



University
of Victoria

Board and Board Committee Meetings Monday September 24 and Tuesday September 25, 2018

Open Session

Tuesday September 25, 2018

1:00 pm – 2:00 pm

Senate and Board Chambers, University Centre

DRAFT AGENDA

1. Approval of Agenda

MOTION:

THAT the agenda of the open session of the regular meeting of September 25, 2018 be approved.

2. Approval of Summary Record of the Meeting of June 25, 2018 (attached)

MOTION:

THAT the summary record of the open session of the regular meeting of June 25, 2018 be approved.

3. Business Arising from the Summary Record

4. Chair's Remarks

5. Correspondence

6. President's Report

7. External Relations Update

BOG-Sept25/18-22

CONSENT

8. Finance Committee (Dr. David Zussman)

**a. PSAS Budget Approval and Government Reporting Entity
Quarterly Reports – Period Ending June 30, 2018**

BOG-Sept25/18-14

MOTION:

That the Board of Governors approve the budget prepared for inclusion in the reporting on the 2018/19 University of Victoria Consolidated financial statements in accordance with the Public Sector Accounting Standards, as per Schedule A.

b. Short Term Investment Report – To June 30, 2018

BOG-Sept25/18-06

c. Long Term Disability Trust Financial Statements

BOG-Sept25/18-08

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

REGULAR

9. Finance Committee (Dr. David Zussman)

- a. 2018/19 Budget Expenditure Allocation Report** BOG-Sept25/18-04

10. Operations and Facilities Committee (Mr. Michael Mitchell)

- a. Annual Academic Staffing, Recruitment and Vacancies Report** BOG-Sept25/18-20

- b. Student Housing and Dining Project – Approval of Schematic Design** BOG-Sept25/18-09

MOTION:

THAT the Board of Governors approve the schematic design for the Student Housing and Dining Project.

- c. 2018/19 Five Year Capital Plan** BOG-Sept25/18-12

MOTION:

THAT the Board of Governors approve the 2018/19 Five Year Capital Plan and submit capital priorities to the Ministry on the basis of the Capital Plan.

- d. Revised Policy on Appointment of Non-Academic Associate Vice-Presidents (GV0345)** BOG-Sept25/18-13

MOTION:

THAT the Board of Governors approve the revised policy GV0345 – Appointment of Non-Academic Associate Vice-Presidents, effective immediately.

- e. Legalization of Non-Medical Cannabis Update** BOG-Sept25/18-10

11. Executive and Governance (Ms. Daphne Corbett)

- a. Proposed Changes in Procedures of the Board 2018/19** BOG-Sept25/18-21

MOTION:

THAT the Board of Governors approve the revised Board Procedures, as attached, for the year 2018/19 and the Statement of Responsibilities of the Board of Governors and its Members.

12. Other Business

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

Adjournment



University
of Victoria

Board and Board Committee Meetings Monday June 25, 2018

Open Session

Monday June 25 2018, 2:15 pm

Michael Williams Building, Boardroom 120

DRAFT SUMMARY RECORD

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

By Invitation: Ms. Carmen Charette, Ms. Gayle Gorrill, Dr. Valerie Kuehne, Mr. Murray Griffith, Ms. Kimberley Kennard, Board Coordinator

Regrets: Ms. Kasari Govender

1. Approval of Agenda

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

THAT the agenda of the open session of the regular meeting of June 25, 2018 be approved.

CARRIED

2. Approval of Summary Record of the Meeting of May 29, 2018

MOTION: (S. Rogers/M. Mitchell)

THAT the summary record of the open session of the regular meeting of May 29, 2018 be approved.

CARRIED

3. Business Arising from the Summary Record

There was none.

4. Chair's Remarks

There were none.

5. Correspondence

There was none.

6. President's Report

President Cassels provided an update on the University Secretary search. He noted that Daphne Corbett was the Board representative on the committee.

The committee would next meet in the fall once the consultant had candidates in place for review. Prof. Cassels stated that Carrie Andersen, Associate University Secretary would serve as the acting University Secretary.

Prof. Cassels thanked Board members who attended Convocation. He provided a special thank you to the Chancellor who created an incredible spirit at the nine Convocation ceremonies. 3776 degrees and certificates were granted along with four honorary degrees.

Prof. Cassels noted that artist Carey Newman had been appointed as the sixth Audain Professor of Contemporary Art Practice of the Pacific Northwest with UVic's Department of Visual Arts. Mr. Newman would play a role in the Aboriginal Canadian Entrepreneurs (ACE) program with UVic's Gustavson School of Business, which supports the entrepreneurial practices of Indigenous artists.

He also informed the Board that UVic conservation scientist and geography associate professor, Dr. Chris Darimont, was named the Raincoast Research Chair in Applied Conservation Science and that Dr. Cecilia Benoit was awarded a 2018 Pierre Elliott Trudeau Fellowship, during which she would pursue her project, "Missing Women Inquiry: Empowering Sex Workers as Social Justice Advocates".

Prof. Cassels noted that Dr. Norah McRae would be leaving UVic to join the University of Waterloo as the Associate Provost, Co-operative and Experiential Education starting September 1, 2018. He thanked her for her excellent leadership.

Minister of Advanced Education, Skills and Training Melanie Mark was on campus on June 11 to announce a new scholarship fund of \$2.25 million, which would support University of Victoria graduate students with a research focus on STEM – science, technology, engineering and mathematics including those in professional programs such as business administration and health.

President Cassels thanked the Board members for their service, support and advice over the past year and acknowledged Dr. Eastman, Ms. Fairley and Mr. Eso who were leaving the Board of Governors. He also thanked Ms. Corbett who was stepping down from her Board Chair position.

7. External Relations Update

BOG-Jun25/18-12

Vice-President External Relations, Carmen Charette provided highlights of the report.

She gave an update on the South Island Prosperity Project (SIPP). Greater Victoria was one of 10 finalists in a competition that would award the winning community with \$10 million dollars. In response to a question, Ms. Charette explained that there would be opportunities for engagement.

Ms. Charette echoed President Cassels' remarks on the energy at Spring Convocation and acknowledged the efforts of the Ceremonies and Events staff in the planning and organizing of the nine ceremonies.

CONSENT

8. Finance Committee (Ms. Ida Chong)

a. University of Victoria Staff Pension Plan 2017 Report to Members and Financial Statements BOG-Jun25/18-01

b. University of Victoria Staff Pension Plan Strategic Plan, Triennial Plan Assessment, and Compliance Report BOG-Jun25/18-02

c. University of Victoria Staff Pension Plan Investment Performance Report for the Period Ended March 31, 2018 BOG-Jun25/18-03

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

a. Due Diligence Reports 2017 BOG-Jun25/18-07

b. Annual Report for Research Centres BOG-Jun25/18-10

c. Updates to the Privacy, Records Management and Information Security Policies BOG-Jun25/18-16

MOTION:

THAT the Board of Governors approve the proposed revisions to the Privacy Policy, the Records Management Policy, and the Information Security Policy – including changes to the relevant procedural authorities – effective July 9, 2018.

Pro Forma Motion: (C. McIntyre/D. Eso)

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

CARRIED

REGULAR

10. Finance Committee (Ms. Ida Chong)

a. 2017/18 Year End Management Statements and Budget Review BOG-Jun25/18-04

Ms. Chong reported that the Finance Committee had received a presentation by Murray Griffith, Executive Director Financial Services on the unaudited fund accounting statements and schedules. This would be Mr. Griffith's last presentation of statements to the Board as he was retiring in the fall. Ms. Chong thanked him for his work and presentations to the Board of Governors over the years.

b. Statement of Financial Information for the year ended March 31, 2018 BOG-Jun25/18-05

Ms. Chong stated that the information provided accompanied statements that had been approved at a prior Board meeting.

MOTION: (I. Chong/S. Rogers)

THAT the Board of Governors approve the Statement of Financial Information for the year ended March 31, 2018 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

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

a. 2018-19 University of Victoria Institutional Accountability Plan and Report BOG-Jun25/18-15

Ms. McIntyre reported that the Institutional Accountability Plan and Report had been presented to the Operations and Facilities Committee. The report would be submitted to the Minister of Advanced Education, Skills and Training and posted on the university website. The committee appreciated the new format reflecting the Strategic Framework matched to Ministry priorities.

MOTION: (C. McIntyre/D. Zussman)

THAT the Board of Governors approve the 2018/19 University of Victoria Institutional Accountability Plan and Report

and

THAT the Board of Governors authorize the Board Chair and the President to make any final edits to the 2018/19 University of Victoria Institutional Accountability Plan and Report prior to its submission to the Ministry.

CARRIED

b. Status Report on Capital Projects

BOG-Jun25/18-06

Ms. McIntyre stated that the committee had been provided with an update on the Queenswood and Direct Energy Plant projects. The student housing project status report was reviewed. The committee had also received a presentation on planning for the legalization of cannabis. In this regard there are a number of different initiatives under consideration at universities across Canada. Management is working with other post-secondary institutions in BC. Associate Vice-President Kane Kilbey is chairing a cannabis working group to prepare campus policy for the legalization of cannabis. Consultations are also taking place. An update will be provided to the Board at its September meeting.

12. Executive and Governance (Ms. Daphne Corbett)

a. Review and Approval of Board Governance Checklist

Ms. Corbett reported that the Executive and Governance committee had reviewed the editorial revisions to the Board Governance Checklist.

MOTION: (D. Corbett/S. Rogers)

THAT the Board of Governors approve the posting of the updated board governance checklist, as circulated, on the university's website for 2018/19 as part of UVic's accountability framework.

CARRIED

13. Other Business

- a) Review of action items identified
There were no action items.
- b) Any other business
There was no other business to report.

14. Adjournment

There being no other action items and no other business, the meeting adjourned at 2:38 pm.

Daphne Corbett
Board Chair

Julia Eastman
University Secretary



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

September 10, 2018

To: Board of Governors

From: Carmen Charette, Vice-President External Relations

cc: President and Vice-Chancellor

Meeting Date: 25 September 2018

Subject: External Relations Update

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

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

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

COMMUNICATING THE UVic MISSION AND STORY

Communications and Marketing Plan 2018-2021

- Sharpening our Edge, our second communications and marketing plan is in its final stages of review and will be going to Executive Council in October for approval. The current draft has been developed through 40 different workshops, meetings and discussions with campus representatives. It was the focus of a discussion at the January 2018 Board meeting. The goals for the new plan include:
 - supporting the Strategic Framework and related strategies in service of UVic's academic mission;
 - creating a stronger competitive position for UVic among peer institutions, nationally and internationally;

- creating a university-wide plan to which every unit can contribute;
- ensuring UVic's brand positioning is more directly relevant and actionable at faculty and unit levels;
- optimizing the impact of UVic's institutional investments in communications and marketing;
- encouraging synergies and alignment across UVic's institutional promotional efforts and;
- creating sustainable differentiation for UVic by focusing on the Edge brand components and other identified institutional strengths.
- The key strategies and tactics for 2018-21 will focus on four areas:
 1. Supporting communications for university initiatives
 2. Providing internal supports
 3. Building profile and presence
 4. Strengthening connections and engagement with community

Campaigns

- The third annual Edge leaders campaign launches September 25. This year's campaign has two themes: oceans/climate research and Indigenous research (with a focus on Indigenous law) to align with our government relations strategy and events. The campaign will again include ads in newspapers, magazines and airports, and this year's online campaign will include specific proof points about each theme highly targeted for the audience we are trying to reach and influence. The campaign will also include PR elements and a social media video campaign. All aspects of the campaign will be supported by micro-site landing pages.
- The third annual Edge student campaign will launch in October, with an outdoor and online campaign in metro Vancouver. Planning is underway for a second phase of the campaign later in the fall, with messaging around the three pillars of the Edge, with a focus on dynamic learning.

Expansion of Social Media

- We continue to build our social media capabilities across campus. Social media videos are increasingly popular as they become better supported by platforms such as Instagram and we have initiated a training program for communications officers across campus to produce their own materials.
- We are gearing up again for a new intake of My UVic Life bloggers. We anticipate another 1 million pageviews for this students' eye view of UVic by next summer.
- We are currently preparing social media campaigns for:
 - JID Launch Event (Sept. 25)
 - Orange Shirt Day (Sept. 28)
 - Orientation (throughout Sept.)

UVic Website Elements

- The university's new events calendar features a modern design with a simple and clean interface. Users can now search for events or filter events by topic, type and/or audience.
- The UVic.ca website's content management system received a major upgrade in August. The upgrade provides a more intuitive interface, new features, and greater stability for the website.

- The uvic.ca redesign project is wrapping up a discovery process with key audiences and subject matter experts and has submitted a proposal to plan, build out, test and implement a completely new central university website by the end of 2019. The goal is to create a website that will be one of the best in the country and beyond, and that helps to advance the university's reputation in a medium that is critical to shaping the opinions and perceptions of a range of our key audiences. The new site will be built on emerging technological trends and to meet the informational needs of audiences from prospective students, faculty and staff, to potential donors, partners and funders, governments at all levels, and communities around the world.

Support Positioning Internally

- Since its inception in August 2016, the Edge Department and Unit Implementation Team (DU-IT) has completed work with 48 academic units and is currently working with 11 others, assisting them to incorporate the Edge into their storytelling in key web and print materials. Work with nine other units has been scheduled or is on hold, while three units remain to be scheduled.
- The Style Guide assists UVic content producers to create communications and marketing materials that consistently represent the university's professional communications standards, brand positioning, and values. The guide is being updated to better reflect the evolution of inclusive language around gender and sexuality, and spell out commitments to respectful use and typographic representation of Indigenous personal and place names, partners and subjects.

Media Coverage

- See Attachment for a summary of Media Coverage – June 1 – August 31, 2018

BUILDING MEANINGFUL PARTNERSHIPS

Provincial Government Activities

- Indigenous Law Program Launch: On September 25, UVic will officially launch its new Indigenous Law program with events including a ceremony, feast, evening reception and public lecture. Participants will include UVic students, faculty and administration, Board Governors, senior representatives from the Provincial government, VIPs, donors and the public.

Federal Government Activities

- 2019 Pre-Budget Submission: A written submission for Budget 2019 entitled *Growing Canada's Social and Economic Prosperity through Reconciliation: A Proposal for an Indigenous Legal Lodge* was submitted on August 3. The submission seeks funding in the amount of \$18.29 million for construction of the Indigenous Legal Lodge, in alignment with the Truth and Reconciliation Report and Call to Action #50 and in keeping with the UN Declaration of Rights of Indigenous Peoples Article 15.
- Minister of Science and Sport, Hon. Kirsty Duncan visited campus on August 21 to tour the labs of Dr. Stephanie Willerth and Dr. Leigh Anne Swayne and hosted an Athena SWAN (Scientific Women's Academic Network) Roundtable discussion that was moderated by Dr. Kate Moran of Ocean Networks Canada. The focus of this visit was diversity in STEM.

- Vice-President Charette joined Minister of Finance, Bill Morneau and 15 local business leaders at a pre-budget consultation organized by The Chamber on August 21 where there was an opportunity to highlight the proposed Indigenous Legal Lodge.
- Federal Opposition Critic for Innovation, Science and Economic Development, Matt Jeneroux met with Professor Afzal at the Centre for Aerospace Research (CfAR) on September 4.
- Minister of Fisheries, Oceans and the Canadian Coast Guard, Hon. Jonathan Wilkinson visited campus on September 7 to tour the newly renovated Queenswood property and meet with President Cassels, Vice-President Research David Castle and ONC President Kate Moran.

Community Activities

- Victoria Chamber of Commerce: UVic hosted the Victoria Chamber of Commerce business mixer on August 23 at the University Club where Engineering, CanAssist, Vikes, Coop and other community engagement initiatives were highlighted with interactive displays. 100 members attended.
- World Junior Hockey Competition: UVic will be an event sponsor for the competition to occur in Victoria & Vancouver from December 26, 2018 to January 5, 2019. Ten international teams will participate with competition split between Victoria & Vancouver. Tickets for general public have almost sold out. UVic's sponsorship includes tickets, promotional opportunities and a hosting program.

FOSTERING A CULTURE OF PHILANTHROPY

The 2018-19 fundraising goal is \$16 million from 5200 donors. As at September 4th, \$6.93 million has been raised from 1321 donors. Although these results are tracking well against the goal, it should be noted that there is little correlation with how much is raised per quarter and total raised at year-end. This is because one large gift affects the total raised and donors, especially of large gifts, do not make gift decisions based on the university's fiscal year. Where there is a correlation, is between number of donors and fiscal quarters. This is because smaller donors make up the largest number of donors and these donors tend to contribute based on when the mass appeals (mail and phone) take place. As at the end of the first quarter, the development program is tracking well, being ahead over last year's totals at the same time.

CELEBRATING SUCCESS AND EXCELLENCE

Convocation

- Fall Convocation takes place November 13-14. The November Convocation schedule is available on the Ceremonies website at <https://www.uvic.ca/ceremonies/convocation/traditions/schedule/index.php>.
- Honorary Degree Recipients for Fall Convocation are Cindy Blackstock, Judith Guichon, Peter Moss and Mitsuko Shirai.

Ceremonies is assisting with a number of events including:

- Orientation on August 31-September 4;
- JID Launch on September 25;

- Orange Shirt Day on September 28;
- Sexualized Violence Awareness Week;
- a public event for the Building Reconciliation Forum taking place November 15-16; and
- The Long Service Awards Dinner on October 17.

ENHANCING COMMUNITY THROUGH CULTURAL AND OTHER ACTIVITIES

The University Centre Farquhar Auditorium

The Farquhar participated in the UVSS's Orientation days outside the SUB with a newly branded pop-up tent display, a season video and information about our Student Rush Program that lets students see any Farquhar presented show for \$10.

Our season includes:

- Mike Farris, internationally renowned Blues musician, September 22 at 8pm
- Christmas with God is a Scottish Drag Queen, December 8 at 7:30pm
- International Guitar Night, January 27 at 7:30pm
- Canada's legendary children's performer Fred Penner, February 10 at 2:30pm
- One Man Star Wars Trilogy, May 4 at 7:30pm. The event will feature a pre-show panel of UVic faculty speaking to different aspects of Star Wars.

The Farquhar provided UVic Film Liaison services for a Hallmark Feature film "An Emma Fielding Mystery: More Bitter than Death" which filmed on Campus August 17 and August 28, 29 and 30.

The Farquhar will host the JID Launch Lecture "Indigenous Law: Today and Tomorrow" on September 25 starting at 7:30pm featuring Val Napoleon and John Borrows. This event is free to the public.

The Legacy Art Galleries

In keeping with UVic's Strategic Framework goal of "Fostering Respect and Reconciliation" and in line with Legacy's mission to encourage dialogue around issues that matter, Legacy's fall feature exhibition is *Testify: Indigenous Laws + the Arts*. This ongoing curatorial project pairs artists and legal thinkers, who work together in conversation to create an artwork and written work about Indigenous laws and opportunities for the dynamic expression as part of Canadian society.

The dialogue invited by the *Testify* project puts the idea of reconciliation into practice by creating a space for Indigenous and non-Indigenous Canadians to envision a future that respects and reflects the diversity, strength and hope embodied within Indigenous traditions. The exhibition opens September 29 with various community events that weekend and throughout the run of the exhibition that continues until December 22.

Summary of UVic Media Coverage

June 1 to August 31, 2018

Indigenous Knowledge

- **Val Napoleon, Law**, talked with CBC Radio's "All Points West" about UVic's Indigenous Law Research Unit and the new Indigenous Law program
- **Judith Sayers, adjunct professor in Environmental Studies**, spoke about First Nations led clean-energy projects, in the *Vancouver Sun* and *The Province*.
- **Student Myles Creed, Linguistics**, talked to the Associated Press and CBC News about adding Inupiaq, an Alaskan Inuit dialect, to Facebook. The Associated Press article was carried internationally from media outlets including the *Ottawa Citizen*, *Miami Herald*, ABC News, *Daily Mail* UK, *Japan Times* and several others.
- **Student Kevin Perkins, Indigenous Studies**, was featured in a story in the *Star Vancouver* (*Toronto Star*) discussing how UVic's co-op program allows him to create positive change for Indigenous communities through his work.
- **Brian Thom, Anthropology**, along with alumna **Dianne Hinkley, Anthropology**, got national coverage for UVic's work with the Cowichan Tribes to make Ye'yumnuts village a living Indigenous history lesson for the surrounding school district. The Canadian Press story was carried by CTV News, *National Post*, Toronto's CityNews, 680 News in Toronto, *National Observer*, CFRA Radio in Ottawa, *Vancouver Sun*, *The Province*, *Huffington Post*, *Times Colonist* and CBC Radio's "All Points West."
- Following the controversy surrounding the removal of Sir John A. MacDonald's statue from Victoria's City Hall, six UVic faculty members helped inform and contribute to the public dialogue about Indigenous reconciliation in Canada through interviews with the *Globe and Mail*, CBC Radio and CHEK News. The faculty members include **John Lutz, History**; **Penny Bryden, History**; **Kimberly Speers, Public Administration**; **Lynne Marks, History**; **Dan Marshall, History**; and **Reuben Rose-Redwood, Geography**.

Oceans Health (and Climate)

- **Jason Colby, History**, was contacted for expert comment following the death of an Orca calf that was born in the Pacific Northwest. He spoke to the Associated Press for an article that received international readership via the *New York Times*, *Japan Times*, *Seattle Times*, *San Francisco Chronicle*, *Chicago Tribune*, Yahoo News UK, *Vancouver Sun*, *The Province*, CTV News among many other outlets. He also spoke with Seattle's NPR station, the Tyee, *The Star Vancouver* and was in several additional articles by *Seattle Times*.
- **ONC's** expedition to explore BC's seamounts was reported on by the *National Post*, *Canadian Geographic*, *Forbes*, News 1130, an in-depth online story from CBC News, CBC Radio-Canada, *Huffington Post Canada*, iPolitics, Global News, CBC Radio's "On the Coast" and "All Points West," CTV VI, CFAX Radio and a several-page spread in the *Times Colonist*.
- The installation of deep-sea equipment by **ONC** in the northeast Pacific Ocean, received an in-depth article from the *Globe and Mail*, which was featured on the front page of the paper and was also covered by the *Times Colonist* and CBC Radio's "On the Coast."
- **Julia Baum, Biology**, was quoted by *The Atlantic* on how climate change is affecting coral reefs.

