		(849)
Change in obligations for benefits		**6,321**		5,064
Obligations for benefits, ending balance	**$**	**64,577**	$	58,256

See accompanying notes to the financial statements.

1. Description of plan

The following description of the University of Victoria Money Purchase Pension Plan is a summary only. For more complete information, reference should be made to the Trust Agreement.

(a) General

The Plan is a defined contribution pension plan. The Plan covers all faculty and administrative and academic professional staff holding regular appointments of 50% or more of full-time but less than full time and for assistant teaching professors and sessional lecturers.

(b) Funding policy

In accordance with the Trust Agreement, members are required to contribute 3% of their basic salary up to the Canada Pension Plan Year's Maximum Pensionable Earnings (“YMPE”) ($55,300 in 2017), and 5% of the basic salary in excess of that amount. The contributions are directed to the members' money purchase contribution accounts.

The University contributes 8.37% of basic salary up to the YMPE, and 10% of the basic salary in excess of that amount. The contributions are directed to the members' money purchase contribution accounts.

The total combined member and University contributions to a member's money purchase contribution account in a calendar year are limited to the Income Tax Act (Canada) maximum ($26,230 in 2017).

Subject to Income Tax Act (Canada) maximums, members may elect to make additional contributions to a voluntary contribution account through payroll deduction or by transfer from other registered vehicles.

(c) Investment options

Members' money purchase contribution accounts and additional voluntary accounts are invested in a balanced fund.

(d) Retirement

All members are eligible for a retirement benefit. Normal retirement is the end of the month in which the member attains age 65. Members may elect early retirement any time after attaining the age of 55, or postpone retirement benefits until December 1st of the calendar year in which the member attains age 71.

1. Description of plan (continued)

(e) **Retirement options**

At retirement, members can apply the balance in their money purchase contribution accounts to one or a combination of the following forms of benefits:

- External annuity from a life insurance company.
- Transfer to a locked-in retirement account.
- Transfer to a combination of registered retirement income funds and life income funds.
- Variable benefit pension (provided their account balance is at least twice the year's YMPE).

(f) **Termination and portability benefits**

Upon termination of employment, members may retain the balance in their money purchase contribution account or transfer it to a locked-in retirement account or to another registered pension plan that will accept the transfer.

Active members may transfer pension entitlements from other registered pension plans into a voluntary account in the Plan.

(g) **Survivor benefits**

A spouse is automatically entitled to the pre-retirement survivor benefit unless they waive that right by completing a Spousal Waiver (Pension Benefits Standards Regulation BC). The survivor benefit for a spouse is 100% of the benefit accrued by the member. The surviving spouse is entitled to any of the options that are available to the member, with the exception that the spouse need not have attained 55 years of age to commence a monthly benefit. A surviving spouse must commence a pension benefit or elect a transfer from the Plan by the later of one year following the member's date of death or the end of the calendar year in which the spouse attains 71 years of age. The survivor benefit for a beneficiary who is not a spouse is the balance accumulated in the Money Purchase Contribution Account ("MPCA") and, if applicable, Voluntary Contribution Account(s), payable in a cash lump sum, less applicable withholding tax.

The survivor benefit for a variable benefit pensioner is the total in the member's Variable Benefit Account.

(h) **Income taxes**

The Plan is a registered pension plan as defined in the Income Tax Act (Canada) and is not subject to income taxes, but is subject to indirect taxes including British Columbia provincial sales tax (PST) and goods and services tax (GST). The Plan receives a 33% rebate of the GST paid.

2. Statement of compliance with Canadian accounting standards for pension plans

These financial statements have been prepared in accordance with Canadian accounting standards for pension plans.

3. Summary of significant accounting policies

Accounting standards for pension plans require entities to select accounting policies for accounts that do not relate to its investment portfolio or pension obligations in accordance with either International Financial Reporting Standards ("IFRS") or Canadian Accounting Standards for Private Enterprises ("ASPE"). The Trustees selected IFRS for such accounts on a consistent basis and to the extent that these standards do not conflict with the requirements of the accounting standards for pension plans.

(a) Investments

Investments are stated at fair value. Fair value is determined using market values where available. Fair value for international investments, held by BC Investment Management Corporation are estimated based on preliminary market values supplied by the BC Investment Management Corporation, and any differences between the estimated values and final market values are adjusted in the subsequent period. Where listed market values are not available, estimated values are calculated by discounted cash flows or based on other approved external pricing sources. Price comparison reports are used to compare the prices of the bonds and publicly traded equities held in pooled funds against a secondary source. Mortgages are valued at the end of each month based on a discounted cash flow model. Real estate investments are valued quarterly by BC Investment Management Corporation's real estate investment managers and, at least once every ten to eighteen months, by accredited independent appraisers to establish current market values. At the end of each quarter BC Investment Management Corporation uses financial statements provided by the external managers and general partners or valuation reports to calculate the share values and the unit values for the externally managed holding corporations and limited partnerships. Investment sales and purchases are recorded on trade date.

(b) Investment income

Investment income is recorded on the accrual basis. Any adjustments to investments due to the fluctuation of market prices are reflected as part of the return on investments in the statement of changes in net assets available for benefits.

(c) Use of estimates

The preparation of financial statements, in conformity with Canadian accounting standards for pension plans, requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of increases and decreases in assets during the period. Actual results could differ from those estimates. Significant areas requiring the use of management estimates relate to the valuation of investments.

4. Investments (fair value)

The assets of the Plan are pooled for investment purposes with the Balanced Fund assets of the University of Victoria Combination Pension Plan. At December 31, 2017, 6.10% (2016: 5.91%) of the assets held in the Balanced Fund were in respect of the University of Victoria Money Purchase Pension Plan.

The Plan's investments are recorded at fair value or at amounts that approximate fair value. Fair value is the amount at which the investment could be exchanged in a current financial transaction between willing parties. The investments are categorized according to a hierarchy which gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (Level 1 measurement) and the lowest priority to unobservable inputs (Level 3 measurement). The three levels of the fair value hierarchy are as follows:

Level 1 – Inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the reporting entity has the ability to access at the measurement date.

Level 2 – Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3 – Inputs that are not observable for the asset or liability.

The Plan's proportionate share of investments in the Balanced Fund, categorized according to the fair value hierarchy, is as follows:

		2017	2016
Short-term notes	- Level 1	**$ 606**	$ 987
Short-term notes	- Level 2	**122**	79
Canadian bonds	- Level 1	**5,645**	6,547
Canadian bonds	- Level 2	**12,805**	10,030
Mortgages	- Level 1	**1,003**	1,181
Canadian equities	- Level 1	**7,111**	6,314
Canadian equities	- Level 2	**7,212**	6,477
Foreign equities	- Level 2	**23,902**	20,915
Real estate	- Level 3	**5,961**	5,494
		$ 64,367	$ 58,024
Fair value hierarchy			
Level 1		**14,365**	15,029
Level 2		**44,041**	37,501
Level 3		**5,961**	5,494
		$ 64,367	$ 58,024

4. Investments (fair value) (continued)

The following table summarizes the changes in the fair value of the Plan's financial instruments classified as level 3 investments:

		2017		2016
Beginning balance	**$**	**5,494**	$	5,103
Sales		**-**		(164)
Realized and unrealized gains		**467**		555
Ending balance	**$**	**5,961**	$	5,494

Short-term notes consist of Canadian money market securities maturing in 12 months or less and include treasury bills and guaranteed investment certificates. Canadian bonds consist of government and corporate bonds and debentures. Mortgages consist of units in a pool of first mortgages on income-producing property in Canada. Equities consist of publicly traded shares. Real estate investments consist mainly of diversified Canadian income-producing properties. Investments may be segregated or consist of units of pooled investment portfolios of the investment managers.

Currency contracts may be held individually by BC Investment Management Corporation. The contracts are used for defensive purposes in order to protect clients' foreign investments from the impact of an appreciating Canadian dollar (relative to the foreign currency). The manager purchases and sells currencies through the spot market, forward contracts, and/or futures. Unit values are calculated based on the net realized and unrealized gains/losses of the derivative financial instruments.

5. Net return on investments

Net investment returns less operating expenses are distributed to members' accounts at the end of each month.

The Balanced Fund earned a gross return of 9.52% (2016: 4.98%) and a net return of 9.17% (2016: 4.63%). Net investment returns are as follows:

		2017		2016
Interest				
Cash and short-term notes	**$**	**9**	$	6
Bonds		**523**		561
Mortgages		**35**		38
Dividends				
Canadian equities		**126**		127
Net realized gains		**2,553**		2,098
Net unrealized (losses)		**2,322**		(98)
		5,568		2,732
Investment costs:				
Management fees		**163**		152
Custodial fees		**3**		3
Other		**5**		4
		171		159
Total net investment return	**$**	**5,397**	$	2,573

6. Net assets available for benefits

The net assets available for benefits as at December 31 are allocated as follows:

		2017		2016
Money purchase contribution accounts ("MPCA")	**$**	**51,095**	$	48,564
Additional voluntary contribution accounts ("AVC")		**3,089**		2,694
Variable benefit accounts ("VBA")		**10,393**		6,998
	$	**64,577**	$	58,256

7. Money purchase contribution accounts ("MPCA")

Each member of the Plan who is not a pensioner has a MPCA, which is reported annually to the member. MPCAs are invested in the Balanced Fund.

8. Variable benefit accounts ("VBA")

Each member of the plan in receipt of a variable benefit pension has a VBA. VBAs are invested in the Balanced Fund.

9. Additional voluntary contribution accounts ("AVC")

Additional voluntary contribution accounts are divided into restricted voluntary accounts ("RVA") and unrestricted voluntary accounts ("UVA"). Transfers from other pension plans that have restrictions imposed by the exporting plans are placed in RVA. Contributions made by members on a voluntary basis and transfers that are unrestricted are placed in UVA. All RVA and UVA are invested in the Balanced Fund as follows:

		2017		2016
Restricted voluntary accounts	**$**	**1,021**	$	869
Unrestricted voluntary accounts		**2,068**		1,825
	$	**3,089**	$	2,694

10. Risk management

The Plan's investments are recorded at fair value. Other financial instruments consist of cash, receivables, and accounts payable and accrued liabilities. The fair value of these financial instruments approximates their carrying values. Fair values of investments are exposed to market risk, liquidity risk and credit risk.

Market risk

Market risk is comprised of currency risk, interest rate risk, and other price risk.

Currency risk: Currency risk relates to the possibility that the investments will change in value due to future fluctuations in US, Euro and other international foreign exchange rates. For example, a 5% strengthening (weakening) of the Canadian dollar against foreign currencies at December 31, 2017 would have decreased (increased) investments held in foreign currencies by approximately $1.2 million (2016: $1.1 million).

Currency risk associated with foreign equities may be hedged at the discretion of the Global Equity Manager, BC Investment Management Corporation, in order to protect the value of foreign equity investments from the impact of an appreciating Canadian dollar (relative to the foreign currency).

The Fixed Income Manager may purchase US Treasury Bonds, provided the foreign currency exposure is hedged through the purchase of currency contracts.

10. Risk management (continued)

Interest rate risk: Interest rate risk relates to the possibility that the investments will change in value due to future fluctuations in market interest rates. Duration is an appropriate measure of interest rate risk for fixed-income securities as a rise in interest rates will cause a decrease in the price of fixed income securities – the longer the duration, the greater the effect. At December 31, 2017, the average duration of the fixed income securities in the Balanced Fund was 7.4 years (2016: 7.6 years). Therefore, if nominal interest rates were to increase by 1%, the value of the Balanced Fund fixed income securities would drop by 7.4% (2016: 7.6%).

Other price risk: Other price risk relates to the possibility that the investments will change in value due to future fluctuations in market prices. This risk is reduced by the investment policy provisions approved by the Board of Pension Trustees for a structured asset mix to be followed by the investment managers, the requirement for diversification of investments within each asset class and credit quality constraints on fixed income instruments. Other price risk can be measured in terms of volatility, the standard deviation of change in the value of a financial instrument within a specific time horizon. Based on the volatility of the current asset class holdings, the expectation is that over the long-term, the Balanced Fund will return around 5.9%, within a range of +/- 8.8% (results ranging from –2.9% to 14.7%).

	Volatility %
Short-term holdings	+/- 1.5
Bonds and mortgages	+/- 5.4
Canadian equities	+/- 19.5
Foreign equities	+/- 16.1
Real estate	+/- 13.0

Benchmark for investments	**% change**	**Net impact on market value**
FTSE TMX Canada 91-day Treasury Bill Index	+/-1.5	$11
FTSE TMX Canada Universe Bond Index	+/- 5.4	1,050
S&P/TSX Capped Composite Index	+/-19.5	2,793
MSCI World Net Index	+/- 16.1	3,848
Canadian Consumer Price Index plus 4% (real estate)	+/- 13.0	775

Other price risk is managed by diversification of the portfolio, both by investment managers (three) with differing investment styles and mandates and by allocation of equities across a range of sectors and companies.

Liquidity risk

Liquidity risk is the risk of being unable to generate sufficient cash or its equivalent in a timely and cost effective manner in order to meet commitments as they come due. The primary liabilities in the Plan are defined contribution entitlements, and operating expenses. Liquidity requirements are managed through income generated by monthly contributions and investing in sufficiently liquid equities, pooled funds and other easily marketable instruments.

10. Risk management (continued)

Credit risk

Credit risk relates to the possibility that a loss may occur from failure of a fixed income security issuer to meet its debt obligations. At December 31, 2017, the maximum risk exposure for this type of investment is $20.2 million (2016: $18.8 million).

The Plan limits credit risk by investing only in short term debt rated R1 or higher and other debt rated BBB or higher, as rated by the Dominion Bond Rating Service or equivalent. Debt rated below BBB is only permitted in the case of a high yield bond fund which has been specifically approved for investment by the Board of Pension Trustees.

The following shows the percentage of bond and mortgage holdings in the portfolio by credit rating.

Rating	%
AAA	45.4%
AA	28.4%
A	15.5%
BBB	10.0%
BB and below	0.7%

11. Capital disclosures

The purpose of the Plan is to provide benefits to plan members. As such, when managing capital, the objective is to preserve assets in a manner that provides the Plan with the ability to continue as a going-concern, to have sufficient assets to meet future obligations for benefits and to have sufficient liquidity to meet all benefit and expense payments.

In accordance with regulatory requirements, the Board of Pension Trustees has established a Statement of Investment Policies and Procedures (“SIP&P”) which sets out the investment principles, guidelines and monitoring procedures that are appropriate to the needs and objectives of the Plan. The SIP&P sets out benchmarks and asset allocation ranges that are intended to best secure the obligations for benefits and result in reasonable risk-adjusted return on investment. Individual investment decisions are delegated to investment managers subject to the constraints of the SIP&P and individual manager mandates. As required, the Board of Pension Trustees reviews the SIP&P and manager structure at least annually, and makes such changes to the SIP&P and/or mandates as it deems necessary. With the assistance of an outside consultant, the Board of Pension Trustees and the Pension Office regularly monitor the asset mix of each manager and fund to ensure compliance with the SIP&P and mandates.

