



**University
of Victoria**

**UNIVERSITY OF VICTORIA
BOARD OF GOVERNORS
Tuesday, September 26, 2017
2:00 – 3:00 p.m.
Senate and Board Chambers**

DRAFT AGENDA - OPEN BOARD

Welcome

- 1. Approval of Agenda**
- 2. Summary Record**
 - a. Regular Meeting of June 27, 2017 *(attached)***

MOTION:

That the summary record of the open session of the regular meeting of June 27, 2017 be approved.

- 3. Business Arising**
- 4. Remarks from the Chair**
- 5. Correspondence**
- 6. President's Report**
 - a. Preliminary Enrolment Update**

CONSENT

- 7. Audit Committee (Ms. Beverly Van Ruyven)**
 - a. PSAS Budget Approval and Government Reporting Entity Quarterly Reports – period ending June 30, 2017 BOG-Sept26/17-14**

MOTION:

That the Board of Governors approve the budget prepared for inclusion in the reporting on the 2017/18 University of Victoria Consolidated financial statements in accordance with the Public Sector Accounting Standards, as per Schedule A.

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

- a. **Status Report on Capital Projects** BOG-Sept26/17-11
- b. **President's Vietnam Scholarship** BOG-Sept26/17-30

MOTION:

That the Board of Governors approve the President's Vietnam Scholarship, subject to approval by Senate.

- c. **Revisions to the Procedures for Interim Executive Appointments and Board Chair Position Description** BOG-Sept26/17-22

MOTION:

That the Board of Governors approve the proposed amendments to the Board Chair Position Description effective October 1, 2017.

AND

That the Board of Governors that the Board of Governors approve the proposed amendment to the Procedures for Interim Executive Appointments effective October 1, 2017.

9. Finance Committee (Ms. Ida Chong)

- a. **Short Term Investment Report to June 30, 2017** BOG-Sept26/17-06

MOTION:

That the Board of Governors that the Board of Governors approve the updated Short Term Investment Policy FM5200 as presented in Appendix 3.

- b. **Long-Term Disability Trust Financial Statements** BOG-Sept26/17-08

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

REGULAR

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

- a. **Strategic Planning Update** BOG-Sept26/17-28
- b. **2017/18 Five Year Capital Plan** BOG-Sept26/17-19

MOTION:

That the Board of Governors approve the 2017/18 Five Year Capital Plan and submit capital priorities to the Ministry on the basis of the Capital Plan.

- c. **Academic Staffing, Recruitment, and Vacancies Report** BOG-Sept26/17-02

11. Finance Committee (Ms. Ida Chong)

- a. 2017/18 Budget Expenditure Allocation Report** BOG/Sept26/17-04

12. Executive and Governance Committee (Ms. Daphne Corbett)

- a. Proposed Changes in Board Procedures** BOG-Sept26/17-17

MOTION:

That the Board of Governors approve the revised Procedures, as attached and amended, for the year 2017/18 and the Statement of Responsibilities of the Board of Governors and its Members.

13. External Relations Update BOG-Sept26/17-24

14. Other Business

15. Adjournment



University
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UNIVERSITY OF VICTORIA
BOARD OF GOVERNORS
Tuesday, June 27, 2017, 11:00 a.m.
Michael Williams Building Boardroom 120

OPEN SESSION

DRAFT SUMMARY RECORD

- Present:** Ms. Daphne Corbett (Chair), Mr. Nav Bassi, Prof. Jamie Cassels, Ms. Sara Maya Bhandar, Dr. Hélène Cazes, Ms. Ida Chong, Ms. Lindsay LeBlanc, Mr. Ben Lukenchuk (via telephone), Ms. Cathy McIntyre, Mr. Michael Mitchell, Ms. Shelagh Rogers, Ms. Beverly Van Ruyven, Dr. David Zussman, Dr. Julia Eastman (Secretary)
- Regrets:** Dr. Ana Maria Peredo, Dr. David Castle, Ms. Carmen Charette, Ms. Gayle Gorrill
- Invitation:** Dr. Valerie Kuehne, Mr. Murray Griffith and Ms. Teresa Watson

1. **Approval of Agenda**

MOTION: (C. McIntyre/N. Bassi)

THAT the agenda of the open session of the regular meeting of June 27, 2017 be approved.

CARRIED

2. **Summary Record**

a. **Regular Meeting of May 30, 2017**

MOTION: (C. McIntyre/B. Van Ruyven)

THAT the summary record of the open session of the regular meeting of May 30, 2017 be approved.

CARRIED

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

There was none.

4. Remarks from the Chair

There were none.

5. Correspondence

There was none.

6. President's Report

Prof. Cassels expressed thanks on behalf of UVic's executive to departing Board members for their outstanding service and participation.

Prof. Cassels advised Board members of the passing of former Board Chair, Mr. Ian Stewart. He spoke about Mr. Stewart's immense contributions and said that a celebration of Mr. Stewart's life would be held at the University Club on July 31st.

Prof. Cassels noted that Convocation week had been a huge success and more than 3600 students had graduated. He acknowledged Chancellor Rogers for her central role in such a positive week. Ms. Rogers spoke about the joys of Convocation and of celebrating our students and their achievements. She thanked members of the Ceremonies and Events Office and, in particular, Convocation and Events Manager Jeanie Gunn, for all their excellent work in organizing the ceremonies.

Prof. Cassels advised that the renewal of the Equity and Human Rights Office was well underway and a search has been launched for a new director. He also noted that the new Sexualized Violence Education and Prevention Coordinator position had been filled.

Prof. Cassels spoke about his recent visit to Mexico and the work being done to reestablish connections with Mexico including Exchange Agreements and co-op opportunities.

The President reported briefly on recent developments at the federal level.

CONSENT

7. Operations and Facilities (Ms. Cathy McIntyre)

- a. Due Diligence Reports 2016 BOG-Jun27/17-05**

8. Finance Committee (Ms. Ida Chong)

- a. University of Victoria Staff Pension Plan Financial Statements for the Year Ended December 31, 2016 BOG-Jun27/17-10**
- b. University of Victoria Staff Pension Plan Compliance Report for the Year Ended December 31, 2016 from Staff Pension Plan Governance Committee BOG-Jun27/17-11**

- c. **University of Victoria Staff Pension Plan Investment Performance Report for the Period Ended March 31, 2017** BOG-Jun27/17-12
- d. **Graduate Students' Society Referendum Re Extended Health and Dental Plans** BOG-Jun27/17-23

MOTION:

THAT the Board of Governors approve changes to the Graduate Students' Society (GSS) extended health and dental plans subject to the GSS referendum of June 28 and 29, 2017, as outlined in the letter of June 12, 2017 from the Executive Director of the GSS to Gayle Gorrill, Vice-President Finance and Operations.

Pro Forma Motion: (N. Bassi/H. Cazes)

That the above items be approved by the Board of Governors by consent.

CARRIED

REGULAR

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

Ms. McIntyre advised that the Committee had received two updates under Business Arising.

- (i) She reported an editorial change to the Sexualized Violence Prevention and Response Policy to reflect the fact that a successor policy to the Violence and Threatening Behavior Policy was not yet ready for approval. She said the Committee had been briefed on the development of the successor policy.
- (ii) Ms. McIntyre provided an update on the Child Care After School Care Program. She said the Committee was very supportive of the initiative to expand the number of full-day care spaces on campus. Arrangements had been made to accommodate children affected by the closure of Centre 6 in order to make this expansion possible, including a temporary program to be offered at the Family Centre in 2017/18. It was noted that it will not be possible for the temporary program to include winter and spring break After School Care, as was previously the case. Ms. McIntyre advised that an expression of concern had been received from a parent and that the Committee recognized and commended the efforts made by Student Affairs and Child Care Services to accommodate those affected.

- a. **2017-18 University of Victoria Institutional Accountability Plan and Report** BOG-Jun27/17-07

Ms. McIntyre advised that a detailed report and presentation on the annual report, to the Ministry of Education, had been received and reviewed by the Committee.

MOTION: (C. McIntyre/M. Mitchell)

THAT the Board of Governors approve the University of Victoria Institutional Accountability Plan and Report.

and

That the Board of Governors authorize the President and the Board Chair to make any final adjustments to the Institutional Accountability Plan and Report.

CARRIED

b. Status Report on Capital Projects BOG-Jun27/17-04

Ms. McIntyre advised that the Status Report on Capital Projects had been provided to the Committee with updates on progress related to the District Energy Plant and the Queenswood Property.

10. Finance Committee (Ms. Ida Chong)

**a. 2016/17 Year End Management Statements and Budget Review
BOG-Jun27/17-13**

Ms. Chong advised that the 2016/17 Year End Management Statements and Budget Review had been received and reviewed by the Committee.

**b. Statement of Financial Information for the Year Ended March 31, 2017
BOG-Jun27/17-15**

Ms. Chong advised that the Statement of Financial Information for the Year Ended March 31, 2017 had been received and reviewed by the Committee. Mr. Murray Griffith Executive Director Financial Services, then provided a PowerPoint presentation to Board members highlighting the key points of the report.

MOTION: (I. Chong/C. McIntyre)

THAT the Board of Governors approve the Statement of Financial Information for the year ended March 31, 2017 and that the Chair of the Board of Governors and the Vice-President Finance and Operations be authorized to sign on the Board's behalf.

CARRIED

c. Purchasing Policy (FM5105) BOG-Jun27/17-08

Ms. Chong stated that the updated and revised policy had been received and reviewed by the Committee. She said the new policy reflected the current environment and standards and would reduce the amount of administrative work.

MOTION: (I. Chong/S. Rogers)

THAT the Board of Governors approve the revised Purchasing Policy (FM5105).

CARRIED

11. Executive and Governance Committee (Ms. Daphne Corbett)

a. Review of Board Governance Checklist

MOTION: (D. Corbett/B. Van Ruyven)

THAT the Board of Governors approve the posting of the updated board governance checklist, as circulated, on the university's website for 2017/18 as part off UVic's accountability framework.

CARRIED

12. External Relations Update BOG-Jun27/17-17

Ms. Jennifer Vornbrock, Director Community and Government Relations, provided the Board with a summary of the External Relations update highlighting the ongoing activities within the division.

13. Other Business

There was none.

14. Adjournment

There being no other business the meeting adjourned at 11:28 a.m.



University
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SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

To: Audit Committee

From: VICE-PRESIDENT FINANCE AND OPERATIONS

A handwritten signature in dark ink, appearing to read "G. Smith".

cc: President and Vice-Chancellor

Meeting Date: September 26, 2017

Subject: PSAS BUDGET APPROVAL AND GOVERNMENT REPORTING
ENTITY QUARTERLY REPORTS - PERIOD ENDING JUNE 30, 2017

Basis for Jurisdiction: Committee's Terms of Reference 6.1

Recommendation:

That the Audit Committee recommend to the Board of Governors that the Board of Governors approve the budget prepared for inclusion in the reporting on the 2017/18 University of Victoria Consolidated financial statements in accordance with the Public Sector Accounting Standards, as per Schedule A.

Background:

Since 2003, B.C. universities have been included in the Government Reporting Entity (GRE) in order to facilitate the consolidation of University Financial Statements into the Public Accounts of the Province.

Inclusion in the GRE requires the filing of two quarterly reports within the tight deadlines set by the Office of the Comptroller General. The first report is a quarterly year to date financial report known as Appendix C, while the second report is a forecast providing projections of the Universities financial statements for the current year plus three years.

With the adoption of Public Sector Accounting Standards supplemented with Treasury Board regulations 257/2010 and 198/2011 as of March 31, 2013, these quarterly reports now follow the new PSAS basis of presentation.

Both reports have been submitted to the Ministry of Advanced Education. The Ministry has also been provided with a “confirmation” that the Forecast Report and assumptions have been reviewed by the Chair of the Audit Committee.

Year to Date Financial Report (Appendix C)

The year to date financial report consists primarily of a Statement of Financial Position and a Statement of Operations together with a number of supplementary schedules designed to identify significant inter-company transactions between the University and other government entities. This detail allows the Province to eliminate any duplication of revenue, expense, assets or liabilities in the consolidated Public Accounts.

The figures reported are actual results for the three-month period ending June 30, 2017 with additional analysis and breakdown of inter-company transactions in excess of \$100,000.

Highlights of the report are as follows:

Statement of Operations

- Expenses exceed revenues at June 30, 2017 resulting in reported net loss of \$21.5 million. This compares to a \$11.6 million net loss reported for the three months ended June 30, 2016. Losses result from the fact that the first three months of the fiscal year are low revenue producing months (i.e., Tuition and Ancillary Operations) while expenses are distributed more evenly throughout the year. Investment income in the first quarter of 2017 was a gain of \$2.7 million compared to a gain of \$2.9 million in 2016.

Forecast Report

The Forecast Report consists of a current year forecast plus projections for three additional years presented in the form of a Statement of Operations (revenues and expenses), a Statement of Financial Position (assets, liabilities and equity) and a Statement of Changes in Financial Position (changes in cash and temporary investments). The report is submitted in June and updated for any significant change in assumptions in either October or January.

As we are not permitted to forecast a deficit (excluding unrealized gains and losses and before endowment contributions) any deficits must be offset on the “Unallocated Pressures” line of the report.

Key Forecast Amounts (\$ thousands)	Budget Estimate 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21
Total Revenue	(570,161)	(578,698)	(587,563)	(598,087)
Total Expense	566,080	577,300	586,625	596,732
Net (Revenues) Expenses	(4,081)	(1,398)	(938)	(1,355)
Gain on sale of capital assets	(4,000)	-	-	-
Operating Net (Income) Loss for Ministry	(8,081)	(1,398)	(938)	(1,355)
Endowment Contributions	(8,000)	(8,000)	(8,000)	(8,000)
Net (Income)	(16,081)	(9,398)	(8,938)	(9,355)
Capital Asset Additions	84,857	64,637	45,852	42,578
Debt	(48,693)	(46,486)	(44,172)	(41,747)

Key Assumption Amounts	2017/18	2018/19	2019/20	2020/21
Grant Funding (operating grant only)	181,567	185,740	188,193	188,569
Student FTEs (Government Funded FTE)	15,863	15,863	15,863	15,863
Tuition fee increases	2.0%	2.0%	2.0%	2.0%

Key assumptions include:

- Operating grant funding as per 17/18 ministry letter. Domestic and international tuition will increase at the assumed rate of inflation;
- Compensation costs in accordance with Provincial mandate and current collective agreements;
- Provincial mandate changes to be funded by the Province;
- Routine capital forecasted assuming it will remain consistent with 16/17 ministry funding; and
- Research revenue to remain at FY17 levels.
- Dunsmuir sale will be completed within the year resulting in a gain on sale.

Risks in achieving the projected revenues and expenditures include market risk; difficulty in predicting sponsored research and specific purpose revenues and expenses as these are applied for and granted by external agencies.

Budget Approval:

Public Sector Accounting Standards (PSAS) require a Board approved, consolidated, all-funds budget on a PSAS basis to be reported on the audited financial statements. The Q1 forecast forms the basis for this budget and Schedule A outlines how this forecast translates into the budget figures to be reported on the March 31, 2018 financial statements. Schedule B outlines how this budget compares to the 2017 budget and actual results.

Attachments:

Schedule A – Reconciliation of the 2017 Q1 Forecast to the 2018 PSAS Budget

Schedule B – Comparison of the 2017 PSAS Budget to the 2016 PSAS Budget and Actuals

Schedule C – Q1 GRE Reports

Schedule A

Reconciliation of the 2017 Q1 Forecast to the 2018 PSAS Budget

Per PSAB Forecast to Province	Per PSAB Forecast	PSAB Financial Statement Line Items	PSAB Budget (Operating Statement)
Operating contributions from Provincial Ministries	(188,600)		
Operating contributions from Provincial Crown Corps & Agencies	(11,600)		
less: VIHA and Island medical funding (included in other contributions)	10,000		
	(190,200)	Province of British Columbia grants	(190,200)
Operating contributions from the Federal Government	(60,000)	Government of Canada grants	(60,000)
Operating contributions from other sources	(28,000)	Other government Grants	(20,000)
add: VIHA and Island medical funding (included in other contributions)	(10,000)	Donations, non-government grants and contracts	(18,000)
	(38,000)		(38,000)
Deferred capital contributions from Province	(11,380)		
Deferred capital contributions from Federal Government	(11,810)		
Deferred capital contributions from Other Sources	(3,330)		
	(26,520)	Revenue Recognized from Deferred Cap Contributions	(26,520)
Sales of goods and services to Crown Corps & Agencies (including contracts)	(1,100)		
Sales of goods and services to others (contracts and other sales)	-		
Sales of goods and services to others (Ancillary Services)	(70,841)		
	(71,941)	Sales of Services and Products	(71,941)
Domestic Tuition and Mandatory Fees	(100,100)	Student tuition - credit courses	(135,123)
International Tuition and Mandatory Fees	(53,900)	Student tuition - non-credit courses	(18,877)
	(154,000)		(154,000)
Earnings from Government Business Enterprises (GBEs)	(600)	Income from GBE	(600)
Investment earnings (not included in above)	(4,400)	Investment Income	(21,400)
Other revenue (not included above)	(7,500)		
Recognition of endowment investment income	(17,000)		
Realized investment earnings (gains)/losses	-		
	(24,500)	Other Revenue	(7,500)
Total Revenue	(570,161)		(570,161)
Expenses - debits			
Salaries and benefits	356,000	Instruction and non-sponsored research	230,402
Cost of goods sold	13,000	Academic and student support	143,576
Operating costs paid to Provincial Ministries	-	Administrative support	19,705
Operating costs paid to Provincial Crown Corps & Agencies	6,600	Facility operations and maintenance	48,533
Other operating costs (less amortization & debt servicing)	101,000	Sponsored research	110,271
Capital asset amortization expense	45,810	External engagement	13,593
Capital asset write-downs	-		
Grants to Crown Corporations and other Agencies	500		
Grants to third parties (Scholarships)	40,000		
Grants to third parties (Foundations and Other)	-		
Debt service costs (net of sinking fund earnings)	2,370		
Amortization of debt issue costs	-		
Other	800		
Total Expense	566,080		566,080
Note 1			
PSAB requires expenses to be presented by function, which are significantly different than forecast template provided by the Province. In order to determine our budgeted expenses by function, we use total forecasted expenditures, multiplied by the prior year functional allocation of actual expenditures.			
Total forecasted expenditures	566,080		
Expense		Functional Allocation from fiscal 2017 (Actual Results)	
Instruction and non-sponsored research	230,401.81	41%	
Academic and student support	143,576	25%	
Administrative support	19,705	3%	
Facility operations and maintenance	48,533	9%	
Sponsored research	110,271	19%	
External engagement	13,593	2%	
	566,080		

Schedule B

Comparison of the 2018 PSAS Budget to the 2017 PSAS Budget and Actuals

	2018 PSAB Budget	2017 PSAB Budget	2017 PSAB Actual	Budget to Actual Variance	As %
Revenue					
Province of British Columbia grants	(190,200)	(184,700)	(178,174)	(12,026)	7%
Government of Canada grants	(60,000)	(58,000)	(58,755)	(1,245)	2%
Other government Grants	(20,000)	19,000	(20,921)	921	-4%
Student tuition - credit courses	(135,123)	(132,747)	(136,369)	1,246	-1%
Student tuition - non-credit courses	(18,877)	(19,253)	(19,052)	175	-1%
Donations, non-government grants and contracts	(18,000)	19,000	(18,670)	670	-4%
Sales of Services and Products	(71,941)	(68,161)	(70,527)	(1,414)	2%
Investment Income	(21,400)	(19,400)	(19,846)	(1,554)	8%
Income from GBE	(600)	(600)	(486)	(114)	23%
Other Revenue	(7,500)	(6,000)	(7,953)	453	-6%
Revenue Recognized from Deferred Cap Contribution	(26,520)	(26,556)	(26,473)	(47)	0%
	(570,161)	(553,417)	(557,226)	(12,935)	2%
Expenses					
Instruction and non-sponsored research	230,402	213,910	223,785	6,617	3.0%
Academic and student support	143,576	135,418	139,453	4,123	3.0%
Administrative support	19,705	18,225	19,139	566	3.0%
Facility operations and maintenance	48,533	50,679	47,139	1,394	3.0%
Sponsored research	110,271	113,947	107,104	3,167	3.0%
External engagement	13,593	11,048	13,203	390	3.0%
	566,080	543,228	549,823	16,257	3.0%

Schedule C – GRE Reports

Please report all debits as positive numbers and credits as negative numbers

	Forecast 2017/18	Projections		
		2018/19	2019/20	2020/21
	----- \$thousands -----			
Revenue - (credits)				
Amortization of contributions:				
Operating contributions from Provincial Ministries	(188,600)	(192,000)	(194,200)	(198,000)
Operating contributions from Provincial Crown Corps & Agencies	(11,600)	(10,160)	(10,160)	(10,160)
Operating contributions from the Federal Government	(60,000)	(60,000)	(60,000)	(60,000)
Operating contributions from other sources	(28,000)	(29,000)	(30,000)	(31,000)
Deferred capital contributions from Province	(11,380)	(11,360)	(11,370)	(11,390)
Deferred capital contributions from Federal Government	(11,810)	(11,790)	(11,800)	(11,830)
Deferred capital contributions from Other Sources	(3,330)	(3,330)	(3,330)	(3,330)
Contributed surplus	-	-	-	-
Sales of goods and services to Provincial Ministries (including contracts)				
Sales of goods and services to Crown Corps & Agencies (including contracts)	(1,100)	(1,100)	(1,100)	(1,100)
Sales of goods and services to others (contracts and other sales)				
Sales of goods and services to others (Ancillary Services)	(70,841)	(72,258)	(73,703)	(75,177)
Domestic Tuition and Mandatory Fees	(100,100)	(102,050)	(104,000)	(105,950)
International Tuition and Mandatory Fees	(53,900)	(54,950)	(56,000)	(57,050)
Recognition of endowment investment income	(17,000)	(18,000)	(19,000)	(20,000)
Realized investment earnings (gains)/losses	-	-	-	-
Earnings from commercial subsidiaries (GBE's)	(600)	(600)	(600)	(600)
Investment Earnings (not included above)	(4,400)	(4,400)	(4,400)	(4,400)
Other revenue (not included above)	(7,500)	(7,700)	(7,900)	(8,100)
Total Revenue	(570,161)	(578,698)	(587,563)	(598,087)
Expenses - debits				
Salaries and benefits	356,000	364,000	370,000	376,000
Cost of goods sold	13,000	13,260	13,525	14,500
Operating costs paid to Provincial Ministries				
Operating costs paid to Provincial Crown Corps & Agencies	6,600	6,700	6,800	6,900
Other operating costs (less amortization & debt servicing)	101,000	103,020	105,080	107,182
Capital asset amortization expense	45,810	46,650	47,550	48,480
Capital asset write-downs				
Grants to Crown corporations and agencies	500	500	500	500
Grants to third parties (Scholarships)	40,000	40,000	40,000	40,000
Grants to third parties (Foundations and Other)				
Debt service costs (net of sinking fund earnings)	2,370	2,370	2,370	2,370
Amortization of debt issue costs				
Other	800	800	800	800
Total Expense	566,080	577,300	586,625	596,732
Net (Revenues)/Expenses before extraordinary items	(4,081)	(1,398)	(938)	(1,355)
(Gain) loss on sale of capital assets	(4,000)	-	-	-
Net (Revenues)/Expenses	(8,081)	(1,398)	(938)	(1,355)
Unallocated Pressures (use in Q1 only)				
Operating Net (Income) Loss (for Ministry)	(8,081)	(1,398)	(938)	(1,355)
Endowment (restricted asset) contributions	(8,000)	(8,000)	(8,000)	(8,000)
Net (Income) Loss (PSI)	(16,081)	(9,398)	(8,938)	(9,355)

University of Victoria			
April 1, 2017 - June 30, 2017			
Please report all debits as positive numbers and credits as negative numbers.			
Please report all items in 000s of dollars.			
All figures should be on a GROSS basis.			
Boxes marked in grey are protected and the numbers come from formulas or the indicated schedule.			
Boxes in red are normally in a credit (negative) balance, those in blue normally in a debit (positive) balance.			
Statement of Operations			
Report in '000s			
REVENUE			
Grants	Direct transfers from the province	-45,723	
	Direct transfers from Crown corporations or government orgs	-852	
	Transfers from the federal government	-1,673	
			-48,248
Deferred contributions	Recognition of Deferred Capital Contributions provincial	-2,856	
	Recognition of Deferred Capital Contributions non provincial oth.	-996	
	Recognition of Deferred Capital Contributions Federal	-2,808	
	Recognition of Deferred Contributions provincial	-2,339	
	Recognition of Deferred Contributions Federal	-20,332	
	Recognition of Deferred Contributions non provincial	-7,820	
			-37,151
Other revenues	Tuition Fees - Domestic	-6,548	
	Mandatory Fees (related to tuition) - Domestic	-579	
	Tuition Fees - International	-7,693	
	Mandatory Fees (related to tuition) - International	-680	
	Sinking fund earnings	0	
	Recognition of debt premium	0	
	Realized investment Gains/Losses	0	
	Recognition of Endowment Investment earnings	-1,841	
	Investment earnings	-873	
	(Gain) loss on sale of tangible capital assets		
	Miscellaneous	-1,069	
			-19,283
Sales of goods and services	Sales of goods or services to the province (including contracts)		
	Sales of goods or services to Crown corps or govt orgs (including contracts)	-801	
	Sales of goods or services to non-related entities (Contracts)		
	Sales of goods or services to non-related entities (Ancillary Services)	-12,566	
			-13,367
	TOTAL REVENUE		-118,049
EXPENSE			
	Salaries and benefits	85,420	
	Operating expense	33,206	
	Asset amortization expense	11,490	
			130,116
Grants	Transfers to Crown corporations or government organizations	0	
	Grants to third parties (Scholarships)	6,122	
	Grants to third parties (Foundations and Other)		
			6,122
Debt expenses	Debt service costs (gross of sinking fund investment)	552	
	Recognition of debt discount	0	
			552
Other Expenses	Cost of goods sold	2,659	
	Expense due to valuation allowance	0	
	Restructuring exit expenses		
	Other miscellaneous expenses		
	Purchases from Crown corporations or government orgs	1,297	
	Purchases from Provincial Ministries		
			3,956
	TOTAL EXPENSE		140,746
	(SURPLUS) DEFICIT FOR THE YEAR, BEFORE ENDOWMENT CONTRIBUTIONS		22,697
	Endowment Contribution - New Contributions (external sources)	-1,008	
	Endowment Contribution - Transferred to/(from) Restricted Deferred Revenue (capitalization)	-156	
	(SURPLUS) DEFICIT FOR THE YEAR		21,533
ACCUMULATED (SURPLUS) DEFICIT			
	Opening Accumulated (Surplus) Deficit, before Accumulated Remeasurement (Gains)/Losses	-719,754	
	(Surplus) Deficit for the Year	21,533	
	Prior Period Adjustments (see below)	0	
	Other Adjustments to Accumulated (Surplus) Deficit (see below)	0	
	Closing Accumulated (Surplus) Deficit, before Accumulated Remeasurement (Gains)/Losses	-698,221	
	Opening Accumulated Remeasurement (Gains)/Losses	-16,321	
	Net Remeasurement (Gains) and Losses for the Year	357	
	Closing Accumulated Remeasurement (Gains) and Losses	-15,964	
	Closing Accumulated (Surplus) Deficit - Combined	-714,185	



University
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SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

To: OPERATIONS AND FACILITIES COMMITTEE

From: VICE-PRESIDENT FINANCE AND OPERATIONS



cc: President and Vice-Chancellor

Meeting Date: September 26, 2017

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: September 01, 2017

1. District Energy Plant
2. Queenswood

PROJECT:	DISTRICT ENERGY PLANT
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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-Sept-2017
-----------------------	---------------------------------------	---

Consulting	\$2,888,770	\$2,888,770
Construction	\$13,900,000	\$13,900,000
Completion	\$1,900,000	\$1,900,000
Contingency	<u>\$780,000</u>	<u>\$780,000</u>
Sub-Total	\$19,468,770	\$19,468,770
GST (1.65%)	<u>\$321,230</u>	<u>\$321,230</u>
TOTAL PROJECT COSTS	\$19,790,000	\$19,790,000

- Total commitments to date are approximately \$18,652,000, representing 94% of the approved Budget of \$19,790,000.