Healthy Communities

- Following the release of a report on the cost of substance use in Canada published by CISUR (in partnership with the Canadian Centre on Substance Use and Addiction), **Tim Stockwell, CISUR/Psychology**, spoke with national media about the results. Coverage included the *National Post*, *Ottawa Citizen*, *Vancouver Sun*, iPolitics, *Toronto Star*, Global News, *Times Colonist*, CTV News, CFX Radio, CHEK and on CBC Radio, CBC TV's national "The World at Six."
- **Bonnie Leadbeater, Psychology**, spoke to the *National Post*, Global News, CBC News, CKNW, CTV News, CHEK and the *Times Colonist* about her research on cannabis use among youth.
- **Clay Holroyd, Psychology**, was interviewed about his brain research by CKNW, CBC Radio's "On the Coast," "All Points West" and CFX.
- **Robert Gifford, Environmental Studies and Psychology**, discussed the links between mental health and climate change with MSN and Global News.
- **Bernie Pauly, Nursing and CISUR**, was contacted by *The Star Vancouver* for comment on issues around the public housing crisis and tent cities. She and **Marilou Gagnon, Nursing**, also co-wrote multiple op-eds on the subject for the *Georgia Straight*, *The Tyee* and the *Times Colonist*.
- **Brian Christie, Division of Medical Sciences**, was interviewed by the *Star Vancouver*, CBC Radio's "All Points West," CBC News and CTV VI about his research on gender differences in concussion recovery.
- The "Voices in Motion" intergenerational and cross-disciplinary research project led by **Debra Sheets, Nursing**, received a full-page article in the *Globe and Mail* and CBC News. She was also interviewed by CKNW Radio and CBC Radio's "North by Northwest."
- The **Transgender Archives**, was listed in *Fodor's* as one of the top LGBTQ museums around the world. CTV VI, CFX Radio and *Victoria News* followed up on the announcement with interviews and visits to the archive.
- **Lisa Kalynchuk, Medical Sciences and AVP Research**, spoke to CBC News, Global News, AM 980 Vancouver's "Jill Bennett Show", CBC Radio's "On the Coast" and "All Points West," as well as CFX Radio about her research on brain proteins and their link to depression.
- **Nathan Lachowsky, Public Health and Social Policy**, spoke to CBC News Ottawa about blood donation policies in Canada.
- New research led by **Olav Krigolson, Centre for Biomedical Research**, on the neuroscience of hangovers was reported on by the *Daily Mail UK*, *The Sun* (in all UK markets) and on CBC Radio's "On the Island."
- Research associate **Adam Sherk, CISUR**, provided expert comment on the links between alcohol and health on Global News and CKNW.

Clean Growth

- A new report co-written by UVic members of the **Corporate Mapping Project**, in collaboration with Canadian Centre for Policy Alternatives, was reported on by CBC News, *Vancouver Sun*, *The Star Vancouver*, CBC Radio's "Early Edition" and CHEK News.

Other Notable Coverage

- **UVic Libraries & Archives** acquisition of Johnny Cash memorabilia from the Holiff family received national media coverage from outlets including the *National Post*, *Ottawa Citizen*,

Vancouver Sun, The Star Vancouver, CKNW, CBC News, CTV News, Times Colonist and CFAX.

- An interview with **Charlotte Schallié, Germanic & Slavic Studies**, about her research on Holocaust war hero Carl Lutz aired on CBC's "World at Six."
- **E. Paul Zehr, Centre for Biomedical Research** was interviewed widely about the phenomenon of fake falling in the FIFA World Cup, after he wrote on the topic for *Psychology Today*. Coverage included CTV National News, Global News, the *National Post*, CBC News, CKNW, CBC Radio's "The Current," "All Points West" and "On the Coast."
- **Oliver Schmidtke, Centre for Global Studies**, was interviewed by CTV National News and CBC News Network for his expertise on the EU's migration crisis.
- **Saul Klein, Business**, wrote an op-ed for *The Toronto Star* on the public's waning trust towards social media. The commentary was published nationwide, including in *The Province* and the *Vancouver Sun*.
- **Chris Tollefson, Law**, spoke to the Canadian Press and CBC News about the Federal Court of Appeal's decision on the Trans Mountain Pipeline. The Canadian Press article was carried by the *National Post*, *Ottawa Citizen*, *The Province*, *Vancouver Sun* and several national publications.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

September 10, 2018

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 25, 2018

**Subject: PSAS BUDGET APPROVAL AND GOVERNMENT REPORTING ENTITY
QUARTERLY REPORTS - PERIOD ENDING JUNE 30, 2018**

Basis for Jurisdiction: Committee's Terms of Reference 7.1

Strategic Relevance:

Strategy 5.5: Ensure financial sustainability of the university and our ability to pursue excellence by optimizing existing resources through careful planning, earning support, attracting partnerships and pursuing a revitalized program to grow and diversify resources through philanthropic and other means.

Recommendation:

That the Finance Committee recommend to the Board of Governors that the Board of Governors approve the budget prepared for inclusion in the reporting on the 2018/19 University of Victoria Consolidated financial statements in accordance with the Public Sector Accounting Standards, as per Schedule A.

Background:

This report would normally be reviewed by the Audit Committee. The September Audit Committee meeting has been postponed to November and therefore this report has been submitted to the Finance Committee in order to meet reporting deadlines.

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 university's financial statements for the current year plus three years.

These quarterly reports follow the Public Sector Accounting Standards (PSAS) basis of accounting supplemented with Treasury Board regulations 257/2010 and 198/2011.

As required by Provincial timelines, 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, 2018 resulting in reported net loss of \$19.7 million. This compares to a \$21.5 million net loss reported for the three months ended June 30, 2017. 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.

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) as prescribed by government. 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 2018/19	Forecast 2019/20	Forecast 2020/21	Forecast 2021/22
Total Revenue	(582,220)	(600,470)	(617,327)	(624,812)
Total Expense	579,555	593,924	607,552	620,765
Net (Revenues) Expenses	(2,665)	(6,546)	(9,775)	(4,047)
Unallocated Pressures	-	-	-	-
Operating Net (Income) Loss for Ministry	(2,665)	(6,546)	(9,775)	(4,047)
Endowment Contributions	(8,000)	(8,000)	(8,000)	(8,000)
Net (Income)	(10,665)	(14,546)	(17,775)	(12,047)
Capital Asset Additions	71,360	49,963	46,691	47,846
Debt	(47,836)	(45,754)	(43,575)	(41,292)

Key Assumption Amounts	2018/19	2019/20	2020/21	2021/22
Grant Funding (operating grant only)	186,250	191,252	196,702	196,702
Student FTEs (Government Funded FTE)	15,918	15,918	15,918	15,918
Tuition fee increases – domestic	2.0%	2.0%	2.0%	2.0%
Tuition fee increases – international, grandparented	4.0%	4.0%	4.0%	4.0%
Tuition fee increases – international, new students in 18/19	20%	15%	4.0%	4.0%

Key assumptions include:

- Operating grant funding as per 18/19 ministry letter and Ministry commitment for technology expansion over the next 3 years. Domestic and international tuition will increase at the rates noted in the key assumption table above
- Compensation costs in accordance with current collective agreements including progression through the ranks and ranges;
- Future Provincial compensation mandates are expected to be funded by the Province and accordingly are not included in either the revenues or the expenses;
- Routine capital funding will remain consistent with 17/18 ministry funding levels; and
- Research revenue to remain at Fiscal 17/18 levels.

Risks in achieving the projected revenues and expenditures include financial markets risk; enrolment risk particularly with respect to international students, and difficulty in predicting sponsored research and specific purpose revenues and expenses as these are mostly 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. Consistent with the approach that has been used in the past, 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, 2019 financial statements. Schedule B outlines how this budget compares to the 2018 budget and actual results.

Attachments:

Schedule A – Reconciliation of the 2018 Q1 Forecast to the 2019 PSAS Budget

Schedule B – Comparison of the 2018 PSAS Budget to the 2017 PSAS Budget and Actuals

Schedule C – Q1 GRE Reports

Schedule A

Reconciliation of the 2018 Q1 Forecast to the 2018/19 Financial Statement Budget

Per PSAB Forecast to Province	Per PSAB Forecast	PSAB Financial Statement Line Items	PSAB Budget (Operating Statement)
Operating contributions from Provincial Ministries	(195,000)		
Operating contributions from Provincial Crown Corps & Agencies	(10,640)		
less: VIHA and Island medical funding (included in other contributions)	10,600		
	(195,040)	Province of British Columbia grants	(195,040)
Operating contributions from the Federal Government	(61,000)	Government of Canada grants	(61,000)
Operating contributions from other sources	(27,000)	Other government Grants	(19,800)
add: VIHA and Island medical funding (included in other contributions)	(10,600)	Donations, non-government grants and contracts	(17,800)
	(37,600)		(37,600)
Deferred capital contributions from Province	(10,640)		
Deferred capital contributions from Federal Government	(11,040)		
Deferred capital contributions from Other Sources	(3,830)		
	(25,210)	Revenue Recognized from Deferred Cap Contributions	(25,210)
Sales of goods and services to Crown Corps & Agencies (including contracts)	(1,400)		
Sales of goods and services to others (contracts and other sales)	-		
Sales of goods and services to others (Ancillary Services)	(68,470)		
	(69,870)	Sales of Services and Products	(69,870)
Domestic Tuition and Mandatory Fees	(103,505)	Student tuition - credit courses	(142,000)
International Tuition and Mandatory Fees	(59,495)	Student tuition - non-credit courses	(21,000)
	(163,000)		(163,000)
Earnings from Government Business Enterprises (GBEs)	(600)	Income from GBE	(600)
Investment earnings (not included in above)	(4,400)	Investment Income	(22,400)
Other revenue (not included above)	(7,500)		
Recognition of endowment investment income	(18,000)		
Realized investment earnings (gains)/losses	-		
	(25,500)	Other Revenue	(7,500)
Total Revenue	(582,220)		(582,220)
Expenses - debits			
Salaries and benefits	364,300	Instruction and non-sponsored research	235,886
Cost of goods sold	13,000	Academic and student support	146,994
Operating costs paid to Provincial Ministries	-	Administrative support	20,174
Operating costs paid to Provincial Crown Corps & Agencies	7,500	Facility operations and maintenance	49,688
Other operating costs (less: amortization & debt servicing)	105,900	Sponsored research	112,896
Capital asset amortization expense	45,185	External engagement	13,917
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	579,555		579,555
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	579,555		
Expense		Functional Allocation from fiscal 2017 (Actual Results)	
Instruction and non-sponsored research	235,886.30	41%	
Academic and student support	146,994	25%	
Administrative support	20,174	3%	
Facility operations and maintenance	49,688	9%	
Sponsored research	112,896	19%	
External engagement	13,917	2%	
	579,555		

Schedule B

Comparison of the 2019 PSAS Budget to the 2018 PSAS Budget and Actuals

	2019 PSAB Budget	2018 PSAB Budget	2018 PSAB Actual	2019 budget vs 2018 actual	As %
Revenue					
Province of British Columbia grants	(195,040)	(190,200)	(192,523)	(2,517)	1%
Government of Canada grants	(61,000)	(60,000)	(64,860)	3,860	-6%
Other government Grants	(19,800)	(20,000)	(16,255)	(3,545)	22%
Student tuition - credit courses	(142,000)	(135,123)	(136,275)	(5,725)	4%
Student tuition - non-credit courses	(21,000)	(18,877)	(19,853)	(1,147)	6%
Donations, non-government grants and contracts	(17,800)	(18,000)	(15,640)	(2,160)	14%
Sales of Services and Products	(69,870)	(71,941)	(68,518)	(1,352)	2%
Investment Income	(22,400)	(21,400)	(22,338)	(62)	0%
Income from GBE	(600)	(600)	(1,751)	1,151	-66%
Other Revenue	(7,500)	(7,500)	(11,118)	3,618	-33%
Revenue Recognized from Deferred Cap Contribution	(25,210)	(26,520)	(28,215)	3,005	-11%
Gain on disposal of assets		(4,000)	(4,443)	4,443	-100%
	(582,220)	(574,161)	(581,789)	(431)	0%
Expenses					
Instruction and non-sponsored research	235,955	230,402	222,945	13,010	5.8%
Academic and student support	144,995	143,576	137,000	7,995	5.8%
Administrative support	20,645	19,705	19,507	1,138	5.8%
Facility operations and maintenance	52,114	48,533	49,241	2,873	5.8%
Sponsored research	112,200	110,271	106,014	6,186	5.8%
External engagement	13,645	13,593	12,893	752	5.8%
	579,555	566,080	547,600	31,955	5.8%

Schedule C – GRE Reports

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

	Forecast 2018/19	Projections		
		2019/20	2020/21	2021/22
	----- \$thousands -----			
Revenue - (credits)				
Amortization of contributions:				
Operating contributions from Provincial Ministries	(195,000)	(201,800)	(207,200)	(207,200)
Operating contributions from Provincial Crown Corps & Agencies	(10,640)	(10,640)	(10,640)	(10,640)
Operating contributions from the Federal Government	(61,000)	(61,000)	(61,000)	(61,000)
Operating contributions from other sources	(27,000)	(28,000)	(29,000)	(30,000)
Deferred capital contributions from Province	(10,640)	(11,010)	(11,370)	(11,310)
Deferred capital contributions from Federal Government	(11,040)	(11,420)	(11,800)	(11,740)
Deferred capital contributions from Other Sources	(3,530)	(3,660)	(3,780)	(3,760)
Contributed surplus	-	-	-	-
Sales of goods and services to Provincial Ministries (including contracts)				
Sales of goods and services to Crown Corps & Agencies (including contracts)	(1,400)	(1,400)	(1,400)	(1,400)
Sales of goods and services to others (contracts and other)				
Sales of goods and services to others (Ancillary Services)	(68,470)	(69,840)	(71,237)	(72,662)
Domestic Tuition and Mandatory Fees	(103,505)	(107,100)	(110,625)	(113,125)
International Tuition and Mandatory Fees	(59,495)	(62,900)	(66,375)	(67,875)
Recognition of endowment investment income	(18,000)	(19,000)	(20,000)	(21,000)
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	(582,220)	(600,470)	(617,327)	(624,812)
Expenses - debits				
Salaries and benefits	364,300	372,000	377,300	383,300
Cost of goods sold	13,000	13,390	13,792	14,205
Operating costs paid to Provincial Ministries				
Operating costs paid to Provincial Crown Corps & Agencies	7,500	7,700	7,900	8,100
Other operating costs (less amortization & debt servicing)	105,900	109,047	112,298	114,502
Capital asset amortization expense	45,185	47,117	48,992	50,138
Capital asset write-downs				
Grants to Crown corporations and agencies	500	500	500	500
Grants to third parties (Scholarships)	40,000	41,000	42,000	43,000
Grants to third parties (Foundations and Other)				
Debt service costs (net of sinking fund earnings)	2,370	2,370	3,970	6,220
Amortization of debt issue costs				
Other	800	800	800	800
Total Expense	579,555	593,924	607,552	620,765
Net (Revenues)/Expenses before extraordinary items	(2,665)	(6,546)	(9,775)	(4,047)
(Gain) loss on sale of capital assets	-	-	-	-
Net (Revenues)/Expenses	(2,665)	(6,546)	(9,775)	(4,047)
Unallocated Pressures (use in Q1 only)				
Operating Net (Income) Loss (for Ministry)	(2,665)	(6,546)	(9,775)	(4,047)
Endowment (restricted asset) contributions	(8,000)	(8,000)	(8,000)	(8,000)
Net (Income) Loss (PSI)	(10,665)	(14,546)	(17,775)	(12,047)

University of Victoria			
April 1, 2018 - June 30, 2018			
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	-49,764	
	Direct transfers from Crown corporations or government orgs	-2,773	
	Transfers from the federal government	-1,680	
			-54,217
Deferred contributions	Recognition of Deferred Capital Contributions provincial	-2,722	
	Recognition of Deferred Capital Contributions non provincial oth.	-1,030	
	Recognition of Deferred Capital Contributions Federal	-2,550	
	Recognition of Deferred Contributions provincial	-4,960	
	Recognition of Deferred Contributions Federal	-18,240	
	Recognition of Deferred Contributions non provincial	-6,984	
			-36,486
Other revenues	Tuition Fees - Domestic	-8,296	
	Mandatory Fees (related to tuition) - Domestic	-598	
	Tuition Fees - International	-8,350	
	Mandatory Fees (related to tuition) - International	-703	
	Sinking fund earnings	-49	
	Recognition of debt premium	0	
	Realized investment Gains/Losses	0	
	Recognition of Endowment Investment earnings	-838	
	Investment earnings	-952	
	(Gain) loss on sale of tangible capital assets		
	Miscellaneous	-354	
			-20,140
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)	-764	
	Sales of goods or services to non-related entities (Contracts)		
	Sales of goods or services to non-related entities (Ancillary Services)	-11,786	
			-12,550
	TOTAL REVENUE		-123,393
EXPENSE			
	Salaries and benefits	88,558	
	Operating expense	33,310	
	Asset amortization expense	11,296	
			133,164
Grants	Transfers to Crown corporations or government organizations	0	
	Grants to third parties (Scholarships)	5,885	
	Grants to third parties (Foundations and Other)		
			5,885
Debt expenses	Debt service costs (gross of sinking fund investment)	523	
	Recognition of debt discount	0	
			523
Other Expenses	Cost of goods sold	2,028	
	Expense due to valuation allowance	0	
	Restructuring exit expenses		
	Other miscellaneous expenses		
	Purchases from Crown corporations or government orgs	2,144	
	Purchases from Provincial Ministries		
			4,172
	TOTAL EXPENSE		143,744
	(SURPLUS) DEFICIT FOR THE YEAR, BEFORE ENDOWMENT CONTRIBUTIONS		20,351
	Endowment Contribution - New Contributions (external sources)	-606	
	Endowment Contribution - Transferred to/(from) Restricted Deferred Revenue (capitalization)	0	
	(SURPLUS) DEFICIT FOR THE YEAR		19,745
ACCUMULATED (SURPLUS) DEFICIT			
	Opening Accumulated (Surplus) Deficit, before Accumulated Remeasurement (Gains)/Losses	-767,429	
	(Surplus) Deficit for the Year	19,745	
	Prior Period Adjustments (see below)	0	
	Other Adjustments to Accumulated (Surplus) Deficit (see below)	0	
	Closing Accumulated (Surplus) Deficit, before Accumulated Remeasurement (Gains)/Losses	-747,684	
	Opening Accumulated Remeasurement (Gains)/Losses	-17,255	
	Net Remeasurement (Gains) and Losses for the Year	178	
	Closing Accumulated Remeasurement (Gains) and Losses	-17,077	
	Closing Accumulated (Surplus) Deficit - Combined	-764,761	



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

Sept 10, 2018

FOR INFORMATION

To: FINANCE COMMITTEE

From: VICE-PRESIDENT FINANCE AND OPERATIONS

A handwritten signature in dark ink, appearing to be 'G. Smith' or similar, written over the 'From:' line.

cc: President and Vice-Chancellor

Meeting Date: September 25, 2018

Subject: SHORT TERM INVESTMENT REPORT – To June 30, 2018

Basis for Jurisdiction: Short-Term Investment Policy, FM5200

Strategic Relevance:

Strategy 5.5 - Ensure the financial sustainability of the university and our ability to pursue excellence by optimizing existing resources through careful planning, earning public support, attracting partnerships, and pursuing a revitalized program to grow and diversify resources through philanthropic and other means.

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, University Student Investment Fund and endowment funds) for the period ended June 30, 2018.

Reporting Update:

Short Term Funds–Total Assets (Market Value of Average Monthly Holdings)–June 30, 2018

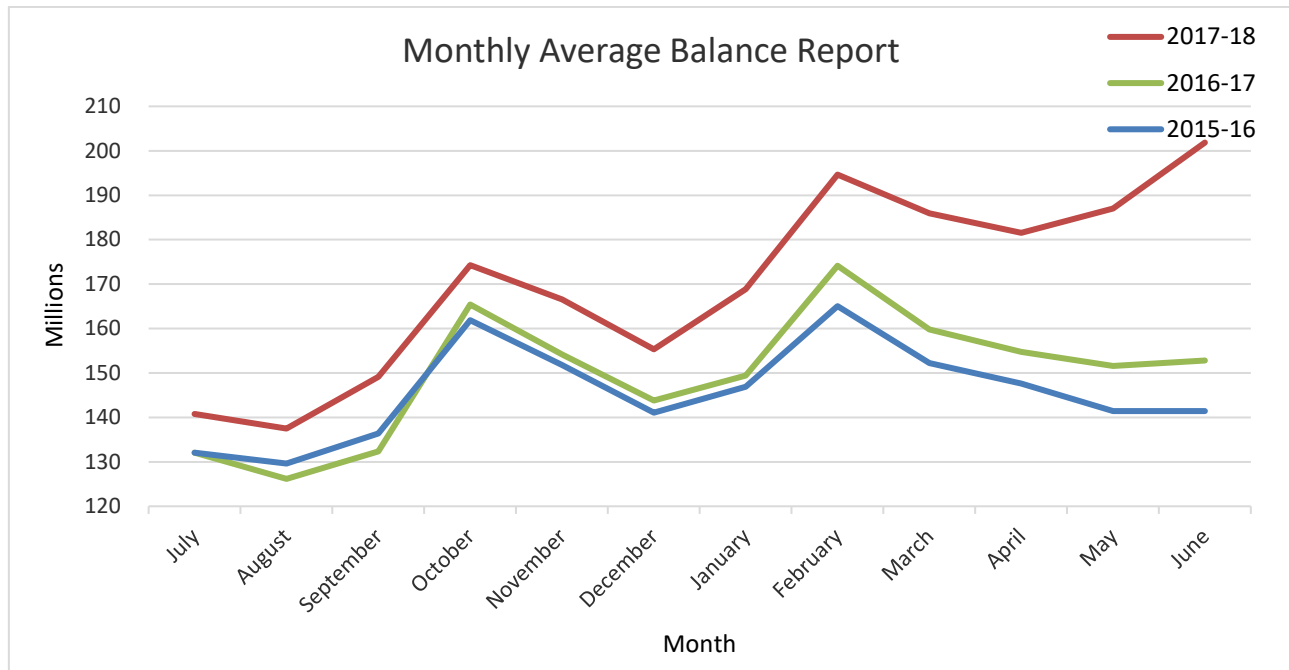
<u>Allocation</u>	<u>Held/Managed</u>	<u>Millions (\$)</u>	<u>(%)</u>
Cash (CAD and USD)	Bank	17.0	8
Money Market	RJ/RBC/CDP	117.9	59
Short Term Bond and Mortgage Fund	PH&N	23.8	12
Mortgage Pension Trust Fund	PH&N	43.2	21
Total Fund		201.9	100

Report of Monthly Balances in Short-Term Investment Pooled Funds

Volatility of the monthly balances in the university's short-term pooled investments is subject to seasonality. The provincial operating grant is received semi-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. The higher balance during 2017-18 can be attributed to proceeds from the Dunsmuir sale in January (\$7.4M), and cash inflows from the University of Victoria Foundation of \$24.2M.