11. Capital disclosures (continued)

The benchmark and ranges for the Balanced Fund are as follows:

	Benchmark	Range
Cash and equivalents	0%	0-21%
Universe bonds	36%	20-46%
Canadian equities	22%	14-27%
Foreign equities	32%	20-40%
Real estate	10%	5-15%

University of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

May 14, 2018

FOR DECISION

To:	**FINANCE COMMITTEE**
From:	**Vice-President Finance and Operations**
cc:	**President and Vice-Chancellor**
Meeting Date:	**May 29, 2018**
Subject:	**University of Victoria Staff Pension Plan Policy on Delegated Signing Authorities**
Basis for Jurisdiction:	**Section F.5(a) of the Staff Pension Plan Governance Policy grants the Governance Committee the power to adopt and maintain the Policy on Delegated Signing Authorities, subject to the approval of the Board of Governors.**

Strategic Relevance:

One of the pillars of the strategic plan is that we will attract and retain a diverse group of exceptionally talented faculty and staff. Part of attracting and retaining faculty and staff is a strong benefits package. Pension is a critical part of any compensation package and as such good governance of the plans is critical.

Previous Consultation:
University of Victoria Staff Pension Plan Governance Committee

Recommendation:

THAT the Finance Committee recommend to the Board of Governors that the Board of Governors approve the attached University of Victoria Staff Pension Plan Policy on Delegated Signing Authorities effective May 29, 2018.

Background:

The original version of the Staff Plan Policy on Delegated Signing Authorities was approved by the Board of Governors in March 2012 and amended in January 2017 to include Section C (Categories of Authority), which replaced the custodians' "Certificate of Authorized Signatories."

The current amendment reflects changes arising from a recent review of roles within the Pension Services' department, which resulted in a new position, the Associate Director, being created. The Associate Director has assumed many of the responsibilities formerly assigned to the Manager, Pension Administration, who was previously listed as signing officer in the policy.

Planned Further Action:

- Implementation of policy

Attachment: University of Victoria Staff Pension Plan Policy on Delegated Signing Authorities

University of Victoria Staff Pension Plan

POLICY ON DELEGATED SIGNING AUTHORITIES

Governance Committee
and
Investment & Administration Committee

Effective Date: 2012 March 27
Amended Date: ~~2017 January 30~~ 2018 May 29

A. INTRODUCTION

The University of Victoria Staff Pension Plan Governance Policy grants the Governance Committee the power to adopt and maintain the Policy on Delegated Signing Authorities, subject to the approval of the Board of Governors.

B. SIGNING OFFICERS

1. The Staff Pension Plan shall have six authorized signing officers named as follows
   (a) The Vice-President, Finance and Operations
   (b) The Associate Vice-President, Financial Planning and Operations
   (c) The Director, Pension Services ~~of Pensions~~
   (d) The ~~Manager, Pension Administration~~Associate Director, Pension Services
   (e) The Associate Vice-President, Human Resources
   (f) The Treasurer

2. The ~~Manager, Pension Administration~~Associate Director, Pension Services, shall provide the authorized signing officers with supporting documentation with respect to anywhere a signature is required.

3. The ~~Manager, Pension Administration~~ Associate Director, Pension Services, with support from Pension Services staff, is responsible for preparing payment requisitions and the supporting documentation. In these circumstances it is recognized that it is impractical, and sometimes impossible, for signatories other than the Associate Director, Pension Services ~~Manager, Pension Administration~~ to verify in full detail the supporting documentation, or in many cases the exact dollar amount of a payment. The responsibility of other signatories is to ensure 1) that full and complete documentation exists; 2) that the requisition is made out to the correct payee, and 3) that the dollar amount of the payment is consistent with expected payments in similar circumstances, for example in the case of a pension payout, that the amount is similar to that paid to other members with similar career paths.

C. CATEGORIES OF AUTHORITY

1. The signing officer(s) identified as:
   (a) (a)-(d) in clause **B.1** are authorized to direct the following:
   i. To sign legal documentation to bind the Pension Plan/Plan Sponsor (Note: this authorization may be given only to direct employees of the Pension Plan/Plan Sponsor).
   ii. To direct the Trustee/Custodian to settle security transactions and make disposition of Fund assets for settlement purposes and to advise the Trustee/Custodian of Pension Plan/Plan Sponsor action decisions relating to investments, including directions for proxy voting.
   iii. To direct the Trustee/Custodian to pay fees, expenses, costs and charges from the Fund (including, but not limited to, payments to consultants, lawyers, investment managers, the Trustee/Custodian (as Trustee, custodian or in any other capacity acting for the Fund, to any other custodian, out-of-pocket expenses).
   iv. To provide notification to the Trustee/Custodian of the appointment of Investment Managers and other agents; to provide notification of the termination of an Investment Manager and direction as to any changes in the management of Fund assets.
   v. To provide directions to the Trustee/Custodian with respect to account opening, account maintenance, or account termination.
   vi. To direct the Trustee/Custodian to carry out non-financial transactions including such matters as changes to statement frequencies and reporting periods, and changes to access rights or account maintenance in one of the Trustee/Custodian secured access channels.
   vii. To direct the Trustee/Custodian to enter into and settle foreign exchange transactions.
   viii. To direct the Trustee/Custodian to make payment of benefits out of the Fund.
   ix. To provide such information with respect to contributions to be remitted to the Fund including information as to timing and amount of such contributions as the Pension Plan/Plan Sponsor may be required by applicable legislation to provide to the Trustee/Custodian.

   (b) (e) and (f) in clause **B.1** are authorized to direct ii, iii, iv, vii and viii under clause C.1

2. All of the categories in this Section C require two signatories, except for ix, which requires one signatory. For payments in the amount of $150,000 or greater, only one signatory may be an employee of Pension Services (i.e, the Director, ~~of~~ Pension Services, or the Associate Director, Pension Services~~Manager, Pension Administration~~).

D. APPROVAL OF POLICY

I hereby certify that this Policy was approved and adopted by the Governance Committee on the_ _____day of_____, ~~2016~~2018.

Per: _____
Kane Kilbey
Chair of the Staff Pension Plan Governance Committee

BACKGROUND FOR AMENDMENTS

- January 30, 2017
  The Categories of Authority (Section C) was added in the version amended on January 30, 2017, to closely reflect the 'Category Guide' contained in the *"Certificate of Authorized Signatories"* required by the Trustee/Custodian, which was previously appended to the original policy; the amendment allows the policy to survive a change in Trustee/Custodian.
- May 29, 2018
  The Associate Director, Pension Services replaced the Manager, Pension Administration as an authorized signing officer

University of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

May 14, 2018

FOR DECISION

To: **FINANCE COMMITTEE**

From: **Vice-President Finance and Operations**

cc: **President and Vice-Chancellor**

Meeting Date: **May 29, 2018**

Subject: **COLLECTION AND REMISSION OF STUDENT FEES FOR THE GRADUATE STUDENTS' SOCIETY (GSS)**

Basis for Jurisdiction: **University Act 27.1**

Recommendation:

THAT the Finance Committee recommends to the Board of Governors that the Board of Governors collect and remit fees for the GSS in 2018/19 as outlined in the letter of May 14, 2018 from the Executive Director of the GSS to Gayle Gorrill, Vice-President Finance and Operation.

Background:

As noted in the attached letter, there will be no change to the Graduate Students' Society (GSS) Extended Health and Dental fees in the coming academic year. The GSS held a referendum of its graduate student membership on April 25 – 27, 2018 regarding a proposed fee increase for the GSS extended health and dental plan fees. The referendum did not meet quorum and therefore the proposal has failed. As such, fees for the GSS Extended Health and Dental Plan for 2018-2019 academic year will remain as follows:

<u>September start, 12 months:</u>
GSS Extended Health plan fee: $377
GSS Dental Plan fee: $266

January start, pro-rated, 8 months:
GSS Extended Health plan fee: $251
GSS Dental Plan fee: $151

There is no change to the assessment criteria; all on-campus graduate students registered in 3.0 units, registered as a co-op student, or registered full time in project, thesis or dissertation are assessed the GSS extended health and dental plan fees once per academic year.

Attachment:

Letter dated May 14, 2018 from Stacy Chappel, GSS Executive Director, to Gayle Gorrill, Vice-President Finance and Operations.

Graduate Students' Society
UNIVERSITY OF VICTORIA

Phone (250) 472-4543
Fax (250) 721-6137
Web http://gss.uvic.ca/

PO Box 1700 Victoria BC V8W 2Y2 Canada

May 14, 2018

Ms. Gayle Gorrill
Vice-President Finance and Operations
Administrative Services Building Room A212
University of Victoria, Victoria, BC, V8P 5C2

Dear Ms. Gorrill,

I am authorized by the University of Victoria Graduate Students' Society (GSS) to send this notice to the University of Victoria with regard to collection and remission of student fees in accordance with the *University Act*.

This letter is to notify you that there will be no change to the GSS Extended Health and Dental fees in the coming academic year. The GSS held a referendum of its graduate student membership on April 25 – 27, 2018 regarding a proposed fee increase for the GSS extended health and dental plan fees. The referendum did not meet quorum and therefore the proposal has failed. As such, fees for the GSS Extended Health and Dental Plan for 2018-2019 academic year will remain as follows:

<u>September start, 12 months:</u>
GSS Extended Health Plan fee: **$ 377**
GSS Dental Plan fee: **$ 226**

<u>January start, pro-rated, 8 months:</u>
GSS Extended Health Plan fee: **$251**
GSS Dental Plan fee: **$151**

There is no change the assessment criteria; all on-campus graduate students registered in 3.0 units, registered as a co-op student, or registered full time in project, thesis or dissertation are assessed the GSS extended health and dental plan fees once per academic year.

Please do not hesitate to contact me if you have any questions.

Sincerely,

Stacy Chappel
GSS Executive Director

cc.
Carla Osborne, *GSS Director of Finance*
Adar Anisman, *GSS Electoral Officer*
Jim Dunsdon, *AVP Student Affairs*
Ada Saab, *Director, Graduate Admissions and Records*
Tory Hastings, *Manager, Tuition Fee Assessments*
Julia Eastman, *University Secretary*
Murray Griffith, *Executive Director, Financial Services*

Document #BOG-May29/19-13

University of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

May 14, 2018

To:	**FINANCE COMMITTEE**
From:	**Vice-President Academic & Provost**
	Vice-President Finance & Operations
cc:	**President and Vice-Chancellor**
Meeting Date:	**May 29, 2018**
Subject:	**Revision to 2018-19 to 2020-21 Planning & Budget Framework**
Basis for Jurisdiction:	**Committee's terms of reference** **University Act Section 27**

Strategic Relevance:

Objective 36: To manage and protect our human, financial, physical and information resources in a responsible and sustainable fashion.

Previous Consultation:

- Finance Committee November 2017
- Finance Committee January 2018

- Finance Committee March 2018

Recommendation:

THAT the Finance Committee recommend to the Board of Governors that the Board of Governors approve the attached revision to the 2018-19 to 2020-21 Planning & Budget Framework, effective immediately.

Background:

The 2018-19 to 2020-21 Planning & Budget Framework was approved at the March 2018 Board of Governors meeting, with the following application fee increases as noted on page 21:

The 2% domestic and 4% international increase in application fees will result in the following fee changes:

- *domestic undergraduate: $ 74.75 to $ 76.25*
- *domestic graduate: $119.00 to $121.50*
- *domestic law: $ 93.75 to $ 95.75*
- *international undergraduate: $122.00 to $127.00*
- *international graduate: $150.00 to $156.00*

The second bullet contained an error as the fees were not updated from the prior year. It should be corrected to read:

- **domestic graduate: $121.50 to $124.00**

Document #BOG-May29/18-22

University of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

May 17, 2018

To: Operations and Facilities Committee

From: Professor Jamie Cassels, QC
President and Vice-Chancellor

Meeting Date: 28 May 2018

Subject: Final Draft of the University of Victoria Strategic Framework 2018-2023

Basis for Jurisdiction: University Act, Section 27(1)
Board Procedures, Section 8.1

Strategic Relevance: The development of a new institutional strategic framework is an important opportunity to bring members of the university community together to discuss our shared vision and goals, to elicit input from external constituencies, to confirm, modify or refine the institutional direction, and to provide a framework for operational plans.

Previous Consultation:

- *Board of Governors, 29 May 2017 BOG-May30/17-39*
- *Board of Governors, 27 June 2017 BOG-Jun27/17-09*
- *Board of Governors, 26 September 2017 – verbal update under President's Report*
- *Joint Senate and Board Retreat – 27 November 2017*
- *Board of Governors, 28 November 2017 – verbal update under President's Report*

- *Board of Governors, 30 January 2018 BOG- Jan30/18-26*
- *Board of Governors, 27 March 2018 BOG-Mar27/18-11*
- *Senate, 6 April 2018*

Recommendation:
On 6 April 2018, Senate unanimously passed a motion to recommend that the Board of Governors approve the Strategic Framework 2018-2023**.** Approval of the final draft of the Strategic Framework by the Board of Governors is being sought.

> *THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the University of Victoria Strategic Framework 2018-2023 upon the recommendation of Senate, effective immediately.*

Background:
Over the past year, the university has undertaken a process to develop a new strategic framework for UVic. In June 2017, the Board approved the process and timing for the development of the university's new strategic framework (BOG-Jun27/17-09). The process started with an environmental scan and an assessment of our assets and opportunities in the current and future post-secondary education context, outlined in the September 2017 discussion document. This document was used, along with a number of high-level questions, as the basis for a comprehensive engagement with the UVic community during the fall of 2017. The consultation process included targeted meetings on and off campus and an interactive online forum, called Thoughtexchange, which was accessible to over 80,000 faculty, staff, students, alumni and retirees. The very thoughtful discussion at Joint Senate Board Retreat in late November provided validation of the themes that had emerged from the consultation process, and important input to the development of the priorities and strategies. A small writing team then consolidated the feedback, sought further advice in specific areas, and prepared a draft framework. In late January and early February, the Board and Senate reviewed and supported the direction of an early draft of the Framework, and in February, the draft Framework was made available to the UVic community and targeted external partners and supporters for feedback. On 5 March, the Strategic Planning Advisory Group met to provide advice and assistance on analyzing the feedback received and incorporating it into the final draft. On 6 April 2018, Senate unanimously passed a motion to recommend that the Board of Governors approve the Strategic Framework 2018-2023**.**

The Strategic Planning Advisory Group met regularly during the engagement process. Members provided excellent advice and support, playing a critical role in helping to analyze and distill the large volume of ideas and feedback we received. They helped to ensure that quiet, but important, voices were heard, and acted as a sounding board for resolving challenges.