SCHEDULE STATUS:	Target Date 01-Apr-18	Actual / Forecasted Date 01-July-17
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PHASE 1 – New Building w/3 Boilers, Underground Services (April 2016 to August 2018)

Schematic Design	Jun 2016	Jun 2016
Design Development	Oct 2016	Oct 2016
Construction Documents	Mar 2017	Mar 2017
Tender	Apr 2017	May 2017
Construction Stage	Feb 2018	May 2018
Commissioning	Mar 2018	Jul 2018
Fit-up and Move In	Apr 2018	Aug 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

PROJECT:	QUEENSWOOD - OCEANS & CLIMATE CAMPUS
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Project No:	SIF 35338/QW-01
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Project Consultants:	KPL James Architects
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Construction Manager:	Kinetic Construction
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BUDGET STATUS:	APPROVED BUDGET 1-August-2016	Forecast Costs 31-July-2017
Consulting	\$955,000	\$1,054,604
Construction	\$4,450,000	\$6,059,101
Completion	\$126,900	\$199,501
Contingency	<u>\$1,354,475</u>	<u>\$556,937</u>
Sub-Total	\$6,886,375	\$7,870,143
GST (1.65%)	<u>\$113,625</u>	<u>\$129,857</u>
TOTAL PROJECT COSTS	\$7,000,000	\$8,000,000

- Total expenditures to date are approximately \$1,380,728 representing 19.7% of the approved budget of \$7,000,000

SCHEDULE STATUS:	Target Date	Actual / Forecasted Date
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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 2017	Jun 2017
Contract Documentation	Mar 2017	Aug 2017
Issue for BP, Tender & Award	Apr 2017	Aug 2017
Mechanical, Electrical, Structural Upgrades	Nov 2017	Dec 2017
Substantial Completion	Dec 2017	Feb 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

Apr 2018

Substantial Completion

Dec 2017

Apr 2018

Major Risks:

See request for budget increase: #BOG21: Queenswood Oceans and Climate Campus Budget Increase Approval



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SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

September 11, 2017

To: Operations and Facilities Committee

From: Valerie Kuehne, Vice-President Academic and Provost

A handwritten signature in blue ink, appearing to read 'Valerie Kuehne'.

cc: President and Vice-Chancellor

Meeting Date: September 25, 2017

Subject: President's Vietnam Scholarship

Basis for Jurisdiction: University Act, 27(2)(k)
Senate Committee on Awards meeting on August 21, 2017

Strategic Relevance: This new award supports our objective of increasing financial support to current and future students. The award supports our student recruitment and retention strategies, provides competitive undergraduate scholarships that enable us to be internationally competitive in the recruitment and retention of outstanding students (see objectives 2, 4, 16 b) and 18 b) of the Strategic Plan).

Previous Consultation: At its meeting on August 21, 2017, the Senate Committee on Awards approved the proposed terms of reference for President's Vietnam Scholarship. The Senate Committee on Awards recommends that the Board of Governors approve this award, subject to approval by Senate.

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the President's Vietnam Scholarship, subject to approval by Senate.

Background:

President Cassels is leading a UVic mission to Vietnam from October 10 to 22, 2017. The goal of the mission is to promote UVic as an education destination of choice for highly qualified Vietnamese students. The mission planning team is proposing that this new scholarship program be announced by President Cassels during his travel to Vietnam.

Positioning the announcement during President Cassels' travel provides opportunity to showcase UVic and promote the new scholarship during the Vietnam EduCanada Fairs organized by the Canadian Embassy in Vietnam.

Timing and Approvals:

The Senate Committee on Awards approved the award at its meeting on August 21, 2017 and will be recommending approval of the award to Senate at its meeting on October 6, 2017. The recommendation to have this award approved by the Board at this time is due to the timing of the UVic mission. Normally, the proposals for new awards are reviewed and approved by Senate and then recommended for approval by the Board.

The proposed terms of reference for the scholarship as approved by the Senate Committee on Awards on August 21, 2017 are:

President's Vietnam Scholarship (New-UG)

Three scholarships of \$10,000 each are awarded to academically outstanding international students from Vietnam entering the first year of an undergraduate program at the University of Victoria.

Planned Further Action:

If approved by the Board of Governors, the President's Vietnam Scholarship will be included on the list of new awards going to Senate for approval at their meeting October 6, 2017. Should the Vietnam Scholarship also be approved by Senate, it will then be announced by the President in Vietnam as proposed.



University
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SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

September 11, 2017

To: OPERATIONS AND FACILITIES COMMITTEE

From: University Secretary *JE*

cc: President and Vice-Chancellor

Meeting Date: September 28, 2017

Subject: Revisions to the Procedures for Interim Executive Appointments and Board Chair Position Description

Basis for Jurisdiction: *University Act, s. 27*
Board Procedures, s. 10
Strategic Plan, s. 8 & 36

Strategic Relevance:

Objective 8: To recruit and retain a diverse group of outstanding staff by providing rewarding and fulfilling careers at the University of Victoria.

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

Previous Consultation:

Discussion with Board of Governors May 2017

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the proposed amendments to the Board Chair Position Description effective October 1, 2017.

AND

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the proposed amendment to the Procedures for Interim Executive Appointments effective October 1, 2017.

Background:

In May 2016, the Board of Governors approved Procedures for Interim Executive Appointments to assign decision making authority and operational responsibility when the University President, a Vice-President, or the University Secretary is unable to fulfill their responsibilities due to illness, vacation, absence, or other events.

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. In cases where an appointment is needed for more than three months, the procedures for appointing an Acting Executive as per the relevant university appointment policies and procedures apply.

In May 2017, the university's Manager of Emergency Planning facilitated an emergency exercise for members of the Board of Governors to:

- highlight the emergency management framework in place at the University of Victoria, including the functions of, and relationships between, the Board of Governors, the Executive Policy Group, and the Emergency Operation Centre;
- illustrate the need for a prepared university where those in positions of leadership understand their roles and are effective in crisis; and
- provide an opportunity for the Board of Governors to explore and clarify their role and authorities in a crisis event.

The exercise was helpful to Board members in understanding the Board's role in a crisis. In the subsequent discussion, it was noted that it would be desirable to clarify how an interim president would be appointed if the President were ever incapacitated. The Board Chair's role in supervising the work of the President on behalf of the Board and providing advice and counsel to the President are already set out in the Board Chair Position Description. Similarly, the existing Interim Executive Appointment Procedures give the Chair a role in approving compensation for an Interim President who is appointed for more than a short-term absence.

The following proposed revisions to the Interim Executive Appointment Procedures and the Board Chair Position Description would make explicit the roles of the Board Chair and the Board in the unlikely event that a President were ever to become incapacitated. The proposed revision to sections (t) and (u) of the Position Description would also capture the Board Chair's long-standing roles with respect to Board members expenses and in the review and disposition of

correspondence to the Board. Finally, several editorial changes were made to the Board Chair Position Description for greater clarity and accuracy.

Attachment(s):

Board Chair Position Description (with proposed revisions)

Procedures for Interim Executive Appointment Procedures (with proposed revisions)

BOARD CHAIR POSITION DESCRIPTION

The following describes the appointment, role and responsibilities of the Board Chair.

APPOINTMENT

The Board Chair is elected annually by the Board.

ROLE

The principal role of the Board Chair is to provide leadership to the Board of Governors. The Board Chair is accountable to the Board, acts as a direct liaison between the Board and administration, and represents the board internally and externally, including acting as a spokesperson for Board decisions where appropriate.

DUTIES AND RESPONSIBILITIES

The specific duties and responsibilities of the Chair are to:

- a) in concert with the President and Board Secretary, develop and set the Board agenda and determine Board information packages;
- b) act as Chair at meetings of the Board;
- c) recommend an annual schedule of the date, time and location of Board and Committee meetings;
- d) call meetings of the Board;
- e) recommend to the Board the Committees necessary for the effective functioning of the board
- f) appoint the Chairs and the Board members on each Committee annually prior to the first fall meeting;
- g) foster a constructive and harmonious relationship between the Board and administration;
- h) support and provide advice and counsel to the President;
- i) lead the annual review of the President's goals and performance;

BOARD CHAIR POSITION DESCRIPTION

- j) ensure, on behalf of the Board, the accountability of the President for achievement of his or her goals;
- k) approve the appointment of an Interim President, after consultation with the Vice-Chair of the Board, were the President to become incapacitated. (This appointment would be subject to ratification by the Board of Governors.)
- l) chair Presidential search and review committees;
- m) foster good relations between the university and the community by representing the Board at community functions and activities;
- n) contribute to positive internal relationships by representing the Board at university functions and activities;
- o) act as a liaison:
 - i) between administration and the Board,
 - ii) between the Government (as represented by the Minister of Advanced Education or other officials) and the Board; and
 - iii) between the Senate and the Board;
- p) keep abreast generally of the activities of the University and the administration;
- q) ensure the delivery of information to Board members~~the Governors~~ on a timely basis at all times to keep the members~~Governors~~ fully apprised of all matters which are material to the Board~~Governors~~;
- r) ensure that Board members~~Governors~~ are properly informed and that sufficient and timely advance distribution of all background information is provided to enable the members~~Governors~~ to form appropriate judgements on issues coming before the Board;
- s) oversee any issues raised with respect to conflict of interest; and
- t) oversee the Board Secretary's office in administration of Board members'~~director's~~ expense claims.
- u) oversee the Board Secretary's office in responding to correspondence to the Board.

BOARD CHAIR POSITION DESCRIPTION

In addition, the Board Chair shall perform such other functions:

~~t~~v) as may be ancillary to the responsibilities described above; and

~~u~~w) as may be delegated to the Board Chair by the Board from time to time.

Approved by the Board of Governors, ~~March 27, 2007~~ [date]

Procedures for Interim Executive Appointments

Procedural Authority: Board of Governors
Procedural Officer: President

Effective date: ~~November~~ October
2017~~6~~
Supersedes: ~~July~~ 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.

9.029.03 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 \(Registrar\) \(GV0325\)](#)



University
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SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

To: FINANCE COMMITTEE

From: VICE-PRESIDENT FINANCE AND OPERATIONS

A handwritten signature in black ink, appearing to read "G. Smith".

cc: President and Vice-Chancellor

Meeting Date: September 26, 2017

Subject: SHORT TERM INVESTMENT REPORT – To June 30, 2017

Basis for Jurisdiction: Short-Term Investment Policy, FM5200

Strategic Relevance:

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

Recommendation:

THAT the Finance Committee recommend to the Board of Governors that the Board of Governors approve the updated Short Term Investment Policy FM5200 as presented in Appendix 3.

Background:

The following report covers the portfolio and activity of the short-term investment funds (i.e., those apart from pension, long-term disability trust and endowment funds) for the period ended June 30, 2017.

Reporting Update:

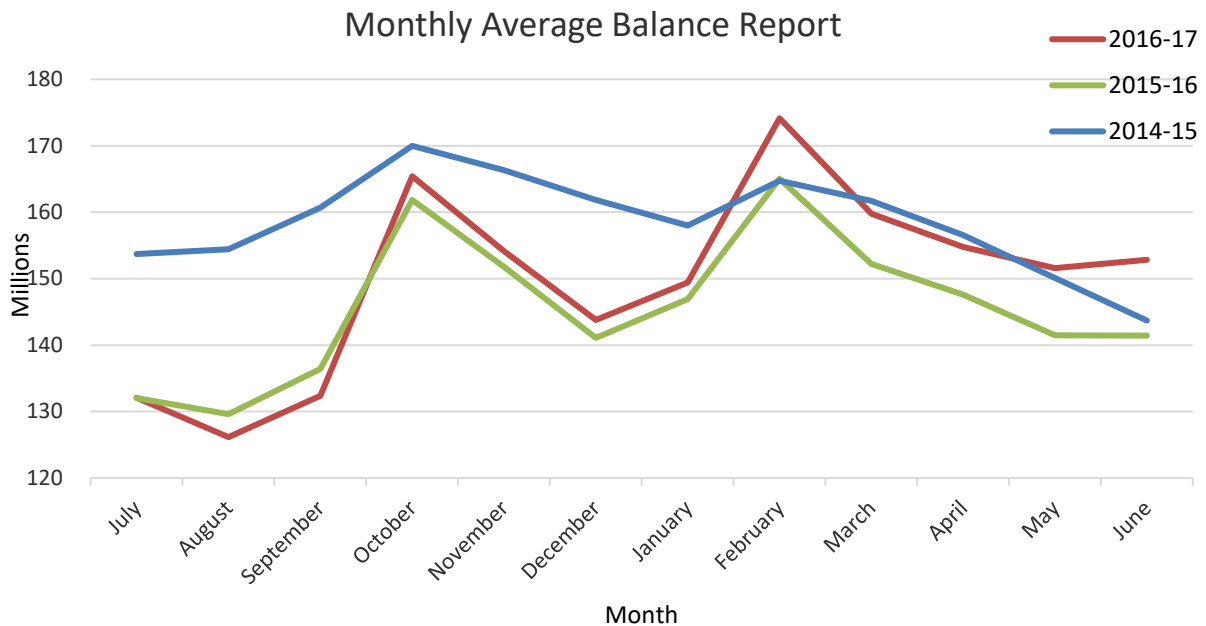
Short Term Funds–Total Assets (Market Value of Average Monthly Holdings)–June 30, 2017

<u>Allocation</u>	<u>Held/Managed</u>	<u>Millions (\$)</u>	<u>(%)</u>
Cash (CAD and USD)	Bank	13.2	9
Money Market	RJ/HW/CDP	73.9	48
Short Term Bond and Mortgage Fund	PH&N	31.2	20
Mortgage Pension Trust Fund	PH&N	34.5	23
Total Fund		152.8	100

Report of Monthly Balances in Short-Term Investment Pooled Funds

Volatility of the monthly balances in the university's short-term pooled investments are subject to seasonality. The provincial operating grant is received bi-monthly, which coincides with payrolls being run. The cash peaks generally occur in the fall (September/October) and winter (January/February) when tuition revenues are collected. The following Graph #1 illustrates the value of the short-term investment pool and the seasonality of inflows/outflows of the short-term fund levels for the last three years. Capital outflows (i.e., CARSA from Apr. 2013 to Aug. 2015) are the primary reason for the cash flow decrease during this period.

Graph #1 – Short Term Pooled Fund

**Short Term Interest Rate Activity**

The Bank of Canada (BoC) has maintained a 0.50% overnight rate from July 15th, 2015 through June 30th, 2017. On July 13, 2017, the Bank of Canada (BoC) raised interest rates 25 bps from a 0.50% overnight rate to 0.75%. This was largely due to improved economic data lead by a growing labour market and stronger business investment, as well as increased household spending in Canada. During the first half of 2017, the Canadian Dollar (CAD) has appreciated versus the US Dollar (USD) from \$0.74 to \$0.77 USD/CAD. The majority of this growth occurred during May and June, with rates rising from \$0.73 to \$0.77, driven largely by an expected upcoming interest rate hike. Since the end of Q2 the dollar has grown even further, reaching \$0.81 on September 5, 2017. The BoC stated that inflation has fallen since the beginning of the year to an average of 1.4% during the second quarter, largely due to easing consumer energy prices (i.e., electricity rates) and

automobile price inflation. CPI inflation is expected to slow further during the third quarter, but is expected to reach close to 2% by mid-2018. The BoC also noted:

Canada's economy has been robust, fueled by household spending. As a result, a significant amount of economic slack has been absorbed. The very strong growth of the first quarter is expected to moderate over the balance of the year, but remain above potential. Growth is broadening across industries and regions and therefore becoming more sustainable. As the adjustment to lower oil prices is largely complete, both the goods and services sectors are expanding. Household spending will likely remain solid in the months ahead, supported by rising employment and wages, but its pace is expected to slow over the projection horizon. At the same time, exports should make an increasing contribution to GDP growth. Business investment should also add to growth, a view supported by the most recent Business Outlook Survey.

The Bank estimates real GDP growth will moderate further over the projection horizon, from 2.8 per cent in 2017 to 2.0 per cent in 2018 and 1.6 per cent in 2019. The output gap is now projected to close around the end of 2017, earlier than the Bank anticipated in its April Monetary Policy Report (MPR).

Investment Yields

Table #1 and #2 below show the yield curve and the one-year implied change at June 30th, 2018 compared to June 30th, 2017. In contrast to the previous year, the 2, 5, 10, and 30 years rates have grown higher during 2017, while the one-year rate has decreased slightly. The forward curve implies an average rate increase of 27 bps over the next twelve months.

Table #1

Government of Canada Yields	1-year (%)	2-year (%)	5-year (%)	10-year (%)	30-year (%)
June 30, 2017	0.50	1.09	1.38	1.75	2.13
Forward curve for June 30, 2018	<u>1.23</u>	<u>1.29</u>	<u>1.59</u>	<u>1.91</u>	<u>2.20</u>
Implied change (1 year)	+0.73	+0.20	+0.21	+0.16	+0.07

(Source: PH&N)

Table #2

Government of Canada Yields	1-year (%)	2-year (%)	5-year (%)	10-year (%)	30-year (%)
June 30, 2016	0.52	0.52	0.57	1.06	1.72
Forward curve for June 30, 2017	<u>0.52</u>	<u>0.51</u>	<u>0.70</u>	<u>1.28</u>	<u>1.76</u>
Implied change (1 Year)	0.00	-0.01	+0.13	+0.22	+0.04

(Source: PH&N)

Performance Review of Short-Term Investment Pooled Funds

The bank account earns a variable rate dependent on the average balance at the end of each month. With a balance of \$10 million or higher, UVic receives interest of 1.30% annually, based on the RBC prime rate of 2.95% minus 1.65%. If the average bank balance falls below \$10 million, UVic earns 1.25%, based on the prime rate minus 1.70%. Along with other major banks, RBC recently increased their prime rates from 2.70% to 2.95% on July 13th, 2017. The bank account is used primarily for near term liquidity requirements, as higher interest rates can be earned within other components of the short-term pool.

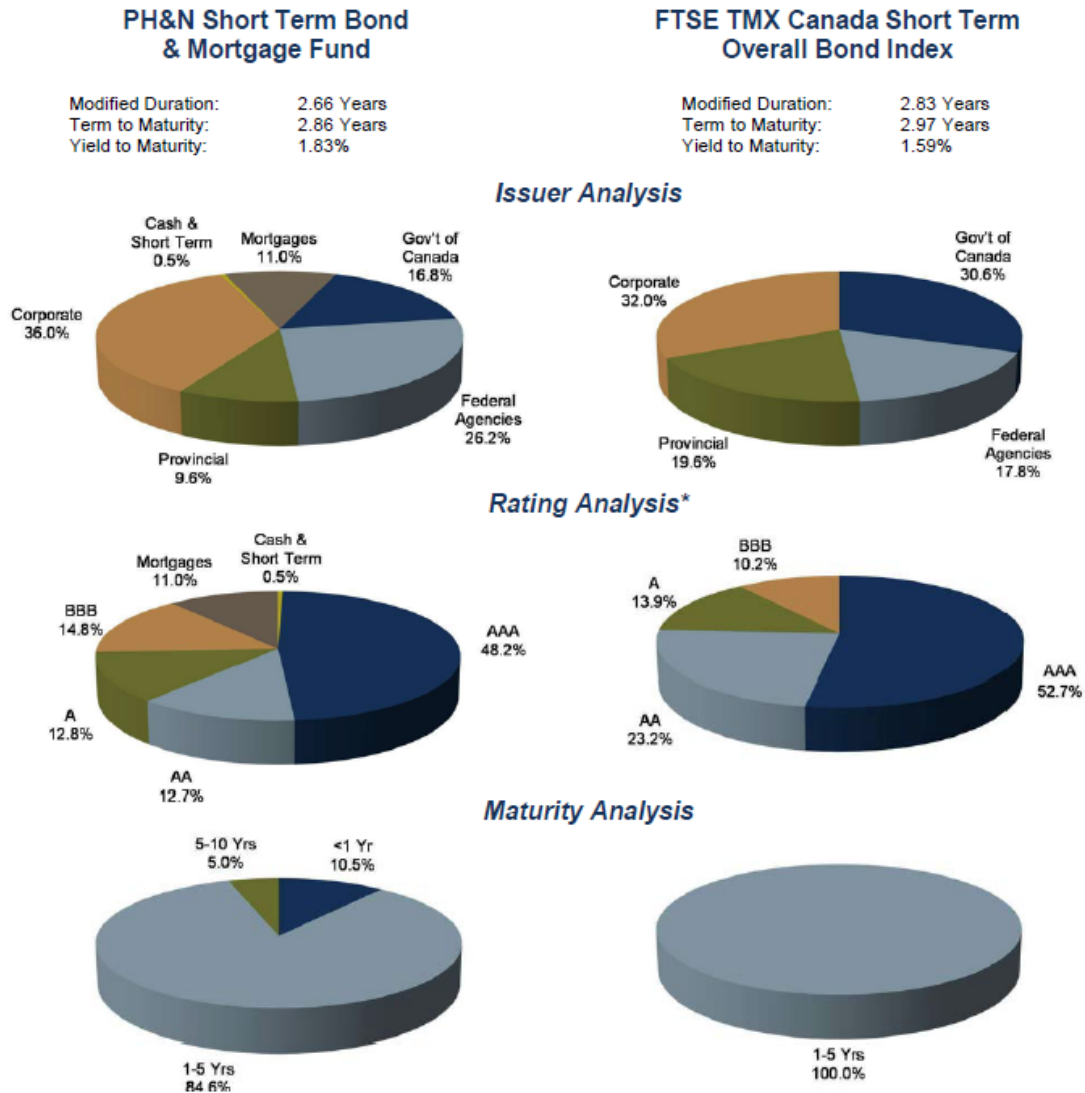
The Provincial Cash Deposit Program (CDP) continues to be used tactically in conjunction with our existing money market investments made through Raymond James and Scotia Capital. The CDP interest rate is 1.45% based on the CIBC prime rate of 2.95% less 1.50%.

A review of net performance shows that for the six-month period ending June 30, Raymond James, HollisWealth and CDP holdings returned 0.74% compared to the benchmark (FTSE TMX 91-day T-Bill Index) of 0.19%. The one-year return of the mandate was 1.52% and added 108 bps of value relative to the benchmark. The yields remain low on an absolute basis, however the yield pick-up is relatively large.

PH&N's Short Term Bond and Mortgage Fund (STBMF) is benchmarked against the FTSE TMX Short Term Bond Index. In the six months ending June 30, the Fund returned 0.38% and outperformed its benchmark by 12 basis points (bps). The one-year return for the fund was 0.70% and outperformed its benchmark by 50 bps, mainly as a result of performance in mortgage investments as well as interest rate anticipation strategies. Consistent with the overall market and as per table #3, the yield on the Fund has increased slightly to 1.83% compared to 1.48% one year ago. Table #3 also shows how the composition of the Short Term Bond and Mortgage Fund compares to its benchmark at June 30, 2017. The most significant difference relative to the benchmark remains the underweight in Gov't of Canada and Provincial bonds and the overweight in federal agencies and mortgages.