Resulting from a change in process, this year the Foundation updated its endowment distribution process from funding UVic endowment expenses monthly to transferring the upcoming fiscal year's annual budget at the beginning of the fiscal year. In 2018-19 Foundation's budget was \$15.6 million and the cash was transferred to UVic on May 31st, 2018. This new process will occur annually and the funds are generally expected to be spent over the course of the fiscal year. The University of Victoria Foundation also transferred accumulated carryover funds of \$8.6 million on May 31st; this was a onetime transfer.

Graph #1 – Short Term Pooled Fund



Short Term Interest Rate Activity

The Bank of Canada (BoC) has increased the overnight rate twice by 25 basis points (bps) during the six months ending June 30, 2018, from 1.00% to 1.50%. This was largely due to strong economic data and an uptick in inflation outweighing the ongoing tariff war with the United States. During the first half of 2018, the Canadian Dollar (CAD) has depreciated versus the US Dollar (USD) from \$0.80 to \$0.76 USD/CAD, with the CAD falling to \$0.75 during late June. Despite rising oil prices, and the typical appreciation associated with favourable energy gains, the decrease in CAD was driven largely by the broad based appreciation of the USD as well as rising trade tensions. The BoC stated that inflation has remained close to 2.2% during 2018, with a recent rise to 2.5% during June, largely due to higher prices for gasoline and food purchases from restaurants. The Consumer Price Index (CPI) which measures inflation is expected to remain close to 2.5% during the third and fourth quarters of 2018, before returning close to the target of 2.0% in the second half of 2019. The BoC also noted:

Canada's economy continues to operate close to its capacity and the composition of growth is shifting. Temporary factors are causing volatility in quarterly growth rates: the Bank projects a pick-up to 2.8 per cent in the second quarter and a moderation to 1.5 per cent in the third. Household spending is being dampened by higher interest rates and tighter mortgage lending guidelines. Recent data suggest housing markets are beginning to stabilize following a weak start to 2018. Meanwhile, exports are being buoyed by strong global demand and higher commodity prices. Business investment is growing in response to solid demand growth and capacity pressures, although trade tensions are weighing on investment in some sectors. Overall, the Bank still expects average growth of close to 2 per cent over 2018-2020.

As in April, the projection incorporates an estimate of the impact of trade uncertainty on Canadian investment and exports. This effect is now judged to be larger, given mounting trade tensions. The July projection also incorporates the estimated impact of tariffs on steel and aluminum recently imposed by the United States, as well as the countermeasures enacted by Canada. Although there will be difficult adjustments for some industries and their workers, the effect of these measures on Canadian growth and inflation is expected to be modest.

Investment Yields

Table #1 and #2 below show the yield curve and the one-year implied change at June 30th, 2019 compared to June 30th, 2018. In contrast to the previous year, the 1, 2, 5, and 10 years rates have all grown higher during 2018-19, while the 30 year rate has remained approximately the same. The one year rate increased the greatest amount by 1.2% and roughly 50 bps higher than the forward curve was implying in June of 2018. The forward curve expectation have moderated versus this time last year and imply an average rate increase of 15 bps over the curve in the next twelve months.

Table #1

Government of Canada Yields (%)					
	1 Yr	2 Yr	5 Yr	10 Yr	30 Yr
June 30, 2018	1.72	1.91	2.07	2.17	2.20
Forward Curve for June 30, 2019	2.10	2.09	2.18	2.22	2.21
Implied change (1 year)	+0.38	+0.18	+0.11	+0.05	+0.01

(Source: PH&N)

Table #2

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)

Performance Review of Short-Term Pool Investments

The bank account earns a variable interest rate dependent on the average balance each month. When the average balance is \$10 million or higher, UVic receives an annual interest rate of 2.05%, based on the RBC prime rate of 3.70% minus 1.65%. If the average bank balance falls below \$10 million, UVic earns 2.00%, based on the RBC prime rate minus 1.70%. Along with other major banks, RBC increased their prime rate on January 18th to 3.45%, and again on July 12th to 3.70%. 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. The CDP interest rate is 2.20% based on the CIBC prime rate of 3.70% less 1.50%.

A review of net performance shows that for the six-month period ending June 30th, Money Market holdings returned 1.04% compared to the benchmark (FTSE TMX 91-day T-Bill Index) of 0.60%. The one-year return of the mandate was 1.96% and added 99 bps of value relative to the benchmark. The yields remain low on an absolute basis; as a result the yield pick-up is high on a relative basis.

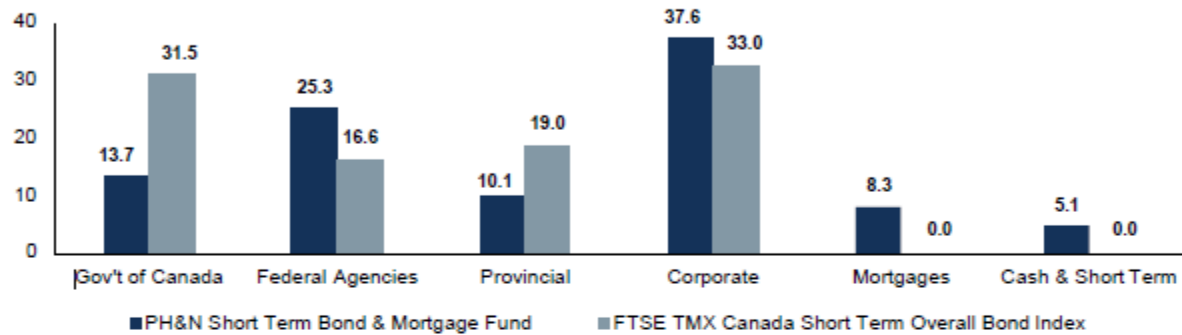
PH&N's Short Term Bond and Mortgage Fund (STBMF) is benchmarked against the FTSE TMX Short Term Bond Index. In the six months ending June 30th, the Fund returned 0.41% and underperformed its benchmark by 13 bps due to increasing Government of Canada bond yields. The one-year gross return for the fund was 0.67%, outperforming its benchmark by 31 bps, mainly as a result of holding mortgages, interest rate anticipation and credit strategies. Consistent with the overall market and as per table #3, the yield on the Fund has increased to 2.36% compared to 1.83% 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, 2018. The most significant difference relative to the benchmark remains the underweight in Government of Canada and Provincial bonds and the overweight in federal agencies and mortgages.

Table #3

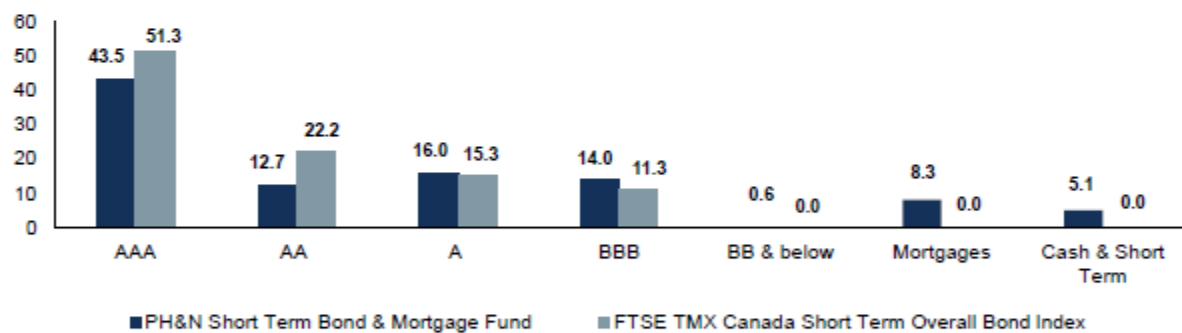
PH&N Short Term Bond & Mortgage Fund Portfolio Structure as of June 30, 2018

Fund Characteristics			
	Modified Duration (Yrs)	Term to Maturity (Yrs)	Yield to Maturity (%)
PH&N Short Term Bond & Mortgage Fund	2.57	2.76	2.36
FTSE TMX Canada Short Term Overall Bond Index	2.77	2.92	2.34

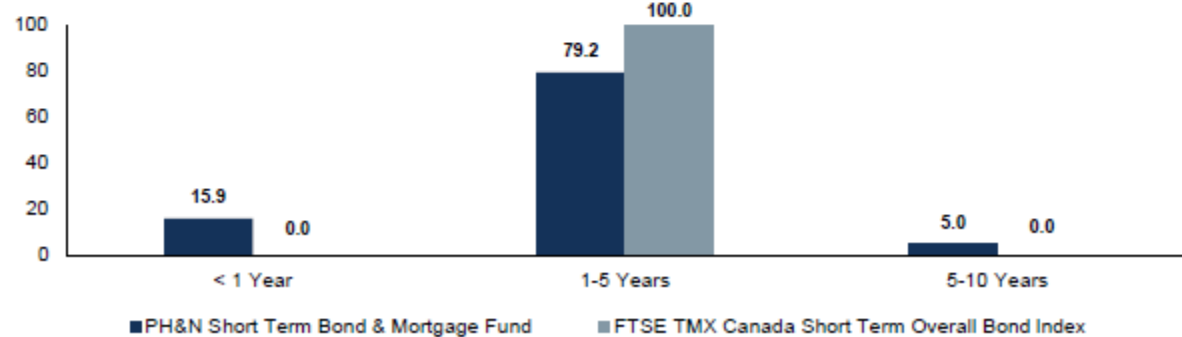
Issuer Analysis (%)



Rating Analysis* (%)



Maturity Analysis (%)



* 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.

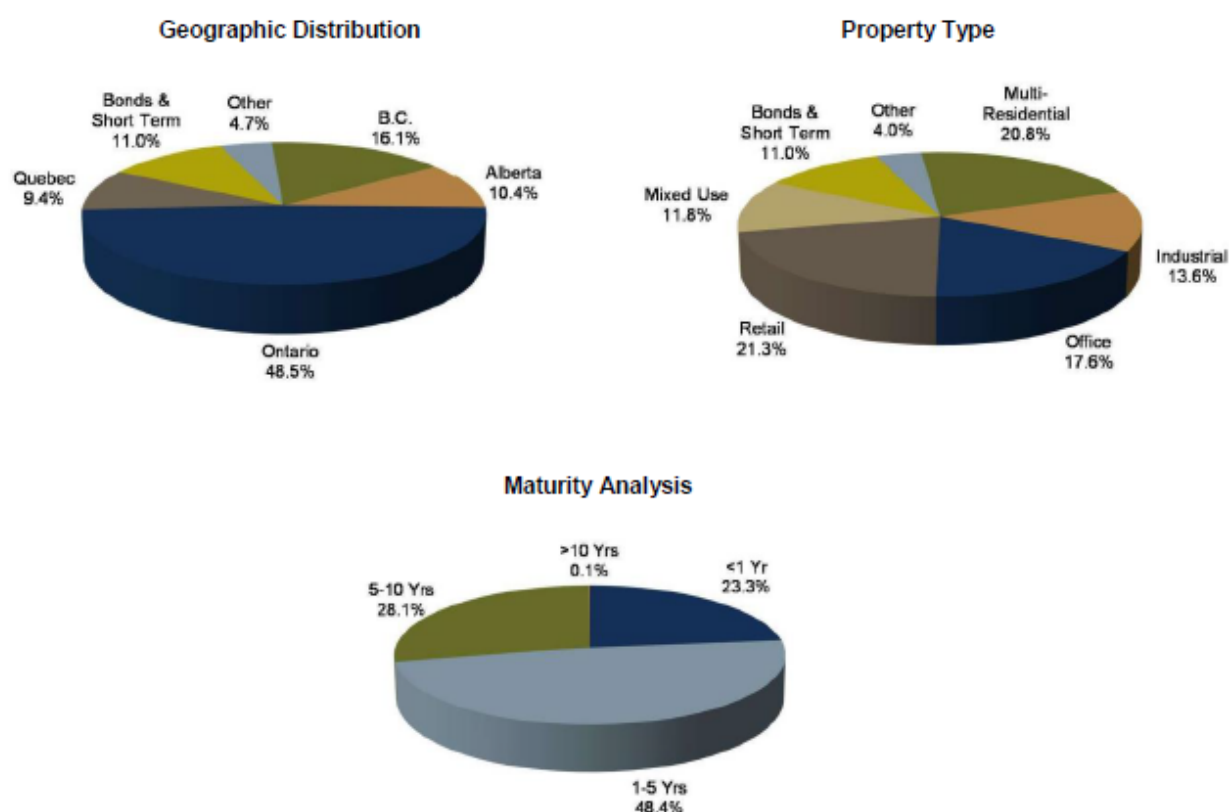
(Source: PH&N)

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 30th, the Fund returned 1.51% and outperformed its benchmark by 48 bps, largely due to its higher starting yield. On a one-year basis, the Fund earned a gross return of 2.44% and outperformed the benchmark by 1.08%. 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, 2018



(Source: PH&N)

Bond Market Outlook - PH&N Commentary

- *An overarching theme of central bank policy normalization drove bond yields higher through the first half of the quarter, bringing the 10-year Government of Canada bond yield to a four-year high of 2.5% in mid-May. This trend was short-lived, however, as yields later retreated in response to political uncertainty in Europe, the escalating trade disputes between Canada and the U.S., and weaker economic data. These factors exerted downward*

pressure on bond yields, and the 10-year Government of Canada bond yield ended the quarter only slightly higher than where it began.

- Yield accruals more than offset the impact of slightly higher Government of Canada bond yields, resulting in positive absolute returns during the quarter. Further, both interest rate anticipation strategies, and credit and liquidity strategies contributed to positive relative performance.*
- Upward pressure on global bond yields remained strong, driven by robust global growth, rising inflation, and a tightening labour market. Despite these factors, central bank policies have remained surprisingly accommodative, indicating future policy rate hikes are not only expected, but appropriate.*
- Although bond yields are expected to rise in the short term, macroeconomic forces are likely to pull long-term bond yields lower. Specifically, an aging population, decelerating productivity, and technological advancements are expected to mute the effects of inflation, thereby minimizing its threat to financial stability. Additionally, the market's recent risk-off sentiment has increased investor appetite for safe assets, creating downward pressure on long-term bond yields.*

Short Term Pool Investment Return Summary and Analysis

Both the overall average term to maturity and duration have decreased slightly since the end of December, with term to maturity decreasing from 1.4 to 1.1 and duration from 1.2 to 0.9. Since June 30th, 2017 the term to maturity has decreased from 1.4 to 1.1 years, and the average duration has also decreased from 1.2 to 0.9. The average term to maturity is slightly lower 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 30th, 2018 was 1.69% net of fees outperforming the benchmark by 0.76%. Appendix 2 outlines that both the money market and Mortgage Pension Trust mandates outperformed their benchmark, while the Short Term Bond and Mortgage fund underperformed.

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
1.01%	0.69%	0.33%	1.69%	0.93%	0.76%

The CPI increased 2.45% over the same period and as a result, all things being equal, the overall purchasing power of the fund decreased over the last year with returns below inflation by 0.76%.

Strong equity markets since 2010 have valuations stretched and have left many equity investors wondering when a market correction is coming and how large it will be. The S&P 500 continued to see gains over the past year, with the US index returning 12% over the previous 12 months ending June 30th, 2018. The index returns were steady for the second half of 2017 and early 2018, but by

late January 2018, a correction looked imminent with the index dropping over 10% in just over a week. The market remained volatile for the next two months, but those fears dissipated shortly thereafter, with gains over the next three months erasing nearly half of those losses by the end of June, and returning to record highs by the end of July. In Canada, the S&P/TSX Composite Index has experienced growth as well, growing 7.2% over the previous 12 months ending June 30th, 2018. Following a similar path as our neighbours to the south, Canadian equities also began to cool in early 2018, followed by a recent rally during the second quarter of 2018.

As mentioned in previous reports, low bond yields have left fixed income investors searching for yield. Investors (and savers in general) require interest rates to rise to earn a more sustainable ongoing yield. As demonstrated with the absolute return of the STBMF, this is negative in the short to medium term, but leads to a more sustainable yield for investors in the long term. During the six months ending June 30th, 2018, recent Bank of Canada interest rate hikes have led to a modest increase in the yield of the Fund. However, this increase has been minimal compared to recent Credit Union GIC rate increases. As a result, with similar yields and greater security offered by GICs, we are lowering our allocation to the STBMF to near the minimum of 10%. We will re-evaluate the fund's place within the Short Term Pool in the fall, and based on the analysis recommend amendments to the Investor Policy Statement as required. The funds from STBMF will be allocated between the PH&N Mortgage Pension Trust Fund and Money Market GICs.

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 the 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 3.2% compared to a 10 year Canadian bond yield of 2.2%. This trend has persisted for quite some time 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.

Following a period of extremely low interest rates, improving economic conditions have begun a series of key interest rate hikes as referenced above. After a rate hike in January 2018 from 1.0% to 1.25%, the bank held steady for the following three rate announcements. The BoC then followed with another rate hike on July 11, 2018 to a rate of 1.50%. Markets are projecting a high probability the BoC will raise rates one more time in 2018. We have seen a slow rise in rates offered by brokers over the previous few months, and expect this trend to persist when further interest rate hikes occur. Similarly, we expect interest rates to move modestly higher over the medium term (3-5 years).

Internal Lending

In addition to the short-term pool described earlier in this report, UVic has funded internal projects. As at June 30th, 2018 there were eight loans outstanding, with a total principal balance of \$34.1 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

In late January 2018, we were advised by our investment broker at Raymond James Ltd., that his team would be transitioning from Raymond James to Canaccord Genuity Wealth Management. This transition was effective in February; however, it took until July for UVic to complete the due diligence process before opening an account with Canaccord. The due diligence process included having legal counsel review the account opening documentation and ensuring Canaccord had similar controls in place to Raymond James. The account at Raymond James will remain open in order to have competition amongst brokers.

University Student Investment Fund

The University Student Investment Fund was established on October 31, 2017 with \$267,000 deposited from the Faculty of Business (from donor funding) and \$233,000 from the University of Victoria Operating Account, for an initial total of \$500,000. The Faculty of Business made an additional investment of \$147,300 on June 11, 2018, bringing the total contributions to date to \$647,300. The market value of the fund as at June 30th, 2018 was \$660,000. The fund earned a net return of 3.1% over the previous six months.

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 objective is to mitigate risk 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 management in the Library and Systems in April 2018, ~5.0 million U.S. dollars (USD) were purchased in order to mitigate the purchasing power of expected Library and System

purchases in 2018-19. The USD was purchased at approximately 1 USD = 1.29. The intent of the policy is to provide budget certainty in the year in which the USD are purchased.