There was a very high-level of engagement from the UVic community over the course of the planning process. Thousands of members of the UVic community, key external partners and supporters were consulted and their ideas and feedback are represented in the vision, values, priorities and strategies in the Strategic Framework. More detail on how the UVic community was engaged in the planning process is provided in the Engagement Report (Attachment B).

Both Senate and the Board were engaged and/or updated on the planning process at every meeting since May 2017, and have provided valuable insights and feedback along the way. The

support, feedback and advice provided by Board members during the planning process was greatly appreciated.

Implementation and Reporting:
The new Framework responds to the challenges and opportunities of the global higher education and research environment by setting out directions and priorities in six key areas. It will guide our ongoing planning and serve as a reference for making strategic choices. The university's Executive has developed and refined an implementation and reporting process to ensure that we make significant and measurable progress against the directions set out in the Framework. An annual report on implementation of the Strategic Framework will be shared with Senate, Board and the UVic community.

I look forward to working with the Board, and with all members of our university, to realize the vision and achieve our goal of being the Canadian research university that best integrates outstanding scholarship, engaged learning and real-life involvement to contribute to a better future for people and the planet.

Planned Further Action:

- Communicate with UVic community and key stakeholders about Board decision on Strategic Framework in late May/early June.
- Official launch of the Strategic Framework will occur at the September 2018 President's Campus Update.
- Work with Executive and the Integrated Planning Committee to embed the priorities and strategies into existing planning processes, and to finalize the process to implement and measure success of the Framework.
- Provide regular verbal updates to Board during the year and present the first annual report on progress to Board in June 2019.

Attachments:
Attachment A – Final draft of the University of Victoria Strategic Framework 2018-2023
Attachment B – Strategic Framework Engagement Report

A STRATEGIC FRAMEWORK

FOR THE UNIVERSITY OF VICTORIA: 2018-2023

University of Victoria

FINAL DRAFT 28 March 2018

At the University of Victoria, we are deeply committed to contributing to a better future for people, places and the planet.

It is with this in mind that our new Strategic Framework articulates our shared understanding of our vision, values and priorities in fulfilling that commitment.

This Strategic Framework defines UVic's role in creating a strong, healthy future for our students and for our local and global communities. We are in a period of rapid change, with growth in the number of universities around the world and rising expectations for how these institutions will contribute to individual and collective well-being. To meet the challenges and opportunities of globalization and the social, environmental and technological change faced by our students, communities and university, we must align our efforts and focus our activities.

This ambitious framework is the product of widespread consultation and reflects the contributions and ideas of many people across campus and in the community. Driven by a perspective unique to UVic, it extends the significant planning of the last three years around research, student success, Indigenization, international activity, equity and diversity, the campus environment, and communications. The framework builds upon the strength of our people and our collegial, inclusive and collaborative culture. It confirms our character as a research-intensive and student-centred university, and our commitment to excellence.

The framework's objective is to serve as a guide to our future—setting out priorities and high-reaching goals in six key areas and articulating strategies to realize them. The framework provides a structure for our ongoing planning and serves as a reference for making strategic choices among the many possible initiatives that could move us forward. Creating a shared understanding of our goals and priorities enables us to coordinate our efforts and work together to achieve maximum impact.

Bringing our vision to life depends upon the talent and commitment of every member of the university community. This Strategic Framework positions and inspires us as individuals—and collectively as a public institution—to apply our commitment to excellence in research and creative activity, teaching, service and engagement to serve students, communities and the world.

OUR STRATEGIC PRIORITIES

OUR VISION

We will be the Canadian research university that best integrates outstanding scholarship, engaged learning and real-life involvement to contribute to a better future for people and the planet.

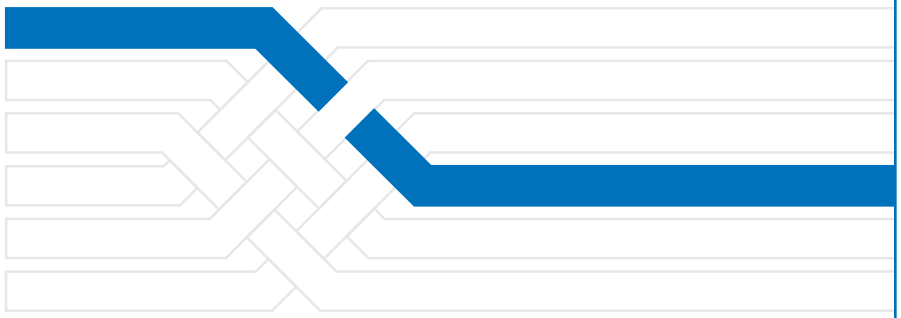
OUR VALUES

Our values inform all our actions in achieving our vision:

- Excellence in all our endeavours
- Ethical and intellectual integrity
- Freedom of inquiry and freedom of speech
- Equity, diversity and inclusion

CULTIVATE AN EXTRAORDINARY ACADEMIC ENVIRONMENT

The University of Victoria will be recognized internationally as a university of choice for talented students, faculty and staff. People and place provide the foundation upon which we will continue to build an extraordinary environment for the creation, dissemination and mobilization of knowledge. Our beautiful Pacific coast location, inclusive and collegial culture, the influence of Indigenous and international perspectives, and our dedication to the highest standards of teaching, research and creative activity, and service make UVic the place where people want to learn, work, engage and discover.



OVER THE NEXT FIVE YEARS WE WILL:

STRATEGY 1.1

Attract, support and develop a diverse community of talented students, faculty and staff through enhanced resources and programs—including scholarships, academic chairs, professional support programs and workplace practices that recognize excellence and promote wellness.

STRATEGY 1.2

Embed practices of equity, diversity, accessibility, inclusion and dialogue throughout the university community so that all members feel welcomed, valued and supported to achieve their highest potential.

STRATEGY 1.3

Advance service excellence and collaboration by updating systems, spaces, processes and policies so they fully underpin research and teaching, maximize efficiency, and ensure our accountability and responsibility to our people, partners and society as a whole.

STRATEGY 1.4

Implement internal communications practices that enhance individual, unit and organizational effectiveness, promote a sense of shared enterprise and meaningful purpose, and facilitate opportunities for collaboration across the campus.

STRATEGY 1.5

Increase the vibrancy of campus life by enhancing the natural and built environment to create more opportunities for interaction and collaboration; and develop infrastructure and programmatic initiatives, including additional student housing and increased opportunities for recreation, cultural activities and social interaction.

ADVANCE RESEARCH EXCELLENCE AND IMPACT

The University of Victoria will excel in diverse forms of research and creative activity, innovation and knowledge mobilization that advance human knowledge, improve and enrich lives, tackle global challenges, and promote the sustainability of the planet. We will heighten our place in the top tier of the world's research universities.

OVER THE NEXT FIVE YEARS WE WILL:

STRATEGY 2.1

Take the strategic risks and make the investments necessary to pursue and support more opportunities for collaboration, innovation, partnership and external research funding.

STRATEGY 2.2

Integrate and align research and education by fostering high-quality research and creative activity across all the disciplines, and by taking focused steps to ensure that learning in every program is enriched by the research culture and activities of the university.

STRATEGY 2.3

Invest strategically in existing and emerging areas of research strength that present opportunities for growth, maximum impact and further global prominence.

STRATEGY 2.4

Provide resources and develop targeted initiatives to recruit and support a diverse and talented community of researchers, including graduate students and post-doctoral fellows.

STRATEGY 2.5

Promote more collaboration, partnerships and interdisciplinary approaches on campus and with our external colleagues and partners by increasing support, reducing obstacles, and facilitating engagement through our research centres and other entities.

INTENSIFY DYNAMIC LEARNING

The University of Victoria will be Canada's leader in research-enriched and experiential learning. Our focus on teaching excellence and an exceptional student experience will ensure that UVic students are transformed by their time at UVic, and are equipped for personal success and to contribute effectively as alumni and global citizens.

OVER THE NEXT FIVE YEARS WE WILL:

STRATEGY 3.1

Extend UVic's expertise and leadership in experiential learning so that every student has the opportunity to engage in, and be recognized for, research, work-integrated, community-engaged or other forms of experiential learning.

STRATEGY 3.2

Ensure that across all programs, in and out of the classroom, students actively develop the skills, abilities and attributes that support academic and personal success, lifelong learning, leadership and social responsibility, as set out in the *University of Victoria Learning Outcomes*.

STRATEGY 3.3

Foster teaching excellence and innovation by supporting and recognizing inspiring teachers who use evidence-based teaching practices to enhance student engagement and learning, including technology-integrated, interdisciplinary, experiential and other transformative learning experiences.

STRATEGY 3.4

Design and continually update quality curricular and co-curricular programs that positively impact the student experience, foster wellness and resilience, and support the achievement of educational goals and timely graduation.

STRATEGY 3.5

Develop and evolve high-quality academic programs that align with UVic strengths and directions; are responsive to student interest and social need; provide students with meaningful opportunities to engage with issues from diverse perspectives; and are financially sustainable.

FOSTER RESPECT AND RECONCILIATION

The University of Victoria will be a global leader in creating better opportunities for Indigenous students, entering respectful educational and research partnerships with Indigenous communities, and advancing respect, reconciliation and mutual understanding.

OVER THE NEXT FIVE YEARS WE WILL:

STRATEGY 4.1

Implement and advance the applicable calls to action of the Truth and Reconciliation Commission and the goals of our own Indigenous Plan.

STRATEGY 4.2

Develop new pathways for access to higher education for Indigenous students.

STRATEGY 4.3

Increase the number and success of Indigenous students, faculty, staff and leaders at UVic by developing priority recruitment strategies across the university, along with programs to support success.

STRATEGY 4.4

Implement transformative programs to provide a welcoming, inclusive campus environment for all, and include the entire university community in Indigenous-engaged learning to promote mutual understanding and respect.

STRATEGY 4.5

Foster respectful partnerships with Indigenous communities, governments and organizations—developing and supporting educational and research programs that align community needs and priorities with UVic strengths and capabilities.

PROMOTE SUSTAINABLE FUTURES

The University of Victoria will be a global leader in environmental, social and institutional sustainability through our research, academic programs, campus operations, and the impact and influence of our students, faculty, staff and alumni.

OVER THE NEXT FIVE YEARS WE WILL:

STRATEGY 5.1

Continue to build world-leading research and educational programs that contribute to sustainability on a global scale.

STRATEGY 5.2

Review and renew our approach to sustainability in every domain (research, education, community engagement and campus operations) to move towards a comprehensive and integrated approach.

STRATEGY 5.3

Renew and extend our commitment to campus development and operations that meet the highest standards of sustainability.

STRATEGY 5.4

Ensure that students have opportunities to engage with issues, principles and practices that support social and environmental sustainability, and to develop the knowledge and ethical orientation to contribute to a just, socially responsible and sustainable future.

STRATEGY 5.5

Ensure the financial sustainability of the university and our ability to pursue excellence by optimizing existing resources through careful planning, earning public support, attracting partnerships, and pursuing a revitalized program to grow and diversify resources through philanthropic and other means.

ENGAGE LOCALLY AND GLOBALLY

The University of Victoria will be a preferred partner and a leader in local and global engagement. Working together for mutual benefit with community, private sector, government and other educational and research organizations, UVic will expand and inform its approach to engaged research, creative activity, learning and knowledge mobilization to foster connections and co-create positive change.

OVER THE NEXT FIVE YEARS WE WILL:

STRATEGY 6.1

Develop integrated and accessible structures and processes across the university to promote more effective interactions with local and global communities and partners.

STRATEGY 6.2

Develop and support initiatives, including student mobility and research partnerships in priority countries and regions; experiential and community-based learning and research; intercultural curricula; and other programs to enhance local and global awareness and connections.

STRATEGY 6.3

Improve community access to UVic and ensure we are a welcoming and culturally aware place for all community members and partners.

STRATEGY 6.4

Develop and implement enhanced communications with our partners to establish more, deeper and longer-lasting connections, and to advance our profile and reputation.

STRATEGY 6.5

Increase the engagement of our alumni, retirees, volunteers and partners who support our students, strengthen our connections with communities, engage in lifelong learning, and who are integral to a robust culture of philanthropy.

IMPLEMENTATION AND ACTION

The Strategic Framework sets out priorities, goals and strategies for the University of Victoria over the next five years. Its realization depends upon engagement and commitment in every part of the university. It challenges all of us to think deeply and strategically about the plans and activities in our own areas, and our roles in translating the priorities and strategies into action.

The framework will provide guidance to staff and faculty in every academic and administrative area when undertaking planning activities over the coming years. It will inform the university's planning, budget, and reporting tools and will be used as a lens by UVic leaders at every level to assess opportunities and activities in their areas.

Planning at the university takes place both locally and centrally. The strategic priorities set out in this framework will be coordinated through the Integrated Planning Process to ensure a focused, cohesive and accountable approach to making progress towards each of our goals. An annual report will be provided to Senate, the Board and the university community.

Guided by the Strategic Framework, UVic will deliver on our commitments to our people, our partners and our local and global communities. Together we will ensure that we are the Canadian research university that best integrates outstanding scholarship, engaged learning and real-life involvement to contribute to a better future for people and the planet.

University of Victoria Strategic Planning Process 2017/18

ENGAGEMENT REPORT

May 2018

PURPOSE

The University of Victoria's strategic planning process for 2017/18 is now complete and the resulting Strategic Framework 2018-2023 is ready for implementation. This report has been compiled to document the many ways in which our UVic community participated in the planning process, and how the thoughtful and enthusiastic feedback of the community was fundamental to the development of the new framework.

SUMMARY OF ENGAGEMENT PROCESS

In June 2017, the UVic Board of Governors approved the process and timing for the development of the university's new Strategic Framework. Engagement with the UVic community on the development of the Strategic Framework was carried out between September 2017 and March 2018: Phase 1 (identification of opportunities, challenges and possible directions) from September to December 2017, and Phase 2 (feedback on the draft framework) from February to March 2018. For both phases, input was welcomed and encouraged through a variety of channels including town hall sessions, written submissions, in-person meetings and an interactive online forum (Thoughtexchange).

Materials and details on the planning process were made available on the Strategic Planning website including a discussion document, fall engagement update, Thoughtexchange report and a draft of the Strategic Framework.

Over the course of the planning process, feedback was actively sought and received. The feedback has been overwhelmingly positive and constructive, with many detailed and thoughtful responses.

The priorities and strategies in the Strategic Framework evolved directly from the comments and suggestions we received from the campus community, external partners and supporters during the fall and winter terms. The resulting framework is short, high-level and strategically focused. Its role is to be an ambitious, inspirational and aspirational framework of priorities and strategies to guide our planning activities and decision-making for the next five years.