Table #3

**PH&N Short Term Bond & Mortgage Fund Portfolio Structure
as of June 30, 2017**



*Current ratings based on average ratings across rating agencies (DBRS, Moody's, S&P) where available. Ratings at the time of purchase may be different.

Totals may not add to 100% due to rounding.

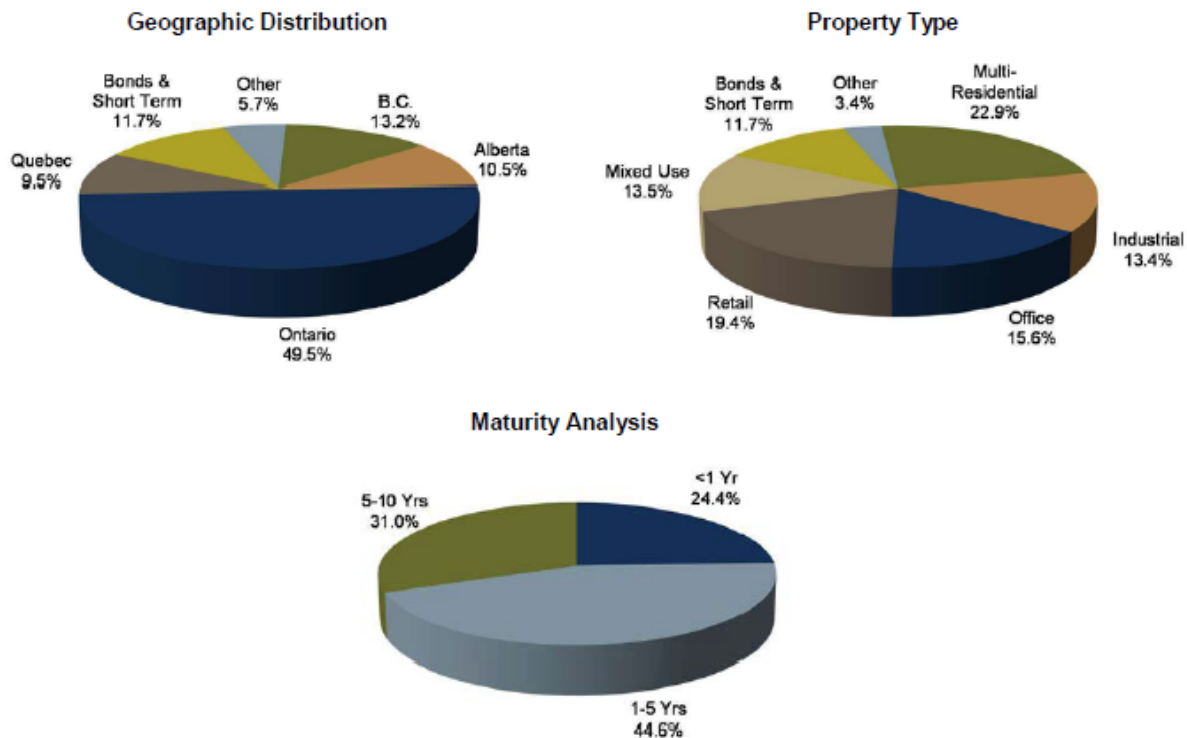
(Source: PH&N)

PH&N's Mortgage Pension Trust (MPT) is benchmarked against the FTSE TMX Short Term Overall Bond Index + 1%. In the six months ending June 30, the Fund returned 1.43% and outperformed its benchmark by 67 bps, largely due to the yield advantage of the underlying mortgages held in the fund. On a one-year basis, the Fund returned 1.52% and outperformed the benchmark by 0.31%. The duration profile is not actively managed due to the illiquid nature of the underlying securities.

Table #4 below details the breakdown of the fund by geographic distribution, property type and maturity.

Table #4

As of June 30, 2017



(Source: PH&N)

Bond Market Outlook - PH&N Commentary

- After having been range-bound through the first quarter, Canadian interest rates decoupled briefly from their global peers amidst negative news surrounding Home Capital Group and the accompanying contagion fears for the broader economy. As a result, Canadian interest rates moved lower through early June, but rebounded on account of comments made by the Bank of Canada (BoC) that signaled a potential rate hike much sooner than market expectations. By the end of the quarter, Canada's yield curve flattened significantly with higher short-term yields, and marginally lower long-term yields.
- Investor confidence remained strong as global economies appear to have achieved significant progress back toward their full potential and global inflation readings are no longer quite so low. Risk assets performed well as a result, leading to credit spread compression, which in turn caused provincial and corporate bonds to outperform similar-term federal counterparts across the maturity spectrum. Overall, the FTSE TMX Canada Short Term Overall Bond Index delivered a return of -0.42% during the quarter.
- The economic uptick that began in the summer of 2016 continued to strengthen this quarter. Economic expansion is occurring on a global scale and leading indicators are pointing to above-average economic growth across much of the world. That said, the initial acceleration phase has slowed and, as a result, risk assets are still performing, but with less momentum than at the turn of the year.

- *A number of structural headwinds – aging populations, a limited capacity to take on debt, wealth inequality, globalization and a preference for safe assets – may limit the pace of rising bond yields and restrain their ultimate long-term resting level. Against this backdrop, we continue to see a wide range of possible outcomes, with arguments to be made for higher, as well as lower, bond yields. Furthermore, we see the potential for short-term volatility resulting from lingering uncertainties surrounding U.S. economic policies and the effects of gradual stimulus removal by central banks.*

Short Term Funds Investment Return Summary and Analysis

The overall average term to maturity and duration of the portfolio have decreased slightly since the end of December. Since June 30, 2016 the term to maturity has remained the same at 1.4, but the average duration has decreased slightly from 1.3 to 1.2. The average term to maturity is slightly higher than the benchmark (1.3), but the average duration is in line with the benchmark. The overall one-year return of the fund ending June 30, 2017 was 1.25% net of fees outperforming the benchmark by 0.68%. Appendix 2 outlines that each mandate outperformed its benchmark.

6 Month Total Fund Return	6 Month Benchmark Return	6 Month Over (Under) Performance	1 Year Total Fund Return	1 Year Benchmark Return	1 Year Over (Under) Performance	
0.79%	0.34%	0.46%	1.25%	0.57%	0.68%	

The Consumer Price Index increased 1.0% over the same period and as a result, all things being equal, the overall purchasing power of the fund increased modestly over the last year with returns exceeding inflation by 0.25%.

Strong equity markets over the last seven years have valuations stretched and have left many equity investors wondering when the market correction is coming and how large it will be. The S&P 500 has seen tremendous gains over the past year, especially since the election of Donald Trump. The US index has steadily grown 19.0% over the previous 12 months ending June 30, 2017, with 13.3% of that return since election night. In Canada, the TSX Composite Index has experienced impressive gains as well, growing 9.3% over the previous 12 months ending June 30, 2017. However, Canadian equities have begun to cool recently and the TSX has undergone a modest correction of 3.7% from mid-February to the beginning of August.

As mentioned in previous Short Term Investment reports, low bond yields have left bond investors searching for yield. Bond investors (and savers in general) require interest rates to rise to earn a more sustainable ongoing yield. While this would be painful in the short to medium term, it would be welcomed for investors in the long term.

We regularly monitor the S&P/TSX dividend yield compared to the 10 year BoC yield. Yields are what investors earn while they hold an asset. In years past it was unusual to have a 10 year bond yield less than the dividend yield on equities. At the end of June the dividend yield on the S&P/TSX was 2.7% compared to a 10 year Canadian bond yield of 1.8%. This trend has persisted for the last few years and has become the norm. In theory if yields on bonds are less than yields on equities then bond investors are encouraged to take on more risk (traditionally investing in equities), reducing the demand for bonds, decreasing prices and raising yields.

For the fifth year, our report notes that interest rates on short-term investments continue to be extremely low. However, following improving economic conditions during the second quarter, the BoC suggested a possible rate hike was coming much sooner than expected. These rumours fueled a rise in yields beginning in early June, and by the time of the July 12 interest rate hike announcement, the market had priced in the rate increase. Since then, based on stronger economic data than expected the BoC increased the overnight rate 25 bps for the second time this year to 1%, a rate not seen since early 2015. Based on recent trading of interest rate derivatives there is a ~34% probability of another interest rate hike in October and a ~57% probability of a hike in December. We have seen a slow rise in rates offered by brokers over the previous few months, and expect this trend to persist with further interest rate hikes. Similarly, we expect interest rates to move modestly higher over the medium term (3-5 years), but with increased volatility.

Internal Lending

In addition to the short-term pool described earlier in this report, UVic has also lent funds to internal parties. As at June 30, 2017 there were eight loans outstanding, with a total principal balance of \$36.8 million, and a weighted interest rate of 4.5%. Interest is received monthly, and is in addition to income earned on the other components of the short-term pool.

Investment Broker Transition

We were advised by our investment manager that HollisWealth was purchased by Industrial Alliance Financial Group and would be transitioning from being a subsidiary of Scotia Capital to Industrial Alliance near the end of Q2 2017. As at September 5, 2017, the account opening process with Scotia Capital is being finalized, and our assets are currently under management with Scotia Capital, as HollisWealth has already made the transition to Industrial Alliance.

This transition has also left us in a good position to gauge the most competitive interest rates being offered in the future. Should HollisWealth/Industrial Alliance provide very competitive rates, an in depth review of their financial strength and creditworthiness will be undertaken.

University Student Investment Fund

The Faculty of Business has created a University Student Investment Fund to support student education by providing hands on investment management experience. The students will be overseen by an Investment Advisory Committee (IAC) comprised of investment professionals recruited from industry willing to volunteer on behalf of UVic. The IAC will set the investment policy statement (IPS) and ensure investments are made in accordance with the IPS. All investments will be in accordance with Section 57 of the University Act and will be investments that a prudent person would make.

The Short Term Investment Report covers the portfolio and activity of the short-term investment funds (i.e., those apart from pension, long-term disability trust and endowment funds). Since the amount of \$270K being transferred to create the University of Victoria Student Investment Fund is not material to the overall pool and is not being managed with the same operational cash mandate, it is recommended to exempt the fund being managed by the students from Policy FM5200. A revised policy, reflecting this exemption, is attached in Appendix 3.

Managing Exchange Rate Risk

As per section 6.01 of the short term investment policy FM 5200 below, we manage the exchange rate risk to reduce the risk of significant negative variances in our operating and research budgets in the current fiscal year. This approach was chosen as we are mindful that our internal expertise is to facilitate operational transactions and not to attempt to create value by taking currency positions. In addition, it is important to recognize that budgets are established and modified on an annual basis giving the opportunity for annual adjustments, if appropriate, based on economic circumstances. The policy is as follows:

6.01 Currency (or Exchange Rate) Risk Management

The university recognizes that exchange rate risks are incidental to normal business operations. The university does not normally hedge against foreign currency transactions as a matter of general practice.

Where a specific transaction or group of transactions is to occur in a foreign currency and the amount of the transaction exceeds \$50,000 USD, or there is some concern about currency fluctuations, the Vice President Finance and Operations may authorize the purchase of hedging products which are effective in managing risk and make hedging decisions based on the institution's objectives and tolerance for risk, rather than market conditions.

Implementation

After meeting with people in the Library, Systems and Oceans Network Canada (ONC) in April 2017, ~4.8 million U.S. dollars (USD) were purchased in order to mitigate the purchasing power of expected Library and System purchases in 2017-18. A USD/CAD forward contract was purchased on behalf of ONC in order to mitigate 75% of upcoming USD expenditures. The USD and USD forward contracts were purchased at approximately 1 USD = 1.35 and 1.34 Canadian dollar (CAD) respectively, which to date is modestly detrimental on an absolute basis but is consistent with the intent of the currency hedging policy. The intent of the policy is to provide budget certainty in the year in which the foreign currency is purchased.

Attachments:

Appendix 1: Report of Monthly Balances in Short-Term Investment Pooled Funds

Appendix 2: Investment Performance Report - Returns as at June 30, 2017

Appendix 3: Short-Term Investment Policy FM5200 – clean and with track changes

Appendix 1 - Report of Monthly Balances in Short-Term Investment Pooled Funds¹

		RBC		Money Market (RJ, CDP)			PH&N Short Term Bond & Mortgage Fund		PH&N Universe Bond Fund/ Mortgage Pension Trust		Total Portfolio	
2016	Jul	14,502,467	11%	55,081,458	42%	53%	34,942,937	26%	27,555,213	21%	132,082,075	100%
2016	Aug	15,004,908	12%	48,558,685	38%	50%	34,986,771	28%	27,614,677	22%	126,165,041	100%
2016	Sep	21,433,195	16%	48,244,394	36%	53%	35,028,681	26%	27,680,708	21%	132,386,978	100%
2016	Oct	19,409,229	12%	77,758,372	47%	59%	40,015,259	24%	28,205,461	17%	165,388,321	100%
2016	Nov	9,198,085	6%	76,077,727	49%	55%	40,612,577	26%	28,276,857	18%	154,165,245	100%
2016	Dec	9,959,211	7%	65,298,890	45%	52%	39,945,943	28%	28,564,856	20%	143,768,900	100%
2017	Jan	11,545,332	8%	71,106,565	48%	55%	37,327,387	25%	29,445,497	20%	149,424,782	100%
2017	Feb	16,778,259	10%	85,187,210	49%	59%	42,455,395	24%	29,716,437	17%	174,137,301	100%
2017	Mar	6,909,974	4%	79,656,049	50%	54%	41,280,139	26%	31,910,248	20%	159,756,410	100%
2017	Apr	4,889,370	3%	80,764,199	52%	55%	35,510,458	23%	33,610,487	22%	154,774,513	100%
2017	May	11,495,688	8%	74,522,614	49%	57%	31,170,682	21%	34,394,528	23%	151,583,513	100%
2017	Jun	13,221,534	9%	73,877,031	48%	57%	31,194,171	20%	34,540,821	23%	152,833,558	100%

¹ Assets are reported on average market monthly holdings

Appendix 2 - Investment Performance Report - Returns as at June 30, 2017

Money Market Funds/Cash Deposit Program

Monthly Return	Monthly FTSE TMX 91-Day T-Bill Index	Monthly Over (Under) Performance	1 Year Fund Return	1 Year FTSE TMX 91-Day T-Bill Index	1 Year Over (Under) Performance
0.13%	-0.01%	0.13%	1.52%	0.45%	1.08%

PH&N – Short Term Bond and Mortgage Fund (Net Returns)

Monthly Return	Monthly FTSE TMX Short Term Bond Index	Monthly Over (Under) Performance	3 Month Return	3 Month FTSE TMX Short Term Bond Index	3 Month Over (Under) Performance	1 Year Return	1 Year FTSE TMX Short Term Bond Index	1 Year Over (Under) Performance
-0.83%	-0.98%	0.14%	-0.29%	-0.41%	0.12%	0.45%	0.20%	0.24%

PH&N – Mortgage Pension Trust (Net returns)

Monthly Return	Monthly FTSE TMX Short Term Bond Index +1%	Monthly Over (Under) Performance	3 Month Return	3 Month FTSE TMX Short Term Bond Index +1%	3 Month Over (Under) Performance	1 Year Return	1 Year FTSE TMX Short Term Bond Index +1%	1 Year Over (Under) Performance
-0.95%	-0.89%	-0.06%	0.41%	-0.16%	0.57%	1.52%	1.20%	0.31%

Total Fund Return vs. Benchmark Return – (including bank deposits and based on average monthly balances)

Monthly Total Fund Return	Monthly Benchmark Return	Monthly Over (Under) Performance	3 Month Total Fund Return	3 Month Benchmark Return	3 Month Over (Under) Performance	YTD Total Fund Return	YTD Benchmark Return	YTD Over (Under) Performance
-0.32%	-0.42%	0.11%	0.25%	-0.08%	0.33%	0.79%	0.34%	0.46%

Appendix 3: Short-Term Investment Policy FM5200 – With Track Changes



University
of Victoria

University Policy No.: FM5200

Classification: Financial Management

Approving Authority: Board of Governors

Effective Date: September 2017

Supersedes: January 2017

Last Editorial Change: September 2014

Mandated Review: September 2024

SHORT-TERM INVESTMENT POLICY

BACKGROUND

- 1.00 The University of Victoria ("the University") has short-term investments from its operations that do not include pensions, the University Student Investment Fund and endowments that are separately managed. The short term investments arise from operating, research and capital project financing received in advance, insurance reserves and from appropriations of funds set aside for equipment replacement and future initiatives including carryovers of funds not spent by departments in the fiscal year.
- 1.01 The cash flows of the University are generally predictable and permit the investment of the short-term funds. A portion of the funds must be invested so that they are sufficiently liquid to meet periodic cash needs of \$5 million or more on relatively short notice.

AUTHORITY

- 2.00 The funds are to be invested in accordance with Section 57 of the [University Act](#), which states that "subject to a contrary intent expressed in a gift, devise bequest or trust, Section 15 of the Trustee Act does not apply to investments made by a board of a university and each board (a) may invest money belonging to the university and available for investment, and (b) must, when investing under paragraph (a), make investments that a prudent person would make."

INVESTMENT OBJECTIVES BASED ON RISK AND RETURN

- 3.00 The investment objectives are:
- a) to preserve capital;
 - b) to provide liquidity by the investment of a portion of the Funds in liquid short-term investments that can be converted to cash with no risk of principal loss; and
 - c) to provide yield at a low level of volatility by the investment of a portion of the funds in bonds.

INVESTMENT CONSTRAINTS

4.00 The investment constraints are:

a) Liquidity

In light of the nature of the assets as per the asset allocation below a majority of the assets will be invested in cash and cash equivalents with an average duration of less than 90 days. This will minimize the liquidity risk that stems from the lack of marketability of an investment that cannot be bought or sold quickly enough to prevent or minimize a loss.

b) Credit Quality

The Fund assets are to be invested at all times in a prudently diversified portfolio. Reference credit ratings for bonds are those as published and regularly reviewed and/or revised by recognized debt rating agencies, including DBRS, Standard & Poor's and Moody's.

The portfolio manager will be responsible for diversifying the bonds by type and by sector and for prudently and diligently managing credit risk. If downgrades occur it is expected the portfolio manager will closely monitor the situation and provide updates to the University administration.

The Vice-President Finance and Operations will develop investment manager guidelines for the universe bond mandate. These will be developed in conjunction with the investment managers to ensure consistency with applicable pooled funds. These guidelines will be reported to the Board as part of the semi-annually reporting on performance.

c) Mortgages

The investment constraints established above for credit quality minima applicable to bonds shall by equivalency apply to the selection and weighting of credit quality applicable to mortgage holdings. The portfolio manager will be responsible for diversifying the mortgages by type and by geographic location and for prudently and diligently managing the risks associated with exposure to individual properties.

INVESTMENT MANAGERS

5.00

a) Selection

The Vice-President Finance and Operations will recommend for the Board to appoint one or more suitably qualified external professional investment managers. The selection of an Investment Manager will be made in a prudent manner, applying fair and reasonable identification, evaluation and selection standards, taking into account for a potential Investment Manager:

- the relevant experience and expertise

- suitability of investment style
- the structure of the organization
- turnover of personnel
- capacity and servicing capabilities
- investment performance record, including consistency of performance and risk
- investment management fees

b) Duties and responsibilities

- exercise care, diligence and skill of a prudent investment counsellor and shall at all times act on a basis that is fair and reasonable
- adhere at all times to the Code of Ethics and Standards of Professional Conduct adopted by the Association of Investment Management and Research
- provide monthly reports of transactions and rates of return
- provide quarterly reports of portfolio holdings, results achieved and explanations of any shortfall from the benchmark
- inform the Vice-President Finance and Operations promptly of any changes in the Investment Manager's firm, including changes of ownership, senior investment personnel or investment style

AUTHORIZED INVESTMENTS AND LIMITS

6.00 The distribution of weights among asset classes will be determined based on the University's cash balances, near-term liquidity requirements and capital plans over the longer horizon. That in placing short-term investments, the Vice-President Finance and Operations be instructed to advance funds to be managed within the Fund benchmark and asset mix guidelines, as noted in the following tables. Should a large cash inflow or outflow occur resulting in a breach of the maximum and minimum percentages below, the University's treasury staff will advise the Vice-President Finance and Operations of the breach and take the steps necessary to rebalance within the policy parameters in a prudent manner.

The distribution of weights among asset classes will be determined based on the University's cash balances, near-term liquidity requirements and capital plans over the long term horizon.

Benchmarks

Asset Class	Benchmark	Benchmark (%)
Money Market (Cash and Cash Equivalents)	FTSE TMX Canada 91-day T-Bill Index	55
Bonds	FTSE TMX Canada Short Term Bond Index	25
Mortgages	FTSE TMX Canada Short Term Bond Index + 100 basis points	20

Allocation Ranges

Asset Class	Minimum (%)	Target (%)	Maximum (%)
Money Market (Cash and Cash Equivalents)	40	55	70
Bonds	0	25	40
Mortgages	0	20	30

If there are any changes to investment managers or brokers, the Board will be informed at the subsequent meeting.

6.01 Currency (or Exchange Rate) Risk Management

The University recognizes that exchange rate risks are incidental to normal business operations. The University does not normally hedge against foreign currency transactions as a matter of general practice.

Where a specific transaction or group of transactions is to occur in a foreign currency and the amount of the transaction exceeds \$50,000 USD the Vice-President Finance & Operations may authorize the purchase of hedging products which are effective in managing risk and make hedging decisions based on the institution's objectives and tolerance for risk, rather than market conditions.

REPORTING

- 7.00 A report of short-term investments will be submitted semi-annually to the Board of Governors, including investment performance of each fund compared to benchmarks and adherence to each fund's stated guidelines of duration, investment constraints and credit risk exposure.
- 8.00 The Vice-President Finance and Operations is authorized to exercise discretion in varying the application of the foregoing policy directives on the understanding that any such variations shall be identified in the semi-annual reports referred to above, but in no event shall investments be made in funds not authorized.

AUTHORITIES AND OFFICERS

The authorities and officers for this policy are:

- i) Approving Authority – Board of Governors
- ii) Designated Executive Officer – Vice-President Finance and Operations

Appendix 3: Short-Term Investment Policy FM5200 – With Track Changes



University Policy No.: FM5200

SHORT-TERM INVESTMENT POLICY

Classification: Financial Management
Approving Authority: Board of Governors
Effective Date: ~~January~~ September 2017
Supersedes: January 2017 ~~June 2009~~
Last Editorial Change: September 2014
Mandated Review: September 2024

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INVESTMENT OBJECTIVES BASED ON RISK AND RETURN

- 3.00 **The investment objectives are:**
- a) **to preserve capital;**
 - b) **to provide liquidity by the investment of a portion of the Funds in liquid short-term investments that can be converted to cash with no risk of principal loss; and**

- c) to provide yield at a low level of volatility by the investment of a portion of the funds in bonds.

INVESTMENT CONSTRAINTS

4.00 The investment constraints are:

- a) **Liquidity**

In light of the nature of the assets as per the asset allocation below a majority of the assets will be invested in cash and cash equivalents with an average duration of less than 90 days. This will minimize the liquidity risk that stems from the lack of marketability of an investment that cannot be bought or sold quickly enough to prevent or minimize a loss.

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- 8.00 ~~THAT~~ The Vice-President Finance and Operations is authorized to exercise discretion in varying the application of the foregoing policy directives on the understanding that any such variations shall be identified in the semi-annual reports referred to above, but in no event shall investments be made in funds not authorized.

AUTHORITIES AND OFFICERS

The authorities and officers for this policy are:

- i) Approving Authority – Board of Governors
- ii) Designated Executive Officer – Vice-President Finance and Operations



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

To: Finance Committee

From: VICE-PRESIDENT FINANCE AND OPERATIONS

cc: President and Vice-Chancellor

Meeting Date: September 26, 2017

Subject: Long Term Disability Trust Financial Statements

Basis for Jurisdiction: Committee's Terms of Reference 6.1

A handwritten signature in dark ink, appearing to read "G. Smith".

Strategic Relevance:

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

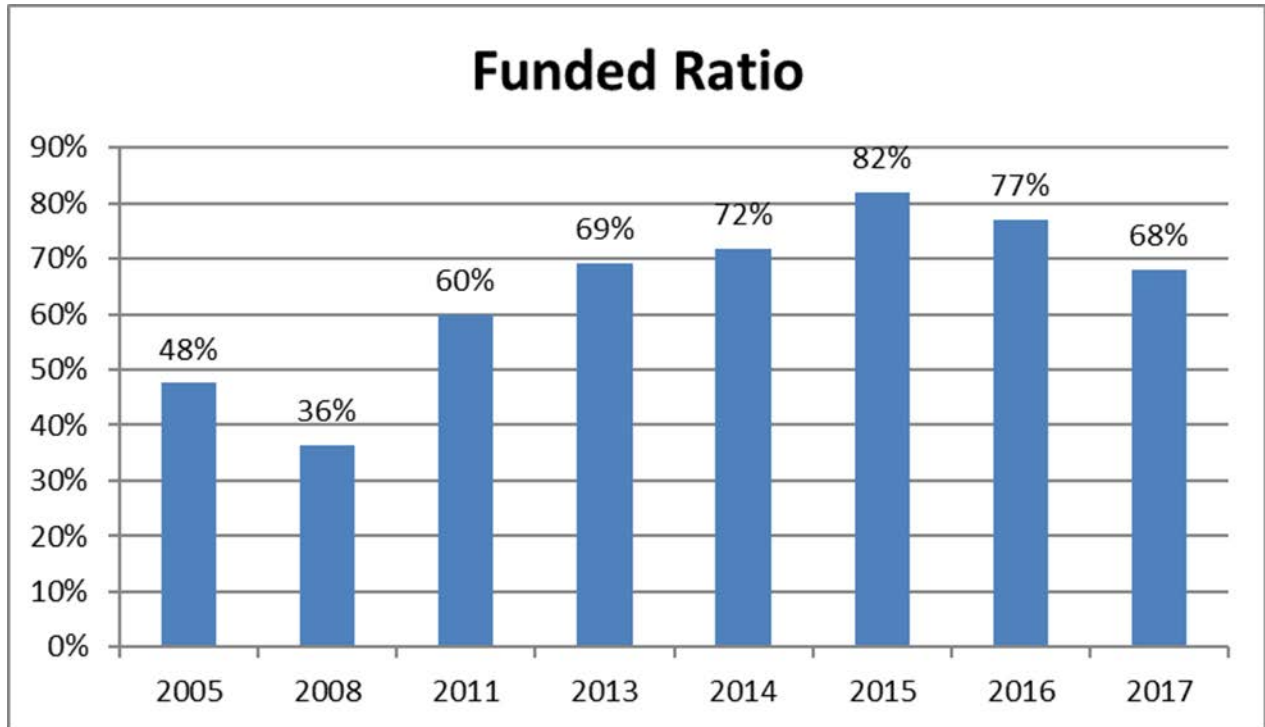
Background:

The Long Term Disability Trust was established July 1, 2007 to administer the employee-funded long term disability plan for UVic's faculty and administrative and academic professional staff.