Attachments:

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

Appendix 2: Investment Performance Report - Returns as at June 30, 2018

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

	Policy FM5200	RBC		Money Market (RJ, CDP)			PH&N Short Term Bond & Mortgage Fund		PH&N Universe Bond Fund/ Mortgage Pension Trust		Total Portfolio	
2017	Jul	8,766,063	6%	66,876,563	47%	54%	30,935,044	22%	34,215,785	24%	140,793,455	100%
2017	Aug	9,454,524	7%	64,368,882	47%	54%	28,998,173	21%	34,669,152	25%	137,490,731	100%
2017	Sep	15,813,405	11%	71,043,888	48%	58%	25,126,383	17%	37,155,711	25%	149,139,387	100%
2017	Oct	13,367,753	8%	95,504,494	55%	62%	28,378,942	16%	37,007,327	21%	174,258,516	100%
2017	Nov	11,068,506	7%	88,990,508	53%	60%	28,828,737	17%	37,642,514	23%	166,530,264	100%
2017	Dec	8,368,282	5%	80,302,335	52%	57%	27,981,576	18%	38,660,593	25%	155,312,787	100%
2018	Jan	15,500,597	9%	86,920,872	51%	61%	27,509,318	16%	38,936,131	23%	168,866,918	100%
2018	Feb	14,541,950	7%	113,830,927	58%	66%	27,450,845	14%	38,821,170	20%	194,644,891	100%
2018	Mar	11,897,663	6%	107,503,444	58%	64%	27,510,722	15%	39,048,927	21%	185,960,756	100%
2018	Apr	10,277,563	6%	104,490,019	58%	63%	26,281,891	14%	40,501,781	22%	181,551,254	100%
2018	May	17,493,678	9%	102,798,995	55%	64%	25,375,315	14%	41,342,354	22%	187,010,343	100%
2018	Jun	17,016,492	8%	117,850,986	58%	67%	23,787,438	12%	43,198,337	21%	201,853,254	100%

¹ Assets are reported on average market monthly holdings

Appendix 2 - Investment Performance Report - Returns as at June 30, 2018

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
0.17%	0.12%	0.05%	1.96%	0.97%	0.99%

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
0.14%	0.23%	-0.09%	0.24%	0.31%	-0.08%	0.29%	0.37%	-0.08%

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
0.41%	0.31%	0.10%	0.83%	0.56%	0.26%	2.42%	1.37%	1.05%

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
0.22%	0.19%	0.03%	0.54%	0.36%	0.18%	1.01%	0.69%	0.33%



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

September 10, 2018

FOR INFORMATION

To: Finance Committee

From: VICE-PRESIDENT FINANCE AND OPERATIONS

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

cc: President and Vice-Chancellor

Meeting Date: September 25, 2018

Subject: Long Term Disability Trust Financial Statements

Basis for Jurisdiction: Committee's Terms of Reference 6.1

Strategic Relevance:

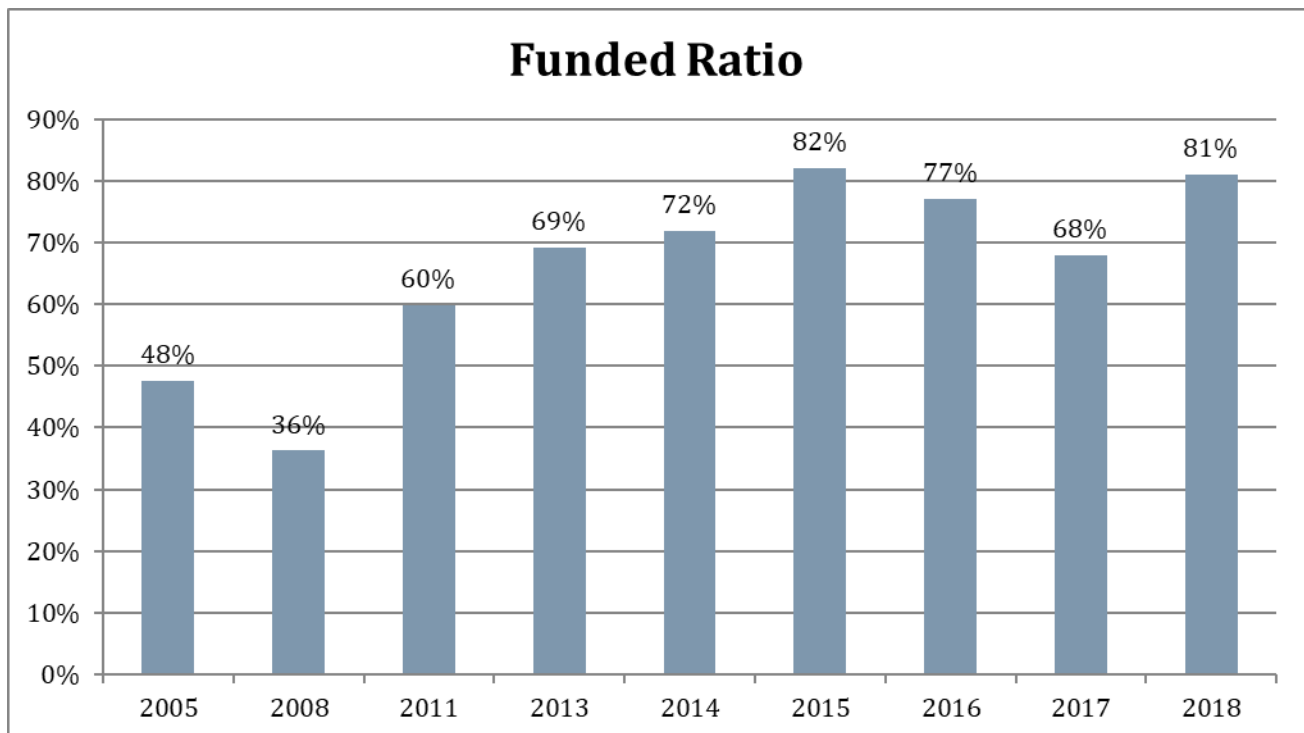
Strategy 5.5: Ensure the financial sustainability of the university and our ability to pursue excellence by optimizing existing resources through careful planning, earning public support, attracting partnerships, and pursuing a revitalized program to grow and diversify resources through philanthropic and other means.

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, 2018, which have received a "clean" audit opinion from the Trust's external auditors, Grant Thornton.

The Trust's financial position improved between March 2018 and March 2017 primarily due to a significant number of claimants that returned to work in the last quarter of the year. As a result, liabilities decreased to \$17.9 million (2017-\$20.5 million) while assets available for benefits increased to \$14.6 million (2017-\$13.9 million). Consequently, the unfunded liability improved to \$3.4 million (2017-\$6.6 million) while the funded ratio improved to 81% (2017 - 68%).



Gross investment returns for the year were modest at 2.17% (2017-4.17%) but still slightly ahead of the benchmark of 1.36% (2017-1.51%).

The Plan is required to complete an actuarial valuation every three years and an actuarial valuation was completed in 2017. As a result of the valuation, there was an increase in contribution rates from 2.05% to 2.35% as of January 1, 2018, due to a significant increase in the number of claims since the last actuarial valuation in 2014. The rate increase would have been even higher had it not reflected the higher number of claimants expected to return to work.

**LONG TERM DISABILITY TRUST
FINANCIAL STATEMENTS
MARCH 31, 2018**

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Statement of Changes in Net Assets Available for Benefits	6
Statement of Changes in Benefit Obligations	7
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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, 2018 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, 2018.

Trustee



June 6, 2018

Trustee





Grant Thornton

An instinct for growth™

Independent Auditors' Report

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To the board of trustees of the Long Term Disability Trust

We have audited the accompanying financial statements of the Long Term Disability Trust, which comprise the statement of financial position as at March 31, 2018, and the statement of changes in net assets available for benefits, and the statement of changes in benefit obligations for the year then ended and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

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

Auditors' responsibility

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

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

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

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Long Term Disability Trust as at March 31, 2018 and its financial performance for the year then ended in accordance with Canadian accounting standards for pension plans.

Victoria, Canada
June 6, 2018

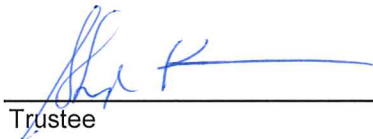


Chartered Professional Accountants

LONG TERM DISABILITY TRUST
STATEMENT OF FINANCIAL POSITION
As at March 31, 2018

	<u>2018</u>	<u>2017</u>
Assets		
Cash and cash equivalents	\$ 300,355	\$ 294,556
Accrued interest and other receivables	522	476
Cash held on deposit with benefit carrier	165,100	161,200
Investments (note 3)	14,095,332	13,453,445
Due from University of Victoria	<u>332,314</u>	<u>281,349</u>
	<u>14,893,623</u>	<u>14,191,026</u>
Liabilities		
Accounts payable and accruals	311,569	280,700
Income taxes payable (note 7)	<u>-</u>	<u>40,814</u>
	311,569	321,514
Net assets available for benefits	<u>14,582,054</u>	<u>13,869,512</u>
Accrued benefit obligations (note 4)	<u>17,941,159</u>	<u>20,480,159</u>
Deficit	<u>\$ (3,359,105)</u>	<u>\$ (6,610,647)</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, 2018

	<u>2018</u>	<u>2017</u>
Net return on investments		
Interest income	\$ 402,883	\$ 437,741
Realized gains	57,748	207,489
Unrealized losses	(160,245)	(116,440)
	<u>300,386</u>	<u>528,790</u>
Contributions		
Employee contributions	<u>3,568,299</u>	<u>3,338,263</u>
Payments to or on behalf of members		
Benefit carrier claims	<u>2,891,014</u>	<u>2,624,170</u>
Operating expenses		
Actuarial fees	35,302	12,348
Audit expense	10,002	9,536
Benefit carrier administration fees	83,145	72,665
Custodial fees	5,905	6,015
Interest expense	1,600	2,645
Investment management fees	36,217	35,123
Financial administration fees (note 8)	<u>1,000</u>	<u>1,000</u>
Total operating expenses	<u>173,171</u>	<u>139,332</u>
Increase in net assets available for benefits, before taxes	804,500	1,103,551
Income taxes (note 7)	<u>91,958</u>	<u>217,964</u>
Increase in net assets available for benefits	712,542	885,587
Net assets available for benefits, beginning of year	<u>13,869,512</u>	<u>12,983,925</u>
Net assets available for benefits, end of year	<u>\$ 14,582,054</u>	<u>\$ 13,869,512</u>

See accompanying notes to the financial statements

LONG TERM DISABILITY TRUST
STATEMENT OF CHANGES IN BENEFIT OBLIGATIONS
For the Year ended March 31, 2018

	<u>2018</u>	<u>2017</u>
Beginning balance, accrued benefit obligation	\$ <u>20,480,159</u>	\$ <u>16,936,159</u>
Experience gains	(5,622,000)	(1,443,000)
Current service cost	5,491,000	7,433,000
Interest cost	398,000	318,000
Benefit paid	<u>(2,806,000)</u>	<u>(2,764,000)</u>
	(2,539,000)	3,544,000
Ending balance, accrued benefit obligation	\$ <u><u>17,941,159</u></u>	\$ <u><u>20,480,159</u></u>

See accompanying notes to the financial statements

LONG TERM DISABILITY TRUST
NOTES TO FINANCIAL STATEMENTS
March 31, 2018

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 2.35% 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, 2018

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, 2018

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, 2018

3. Investments

Investments are reported at fair value and are as follows:

	<u>2018</u>		<u>2017</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	14,252,700	14,095,332	13,450,569	13,453,445
Phillips Hager and North Money Market funds Series O	300,355	294,556	294,556	294,556

4. Obligations for Plan Benefits

An actuarial valuation was made as of June 30, 2017 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, 2017.

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, 2018 has been calculated by Mercer using updated data and assumptions consistent with the 2017 actuary report.

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

	<u>2018</u>	<u>2017</u>
Net Assets	\$ 14,582,054	\$ 13,869,512
Liabilities		
- Disability Life Reserve	15,944,159	19,072,159
- Incurred But Not Reported	1,997,000	1,408,000
	<u>17,941,159</u>	<u>20,480,159</u>
Unfunded Liability	\$ (3,359,105)	\$ (6,610,647)
Funded ratio	81%	68%

LONG TERM DISABILITY TRUST
NOTES TO FINANCIAL STATEMENTS
March 31, 2018

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>2018</u>	<u>2017</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, 2018, the modified duration of the bond portfolio was 7.48 years. Therefore, if interest rates were to increase by 1% across all maturities, the value of the bond portfolio would drop by 7.48%, contrarily if interest rates were to decrease by 1% across all maturities, the value of the bond portfolio would increase by 7.148%.

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, 2018, the maximum risk exposure for this type of investment is \$14,395,687.

LONG TERM DISABILITY TRUST
NOTES TO FINANCIAL STATEMENTS
March 31, 2018

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, 2018 and compared to March 31, 2017. Table 2 below shows the percentage of fixed income holdings by type of issuer as of March 31, 2018 and compared to March 31, 2017.

Table 1		2018	2017
	<u>Ratings Summary</u>	<u>%</u>	<u>%</u>
	AAA	36.5	17.7
	AA	25.5	27
	A	13	14.4
	BBB	8.3	15.4
	BB	1.5	6.6
	Mortgages	5.0	5.0
	Foreign Exchange	0.8	3.9
	Cash	9.5	9.9

Table 2		2018	2017
	<u>Issuer Analysis</u>	<u>%</u>	<u>%</u>
	Federal bonds	36.4	14.2
	Provincial bonds	28.4	28.3
	Corporate bonds	22.1	34.6
	Emerging markets	1.7	8.1
	Mortgages	3.9	5.0
	Cash and short term	7.5	9.8

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.

LONG TERM DISABILITY TRUST
NOTES TO FINANCIAL STATEMENTS
March 31, 2018

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 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 INFORMATION

September 10, 2018

To: Finance Committee

From: Valerie Kuehne
Vice-President Academic and Provost

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

Gayle Gorrill
Vice-President Finance and Operations

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

cc: President and Vice-Chancellor

Meeting Date: September 25, 2018

Subject: 2018/19 Budget Expenditure Allocation Report

Basis for Jurisdiction: 6.2 Committee's Terms of Reference

Strategic Relevance:

Strategy 5.5: Ensure financial sustainability of the university and our ability to pursue excellence by optimizing existing resources through careful planning, earning support, attracting partnerships and

pursuing a revitalized program to grow and diversity resources through philanthropic and other means.

Background:

The attached report has been prepared to provide the Board of Governors more detailed information on the implementation of the 2018/19 budget framework which was approved by the Board of Governors on March 26, 2018.

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. Appendix 2 gives details of the operating expenditure allocations as distributed to Faculties/Departments.

Attachment:

2018/19 Budget Expenditure Allocation Report



2018/19 Budget Expenditure Allocation Report

2018/19 BUDGET EXPENDITURE ALLOCATION REPORT

OVERVIEW

At its March 26, 2018 meeting, the UVic Board of Governors approved the 2018/19 Planning and Budget Framework. The preliminary base operating expenditure budget is \$370.79M and is outlined in Appendix 1. As outlined in the 2018/19 Planning Budget Framework, total expenditures were projected to increase by \$19.30M¹. After accounting for \$7.40M in contractual, inflationary and other regulatory requirements², budget available for allocations was projected at \$11.90M. However, provincial grant funding was \$0.40M less than anticipated and allocations were reduced accordingly to \$11.50M. For detailed allocations please see Appendix 2.

The 2018/19 expenditure increase of \$18.90M (\$19.30M less \$0.40M provincial grant adjustment) was used to support both base and non-recurring allocations and is funded by the following sources:

- Base allocations of: \$11.23M from:
 - Provincial grant for collectively bargained compensation costs: \$5.20M;
 - Provincial grant for technology related program expansion: \$0.73M;
 - Student fee increase: \$4.81M (2% domestic, 4% continuing (grandparented) international students, 20% new international undergraduate students);
 - Departmental revenue: \$0.11M; and,
 - Base Budget reallocation: \$0.38M.
- Non-recurring allocations of: \$7.67M from :
 - Reallocated institutional carry forward: \$3.90M; and,
 - Funding not committed to base expenditures: \$3.77M.

Per the Ministry grant letter, funded undergraduate enrolments are as follows:

Year	Status	FTE
2017-18	Final	15,863
2018-19	Initial	15,913
2018-19	Final	15,918

¹ Contractual, inflationary and other regulatory requirements projected at \$7.40M plus \$11.90M for base and non-recurring budget allocations. (2018-2021 Planning and Budget Framework, p. 23)

² Compensation (\$6.40M), library acquisitions (\$0.25M), departmental revenue (\$0.28M), maintenance and inflationary (\$0.47M). (2018-2021 Planning and Budget Framework, p. 23)

The FTE increase in 2018/19 over 2017/18 is attributable to the technology related program expansion (50 FTE) and one-time health programs (5 FTE).

Attachment(s):

Appendix 1 - provides summary information of the total operating expenditure budget presented by functional area.

Appendix 2 - provides further details of the operating expenditure allocations distributed to specific Faculties / Departments.

University of Victoria
2018-19 Budget Statements
Operating Expenditure Budget - by Function

Document #BOG-Sep 25/18-04
Appendix 1

	2018-19 Continuing Regular FTE	Salaries & Benefits (000's)	Supplies & Other Expenses (000's)	2018-19 Preliminary Base Budget (000's)
Academic				
Business	97.80	\$ 9,841	\$ 748	\$ 10,589
Education	129.88	11,692	682	12,374
Engineering	164.82	16,080	1,079	17,159
Fine Arts	108.26	9,929	477	10,406
Human & Social Development	183.96	16,984	1,224	18,209
Humanities	203.50	20,690	396	21,087
Law	45.93	4,787	303	5,090
Science	252.38	22,716	942	23,658
Social Sciences	227.72	22,338	429	22,767
Medical Sciences	43.40	3,056	3,008	6,063
Cooperative Education	65.75	4,333	457	4,790
Graduate Studies	9.21	791	143	935
Total Academic	1,532.61	\$ 143,238	\$ 9,889	\$ 153,126
Other Academic				
Continuing Studies	167.91	9,255	8,167	17,422
Other Academic Projects	229.28	15,292	9,555	24,847
Total Other Academic	397.19	\$ 24,547	\$ 17,722	\$ 42,268
Library				
Library Acquisitions	-	-	8,590	8,590
Library Operations	139.03	8,851	467	9,318
Total Library	139.03	\$ 8,851	\$ 9,057	\$ 17,908
Student Awards & Services				
Student Awards	11.48	626	16,464	17,090
Student Services	161.38	10,712	3,700	14,411
Total Student Awards & Services	172.86	\$ 11,338	\$ 20,163	\$ 31,501
Plant Maintenance				
Utilities	-	-	6,598	6,598
Other	307.36	15,971	6,901	22,871
Total Plant Maintenance	307.36	\$ 15,971	\$ 13,498	\$ 29,469
Administrative and General				
Executive Offices	45.18	4,983	502	5,485
Alumni and Development	38.28	2,693	226	2,919
Administrative Registrar	81.37	4,700	369	5,069
Student Recruitment	30.43	1,819	930	2,749
Budget and Capital Planning	19.68	1,659	105	1,763
Financial Services	67.38	4,050	167	4,216
Human Resources	37.63	3,100	347	3,447
Chief Information Officer	41.90	3,190	60	3,250
Other Expenses	81.31	5,888	1,734	7,622
Total Administrative and General	443.16	\$ 32,081	\$ 4,440	\$ 36,521
Compensation, Benefits & Central Budgets	-	\$ 57,757	\$ 2,236	\$ 59,993
Total Base Expenditure Budget	2,992.21	\$ 293,783	\$ 77,004	\$ 370,787

Appendix 2

Student Financial Assistance	Budget Allocation			Accountability/Purpose
	Base	Non-Recurring	Total	
Undergraduate Student Awards	\$ 55,038	\$ -	\$ 55,038	Financial assistance for graduate and undergraduate students (from differential fees).
Undergraduate Student Awards	250,000	1,250,000	1,500,000	For enhanced scholarships.
Graduate fellowships	350,000	300,000	650,000	Expansion of the graduate fellowship program.
Indigenous graduate fellowship	60,000	-	60,000	To create a fellowship program for Indigenous students.
Total	\$ 715,038	\$ 1,550,000	\$ 2,265,038	
Student and Faculty Support	Budget Allocation			Accountability/Purpose
	Base	Non-Recurring	Total	
Student Affairs	\$ -	\$ 130,000	\$ 130,000	Academic accommodation services.
Student Affairs	10,695	-	10,695	To support operating costs and enhance programs and services (from fee increases).
Student Affairs	-	109,368	109,368	1.0 FTE student conduct officer limited term position.
Office of the Registrar	-	66,205	66,205	Systems implementation. (curriculum updates)
Office of the Registrar	-	123,406	123,406	Limited term positions for undergraduate student admissions - 2.0 FTE.
Athletics & Recreation	55,062	-	55,062	To support operating costs and enhance programs and services (from fee increases).
Athletics & Recreation	-	80,000	80,000	Vikes varsity athletics championship sports support (uniforms).
Student Recruitment	-	40,000	40,000	International Students Offering Support (SOS) pilot .
Student Recruitment	-	80,000	80,000	International recruitment tiering strategy – India recruitment.
Student Services	-	485,341	485,341	University Health Services.
Student Services	-	200,000	200,000	International student services & work study.
Student Services	116,658	-	116,658	2.0 FTE positions for international student experience.
Student Services	122,632	-	122,632	1.0 FTE director position - Office of Student Life.
Learning & Teaching Support & Innovation	58,820	-	58,820	1.0 FTE program coordinator.
Learning & Teaching Support & Innovation	47,200	43,500	90,700	Director of Curriculum Renewal & Strategic Priorities - 0.5 FTE limited term position and 0.5 FTE regular position.
Learning & Teaching Support & Innovation	30,372	25,310	55,682	Strategic projects coordinator position - 0.5 FTE regular position and 0.5 FTE limited term position.
Learning & Teaching Support & Innovation	-	40,740	40,740	Limited term 0.6 FTE administrative officer position.
Learning & Teaching Support & Innovation	-	55,000	55,000	Teaching assistant consultants (TACs).
Learning & Teaching Support & Innovation	-	9,000	9,000	Software and hardware renewal.
Learning & Teaching Support & Innovation	-	23,391	23,391	Operational budget.
Learning & Teaching Support & Innovation	-	35,000	35,000	Course design and redesign.
Learning & Teaching Support & Innovation	-	24,000	24,000	Tutor funds for the Center for Academic Communications.
Learning & Teaching Support & Innovation	-	40,000	40,000	Grants to support Indigenizing the curriculum.
Learning & Teaching Support & Innovation	-	20,000	20,000	Indigenous Cultural Acumen Training.
Learning & Teaching Support & Innovation	-	55,000	55,000	1.0 FTE English as an Additional Language specialist limited term position.
Office of Indigenous Academic & Community	10,000	-	10,000	Executive director stipend.
Office of Indigenous Academic & Community	22,614	-	22,614	Reclassification of manager position.
Office of Indigenous Academic & Community	35,000	-	35,000	Experiential learning coordinator position - 0.5 FTE.
Office of Indigenous Academic & Community	33,630	-	33,630	Cultural protocol liaison position - 0.5 FTE.
Office of Indigenous Academic & Community	30,460	-	30,460	Project manager position - 0.4 FTE
Office of Indigenous Academic & Community	33,150	-	33,150	Indigenous Plan initiatives coordinator position - 0.5 FTE.
Office of Indigenous Academic & Community	-	74,500	74,500	LE,NONET Mentorship programming.