PHASE 1 ENGAGEMENT: EXCHANGE OF IDEAS

In the fall of 2017 we undertook an engagement process on- and off-campus, kicked off at the September President's Campus Update. In September and October 2017 an interactive online forum, called Thoughtexchange, was made available to more than 80,000 faculty, staff, students, alumni and retirees. Key institutional groups—including the Strategic Planning Advisory Group, Executive Council, President's Advisory Council, Senate and Board of Governors—were consulted and updated regularly throughout the planning process. In November 2017, a written update on the fall engagement process was provided to the UVic community. During that same month, the Joint Senate Board Retreat was focused on the themes and directions

that had emerged, and members provided excellent input into the development of the draft framework. In December 2017, outcomes of the engagement process and emerging themes were outlined at the second President's Campus Update.

Feedback from Phase 1 was consolidated and transformed into the emerging themes outlined below, and in the engagement update, *What we have heard so far: Fall 2017 update*. These emerging themes informed the six priorities and associated strategies included in the final version of the Strategic Framework.

Emerging Themes: Phase 1

People and Values: What kind of university do we want to be?
Research-intensive and student-centred
Values freedom of speech and freedom of inquiry
Promotes an inclusive, welcoming environment that values, and is committed to, diversity, equity and mutual respect
A university of choice for talented people: focus on recruitment, retention and support of excellent and diverse students, staff and faculty from Canada and around the world
Education, research, scholarship and creative activity that contributes to individuals and communities
Sustainable stewardship of campus and the environment; a healthy campus
Human-scaled; collaborative (reduce silos, increase coordination and communication)

Our Learning Environment
Focus on student futures: preparing students for work, life, global citizenship and lifelong learning (including adaptability, skills and ethical orientation)
Continue to promote (support and enhance) teaching excellence and innovation
Build on "engaged" or "experiential" education: co-op, other experiential, international, research-enriched education with a goal of 100 per cent participation
Special attention to pathways for Indigenous students (recruitment, retention and success)
Further develop student supports: wellness and other programs; finances (affordability and needs-based assistance); and student housing

Sustainability
High standards of sustainability in campus development and operations
Research and scholarly activity that contributes to sustainability (significant support was received for focusing on oceans, climate and environment but should also include issues relating to health, healthy communities, justice and social cohesion)
Community-engaged research, partnerships and learning
Contribute to resolving major societal challenges and issues and seize opportunities (e.g. reconciliation, climate change)
Sustainable funding and operations: effective use of resources and diversifying sources of support

Research Excellence and Impact
Research excellence is fundamental to UVic's mission and place in the post-secondary education ecosystem
Pursue greater support for research, scholarship and creative activity, including graduate students, research partnerships; and, recognition for research success, including a global reputation to match our achievements
Community engagement that is responsive, interdisciplinary and based on genuine partnership
Maintain and support high-quality research, scholarship and creative activity across the disciplines to ensure alignment and integration of research and education
Pursue greater focus on and impact in areas where we have demonstrable capacity to respond to our most significant national and global challenges (significant support was received for focusing on environment, oceans and climate, but not to the exclusion or at the expense of other areas such as health, justice, data science, creativity and culture, and other areas of capability in the Strategic Research Plan)
Need for enhanced collaboration, coordination, communication and breaking down of silos: develop better academic internal communications; and explore new administrative structures that encourage interdisciplinarity and collaboration

Commitment to Indigenous Opportunity and Reconciliation
New pathways for Indigenous student access and success
Education and research partnerships with Indigenous communities
Welcoming campus climate and educational initiatives to contribute to understanding and reconciliation

Looking Outward
Emphasis on community-university engagement, socially responsive and community-engaged research, scholarship and education
Increasing focus on partnerships
Global perspective in education and research
Accountable to our community and stakeholders

Organizational Effectiveness
Break down silos and promote collaboration internally and externally
Ensure best allocation of resources to support our mission
A supportive and rewarding working environment for all employees
Obtain additional resources to invest in quality
Reduce "red tape" and administrative burden

Additional details on the engagement opportunities are outlined below:

THOUGHTEXCHANGE

UVic community members were invited to engage in an online forum about the future direction of the university. This exchange of ideas took place between Sept. 18 and Oct. 8, 2017. Participants were invited to comment, review and prioritize the comments of others by placing stars next to the ideas that were most important to them. Comments, or "thoughts," expressed through Thoughtexchange were considered as part of the larger consultation process and helped shape the strategic priorities.

Consultation questions	Q1. **Our goals:** What current strengths, directions and capabilities can we build on to distinguish UVic in Canada and globally? Q2. **Our strategies**: What are some key strategies and initiatives that we should pursue to achieve the goals you described in question one? Q3. **Our challenges and opportunities**: What key issues should our plan address over the next five to ten years?
Participants	1,607 (1,304 actively shared and starred)
Thoughts	3,324
Stars	87,041

IN-PERSON CONSULTATIONS

Engagement with UVic faculty, students, staff, alumni and our key external partners during the strategic planning process was critical to the development of the framework. The engagement of UVic community members was also important to ensure their sense of ownership of the resulting framework. The consultation questions for Thoughtexchange also shaped the conversations in the in-person meetings.

Stakeholders met	More than **800** on-campus and external stakeholders.
Hour spent engaging stakeholders	The President spent approximately **100 hours** providing updates and holding discussions on the framework's development with UVic community members and external partners and supporters.
Engagement meetings	**20** on-campus meetings were held, including with: ▪ Deans, faculty and staff ▪ Students ▪ Elders and Indigenous community leaders ▪ Campus Updates (Sept. 2017, Dec. 2017) ▪ VP Portfolios (6 meetings total) **14** external meetings were held, including with: ▪ Community partners ▪ Industry partners ▪ Municipal, provincial and federal government representatives

Written feedback was also received over this period, with **40** written submissions. Respondents included UVic staff and faculty.

PHASE 2 ENGAGEMENT: FEEDBACK ON DRAFT FRAMEWORK

The draft Strategic Framework was made available to the UVic community and key external partners and supporters from Feb. 7 to March 2, 2018 for review and feedback. General feedback was solicited as well as responses to the following questions:

Consultation questions	Q1: Do the priorities outlined in the Strategic Framework appropriately draw on UVic strengths, point in the right directions and create the opportunities for UVic to achieve a new level of impact, success and recognition? Q2: Is the Strategic Framework clear enough and focused enough to guide us to this new level of impact, success and recognition?
Written feedback	More than 60 written submissions were received. Respondents included UVic staff, faculty, students and external community members.

GOVERNANCE

Regular governance updates on the framework's progress and development were provided to Executive Council, Deans' Council, Senate and the Board of Governors. The President's Advisory Committee was also updated regularly.

The Strategic Planning Advisory Group was established to provide advice and guidance on the framework's development. Meetings occurred regularly beginning in August 2017. Members were invited to attend and/or facilitate consultations with groups on campus. A full listing of its membership and the terms of reference can be found in Appendix A.

A separate academic consulting group was also established to comment on drafts of documents, participate in focus groups and communicate with faculty, students and staff to engage with the process.

Strategic Planning Advisory Group and governance updates	32 progress and planning updates were provided to Executive Council, President's Advisory Council, Strategic Planning Advisory Group, Integrated Planning, Deans' Council, Senate and Board.

COMMUNICATIONS

A variety of internal communications channels were used throughout the planning process to ensure the campus community was aware of opportunities to engage and provide feedback. The Strategic Planning website provided materials and ongoing updates about the planning process and opportunities for consultation and feedback.

Website

- Established in June 2017 and updated regularly
- More than **13,000** visits as of March 5, 2018
  - 10,440 visits during Phase 1
  - 3,007 visits during Phase 2
  - The draft Strategic Framework was downloaded 1,135 times during Phase 2

Key documents produced

- Close-out report for the 2012-17 UVic Strategic Plan
- Discussion document (and high-level summary)
- Thoughtexchange report
- *What we have heard so far: Fall 2017 engagement update*
- *Draft Strategic Framework*

Communications

CLOSE-OUT	
June 23	Close-out of 2012 Strategic Plan and announcement of planning process in the fall
PHASE 1	
Sept. 7	Launch of process: broadcast email, website, *Ring* article, digital signage, MyPage/Current faculty & staff page
Sept. 12	Invitation to Campus Update: Campus Checklist, social media promotion, Alumni news, Retirees Association, UVic in the News
Sept. 15	Campus Update: official launch
Sept. 15	Video of President shared with social media and posted on website
Sept. 18	Thoughtexchange: invitation to 80,000 UVic community members (including alumni and retirees); distribution of posters and printed copy of discussion paper to departments (170) and community boards (50); distribution of printed copy of high-level summary to staff; digital signage; post on MyPage/Current faculty & staff page; social media promotion
Sept. 21	*Martlet* ad
Sept. 26	Campus Checklist: reminder
Oct. 5	Thoughtexchange: reminder email; broadcast email; MyPage/Current faculty & staff page
Nov. 15–16	Release of engagement update and Thoughtexchange report online: Campus Checklist; alumni and retirees; MyPage/Current faculty & staff page
Nov. 21	Campus Checklist: update on progress
Dec. 5	Campus Checklist: invitation to Campus Update
Dec. 12	President's Campus Update
PHASE 2	
Feb. 7	Released draft for community feedback: broadcast email; MyPage/Current faculty & staff page; digital signage; social media promotion; updated website
Feb. 27	Campus Checklist: final reminder

APPENDIX A

Strategic Planning Advisory Group Terms of Reference (August 2017)

The strategic planning advisory group is being established to assist and advise the President during and about the strategic planning process. This ad hoc group will have no ongoing mandate post approval of the Strategic Framework. The strategic planning advisory group will:

- Provide advice to the President and Executive, primarily as a sounding board at a number of points during the planning process; and
- Act as a conduit for feedback from the UVic community on issues related to the Strategic Framework, and assist with communication to and from the President and Executive during the planning process.

Membership

The membership categories and selection and appointment processes were created to provide flexibility to ensure that the advisory group is a nimble and manageable group that is able to contribute to a successful planning process. The ability to carefully balance membership on the advisory group to ensure the diverse representation of people, perspectives and experiences from across our campus, was critical to the success of the planning process. Individuals were selected based on the following criteria:

- Brings an organization-wide perspective
- Is constructive and collaborative
- Is an engaged university citizen, both on campus and beyond

NAME	DEPARTMENT/TITLE
Prof. Jamie Cassels	President (Chair)
Dr. Valerie Kuehne	Vice-President Academic & Provost
Dr. Chris Goto-Jones	Dean, Humanities
Dr. Onowa McIvor	Assistant Professor, Indigenous Education
Dr. Elango Elangovan	Director of International Programs, Gustavson School of Business
Dr. Shailoo Bedi	Director, Academic Commons and Strategic Assessment, UVic Libraries
Dr. Adam Con	Associate Professor, School of Music
Dr. Fraser Hof	Professor, Chemistry
Dr. Bruce Ravelli	Teaching Professor, Sociology
Amanda McLaughlin	Graduate student
Bernadette Peterson	Undergraduate student
Dr. Joaquin Trapero	Director, Institutional Programs, Research Services
Carolyn Russell	Director, Student Recruitment and Global Engagement
Kristi Simpson	Associate Vice-President, Financial Planning and Operations
Josh Blair	Executive Vice-President, TELUS Health, President, TELUS Business Solutions West and Chair, TELUS International (alumni)
Patricia Jelinski	Chief Executive Officer, United Way Greater Victoria

Support team

NAME	DEPARTMENT/TITLE
Sally Eshuys	Director, President's Office
Bruce Kilpatrick	Executive Director, University Communications + Marketing
Tony Eder	Executive Director, Academic Resource Planning Director, Institutional Planning and Analysis
Kalen Schick	Communication & Research Analyst, President's Office and Institutional Planning and Analysis

Resources

NAME	DEPARTMENT/TITLE
Dr. Robina Thomas	Executive Director, Indigenous Academic and Community Engagement
Sarah Hood	Director, Organization Development & Learning Services
Cassbreea Dewis	Acting Director, Equity and Human Rights
Jennifer Vornbrock	Executive Director, Community and Government Relations

Document #BOG-May 29/18-25

University of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

May 14, 2018

To: Operations and Facilities Committee

From: Julia Eastman, University Secretary

cc: President and Vice-Chancellor

Meeting Date: May 28, 2018

Subject: Equity and Human Rights Annual Report

Basis for Jurisdiction: University Act, s.27
British Columbia Sexual Violence and Misconduct Policy Act
University Policies GV0205 & GV0245
Board Procedures, s.8

Strategic Relevance: Equity, diversity and inclusion are prominent amongst UVic's values and foundational elements of our goal to be an extraordinary academic environment. Related strategies include:

STRATEGY 1.1: Attract, support and develop a diverse community of talented students, faculty and staff through enhanced resources and programs—including scholarships, academic chairs,

professional support programs and workplace practices that recognize excellence and promote wellness.

STRATEGY 1.2: Embed practices of equity, diversity, accessibility, inclusion and dialogue throughout the university community so that all members feel welcomed, valued and supported to achieve their highest potential.

Background: The purpose of the Equity and Human Rights (EQHR) annual report is to inform the Board of Governors and the university community of the annual activities of EQHR to advance these strategies and implement university policies. The report also responds to the legislative requirement that the university president of a post-secondary institution report to the governing body on the implementation of the post-secondary institution's sexual misconduct policy (Sexual Violence and Misconduct Policy Act, section 6(2).

Summary: This 2017-18 EQHR annual report provides an overview of the period June 2017 through May 2018. It highlights the work and direction of the office's work implementing the employment equity plan, its prevention and education initiatives and provides a statistical overview of the response work under the Discrimination and Harassment and Sexualized Violence Prevention and Response policies.

Planned Further Action: EQHR will provide a report annually. Future reports will be provided in September and span the period September – August for statistical reporting purposes.

Attachment(s): EQHR Annual Report

Equity and Human Rights Annual Report 2017-2018

We acknowledge with respect the Lkwungen-speaking peoples on whose traditional territory the university stands and the Songhees, Esquimalt and WSÁNEĆ peoples whose historical relationships with the land continue to this day.

Equity and Human Rights (EQHR) is a resource for all UVic community members, providing education, information, assistance and advice in aid of building and supporting a diverse and inclusive campus on a foundation of consent, respect and fairness.

Two of UVic's core principles underlie our 2017-18 mandate: (1) that diversity underpins excellence and (2) that we all share responsibility for creating an equitable and inclusive community.

From these principles, EQHR worked to integrate new responsibilities and policy authority into the unit's mandate. These included new staff members, new leadership responsibility for implementing the new Sexualized Violence Prevention and Response Policy, and new accountability for faculty employment equity initiatives. We approached these changes as we approach all of our work, with humility and a commitment to learn from those who have done the work before us. We sought collaboration and partnerships wherever possible and worked to strengthen the institutional team approach to education and response.