Attached are the Trust's financial statements for the year ended March 31, 2017, which have received a "clean" audit opinion from the Trust's external auditors, Grant Thornton LLP.

The Trust's financial position deteriorated for the second straight year due to the continued increase in the number of active disability claims. As a result, liabilities increased to \$20.5 million (2016-\$16.9 million) while assets available for benefits increased to \$13.9 million (2016-

\$13.0 million). Consequently, the unfunded liability grew to \$6.6 million (2016-\$4.0 million) and the funded ratio moved down to 68% (2016 -77%). While there was a decrease, the funded ratio continues to be greater than at inception but still below the target range of 90-100% as outlined in the Plan's Funding Policy. The Trustees will continue to monitor the funded ratio and adjust rates based on the results of the full actuarial valuation performed every three years. The 2017 valuation is currently underway with results expected later in the fall.



The investment return for the year was 4.17% (2016-1.21%) compared to the benchmark of 1.51%.

During the year a working group led by the AVP Human Resources reviewed alternative disability plans to determine if benefit providers could provide lower rates for the same level of benefits. The review concluded that an insured plan would significantly increase member fees so it was recommended to continue with our current self-insured plan.

**LONG TERM DISABILITY TRUST
FINANCIAL STATEMENTS
MARCH 31, 2017**

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Statement of Financial Position	5
Statement of Changes in Net Assets Available for Benefits	6
Statement of Changes in Benefit Obligations	7
Notes to the Financial Statements	8-14

LONG TERM DISABILITY TRUST

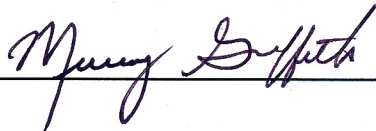
STATEMENT OF ADMINISTRATIVE RESPONSIBILITY FOR FINANCIAL STATEMENTS

The University of Victoria is responsible for the preparation of the financial statements of the Long Term Disability Trust. The statements have been prepared in accordance with Canadian accounting standards for pension plans and present fairly the financial position of the Long Term Disability Trust as at March 31, 2017 and the results of its operations for the year then ended.

In fulfilling its responsibility and recognizing the limits inherent in all systems, the University's Administration has developed and maintains a system of internal controls designed to provide reasonable assurance that the Trust's assets are safeguarded from loss and that the accounting records are a reliable basis for preparation of the financial statements.

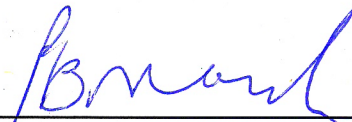
The financial statements have been examined by Grant Thornton LLP, the independent auditors appointed by the Trustees. The Independent Auditors' Report outlines the nature of their examination and expresses an opinion on the financial statements of the Trust for the year ended March 31, 2017.

Trustee



June 26, 2017

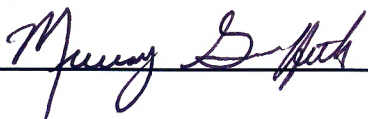
Trustee




LONG TERM DISABILITY TRUST
STATEMENT OF FINANCIAL POSITION
As at March 31, 2017

	<u>2017</u>	<u>2016</u>
Assets		
Cash and cash equivalents	\$ 294,556	\$ 271,585
Accrued interest and other receivables	476	-
Cash held on deposit with benefit carrier	161,200	154,000
Income taxes receivable (note 7)	-	328
Investments (note 3)	13,453,445	12,523,539
Due from University of Victoria	<u>281,349</u>	<u>271,409</u>
	<u>14,191,026</u>	<u>13,220,861</u>
Liabilities		
Accounts payable and accruals	280,700	236,936
Income taxes payable (note 7)	<u>40,814</u>	<u>-</u>
	321,514	236,936
Net assets available for benefits	<u>13,869,512</u>	<u>12,983,925</u>
Accrued benefit obligations (note 4)	<u>20,480,159</u>	<u>16,936,159</u>
Deficit	<u>\$ (6,610,647)</u>	<u>\$ (3,952,234)</u>

On behalf of the board:



 Trustee



 Trustee

See accompanying notes to the financial statements

LONG TERM DISABILITY TRUST
STATEMENT OF CHANGES IN NET ASSETS AVAILABLE FOR BENEFITS
For the Year ended March 31, 2017

	<u>2017</u>	<u>2016</u>
Net return on investments		
Interest income	\$ 437,741	\$ 436,645
Realized gains	207,489	139,850
Unrealized losses	(116,440)	(420,104)
	<u>528,790</u>	<u>156,391</u>
Contributions		
Employee contributions	<u>3,338,263</u>	<u>3,211,998</u>
Payments to or on behalf of members		
Benefit carrier claims	<u>2,624,170</u>	<u>2,245,765</u>
Operating expenses		
Actuarial fees	12,348	8,997
Audit expense	9,536	9,261
Benefit carrier administration fees	72,665	60,306
Custodial fees	6,015	5,717
Interest expense	2,645	1,814
Investment management fees	35,123	32,637
Financial administration fees (note 8)	<u>1,000</u>	<u>1,000</u>
Total operating expenses	<u>139,332</u>	<u>119,732</u>
Increase in net assets available for benefits, before taxes	1,103,551	1,002,892
Income taxes (note 7)	<u>217,964</u>	<u>187,611</u>
Increase in net assets available for benefits	885,587	815,281
Net assets available for benefits, beginning of year	<u>12,983,925</u>	<u>12,168,644</u>
Net assets available for benefits, end of year	<u>\$ 13,869,512</u>	<u>\$ 12,983,925</u>

See accompanying notes to the financial statements

LONG TERM DISABILITY TRUST
STATEMENT OF CHANGES IN BENEFIT OBLIGATIONS
For the Year ended March 31, 2017

	<u>2017</u>	<u>2016</u>
Beginning balance, accrued benefit obligation	\$ <u>16,936,159</u>	\$ <u>14,765,159</u>
Experience gains	(1,443,000)	(3,353,000)
Current service cost	7,433,000	7,637,000
Interest cost	318,000	252,000
Benefit paid	<u>(2,764,000)</u>	<u>(2,365,000)</u>
	3,544,000	2,171,000
Ending balance, accrued benefit obligation	\$ <u><u>20,480,159</u></u>	\$ <u><u>16,936,159</u></u>

See accompanying notes to the financial statements

LONG TERM DISABILITY TRUST
NOTES TO FINANCIAL STATEMENTS
March 31, 2017

1. Description of Plan

The following is a summary of the Long Term Disability Trust (the Trust).

a) General

The Trust was established in July 2007 to administer a self-funded long term disability plan covering all faculty, administrative and academic professional staff holding regular appointments of 50%, or more, of full time at the University of Victoria.

b) Funding Policy

Members contribute 2.05% of basic salary, which is deducted by the University semi-monthly, and remitted to the Trust. The Trust holds these contributions, and pays the plan benefit carrier for benefit payments made to qualifying employees. The contribution rate is set by the Trustees referencing actuarial valuations, and covers the normal cost of providing benefits, plus an amount required to build a reserve against estimated future liabilities of the plan.

c) Plan Benefits

Long term disability benefits are calculated at 80% of monthly "net earnings", plus the amount required to maintain employee and University Pension Plan contributions. Benefits are indexed to the lower of (1) the annual increase in the Canada CPI index, and (2) the most recent annual across-the-board general salary adjustment.

As this is an employee-pay-all plan benefits paid to qualifying employees are tax-free.

d) Commencement and Duration of Benefits

If approved, LTD benefit payments commence following completion of six months of continuous disability, and following receipt of proof of total disability. Benefits continue until the earliest of the following:

- no longer considered to be totally disabled,
- start work at any occupation for wage or profit except as permitted under the Plan,
- fail to furnish proof of continuous disability,
- no longer under the care of a qualified physician, or fail to follow prescribed medical treatment, or participate in a recommended rehabilitation program,
- death,
- normal retirement date.

e) Investments

The assets of the Trust are invested in a Phillips, Hager and North Bond Fund.

LONG TERM DISABILITY TRUST
NOTES TO FINANCIAL STATEMENTS
March 31, 2017

2. Significant Accounting Policies

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

Accounting standards for pension plans apply to all pension plans as well as benefit plans with characteristics similar to pension plans (such as long term disability plans) and require entities to select accounting policies for accounts that do not relate to its investment portfolio or accrued benefit obligations in accordance with either Part I International Financial Reporting Standards (IFRS) or Part II Canadian Accounting Standards for Private Enterprises (ASPE) of the CICA Handbook. The Trust selected to apply Part II 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. Under Canadian accounting standards for pension plans the Trust is required to follow IFRS 7 and 13 with respect to Financial Instruments.

a) Financial Instruments

Financial assets and financial liabilities are recognized when the Plan becomes a party to the contractual provisions of the financial instrument.

Financial assets are derecognized when the contractual rights to the cash flows from the financial assets expire, or when the financial asset and all substantial risks and rewards are transferred. A financial liability is derecognized when it is extinguished, discharged, cancelled or expires.

All financial assets and financial liabilities are initially measured at fair value. Fair value is an estimate of the amount of consideration that would be agreed upon in an arm's-length transaction between knowledgeable, willing parties who are under no compulsion to act.

Financial assets and financial liabilities are subsequently measured as described below.

b) Cash and cash equivalents

Cash and cash equivalents are defined as cash on hand, demand deposits and short-term highly liquid investments that are readily convertible to known amounts of cash within three months, have been classified as held for trading and recorded at fair value.

c) Investment assets and investment liabilities

All investment assets and investment liabilities are measured at fair value at the date of the statement of financial position in accordance with IFRS 13 Fair Value Measurement, International Financial Reporting Standards in Part 1 of the CICA Handbook.

Pooled funds are valued at the unit value supplied by the pooled fund administrator and which represent the Plan's proportionate share of underlying net assets at fair value determined using closing bid prices.

Transaction costs are not included in the fair value of investment assets and investment liabilities either on initial recognition or on subsequent re-measurement. Transaction costs are included in the statement of changes in net assets available for benefits as part of expenses incurred in the period.

LONG TERM DISABILITY TRUST
NOTES TO FINANCIAL STATEMENTS
March 31, 2017

2. Significant Accounting Policies (continued)

d) Investment Income

Income from investments is recognized on an accrual basis and includes interest income.

e) Realized and Unrealized Gains and Losses on Investments

Realized gains or losses on sale of investments are the difference between the proceeds received and the average cost of investments sold.

Unrealized gains or losses on investments represent the differences between carrying value at the year end and the carrying value at the previous year end or purchase value during the year, less the reversal of previously recognized unrealized gains and losses in respect of disposals during the year.

f) Contributions

Contributions from the members are recorded on an accrual basis.

g) Net assets available for benefits

Net assets available for benefits are amounts available for the servicing of future claims under the Trust agreement, and terms of the Plan.

h) Estimation Uncertainty

When preparing the financial statements, management undertakes a number of judgments, estimates and assumptions about recognition and measurement of assets, liabilities, income and expenses. The actual results are likely to differ from the judgments, estimates and assumptions made by management, and will seldom equal the estimated results. Information about the significant judgments, estimates and assumptions that have the most effect on the recognition and measurement of assets, liabilities, income and expenses are discussed below.

Fair value of financial instruments: management uses valuation techniques in measuring the fair value of financial instruments, where active market quotes are not available. Details of the assumptions used are given in the notes regarding financial assets and liabilities. In applying the valuation techniques management makes maximum use of market inputs, and uses estimates and assumptions that are, as far as possible, consistent with observable data that market participants would use in pricing the instrument. Where applicable data is not observable, management uses its best estimate about the assumptions that market participants would make. These estimates may vary from the actual prices that would be achieved in an arm's length transaction at the reporting date.

Accrued benefit obligation: management estimates the accrued benefit obligation with the assistance of an independent actuary; however, the actual outcome may vary due to estimation uncertainties. The estimate of its accrued benefit obligation is based on assumptions as outlined in Note 4 to these financial statements.

LONG TERM DISABILITY TRUST
NOTES TO FINANCIAL STATEMENTS
March 31, 2017

3. Investments

Investments are reported at fair value and are as follows:

	<u>2017</u>		<u>2016</u>	
	<u>Cost</u>	<u>Fair Value</u>	<u>Cost</u>	<u>Fair Value</u>
Phillips Hager and North Core Plus Bond Fund, Series O	13,450,569	13,453,445	12,404,223	12,523,539
Phillips Hager and North Money Market funds Series O	294,556	294,556	271,585	271,585

4. Obligations for Plan Benefits

An actuarial valuation was made as of June 30, 2014 by Mercer Human Resource Consulting, a firm of consulting actuaries. Salary figures used in the actuarial analysis are based on annual salary increases effective July 1, 2014.

The actuarial liability is the actuarial present value of the disability benefits expected to be paid in the future to members who were disabled at the valuation date. This liability is divided into two components: the Disabled Life Reserve (DLR) for individuals in receipt of benefits at the valuation date, and the Incurred But Not Reported (IBNR) reserve for individuals who are disabled but not reported at the valuation date and who have not completed the six month elimination period. The estimated liability as at March 31, 2017 has been calculated by Mercer using updated data and assumptions consistent with the 2014 actuary report.

The financial position of the Plan as at March 31 is as follows:

	<u>2017</u>	<u>2016</u>
Net Assets	\$ 13,869,512	\$ 12,983,925
Liabilities		
- Disability Life Reserve	19,072,159	15,555,159
- Incurred But Not Reported	1,408,000	1,381,000
	<u>20,480,159</u>	<u>16,936,159</u>
Unfunded Liability	\$ (6,610,647)	\$ (3,952,234)
Funded ratio	68%	77%

LONG TERM DISABILITY TRUST
NOTES TO FINANCIAL STATEMENTS
March 31, 2017

4. Obligations for Plan Benefits (continued)

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

	<u>2017</u>	<u>2016</u>
Discount rate	1.9%	1.9%
Cost of living adjustment	1%	1%
Retirement age assumption	65	65

5. Risk Management

The Trust's assets are invested in Phillips, Hager & North's Core Plus Bond Fund and the RBC Institutional Cash Fund. All assets are recorded at fair value. The main investment risks are interest rate risk, liquidity risk and credit risk.

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 funds as a rise (fall) in interest rates will cause a decrease (increase) in bond prices - the longer the duration, the greater the effect. At March 31, 2017, the modified duration of the bond portfolio was 7.17 years. Therefore, if interest rates were to increase by 1% across all maturities, the value of the bond portfolio would drop by 7.17%, contrarily if interest rates were to decrease by 1% across all maturities, the value of the bond portfolio would increase by 7.17%.

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 Trust are future benefit obligations and operating expenses. Liquidity requirements are managed through income generated by contributions and investing in sufficiently liquid assets and other easily marketable instruments.

Credit risk

The value of fixed income and debt securities depends, in part, on the perceived ability of the issuer that issued the securities to pay the interest and to repay the original investments. 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 March 31, 2017, the maximum risk exposure for this type of investment is \$13,748,001.

LONG TERM DISABILITY TRUST
NOTES TO FINANCIAL STATEMENTS
March 31, 2017

5. Risk Management (continued)

The credit risk is also mitigated by the credit rating and issuer analysis. Table 1 below shows the percentage of fixed income holdings in the portfolio by credit rating as of March 31, 2017 and compared to March 31, 2016. Table 2 below shows the percentage of fixed income holdings by type of issuer as of March 31, 2017 and compared to March 31, 2016.

Table 1		2017	2016
	<u>Ratings Summary</u>	<u>%</u>	<u>%</u>
	AAA	17.7	9.6
	AA	27.0	25.3
	A	14.4	15.3
	BBB	15.4	23.9
	BB	6.6	10.4
	Mortgages	5.0	5.8
	Foreign Exchange	3.9	-
	Cash	9.9	9.7

Table 2		2017	2016
	<u>Issuer Analysis</u>	<u>%</u>	<u>%</u>
	Federal bonds	14.2	3.1
	Provincial bonds	28.3	23.5
	Corporate bonds	34.6	54.3
	Emerging markets	8.1	5.4
	Mortgages	5.0	5.9
	Cash and short term	9.8	7.8

Financial instruments measured at fair value are classified according to a fair value hierarchy that reflects the importance of the inputs used in making the measurements. The fair value hierarchy is made up of the following levels:

- Level 1 - valuation is based on quoted prices (unadjusted) in active markets for identical assets or liabilities;
- Level 2 - valuation techniques based on inputs other than quoted prices included in level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and
- Level 3 - valuation techniques using inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The fair value hierarchy requires the use of observable data on the market each time such inputs exist. A financial instrument is classified to the lowest level of the hierarchy for which a significant input has been considered in measuring fair value.

The Trust's portfolio consists of bonds and mortgages and are pooled into a combined mutual fund. The lowest level of the hierarchy for the portfolio is a level 2.

6. Capital Disclosures

The purpose of the Trust is to provide benefits to members on long term disability. The Trust's objectives when managing its capital are to protect the value of the funds against inflation and provide stability in benefit distributions. With the assistance of an investment consultant, the Trust's Board of Directors regularly monitors the Trust's investments to ensure that immediate and

LONG TERM DISABILITY TRUST
NOTES TO FINANCIAL STATEMENTS
March 31, 2017

long-term obligations can be met within an acceptable level of risk.

7. Income Tax

Income taxes are paid on a calendar basis and are based on the difference between income earned on investment funds less plan expenses exclusive of employee contributions and benefit carrier claims.

8. Related Party Transaction

The Trust receives accounting and administrative services from the University of Victoria and was charged a fee of \$1,000 for the year.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR ADVICE

14 September 2017

To: Operations and Facilities Committee

From: Jamie Cassels, President and Vice-Chancellor

Meeting Date: 26 September 2017

Subject: Strategic planning update

Basis for Jurisdiction: University Act, Section 27(1)
Board Procedures, Section 8.1

A handwritten signature in blue ink, likely belonging to Jamie Cassels, written over the 'From' field.

Strategic Relevance: The renewal of the strategic plan is a key opportunity to bring members of the university community together to discuss our shared mission, to elicit input from external constituencies, to confirm, modify or refine the institutional direction, and to provide a framework for operational plans.

For the Board's Consideration: Over the summer, preparations have continued for the launch of the planning process in September. I would like to update you on progress to date and seek your initial responses to the consultation questions which are listed on the following page of this memo.

Previous Consultation:

- President's Advisory Council, 18 April and 20 June 2017
- Senate, 5 May 2017
- Executive Council, 4 April, 9 May, 6 June 2017
- Integrated Planning, 10 May 2017
- Board of Governors, 29 May 2017 **BOG-May30/17-39**
- Deans' Council, 7 June 2017

- Board of Governors, 26 June 2017 **BOG-Jun27/17-09**
- Strategic Plan Advisory Group, 10 August 2017

Background: In June 2017 the Board approved (BOG-Jun27/17-09) the process and timing for the development of the university's new strategic plan, and reviewed and provided feedback on a preliminary draft of the discussion document. On 28 June, the Board's decision was communicated to the UVic community, along with the closeout report for the 2012 strategic plan.

Strategic Plan Launch and Communications:

On 8 September a broadcast email was sent to all faculty and staff inviting them to attend the President's campus update and informing them about the upcoming strategic planning process. The email included a link to the new strategic planning website (www.uvic.ca/strategicplan) and the finalized Discussion Document, three consultation questions and high-level summary (www.uvic.ca/strategicplan/background).

My annual Campus Update town hall meeting is scheduled for 15 September and all faculty and staff are invited to attend. I will speak about the changes and challenges in the post-secondary environment in Canada and beyond, as well as the assets that UVic holds and our related opportunities. The presentation will end with three questions (see below) that we will be posing to the UVic community during the strategic plan consultation process. I am interested in hearing what the university community believes sets us apart from other universities and in what areas they want UVic to be known as the best in Canada. The Campus Update audience will be given the opportunity to respond to the following 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 1?

Q3. Our challenges and opportunities: What key issues should our plan address over the next five to ten years?

Phase 1 Consultation:

On Monday, Sept. 18, members of the UVic community (including faculty, staff, students, retirees and alumni) will receive an email inviting them to respond to the consultation questions using Thoughtexchange (www.uvic.ca/strategicplan/get-involved/thoughtexchange), an interactive online forum that allows individuals to share their thoughts and suggestions with other members of our community and build on each other's great ideas. Participation in the Thoughtexchange consultation process will be encouraged through use of many UVic internal communication channels including the Ring, the Martlet, digital signage, Campus Checklist, mail out of Discussion Document to units across campus, and posters. The Thoughtexchange consultation closes on 8 October.

In mid to late October the Executive will receive an update from Thoughtexchange on the outcomes of the online consultation and in early November a report will be shared with the UVic community and the Board.

A number of face-to-face consultations are being conducted during September, October and November. Some of those consultations will be broader in nature and audience, i.e. on the Discussion Document and consultation questions, and other discussions later in the process will be more targeted on the themes emerging from the Thoughtexchange consultation. One thematic

consultation with faculty on dynamic learning has already taken place at the Let's Talk Teaching event on campus on 30 August.

An external stakeholder consultation plan is almost finalized and will begin consulting with targeted individuals while I am in Ottawa this month.

Strategic Plan Advisory Group:

The Strategic Plan Advisory Group, whose terms of reference and membership you approved in June, met for the first time in August to review and provide feedback on the draft Discussion Document, consultation questions, and consultation plan. Members were enthusiastic and engaged and provided constructive input on various aspects of the planning process. Members of the advisory group will be invited to attend face-to-face consultations with other members of the UVic community through September to November to act as additional "ears" in the room and assist with hearing, interpreting and consolidating the feedback received. Membership of the group can be viewed on the website www.uvic.ca/strategicplan/process/advisory-group.

Board Engagement:

As mentioned at previous Board meetings, Board members will be engaged on a regular basis throughout the development of the strategic plan including:

- Planning updates at each Board meeting;
- Invitation to participate in online Thoughtexchange consultation from 18 September to 8 October;
- Opportunity to review and provide feedback on Thoughtexchange report on outcomes of the consultation in November;
- Participation in the November Joint Senate and Board Retreat which is focussed on strategic planning and will include small group discussions of the major themes that are emerging from the consultation process;
- Opportunity to review and provide feedback on the draft plan in February/March 2018; and
- Approval of the final plan in May or June 2018, on recommendation from Senate.

I welcome your initial responses to the consultation questions (listed on the previous page) at the September meeting of Operations and Facilities Committee. You are also welcome to email me directly with your feedback and thoughts at any time during the planning process.

Planned Further Action:

- Update Board at November 2017 meeting on results of consultation process and emerging major themes/strategies
- Work with the Office of the University Secretary and the Joint Senate and Board Retreat Committee to finalize the program for the Retreat

Attachment(s): None



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

To: OPERATIONS AND FACILITIES COMMITTEE

From: VICE-PRESIDENT FINANCE AND OPERATIONS



cc: President and Vice-Chancellor

Meeting Date: September 26, 2017

Subject: 2017/18 FIVE YEAR CAPITAL PLAN

Strategic Relevance:

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

Recommendations:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the 2017/18 Five Year Capital Plan and submit capital priorities to the Ministry on the basis of the Capital Plan.

Background:

UVic has a rolling five-year capital plan that is generally updated annually to ensure it reflects institutional priorities and to update for progress made against the plan. The capital plan is prepared for planning purposes to support management and the Board of Governors. The capital plan is developed and updated to reflect priorities identified and discussed as part of the Integrated Planning process.

A five-year capital plan is required by the provincial government. The capital plan format is outlined by the provincial government and is submitted to the Ministry of Advanced Education, Skills and Training. It is used by the Ministry to better understand university priorities and funding requirements.

Attachment:
2017/18 Five Year Capital Plan



**UNIVERSITY
OF VICTORIA**

**2017/18
FIVE-YEAR CAPITAL PLAN**



Photo: Elliot Building Science Laboratory Renovations 2017



**University of Victoria
2017/18
Five-Year Capital Plan**

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University of Victoria 2017/18 Five-Year Capital Plan

A. EXECUTIVE SUMMARY and PRIORITIES

The University of Victoria's five-year capital plan is directly aligned to the academic priorities of the university. As demonstrated in our own Planning and Budget Framework and our Institutional Accountability Plan and Report to the Ministry of Advanced Education, Skills and Training, our top priorities are supporting students; meeting existing and anticipated program demand; and ensuring our programs are of the highest quality.