Student and Faculty Support	Base	Non-Recurring	Total	Accountability/Purpose
Office of Indigenous Academic & Community	-	32,463	32,463	Elders Mentorship program pilot.
Office of Indigenous Academic & Community	-	49,200	49,200	Limited term receptionist position - 1.0 FTE.
Office of Indigenous Academic & Community	-	70,800	70,800	Limited term events coordinator position - 1.0 FTE.
Office of Indigenous Academic & Community	-	70,800	70,800	Limited term communications coordinator PEA SG 8 position - 1.0 FTE.
Total	\$ 606,293	\$ 1,983,024	\$ 2,589,317	
Academic programs by Faculty				
Business	Base	Non-Recurring	Total	Accountability/Purpose
MBA and MGB programs	\$ -	\$ 40,000	\$ 40,000	To support expanded activities of international students including international recruitment.
Bcom Minor program	180,000	-	180,000	Staff positions to support BCom minor.
Differential fees	40,745	-	40,745	To support programs.
Total	\$ 220,745	\$ 40,000	\$ 260,745	
Co-op and Career Services	Base	Non-Recurring	Total	Accountability/Purpose
International Co-op coordinator	\$ 77,105	\$ -	\$ 77,105	International Co-op coordinator PEA SG13 position - 1.0 FTE.
Indigenous Co-op coordinator	-	35,000	35,000	Limited term Indigenous Co-op coordinator - 0.5 FTE.
Total	\$ 77,105	\$ -	\$ 77,105	
Education	Base	Non-Recurring	Total	Accountability/Purpose
Differential fees	\$ 3,121	\$ -	\$ 3,121	To support programs.
Total	\$ 3,121	\$ -	\$ 3,121	
Engineering	Base	Non-Recurring	Total	Accountability/Purpose
Differential fees	\$ 7,097	\$ -	\$ 7,097	To support programs.
Civil Engineering Program (CIVE)	230,930	-	230,930	Technicians 3 positions - 3.0 FTE.
Civil Engineering Program (CIVE)	110,000	-	110,000	To support departmental operating budget.
Civil Engineering Program (CIVE)	25,070	-	25,070	Chair stipend and research funding.
Total	\$ 373,097	\$ -	\$ 373,097	
Fine Arts	Base	Non-Recurring	Total	Accountability/Purpose
Writing department	\$ 25,000	\$ -	\$ 25,000	Indigenous faculty position - 0.25 FTE.
Indigenous Coordinator	16,275	-	16,275	Indigenous resurgence coordinator - 0.25 FTE.
Teaching Assistants	-	77,385	77,385	Enrolment management support.
Total	\$ 41,275	\$ 77,385	\$ 118,660	
Graduate Studies	Base	Non-Recurring	Total	Accountability/Purpose
Differential fees	\$ 20,174	\$ -	\$ 20,174	To support programs.
Total	\$ 20,174	\$ -	\$ 20,174	
Human & Social Development	Base	Non-Recurring	Total	Accountability/Purpose
HSD Simulation Lab	\$ 156,000	\$ -	\$ 156,000	UVic's share of costs of the Nursing Simulation Laboratory.
Total	\$ 156,000	\$ -	\$ 156,000	
Humanities	Base	Non-Recurring	Total	Accountability/Purpose
Indigenous Coordinator	\$ -	\$ 23,333	\$ 23,333	1.0 FTE limited term Tri-faculty Indigenous Coordinator shared with the Faculties of Science and Social Sciences.
Total	\$ -	\$ 23,333	\$ 23,333	

Academic programs by Faculty				
Law	Base	Non-Recurring	Total	Accountability/Purpose
Indigenous Law program	\$ -	\$ 394,000	\$ 394,000	Startup funding and bridge 1 FTE faculty position
Differential fees	9,231	-	9,231	To support programs.
Total	\$ 9,231	\$ 394,000	\$ 403,231	
Science	Base	Non-Recurring	Total	Accountability/Purpose
Indigenous Coordinator	\$ -	\$ 23,333	\$ 23,333	1.0 FTE limited term Tri-faculty Indigenous Coordinator shared with the Faculties of Humanities & Social Sciences.
Mathematics and Physics	90,000	-	90,000	TA support.
School of Earth and Ocean Sciences	66,968	-	66,968	Technical support position - 1.0 FTE.
Total	\$ 156,968	\$ 23,333	\$ 180,301	
Social Science	Base	Non-Recurring	Total	Accountability/Purpose
Indigenous Coordinator	\$ -	\$ 23,333	\$ 23,333	1.0 FTE limited term Tri-faculty Indigenous Coordinator shared with the Faculties of Humanities and Social Sciences.
Sociology	-	28,000	28,000	Enrolment management support.
Total	\$ -	\$ 51,333	\$ 51,333	
Library	Base	Non-Recurring	Total	Accountability/Purpose
Acquisitions - Inflation and Exchange Rates	\$ 250,000	\$ 750,000	\$ 1,000,000	To support Library collections.
Total	\$ 250,000	\$ 750,000	\$ 1,000,000	
VP Academic & Provost	Base	Non-Recurring	Total	Accountability/Purpose
Faculties and Departments support	\$ 383,132	\$ 405,000	\$ 788,132	Support in the Faculties, faculty recruitment and start-up, reputational advancement.
Differential fees	54,437	-	54,437	To provide academic support.
Total	\$ 437,569	\$ 405,000	\$ 842,569	
Non-academic related expenditures				
VP Finance and Operations	Base	Non-Recurring	Total	Accountability/Purpose
Differential fees	\$ 20,065	\$ -	\$ 20,065	To provide infrastructure support.
Departments support	10,492	-	10,492	Support for departments and General Counsel office expansion.
Strategic Framework	-	100,000	100,000	To provide support for the implementation of strategic framework initiatives.
Service Excellence	-	100,000	100,000	To provide support for the implementation of service excellence Initiatives.
Total	\$ 30,557	\$ 200,000	\$ 230,557	
Budget and Capital Planning	Base	Non-Recurring	Total	Accountability/Purpose
Enhanced Planning Tool	\$ -	\$ 76,584	\$ 76,584	Extension of funding for additional person to support EPT and other priority projects.
Total	\$ -	\$ 76,584	\$ 76,584	
Campus Security	Base	Non-Recurring	Total	Accountability/Purpose
Emergency planning	\$ -	\$ 20,000	\$ 20,000	Funding for emergency planning and safety.
Total	\$ -	\$ 20,000	\$ 20,000	
University Systems	Base	Non-Recurring	Total	Accountability/Purpose
Microsoft licensing	\$ -	\$ 131,000	\$ 131,000	Term funding for campus wide Adobe licensing.
Information security	77,105	-	77,105	To support Information Security - Identity and access management & information security analysts.
Information security	133,936	-	133,936	Information Security Analysts - 2.0 FTE.
Total	\$ 211,041	\$ 131,000	\$ 342,041	

Non-academic related expenditures				
Human Resources	Base	Non-Recurring	Total	Accountability/Purpose
Restructuring and compliance	\$ -	\$ 86,143	\$ 86,143	To support organizational restructuring and compliance requirements.
Retirement Planning initiative	-	70,000	70,000	Continued term support.
Leading for Engagement Program	-	33,000	33,000	Term support.
Collective bargaining	-	100,000	100,000	One-time funding support.
Total	\$ -	\$ 289,143	\$ 289,143	
Facilities Management	Base	Non-Recurring	Total	Accountability/Purpose
Inflationary costs	\$ 465,000	\$ -	\$ 465,000	To support contract inflationary costs and increase facility maintenance.
Staffing requirements	-	150,000	150,000	Additional funds for Project Management staff.
Total	\$ 465,000	\$ 150,000	\$ 615,000	
Financial Services	Base	Non-Recurring	Total	Accountability/Purpose
Research Accounting	\$ 85,425	\$ -	\$ 85,425	Research Auditor - 1.0 FTE.
Procurement Services	-	40,000	40,000	To support procurement for capital projects.
Total	\$ 85,425	\$ 40,000	\$ 125,425	
General Counsel	Base	Non-Recurring	Total	Accountability/Purpose
Office requirements	\$ 27,426	\$ -	\$ 27,426	To increase the immigration coordinator position to full time.
Office requirements	-	25,104	25,104	Term funding for each of 2018/19 and 2019/20 to provide 0.4FTE for administrative support.
Total	\$ 27,426	\$ 25,104	\$ 52,530	
VP External Relations	Base	Non-Recurring	Total	Accountability/Purpose
Advancement Services	\$ 400,180	\$ 218,423	\$ 618,603	Support for 5 year development plan.
Communications and Marketing	179,685	148,395	328,080	To support renewal of 3 year communication and marketing plan.
Communications and Marketing	-	986,000	986,000	To support renewal of 3 year communication and marketing plan advertising campaign.
Community and Government Relations	-	75,000	75,000	To execute major University Plans.
Total	\$ 579,865	\$ 1,427,818	\$ 2,007,683	
VP Research Services	Base	Non-Recurring	Total	Accountability/Purpose
Research Services	\$ 151,543	\$ 65,457	\$ 217,000	To fund 3.0 FTE positions - Project Officer, Health Research Officer & Research Agreement Facilitator.
International Missions	-	200,000	200,000	Building Research Connections - reputational advancement.
Research Services	-	75,000	75,000	Building Research Connections - Faculty fund.
Research Services	-	25,000	25,000	Building Research Connection - Faculty awards and recognition travel.
Animal Care Unit	-	75,000	75,000	Animal Care equipment.
Coast Capital Savings Innovation Centre	-	50,000	50,000	To support operating budget for CCSIC.
Research Support Fund	-	250,000	250,000	To support applications for Research Support Fund.
Total	\$ 151,543	\$ 740,457	\$ 892,000	
University Secretary	Base	Non-Recurring	Total	Accountability/Purpose
Equity and Human Rights	\$ 25,000		\$ 25,000	To support conflict resolution services.
Privacy compliance	-	30,000	30,000	Employee Training - Privacy, personal information and records management.
Policy compliance	-	80,000	80,000	Policy Officer extension.
Equity and Human Rights	-	45,000	45,000	Sexual Violence awareness campaign design.
Convocation	-	10,000	10,000	Elections of Convocation Senators.
Equity and Human Rights	-	50,000	50,000	3 year EQHR Education and Training plan.
Total	\$ 25,000	\$ 215,000	\$ 240,000	



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

September 10, 2018

To: Operations and Facilities Committee

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



cc: President and Vice-Chancellor

Meeting Date: September 24, 2018

Subject: Annual Academic Staffing, Recruitment and Vacancies Report

Basis for Jurisdiction: University Act, Section 27 (g)
Strategic Framework, Strategy 1.1
Procedures of the Board (Section 11)
Collective Agreement

Strategic Relevance: The University's strategic priority is to attract, support and develop a diverse community of talented faculty and librarians through enhanced resources and programs (Strategy 1.1).

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 and librarian retention.

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 librarians.

The allocation of faculty and librarian FTEs and annual recruiting is overseen by the Office of the Vice-President Academic and Provost within a planning framework which integrates academic and unit 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 2018 and is an update to the last report from September 2017.

There are 897 FTE Faculty positions at the University of Victoria. Of that total, there are currently (as of July 2018) 832 FTE (full-time equivalent) faculty and librarians in filled budgeted positions. As of July 2018, there were 22.25 FTE vacant positions available for recruitment, 27.84 FTE committed and 14.5 FTE active recruitments underway. Between July 2017 and June 30, 2018, 35 faculty and librarians retired, 11 have reduced their FTE towards anticipated retirement, 2 have passed away, and 7 have resigned.

Attachment(s): Annual Academic Staffing, Recruitment and Vacancies Report September 2018

Annual Academic Staffing, Recruitment and Vacancies Report

September 2018

Summary:

This report provides a snapshot of the faculty complement including recruitment, vacancies and retirements as of July 2018 and is an update to the last report from September 2017.

There are 897 FTE Faculty positions at the University of Victoria. Of that total, there are currently (as of July 2018) 832 FTE (full-time equivalent) faculty and librarians in filled budgeted positions. As of July 2018, there were 22.25 FTE vacant positions available for recruitment, 27.84 FTE committed and 14.5 FTE active recruitments underway. Between July 2017 and June 30, 2018, 35 faculty and librarians retired, 11 have reduced their FTE towards anticipated retirement, 2 have passed away, and 7 have resigned.



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1. Faculty Budgeted FTEs and New Hire Headcounts

Faculty and Librarian Budgeted FTEs (as of July 2018)

There are 897 FTE Faculty positions at the University of Victoria. Of that total, there are currently (as of July 2018) 832 FTE (full-time equivalent) faculty and librarians in filled budgeted positions, a decrease of 1 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	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18
Full Professor	276	276	268	288	276	268	291	297	323	322
Associate Professor	236	252	250	286	310	300	292	270	273	270
Assistant Professor	199	190	202	157	130	136	121	140	109	110
Lecturer	11	6	9	2	5	4	0	1	1	2
Teaching Professor - all ranks*	64	67	72	70	71	75	77	79	82	85
Artist-in-Residence	4	4	4	4	4	4	4	4	4	4
Academic Administrator - all ranks			8	6	6	7	9	8	9	7
Librarians				30	30	30	31	33	34	32
TOTAL	790	795	813	843	832	824	823	831	833	832

* Senior Instructor before 12/13

Vacancies (as of July 2018)

Faculty and librarian vacancies are not necessarily available for recruitment—some (27.84 FTE) are used to bridge positions for Research Chairs including CRCs, returns from excluded administrative positions, vacant positions already filled by faculty pending immigration approval, and other commitments by the institution. While there were 64.59 vacant FTE in July 2018, taking into account the existing and future commitments, the true number of vacancies available was 22.25 FTE.

Number of Recruitments Currently Underway for 2017/18

As of July 2018, there are 14.5 FTE active recruitments in progress.



New Faculty and Librarian Headcounts by Rank (as of July 2018)

There were a total of 47 new regular faculty and librarians hired in 2017/18. The appointments below do not include limited term appointments. New hires were across all ranks with a clear majority of hires at the assistant professor level.

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

New Faculty by Rank	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18
Full Professor	6	2	2	2	1	4	5	4	2	8
Associate Professor	4	3	5	2	1	0	1	1	3	4
Assistant Professor	20	17	17	17	2	18	16	23	28	23
Lecturer	3	3	3	2	3	1	1	0	1	0
Teaching Professor - all ranks*	5	7	5	2	6	7	6	9	5	10
Academic Administrator - all ranks	0	2	0	0	0	1	1	0	0	0
Librarian	0	0	0	1	0	3	3	3	2	2
Total	38	34	32	26	13	34	33	40	41	47

* Senior Instructor before 12/13

Faculty and Librarian Hires by Gender (as of July 2018)

In recent years hires have been relatively evenly split by gender, and this year follows the same trend.

New Faculty by Gender	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18
Male	17	21	18	12	7	16	17	23	26	23
Female	21	13	14	14	6	18	16	17	15	24
Total	38	34	32	26	13	34	33	40	41	47

Promotions of Regular Faculty (as of July 2018)

As of July 2018, 15 regular faculty were promoted to the rank of full professor and 13 regular faculty were promoted to the rank of associate professor.

Faculty rank	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18
Full Professor	9	14	12	10	14	15	17	25	20	15
Associate Professor	29	8	30	29	26	30	26	16	17	13
Assistant Professor	0	0	0	1	0	0	0	0	0	0
TOTAL	38	22	42	40	40	45	43	41	37	28



2. Faculty and Librarians who left the university

2017/18 Faculty and Librarian Resignations and Departures

Between July 1, 2017 and June 30, 2018, two faculty members passed away and seven 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	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18
Full Professor	1	3	3	2	0	1	1	3	3	0
Associate Professor	1	1	1	6	2	3	0	1	3	2
Assistant Professor	6	4	7	5	1	7	2	1	5	5
Teaching Professor - all ranks*	0	0	0	1	3		1	0	2	0
Lecturer	0	0	0	1	0	0	0	0	0	0
Academic Administrator - all ranks	0	0	0	0	0	0	0	0	1	0
Librarian	0	1	1	1	1	0	0	0	0	0
Total Resignations	8	9	12	16	7	11	4	5	14	7
Departures (Termination/deceased)	2	2	1	2	0	0	1	2	0	2
Total	10	11	13	18	7	11	5	7	14	9

* Senior Instructor before 12/13

2017/18 Faculty and Librarian Retirements

Between July 1, 2017 and June 30, 2018, a total of 28 faculty members retired at the age 65 or later. During this period, eleven faculty members reduced their FTEs towards an anticipated future retirement.

Type of retirement	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18
Retirement at age 65 or later	11	8	10	11	8	14	21	20	11	28
Retirement before age 65	3	4	2	2	3	5	8	8	9	7
Reduced FTE towards anticipated retirement	3	1	5	5	6	7	8	6	5	11
Total number retired	14	13	12	13	11	19	37	34	25	46

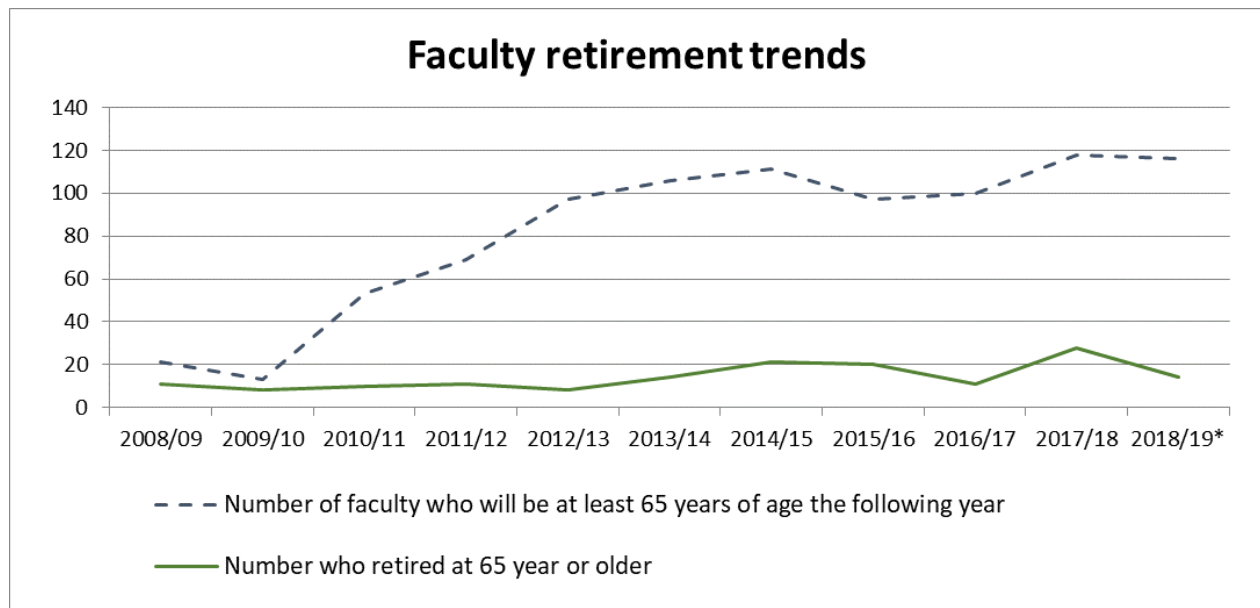
Note: Mandatory retirement was eliminated in 2006/07



Retirements in 2018/19

There will be approximately 116 faculty members who are 65 years or older by June 30 2019. 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, 2018, fourteen members age 65 or older have indicated that they will retire as of June 2019.

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 2018/19





University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

September 10, 2018

To: OPERATIONS AND FACILITIES COMMITTEE


From: ACTING VICE-PRESIDENT FINANCE AND OPERATIONS

cc: President and Vice-Chancellor

Meeting Date: September 25, 2018

Subject: STUDENT HOUSING AND DINING PROJECT – APPROVAL OF SCHEMATIC DESIGN

Basis for Jurisdiction: Committee's Terms of Reference



Strategic Relevance:

1.5 Increase the vibrancy of campus life by enhancing the natural and built environment to create more opportunities for interaction and collaboration; and develop infrastructure and programmatic initiatives, including additional student housing and increased opportunities for recreation, cultural activities and social interaction.