This 2017-18 EQHR annual report provides an overview of the period June 2017 through May 2018. It highlights the work and direction of the office's prevention and education initiatives and provides a statistical overview of our response work under the Discrimination and Harassment and Sexualized Violence Prevention and Response policies.

Implementing the Employment Equity Plan

At the root of the equity vision for UVic is that increasing diversity among staff and faculty builds excellence and that diversity is fundamental to a culture of consent, respect and fairness. It is our goal to develop, implement and promote effective and sustainable strategies to remove barriers to equity and inclusion in all aspects of employment for faculty and staff. Much of this work is accomplished under the employment equity plan including working with Human Resources and Faculty Relations to set equity hiring goals and develop practices to support their achievement.

Training for search committees

A key strategy this year was ongoing training for search committees to ensure that best practices for fair, unbiased, equitable hiring are used in all searches. The training emphasizes both the impacts of bias on searches, and research-proven processes to reduce their impacts. Support ranges from brief presentations to search committees through in-depth workshops and feedback on search materials such as job ads and criteria. EQHR provided over twenty-five search committees and departments with direct training opportunities on fair and equitable selection.

Equity goals

This year, EQHR, Faculty Relations, and Human Resources partnered with Institutional Planning and Analysis and University Systems to use best practices to establish equity hiring goals that consider current diversity representation at UVic; our growth and turnover rates; and the geographic availability of qualified employees.

Establish and formalize equity hiring guidelines

In 2017 a robust equity hiring guide was designed for all faculty searches which includes guidelines and resources for including equity considerations from the drafting of the job posting through to the job offer. The guide provides sample wording, ways to integrate Indigenization, interview questions, and principles for forming diverse and inclusive committees. An equity hiring guide specifically designed for all CRC searches in support of the CRC Equity, Diversity and Inclusion Action Plan was also made available. An adapted guide for staff searches is in development.

Other important work included the development of a new set of principles, "Access and diversity in committees: Principles of inclusion", which addresses: how to select for diversity; how to support marginalized participants; ways to engage in committee work that address power imbalances and maximize the benefits of diverse contributions; and ways that each person can make an equity contribution to a committee. This document can be used by all university committees.

Sexualized Violence Prevention and Education

The **Sexualized Violence Prevention and Response** policy was officially adopted in May 2017. Its practical implementation began shortly thereafter with the hiring of the sexualized violence prevention and education coordinator. Implementation is ongoing and has required building partnerships and fostering collaboration across a range of university departments to create and refine protocols. Educating the campus on the policy's principles and definitions and the expectations we have for each member of our university community as outlined in the policy has been a major focus of activity in EQHR for 2017-2018.

Since the sexualized violence prevention and education coordinator was hired June 28th 2017, the office has created three informational brochures with a staff and faculty audience in mind: "Sexualized Violence Prevention and Policy: An Overview", "How to Receive a Disclosure", and "Consent and Respect". The office also developed a workshop that provides an overview of the policy, including outlining core principles, defining and unpacking key definitions, jurisdictional scope, process options, providing tips on how to receive disclosures in a survivor-centred and trauma-informed manner, and ways to take individual, collective, and institutional responsibility for prevention. To date, the coordinator has completed 34 presentations/workshops with a total of 978 attendees. These presentations were tailored to core units and ranged from 30 minutes to three hours. The feedback from these workshops has been overwhelmingly positive and demand for these workshops continues to grow.

The coordinator is currently developing the content for a student-focused workshop which is intended to be delivered in person by peer facilitators. There will be a complementary on-line version created at the same time. The goal is for both to be available for 2018/19 pre-arrival and orientation activities.

The coordinator is also working on tailored consent training for international students, an eight week men's program, and a new sexualized violence prevention website, as well as a suite of marketing and campaign materials aimed at prevention.

Sexualized Violence Awareness Week

In 2017, EQHR partnered with the Office of Student Life, the University of Victoria Students' Society and the Anti-Violence Project on the annual Sexualized Violence Awareness Week events. The week included information booths, workshops, an evening honoring the resilience of survivors in the campus community, and a keynote event, with speaker Darnell Moore, renowned social justice educator whose work addresses how violence impacts different intersections of identity based on race, gender identity, and sexual orientation.

Human Rights Education

We approach human rights education through an intersectional and anti-oppression lens. We offer many workshops and trainings in this area. Examples of the types of workshops and courses provided include the following:

Service Excellence and Intercultural Communications

The *Service Excellence and Intercultural Communications* workshop series was an interactive and practical workshop that provided a space for critical thinking and dialogue about cultural diversity, intercultural communication, and conflict resolution, with special reference to power and privilege. The workshop was designed for Facilities Management. From March-June 2017, the human rights educator facilitated 14 workshops of 2.5 hours for 319 Janitorial staff. At the end of their training, participants were able to critically reflect on diversity and its intersections in the workplace and learn strategies on how build and enhance practical customer service skills, intercultural communication, conflict resolution and cultural competencies to promote inclusive and respectful workplaces.

Diversity, human rights & respectful and welcoming workplace (and classroom)

As part of the UVic annual New Employees Orientation organized by the Human Resources department, in August 2017, the human rights educator facilitated a presentation to more than 80 new staff on *Diversity, human rights & respectful and welcoming workplace.*

Creating an inclusive, respectful and welcoming classroom

Managing classroom dynamics is a challenge for new Teaching Assistants (TAs) at UVic. This workshop, offered as part of a number of departmental TA orientations, provides new TAs with an in-depth overview of the discrimination and harassment policy and procedures and how they can draw on it to prevent and address issues of cultural bias, stereotypes, discriminatory language, and intercultural communication barriers to create truly inclusive classroom environments.

Rooting out bullying, harassment, and discrimination in the workplace

This workshop is an annual offering delivered in partnership with Human Resources as part of its certificate program on effective management for UVic managers and supervisors. The goal of the course is to empower participants to be able to identify and develop personal and organizational strategies to prevent, respond to and intervene in situations of bullying, discrimination and harassment in the workplace.

EQHR is currently reviewing its educational offerings with respect to human rights education and with a view to initiating an education plan to prevent and address racism. The goal is for an education plan to be ready for consultation in the fall of 2018.

5 Days of Action: EQHR's Signature Week of Events

March 2018 marked UVic's first annual 5 Days of Action. The inaugural event captured the attention of the campus with calls to action to combat discrimination, harassment and sexualized violence. The week explored intersecting sub-themes related to race and ethnicity, sex and gender, disability, sexuality, and religious affiliation and how social location shapes our commitment and capacity to identify and address barriers to inclusion. Over 30 different events took place across campus including workshops, theatre, panel discussions, films, interactive art displays (handprints and commitment posters) and book displays across the themes. The events were punctuated by an installation art project that received a lot of attention. Social media posts reached almost 10,000 people, and about 900 of them took an action, such as liking a post or clicking a link.

Other Special Events that Promote a Culture of Consent, Respect and Fairness

EQHR leads, plans and participates in many campus events that promote social justice, including:

December 6th, National Day of Remembrance and Action on Violence against Women (NDRAVAW)

UVic has participated in this national event since its inception. Senate has approved class cancellation from 11:30 a.m.—12:30 p.m. on the Friday closest to the event to allow student and faculty participation. The event has moved its focus to the broader question of violence against women, including transgender women.

Orange Shirt Day

EQHR, the Office of Indigenous Academic and Community Engagement, and University Communications and Marketing, along with other campus units and departments, organized in support of the 2017 commemoration of Orange Shirt Day. The event recognizes the harms the residential school system did to children's sense of self-esteem and wellbeing, and offers an opportunity to come together in the spirit of reconciliation and hope for generations of children to come. Events were held across campus from Sept. 26-30, 2017. Chancellor Shelagh Rogers participated in a video to promote the event and shirt sales. Over 500 shirts were sold and the proceeds supported the UVic Elders Engagement Fund and the Witness Blanket project.

EQHR is looking forward to building on the success of events this year and engaging even more broadly with others across campus as we plan our 2018-2019 event calendar.

Case Resolution under the Discrimination and Harassment Policy (GV0205)

EQHR provides an impartial complaint resolution services to all UVic community members. This includes responding appropriately to concerns and complaints of discrimination and harassment. There are three options for individuals to seek advice and resolution through EQHR:

1. Consultation
2. Informal Resolution
3. Formal Resolution

The office received 79 confidential consultations regarding concerns of discrimination and harassment. Of these, 29 proceeded through informal or formal resolution pathways and 50 did not proceed past the initial confidential consultation. A confidential consultation may involve advice and assistance in navigating the university's systems, recording concerns, or support for having a difficult conversation or managing a conflict.

The following table lists the general subjects of the confidential conversations held this year and the previous year (June-May).

General Subject of Consultation	2016-17	2017-18
personal harassment / interpersonal conflict	23	24
sexual harassment	4	4
gender		2
family status	2	1
place of origin		1
race	5	3
religion	1	1
disability	3	3
hostile / unsafe environment	2	1
workplace climate		5
academic unfairness		4
privacy concern	1	1
Total confidential consultations	**42**	**50**

Informal and Formal Resolution (GV0205)

Since May 2017, most complaints brought forward were allegations of personal harassment. These allegations often also include bullying and harassment and an abuse of power. EQHR, where appropriate, attempts to resolve complaints with informal resolution. Informal resolution can include the use of a form of alternative dispute resolution such as mediation, accommodation, communication that the behavior is unwanted, or education for the respondent, the complainant or an entire unit. Often several of these methods are employed. Formal resolution involves a full investigation, usually by an external investigator, into whether the policy has been violated. It results in findings and may lead to disciplinary processes.

Breakdown by population

	Faculty	PEA	CUPE 951	CUPE 917	CUPE 4163	Grad Student	UG Student	ME	Total
Complainant	5	1	2	2	0	6	9	4	29
Respondent	15	5	1	2	1	0	2	3	29

Ground for complaint and resolution options

Ground for Complaint		2016-17	2017-18
Harassment	- sexual	2	4
	- personal	17	15
Discrimination	- gender/sexuality	5	2
	- disability	6	4
	- race	2	4
	- religion		3
	- family status	3	
	- age	1	
Total		**36**	**32**

Resolution	2016-17	2017-18
Informal Resolution	16	11
Formal Resolution	1	3
Discontinued, unresolved or withdrawn	9	2
Other University Action	2	
Outside Jurisdiction of Office	1	2
Ongoing informal complaints		4
Ongoing formal complaints		7
Total	**28**	**29**

Advice on unit-level environmental concerns

Over the past two years we have seen an increase in requests for unit-level Environmental Assessments. Environmental Assessments under the Discrimination and Harassment policy involve an independent review of a unit that is designed to identify the specific strengths and challenges faced by that unit and to make recommendations that will generate options with the goal of identifying strategies to enhance and improve the environment of the unit (e.g., through facilitation and education) and to prevent incidents of harassment or discrimination. An Environmental Assessment is not designed to find fault, wrongdoing or blameworthy conduct on the part of any person or unit. Environmental Assessments are confidential processes and while results are shared with those who participate, participants are asked to keep the results confidential and work with the unit to build on the recommendations.

Sexualized Violence Prevention and Response: Statistics on Disclosures and Reports (GV0245)

UVic has committed to transparency and accountability with respect to the implementation of this policy and its related procedures. This includes creating protocols and procedures designed to record the total number of: 1) formal disclosures and 2) formal reports made under the policy.

Formal disclosures

For both the purposes of providing institutional support, and collecting and reporting on the total number of disclosures received, UVic defines a formal disclosure as:

1) counted when information about an incident of sexualized violence is provided to one of the four units on campus (EQHR, Campus Security, Office of Student Life, Residence Services).
2) requiring a minimum amount of information for counting accuracy and for determining response.
3) only numerically counted once it is communicated to EQHR.

Anyone on campus can receive a disclosure at any time. We know there are many more incidences of sexualized violence than is captured in this report. However, in order to collect reliable data there needs to be formal counting procedures and so disclosures that are made outside this formal process are not recorded below.

Breakdown by population

Since May 2017, the total number of formal disclosures that meet the above criteria is 28. This is broken down by the following four populations: student, staff, faculty, and "others" which includes alumni, community members, and "unknown". In some cases a survivor may come forward and make a formal disclosure and either not know the identity or position of the person alleged to have breached the policy, or know but do not want to share this information with university staff.

Survivors	Student	Staff	Faculty	"Other"	Total
Survivors	22	4	1	2	28
Alleged Respondents	14	3	5	6	28

Policy Jurisdiction

The policy and its procedures apply to all members of the university community. The university has jurisdiction when the incident occurred in one or more of the following circumstances:

1) On property controlled by the university;
2) When the respondent is/was in a position of power or influence over the survivor's academic or employment status at UVic;
3) At an event or activity sponsored or under the auspices of UVic.

Jurisdiction	Yes	No	Unknown	Total
	13	12	1	26
Historical (2+ years)*	2	0		2
Totals	15	12	1	28

** Historical refers to an event that happened over 2 years before the disclosure or report.*

Gender breakdown

Given the relatively low numbers in each category, we are unable to provide a gender breakdown by specific population.

Gender	Survivor	Respondent
Man	2	27
Woman	25	0
Trans/Gender Non-Binary	1	0
Unknown	0	1
Totals	**28**	**28**

Formal report statistics

There were a total of four formal reports made during the time period. Three were/are being investigated under the Sexualized Violence Prevention and Response Policy (GV0245), and one will be investigated under the Discrimination and Harassment Policy (GV0205). Given the low numbers, it is not possible to provide a further breakdown. At the time of writing, two investigations have been completed and in both cases the policy was found to be breached and minor sanctions were imposed.

Types of incidents

To date at least half of the incidents recorded through the formal disclosure option can be described as unwanted sexualized attention including sexualized looks, comments, jokes, and come-ons. Despite being non-physical in nature these incidents were, in some cases, extremely harmful. This was especially the case when the survivor expressed concern and/or fear that the alleged respondent held a position of power over their academic, professional and/or personal success and/or where the behaviour was aggressive and persistent. The remainder of the survivors described incidents that would constitute sexual assault level 1 under the criminal code which is defined as unwanted touching or other non-consensual bodily contact for sexual purposes (without a weapon or bodily harm).

Generally speaking, the impact of these incidences on the survivors were significant. Survivors described a range of mental health concerns including depression, anxiety, and stress, which were sometimes acute and required immediate mental health support. They also described difficulties focusing on their academic and professional responsibilities, the impact on personal and professional relationships, and a loss of trust and faith in individuals and systems.