UVic is unique in BC in that 75% of our students come from outside our immediate region. As a destination university, students choose UVic for the quality and breadth of our programs and travel from across the province, Canada and the world to attend. The vast majority of our incoming class of 5,000 students per year are therefore new to Victoria and require residence accommodation. UVic's first year housing guarantee attempts to provide a place in residence for new students from outside Victoria, but the reality is that many new and all returning students need to find accommodation off campus. The vacancy rate in Victoria is now the lowest in Canada and sits at 0.6%. As such, we are exploring a number of opportunities and potential locations for student housing. UVic's number one capital priority is student residences (plus associated infrastructure) that would be self-funded and that would be, as a minimum, providing 600 additional beds. As the housing pressure in the Greater Victoria area continues to grow, additional student residences would assist in meeting the immediate housing needs of our students as well as provide some relief from the extremely low vacancy rate in the region. Government approval for external borrowing would allow us to move forward with construction.

More than any other post-secondary institution in BC, UVic has responded to changing student and societal demands for programs by shifting (creating new) FTEs in programs aligned with job demand. Our leadership has allowed us to create a new standalone Civil Engineering program. While UVic has used "shift (new)" FTEs to start-up the program, government support is sought to scale up the program to an efficient size including capital funding to accommodate the academic growth that has occurred and the further student demand anticipated. UVic's second capital priority therefore is a \$45.2M addition to our Engineering and Computer Science building with an adjacent high-bay structures lab estimated at \$9.6M that are required to meet demonstrated student demand in Civil Engineering, a program with some of the highest number of anticipated job openings of any in-demand occupation.

Indigenous peoples are increasingly exercising jurisdiction over their lands, resources, and affairs. In doing so, they seek to draw upon their own legal traditions and principles of social order. For enduring Indigenous self-government, there is a need to create strong institutions grounded in the communities they serve, run by individuals who have the skills to reason with Canadian law and Indigenous legal traditions. UVic has responded to this need through the proposed creation of an Indigenous Legal Lodge within the Faculty of Law. The Lodge would house a proposed new dual degree program in Common Law and Indigenous Legal Orders and a national forum for research and education in Indigenous Law. This program would have transformational effects in communities across Canada, realizing the Truth and Reconciliation Commission's hope that Indigenous and non-Indigenous peoples should live together in peace and prosperity. It also responds to both federal and provincial government commitments to



University of Victoria 2017/18 Five-Year Capital Plan

recognize the rights and traditions of Indigenous Peoples and forge the nation-to-nation relationship. To realize this vision, UVic requires a \$20.1M addition to the Fraser building.

Much like the demand for Civil Engineering, student demand for Business, including entrepreneurship and innovation, has been very strong. UVic's Peter B. Gustavson School of Business has expanded by creating two additional cohorts, again, largely through shift (new) FTEs. Business graduates are in demand and like engineering, enjoy some of the highest starting salaries of any occupational group. Another UVic capital priority, to accommodate this growth, is therefore a \$25M expansion to the existing Business and Economics building.

The quality of our academic programs is impacted by the condition of the facilities in which they are provided. In order to address pedagogical needs and provide the experience our students need be ready for the job market, our facilities need to be modern and safe. The next project in our ongoing renewal program is the Fraser Building estimated at \$26.3M. A critical component of this budget is seismic work within this facility.

Over the course of the last year detailed planning was undertaken for a number of facilities to develop seismic upgrade plans in several on campus buildings. This work is now complete and UVic is positioned to move forward on seismic work when funding becomes available. In order to address other capital needs, planning activities will also be undertaken to address requirements in programs such as Social Sciences, Science and for Health Services. We will also continue to ensure the optimization of space by undertaking an external review of space in two more faculties.

B. BACKGROUND

During the period 2001 to 2010, the physical aspect of the campus underwent significant change due to a program of expansion. This expansion provided much needed teaching, research, academic, residence and administrative office space to begin to address the significant space shortage on campus resulting from student enrolment growth. While this expansion addressed some critical shortages on campus, the university still has significant space pressures due to growth in specific areas.

Ministry space standards outline the total campus space that an institution should have based on programs offered, enrolment levels, number of faculty and staff, Library volumes etc. When the university's inventory is compared to this standard there is a shortfall of 27,072 net assignable square metres (NASM) – almost 14% below standard (see appendix 1). Planning work has been undertaken to confirm the areas of priority for addressing the most significant space gaps noted in appendix 1, which include academic office space, maintenance space, student and central service space¹ and laboratories (teaching and research). In addition to previously existing shortfalls, UVic has accommodated major realignments and shifts in programs due to student demand. These shifts have created immediate pressures in Civil

¹ Student and central services includes: food services, bookstore, AV/TV, data centre, student computer labs, health, student lounge space, student office and support space and general assembly such as galleries auditorium etc.



**University of Victoria
2017/18
Five-Year Capital Plan**

Engineering and Business, as well as areas such as Social Sciences and Science. The needs of Engineering and Business can be addressed through plans that have been developed to provide additions to current facilities that support these programs – the Engineering Computer Science Building and the Business and Economics Building.

Another priority building addition is to the Fraser Building. An addition to this Building would allow for the creation of the Indigenous Legal Lodge. The Lodge would house the proposed new dual degree program in Common Law and Indigenous Legal Orders and a national forum for research and education in Indigenous Law. The program meets the demand for professionals who can work across Common and Indigenous Law in governance, resource management, child welfare and many other areas. It directly answers the Truth and Reconciliation Commission's Call to Action 50 which includes, *"to fund the establishment of Indigenous law institutes for the development, use, and understanding of Indigenous laws and access to justice in accordance with the unique cultures of Aboriginal peoples in Canada."* The program will help to forge a new relationship, to recognize the rights identified in the United Nations Declaration on the Rights of Indigenous Peoples and the Tsilhqot'in Supreme Court decision.

In addition to addressing academic space priorities, another strategic priority for the university is to expand on-campus housing to address student demand. UVic is unique in BC in that 75% of our students are from outside our immediate region. As a destination university, students choose UVic for the quality and breadth of our programs and travel from across the province, Canada and the world to attend. The vast majority of our incoming class of 5,000 students are therefore new to Victoria and require accommodation. UVic's first year residence guarantee attempts to provide a place in residence for new students from outside Victoria, but the reality is that many new and all returning students need to find accommodation off campus. The vacancy rate in Victoria continues to decline and is now the lowest in Canada at 0.6% down from 1.5% in 2015 according to the CMHC. The university has unmet on-campus housing need of ~1,500 beds and we can respond to this demand and would have sufficient revenue from growth in residential fees to fund debt required for an expansion. Approval from the Ministry for debt would allow us to move forward quickly to respond to the unmet demand for on-campus housing and help to increase affordability and choice for students.

As well as housing, there are significant space pressures with respect to the provision of appropriate Health Services for UVic students. The current building where this program is located is inadequate in both size and functionality, and given its age and location can't cost effectively be renovated to meet current Vancouver Island Health Authority requirements and student demand levels. Planning is underway to repurpose space that will become available in 2018 as a direct result of the Strategic Infrastructure Fund (SIF) Program with the investment in the building that will house the Ocean Climate Campus.

In 2007 the university started the process to assess campus renewal needs. The initial assessment was completed for the university's six oldest buildings as well as the university's Athletic, Recreation and School of Exercise Science, Physical and Health Education facilities. Two projects emerged out of these assessments: the Renewal Program funded through the Knowledge Infrastructure Program (KIP), as well as the Centre for Athletics, Recreation and



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Special Abilities and Renovations to McKinnon – Phase I (CARSA). The KIP renewal project was completed in 2011 and the CARSA building and renewal to portions of McKinnon were completed in 2015 and 2016 respectively.

While the KIP renewal program addressed some deferred maintenance and infrastructure issues, overall the university's infrastructure is aging and deferred maintenance issues need to be addressed. In 2010 an assessment by an external organization, funded by the Ministry of Advanced Education, Skills and Training, of the university's deferred maintenance was undertaken. This assessment work included looking at all academic buildings on campus to determine each building's physical condition using an industry standard index called the Facilities Condition Index or FCI. The overall FCI of our buildings at that time was 32%. An FCI number below 10 indicates that the buildings are generally in good condition and an FCI rating between 10 and 30 is considered poor. The investment that would have been required to address all deferred maintenance and capital renewal over the next five years was estimated at \$361M at that time. The VFA data is reviewed and updated annually taking into account further aging of the buildings, pricing changes and any projects undertaken to address deferred maintenance. While government has provided some funding to start to address deferred maintenance through the Routine Capital program the University's FCI continues to increase. The current update was completed in January 2017 and the FCI increased to 37%, with the value of the work required over the next 5 years estimated at \$450M (excluding residences)² and does not include required seismic work. Given the magnitude of these infrastructure issues, and the fact that these values will continue to grow over time, deferred maintenance continues to be a capital priority.

Given the above, capital planning efforts over the next five years will need to address both academic program and student residence space pressures through some expansion as well as deferred maintenance requirements through renewal and seismic projects. The capital projects and projects in planning outlined in this document reflect the above priorities and support the university's strategic priorities.

University Accountabilities:

The University of Victoria attracts a diverse group of exceptionally talented students and educates them to achieve their highest potential. In doing so, UVic is:

- operating programs as efficiently and effectively as possible to ensure student demand is being met;
- contributing to students' career success and to government's vision of a strong sustainable economy and secure tomorrow;
- realigning and reallocating programs to ensure responsiveness to student demand and labour market needs;
- collaborating with other public PSE institutions to minimize program overlap and

² Residence deferred maintenance (estimated at \$119M) is being addressed annually through a 10 year prioritized plan to undertake \$82M in projects. These projects are all under \$5.0M and are therefore not included in this plan.



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- duplication and improve outcomes for students and the public;
- minimizing overheads, consolidating functions and other administrative cost savings to achieve budget targets; and
- working with government on initiatives such as the Common Online Application and changes to the Grade 12 graduation requirements.

UVic has also identified directions and opportunities for the university, making a commitment to:

1. continue to build and expand education and research programs in areas that are in high demand and of high priority, e.g., civil engineering, biomedical engineering, and computing sciences;
2. align resources with strategic priorities through the Enhanced Planning Tools process and continuing to achieve efficiencies and cost savings;
3. re-profile our enrolment to lead to better alignment with student demand, areas of research excellence and strength, and labour market demand in a greatly diversified economy;
4. consolidate our international student growth
5. expand co-op education and experiential learning so that every student has an opportunity to undertake a significant and substantial experiential learning and employers can have access to that burgeoning talent pool; and
6. continue to implement our recently completed and approved institutional and academic plans.

In addition to the goals listed above, the university's Sustainability Action Plan: Campus Operations, outlines the following goals which will inform capital planning:

- Institutional greenhouse gas emissions reduction of 30% by 2019;
- Reduce campus electricity consumption intensity by 8% by 2019;
- Reduce campus natural gas consumption intensity by 12% by 2019;
- Develop systems that provide for the reduction, measurement and reporting of construction and demolition waste; and
- Ensure all new buildings and major renovation projects achieve the standard of LEED Gold or equivalent certification.

As well as institutional goals, capital planning is also influenced by provincial government objectives and priorities. As outlined above, the capital projects within this plan align with Provincial priorities through supporting the alignment of academic programs to in-demand jobs, carbon reduction, and the renewal of existing infrastructure.

Capital priorities are reflected in annual fund raising goals and priorities established by the university as appropriate.



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C. PLANNING ASSUMPTIONS

The university has experienced significant student growth over the last ten years. This growth was largely a result of substantial investments by the provincial government to increase post-secondary access in British Columbia. In the most recent few years, the rate of growth has moderated and government funded growth ended in 2010-11. Over this period domestic student enrolment has grown modestly and international enrolment growth has been very strong. While it would not be prudent to predict that such growth continues, it is expected that a higher than historical average of international students will continue to enroll. This enrolment, however, is not distributed uniformly across the university – programs that have felt and will continue to feel the strongest pressure from rising international numbers and domestic shifts and realignments are Engineering, Business, and Economics. These areas of growth for international students also align with provincial government priorities and are reflected in capital priorities for new academic space. While further growth will occur over the next five years, it is expected to be moderate but within important targeted areas such as Engineering. The priorities outlined in this capital plan have been developed based on the above growth assumptions.

During 2015/16 the university updated its campus plan. This plan sets out the long term vision for the campus including complimentary goals and guiding principles. Capital projects within this Five-Year Plan are developed within this overall long term framework.

D. PROJECT DETAILS

Capital projects fit into three categories: recently completed, currently under construction or in planning. While the focus of the five-year capital plan is projects in planning, the following section also outlines information on recently completed and current projects in order to provide a comprehensive picture as well as to provide continuity between approved plans.

1) Successfully Completed Projects

During 2016-17, several smaller scale projects were completed:

- As part of the CARSA project, renovations to ~1,600 NASM of the McKinnon Building were completed in 2016 to address pressures from student and faculty growth in the School of Exercise Science, Physical and Health Education. This renovation provides both increased lab (research and teaching) capacity and overall functional improvements for the program while allowing for the consolidation of the School into one building;
- Phase III renovations to the Elliot teaching laboratories which provide undergraduate teaching in the Faculty of Science;
- Various projects aimed at supporting campus renewal including roofing of several buildings; and
- Schematic design for a number of seismic programs were completed during the year including the University Centre Auditorium, the McPherson Library, Petch, MacLaurin D Wing, Campus Security and Saunders Complex. With these design we are tender ready when provincial funding for seismic is available.



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Aside from the seismic design work, the above projects were supported by the Provincial Government through their routine capital program, the funding of which has increased to \$7-\$8M per year, including the university's required contribution of 25%.

2) Projects Currently under Construction

There are no major capital projects currently under construction; however, during 2017/18 several significant projects will either be undertaken or continuing from the prior year including:

i) Oceans and Climate Science Building and Laboratory Renewal (Renovations to the Queenswood Facility)

In 2009 the university acquired the Queenswood property to provide additional capacity to address research and teaching needs. The property includes a currently vacant 3,890 square metre building, which as part of this project would be upgraded to address code requirements and renovated to create UVic's Oceans and Climate campus. Ocean Networks Canada (ONC) would be moved to be the anchor group in this facility. In order to use this facility, rezoning to include office and research purposes is required and is currently before Saanich Council. Building renovations started in advance of rezoning to ensure completion by April 30th, 2018. This project, with a budget of \$7.0M, was approved as part of the federal government's Strategic Investment Fund (SIF) with federal funding matched by university resources.

ii) Elliot Science Teaching Laboratory Upgrades

This project includes the renovation to the Science teaching labs within the Elliot building to address health and safety issues, modernize the 1960s facility and provide for more efficient and flexible teaching space. In order to address operational and funding requirements, this project was split into 4 phases. The first 3 phases are complete and funding for the final phase has been requested from the Ministry's Major Maintenance and Repair (routine capital program) for 2017/18.

iii) District Energy Plant

The university uses a district hot water heating loop to provide space heating and domestic hot water heating to 32 of its buildings. The heating loop is part of a campus heating system that can be fed by central boiler plants from different buildings. The objective of this project is to replace the boilers in the plant with modern, energy efficient, industrial-grade boilers in order to mitigate the risk of boiler failure, as well as reduce energy use and carbon emissions of the system.



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This project will transform the district heating system and improve system efficiency by allowing operating temperatures to be adjusted to meet the specific requirements of research and teaching labs, and ensure greater optimization and efficiency of the research environment. Replacement of the heat exchangers and controls in each building served by the district heating system will also be required to improve the system efficiency by allowing operating temperatures to be lowered. This project also requires the construction of a new facility to house the new boiler plant to be built on parking lot 6 in the southwest portion of campus.

The total budget for this project is estimated at \$19.8M; however, the project will be undertaken in multiple phases. During 2016/17 the pipes were put in place to support the project and construction on the new facility will be undertaken in 2017/18.

iv) Petch Building Renewal

As noted above, addressing the university's accumulated deferred maintenance is an institutional priority. To begin to address this issue during 2016/17, multiple projects within the Petch Building commenced. These projects include both deferred maintenance and functional requirements of the Faculty. The total of all projects within the Petch Building is estimated at \$20M.

v) Saunders Building Expansion

Over the previous years, the built environment on campus has increased significantly as a result of the campus expansion program. This expansion required an investment in resources within the facilities management department, as the new buildings required custodial, maintenance and other support. As a result of this growth, Appendix I shows that maintenance space is one of the largest space shortfalls on campus at 74.2% of ministry standards. To address this shortfall a project was developed that includes the self-funded construction of a new service building of ~530 square metres to the north of the current Saunders building estimated at \$4.7M. Construction started in 2016/17 and will continue over multi years given the phasing required.

3) Capital Projects in Planning

This section outlines the priority capital projects for the university for the coming five years. Ministry guidelines classify major capital projects into three categories:

- I. New priority requests, which include new buildings or additions to current building;
- II. Whole asset replacement and renewal projects, which are those projects where 50% or more of the asset is renovated; and



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III. Student Housing.

With this categorization, some projects that were previously considered major capital given their size (over \$5.0M) are now categorized as Major Maintenance and Rehabilitation (MMR). MMR projects are those projects, with no limit, where the renovation is less than 50% of the asset value. These projects have a separate Ministry funding process than whole asset replacement and renewal, and are therefore not considered part of the five-year capital plan process. In order to provide a complete picture of significant capital priorities on campus, current university priorities with respect to MMR greater than \$5.0M have been included below in their own section.

The following, in priority order, are the major capital projects for the campus:

1) Student Housing Expansion (category III – student housing)

One of UVic's strategic goals as a destination university with 75% of our students coming from outside our region, is to *"develop a plan for residential graduate and undergraduate student housing that maintains our first-year residence guarantee, gives priority to returning co-op, study-abroad and international students and contemplates a doubling of our current on-campus capacity."* A comprehensive residence demand study was completed in March 2013 that found an immediate need for, at a minimum, a 600-bed facility. Key findings indicated that 24% of the current residence student population would prefer to live on campus for the duration of their studies (500 students) and 9% of students currently living off campus would prefer to live in on-campus residences. Also of note, of those international students surveyed, 23% would prefer to live in on-campus residences. Based on this data unmet demand is estimated at 1,500 beds. With this level of unmet need, combined with the low vacancy rates of 0.6% within Greater Victoria, it is difficult for returning students to obtain housing. Providing student housing on campus will also help to relieve pressure in the region on affordable housing as students move from the community onto campus. In the longer term, without an increase in on-campus housing, there could be a negative impact on our ability to recruit students, and overall pressure on occupancy levels in the region will continue.

A consultant has been engaged for this project and planning work has begun. A program of requirements and schematic design is expected in the spring of 2018.

Project Funding

The cost to expand housing by 600 beds is estimated between \$90M and \$110M - depending on room type and configuration to be finalized this fall. As a result of unmet demand and capacity in the region, work is being undertaken to consider various expansion options, associated costs and business case implications for a further 400-600 bed expansion.



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Aside from additional beds, the preferred approach for this project is to also address food capacity and functional issues as part of residence expansion by also building a new residence food facility. More work will be undertaken during the year to determine financial feasibility. The above amount does not include a budget for food nor does it include infrastructure costs (sewer, etc.) which will be determined as part of more detailed planning currently underway. Also to be determined during this planning period is the requirement for a parking structure. The size and total costs of such a structure will vary depending on whether parking is displaced by the site selected for residence expansion.

The costs of expansion for housing and food will primarily be funded from incremental housing / food revenue generated by the expansion. As well, any parking required will be funded through parking revenues. There are not sufficient cash balances to move forward with this project and therefore debt will be required to move forward with this project.

2) Addition to Engineering and Computer Science Building (category I – new priority)

UVic has responded to changing student and societal demands for programs by shifting resources and FTEs (creating new) in programs aligned with job demand. Our leadership has allowed us to create a standalone Civil Engineering program with no new operating funding or new capital. Demand for this program, which focusses on green and clean buildings and cities, has been high and while UVic has been able to start this program by enrolling students and hiring faculty, government support is requested to appropriately accommodate demand.

An addition to the Engineering and Computer Science Building (ECSB) plus an adjacent 1.5 storey structures building, will provide the space required to support an expansion of the Civil Engineering program to meet continued student demand, work toward meeting the current and anticipated labour market demand for program graduates, and build a world-class research profile. The adjacent building is required given the large volume high bay lab space required for the structures component of the civil program that can't be accommodated within the building addition given site constraints. This facility will also be used to test building envelope technologies. The addition, to the south end of the current ECSB, would total ~4,400 square metres comprised of lab and office space. Complementing this addition will be a ~700 metre high bay structures lab located south of the engineering lab wing. Siting and preliminary design work is complete and the project is ready to move forward once funding is secured.



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Project Funding

The estimated cost for an addition to the ECSB is \$45.2M with the structure lab estimated at \$9.6M. This project addresses one of the institutional space priorities - incremental space for the Faculty of Engineering. It is expected to be supported through funding from the Ministry of Advanced Education, Skills and Training philanthropic sources and university funding.

3) Addition to the Fraser Building– Indigenous Legal Lodge (category I - new priority)

The Faculty of Law has developed a proposal for the creation of a dual degree program in Common Law (JD) and Indigenous Legal Orders (JID) and a national forum for research and education in Indigenous Law: the Indigenous Legal Lodge. The program meets the demand for professionals who can work across Common and Indigenous Law in governance, resource management, child welfare and many other areas. It directly answers the Truth and Reconciliation Commission's Call to Action 50 which states that, *"to fund the establishment of Indigenous law institutes for the development, use, and understanding of Indigenous laws and access to justice in accordance with the unique cultures of Aboriginal peoples in Canada."* Students would graduate in four years with a dual JD/JID degree and a deep understanding of Indigenous law and governance, the knowledge and experience to pursue a career in common law, and a strong sense of how to create and manage institutions functioning across both spheres. The Indigenous Legal Lodge would be created through an addition to the south west side of the Fraser Building.

Project Funding

The estimated cost for an addition to the Fraser Building for the Indigenous Legal Lodge is \$20.1M. These costs are expected to be supported primarily through funding from the Ministry of Advanced Education, Skills and Training, Government of Canada and philanthropic sources.

4) Business and Economics Building Expansion (category I – new priority)

Much like the demand for Civil Engineering, student demand for Business, including entrepreneurship and innovation has been very strong. UVic's Peter B. Gustavson School of Business has expanded by creating two additional cohorts. Like Engineering, Business graduates are in demand.

This project includes an addition to the current Business and Economics (BEC) building (on the north side of the building) to provide for additional capacity to address program growth and will provide incremental space for classroom and seminar spaces, academic offices and student support spaces. This building



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expansion preliminary planning indicates that the addition will be ~4,000 gross square metres.

Project Funding

The estimated cost for expansion is \$25M. This project addresses one of the space priorities noted above which includes incremental space for the Faculty of Business. It is expected to be funded through a combination of philanthropic sources, Ministry of Advanced Education, Skills and Training and university funding. Project timing will be dependent upon securing philanthropic and Ministry funding.

5) Campus Renewal Program (category II – whole asset replacement and renewal)

The university has undertaken a preliminary review of buildings on campus to identify next stage building renewal priorities. Projects identified considered the state of the current building condition in relation to preliminary seismic risk screening as undertaken for the Gordon Head campus buildings in early 2012. With renewal in Petch underway, the next major renewal projects are the Fraser and McPherson Library buildings. The Fraser project fits within the whole asset replacement category as the project costs are over 50% of the building's value and is therefore provided for in this plan, while the McPherson project will be a future project within Major Maintenance and Rehabilitation. These renewal projects will be completed in conjunction with seismic work where possible.

Project Funding

The projected budget for the Fraser Renewal is estimated at \$26.3M and is expected to be funded primarily from the Ministry of Advanced Education, Skills and Training.

Major Maintenance and Rehabilitation Projects (MMR)

As noted previously, the Knowledge Infrastructure Program (KIP), funded by the federal and provincial governments, provided funding to undertake renewal and seismic work within six of our oldest buildings on campus. One of the requirements of the program was that the work had to be completed by a required deadline. Given the program time constraints, some seismic components could not be completed while still maintaining classes. As such, seismic work needs to be completed for Clearihue, MacLaurin, Elliot Lecture Theatre and the University Centre Auditorium (the KIP buildings).

With respect to the remaining buildings on campus, a preliminary structural study that evaluated building risk during a seismic event affecting the campus has been completed.



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This information, in combination with the deferred maintenance assessment, will be used to develop future overall building renewal and seismic programs. In order to advance the seismic program, during 2016/17, detailed planning work, to tender-ready documentation, was completed for McPherson, MacLaurin, Petch, Campus Security, Saunders and the University Centre Auditorium

The estimated budget to address seismic work in the buildings noted above is ~\$54M. Detailed cost estimate for Clearihue and Elliot Lecture Theatre have not yet been completed. This project is expected to be funded primarily from the Ministry of Advanced Education and will not proceed without this funding.

E. PLANNING ACTIVITIES

Over the next couple of years the university will undertake the following planning activities with respect to capital:

a) Academic and Non-Academic Support Needs

As noted above, the priority areas with respect to academic space include the Faculties of Business, Engineering, Science, and Social Sciences. Provincial space standards were utilized to determine the type of spaces that were required (Appendix 1), as well as the academic areas with the greatest pressures. Priority for additional space was then determined based on academic areas that have:

- significant shortfalls as a result of insufficient teaching lab space;
- the largest overall space pressures relative to standard or as a percent of standard; and/or
- grown significantly (FTEs) or are expected to grow in the future.