Previous Consultation:

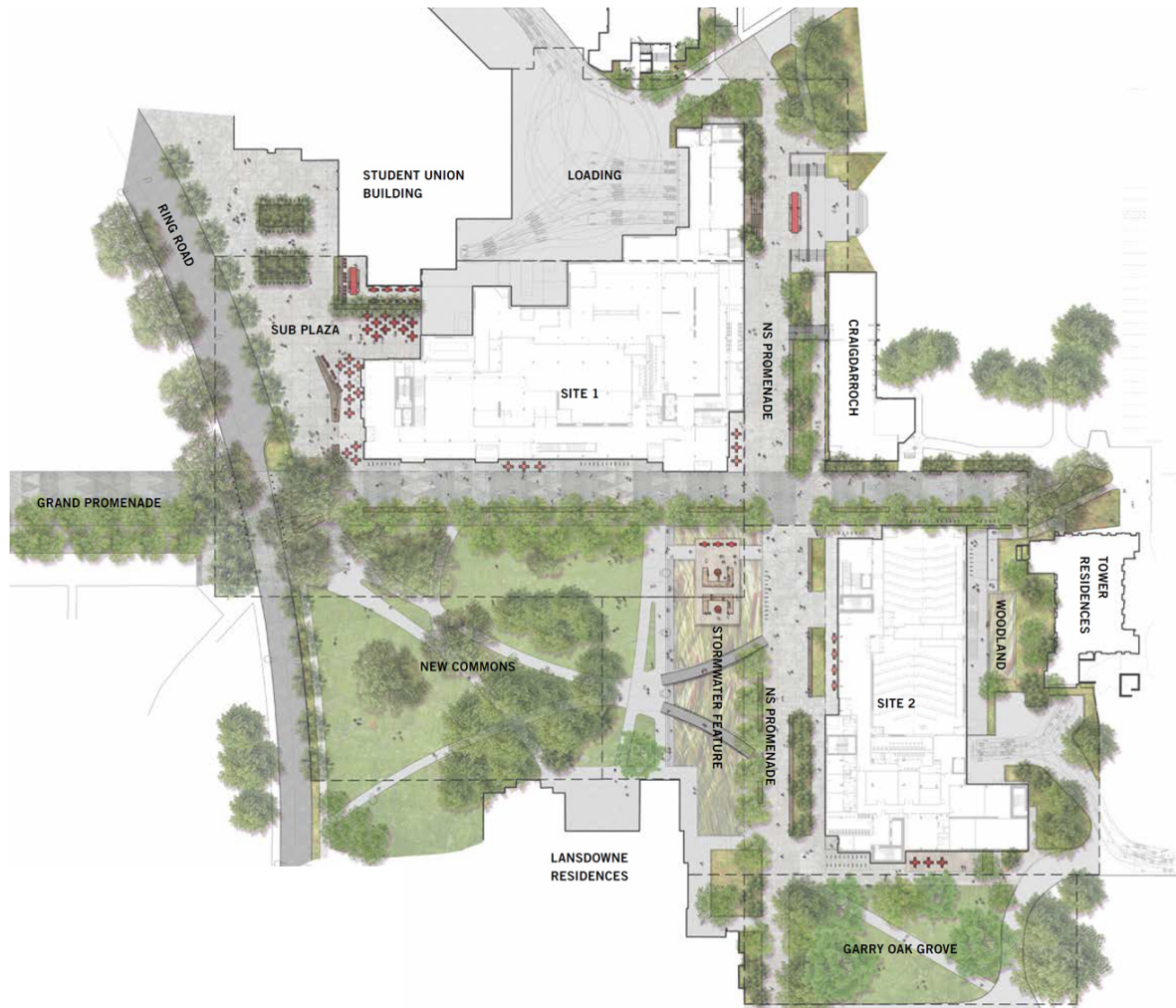
#BOG-Nov28/17-17: Student Housing Update
#BOG-June26/17-01: Student Housing Update
#BOG-Jan30/18-19: Food Services Business Case
#BOG-Mar27/18-19: Student Housing + Dining Program of Requirements and Project Approval

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the schematic design for the Student Housing and Dining Project.

Background:

At the March 27, 2018 Board meeting, the Board approved the student housing and dining project budget of \$197.2M and provided approval to borrow to meet project cash requirements and approved the project program of requirements. Based on these approvals, over the past several months the project team has been working with the architects to develop the schematic design based on the approved program. The map below outlines the two building sites and the program distribution between the buildings on site one and two is a result of consultation with internal working groups, the approved functional program and operational needs.



Program highlights include:

- Site 1 (building 1) has a gross area of 16,346 square metres and site 2 (building 2) has 14,390 square metres for a combined total area of 30,736 gsm.
- Building 1 includes 418 student beds and support spaces, a 600 seat dining hall, commercial kitchen, commissary, and a multi-purpose space. The multi-purpose space in the near term will be available for housing and dining programming and will in the longer term be converted to dining to support future dining expansion.

- Building 2 includes 364 student beds and support spaces, 2 tiered ~225 seat classrooms and crush space, conference facilities with 2 divisible meeting spaces, catering kitchen and catering offices.
- Building 2 also includes an Indigenous Student Lounge (75 sm) on the ground floor which is new to the program and a result of early consultation.

Schematic Design – Building 1

Located to the south of the Student Union Building, Building 1 provides excellent opportunities to implement the goals set out in the Campus Plan. Key elements of the schematic design include:

- Building levels 1 and 2 establish a pedestrian scale façade fronting Ring Road and the Grand Promenade.
- Ground floor uses include dining hall and outdoor patio, servery, kitchen, student housing entrance and enclosed bicycle parking.
- Extensive glazing on levels 1 and 2 provide transparency and highlight building activities.
- Building entrances are well defined and front onto pedestrian oriented pathways.
- Upper-storeys are set back from the podium to re-inforce pedestrian scale on Grand Promenade and Ring Road.
- Exterior cladding provides for visual interest and breaking down of upper-storey massing.
- Loading and servicing areas are accessed via an existing service road and are screened.
- Mechanical equipment on podium roofs is screened.
- New public spaces will be created including extension of the grand promenade, a north/south promenade, outdoor plaza and dining area fronting Ring Road.

The proposed height of Building 1 is a maximum 32.5 m (9-storeys) along the north-south promenade. The building has been designed to step down in height closer to Ring Road (23.5 m) and to maintain a pedestrian scale at its primary edges. By comparison, currently the tallest building on campus is the Engineering Computer Science Building at 31.5 m tall and the Mearns library across Ring Road is approximately 15 m tall.



Looking east from Grand Promenade of Building 1 (left) and Building 2 (right).

Schematic Design – Building 2

Located to the west of Tower Residence, Building 2 provides opportunities to develop a new pedestrian promenade in the student housing precinct. Key elements of the schematic design include:

- Building levels 1 and 2 establish a pedestrian scale façade fronting the Grand Promenade and new north/south promenade.
- Ground floor uses include two academic ~225-seat classrooms, bicycle end-of-trip facilities, student housing main entry and Indigenous student lounge.
- Extensive glazing on Levels 1 and 2 provide transparency and highlight activities within the building.
- Building entrances are well defined and front onto pedestrian oriented pathways.
- Upper-storeys are set back from the podium to re-inforce pedestrian scale.
- Exterior cladding provides for visual interest and breaking down of upper-storey massing.
- Loading and servicing areas are screened from view.
- Mechanical equipment on podium roofs is screened.
- New public spaces include the grand promenade, north/south promenade, outdoor commons.

The proposed height of Building 2 is a maximum of 38.5 m (11-storeys).

Through the detailed design process the project team will continue to refine and detail the upper-storeys for both buildings as well as building edges adjacent to each of the promenades.

Green Building Strategy: LEED V4 Gold & Passive House Certification

The Sustainability Action Plan Campus Operations 2014-2019 requires that all new buildings be designed and constructed to achieve LEED Gold or equivalent certification. The project team is currently targeting LEED Gold certification for both buildings. In accordance with the university's Strategic Framework, the project team has also explored opportunities to showcase leadership in sustainability. As a result, the project team is also targeting Passive House certification for each of the buildings. Passive House construction techniques include high performance, super-insulated building envelopes for maximum energy efficiency and occupant comfort. Passive House construction also offers many benefits:

- Significant operational energy savings and GHG emissions reduction resulting in carbon tax savings.
- Lower operating and maintenance costs.
- Superior indoor air quality and occupant comfort.
- Greater acoustic performance of the building envelope due to increased air tightness.
- Resilience to a changing, unpredictable climate, due to passive design strategies.

As a result of different energy modelling requirements for LEED and Passive House systems, Building 1 is currently tracking at a LEED Silver standard (59 pts). Through the detailed design process the project team will endeavour for Building 1 to achieve LEED Gold certification; however, this may prove challenging. It is important to note that Passive House certification for the building will aid the university in meeting broader institutional goals related to sustainability including increased energy efficiency and reduction in greenhouse gas emissions.

As noted above, the schematic design for this project has been developed through extensive consultation with the project team as well as consultation with the community and community associations. The campus planning committee reviewed the schematic design and recommended its approval to the President at its September 13th, 2018 meeting

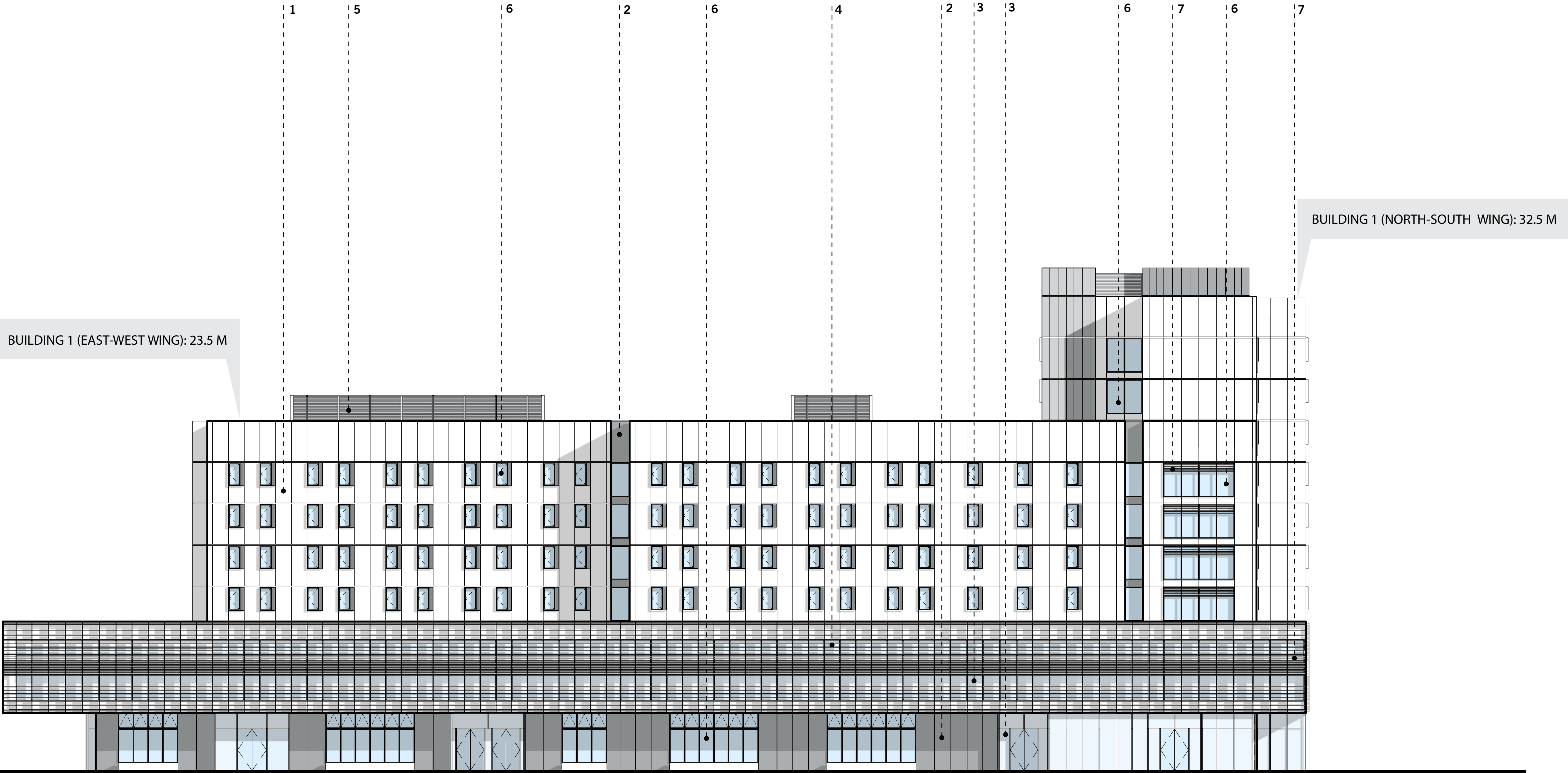
Planned Further Action:

With Board approval the project will proceed to the design development stage. As noted above, this stage will include exploring options for reducing the project estimate either through scheduling efficiencies or scope changes. The project team will also be engaging with the campus, including the UVSS and neighbouring communities again in November 2018 to share the updated designs and seek input prior to submitting a formal Development Variance Permit Application, for height and parking, to the District of Saanich in December. Pending municipal approvals, construction is planned to commence in 2020. Some infrastructure work may occur in 2019 if appropriate in order to improve schedule and/or reduce project risks.

Attachment(s):

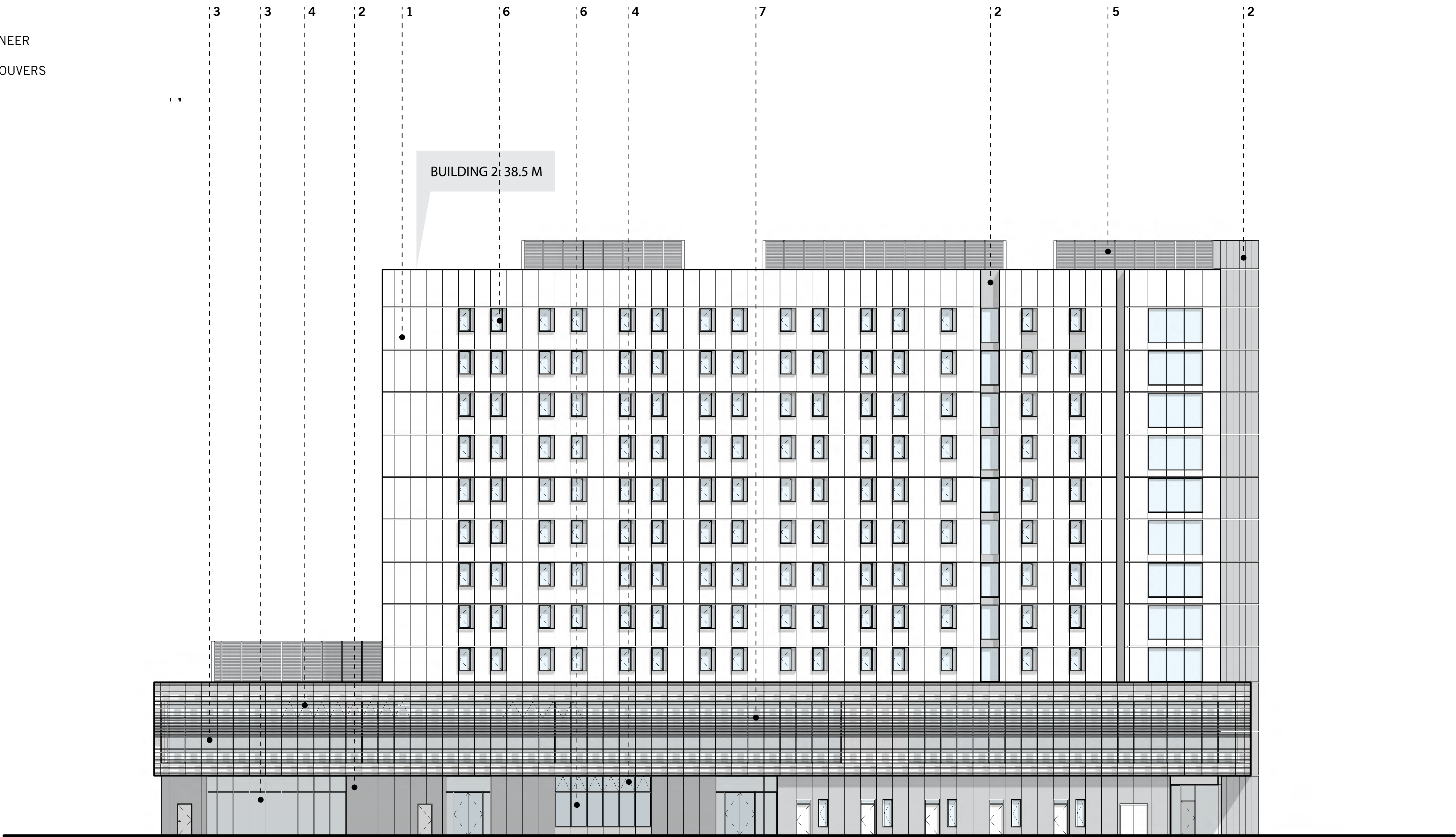
Building Height and Floor Plans

- 1 FIBRE-REINFORCED CEMENTITIOUS WALL PANELS
- 2 FIBRE-REINFORCED CEMENTITIOUS WALL PANELS - TEXTURED
- 3 ALUMINUM CURTAIN WALL
- 4 OPERABLE WINDOWS IN ALUMINUM CURTAIN WALL
- 5 METAL ROOF SCREENS
- 6 FIBREGLOSS PUNCHED WINDOWS
- 7 TERRACOTTA BAGUETTES
- 8 CONCRETE MASONRY UNIT VENEER
- 9 EXTERIOR FIXED ALUMINUM LOUVERS



BUILDING 1 : SOUTH ELEVATION

- 1 FIBRE-REINFORCED CEMENTITIOUS WALL PANELS
- 2 FIBRE-REINFORCED CEMENTITIOUS WALL PANELS - TEXTURED
- 3 ALUMINUM CURTAIN WALL
- 4 OPERABLE WINDOWS IN ALUMINUM CURTAIN WALL
- 5 METAL ROOF SCREENS
- 6 FIBREGLASS PUNCHED WINDOWS
- 7 TERRACOTTA BAGUETTES
- 8 CONCRETE MASONRY UNIT VENEER
- 9 EXTERIOR FIXED ALUMINUM LOUVERS



BUILDING 2 : WEST ELEVATION



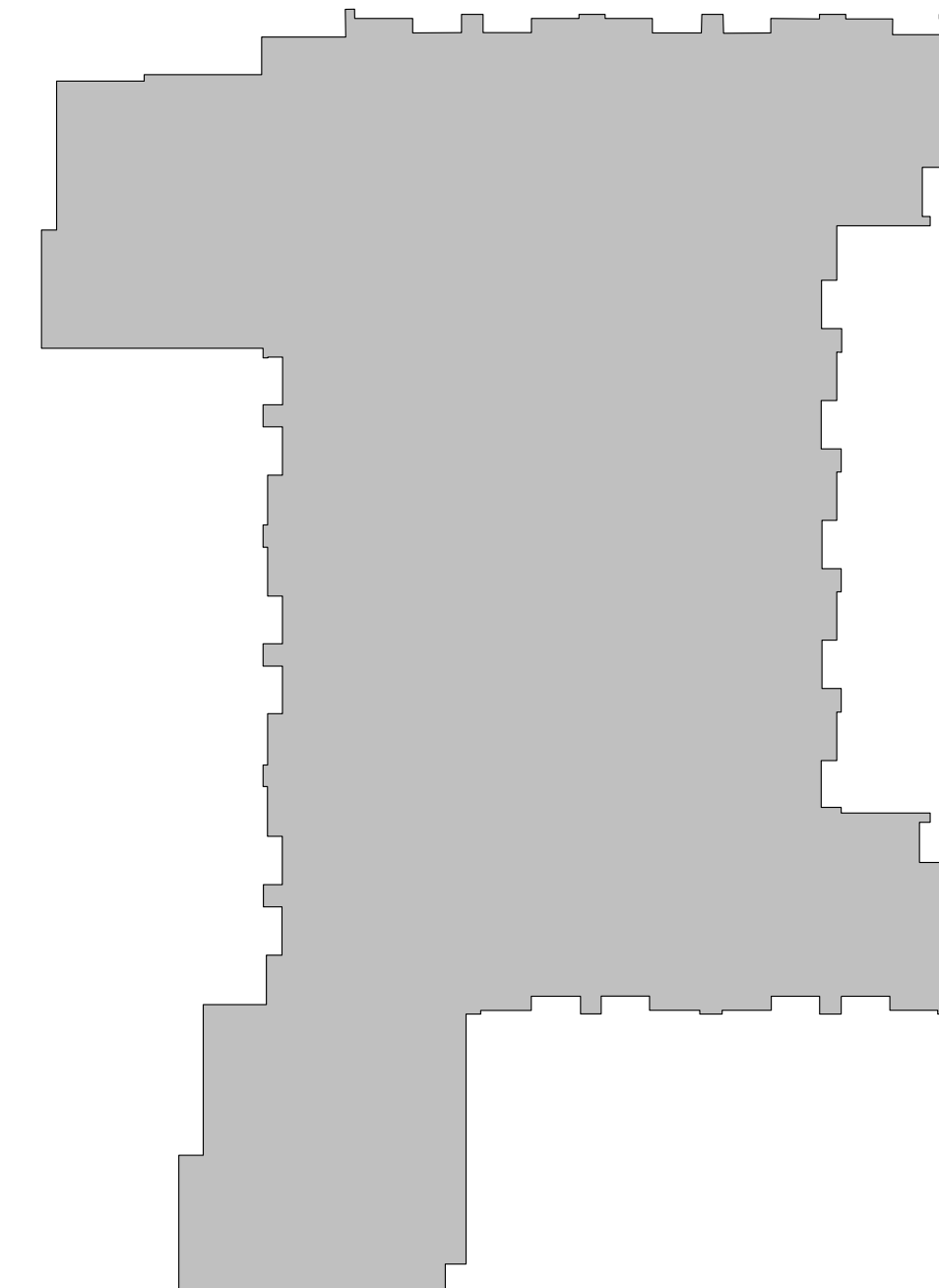
BUILDING 1 : LEVEL 01

PERKINS+WILL



BUILDING 2 : LEVEL 01

PERKINS+WILL



BUILDING 2 : LEVEL 02



PERKINS+WILL

Student Housing

Student housing makes up approximately 66% of the Building 1 program and more than 75% of the Building 2 program. Organization of the student housing units into an efficient building form while responding to the scale of the campus was an important driver of the upper floor massing on both sites.

Residence communities are made up of ~40 students, and in each building, the student housing communities are located above the second floor.

The floor to floor height for the student housing levels is being explored, and will not exceed 2.9m.