Types of supports offered and requested

Each person who came to the office for a confidential consultation or to make a formal disclosure was given information on policy options as well as a range of support options both on and off campus. These supports included such things as case management for students with complex and on-going support needs (often involving mental health concerns), Human Resources consultant support for similarly situated staff members, counselling and/or health services, as well as support for specific needs including things like Requests for Academic Concessions (RAC). Some were referred to the Victoria Sexual Assault Centre and/or police services. In some cases, survivors had strong support networks already in place and were looking for specific information about the available informal (e.g., education for individuals or departments, facilitated conversations) and formal policy options (investigation and sanctions). To date none of these disclosures required an emergency health or safety response.

Policy Implementation

Sexualized Violence Prevention and Response Policy (GV0245)

Implementation is ongoing and has required building partnerships and fostering collaboration across a range of university departments to create and refine protocols. The core units involved include: Office of Student Life, Residence Services, Human Resources, Faculty Relations, Campus Security, and Legal Council alongside a host of Deans, Associate Deans, and Chairs depending on specific incident that arose. We continue to refine the processes to ensure that they are survivor-centred and trauma-informed, and to encourage more individuals to come forward and make formal disclosures and avail themselves of the supports available. The policy will undergo an administrative and systems review over

the summer. The review will involve the collaborating offices and other campus constituencies as appropriate.

Discrimination and Harassment Policy (GV0205)

The policy has served the university community well for several years, and is due for review based on the regular UVic policy review schedule. The review will focus on modernizing the policy language in the Policy on Human Rights, Equity and Fairness as well as a careful assessment of the procedures for informal and formal complaints and investigations. The review will include appropriate consultation with the university community.

Looking forward

We will continue to build on the successes and learn from the challenges of 2017-2018.

We are in the process of establishing our annual service plan for next year and we have identified the following high-level priorities:

- Work with campus groups and constituencies to formulate a strategy for advisory structures or mechanisms
- Develop a systemic anti-racism education and training plan for all campus constituencies
- Expand the sexualized violence education program to address the root causes of sexualized violence (include a visual campaign and expanded workshop offerings)
- Develop a "climate survey tool" that can serve as a tool for units wanting to understand their departmental or unit climate—to respond to the growing need for Environmental Assessments
- Build a stronger communications strategy to tell UVic's Equity, Diversity, and Inclusion (EDI) stories
- Develop broad shared institutional equity practices, adapted as appropriate. For example:
    1. Training and education on bias and achieving EDI in hiring and career development
    2. Adoption of enhanced practices for searches (review, update and align departmental standards for recruitment/ policies and practices around recruitment; renewed regularly)
    3. Career development associated with EDI (mentorship, include in professional development plans, etc.).

We look forward to working with you to achieve them in 2018-2019.

Thank you for your support.

--the EQHR team

Cassbreea Dewis ***Acting Director***	Provides overall strategic direction for equity and inclusion initiatives at UVic. Advises senior leaders on equity and diversity matters affecting the university. Provides support and advice to team members on complex issues, ensuring alignment with relevant policies.
Kylie Buday ***Manager, Case Resolution***	Oversees, coordinates and implements EQHR's responsibilities under Discrimination and Harassment (GV0205) and Sexualized Violence (GV0245) policies. Primary responsibility for case resolution under these policies. Provides advice on the development and review of policies from an equity and human rights perspective.
Bette Cameron ***Case Management Assistant***	Handles intake for inquiries, concerns and complaints. Schedules appointments on matters relating to sexualized violence, discrimination and harassment. Please contact or visit Bette to make an appointment. Tracks cases and statistics for the office.
Amy Loggin ***Administrative Assistant***	Provides administrative and reception support for general operations of the EQHR office. Coordinates logistics and meetings for university equity committee. Manages calendar for director, equity and human rights.
Moussa Magassa ***Human Rights Education Advisor***	Researches, designs and facilitates educational programs on human rights discrimination and harassment. Builds networks and partnerships with diverse groups on campus to facilitate information sharing about human rights, social justice issues and UVic policies. Provides some case resolution.
Kamilla Milligan ***Manager, Equity and Diversity***	Supports implementation of the Employment Equity Plan. Supports other equity and diversity initiatives on campus. Provides education and advice for hiring and search committees. Provides some case resolution.
Leah Shumka ***Sexualized Violence Education and Prevention Coordinator***	Collaborates with key university units and stakeholders to coordinate sexualized violence education, prevention and response on campus. Develops tailored information and education about UVic's expectations, support options, and trauma informed responses to disclosures or reports of sexualized violence for diverse groups on campus. Provides advice on matters related to sexualized violence, prevention and response.

University of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

May 14, 2018

To: Operations and Facilities Committee

From: Nancy Wright, Associate Vice-President Academic Planning (Interim Vice-President Academic and Provost)

N Wright

cc: President and Vice-Chancellor

Meeting Date: May 28, 2018

Subject: Annual Report on Non-Academic Misconduct Allegations and Resolutions

Basis for Jurisdiction: University Act, s. 27
Procedures of the Board of Governors, Section (8.1)
Resolution of Non-Academic Misconduct Allegations policy (AC1300)

Strategic Relevance:

UVic's goal is to attract, support and develop a diverse community of talented students and to provide a welcoming and inclusive campus environment. The Resolution of Non-Academic Misconduct Allegations Policy (Policy AC1300) was approved by the Senate and the Board of Governors in May, 2011. It came into effect in August, 2011 and was renewed in August 2017. Section 40 of the Policy requires the Office of the Associate Vice-President Student Affairs to

provide an annual report to Senate and the Board of Governors. The attached report was shared with Senate on May 4 and is here for your information. It details non-academic misconduct allegations over the past four years and outcomes of the investigations.

Previous Consultation: Senate meeting on May 4, 2018

Background:

Annually, the policy on Resolution of Non-Academic Misconduct Allegations (Policy AC1300) requires that a report detailing the nature of formal non-academic misconduct allegations, types of offenses, investigation outcomes and actions taken be provided to both Senate and the Board of Governors.

Policy AC1300 is designed to address student conduct incidents that arise from time to time such as:

- theft, vandalism, or tampering with emergency equipment;
- unauthorized entry or presence in a university building;
- fraud, misuse or impersonation
- disruptive or dangerous behaviours;
- high-risk alcohol and/or drug use;
- non-compliance with university policy;
- failure to follow previous sanctions;
- assisting in non-academic misconduct; and
- illegal activities by a student occurring on university property or in connection with a university activity.

Generally, the policy applies to student conduct issues that occur on university property and off-campus conduct when the behaviour is directly connected to university operations or where students are formally representing the university. The policy does not govern issues of academic integrity (e.g., plagiarism, cheating on an exam) or academic appeals, student conduct administered under the Sexualized Violence Prevention and Response Policy (GV0245) unless allegations involve an incident that occurred prior to the launch of the policy, or issues that are governed by previously existing university policies.

The attached report is provided for your information and lists the types of allegations investigated and summary outcomes or resolutions between April 2014 and March 2018.

Attachment:

- 2017-18 Annual Report on Non-Academic Misconduct Allegations and Resolutions

2017-18

Annual Report on Non-Academic Misconduct Allegations and Resolutions

April 18, 2018

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INTRODUCTION

The university Resolution of Non-Academic Misconduct Allegations Policy (hereinafter referred to as 'Policy AC1300') was approved by the Senate and the Board of Governors in May 2011, came into effect in August 2011, and was renewed and updated in August 2017.

Policy AC1300 requires annual reporting to Senate and the Board of Governors detailing the nature of non-academic misconduct allegations, types of offenses, sanctions assigned to students found responsible for violating the policy, and appeals.

(I) BACKGROUND

Purpose and Scope of Policy AC1300

Policy AC1300 was designed to broadly address student conduct incidents that arise from time to time such as:

- theft, vandalism, or tampering with emergency equipment;
- unauthorized entry or presence in a university building;
- fraud, misuse or impersonation
- disruptive or dangerous behaviours;
- high-risk alcohol and/or drug use;
- non-compliance with university policy;
- failure to follow previous sanctions;
- assisting in non-academic misconduct; and
- illegal activities by a student occurring on university property or in connection with a university activity.

Policy AC1300 was developed and implemented to respond to student non-academic misconduct in a clear, predictable, and transparent manner with consistent response mechanisms. Generally, policy jurisdiction applies to student conduct issues that occur on university property and off-campus conduct only when the behaviour is directly connected to university operations or where students are formally representing the university. The policy does not govern issues of academic integrity or academic appeals, issues of student conduct administered under the Sexualized Violence Prevention and Response Policy (GV0245), or issues that are governed by previously existing university policies.

The policy and its associated procedures include processes that are intended to facilitate fair and consistent decisions when resolving student misconduct allegations while supporting the clarification of what constitutes non-academic student misconduct at the university. Further, the policy and associated procedures:

- encourage the informal resolution of issues whenever appropriate;
- describe how a member of the university community can submit an allegation;
- set out investigative processes for formal allegations;
- describe possible sanctions for confirmed misconduct;
- provide criteria for determining any sanction(s) for confirmed misconduct (after an investigation);
- provide protocols around how to communicate decisions to the respondent and complainant; and
- provide processes to appeal decisions and sanctions.

Policy Renewal

Policy AC1300 was renewed in August 2017 and has been updated to provide key process clarifications and to reflect updated practices related to student supports throughout the conduct process. The revised policy and associated procedures also include a new appendix that outlines the rights of participants who engage in the processes. Additionally, the revised Policy AC1300 reflects necessary changes to ensure the policy and procedures align with the new Sexualized Violence Prevention and Response Policy (GV0245), which was effective as of May 19, 2017 and with the principles of the new Response to At Risk Behaviour Policy (SS9125), which was effective September 2017. With the implementation of Policy GV0245, Policy AC1300 is no longer used for investigation and adjudicating sexualized violence allegations involving students, unless allegations involve an incident that occurred prior to the launch of Policy GV0245.

(II) ALLEGATIONS SUBMITTED AND REVIEWED UNDER POLICY AC1300

How Sanctions are Determined when Misconduct is Confirmed

Where misconduct has been confirmed after an investigation, whenever possible, the sanctions applied are not intended to be punitive. Rather, whenever possible, the misconduct resolution process primarily focuses on assigning sanctions with educational outcomes that are designed to help support student's personal growth and development and to help the student understand the impact of his or her actions.

Decisions on appropriate sanctions for confirmed misconduct are made based on numerous considerations including:

(a) the nature of the incident and the student's role in the incident;
(b) whether the incident was deliberate;
(c) whether the incident was isolated;
(d) the impact of the incident;
(e) the student's needs;
(f) financial or other costs related to the incident;
(g) the student's cooperation and willingness to attempt to repair any harm caused; and
(h) any mitigating circumstances.

When sanctions are applied against students found responsible for misconduct, the goal is to help the respondent student to understand the full impact of their actions while helping the student to take steps to repair the harm done, implement positive change, and restore relationships and community whenever possible.

Sanctions are not predetermined, but rather are reflective of the individual circumstances of the respondent student and the specifics of a given case.

It is important to note that in some circumstances it is appropriate for the university to impose punitive sanctions up to and including suspension or expulsion from the university.

Table 1 - Summary of Non-Academic Misconduct Allegations

Table 1 contains information on the types of allegations submitted, investigated and resolved under Policy AC1300 since April, 2014. It is important to note that a student may be investigated under Policy AC1300 for multiple allegations. With the renewal of Policy AC1300 in 2017, new categories of non-academic misconduct were introduced, which were not tracked in previous year. Dashes (-) in the table below indicate that the category was not tracked during that year.

Categories of Non-Academic Misconduct Allegations	**Number of Allegations Received**			
	Apr 2014 - Mar 2015	*Apr 2015 - Mar 2016*	*Apr 2016 - Mar 2017*	*Apr 2017 - Mar 2018*
Threatening written material or online messaging	4	0	1	-
High-risk alcohol or drug use	3	2	2	3
Disruptive or dangerous behaviour (includes verbal threats and physical assaults)	8	5	12	25*
Sexualized Violence (any unwanted act of a sexual nature)	3	11	5	1**
Theft, damage, or destruction to university property	2	1	2	4
Violation of previously imposed sanction or restriction	0	0	2	1
Unauthorized entry or presence	-	-	-	5
Fraud, Misuse or Impersonation	-	-	-	0
Submission of False, Frivolous or Vexatious Allegations	-	-	-	0
Illegal Activities	-	-	-	0
Non-Compliance with University Policy	-	-	-	0
Assisting in Non-Academic Misconduct	-	-	-	0
Allegations not investigated	-	-	3	12
Total Allegations:	**20**	**19**	**27**	**51**

* *There was a significant increase in allegations in the last year and this stemmed from three specific incidents that involved multiple respondents.*

** *While investigations of sexualized violence now fall under the Sexualized Violence Prevention and Response Policy, allegations of sexualized violence occurring before the implementation of the new policy (May 2017) are investigated under the Non-Academic Misconduct Policy.*

Table 2 - Summary of Non-Academic Misconduct Outcomes

Table 2 contains summary information on the outcomes or resolutions reached under Policy AC1300. [i]

Outcome / Resolution	Number of Sanctions Assigned			
	Apr 2014 - Mar 2015	*Apr 2015 - Mar 2016*	*Apr 2016 - Mar 2017*	*Apr 2017 - Mar 2018*
A. Sanctions				
Written Warning	12	14	20	22
Apology	5	6	6	4
Participation in an Alternative Dispute Resolution Process (e.g., restorative justice, mediation, facilitated dialogue, etc.)	1	1	4	2
Limitation of Specified University Privileges	2	2	1	0
Restitution:				
(a) *Reflection Paper*	9	6	9	17
(b) *Community Service Hours*	5	3	2	1
(c) *Financial Re-payment*	0	1	0	0
Participation in Training/Workshops	3	11	10	10
Community Accountability Plan	-	-	-	2
Restricted Access (e.g., evicted from Residence, restricted access to segments of university property or university activity)	6	12	11	9
Notice of Trespass	0	0	0	0
No contact	0	4	5	1
On-going meetings with Office of Student Life	0	0	2	4
Residence Probation	-	-	-	7
Suspension from University	0	0	0	2
Expulsion from University	0	1	0	1
Total sanctions	***43***	***61***	***70***	***81***
B. Other outcomes				
No Finding (*allegation dismissed due to insufficient information)*	1	0	0	2

[i] *In accordance with Policy AC1300, sanctions may be applied independently or in combination for any confirmed violation of the policy.*

Outcome / Resolution	Number of Sanctions Assigned			
	Apr 2014 - Mar 2015	*Apr 2015 - Mar 2016*	*Apr 2016 - Mar 2017*	*Apr 2017 - Mar 2018*
Student found not responsible for non-academic misconduct	1	3	3	2
Allegation(s) still under investigation	0	6	2	3
Student withdrew from university prior to conclusion of investigation	1	1	0	0
Total other outcomes	***3***	***10***	***5***	***7***

Table 3: Appeals under Policy AC1300

Under Policy AC1300, the following appeal options are available:

Available Appeal Options	Appeals Submitted April 2014 – March 2015	Appeals Submitted April 2015 – March 2016	Appeals Submitted April 2016 – March 2017	Appeals Submitted April 2017 – March 2018
Appeal by complainant of the Office of Student Life's decision to not investigate a non-academic misconduct allegation	0	0	0	0
Appeal submitted deemed not to meet appeal grounds established in policy	0	0	1	0
Appeal of minor sanctions imposed for confirmed non-academic misconduct	0	2	0	4
Appeal of major sanction imposed by the President to the Senate Committee on Appeals	0	0	1	0
Total appeals	***0***	***2***	***2***	***4***

**

Document #BOG-May29/18-24

University of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

May 14, 2018

To: **Executive and Governance Committee**

From: **Julia Eastman, University Secretary**

cc: Chair, Board of Governors

Meeting Date: May 29, 2018

Subject: Presidential Appointment Procedures

Basis for Jurisdiction: University Act, s. 27(2) (f) (g)
Board Procedures, s. 6

Strategic Relevance: *The appointment of the President is entrusted to the Board of Governors under the University Act and is one of the Board's most important responsibilities. The procedures for the appointment of the President are approved by the Board with the approval of the Senate. The purpose of the appointment procedures is to enable the university to attract, appoint and retain high quality leadership.*

For the Board's Consideration: The Board of Governors is asked to approve the revisions to the Procedures for the Search, Appointment or Reappointment of the President and Vice-Chancellor (Policy GV0300) recommended in the memorandum of April 18, 2018 from the *Ad hoc* Joint Board/Senate Committee on the Presidential Appointment Procedures (memorandum attached).