The requirements for Business and Engineering are addressed through capital projects noted above (additions to BEC and ECSB). As well, some pressures within Social Sciences will be addressed in 2017 through the relocation of the university systems team within the David Turpin Building (DTB) to Clearihue, which will provide much needed space for the School of Environmental Studies. Further work, though, needs to be undertaken to develop plans to address space constraints within Science and Social Sciences more broadly, as well as to address space needs resulting from regulatory requirements (storage of the university art collection). Additional planning work includes:

- Developing options to address pressures in Science and Social Science. In the development of this plan, consider whether departments within the DTB or Science buildings could be relocated to provide incremental space;
- Develop an approach to addressing the regulatory requirements related to the storage of the university's art collection;



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- Determine whether student common space and space for Indigenous initiatives should/could be provided within a new building, through the construction of the Cornett Courtyard or both; and
- Determine how the work of the classroom infrastructure committee with respect to future classroom needs should be addressed as part of any expansion or renovation program.

b) Space Optimization

One of the goals of the strategic plan is to “ensure existing spaces are used to their full potential by identifying opportunities for shared spaces, designing our facilities for functional flexibility and optimizing our scheduling space.” Over the last two years, space optimization studies were undertaken for two Faculties, Engineering and Fine Arts and the Library, to review current use of space and potential reallocations that could occur to ensure best use of space. For the current year, we will complete the review of the Faculty of Humanities and the Faculty of Social Sciences.

F. SUMMARY

The University of Victoria’s five-year capital plan is directly aligned to the academic priorities of the university. As demonstrated in our own Planning and Budget Framework, our Institutional Accountability Plan and Report to the Ministry of Advanced Education, Skills and Training, our top priorities are to support all students; meet existing and anticipated program demand; and ensure our programs are of the highest quality. In order to support these institutional priorities, capital planning efforts over the next five years will need to address both academic program and student residence space pressures through some expansion, health pressures, as well as deferred maintenance requirements through renewal and seismic projects.

The above plan outlines the projects required to support these important institutional goals. The top priority projects include an expansion of student housing of at least 600 beds, an addition to the Engineering and Computer Science building, an addition to the Fraser building, an addition to the Business and Economics building and a campus building renewal program.



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APPENDIX 1: Space Inventory Compared to Standards

Space Category Number	Space Category Name	BC Space Standards Formula	Nov 1, 2016 Age Adjusted* Inventory	NASM Surplus	NASM Shortfall	Inventory as a Percentage of BC Standards
1	Classrooms	17,586	16,276	✓	1,310	92.6%
2	Undergraduate Labs	23,850	20,759	✓	3,091	87.0%
3	Research Labs	23,418	21,338	✓	2,080	91.1%
4	Academic Offices	47,610	33,753		13,857	70.9%
10	Administrative Offices	19,516	17,778	✓	1,738	91.1%
5	Library Stack/Study/Service	21,340	20,249	✓	1,091	94.9%
6	Recreation/Athletics	12,206	14,204	✓	1,998	116.4%
7,8, 11-15	Student and Central Services	27,506	22,485	✓	5,021	81.7%
9	Maintenance Space	3,338	2,456		882	73.6%
				1,998	29,070	
TOTAL NASM		196,370	169,298		27,072	86.2%



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SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

To: Operations and Facilities Committee

From: Valerie S. Kuehne, Vice-President Academic and Provost

A handwritten signature in blue ink, reading "Valerie S. Kuehne".

cc: President and Vice-Chancellor

Meeting Date: September 26, 2017

Subject: Academic Staffing, Recruitment, and Vacancies Report

Basis for Jurisdiction: University Act, Section 27(g)
Collective Agreement

Strategic Relevance: The University's reputation is built on the quality and impact of the activities that our faculty and librarians engage in, including research, teaching, creative endeavours and professional activity. Continuing to enhance our reputation will further ensure that UVic meets its strategic goal of attracting and retaining a diverse group of faculty and librarians of the highest national and international quality (Objective # 6).

The University provides competitive offers of employment and a desirable environment to attract a strong pool of candidates and, following hire, continues to offer resources and training to ensure faculty retention and help them build quality programs in support of research and teaching.

Background: The appointment of regular faculty members and academic administrators is a power of the Board under the University Act. Appointments are governed by a number of Board policies and are delegated to the university executive under Section 11 of the Board Procedures.

Academic appointments and reappointments are governed by the *Collective Agreement*. These are approved by the Vice-President Academic and Provost under the Board delegations procedures, with the expectation that the Operations and Facilities Committee will receive annual

reports on staffing that gives an overview of all appointments of regular faculty and senior administrators.

The allocation of faculty FTEs and annual recruiting is overseen by the Office of the Provost within a planning framework which integrates faculty academic planning, university enrolment planning, faculty staffing, and budget plans.

Summary: This report provides a snapshot of the faculty complement including recruitment, vacancies and retirements as of July 2017 and is an update to the last report from September 2016.

There are currently (as of July 2017) 833.1 (full-time equivalent) faculty and librarians at UVic in filled budgeted positions. As of July 2017, there were 27.35 FTE vacant positions available for recruitment, a further 6.0 FTE vacant positions that are bridged or reserved for other purposes, and 26 FTE active recruitments underway. Between July 2016 and June 30, 2017, 11 faculty and librarians retired, 5 have reduced their FTE towards anticipated retirement and 14 have resigned.

Attachment: Annual Academic Recruitment and Vacancies Report September 2017

Annual Academic Recruitment and Vacancies Report

September 2017

Summary:

This report provides a snapshot of the faculty complement including recruitment, vacancies and retirements as of July 2017 and is an update to the last report from September 2016.

There are currently (as of July 2017) 833.1 (full-time equivalent) faculty and librarians at UVic in filled budgeted positions. As of July 2017, there were 27.35 FTE vacant positions available for recruitment, a further 6.0 FTE vacant positions that are bridged or reserved for other purposes, and 26 FTE active recruitments underway. Between July 2016 and June 30, 2017, 11 faculty and librarians retired, 5 have reduced their FTE towards anticipated retirement and 14 have resigned.



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1. Faculty Budgeted FTEs and New Hire Headcounts

Faculty and Librarian Budgeted FTEs (as of July 2017)

There are currently (as of July 2017) 833.1 FTE (full-time equivalent) faculty and librarians at UVic in filled budgeted positions, an increase of 2 FTE from the previous year. The number of FTEs illustrated in the table below does not include vacant (which appear in a later table) or limited term positions. Librarian FTE were reported to the Board for the first time in 2011/12.

Faculty rank	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17
Full Professor	274	276	276	268	288	276	268	291	297	323
Associate Professor	224	236	252	250	286	310	300	292	270	273
Assistant Professor	217	199	190	202	157	130	136	121	140	109
Lecturer	8	11	6	9	2	5	4	0	1	1
Teaching Professor - all ranks*	61	64	67	72	70	71	75	77	79	82
Artist-in-Residence	4	4	4	4	4	4	4	4	4	4
Academic Administrator - all ranks				8	6	6	7	9	8	9
Librarians					30	30	30	31	33	34
TOTAL	788	790	795	813	843	832	824	823	831	833

* Senior Instructor before 12/13

Vacancies (as of July 2017)

Faculty and Librarian vacancies are not necessarily available for recruitment - some (6.0 FTE) are used to bridge positions for Research Chairs including Canada Research Chairs, returns from excluded administrative positions, and other commitments made by the university. As of July 2017, there were a total of 61.80 vacant FTEs which does not account for existing and future commitments. The true number of vacancies available is 27.35 FTE.

Number of Recruitments Currently Underway for 2017/18

As of July 2017, there are 29 active recruitments in progress.



New Faculty and Librarian Headcounts by Rank (as of July 2017)

There were a total of 41 new regular faculty and librarians hired in 2016/17. The appointments below do not include Limited Term appointments. New hires were across all ranks with majority of the hires at the assistant professor level.

Please note that the preceding table detailed the number of faculty and librarian FTE at the university while the following tables provide headcounts. Therefore, the totals do not equate and cannot be compared.

New Faculty by Rank	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17
Full Professor	3	6	2	2	2	1	4	5	4	2
Associate Professor	2	4	3	5	2	1	0	1	1	3
Assistant Professor	35	20	17	17	17	2	18	16	23	28
Lecturer	3	3	3	3	2	3	1	1	0	1
Teaching Professor - all ranks*	6	5	7	5	2	6	7	6	9	5
Academic Administrator - all ranks	0	0	2	0	0	0	1	1	0	0
Librarian	0	0	0	0	1	0	3	3	3	2
Total	49	38	34	32	26	13	34	33	40	41

* Senior Instructor before 12/13

Faculty and Librarian Hires by Gender (as of July 2017)

In recent years hires have been relatively evenly split by gender, but this year the number of male new hires is once again higher than female. This imbalance likely reflects the hiring pool in the disciplines where recruitments have been active.

New Faculty by Gender	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17
Male	27	17	21	18	12	7	16	17	23	26
Female	22	21	13	14	14	6	18	16	17	15
Total	49	38	34	32	26	13	34	33	40	41

Promotions of Regular Faculty (as of July 2017)

As of July 2017, 20 regular faculty were promoted to the rank of Full Professor and 17 regular faculty were promoted to the rank of Associate Professor.

Faculty rank	07/08	08/09	09/10	10/11	11/12	12/13	13/14*	14/15	15/16	16/17
Full Professor	18	9	14	12	10	14	15	17	25	20
Associate Professor	27	29	8	30	29	26	30	26	16	17
Assistant Professor	0	0	0	0	1	0	0	0	0	0
TOTAL	45	38	22	42	40	40	45	43	41	37

* In 2013/14 All Senior Instructors have been converted to Assistant Teaching Professors



2. Faculty and Librarians who left the university

2016/17 Faculty and Librarian Resignations and Terminations

Between July 1, 2016 and June 30, 2017, fourteen regular faculty resigned from the university. Reasons for faculty resignations are tracked annually, and reasons cited for leaving include other opportunities and personal and family responsibilities.

Faculty resignations by Rank	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17
Full Professor	0	1	3	3	2	0	1	1	3	3
Associate Professor	0	1	1	1	6	2	3	0	1	3
Assistant Professor	0	6	4	7	5	1	7	2	1	5
Teaching Professor - all ranks*	0	0	0	0	1	3		1	0	2
Lecturer	0	0	0	0	1	0	0	0	0	0
Academic Administrator - all ranks	0	0	0	0	0	0	0	0	0	1
Librarian	0	0	1	1	1	1	0	0	0	0
Total Resignations	11	8	9	12	16	7	11	4	5	14
Termination/deceased	1	2	2	1	2	0	0	1	2	0
Total	12	10	11	13	18	7	11	5	7	14

* Senior Instructor before 12/13

2016/17 Faculty and Librarian Retirements

Between July 1, 2016 and June 30, 2017, a total of 11 faculty members retired at the age 65 or later. During this period, five faculty members reduced their FTE towards an anticipated future retirement.

Type of retirement	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17
Retirement at age 65 or later	15	11	8	10	11	8	14	21	20	11
Retirement before age 65	7	3	4	2	2	3	5	8	8	9
Reduced FTE towards anticipated retirement	2	3	1	5	5	6	7	8	6	5
Total number retired	22	14	13	12	13	11	19	37	34	25

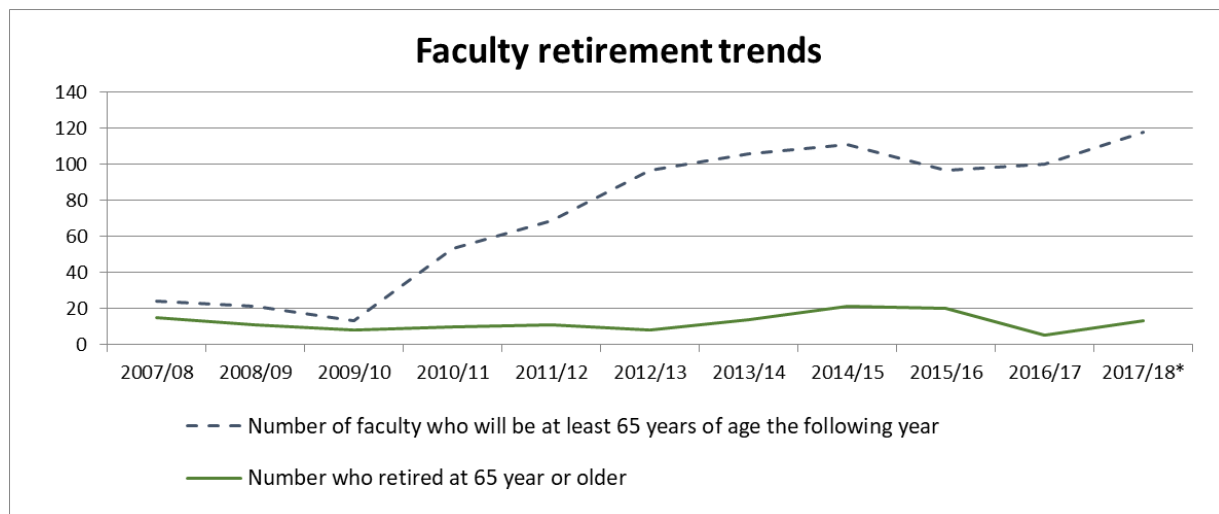
Note: Mandatory retirement was eliminated in 2006/07



Retirements in 2017/18

There will be approximately 118 faculty members who are 65 years or older by June 30 2018. A "Faculty Recruitment and Retention Survey" is sent annually to the Deans asking them to report any anticipated retirements. This data is used to model staffing plans. As of July 31, 2017, thirteen members age 65 or older have indicated that they will retire as of June 2018.

The following graph shows the impact of non-mandatory retirement on the numbers of UVic faculty who are 65 years or older.



* Anticipated Retirements in 2017/18





University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

To: Finance Committee

From: Valerie Kuehne
Vice-President Academic and Provost

A handwritten signature in blue ink, reading "Valerie Kuehne".

Gayle Gorrill
Vice-President Finance and Operations

A handwritten signature in blue ink, reading "Gayle Gorrill".

cc: President and Vice-Chancellor

Meeting Date: September 26, 2017

Subject: 2017/18 Budget Expenditure Allocation Report

Basis for Jurisdiction: 6.2 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.

Background:

The attached report has been prepared to provide the Board of Governors more detailed information on the implementation of the 2017/18 budget framework, which was approved by the Board of Governors on March 28, 2017.

The report outlines the operating expenditure allocations approved by the President. Appendix 1 provides information on the total operating expenditure budget presented by functional area and Appendix 2 of this report gives details of the operating expenditure allocations as distributed to Faculties/Departments.



2017/18 Budget Expenditure Allocation Report

2017/18 BUDGET EXPENDITURE ALLOCATION REPORT

OVERVIEW

At its March 28, 2017 meeting, the UVic Board of Governors approved the 2017/18 Planning and Budget framework. The preliminary base operating expenditure budget is \$357.16M and is outlined in Appendix 1. As summarized in the 2017/18 budget framework, total expenditures were projected to increase by \$9.28M. This increase in expenditures is comprised of the following:

- \$6.37M in non-discretionary allocations for salary and benefits costs resulting from either known or projected costs related to collective agreements;
- \$0.71M is required to maintain campus wide licensing, to ensure compliance with CRD composting requirements, to fund a sexualized violence education and other program costs that are partially offset by differential fees;
- \$0.57M for academic priorities including growth in demand in science, engineering, and social sciences, as well as growth in international both within faculties and support areas and investments to enhance the student experience (sexualized violence awareness and prevention, etc.);
- \$0.36M to support reputational advancement; and
- Funding of \$1.27M to address a variety of other activities and on-going programs including academic accommodations, strategic research plan implementation, library acquisitions, return-to-work program, and cybersecurity.

The total expenditures increase of \$9.28M was mostly funded by current year revenue of \$7.93M. The largest portion of revenue was the result of an increase in the Provincial grant of \$4.51M related to new funding for collectively bargained compensation costs. Total tuition revenue increased by \$3.35M, mainly as a result of a 2% fee increase for domestic and a 4% fee increase for international students. A small portion of the revenue increase was the result of departmental (\$0.07M) revenue. The remainder of expenditure increase was a combination of reallocations of prior base budget (\$0.64M) and a release of funding held for one-time allocations that is now committed to base (\$0.71M)

As well as base allocations, \$4.03M has been allocated to non-recurring priorities including student financial aid, health services, licensing compliance, strategic research plan implementation, library acquisitions, capital, etc.

Per Ministry grant letter and the “Skills for Jobs Blueprint” received after the budget framework document was approved, funded undergraduate enrolments are as follows:

Year	Status	FTE
2016-17	Initial	16,240
2016-17	Final	16,023
2017-18	Initial	15,863

The changes are due to revised targets in our program mix.

Attachments:

The attached document, Appendix 1, provides summary information of the total operating expenditure budget presented by functional area.

Further details of the operating expenditure allocations distributed to specific Faculties/ Departments are provided in the attached Appendix 2.

University of Victoria
2017-18 Budget Statements
Operating Expenditure Budget - by Function

Document#BOG-Sep 26/17-04
Appendix 1

	2017-18 Continuing Reg FTE	Salaries & Benefits (000's)	Supplies & Other Expenses (000's)	2017-18 Preliminary Base Budget (000's)
Academic				
Business	95.01	9,238	750	9,988
Education	129.55	11,235	612	11,847
Engineering	157.21	15,313	731	16,044
Fine Arts	107.09	9,742	507	10,249
Human & Social Development	183.77	16,501	1,131	17,632
Humanities	203.59	20,276	418	20,694
Law	44.93	4,578	322	4,901
Science	252.58	22,560	1,007	23,567
Social Sciences	228.99	21,871	432	22,303
Medical Sciences	42.85	2,958	3,031	5,989
Cooperative Education	65.09	4,250	457	4,707
Graduate Studies	9.06	765	150	914
Total Academic	1,519.72	139,284	9,550	148,834
Other Academic				
Continuing Studies	168.83	8,931	7,185	16,116
Other Academic Projects	218.83	14,173	9,306	23,480
Total Other Academic	387.66	23,105	16,491	39,596
Library				
Library Acquisitions	-	-	8,340	8,340
Library Operations	139.00	8,542	497	9,039
Total Library	139.00	8,542	8,837	17,379
Student Awards & Services				
Student Awards	11.48	611	15,775	16,385
Student Services	158.63	9,874	3,790	13,664
Total Student Awards & Services	170.11	10,485	19,565	30,050
Plant Maintenance				
Utilities	-	-	6,598	6,598
Other	305.01	15,140	7,181	22,321
Total Plant Maintenance	305.01	15,140	13,779	28,919
Administrative and General				
Executive Offices	42.27	4,633	421	5,053
Alumni and Development	31.00	2,293	296	2,589
Administrative Registrar	81.86	4,583	275	4,859
Student Recruitment	30.50	1,816	952	2,768
Budget and Capital Planning	19.18	1,565	105	1,670
Financial Services	68.26	3,949	151	4,099
Human Resources	38.34	3,097	351	3,448
Chief Information Officer	47.48	3,342	142	3,484
Other Expenses	74.06	5,268	1,704	6,971
Total Administrative and General	432.95	30,545	4,398	34,942
Compensation, Benefits & Central Budgets		55,156	2,280	57,435
Total Base Expenditure Budget	2,954.45	282,256	74,899	357,155

2017/18 Budget Expenditure Allocations

Student Financial Assistance	Budget Allocation	Accountability/Purpose
Student Awards	\$30,478	Financial assistance for graduate and undergraduate students (from differential fees)
Total	\$30,478	

Student Support and Interdisciplinary Services	Budget Allocation	Accountability/Purpose
Student Affairs	\$152,250	Programming for sexualized Violence and awareness and prevention - 2.5 FTE
Student Affairs	\$109,302	Leadership position for the Sexualized Violence and awareness and prevention program - 1.0 FTE
Student Affairs	\$120,000	Accessibility Requirements (Academic Accommodations) - 1.5 FTE
Student Affairs	\$227,091	International Student Services and Global Engagement Offices - 4.0 FTE
Learning and Teaching Centre	\$11,018	Course Evaluation Survey coordinator increase from 0.8 FTE to 1.0 FTE
Office of Indigenous Academic and Community	\$55,000	Base funding for operations
Athletics and Recreation	\$53,130	To support operating costs and enhance programs and services (from fee increases)
Office of the Registrar	\$21,160	Operations support (from registration fee increases)
Total	\$748,951	

Academic programs by Faculty

Business	Budget Allocation	Accountability/Purpose
Differential fees	\$40,278	Program support
Total	\$40,278	

Education	Budget Allocation	Accountability/Purpose
School of Indigenous Education	\$60,000	One faculty position - 1.0 FTE
East China Normal University in Shanghai conference	\$7,000	Visiting scholars awards program
Differential fees	\$3,096	Program support
Total	\$70,096	

Engineering	Budget Allocation	Accountability/Purpose
Civil Engineering program	\$375,039	Funding for three regular faculty positions - 3.0 FTE
Differential fees	\$6,978	Program support
Total	\$382,017	

Fine Arts	Budget Allocation	Accountability/Purpose
Communications Officer position	\$4,800	Increase from 0.8 FTE to 1.0 FTE
Reallocation of one faculty position related to Faculty student enrolment target reduction	-\$60,000	Reallocation of one faculty position - (1.0 FTE)
Total	-\$55,200	

Human & Social Development	Budget Allocation	Accountability/Purpose
Indigenous student support	\$63,348	PEA support position - 1.0 FTE
Total	\$63,348	

Humanities	Budget Allocation	Accountability/Purpose
Centre for Study of Religion in Society	\$47,892	Faculty position increase from 0.64 FTE to 1.0 FTE
Total	\$47,892	

Law	Budget Allocation	Accountability/Purpose
Amicus program (student support initiatives)	\$13,000	Programming: academic success, cultural, personal, and accommodation support
Differential fees	\$9,078	Program support
Total	\$22,078	

Science	Budget Allocation	Accountability/Purpose
Department of Biochemistry and Earth and Ocean Sciences	\$102,891	Increase two faculty positions to 1.0 FTE
Total	\$102,891	

Social Science	Budget Allocation	Accountability/Purpose
Economics	\$120,000	Two faculty positions - 2.0 FTE
Geography	\$8,473	Funding to increase an administrative position from 0.8 to 1.0 FTE
Total	\$128,473	

Library	Budget Allocation	Accountability/Purpose
Acquisitions and software licensing	\$170,000	Funding to support rising costs in library acquisitions
Total	\$170,000	

VP Academic & Provost	Budget Allocation	Accountability/Purpose
Canada Research Chairs	\$250,000	To address financial sustainability of the program
Differential fees	\$12,190	Program support
Total	\$262,190	

Non-academic related expenditures

VP Finance and Operations	Budget Allocation	Accountability/Purpose
Differential fees	\$19,811	To provide infrastructure support
Total	\$19,811	

University Systems	Budget Allocation	Accountability/Purpose
Microsoft licensing	\$214,000	To support the campus wide annual Microsoft Office licensing costs
Research computing	\$90,000	To provide resources to fund a Manager of research computing to address service gap - 1.0 FTE
Programming support	\$88,000	To fund a programming position for on-going specialized support - 1.0 FTE
Total	\$392,000	

Human Resources	Budget Allocation	Accountability/Purpose
Return to work	\$120,083	To support a worklife consultant position and some operating funds to improve the efficiency and productivity of the workforce - 1.0 FTE
	\$120,083	

Facilities Management	Budget Allocation	Accountability/Purpose
Compost collection	\$180,000	To provide funding to expand the collection program for compostable materials
Inflationary costs	\$15,000	To support the contract inflationary costs
Total	\$195,000	

General Counsel	Budget Allocation	Accountability/Purpose
Office requirements	\$6,000	To recognize growth in office capacity
Total	\$6,000	

Campus Security	Budget Allocation	Accountability/Purpose
Personal safety	\$30,000	For supporting the increase in two personal safety coordinator positions from 0.5 FTE to 0.8FTE to address increased call loads
Total	\$30,000	

VP External Relations	Budget Allocation	Accountability/Purpose
Communications and Marketing	\$160,000	To provide funding to support the requirements for a social media coordinator and increased campaign activity
Communications and Marketing	\$200,000	To provide funding to support the requirements of Edge for reputational advancement
Total	\$360,000	

VP Research Services	Budget Allocation	Accountability/Purpose
Ideafest	\$35,000	To support the costs for marketing, advertising, and technical support for this strategic initiative
Strategic research plan	\$84,000	To provide support for the implementation of the Strategic Research Plan
Research licensing costs	\$125,000	Support for research licensing costs
Total	\$244,000	

University Secretary	Budget Allocation	Accountability/Purpose
Equity and Human Rights	\$140,000	To maintain current staffing levels within the Equity and Human Rights office
Access portfolio	\$15,000	To address increased volume and complexity of access requests by increasing the Access officer position by 0.2 FTE
Equity and Human Rights	\$125,000	Support for an enhanced sexualized violence education and prevention program position and operating funding - 1.0 FTE
Total	\$280,000	



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

September 9, 2017

To: Executive and Governance Committee

From: Daphne Corbett, Chair, Board of Governors
Julia Eastman, Secretary, Board of Governors

Handwritten signatures in blue ink. The top signature is 'Daphne Corbett' and the bottom signature is 'Julia Eastman'.

cc: President and Vice-Chancellor

Meeting Date: Tuesday, September 26, 2017

Subject: Proposed Changes in Board Procedures 2017/18

Basis for Jurisdiction: University Act, s. 27(2)(a)
Board Procedures, s. 6.5

Recommendation:

THAT the Executive and Governance Committee recommend to the Board of Governors that the Board of Governors approve the revised Procedures, as attached, for the year 2017/18 and the Statement of Responsibilities of the Board of Governors and its Members.

Background:

The Board's Procedures require that the Executive and Governance Committee review the Procedures annually (along with the Statement of the Responsibilities of the Board and its Members) and bring them forward for approval at the first statutory meeting in the fall.

The following changes to sections 9.2.1 and 9.4.1 (shown in tracked changes in the attached) are proposed to the Board Procedures, in order to describe the current role of the Audit Committee in the oversight of the university's enterprise risk management process.

No changes to the Statement of Responsibilities are proposed this year.