Food Services

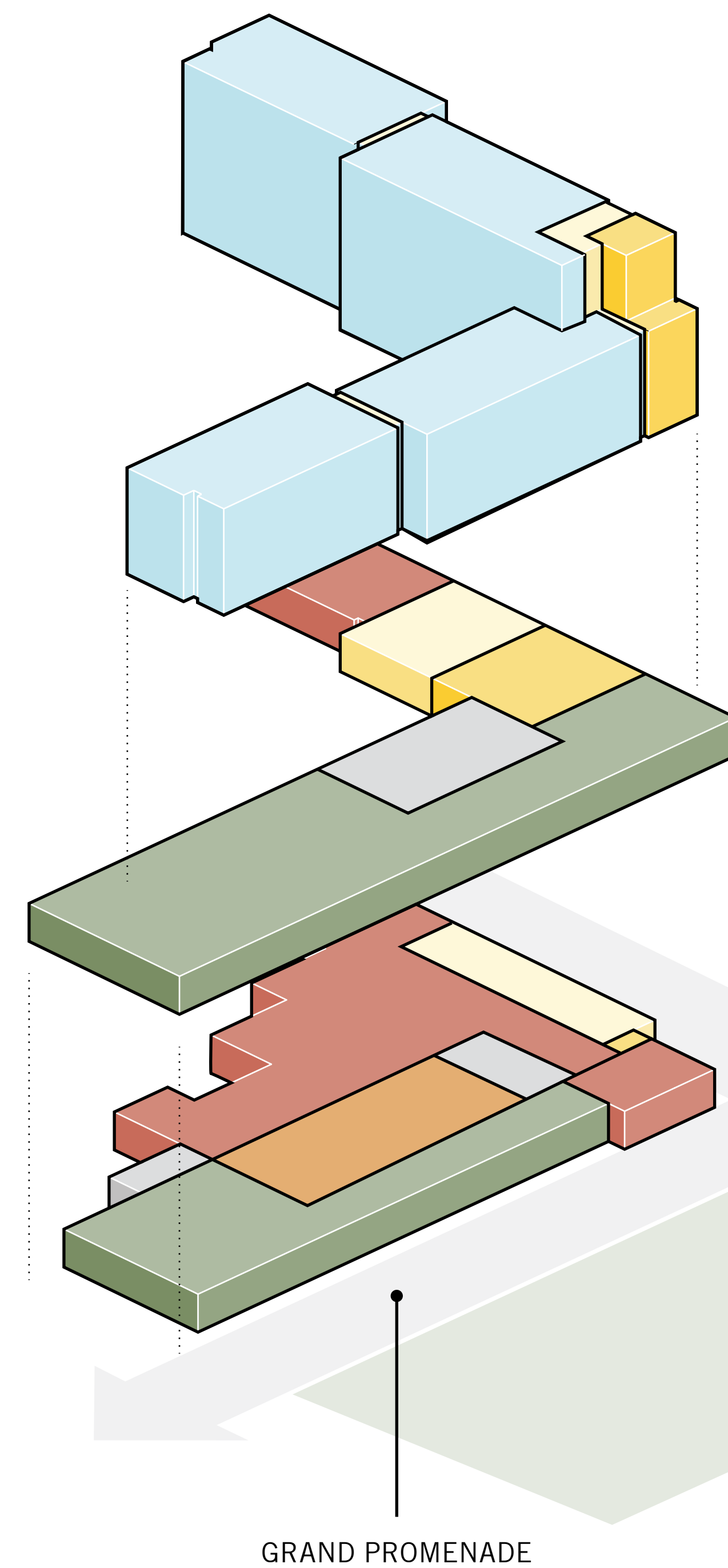
The 600 seat dining hall, commercial kitchen, commissary and servery are all located in Building 1. The kitchen and commissary require direct access to the loading dock, and are both located on level 1, making up most of the floor area.

The servery is located centrally in the first floor, with maximum perimeter facing the kitchen. The servery entrance is from the main concourse fronting the Grand Promenade.

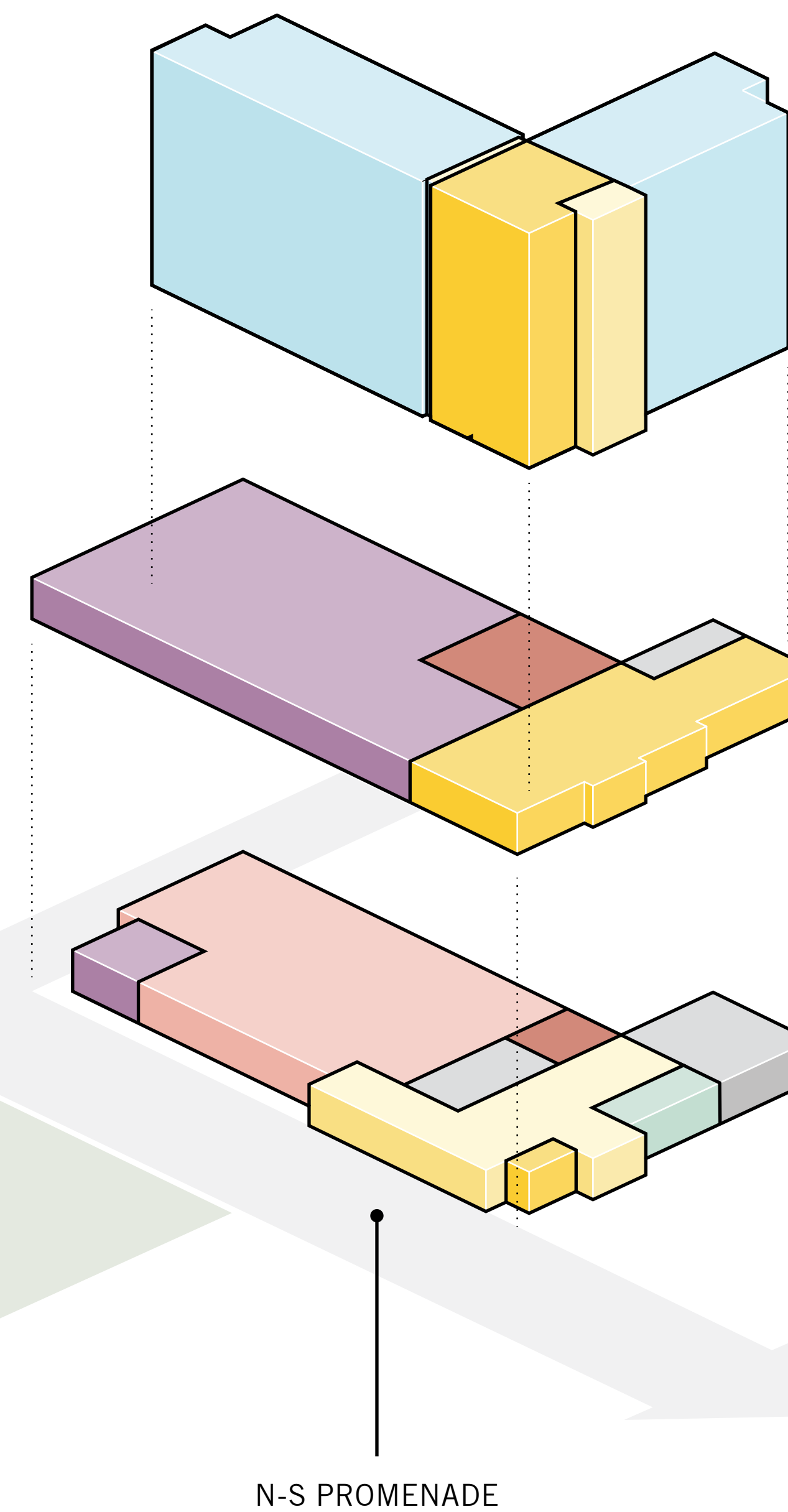
A two storey dining hall occupies the western portion of the podium levels. The two storeys of the dining hall are visually and physically connected via an open stair that draws diners from the servery exit to the second floor, where a glazed facade provides views of the outdoor commons and Ring Road.

The floor to floor height for the food services areas is being explored, and will not exceed 5.0m.

BUILDING 1



BUILDING 2



- STUDENT RESIDENCES
- STUDENT COMMON SPACES
- RESIDENTIAL SUPPORT
- SERVICES
- DINING
- SERVERY
- KITCHEN
- CONFERENCE
- ACADEMIC

Conference Space

The conference entrance is located in the NW corner of Building 2 to provide convenient access for guests coming from the campus core or parking lot 5. All of the conference rooms and supporting spaces are located on the second floor, organized to share pre-function space and provide direct access to catering kitchen and support spaces.

Loading and waste for conferencing is located on the ground floor for direct exterior loading dock access, and are connected to the catering kitchen with a service elevator.

The floor to floor height for the conference spaces is 5.0m.

Academic Classrooms

The two tiered lecture theatres are located on the ground floor of Building 2 to provide convenient, priority 1 facade access for the high volume of student traffic. Located on the N-S Promenade, the crush space for the lecture theatres has two entries / exits on the west side of the building. The crush space has views onto the outdoor commons and promenade, and can be used for residence programming after hours with an internal connection to the student housing lobby.

The location of the classrooms takes advantage of the grade change on the site, with the front of the classrooms meeting the lower grade of the site, and the back of the rooms at the high end.

The floor to floor height for the academic classrooms is being explored, and will not exceed 5.0m.

PROGRAM DISTRIBUTION



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

September 10, 2018

To: OPERATIONS AND FACILITIES 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 25, 2018

Subject: 2018/19 FIVE YEAR CAPITAL PLAN

Strategic Relevance:

1.5 Increase the vibrancy of campus life by enhancing the natural and built environment to create more opportunities for interaction and collaboration; and develop infrastructure and programmatic initiatives, including additional student housing and increased opportunities for recreation, cultural activities and social interaction.

Recommendations:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the 2018/19 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:

2018/19 Five Year Capital Plan



**UNIVERSITY
OF VICTORIA**

DRAFT
2018/19
FIVE-YEAR CAPITAL PLAN



Rendering: Student Housing and Dining Project



**University of Victoria
2018/19
Five-Year Capital Plan**

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**University of Victoria
2018/19
Five-Year Capital Plan**

A. EXECUTIVE SUMMARY and PRIORITIES

The University of Victoria's success is built on the provision of high-quality education and outstanding student experience, excellence in research and the conscious integration of research and teaching, within a diverse and welcoming environment. The university's five-year capital plan reflects the academic priorities of the university as articulated in its Strategic Framework, its Planning and Budget Framework, the Indigenous Plan, the Campus Plan and our Institutional Accountability Plan and Report to the Ministry of Advanced Education, Skills and Training. One of the six key areas of our Strategic Framework is to cultivate an extraordinary academic environment that allows for the creation, dissemination and mobilization of knowledge. Our capital plan is a key planning document that outlines the university's infrastructure needs that are a vital component required to achieve this key goal.

Our top priorities include providing an exceptional student experience, both curricular and co-curricular, meeting existing and anticipated program demand, advancing research excellence, and fostering respect and reconciliation. The university's five-year capital requirements to deliver on these priorities for 2018/19 include:

1. Student Housing Expansion

UVic is unique in BC in that 75% of our students come from outside our immediate region. The vast majority of our incoming class are therefore new to Victoria and require housing. Our number 1 capital priority is the expansion of on-campus housing by 620 beds. This ~\$200M expansion will allow us to substantially address unmet student demand and provide some relief from the extremely low vacancy rate in the region. The expansion would be funded through incremental revenue from the additional beds but requires Government approval for external borrowing of ~\$122M to move the project to construction.

2. Addition to the Engineering and Computer Science Building

Thanks to significant support from this government, UVic will be welcoming an additional 500 FTE undergraduate students to our Computer Science and Engineering programs over the next four years. Government has also committed to supporting that growth with a capital expansion. UVic's second capital priority therefore is a \$55.9M addition to our Engineering and Computer Science building with an adjacent high-bay structures lab estimated at \$9.9M that is required to meet our new funded enrolment targets, programs with some of the highest number of anticipated job openings of any in-demand occupations.

3. Indigenous Legal Lodge - An Addition to the Fraser Building

The Lodge would house UVic's new dual degree program in Common Law and Indigenous Legal Orders (JD/JID), that starts welcoming the first cohort of students in Fall 2018, and a national forum for research and education in Indigenous Law. This program, funded by this government for 96 FTE JD/JID students, will 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.



University of Victoria 2018/19 Five-Year Capital Plan

It is a key step towards UVic's goal of being a global leader in creating better opportunities for Indigenous students, entering respectful educational and research partnerships with Indigenous Communities, and advancing respect, reconciliation and mutual understanding. To realize this vision, UVic requires an \$18.2M addition to the Fraser building.

4. An addition to the Business and Economics Building

Student demand for Business programs, including entrepreneurship and innovation, has been very strong. UVic's Peter B. Gustavson School of Business has expanded to meet this demand by creating two additional cohorts. Another UVic capital priority, to accommodate this growth, is therefore a \$25M expansion to the existing Business and Economics building.

5. Addressing Deferred Maintenance – Renewal of the Fraser 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 require to be ready for the job market, the university has developed a program of building renewal which addresses both deferred maintenance and seismic needs across campus. The next priority project in this ongoing renewal program is the Fraser Building estimated at \$26.3M.

Over the course of the last few years detailed planning was undertaken to develop seismic upgrade plans for several campus buildings. This work is now complete and UVic is positioned to move forward on seismic work when funding becomes available. Facilities planning is continuous in order to address changes in student program demand and support services as well as evolving research and teaching requirements to ensure they reflect societal need. To address these changing needs, the university undertakes planning activities that inform future capital requirements, both major capital and annual routine capital. Over the next few years this work will include reviewing space needs for the Faculty of Social Science, the Faculty of Science, the Faculty of Humanities and the Division of Student Affairs.

B. BACKGROUND

University facilities and infrastructure are a critical component of providing an extraordinary academic environment, for delivering on our commitment to making a vital impact and providing a hands-on experience integrated with research inspired teaching. The annual renewal of our 5 year capital plan is therefore an important process that ensures that over the longer term our physical assets will continue to support the achievement of our institutional priorities and goals.

The Ministry of Advanced Education, Skills and Training (AEST) provides guidance in the development of capital priorities both through the articulation of Provincial goals and priorities and through the development of post-secondary space and deferred maintenance standards/benchmarks. Provincial priorities align with university priorities and include supporting the



**University of Victoria
2018/19
Five-Year Capital Plan**

alignment of academic programs to in-demand jobs, increasing affordable housing, reducing carbon, incorporating wood first in planning and design and the renewal of existing infrastructure. With respect to deferred maintenance, the AEST funded and implemented a province-wide system to assess levels of deferred maintenance. For overall space, AEST 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. University inventory is then compared to this standard to assess an overall space gap or shortfall. As well as institutional goals, capital planning is also influenced by provincial government objectives and priorities such as the wood first policy.

The university, based on the AEST space standards, has a gap of 28,425 net assignable square metres (NASM). This is approximately 14% below standard as outlined in appendix 1. Using this overall institutional assessment as a starting point, planning work is undertaken to confirm the priority projects for addressing the space pressures that result from the gaps in academic office space, maintenance space, student and central service space¹ and laboratories as noted in appendix 1. These space pressures are a consequence of overall student growth and from realignments and shifts in programs due to student demand.

UVic has responded to changing student and societal demands programs by shifting (creating new) student FTEs to programs aligned with the provincial labour market outlook, including the most in demand jobs. Thanks to significant support from government, our proactiveness will result in UVic welcoming an additional 500 FTE undergraduate students to our Computer Science and Engineering programs over the next four years. Government has also committed to supporting this growth with a capital expansion. Much like the demand for Computer Science and 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.

Programs of requirements have been developed to address the needs of Computer Science and Engineering and Business. Based on this planning, it has been determined that their needs can be addressed through additions to current facilities that support these programs – an addition to the Engineering Computer Science Building and an addition to the Business and Economic Building.

Another priority building addition is to the Fraser Building. This addition would allow for the creation of the Indigenous Legal Lodge which will house the university's new dual degree program in Common Law and Indigenous Legal Orders (JD/JID), as well as a national forum for research and education in Indigenous Law. 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 creation of this dual degree program.

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
2018/19
Five-Year Capital Plan**

UVic welcomes its first cohort of students in Fall 2018. This program, funded by government for 96 FTE JD/JID students, will 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 recognize the rights and traditions of Indigenous Peoples and forge the nation-to-nation relationship. It is a key step towards UVic's goal of being a global leader in creating better opportunities for Indigenous students, entering respectful educational and research partnerships with Indigenous Communities, and advancing respect, reconciliation and mutual understanding.

In addition to addressing academic priorities, another priority in the new strategic framework is to expand on-campus housing to address student demand and housing pressures in the community. 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 housing guarantee attempts to provide a place on campus 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 be the lowest in Canada at 0.7% down from 1.5% in 2015 according to the CMHC. The university has unmet on-campus housing need of ~1,500 beds and can substantially respond to this demand through the construction of 620 incremental beds on campus. This additional capacity provides incremental revenues sufficient to fund the costs associated with the debt required for an expansion. Approval from the Ministry to borrow would allow us to move forward 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 and delivery challenges with respect to the provision of appropriate Health Services for 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. To address the gaps and to better respond to the overall student physical and mental health needs, planning is currently underway to repurpose space that will become available in 2018. This repurposed space will create a new Health and Wellness Centre for students, in close proximity to the Centre of Athletics, Recreation and Special Abilities (CARSA) thereby creating a wellness hub, which is anticipated to be available in 2019/20.

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 Athletics, 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) and CARSA, which included a program of renewal for the McKinnon Building. 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



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addressed. As noted above, the Ministry of Advanced Education, Skills and Training funded an assessment of the university's deferred maintenance. 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 2018 and the FCI increased to 39%, with the value of the work required over the next 5 years estimated at \$475M (excluding housing)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.

With all the above, it is critical that capital planning efforts over the next five years address expansion for both academic program requirements to support government funded growth (computer science and engineering and JD/JID) and student housing space pressures. As well, deferred maintenance requirements need to be addressed through continuation of the renewal program and seismic projects. The capital projects and projects in planning outlined in this document reflect the institutional priorities as articulated in our indigenous plan, our campus plan, our research plan and our planning and budget framework. All of these plan support the university's overall key strategic priorities as articulated in its strategic framework:

- Cultivate an extraordinary environment;
- Advance research excellence and impact;
- Intensify dynamic learning;
- Foster respect and reconciliation;
- Promote sustainable futures; and
- Engage locally and globally.

In addressing the above goals, the university's Sustainability Action Plan: Campus Operations, provides the following guidance that will inform specific project planning:

- Institutional greenhouse gas emissions reduction of 30%³ by 2019;
- Reduce campus electricity consumption intensity by 8%³ by 2019;
- Reduce campus natural gas consumption intensity by 12%³ by 2019;

² Student housing 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.

³ Baseline of 2010



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- 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.

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

C. PLANNING ASSUMPTIONS

As noted above, the university experienced significant student growth during the first decade of this century. This growth was largely a result of substantial investments by the provincial government to increase post-secondary access in British Columbia. Over the most recent few years, the rate of growth has moderated with domestic student enrolment growing modestly and international enrolment growing more significantly, though over a much smaller enrolment base. Such growth is not expected to continue and overall the university over the next five years is expected to remain about the same size. 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. In addition and as noted earlier, in the fall of 2018 the university's Law Program will be expanding - welcoming its first cohort of students for the newly approved new dual degree program in Common Law and Indigenous Legal Orders (JD/JID). These areas of growth reflect student demand, institutional priorities with respect to fostering respect and reconciliation and alignment with provincial government priorities. The capital priorities outlined in this document have been developed to address the academic space pressures resulting from this growth.

During 2015/16 the university updated its campus plan. This plan sets out the long term vision for the campus including complementary 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 2017-18, several smaller scale projects were completed:

- Post-disaster seismic upgrade to the Campus Security building to ensure the facility that houses first responders will be available after an earthquake;
- Phase IV completion of renovations to the Elliot teaching laboratories which provide undergraduate teaching in the Faculty of Science;



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- Various projects aimed at supporting campus renewal including roofing of several buildings; and
- Renovations to the child care centre buildings to address some deferred maintenance issues and provide additional child care spaces.

All the above projects, except the child care renovations, were supported by the Provincial Government through their routine capital program, the funding of which has increased to \$10-\$11M per year, including the university's required contribution of 25%. The child care renovation was funded by university sources with support from the provincial government through the Provincial BC Early Years Strategy.

2) Projects Currently under Construction

There are two new building projects currently under construction as follows:

i) 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. 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 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 \$19.8M, funded by the Province, and is expected to be completed in 2018/19.

ii) Saunders Building Expansion

The built environment on campus has increased significantly over the past several decades. 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 76.3% of ministry standards. To address this shortfall a project was developed that includes the 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.



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Aside from these two new buildings, there are several significant renovations projects that were completed in early 2018/19 or continuing into 2018/19:

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) has moved from the Technology Enterprise Facility to be the anchor group in this facility. This project, with a budget of \$9.5M, was approved as part of the federal government's Strategic Investment Fund (SIF) with federal funding matched by university resources. Substantial completion was reached in June 2018 and occupancy occurred in August 2018.

ii) 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, funded by the Province, and the project is expected to be completed in 2018/19.

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
- 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



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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)

As UVic continues to be a destination university with over 75% of our students coming from outside the Victoria, providing additional on campus accommodation is a key objective for the university. A comprehensive student housing demand study was completed in 2013 (and updated in 2017) that found an immediate need for, at a minimum, a 600-bed facility. Key findings indicated that 24% of the current students in housing 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 housing. Also of note, of those international students surveyed, 23% would prefer to live in on-campus housing. Based on this data unmet demand is estimated at 1,500 beds. With this level of unmet need, combined with continued low vacancy rates of 0.7% within Greater Victoria, it is difficult for returning students to obtain housing. Providing student housing on campus will address unmet demand and 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 the university's ability to recruit students, and overall pressure on occupancy levels in the region will continue.

A program of requirements and massing work was completed in early 2018 which provides for 620 additional beds. Aside from the additional beds, the program also includes the requirement for a new dining facility in order to meet increased demand from the additional beds. As part of the planning process, a review of Cadboro Commons, the current dining facility, was undertaken to determine if the building could accommodate the additional capacity. The assessment concluded that the most cost effective approach, due to current high levels of deferred maintenance, would be to replace the building.