Previous Consultation:

At its meeting on May 4, 2018, the Senate approved a motion recommending that the Board of Governors approve the proposed revisions. The revisions reflect the outcome of the Joint Committee's deliberations and previous consultations with both the Senate and the Board.

Recommendation:

> *THAT the Executive and Governance Committee recommend to the Board of Governors that the Board of Governors approve the revisions to the Procedures for the Search, Appointment and Reappointment of the President and Vice-Chancellor (Policy GV0300) outlined in the attached document, as recommended by the Senate.*

Background:

A Presidential Appointment Committee was struck in January 2017 and unanimously recommended in March 2017 the reappointment of Professor Cassels as President. That recommendation was unanimously approved by members of the Board of Governors. As called for by Policy GV0300 ("the Procedures"), the Appointment Committee reconvened after the appointment had been made to evaluate the process and submitted a brief report on the procedures to Senate and the Board of Governors. An ad hoc joint Board/Senate Committee (the "Joint Committee") was subsequently struck to review the report and to recommend any appropriate changes to the appointment procedures. After several meetings, it prepared an interim report and sought and obtained input from members of the Senate and the Board on its interim report and a number of questions associated with the composition of the committee. The proposed revisions outlined in the attached memorandum reflect the input received. At its meeting on May 4, 2018, Senate recommended these revisions to the Board for approval.

Planned Further Action: If the Board approves the proposed revisions, Policy GV0300 will be updated accordingly to guide future presidential appointment processes.

Attachment(s): Memorandum of April 18, 2018 from the *Ad hoc* Joint Board/Senate Committee to review the Report on Procedures of the 2017 Presidential Appointment Committee

University of Victoria

MEMO

OFFICE OF THE UNIVERSITY SECRETARY

Michael Williams Building, Room A138 | PO Box 1700 STN CSC Victoria BC V8W 2Y2
Phone: 250-721-8105 | Email: usec3@uvic.ca
Website: uvic.ca/universitysecretary/

DATE: April 18, 2018 Original signed by Daphne Corbett, Board Chair

TO: Members of Senate and the Board of Governors

FROM: Daphne Corbett, Chair, *Ad hoc* Joint Board/Senate Committee to review the Report on Procedures of the 2017 Presidential Appointment Committee

RE: **Review of Presidential Appointment Procedures**

As Senate and Board members will recall, a Presidential Appointment Committee was struck in January 2017 to conduct an appointment process under the university's Procedures for the Search, Appointment or Reappointment of the President and Vice-Chancellor (Policy GV0300). The Appointment Committee unanimously recommended the reappointment of Professor Cassels as President and that recommendation was unanimously approved by members of the Board of Governors on March 28, 2017.

As called for by Policy GV0300 ("the Procedures"), the Appointment Committee reconvened after the appointment had been made to evaluate the process and submitted a brief report on the procedures to Senate and the Board of Governors. Our *ad hoc* joint Board/Senate Committee (the "Joint Committee") was subsequently struck to review the report and to recommend any appropriate changes to the appointment procedures.

Our membership is listed in Attachment B.

After meeting three times, the Joint Committee provided an interim report to Senate and the Board and obtained input from members of those bodies that informed this final report.

In undertaking our task, we took note of the Appointment Committee's observation that "the [current appointment] process and procedures enabled the Committee to learn about the nature of the President's role and the university's future leadership needs; update the candidate profile and criteria accordingly; assess the incumbent's leadership and capabilities relative to those in a very rigorous and multi-faceted manner; and arrive at a sound, shared recommendation". The Joint Committee considered carefully six suggestions for clarification and improvement of the procedures identified by the Appointment Committee.

In responding to the Appointment Committee's suggestions, we were guided by considerations and factors including that:

- The fundamental goal of a university's presidential appointment procedures is to ensure that the university is able to attract, appoint and retain excellent presidential leadership.

- The existing presidential appointment and reappointment procedures at UVic are very rigorous. The review procedures provide for assessment of the incumbent's past performance in the context of the future direction of the university, taking into account the initial criteria and objectives established for the President, the annual goals approved by the Board of Governors, the Board's assessment of their performance relative to those goals, an interview with the President, a statement of stewardship, input from the university community, advisory ballots of regular faculty and staff, and references. The existing process is more complex and multi-faceted than equivalent processes at most other major universities in Canada. It requires a very significant commitment of time from all involved, which may deter individuals eligible to serve on appointment committees from doing so. Too much process could also deter highly qualified candidates from being considered for appointment or reappointment.

The Joint Committee considered in turn the six suggestions made by the Appointment Committee, which are reproduced in bold type below. Our responses to these suggestions and recommendations to Senate and the Board of Governors follow.

1. **The [Appointment] Committee noted the importance of continuing to achieve diversity in future appointment committees' membership, including participation by Indigenous members of the university community. To this end, it is suggested that section 3.00 of the Procedures be revised to specify that, when the University Secretary's office strikes such committees, it remind nominating bodies (in the call for nominations or other communications) to take steps to achieve diverse representation, as called for in section 3.00.**

Joint Committee Response:

The committee agreed with this suggestion, which is reflected in tracked changes in the revised Procedures (Attachment A).

2. **Under section 4.00 of the Procedures, an Appointment Committee's composition includes "(1) Dean of a faculty or Vice-President elected by the Deans and Vice-Presidents". Committee members noted that Deans have a very important perspective, which differs from that of Vice-Presidents. We therefore suggest that the committee's membership be expanded to include one Dean elected by the Deans.**

Joint Committee Response:

Members of the Joint Committee agreed that the addition of a Dean to the committee would be desirable, but we were very reluctant to expand the size of an already very large committee. Based on input received, principally at the Senate meeting on March 2nd, we propose that the addition of a Dean elected by the Deans be coupled with: (a) a reduction from 2 to 1 in the number of Senate members elected by Senate on the committee (in order to avoid increasing its size); and (b) a reminder that, given the responsibilities of an Appointment Committee, it is desirable that candidates for election to it have knowledge of the President's role acquired through service on its governing bodies. These changes are reflected in Attachment A.

3. **Currently, Associate Vice-Presidents are not represented on appointment committees under the Procedures. It is suggested that they be added to the Vice-Presidents' group – i.e. that, in addition to a Dean elected by the Deans, the committee have "(1) Vice-President or Associate Vice-President elected by the Vice-Presidents and Associate Vice-Presidents".**

Joint Committee Response:

The committee is of the view that the participation of a Vice-President on the committee is crucial. For that reason, we are not recommending this change.

4. **Section 14.02 of the Procedures provides for regular faculty and regular staff to vote in advisory ballots concerning potential Presidential reappointments. It also states that: "The incumbent will be given the option of making a public presentation to the university community prior to the Committee conducting the ballots." For the future, it is suggested that consideration be given to the Appointment Committee having discretion to decide whether or not the incumbent should make a presentation.**

Joint Committee Response:

The committee believes that the option to make such a presentation should be left with the incumbent President.
A President may conclude after several years in office that his or her record speaks for itself and there is no need for a presentation. Conversely, an incumbent who wishes to make a public presentation should not be deprived of the opportunity to do so.

5. **Given that regular faculty and regular staff are eligible to vote in advisory ballots, the Committee discussed whether students should also be able to do so. Committee members' views on this subject were mixed: some were supportive; some were not; some felt the question merited further exploration.**

Joint Committee Response:

The committee considered the possibility of an advisory ballot of students, noted that appointment committee members' views on the subject were mixed, and is not recommending this addition to the process. All agreed that student participation on presidential appointment committees is invaluable. Given that most university students have little knowledge of the President's role or opportunity to observe the President's performance in the role, we believe that a student ballot would not be appropriate. In our view, the participation of students on appointment committees and other existing mechanisms for student input are superior means for obtaining vital student input into the process. A further consideration is that, as noted above, this university's presidential review processes are already more rigorous, complex and elaborate than those of other major universities. That being the case, introducing an additional ballot is potentially counterproductive and could detract from our ability to attract and retain presidential leadership.

6. **In the course of the process, the Committee noted an apparent inconsistency between section 14.05 and section 14.06 of the existing Procedures. The following changes are suggested:**

   14.05 The Committee shall gather relevant information about the incumbent from the individuals reporting to the incumbent as well as constituency groups on campus; also, the campus and general community should be encouraged to approach members of the Committee in confidence.
   All information gathered or received should be solicited in the context of the criteria established for continuation in the position and should be provided by Committee members to the Committee or to the Committee Chair or Secretary in context.

   14.06 Written submissions intended for the Committee shall be given to the Secretary of the Committee for dissemination to the Committee. Submissions will normally be forwarded to the Committee with the author's name. In exceptional circumstances, an author's name may be withheld if he or she so requests and the Chair determines that there are appropriate grounds for doing so.

Joint Committee Response:

The committee is recommending this clarification, which is reflected in Attachment A.

Proposed Revisions to Procedure:

The attached document shows (in tracked changes) the changes to the presidential appointment procedures (Policy GV0300) proposed above. It also includes updates and editorial changes, including the following:

- Use of the term 'Indigenous' instead of 'Aboriginal' and proposed updating of the equity language in section 3.00 and 13.01 to be consistent with other executive appointment procedures.
- Reinstatement of a reference to 5 years being the normal presidential term.
- Revision of the last sentence in s. 13.02 ("The Committee shall decide whether to engage a search consultant") to enable the Committee Chair to engage a search consultant before the committee meets. In recent decades, the engagement of a search consultant has become a normal part of the executive search process at UVic and other Canadian universities and is important to secure highly qualified candidates. In order to secure the best consultant, it is necessary that proposals be sought and the consultant be engaged before the first committee meeting.

The *Ad hoc* joint Board/Senate Committee recommends:

MOTION:

THAT Senate recommend to the Board of Governors the revisions to the Procedures for the Search, Appointment, or Reappointment of the President and Vice-Chancellor (Policy GV0300) outlined in the attached document.

University of Victoria | University of Victoria

University Policy No.: GV0300
Classification: Governance
Approving Authority: Board of Governors
Effective Date: ~~July, 2013~~TBD
Supersedes: ~~June, 2~~July 2013~~007~~
Last Editorial Change:
Mandated Review: TBD~~July, 2020~~

~~PROCEDURES FOR THE SEARCH, APPOINTMENT, OR REAPPOINTMENT OF THE PRESIDENT AND VICE-CHANCELLOR~~Procedures for the Search, Appointment, and Re-appointment of the President and Vice-Chancellor

Associated Procedures:
Procedures for Interim Executive Appointments

PURPOSE

1.00 Under s~~S~~ections 27(2) (f) and (g) of the *University Act*, the Board of Governors shall with the approval of Senate establish procedures for the recommendation and selection of the President and shall subsequently appoint the President. The following procedures determine the method by which the Board of Governors carries out that responsibility.

PROCEDURES

2.00 The normal length of a President's term is five years. When the Board receives notice that the position of President is vacant or will become so within 18 months, the Board will immediately notify all members of the university community and will arrange to convene an Appointment Committee. If necessary, the Board will appoint an Acting President to serve until such time as the new appointee takes office.

Composition and Responsibilities of the Appointment Committee

3.00 The University of Victoria is committed to equity and diversity. When establishing the Appointment Committee, constituencies should encourage a diverse representation from the university community including women, persons with disabilities, visible minorities, ~~Aboriginal~~ Indigenous peoples, people of all sexual orientations and gender identities and expressions, and others who may contribute to the further diversification of the University.

4.00 Given the Appointment Committee's responsibilities, it is desirable that elected committee members have knowledge of the university's governance and the nature of the President's role, demonstrated by experience such as service on the Senate, the Board of Governors, and/or university committees chaired by the President.

5.00 When striking the Appointment Committee, the University Secretary's Office will remind nominating bodies (in the call for nominations and in other communications):

(a) to take steps to achieve diverse representation as called for in section 3.00; and

~~(a)~~(b) of the desirability that Appointment Committee members be knowledgeable about the university's governance and the President's role, as set out in section 4.00.

~~3.00~~6.00 The Appointment Committee (hereinafter referred to as "the Committee") shall be constituted as follows:

(1) Chancellor
(1) Chair of the Board of Governors
(3) Members of the Board of Governors appointed by the Chair, two of whom will be members appointed by order in council and the third will be the member elected by the employees of the university
(1) Nominee of the University of Victoria Students' Society
(1) Nominee of the University of Victoria Graduate Students' Society
(1) ~~Dean of a faculty or~~ Vice-President elected by the ~~Deans and~~ Vice-Presidents
(1) Dean of a faculty elected by the Deans
(9) One Faculty member elected by and from each faculty other than the Faculty of Graduate Studies
(1~~2~~) Member~~s~~ of the Senate elected by and from the Senate
(1) President of the Alumni Association or his or her nominee

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~~4.01~~6.01 The Chair of the Committee shall be the Chair of the Board of Governors.

~~4.02~~6.02 The Secretary of the Committee shall be the Secretary of the Board of Governors.

~~4.03~~6.03 Where possible, alternates will be identified who may be asked to serve when a member needs to resign from the committee before it begins to interview candidates. Alternates cannot be added after this point as each member of the committee must be in a position to weigh the merits of each candidate prior to making a recommendation.