Attachment(s): Revised Draft Board Procedures
Statement of the Responsibilities of the Board and its Members

PROCEDURES OF THE BOARD

The Board of Governors is constituted as described in Part VI, Sections 18 to 34 of the University Act (R.S. Chap 468). Section 26 (1-3) provides details for meetings of the Board.

1. ELECTION OF CHAIR AND VICE CHAIR

- 1.1 The Chair of the Board shall be elected annually, from among the members appointed by the Lieutenant Governor in Council, at the last statutory meeting before the summer recess.
- 1.2 The Vice-Chair of the Board shall be elected annually, from among the members appointed by the Lieutenant Governor in Council, at the last meeting before the summer recess. The Vice-Chair becomes Acting Chair in the absence of the Chair.
- 1.3 Upon request of at least one (1) Board Member at the meeting, the elections referred to in 1.1 and 1.2 will be held by secret ballot.

2. CHAIR

- 2.1 The Chair shall recommend to the Board the committees necessary for the effective functioning of the Board. (See Section 27(2)(c) University Act.)
- 2.2 The Chair shall appoint the chairs and the Board members on each committee of the Board annually one month before the first fall meeting. The Chair will consider Board members areas of interest and the need for broad representation when making these appointments.
- 2.3 In the event of the Chair resigning or being unable to fulfill the duties of Chair, the Vice-Chair will assume the role of Chair.
- 2.4 Upon the Vice-Chair becoming Chair under 2.3 the Board shall hold an election for a Chair and Vice-Chair as soon as it is practical to do so.

3. MEETINGS

- 3.1 Meetings of the Board will be held in accordance with Section 26(1) of the University Act.
- 3.2 The time and place of meetings will be established by the Chair.
- 3.3 The Secretary shall prepare the agenda of Board meetings. In the preparation of the agenda, the Secretary will consult with the Chair and the President.
- 3.4 Meetings of the Board shall be open except for those items which the Chair or the Board shall determine to consider in "in camera" meetings.
- 3.5 The agenda for Board meetings will close at noon fifteen (15) days before the Board meets.
- 3.6 The draft Board agenda, Committee agenda, and documents will be delivered to Board members one week before the Board Committee meetings. The final Board agenda shall be tabled at the Board meeting.

- 3.7 Board materials for consideration in the closed session must be treated with confidentiality until the Board determines otherwise.
- 3.8 The draft open agenda along with the date of the committee meetings will be published seven (7) days prior to the meeting of the Board of Governors. Copies of the draft open agenda and open session docket will be sent to the Library, the presidents for the Faculty Association, unions, and students' societies when the agenda is published.
- 3.9 No cameras, recording devices or electronic communications equipment shall be used without the prior consent of the Chair.
- 3.10 Eight members of the Board shall constitute a quorum for transactions of the Board. (See Section 26(2) University Act)
- 3.11 The chair of a Board committee will report on the committee's activities and present its recommendations to the Board.
- 3.12 The Board Chair has the same right of voting as the other members of the Board, and, in the case of an equality of votes for and against a motion, the question is resolved in the negative, and the Chair shall so declare. (See Section 26(3) University Act)
- 3.13 The Chair will formally announce the outcome of each vote and this outcome will be recorded in the summary record. Any member of the Board may ask that the vote count or the member's individual vote or abstention be recorded in the summary record.
- 3.14 Attendance by proxy or vote by proxy is not permitted.
- 3.15 No motions or issues for discussion may be brought forward at a regular Board or Board committee meeting unless the matter is on the agenda. A member must give notice of motion or an outline of the discussion topic in writing not less than fifteen (15) days prior to a future Board meeting. Such notice will be given to the Secretary of the Board. The Secretary in consultation with the Chair of the Board shall refer the motion to the appropriate Board Committee. Matters brought before the Board will be referred to the appropriate Board Committee prior to full discussion at a Board meeting, unless the Board determines otherwise. Emergent matters may be raised by Board members in consultation with the Chair. Unless agreed to otherwise such items will normally be discussed at the closed session of the Board. Board members may raise policy items for discussion during a committee meeting.
- 3.16 At the end of each closed session of the Board, a question period limited to 10 minutes will be scheduled. A member of the Board may deliver a written question to the Secretary before any Board meeting addressed to either the President or the Vice-Presidents relating to issues within the Board's mandate. The intent and purpose of the Question Period is to provide information to Board members, and should not be generally used as an opportunity to solicit opinions, to pose highly speculative questions, or to request information which is readily available through other sources or deals with operational matters. Each question should be capable of standing on its own, and supplementary questions should only be posed during the Question Period once the respondent has replied to the original question.

- 3.17 Normally all matters coming to the Board from the University administration will be presented to the Board by the President. In exceptional circumstances other senior members of the University administration may approach the Chair to bring forward matters for consideration. At the discretion of the Chair, such matters may be added to an agenda.
- 3.18 With the consent of the Chair, staff members as designated by the President may be invited to attend meetings of the Board.
- 3.19 The Chair may invite individuals to attend meetings of the Board.
- 3.20 At the discretion of the Chair, a resolution may be voted upon by ballot conducted by fax or e-mail. In this case, to be adopted, a resolution must receive affirmative votes of at least a majority of those eligible to vote. A resolution adopted by this method will be deemed to have been passed at a validly constituted meeting of the Board and will be reported at its next scheduled meeting.
- 3.21 Under exceptional circumstances and only with the consent of the chair – and subject to logistical constraints – a board member may participate in a meeting by telephone, videoconference or other secure means of communication that enables him or her to communicate with other participants in the meeting simultaneously and instantaneously. A member participating in a meeting by such means will be deemed to be present at the meeting.

4. DUTIES

- 4.1 Members of the Board of Governors must carry out their functions with integrity, independence, good faith, and prudence of a reasonable individual.
- 4.2 Each member of the Board has a duty with other Board members to act in the best interests of the University (See Section 19.1 University Act). Each member, no matter how he or she comes to be a member, has a responsibility only to the University. This is a public responsibility because the University is a public body. Any member, once appointed or elected, must function as a member of the Board and not as a spokesperson for a constituency.
- 4.3 The responsibilities of members of the Board of Governors are described in the Statement of the Responsibilities of the Board of Governors and its Members.
- 4.4 The Board may, upon a resolution passed by the vote of at least 2/3 majority of the members of the board, recommend that the Lieutenant Governor in Council remove a member of the Board from office for cause.

5. CONFLICT OF INTEREST AND CONFIDENTIALITY

- 5.1 The Board of Governors of the University has a variety of functions to perform under the University Act. The composition of this Board is complex, and it is possible that conflict of duty or interest may arise in the case of any member of the Board.

A conflict of interest arises when a Board member exercises an official power or performs an official duty or function and at the same time, knows that in the performance of this duty or function or in the exercise of power there is the

opportunity to further a private interest. Further, there is an apparent conflict of interest when there is a reasonable perception that the Board member's ability to exercise an official power or perform an official duty or function will be or was affected by a private interest.

- 5.2 A Board member must make full disclosure of all real, potential and apparent conflicts of interest annually. If the Board member becomes aware during the year of a conflict of interest or an apparent conflict of interest, she or he must declare that conflict immediately in writing.
- 5.3 After disclosing the conflict, the Board member
- i) may seek the Chair's permission to address the matter briefly, before absenting himself or herself from the discussion and the vote;
 - ii) must not take part in the discussion of the matter or vote on any questions in respect of the matter. However, the member may be counted in the quorum present for the meeting;
 - iii) if the meeting is open, may remain in the room, but shall not take part in that portion of the meeting during which the matter giving rise to the conflict of interest is under discussion, and shall leave the room prior to any vote on the matter giving rise to the conflict;
 - iv) must, if the meeting is closed, leave the meeting and not return until all discussion and voting with respect to the matter giving rise to the conflict is completed;
 - v) must not attempt, in any way or at any time, to influence the discussion or the voting of the Board on any question relating to the matter giving rise to the conflict of interest.
- 5.4 With the exception of matters potentially affecting a Board member's terms of employment, voting on matters which will have an effect on a broad group (students, staff, faculty) by a member of that group is in general not a conflict of interest. For example, student members of the Board may vote on issues dealing with tuition fees. If a Board member is in doubt about whether he or she or another member of the Board is or may be in conflict of interest, the Board member should discuss the matter with the Chair. The Chair may rule a member to be in conflict of interest with an issue before the Board.
- 5.5 A Board member is expected to maintain the confidentiality of Board deliberations both in committee and during closed meetings and of documents considered in the closed meetings forever. Documents to be considered in the open session are released in conformity with paragraphs 3.7 and 3.8.
- 5.6 A Board member who breaches confidentiality or the Board's trust with regard to conflict of interest shall be subject to sanction by the Chair up to and including a request for the member's resignation. Other sanctions may include the member being excluded from the committee meetings and receiving Board documents in conformity with the public release of those documents for the remainder of the academic year.
- 5.7 The ruling of the Chair on a conflict of interest or breach of confidentiality may be appealed to the Board of Governors. A majority vote of the Board members can overturn the decision of the Chair.

- 5.8 Board members must annually sign a statement disclosing any real, potential or apparent conflicts of interest and acknowledging that they have read and understood the Board procedures on conflict of interest.

6. EXECUTIVE AND GOVERNANCE COMMITTEE

- 6.1 The Executive and Governance Committee shall consist of the Chair of the Board as Chair, Vice-Chair, Chancellor, President, the Chairs of each of the standing committees of the Board, and one elected member appointed by the Board Chair.
- 6.2 The Executive and Governance Committee shall have such powers as given to it by the Board of Governors and shall report back to the Board on the action taken in the exercise of such powers.
- 6.3 The Executive and Governance Committee in consultation with the Compensation and Review Committee will consider and act upon recommendations regarding performance reviews, remuneration and terms of employment of the Vice-Presidents and the President of the University.
- 6.4 If matters arise between meetings which require Board attention, the Chair may call a meeting of the Executive and Governance Committee to deal with such matters. The Chair will then report to the Board at its next scheduled meeting. Normally, if such a meeting is called, members of the Board of Governors not on the Executive and Governance Committee shall be invited to attend if available, and shall receive the same materials as members of the Executive and Governance Committee.
- 6.5 The Executive and Governance Committee shall review the Procedures of the Board and the document on Responsibilities of the Board of Governors and its members prior to the first statutory meeting in the fall and bring them forward for approval.
- 6.6 The Executive and Governance Committee shall recommend to the Board an appropriate evaluation process for the Board and its committees, orientation process for new members, and undertake such other corporate governance initiatives as the Chair or Board deem desirable.
- 6.7 The Executive and Governance Committee shall review the needs assessment for potential governors, taking into consideration the Board's short-term needs and long-term plans and shall advise the President and Chair on the criteria for new governors and potential candidates for recommendation to the government.
- 6.8 The Committee makes recommendations to the Board of nominations for appointment to those external bodies where the appointments require the approval of the Board of Governors.
- 6.9 The Executive and Governance Committee considers and makes recommendations to the Board on matters related to the university's controlled entities.

7. FINANCE COMMITTEE

- 7.1 This Committee is charged with consideration of all matters regarding finance at the University.
- 7.2 This Committee shall deal with matters pertaining to the final agreements on remuneration and terms of employment of faculty and staff within the University as related to budget; to fees for university activities as defined by Section 27(1) of the University Act; to approval of the budget framework; to amendments to the pension plans; to decisions regarding the use of University funds for major capital projects.
- 7.3 Motions resulting from deliberations of this Committee will be brought forward by the Chair to the Board for further consideration. The Committee shall consider which items on its agenda should be placed on the closed agenda and shall so inform the Secretary.

8. UNIVERSITY OPERATIONS AND FACILITIES COMMITTEE

- 8.1 The Committee examines issues and policies which affect students and student services, excluding purely academic issues and policies; policies dealing with personnel (e.g. equity, evolution of faculty staffing), research administration, and administrative procedures, as well as planning.
- 8.2 This Committee will deal with decisions regarding new buildings including the program of requirements, the appointment of the prime consultant, the preliminary design, the working drawings and the tender when within the budget for the building. (Note: Approval of the Finance Committee is required for the use of University funds for major capital projects.)
- 8.3 This Committee considers for approval the appointment, reappointment, and removal of the following officers of the University upon the recommendation of the President: the Vice Presidents and University Secretary. The Committee shall receive annually reports on staffing that give an overview of all other appointments.
- 8.4 Motions and reports resulting from deliberations of this Committee will be brought forward by the Chair to the Board for further consideration. The Committee shall consider which items on its agenda should be placed on the closed agenda and shall so inform the Secretary.

9. AUDIT COMMITTEE

9.1 Membership

- 9.1.1 The members of the Audit Committee shall be independent, i.e., have no material direct or indirect association with the organization, which could be reasonably perceived to interfere with the exercise of the member's independent judgment.
- 9.1.2 The Committee shall consist of the Chair or Vice-Chair of the Board, at least three order-in-council members of the Board and other individuals as appointed by the Board; at least one member shall also serve on the Finance Committee.
- 9.1.3 The President, Vice-President Finance and Operations, Executive Director of Financial Services and the Director of Internal Audit shall normally be invited to attend Audit Committee meetings.
- 9.1.4 Financial literacy is a prerequisite for service on the Audit Committee. The majority of members of the Committee shall be capable of reading and understanding financial statements of the breadth and complexity of those of the university, and at least one member of the Committee shall have accounting or related financial management expertise. All committee members should possess an inquiring attitude, objectivity, independence and sound judgement.
- 9.1.5 Before appointing members to the Audit Committee under 2.2, the Chair of the Board will consult the Chair of the Committee concerning the performance of Committee members and the qualifications of potential new Committee members.

9.2 Mandate

- 9.2.1 The Committee's primary responsibilities and authorities are to assist the Board oversight of:
 - The integrity of the University's financial reporting process and system of internal controls regarding financial reporting and accounting compliance;
 - The qualifications and independence of the University's external auditors;
 - The performance of the external auditors and the internal auditor;
 - The University's compliance with legal, statutory and regulatory requirements;
 - The university's enterprise risk management process~~The management of the principal risks that could impact the financial statements;~~

- The procedures in place for the receipt, retention and treatment of complaints received by the University regarding accounting, internal accounting controls or audit matters; and
- The selection and hiring of the external auditors.

9.2.2 The Committee has the authority to conduct any investigation appropriate to fulfilling its responsibilities, and it has direct access to the internal and external auditors, as well as, the management of the University.

9.2.3 The Committee may request the Board of Governors to retain special legal, accounting, consulting or other experts the Committee deems necessary in the performance of its duties.

9.2.4 The Committee provides effective liaison between the Board of Governors, University management and the University's internal and external auditors in all matters dealing with the audit of the University's financial activities.

9.2.5 The Committee reviews any significant proposed changes in the position description of the University's chief financial officer, the Vice-President Finance and Operations.

9.3 Meetings

9.3.1 The Committee shall meet a minimum of 3 times a year, or more frequently as circumstances dictate. The Committee Chair shall prepare and/or approve an agenda in advance of each meeting. The Committee should meet privately in in camera session at least annually with management, the internal auditor, the external auditors, and as a committee to discuss any matters that the Committee believes should be discussed.

9.4 Responsibilities and Duties

Review Procedures

9.4.1 The Committee periodically reviews the effectiveness of the university's enterprise risk management process and annually reviews and provides feedback on the university's risk register. The results of these reviews are reported overall process for identifying the principal risks affecting financial reporting and provides the Committee's view to the Board.

9.4.2 Annually, in consultation with the management and the external auditors, the Committee considers the integrity of the financial reporting processes and controls. It discusses significant financial risk exposures and the steps management has taken to monitor, control and report such exposures. It reviews significant findings prepared by the external auditors together with management's responses.

- 9.4.3 The Committee reviews and recommends to the Board the University's annual audited financial statements and related documents prior to filing or distribution. The review should include discussions with management and the external auditors of significant issues regarding accounting principles, practices, and significant management estimates and judgements.

External Auditors

- 9.4.4 The Committee reviews the independence and performance of the external auditors and recommends to the Board the appointment of the external auditors or approval of any discharge of auditors when circumstances warrant on a cycle approved by the Board.
- 9.4.5 On an annual basis, the Committee reviews and discusses with the external auditors all significant relationships they have with the University that could impair the auditors' independence. This review should include a review of non-audit services performed by the external auditors.
- 9.4.6 The Committee reviews the external auditors' audit plan—discusses and approves audit scope, staffing, locations, reliance upon management and internal audit, and general audit approach.
- 9.4.7 Prior to releasing the year-end financial statements, the Committee discusses the results of the audit with the external auditors. It also discusses certain matters required to be communicated to the Committee in accordance with the standards established by the Chartered Professional Accountants of Canada.
- 9.4.8 The Committee considers the external auditors' judgments about the quality and appropriateness of the accounting principles as applied in the financial reporting.
- 9.4.9 The Committee meets in in camera session with the external auditor.

Internal Audit

- 9.4.10 The Committee reviews the mandate and objectives of the internal audit function.
- 9.4.11 The Committee approves the appointment and reviews the compensation of the chief auditor within the parameters set for Excluded Management and Confidential Staff approved by the Board.

9.4.12 The Committee reviews the budget, staffing and resources of the Internal Audit function and makes recommendations to the Vice President Finance and Operations.

9.4.13 The Committee approves the internal auditor's audit plan for the year including audit scope, staffing, locations, timing and general audit approach.

9.4.14 The Committee reviews audit reports and discusses the results of the internal audit work plan.

9.4.15 The Committee meets in in camera session with the internal auditor.

Legal Compliance

9.4.16 On at least an annual basis, the Committee reviews with the University's legal counsel any legal matters that could have a significant impact on the financial statements, compliance with applicable laws and regulations, and inquiries received from regulators or governmental agencies.

Other Audit Committee Responsibilities

9.4.17 The members annually assess the effectiveness of the Committee, against its mandate and report the results of the assessment to Executive and Governance Committee of the Board.

9.4.18 The Committee ensures its members receive appropriate financial orientation and training to enhance financial literacy in order to carry out their oversight responsibilities.

The Committee performs any other activities consistent with this mandate, rules and regulations, and governing laws, as the Committee or the Board deems necessary or appropriate. It maintains summary records of meetings and periodically reports to the Board on significant results of the foregoing activities. It annually reviews its mandate and makes any recommendation for updating it to the Executive and Governance Committee of the Board.

10. COMPENSATION AND REVIEW COMMITTEE

10.1 The Compensation and Review Committee deals with matters pertaining to performance reviews, remuneration and terms of employment of senior administrators (to be determined by the Committee) and matters relating to the mandates for negotiations and discussions with employee groups and unions.

10.2 Its members shall be independent of management, shall not be employees, and shall have knowledge and experience of human resource management.

10.3 The Committee shall consist of the Chair of the Board and four additional Order-in-Council members of the Board appointed by the Chair and shall be chaired by the Chair of the Board or designate.

10.4 This Committee makes recommendations to the Executive and Governance

Committee or the Board of Governors, on matters of policy, on matters that require action by the Board of Governors, and on any other issues that the Chair determines should be reported to the Board of Governors.

11. APPOINTMENTS

The Board delegates its authority to make appointments to the appropriate Vice-President or the President. This delegation includes the approval of new appointments of regular faculty within the approved budget and plan of the unit and according to the policies of the Board on terms of appointment including the faculty collective agreement; recommendations for reappointments, promotion, and tenure in accordance with the policies of the Board; and all academic and senior administrators except those listed in paragraphs 8.3 and 9.4.11.

12. ATTENDANCE AT COMMITTEE MEETINGS

The Chair, the Vice-Chair, the Chancellor and the President serve in an ex-officio capacity on the following Board committees: Executive and Governance, Finance, and University Operations and Facilities. Any member of the Board is welcome to attend, and may participate with the consent of the chair of the committee in a meeting of the following committees: Finance Committee, and University Operations and Facilities Committee. Agendas of these committees will be distributed to all members of the Board.

13. APPEALS TO THE BOARD OF GOVERNORS

In those instances under the University Act and University policies where an appeal to the Board is allowed, the appeal must be filed within 90 days of the date of receipt of the decision being appealed. Any panel or person appointed by the Board of Governors to hear the appeal shall determine its own procedures which must be in accordance with the principles of natural justice and administrative fairness.

If and when an appeal under Section 60(3) of the University Act comes to the Board of Governors, the President should, as a matter of course, withdraw from any such case that is being considered by the Board except in capacity as a witness.



Statement of the Responsibilities of the Board of Governors and its Members

The Board of Governors of the University of Victoria is responsible, under the *University Act* (RSBC 1996, c. 468) for the management, administration and control of the property, revenue, business and affairs of the university. Its specific powers are set out in Section 27. Broadly speaking, its key functions – many of which are carried out in consultation with the University's Senate -- include:

- Approving the university's mission and strategic plan.
- Approving and monitoring the execution of policy with respect to the goals expressed in the above.
- Appointing and supporting the president, approving his or her annual goals, and reviewing his or her performance.
- Establishing procedures for the appointment of senior academic administrators, faculty and staff and approving executive appointments.
- Approving, upon the recommendation of the Senate, the establishment of faculties, departments and academic programmes.
- Approving enrolment targets upon the recommendation of the Senate.
- Approving the budgets for operational and capital expenditure.
- Entering into collective and other agreements on behalf of the university.
- Maintaining the university's real property and other assets.
- Setting tuition and other fees.
- Ensuring that the university is well managed and accountable.
- Overseeing the university's compliance with legal, statutory and regulatory requirements.
- Interpreting the needs of society and the larger community to the university.
- Advocating for the university and protecting and defending its autonomy.

The Board of Governor's fifteen members are each responsible for contributing to its efforts to fulfill these functions in a manner that enables the University of Victoria to fulfill its mission and serve, to the fullest possible extent, current and future generations. Section 19.1 of the University Act provides that "(t)he members of the board of a university must act in the best interests of the university." Whether appointed or elected, Board members must:

- Carry out their functions with integrity, independence, good faith and the prudence of a reasonable individual.
- Act, individually and collectively, in the best interests of the university as a whole. Each member, no matter how he or she comes to be a member, has a responsibility only to the university, and must give the university's best interests priority over personal or competing interests. This is a public responsibility because the university is a public body. Any member, once appointed or elected, must function as a member of the Board and not as a spokesperson for a constituency.
- Appreciate the roles of universities in society, the particular mission of the University of Victoria, and the Senate's role in the governance of the latter.
- Distinguish between matters of policy (Board responsibility) and matters of administration (President's responsibility). (Matters of policy may be defined as: general rules or principles, or a statement of direction or intent, which provide guidance to the President and senior academic administrators in reaching decisions with respect to the particular matters entrusted to their care.)
- Hold the university accountable, while acting as ambassadors for it.

More specifically, individual members of the Board of Governors accept responsibility for:

Preparation

Board members should make every effort to understand the University, including the *University Act* and the Board's responsibilities and procedures, as well as to familiarize themselves with trends in governance and in post-secondary education. They should devote adequate time to preparation for Board meetings and deliberations.

Attendance and participation

Board members are expected to attend and participate in meetings of the Board and of the committees to which they are assigned by the Board Chair. Under the *University Act* (s. 22(2)), a member who does not attend at least half of the regular meetings of the Board in any year is deemed to have vacated his or her seat, unless excused by resolution of the Board. If a member is unable to attend a meeting, they should inform themselves of what occurred at the meeting.

Board members are expected to participate actively in meetings. Laptops and other electronic devices are to be used during meetings only for Board-related purposes.

Exercise of due diligence

Board members must act with integrity, independence and the good faith of a reasonable individual to promote the best interests of the university, bringing due care, diligence and competence to that task. (Due diligence is defined as: the duty of Board members to exercise such degree of skill and diligence as would amount to the reasonable care that an ordinary person might be expected to take in the circumstances on his or her own behalf.)

Confidentiality

Board members are expected to maintain the confidentiality of Board deliberations both in committee and during closed meetings and of documents considered in closed meetings forever. A Board member who breaches confidentiality shall be subject to sanction by the Chair up to and including a request for the member's resignation.

Security

In order to protect confidentiality, Board members are required to keep and dispose of confidential Board materials in a secure manner. Board members must dispose of confidential paper records securely or return them to the University Secretary's Office for disposition. Likewise, members who keep Board records on computers, laptops or other electronic devices must keep these records secure. This involves measures such as using a complex password, taking steps to protect the physical security of the device, and ensuring that the records cannot be viewed by others when using the device in a public space. In order to minimize the risk of unauthorized access, Board members' copies of Board

documents should be deleted after each meeting. Board members needing to review Board documents subsequent to meetings may access the official Board documents, which are held by the University Secretary's office.

If a computer, laptop or other electronic device containing confidential Board materials is lost or stolen, the Board member must inform Campus Security promptly.

Board members travelling across international borders should be aware that electronic devices may be subject to search.

Ethics and Conflict of Interest

Board members must act in the best interests of the university and must avoid putting themselves in a position of conflict of interest. Members must make full disclosure of all real, potential and apparent conflicts of interest annually. If a Board member becomes aware during the year of a conflict of interest or an apparent conflict of interest, he or she must declare that conflict of interest immediately in writing and must conduct him- or herself in accordance with the sections of the Board's Procedures on Conflict of Interest.

Board members must ***not***:

- assist any person or any organization in its dealings with the university, when such intervention may result in real, potential, or apparent preferential treatment to that person or organization by the university.
- use, for personal benefit or advantage, any information acquired in the exercise of their office that is not otherwise generally available to the public.
- use, directly or indirectly, any facilities or services of the University, nor allow them to be used, for purposes other than those expressly approved by the university.

If a Board member becomes aware of any unethical or illegal behaviour associated with the activities of the Board, he or she must report it to the Board Chair or Secretary.

Communication

Board members must recognize that the *only* spokesperson to the media for Board matters is the Chair of the Board of Governors or the Chair's express delegate. The only spokesperson for the senior administration to the media on Board matters is the President or the President's express delegate.