~~4.00~~7.00 Deliberations of the Committee are confidential. The Committee shall keep a confidential summary record of its decisions and actions. Deliberations of the Committee concerning candidates including the incumbent shall not be recorded.

~~5.01~~7.01 Only the Chair (or designate) may speak on behalf of the Committee.

~~5.02~~7.02 A member of the Committee who has breached confidentiality shall be subject to sanction by the Chair, potentially including dismissal from the committee and forfeiture of constituency representation. Members of the Committee should respond to general questions on the Committee's progress by referencing procedural decisions of the Committee as recorded in the confidential summary record. At no point is it appropriate to reference opinions voiced at meetings.

~~5.00~~8.00 Documentation received by the Committee during its deliberations is confidential. Personal information is managed and protected in accordance with the *Freedom of Information and Protection of Privacy Act*.

~~6.00~~9.00 Members of the Committee shall be responsible for seeking information from their constituencies and keeping them advised of the process.

~~7.00~~10.00 The Committee shall make regular reports on its progress to Senate and the Board of Governors.

~~8.00~~11.00 The Committee shall discuss its Terms of Reference as approved by the Board of Governors.

~~9.00~~12.00 The Committee shall acquaint itself with the requirements of the presidency through discussion and by meeting with the incumbent and others as needed and shall then establish criteria on which the candidates will be judged.

~~10.00~~13.00 The Committee Chair shall determine if the incumbent wishes a further term; if so, the Committee shall proceed as outlined under section 16.00~~14.00~~ of these Procedures.

~~11.00~~14.00 After the appointment or reappointment is made, the Committee shall meet to evaluate the process and file a report with Senate and the Board of Governors, with recommendations for revisions to these procedures if necessary.

Search Procedures of the Committee

~~12.00~~15.00 The Committee shall proceed as follows:

~~13.01~~15.01 During the search and selection process, the Committee should acquaint itself with human rights requirements and university equity and diversity policies, include equity issues in its consideration of criteria for the position, and take steps to widen the pool of qualified applicants to include women, persons with disabilities, visible minorities, ~~aboriginal~~ Indigenous people, people of all sexual orientations and gender identities and expressions, and others who may contribute to the further diversification of the University. Postings for the positions, both internal and external shall include the current equity statement. The Committee should familiarize itself with best practices for conducting fair and equitable search processes.

~~13.02~~15.02 If an incumbent President does not wish to be considered, or if after completing the review under section 16.00~~14.00~~ the Committee determines not to recommend the incumbent for a further term, the Committee shall invite members of the university community to suggest possible candidates and shall advertise the position. The Committee ~~shall decide whether to~~Chair may engage a search consultant to assist in the search.

~~13.03~~15.03 The Committee shall not normally give any substantive consideration to the suitability of any person for the position unless the Committee shall have received clear evidence that that person has agreed to be considered as a candidate by the Committee.

~~13.04~~15.04 The Committee shall gather relevant information about the candidates and normally shall develop a long short list and conduct confidential interviews with these candidates as well as check references and other sources of information.

~~13.05~~15.05 The Committee shall then select a short list of not more than four candidates. It shall arrange for those candidates to meet with the Board of Governors, Vice Presidents, Deans and University Librarian, Associate Vice-Presidents and Chief Information Officer, and any others deemed appropriate by the Committee in light of the candidates' schedules, the requirement for confidentiality, and any need for additional input to inform the Committee's deliberations.

~~13.06~~15.06 In the case of an external candidate, the Committee shall consult the relevant departmental Appointments Committee and the Faculty Advisory Committee about the proposed academic appointment.

~~13.07~~15.07 The Chair (or designate) or the search consultant shall contact references in confidence. Information provided in references shall be summarized and forwarded to the Committee in anonymous form, unless the Chair decides to seek one or more references' permission to attribute their comments to them by name or position when the comments are shared in confidence with the Committee.

~~13.08~~15.08 The Committee shall reach a decision on a recommendation to the Board of Governors by simple majority vote.

~~13.09~~15.09 The Committee shall meet with the Board of Governors and present its report. The report shall contain a recommendation for action and shall include a rationale for the Committee's choice.

Reappointment Procedures of the Committee

~~13.00~~16.00 If, after reviewing the criteria established for the position, the incumbent elects to stand for a consecutive term, the Committee shall determine whether or not to recommend the appointment by performing the following steps:

~~14.01~~16.01 The past performance of the incumbent shall be assessed in the context of the future direction of the institution. Material to be examined by the Committee shall include:

- an updated curriculum vitae;
- the criteria established as part of the search process;
- the criteria and objectives established for the President at the time of the first appointment;
- the evaluations carried out by the Board of Governors;
- any goals and objectives set by the Board of Governors for the incumbent;
- references provided in accordance with section 16.07~~14.07~~; and
- the results of consultation with individuals and constituency groups.

In addition, the incumbent shall be invited by the Committee to provide a self-assessment which should include a statement of past and projected stewardship in the context of the criteria established for continuation in the position.

~~14.02~~16.02 When the incumbent advises the Committee of an intention to seek reappointment, the Committee shall determine the timing of secret ballots of the regular faculty and the regular staff on the acceptability of the incumbent for reappointment. The ballots may be conducted either prior to proceeding with the Presidential assessment or once the assessment has been completed. In either case, the Committee shall provide as much information as possible to allow for an informed opinion, including the criteria established under section 12.00~~10.00~~, the incumbent's curriculum vitae, and other relevant documentation. The Committee shall remind those voting that the secret ballots are intended to help inform the Committee's recommendation and are not a ratification vote. The results for each of the two groups shall be reported in confidence to the Committee and to the incumbent. The incumbent will be given the option of making a public presentation to the university community prior to the Committee conducting the ballots.

~~14.03~~16.03 Under normal circumstances, a review should take no longer than two months. During the period of the assessment, care must be taken by the Committee to ensure that the ability of the incumbent to discharge the duties and responsibilities of the position is not undermined by the process. It should be carried out thoroughly, but expeditiously.

~~14.04~~16.04 At a minimum, the incumbent must be advised of: the measures to be used under section 16.01~~14.01~~ for assessment; the individuals and constituency groups the Committee plans to consult; and the schedule for each stage of the process.

~~14.05~~16.05 The Committee shall gather relevant information about the incumbent from the individuals reporting to the incumbent as well as constituency groups on campus; also, the campus and general community should be encouraged to approach members of the Committee in confidence. ~~or submit written assessments of the incumbent for review by the Committee.~~ All information gathered or received should be solicited in the context of the criteria established for continuation in the position and should be provided by Committee members to the Committee or to the Committee Chair or Secretary in context.

~~14.06~~16.06 Written submissions intended for the Committee~~Information collected under section 14.05~~ shall be given to the Secretary of the Committee for dissemination to the Committee. Submissions will normally be forwarded to the Committee with the author's name. In exceptional circumstances, an author's name may be withheld if he or she so requests and the Chair determines that there are appropriate grounds for doing so.

~~14.07~~16.07 The Chair (or designate) shall contact references in confidence from a reference list developed in consultation with the incumbent. Information

provided in references shall be summarized and forwarded to the Committee in anonymous form, unless the Chair decides to seek one or more references' permission to attribute their comments to them by name or position when the comments are shared in confidence with the Committee.

~~14.08~~16.08 When all relevant information, including the result of the secret ballot, has been received, the Committee shall schedule an interview with the incumbent. Prior to the interview, the incumbent shall be given the results of the secret ballots.

~~14.09~~16.09 The Committee shall review all evidence and reach a decision on a recommendation to the Board of Governors on reappointment by simple majority vote.

~~14.10~~16.10 The Committee shall meet with the Board of Governors and present its report on the reappointment process. The report shall contain a recommendation for action and shall include a rationale for that recommendation. If the Board decides to offer reappointment to the incumbent and he or she accepts the reappointment, the results of the secret ballot shall be published.

~~14.11~~16.11 Once the Board has approved the reappointment, and the incumbent has accepted, there shall be a meeting between the Chair of the Board, the Chancellor, and the President to discuss any issues arising from the reappointment process as they relate to the mandate for the next term.

AUTHORITIES AND OFFICERS
Approving Authority: Board of Governors
Designated Executive Officer: Chair of the Board of Governors

RELEVANT LEGISLATION
University Act
Freedom of Information and Protection of Privacy Act

University of Victoria

Procedures for Interim Executive Appointments

Procedural Authority: Board of Governors
Procedural Officer: President

Effective date: October 2017
Supersedes: November 2016
Last Editorial Change:

Parent Policies:
University of Victoria Procedures for the Search, Appointment, or Reappointment of the President and Vice-Chancellor (GV0300)
University of Victoria Procedures for the Appointment and Reappointment of the Vice-President Academic and Provost (GV0305)
University of Victoria Procedures for the Appointment and Reappointment of the Vice-President Research (GV0310)
University of Victoria Procedures for the Appointment and Reappointment of the Vice-President Finance and Operations (GV0315)
University of Victoria Procedures for the Appointment and Reappointment of the Vice-President External Relations (GV0320)
University of Victoria Procedures for the Appointment of the University Secretary (Registrar) (GV0325)

PURPOSE

1.00. To assign decision making authority and operational responsibility when the University President, a Vice-President, or the University Secretary is unable to fulfill his or her responsibilities due to illness, vacation, absence or other events.

DEFINITIONS

2.00. For the purposes of these Procedures:

"Interim Executive Officer" means an individual who has been appointed to fulfill the decision making functions and duties of an Executive during a planned or unplanned absence of up to three months, where the incumbent retains the position and yet is unable to fulfill their responsibilities and duties.

"Executive" means the President, the Vice-Presidents and the University Secretary, as per s. 8 of the Procedures of the Board;

JURISDICTION

3.00. Under the *University Act*, s. 27(2), the Board has the power:

(f) with the approval of the senate, to establish procedures for the recommendation and selection of candidates for president, deans, librarians, registrar and other senior academic administrators as the board may designate;

(g) subject to section 28, to appoint the president of the university, deans of all faculties, the librarian, the registrar, the bursar, the professors, associate professors, assistant professors, lecturers, instructors and other members of the teaching staff of the university, and the officers and employees the board considers necessary for the purpose of the university, and to set their salaries or remuneration, and to define their duties and their tenure of office or employment;

(h) if the president is absent or unable to act, or if there is a vacancy in that office, to appoint an acting president;

4.00. In the Procedures of the Board, s. 11, the Board delegated to the President or the appropriate Vice-President its authority to make appointments to all positions except the President, Vice-Presidents, University Secretary and Director of Internal Audit.

5.00. The Presidential Appointment Procedures state in s. 2.00: *"If necessary, the Board will appoint an acting President…"*

6.00. The vice-presidential appointment procedures state in s. 2.00: *"If necessary, the Board will appoint an acting Vice-President …"*

7.00. The University Secretary appointment procedure states in s. 2.00: *"If necessary, the Board will appoint an Acting University Secretary…*"

SCOPE

8.00. This Procedure applies to all members of the Executive.

PROCEDURES

9.00. When a member of the Executive is, or is going to be, unable to fulfill his or her responsibilities due to illness, vacation, absence or other events, an Interim Executive Officer will be named. Normally, the Interim Executive Officer will be named prior to the departure of the incumbent.

9.01 In the case of the President:

(a) the Vice-President Academic and Provost will be named as Interim President;

(b) If the Vice-President Academic and Provost is unable to serve as Interim President, then the Vice-President Research will be named as Interim President;

(c) If the Vice-President Research is unable to serve as Interim President, then the Vice-President Finance and Operations will be named as Interim President; and

(d) If the Vice-President Finance and Operations is unable to serve as Interim President, then the Vice-President External Relations will be named as Interim President.

9.02 In the case of a Vice-President or the University Secretary, the President will approve the Interim Executive Officer appointment.

9.03 If the President becomes incapacitated, the Board Chair will approve the appointment of an Interim President after consulting with the Board Vice-Chair. This appointment is subject to ratification by the Board of Governors at the earliest opportunity.

10.00. As Interim Executive Officer, the appointed individual takes on the decision making functions and authorities of the incumbent. It is the responsibility of the office of the Executive to ensure compliance with university policy, procedures and processes when granting delegation of authority (such as signing authority).

11.00. Interim Executive Officer appointments may be made for up to three months. In cases where an appointment is needed for more than three months, the procedures for appointing an Acting Executive as per the relevant policies and procedures will apply – see sections 5.00 to 7.00 above.

12.00. Interim Executive Officer appointments will ordinarily occur as a result of vacation coverage or other short term absences and will therefore **not** attract additional compensation. In the extraordinary circumstances where a longer term appointment is necessary:

a. the Interim Executive Officer may be compensated in accordance with the compensation plan and salary range associated with the Executive position,

b. such compensation to be approved by:

i. the President for individuals appointed as Interim Executive Officers, other than the President;

ii. the Board Chair for individuals appointed as interim President.

13.00. The office of the Executive who will be or is absent will, as appropriate, inform other offices and bodies within and (if applicable) outside the university of the Interim Executive Officer appointment.

RELEVANT LEGISLATION

University Act, RSBC 1996, c 468.

RELATED POLICIES AND DOCUMENTS

University of Victoria Procedures of the Board (2015)
University of Victoria Procedures for the Search, Appointment, or Reappointment of the President and Vice-Chancellor (GV0300)
University of Victoria Procedures for the Appointment and Reappointment of the Vice-President Academic and Provost (GV0305)
University of Victoria Procedures for the Appointment and Reappointment of the Vice-President Research (GV0310)
University of Victoria Procedures for the Appointment and Reappointment of the Vice-President Finance and Operations (GV0315)
University of Victoria Procedures for the Appointment and Reappointment of the Vice-President External Relations (GV0320)
University of Victoria Procedures for the Appointment of the University Secretary (Registrar) (GV0325)

ATTACHMENT B

Ad hoc Joint Board/Senate Committee to review the Report on Procedures of the 2017 Presidential Appointment Committee Membership

The Joint Board/Senate Committee is composed of: the Chair of the Board of Governors (as Chair of the Joint Committee) and two other Board members appointed by the Board Chair; the Vice-Chair of Senate and two other members elected by the Senate; and a member of the senior administration knowledgeable about the university's appointment procedures, appointed by the Board Chair after consultation with the Vice-Chair of the Senate. Its members are:

Ms. Daphne Corbett -- Chair, Board of Governors and Chair, Joint Committee
Mr. Jonathan Bengtson – University Librarian and Senate member
Mr. Brent Cantarutti – Senate member
Dr. Peter Driessen – Senate member and Board of Governors member
Dr. Catherine Krull – Vice-Chair of Senate
Ms. Beverly Van Ruyven – Board of Governors member
Dr. David Zussman -- Board of Governors member