Board members are expected to communicate promptly and clearly to the Chair of the Board and the President any significant concern or complaint and to let them deal with it. They should refer any request for information from a member of the university community to the Board Chair or the Board Secretary.

Once the Board takes a decision after a fair and objective hearing of different opinions on an issue before it, Board members are expected to stand united in that decision in public.

Evaluation

Board members are expected to set an example by assessing on a periodic basis the performance of the Board and their own performance as part of the governance process.

Attestation and Signature

I acknowledge that I have read and understood the responsibilities of the University of Victoria Board of Governors and its members.

Dated the _____ day of _____, 20____.

Signature: _____

Name (Please print): _____



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

13 September 2017

To: Board of Governors
From: Carmen Charette, Vice-President External Relations
cc: President and Vice-Chancellor
Meeting Date: 26 September 2017
Subject: **EXTERNAL RELATIONS UPDATE**

A handwritten signature in black ink, appearing to read 'Charette'.

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 of our activities and strategic leadership in the following areas:

- 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

The implementation of the communications and marketing plan continues in ten priority areas. The following provides an update on major activities in some of those areas:

Launch and support positioning internally

The Department and Unit Implementation Team (DU-IT) completed work with the Faculty of Humanities over the summer and is now nearing completion with Human & Social Development. Work has started with Law and Fine Arts and will begin with the Faculty of Science in the late fall. DU-IT also has work underway with the following research centres Global Studies, Studies in Religion and Society, and Asia-Pacific Initiatives as well as the Institute for Aging and Lifelong Health. Work is scheduled to start with the Centre for Indigenous Research and Community-Led Engagement later in September.

Create media-rich story-telling and content strategy for video and social media

- DU-IT has completed 22 videos that feature students talking about their experience in their programs, what impact they hope to make and what makes studying their discipline at UVic special. These videos are published on the unit websites, are available on the [UVic YouTube channel](https://uvic.ca/myuviclife) and are promoted on university and unit social media accounts.
- Blogs - summer hiatus, guests' posts, recruiting and ramping up for 2017-18, returning students are beginning to post again: <https://uvic.ca/myuviclife>
- Videos and stories continue to be shared via social media, now in alignment with social media strategy. Recently developed videos can be found on our YouTube "featured" playlist at: <https://www.youtube.com/playlist?list=PL4FB86A3499AAC309>

Update key UVic website elements

- A major redevelopment of the Future student website has been implemented, and user testing of the results will be conducted this fall. A new project to create an Indigenous web hub is being initiated this month.
- A website design system is being developed as a necessary first step towards a major redesign of uvic.ca in the next two years.
- 25 unit websites have been updated.
- New dynamic photography and student experience videos bring additional visual interest and storytelling opportunities. In many cases, we are simplifying and clarifying navigation structures to make information more accessible for prospective students.

Create content management strategy for social media

An institutional social media strategy is in a draft form and is moving through the approval process. The pilot agreement with Hootsuite for a social media monitoring and collaboration platform was renewed for a second year with additional partners, now totalling 13, signed on to this UC+M-led initiative. Paid social media campaigns are now more strategically aligned with institutional priorities and campaigns; unit paid social media is now significantly more informed by UC+M.

Create more dynamic recruitment materials; and Develop and implement above-the-line paid advertising campaign

The 2017-18 Edge campaign will launch on Sept. 19 and run through to February 2018. Building on the success of last year's campaign, this year's effort will again be two campaigns-in-one, targeted at leaders in the Lower Mainland, Ottawa, Greater Victoria and nationally, and at prospective students from the Lower Mainland, the Okanagan, Vancouver Island, and parts of Calgary, the edge of the Greater Toronto Area, and Ottawa. It will involve coordinated newspaper, magazine, airport, school, online and outdoor advertising. The leaders campaign will also involve a robust web presence built around the vital impact, depth and breadth of our featured research strengths as well as the potential for expanding the campaign to include additional tactics in the spring, including the possibility of events built around the campaign theme. The students campaign is keyed around the efforts of Student Recruitment and Global Engagement and is highly targeted, coordinated and geo-located to leverage the school visits of their recruitment team. The initiative is backed by a strong "Why choose UVic" website. Ongoing storytelling efforts in the fall will be greatly shaped by the Edge campaign and by any additional tactics developed to support the campaign.

Media coverage

The Legacy Galleries featured prominently in the media recently. There were extensive stories on the return of Frank Lloyd Wright windows to the original Darwin Martin House in Buffalo, NY. This was featured in the *Times Colonist*, *New York Times*, *Buffalo News*, *Globe and Mail*, NPR News, and the Architectural Digest. The Legacy's newest exhibition *There is Truth Here: Creativity and Resilience in Children's Art From Indian Residential and Day Schools* is featured in the September issue of *Focus Magazine*.

Other UVic media coverage over the summer ranges from compelling feature stories on UVic people, projects, research and innovation to general stories quoting our thought leaders. A selection of this summer's most prominent coverage has been compiled in the attached News Roundup for the information of the Board.

BUILDING MEANINGFUL PARTNERSHIPS

Provincial Government activities

- **Provincial outreach:** The new BC government cabinet was sworn in on July 18 and released their mandate letters shortly afterwards. The Community and Government Relations team (CGR) has prepared an analysis of the new cabinet members, their mandates and its alignment with UVic's priorities. UVic has sent letters of congratulations to the Premier, key Ministers and Island MLAs as well as invitations to meet with Ministers whose mandates overlap with UVic's work and priorities. Successful meetings have already been held with the Minister of Advanced Education, Skills and Training; the Attorney General; and the Minister of Indigenous Relations and Reconciliation. Upcoming meetings are planned with Ministry of Jobs, Trades and Technology; Municipal Affairs and Housing; and with local Green MLAs. A full analysis of the September 8th Throne Speech and September 11th Budget update is being done.
- **Minister Mark campus visit:** A campus tour was organized for the new Advanced Education, Skills and Training Minister, Melanie Mark, on August 9. President Cassels led the tour of campus, which included stops to discuss UVic's proposals to build new student housing, expand the Computer Science and Engineering Building, and create an Indigenous Law Program. The Minister also met with students and staff across various faculties and service areas. The Minister and her staff provided positive feedback about the tour and promised another meeting in the near future.

Federal Government activities

- **Indigenous Law Program:** UVic submitted a pre-budget submission to the House of Commons Standing Committee on Finance in August, asking for a federal funding contribution to the Indigenous Law Program. President Cassels, Law Dean Jeremy Webber, Professor John Borrows travelled to Ottawa mid-September to meet with government officials to promote the pre-budget submission and UVic's funding ask. The team also secured a key endorsement from the Assembly of First Nations over the summer, who have approved [a resolution](#) backing the Program and offered a letter in support of federal funding for the Program.
- **Ottawa Outreach:** Jennifer Vornbrock and Vice-President Research David Castle travelled to Ottawa in August to meet with federal government officials regarding the Indigenous Law Program and UVic's leadership in ocean and climate sciences. They met with a variety of officials in the departments of Infrastructure, Environment and Climate Change and Fisheries and Oceans. CGR continues to support the Office of Vice President Research tracking critical funding opportunities outside traditional research streams, e.g., Innovation Superclusters, Strategic Innovation Fund, Impact Canada fund (both clean technology and smart cities) as well as funding in next-gen clean energy, and green infrastructure. Fall engagement continues running up into Budget 2018.
- **Ministerial Campus Visits:** UVic recently hosted two federal cabinet ministers on campus:
 - Minister of Status of Women Maryann Monsef on September 7 met with President Cassels and members of the Working Group on Sexualized Violence Policy and Program Development regarding UVic's new sexualized violence policy
 - Minister of Science Kirsty Duncan and NSERC President Mario Pinto were hosted on September 8 by President Cassels for the announcement of NSERC's 2017 Discovery Grants, Scholarships and Fellowships. Following the announcement, the Minister met with UVic researchers who are the recipients of Discovery Grants and students in the Rocketry Club and the Women in Science Club.

Community activities

- **Victoria Aboriginal Cultural Festival:** UVic was a sponsor of the Aboriginal Tourism BC event in June, held on the grounds of the Royal BC Museum celebrating National Aboriginal Day. UVic was featured in promotional materials, and had a presence at the opening reception and ceremonies.

Vice-President External Relations Charette participated in the canoe protocol ceremony along with local First Nations leadership.

- **The Community Association Liaison Committee:** The June meeting of this committee included discussions on students living in the community; transportation; Canada 150 celebrations; the Campus Cycling Plan; student housing; and updates were given on the Energy Plant project and the Facilities Management Service Building renovation.
- **South Island Prosperity Project:** UVic is working with the South Island Prosperity Project to respond to Ottawa's planned call for proposals on a [Smart Cities Challenge](#). This is a unique opportunity for the region to engage in a collaborative effort to secure significant federal resources to improve the quality of life for urban residents through better city planning; implementation of clean, digitally connected technology including greener buildings; smart roads and energy systems; and advanced digital connections for homes and businesses. These are areas of strength for UVic and we will play a key role in various sub-committees developing the plan.
- **Commonwealth Games:** As reported in recent media coverage, the bid for the Games will not proceed due to lack of funding from the province.
- **Orange Shirt events:** In the spirit of reconciliation and hope for generations of children to come, Orange Shirt Day at UVic has been set for September 28th. University Communications + Marketing collaborated with Indigenous Academic and Community Engagement, and with the Equity and Human Rights office, to coordinate an event at Cinecenta, featuring a screening of the documentary film "Kuper Island: Return to the Healing Circle." A panel discussion will follow the film, moderated by Chancellor Rogers, and featuring the film's director Christine Welsh (Métis), associate professor emerita UVic Gender Studies. In addition, on September 30th, the Legacy Gallery downtown is hosting an Orange Shirt event that is open to the public, including a Survivor and Artist panel discussion at 2:30pm, and a celebration of the exhibition *There is Truth* at 4:00pm.

FOSTERING A CULTURE OF PHILANTHROPY

Vice-President Charette is now a member of the Conference Board of Canada's National Council of Foundation Executives, joining senior executives from across Canada at meetings September 28-29 in Saint John, NB, January 25-26, 2018 in Vancouver and May 3-4, 2018 in Ottawa. The Network provides opportunities for members to learn through best practices, gain insight to innovative approaches and improve the strategic position of their organizations.

As presented to the Board in June, UVic's fundraising goal for 2017-18 is \$15 million from 5,000 donors. As at September 7, the total raised is \$6.4 million from 1,464 donors – a good indication that we are on track given that portions of the first and second quarters are typically the slowest periods.

A 5-year plan with 12 priorities has been created based on the recommendations of the Fund Development Review. The plan defines aspirational goals, metrics and milestones to raise our annual fundraising revenue to an average of \$25 million per year by year five.

CELEBRATING SUCCESS AND EXCELLENCE

Fall convocation will take place November 14 and 15, with Chancellor Rogers presiding over four ceremonies representing the culmination of our students' academic journey. Honorary degrees will be conferred upon David Flaherty (expert in the management of privacy and information policy); Sheridan Scott (leader in the fields of broadcasting, telecommunications and competition law); Neil Sterritt (expert in Indigenous rights and governance); and Barney Williams Jr. (Elder Advisor to agencies such as the BC Assembly of First Nations, Parks Canada and the AFN National Elders Council).

ENHANCING COMMUNITY THROUGH CULTURAL AND OTHER ACTIVITIES

The Farquhar Auditorium launched its [Farquhar Presents](#) series in mid-September. Upcoming events have something for everyone: from the family-friendly Popovich Comedy Pet Theater in December, featuring rescue animals; to the Great Voices of Canada featuring Canadian tenor Gino Quilico, presented in partnership with Pacific Opera Victoria. Board members are encouraged to attend and enjoy the range of culture, creativity and sense of community presented throughout the year at this outstanding UVic venue.

The Legacy Art Gallery downtown has extended hours through to Thanksgiving, allowing more community access to the exhibitions on Thursday evenings until 8:00 pm. Their current exhibition, *Truth Here: Creativity and Resilience in Children's Art from Indian Residential and Day Schools*, was curated by Dr. Andrea Walsh (UVic Anthropology) and is a result of 17 years of collaborative community research with Indigenous communities.

News roundup

Target media markets

Summer 2017

The Media Relations and Public Affairs team has compiled a selection of this summer's most prominent media coverage on UVic for executive members, who might have been out of town on holidays and not had the opportunity to read the daily detailed digest of coverage ("UVic in the News").

We work with reporters and editors to gain prominent coverage of UVic through strategically timed releases, direct follow-up with key contacts, distribution of relevant background material and suggestions of UVic experts timed for breaking news. As well, we regularly assess UVic's own strategic objectives for story or op-ed opportunities.

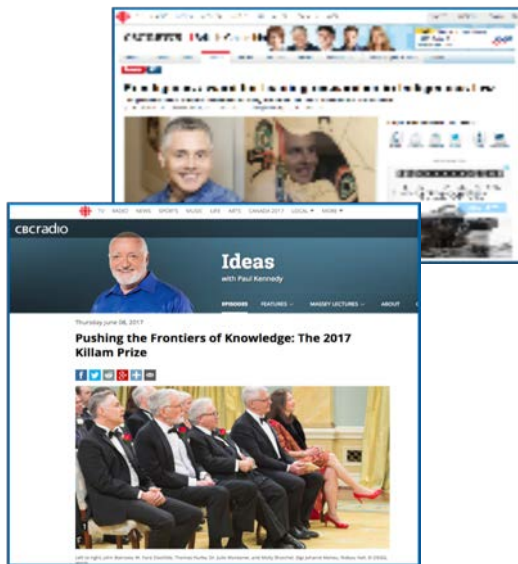
Overall media coverage about UVic ranges from compelling, highly visible feature stories on UVic people, projects, research and innovation to general stories quoting our thought leaders.

Top stories in the news (May through August 2017)

[John Borrows wins 2017 Killam Prize](#)

May 2, 2017

For his substantial and distinguished scholarship and commitment to furthering our knowledge about Indigenous legal traditions, John Borrows, holder of the Canada Research Chair in Indigenous Law at UVic, was named the [2017 Killam Prize winner in Social Sciences](#) by the Canada Council for the Arts. Following the announcement, Borrows was interviewed by multiple national and regional media outlets. Coverage included a [CBC online feature](#) on the Killam winners, CBC's "[The 180](#)" and a feature interview on "[Ideas](#)," CBC Radio's national flagship program. Borrows' win and the impacts of his research were also noted in a Canadian Press story published in the [Globe and Mail](#), [Vancouver Sun](#), [Toronto Star](#) and regional dailies, as well as a story in [University Affairs](#).



Political commentary on BC election

May 9, 2017

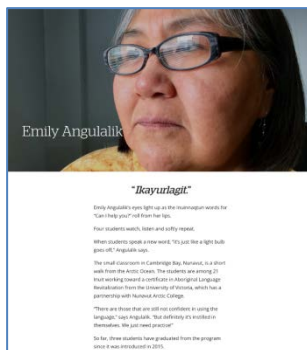
Major media turned to UVic experts in the weeks of (and after) the BC election for perspectives on various angles including the NDP-Green alliance, voter sentiment, political promises, election results and the surprising upset in specific ridings. Coverage included veteran commentator Norman Ruff (himself publicly lauded by numerous legislative reporters and government officials after he passed away this summer) on the [Globe and Mail's](#) front page, Ruff and Jeremy Webber on the front page of the [Vancouver Sun](#), Kimberly Speers also in the [Vancouver Sun](#), Janni Aragon in the [Globe and Mail's BC section](#) and Michael Prince in the [National Post](#), as well as appearances on multiple TV and radio news casts.



Climate change in BC: here's how 2050 could look

June 11, 2017

Climate change, blamed for causing raging forest fires, devastating floods and shrinking glaciers, has scientists predicting how BC will look in 2050. Trevor Murdock of UVic's Pacific Climate Impacts Consortium was featured in a [CBC News](#) story, as part of a podcast series "[2050: Degrees of Change](#)" with segments also aired on CBC Vancouver's "Early Edition" program.



CALR students in Nunavut for Indigenous language learning

June 21, 2017

CBC TV aired an in-depth story—timed for National Indigenous Peoples Day and broadcast nationally for CBC's World Report and World At Six—on Indigenous language revitalization programs, specifically focusing on the UVic certificate offered through Nunavut Arctic College and featuring course instructor Emily Angulalik. The [online version of the CBC story](#) was highly interactive and shared across multiple platforms.

More Canadians hospitalized for alcohol than heart attacks: study

June 22, 2017

Tim Stockwell, CARBC director, was a member of the expert advisory panel on a Canadian Institute for Health Information (CIHI) [report on alcohol harms in Canada](#). He was Anna Maria Tremonti's guest on a 20-minute segment of CBC Radio's "[The Current](#)" airing across Canada, and talked about the report and impacts of its alarming statistic showing an annual 77,000 cases of alcohol-related hospitalizations. The CIHI release generated national coverage and Stockwell's expertise and CARBC's national leadership in alcohol research were featured in a number of these stories including on [Global National News](#).



[Doctoral candidate's questioning of ninth planet prompts global buzz](#)

June 23, 2017

A new study led by astronomy PhD candidate Cory Shankman garnered international headlines for work that threw cold water on a hot theory about a ninth planet. The [Globe and Mail's](#) national science reporter picked up the story, as did many others including [Science](#) and [PBS](#).

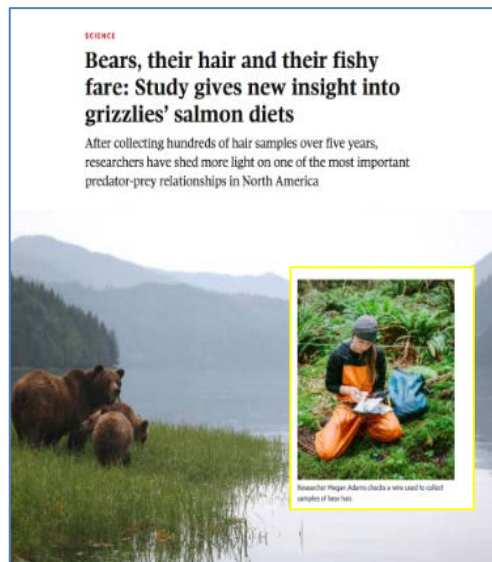
[Canadian-led study casts doubt on existence of Planet Nine](#)



Data recently collected by the Canada-France Hawaii Telescope suggests that Planet Nine, seen in a rendering, may not exist after all.

CAUTION: HOT (PAC) CLODES AND HALL UPDATE

JOAN SEMENOV
SCIENCE REPORTER
JUNE 20, 2017



[Bears, their hair and their fishy fare: Study gives new insight into grizzlies' salmon diets](#)

After collecting hundreds of hair samples over five years, researchers have shed more light on one of the most important predator-prey relationships in North America



Researcher Megan Adams checks a wire used to collect samples of bear hair.

[New study maps hot spots for salmon-hungry bears across BC](#)

June 26, 2017

Tracking the salmon-eating habits of grizzly and black bears revealed surprising results for geography PhD candidate Megan Adams. Adams and her co-authors, including several from UVic, used a chemical technique to analyze hair samples and map the diet of nearly 900 bears over hundreds of thousands of square kilometres. The story was picked up in the front section of the [Globe and Mail's](#) national edition and carried online in a detailed report by [CBC News](#).

[Paul Walde's Tom Thomson multimedia project on Canoe Lake in Ontario](#)

July 8, 2017

In the media buildup to visual arts chair Paul Walde's epic Tom Thomson Centennial Swim on July 8, [CBC Radio's national arts show "Q"](#) aired an interview across Canada on Walde's unique performance art project. Then, on the day of Walde's epic swim, the *Toronto Star's* art critic was on site at Canoe Lake in Algonquin Park. [The Star's](#) story subsequently ran on page A3 of the newspaper and also received full treatment online.



[Diving deep into black waters of the past](#)

Tom Thomson Centennial Swim project puts a living artist in close contact with the painter who died 100 years earlier

It was a hot day in July, and the sun was shining brightly on the water. The water was dark, almost black, and the air was thick with humidity. The swimmers were in the water, some standing, some sitting, some lying down. They were all looking at the camera, and some were waving. The water was so dark that it was almost black, and the air was so thick that it was almost impossible to breathe. The swimmers were in the water, some standing, some sitting, some lying down. They were all looking at the camera, and some were waving. The water was so dark that it was almost black, and the air was so thick that it was almost impossible to breathe.

Climate change and toxic algal blooms

July 27, 2017

Over-fertilized farm fields, causing massive toxic algae blooms in watersheds, are threatening domestic drinking water supplies, according to the US Environmental Protection Agency. The solution lies in adopting high-tech agricultural practices. Sybil Seitzinger and Leigh Phillips from the UVic-led Pacific Institute for Climate Solutions provided comment on the study published in *Science* and carried by [Wired](#) and [Washington Post](#).



The surprising way climate change could worsen toxic algal blooms

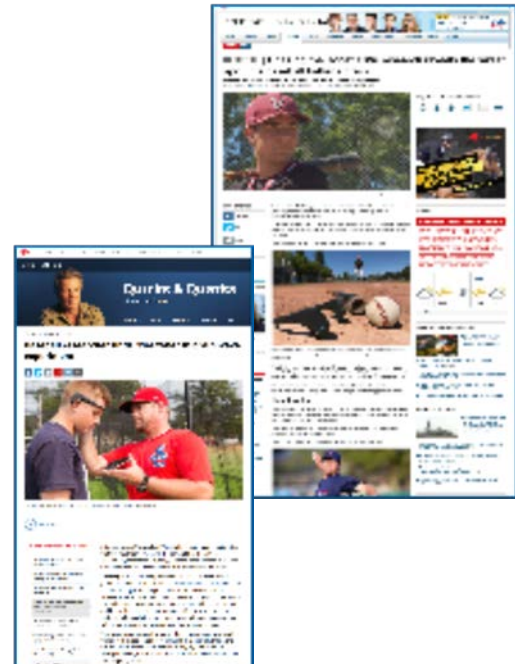
By Chelsea Harvey



Can brainwaves predict baseball performance?

Aug. 1, 2017

Olav Krigolson, a neuroscientist with UVic's Centre for Biomedical Research, worked with Anthony Pluta, a kinesiology graduate student and ex-professional baseball player. They used portable EEG technology to predict baseball batting performance. The study was covered by national, provincial and local news media for TV, radio and print including CBC Radio's national science program "[Quirks & Quarks](#)," a feature story on [CBC News](#), and Vancouver radio interviews with CBC's "[Early Edition](#)," [News 1130](#) and [Roundhouse Radio](#).



UVic shows leadership in tackling academic integrity

Aug. 25, 2017

There is a fine distinction between students getting writing help on their papers and third-party editing that skirts the line of academic integrity. Changes to UVic's policies on academic integrity are featured among post-secondary institutions wrestling with the question of reading and writing comprehension versus academic cheating. UVic historian Sara Beam, chair of the senate committee on academic standards, told [University Affairs](#) magazine that it is time to clear up the confusion.



NEWS

A fine red line: when does editing a student's work become cheating?

At least one university has explicitly restricted students' use of editors for their assignments.

By JESSICA NATALE WOOLLARD | AUG 25 2017

Arctic broadcast of live dive

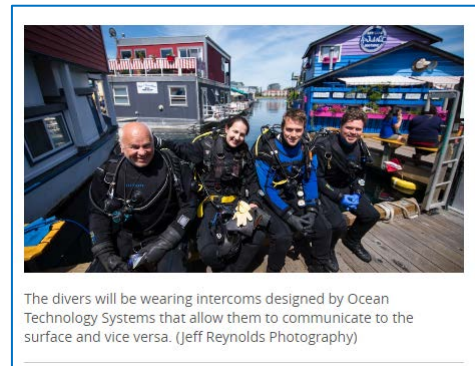
Aug. 27, 2017

For the first time in Canada, a group of divers – led by two UVic alumni – broadcast live across the country from the Arctic Ocean. Mike Irvine and Maeva Gauthier, who co-



founded the [Fish Eye Project](#), broadcast a live feed from Cambridge Bay, Nunavut,

as part of the Canada C3 expedition, a partnership with UVic's Ocean Networks Canada, Ocean Wise and Polar Knowledge Canada. The dive was livestreamed on Facebook, with divers wearing two-way intercom masks answering questions as they searched for marine life. The story was carried



extensively across [CBC News](#), as well as by [Radio Canada](#).

Of note: According to media monitoring data, a front-page article in the Globe and Mail or front section of the Vancouver Sun as captured in coverage outlined in this report can have an approximate advertising value ranging from \$10,000 to \$20,000 or more.

Opinion-editorials

There were more than two dozen opinion pieces published by UVic people in target markets this summer, including:

- **Scott Watson and Helen Lansdowne** on May 15 about migration and global displacement, in the [Vancouver Sun](#);
- **Jamie Cassels** on May 31 about his support of the Naylor report and how Canada can become an international leader in research, in the [Vancouver Sun](#);
- **John Borrows** on June 28 about the power of Indigenous law to change our nation, for the *Hill Times*' "Canada 150" issue of [Power and Influence Magazine](#);
- **David Dunne** on June 29 about what consumers expect from brands, in the [Vancouver Sun](#);
- **Ashley Mollison and Kelli Stajduhar** on July 10 about the devastating effects of the opioid crisis on front-line workers, in the [Globe and Mail](#);
- **Oliver Brandes and Rosie Simms** on July 19 about BC's future in water policy and governance, in the [Vancouver Sun](#);
- and **Bernie Pauly** on Aug. 23 about how housing policy affects public health, in the [Times Colonist](#).

Opinion: The forgotten corridors of global displacement



Community workers, street family hit hard by B.C.'s opioid crisis

DR. KELLI STAJDUHAR AND ASHLEY MOLLISON
 Special to The Globe and Mail
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