The project program will be achieved through the construction of two separate buildings. The first building, located along Ring Road, will contain 418 beds and the new dining facility. This will necessitate the removal of the current Margaret Newton and Emily Carr Buildings which both have significant deferred maintenance. The second building, located on the current Cadboro Commons site, will contain 364 new beds, two new classrooms, cultural support space and institutional conference and meeting space. This conference and meeting space is a required component of the project as the Cadboro Commons building currently contains the university's conference and meeting spaces.



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Schematic design is currently underway and approval of this design is expected early fall 2018. The project, however, will need debt in order to proceed beyond schematic design to construction.

Project Funding

The approved budget for the project is \$197.2M. The project will primarily be funded from incremental housing and food revenue as a result of the additional 620 beds on campus. Given the size of the project university cash balances are not sufficient to proceed to construction, therefore debt is required to move forward with this project. A request for approval to borrow \$122.65M has been made to the Ministry of Advanced Education, Skills & Training.

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 programs to align with provincial labour market outlooks. To support this demand UVic added a Civil Engineering program which focusses on green and clean buildings and cities to the Faculty of Engineering and Computer Science. Demand for computer science and engineering programs overall, has been high, resulting in a decline in the percentage of students accepted and thereby increasing the high school grade point average cut-off for admission resulting in decreased access for students. To meet this growing demand government has committed to providing the university operating funding to support expansion by 500 FTEs. While operating funding is available to support the program, capital funding is necessary to be able to accommodate this level of growth.

An addition to the Engineering and Computer Science Building (ECSB) plus an adjacent 1.5 storey building, will provide the space required to support this expansion. The addition will provide office, teaching and research space required to mount a world class teaching and research program. Such space include design space, building science and materials labs, environmental labs and geotechnical labs. In order to undertake research and teaching with respect to structures, an 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 ~5,250 square metres with the high bay structures lab located south of the engineering lab wing totaling ~700 metres. Siting, programming 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 \$55.9M with the structure lab estimated at \$9.9M. This project addresses one of the institutional space priorities - incremental space for the Faculty of Engineering. It is expected to be supported primarily through funding from the Ministry of Advanced Education, Skills and Training together with philanthropic and university funding.

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

An addition to the Fraser Building would allow for the creation of the Indigenous Legal Lodge. This lodge will house the university's new dual degree program in Common Law and Indigenous Legal Orders as well as 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 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."* The program will help to forge a new relationship, and to recognize the rights identified in the United Nations Declaration on the Rights of Indigenous Peoples and the Tsilhqot'in Supreme Court decision. Students will 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 that will include classroom, office, ceremonial and gathering spaces.

Project Funding

The estimated cost for an addition to the Fraser Building for the Indigenous Legal Lodge is \$18.2M. These costs are expected to be supported primarily through funding from the Government of Canada and philanthropic sources.

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

Much like the demand for Computer Science and 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.



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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. The preliminary planning for the building expansion 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. This project would ideally be completed in conjunction with the construction of the Indigenous Legal Lodge (priority 3 above) as it is an addition to the Fraser building.

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



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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 has been completed that evaluated building risk during a seismic event affecting the campus. 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. Based on this work, over the next few years as part of the routine capital funding envelope from the Province, seismic work will be undertaken in MacLaurin. This will be a multi-year project in order that teaching capacity is not impacted.

The estimated budget to address all the seismic work in the buildings noted above is ~\$54M. Detailed cost estimates for Clearihue and Elliot Lecture Theatre have not yet been completed. These projects are expected to be funded primarily from the Ministry of Advanced Education, Skills and Training 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 were addressed in 2017/18 through the relocation of the university systems team within the David Turpin Building (DTB) to Clearihue. This move provided 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



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requirements (storage of the university art collection). Additional planning work includes:

- Developing options to address pressures in Science and Social Science. When the Bob Wright and David Turpin Buildings were planned the program of requirements was expanded to include space for Environment and Climate Change Canada (ECCC). The inclusion of ECCC within these buildings allowed for synergies and collaboration in research between UVic and ECCC. Their inclusion also allowed the construction of more space than university funding could provide as funding is received for the leased space. With the creation of the Ocean and Climate Campus at Queenswood, ECCC will move to this facility enabling further collaboration with Ocean's Network Canada. Their move will free space within both the David Turpin and the Bob Wright Buildings where they are currently housed and will allow for reallocation to and renovation for areas of need within Social Science and Science. Over 2018 and 2019 planning work will include collaboration with the two faculties to determine the appropriate allocation of space to best meet academic priorities;
- Develop an approach to address the regulatory requirements related to the storage of the university's art collection; and
- 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 and/or, through renovations to the former curriculum library within MacLaurin.

b) Space Optimization

Recognizing that program needs change over time and therefore so do the required associated resources and infrastructure, a review of the use and function of spaces on campus is a key component of space management. Over the last two years, space optimization studies were undertaken in the Faculty of Engineering, The Faculty of Fine Arts and the Library, which reviewed current use of space and potential reallocations that could occur to best meet overall program needs and priorities. This information has been used to make incremental and better overall use of space as well as to inform overall longer term planning within the respective areas. For the coming year, a review of the Faculty of Humanities and the Faculty of Social Sciences will be undertaken.

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,



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capital planning efforts over the next five years will need to address both academic program and student housing 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 by 620 beds, an addition to 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, 2017 Age Adjusted* Inventory	NASM Surplus	NASM Shortfall	Inventory as a Percentage of BC Standards
1	Classrooms	17,564	15,978	✓	1,586	91.0%
2	Undergraduate Labs	23,802	21,468	✓	2,334	90.2%
3	Research Labs	23,208	21,534	✓	1,674	92.8%
4	Academic Offices	47,965	33,417		14,548	69.7%
10	Administrative Offices	20,242	18,147	✓	2,095	89.7%
5	Library Stack/Study/Service	21,112	20,289	✓	823	96.1%
6	Recreation/Athletics	12,190	13,198	✓	1,008	108.3%
7, 8, 11-15	Student and Central Services	27,470	21,884	✓	5,586	79.7%
9	Maintenance Space	3,323	2,535	✗	788	76.3%
				1,008	29,433	
TOTAL NASM		196,876	168,451		28,425	85.6%



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

September 10, 2018

To: Operations and Facilities Committee

From: Jamie Cassels, QC
President and Vice-Chancellor

A handwritten signature in black ink, reading "Jamie Cassels".

Meeting Date: September 24, 2018

Subject: Revised Policy on Appointment of Non-Academic Associate Vice-Presidents
(GV0345)

Basis for Jurisdiction: *University Act*, s. 27(2)(g)
Strategic Framework – Cultivate an Extraordinary Academic
Environment

Strategic Relevance:

Cultivate an Extraordinary Academic Environment

Strategy 1.1: Attract, support and develop a diverse community of talented students, faculty and staff through enhanced resources and programs—including scholarships, academic chairs, professional support programs and workplace practices that recognize excellence and promote wellness.

Strategy 1.2: Embed practices of equity, diversity, accessibility, inclusion and dialogue throughout the university community so that all members feel welcomed, valued and supported to achieve their highest potential.

Previous Consultation:

- Associate Vice-President Faculty Relations and Academic Administration
- Associate Vice-President Human Resources
- Chief Privacy Officer
- President
- University Secretary
- Vice-President Academic and Provost
- Vice-President External Relations
- Vice-President Finance and Operations
- Vice-President Research

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the revised policy GV0345 – Appointment of Non-Academic Associate Vice-Presidents, effective immediately.

Background:

As Board members may recall, the University Secretary's Office has been carrying out a Policy Renewal Project, which is a review of institutional policies that are out of date or due for review. The Policy on University Policies and Procedures (GV0100) requires university policies to be reviewed at least once every seven years. This project has been ongoing since March 2016.

Policy GV0345, Appointment of Non-Academic Associate Vice-Presidents, was last reviewed in March 2008. Revisions to this policy were needed to align it with current appointment practices for AVPs, and to update the language on equity and privacy.

These policy changes have no material impact on the terms and conditions of employment of any current AVPs.

Specific policy changes include the following:

- Removed all references to Assistant Vice-Presidents, as this position title is not used at UVic, has never been used, and is not anticipated to be used going forward.
- Clearly stated the Board's jurisdiction over appointing senior leaders, in alignment with the policies for appointing the non-academic vice-presidents.
- Added a Scope section, as required by the Policy on University Policies and Procedures.
- Revised the search committee responsibilities and process to align with current practice for non-academic AVP searches as well as with other UVic policies.
- Updated the language on the university's commitment to human rights, equity, and diversity, and processes for conducting a fair and equitable search.
- Added current language on confidentiality, privacy, and records management, in alignment with other university policies and with the advice of the Chief Privacy Officer.

- Added a provision clarifying that re-appointment procedures will be determined by the appropriate vice-president in consultation with the AVP Human Resources.
- Added a provision allowing the vice-president to reconvene the committee after a search to evaluate the search process and provide advice on revising the policy or procedures, in alignment with similar appointment policies.

Planned Further Action: If approved, these revised procedures are anticipated to take effect immediately.

Attachment(s):

GV0305 Appointment of Non-Academic Associate Vice-Presidents (Revised policy)

GV0305 Appointment of Non-Academic Associate Vice-Presidents (Revised policy with tracked changes)

GV0305 Appointment of Non-Academic Associate Vice-Presidents and Non-Academic Assistant Vice-President (policy currently in force)

**Appointment of Non-Academic Associate
Vice-Presidents**

University Policy No: GV0345
Classification: Governance
Approving Authority: Board of Governors
Effective Date: September 2018
Supersedes: March, 2008
Last Editorial Change:
Mandated Review: September 2025

Purpose

- 1.00 Section 27(2)(g) of the *University Act* gives the Board of Governors authority to appoint senior administrators. The Board has delegated the authority to make such appointments (for positions other than the president, vice-presidents, university secretary, and the director of internal audit) to the president or appropriate vice-president. This includes the appointment of associate vice-presidents. This policy defines how appointments of non-academic associate vice-presidents will normally be carried out.

Definitions

- 2.00 The following definitions apply to this policy.

A “**non-academic associate vice-president**” is an associate vice-president position that:

- (a) does not require an academic appointment;
- (b) is not listed in section 27(2)(f) of the *University Act* as requiring procedures approved by Senate and the Board of Governors; and
- (c) has not been designated by the Board of Governors as a senior academic administrative position.

“**the committee**” means the search committee for the non-academic associate vice-president.

“**the vice-president**” means the vice-president to whom the non-academic associate vice-president position reports.

Scope

- 3.00 This policy applies to the appointment of non-academic associate vice-presidents. This policy also applies to the appointment of acting non-academic associate vice-presidents.

Policy

- 4.00 When a non-academic associate vice-president position becomes vacant, or at a reasonable time before such a position becomes vacant, the vice-president will notify the president of the vacancy.

- 4.01 If necessary, the president will appoint an acting non-academic associate vice-president, upon the recommendation of the vice-president, to serve until such time as a new appointee takes office.
- 5.00 The vice-president will recommend to the president for approval:
 - (a) any changes to the position description for the non-academic associate vice-president;
 - (b) whether the appointment should be a term appointment or an appointment for an indefinite period; and
 - (c) the composition of the search committee.

Composition and Responsibilities of the Search Committee

- 6.00 The vice-president (or designate) will strike and chair the committee.
- 7.00 The committee's responsibility is to assist the vice-president to identify, attract, and recommend the appointment of the best possible candidate for the position. The vice-president will invite individuals to serve on the committee who are knowledgeable of the non-academic associate vice-president's role, and the responsibilities, qualifications, and experience needed to fulfil it.
- 8.00 The university is committed to equity and diversity, and the vice-president should endeavor to foster diversity among committee members.
- 9.00 Committee members are expected to attend the committee's meetings and must participate in interviews. A committee member who is not able to meet these expectations may be required by the vice-president to resign from the committee, and an alternate may be appointed in accordance with section 10.00.
- 10.00 The vice-president may identify alternates, who may be asked to serve when a member needs to resign from the committee before it begins to interview candidates. Alternates cannot be added after this point as each member of the committee must participate in the interviews of and hear the committee's deliberations with regard to the merits of all of the candidates prior to making a recommendation.
 - 10.01 In the event that an alternate is needed and no alternate was determined at the time the committee was constituted, the vice-president will appoint an alternate.
- 11.00 The committee is responsible for ensuring all candidates are made aware of and provided with a copy of this policy, including its procedures.
- 12.00 During the search and selection process, the committee will:
 - (a) acquaint itself with human rights requirements and university equity and diversity policies;
 - (b) include equity issues in its consideration of criteria for the position; and

- (c) take steps to widen the pool of qualified applicants to include women, persons with disabilities, visible minorities, Indigenous peoples, people of all sexual orientations and gender identities and expressions, and others who may contribute to the further diversification of the university.

12.01 Postings for the position, both internal and external, will include the current equity statement. The committee will familiarize itself with best practices for conducting fair and equitable selection processes.

Communication and Consultation

- 13.00 Committee members are responsible for exercising their best judgment in the interests of the appointment process and the university. They may keep others apprised of the non-confidential aspects of the appointment process.
- 14.00 The chair will manage the consultation process and will guide committee members with respect to any consultations. Committee members will advise the chair on appropriate consultation, and will participate as guided by the chair.

Confidentiality, Privacy, and Records Management

- 15.00 The personal information of the incumbent and of candidates will be managed and protected in accordance with the [Freedom of Information and Protection of Privacy Act](#), and the university's [Protection of Privacy \(GV0235\)](#) and [Records Management \(IM7700\)](#) policies and associated procedures.
 - 15.01 Documentation containing personal information received by the committee is confidential and will be used or disclosed only for the purposes of the search, selection, and appointment processes. All other uses or disclosures of such information require the consent of the individual who the information is about.
 - 15.02 Deliberations of the committee are confidential. The committee will keep an *in camera* summary record. Deliberations of the committee concerning candidates will not be recorded.
 - 15.03 Only the chair (or designate) may speak on behalf of the committee.
 - 15.04 A member of the committee who has breached confidentiality will be subject to sanction by the university, and may be dismissed from the committee.

Search Committee Process

- 16.00 The committee will acquaint itself with the requirements of the non-academic associate vice-president position by various means, which may include meeting with the incumbent, and will establish criteria on which the candidates will be judged.
- 17.00 The committee will normally advertise the position and may invite members of the university community to suggest possible candidates. The committee chair may engage a search consultant.
- 18.00 The committee will gather relevant information about the candidates and will ultimately select a short list of candidates. The committee will ensure that the final short-listed candidates have an opportunity to meet with relevant constituencies.

- 19.00 The chair (or designate) will contact references in confidence.
- 20.00 The committee members will advise the vice-president of their preferred candidate, and provide reasons for their recommendation.

Recommendation to the President

- 21.00 The vice-president will prepare a recommendation for the president on the vice-president's preferred candidate, including a rationale for that recommendation. If the committee's and the vice-president's preferred candidate are not the same, the vice-president will provide a report for the president on the committee's advice and reasons for recommending an alternate candidate.
- 22.00 The president will decide whether to approve the appointment of the recommended candidate.
- 22.01 If a non-academic associate vice-president is given a term appointment, that individual may be eligible for consideration for re-appointment by the president upon the recommendation of the vice-president. Re-appointment procedures will be determined by the vice-president in consultation with the Associate Vice-President Human Resources as appropriate.

Appointment Process Evaluation

- 23.00 After the appointment is made, the vice-president may convene the committee to evaluate the process and to provide advice on any revisions to this policy or its procedures.

Authorities and Officers

- 24.00 The authorities and officers for this policy are:
- i) Approving Authority: Board of Governors
 - ii) Designated Executive Officer: President
 - iii) Procedural Authority: Board of Governors
 - iv) Procedural Officer: President

Relevant Legislation

[*Freedom of Information and Protection of Privacy Act*, RSBC 1996 c 165.](#)
[*University Act*, RSBC 1996 c 468.](#)

Related Policies and Documents

[Protection of Privacy Policy \(GV0235\)](#)
[Records Management Policy \(IM7700\)](#)



University
of Victoria

**Appointment of Non-Academic Associate
Vice-Presidents and Non-Academic
Assistant Vice-Presidents**

University Policy No: GV0345
Classification: Governance
Approving Authority: Board of Governors
Effective Date: [September 2018](#)
Supersedes: March, 2008
Last Editorial Change:
Mandated Review: [September 2025-TBD](#)

Purpose

- 1.00 [Section 27\(2\)\(g\) of the University Act](#) gives the Board of Governors authority to appoint senior administrators. The Board has delegated the authority to make such appointments (for positions other than the president, vice-presidents, university secretary, and the director of internal audit) to the president or appropriate vice-president. This includes the appointment of associate vice-presidents. ~~These procedures~~ This policy defines the method by which how appointments of non-academic associate vice-presidents and non-academic assistant vice-presidents will normally be carried out.

Definitions

- 2.00 [The following definitions apply to this policy.](#)

A **[“non-academic associate vice-president”](#)** is an associate vice-president position that:

- [\(a\) does not require an academic appointment;](#)
- [\(b\) is not listed in section 27\(2\)\(f\) of the University Act as requiring procedures approved by Senate and the Board of Governors; and](#)
- [\(c\) has not been designated by the Board of Governors as a senior academic administrative position.](#)

~~A non-academic associate vice-president or non-academic assistant vice-president position is one that:~~

- ~~(a) does not require an academic appointment;~~
 - ~~(b)(a) is not listed in section 27(2)(f) of the University Act as requiring procedures approved by Senate and the Board of Governors; and~~
 - ~~has not been designated by the Board of Governors as a senior academic administrative position.~~
- [“the committee”](#)** means the search committee for the non-academic associate vice-president.

[“the vice-president”](#) means the vice-president to whom the non-academic associate vice-president position reports.

Scope

This policy applies to the appointment of non-academic associate vice-presidents.

3.00 This policy also applies to the appointment of acting non-academic associate vice-presidents.

Policy

Search Procedures

3.004.00 When a non-academic associate ~~or assistant~~ vice-president position becomes vacant, or at a reasonable time before such a position becomes vacant, the vice-president ~~to whom the position reports ("vice-president")~~ will notify the president of the vacancy.

4.01 If necessary, the president will appoint an acting non-academic associate ~~or assistant~~ vice-president, upon the recommendation of the vice-president, to serve until such time as a new appointee takes office. _____

4.005.00 The vice-president will recommend to the president for approval:

- (a) any changes to the ~~terms of reference or~~ position description for the non-academic associate ~~or assistant~~ vice-president;
- (b) whether the appointment should be a term appointment or an appointment for an indefinite period; and
- (c) the composition of the search committee.

Composition and Responsibilities of the Search Committee

6.00 The vice-president (or designate) will strike and chair the ~~search~~ committee.

7.00 The committee's responsibility is to assist the vice-president to identify, attract, and recommend the appointment of the best possible candidate for the position. The vice-president will invite individuals to serve on the committee who are knowledgeable of the non-academic associate vice-president's role, and the responsibilities, qualifications, and experience needed to fulfil it.

8.00 The university is committed to equity and diversity, and the vice-president should endeavor to foster diversity among committee members.

9.00 Committee members are expected to attend the committee's meetings and must participate in interviews. A committee member who is not able to meet these expectations may be required by the vice-president to resign from the committee, and an alternate may be appointed in accordance with section 10.00.

5.0010.00 The vice-president may identify alternates, who may be asked to serve when a member needs to resign from the committee before it begins to interview candidates. Alternates cannot be added after this point as each member of the committee must participate in the interviews of and hear the committee's deliberations with regard to the merits of all of the candidates prior to making a recommendation.

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10.01 In the event that an alternate is needed and no alternate was determined at the time the committee was constituted, the vice-president will appoint an alternate.

11.00 The committee is responsible for ensuring all candidates are made aware of and provided with a copy of this policy, including its procedures.

12.00 During the search and selection process, the committee will:

- (a) acquaint itself with human rights requirements and university equity and diversity policies;
- (b) include equity issues in its consideration of criteria for the position; and
- (c) take steps to widen the pool of qualified applicants to include women, persons with disabilities, visible minorities, Indigenous peoples, people of all sexual orientations and gender identities and expressions, and others who may contribute to the further diversification of the university.

9-0412.01 Postings for the position, both internal and external, will include the current equity statement. The committee will familiarize itself with best practices for conducting fair and equitable selection processes.

Communication and Consultation

13.00 Committee members are responsible for exercising their best judgment in the interests of the appointment process and the university. They may keep others apprised of the non-confidential aspects of the appointment process. ~~The vice-president will inform the search committee if the services of a search consultant will be engaged to support the work of the search committee.~~

14.00 The chair will manage the consultation process and will guide committee members with respect to any consultations. Committee members will advise the chair on appropriate consultation, and will participate as guided by the chair.

Confidentiality, Privacy, and Records Management

15.00 The personal information of the incumbent and of candidates will be managed and protected in accordance with the *Freedom of Information and Protection of Privacy Act*, and the university's Protection of Privacy (GV0235) and Records Management (IM7700) policies and associated procedures.

15.01 Documentation containing personal information received by the committee is confidential and will be used or disclosed only for the purposes of the search, selection, and appointment processes. All other uses or disclosures of such information require the consent of the individual who the information is about.

15.02 Deliberations of the committee are confidential. The committee will keep an *in camera* summary record. Deliberations of the committee concerning candidates will not be recorded.

15.03 Only the chair (or designate) may speak on behalf of the committee.

15.04 A member of the committee who has breached confidentiality will be subject to sanction by the university, and may be dismissed from the committee.

Search Committee Process

~~6.00 The vice president will inform the search committee if the services of a search consultant will be engaged to support the work of the search committee.~~

~~7.00 The search committee will inform itself of human rights and equity requirements.~~

16.00 The search committee will acquaint itself with the requirements of the non-academic associate vice-president position by various means, which may include meeting with the incumbent, and will establish the criteria on which the candidates for the position will be judged.

17.00 The committee will normally advertise the position and may invite members of the university community to suggest possible candidates. The committee chair may engage a search consultant.

~~8.00 The search committee may consult with individuals or groups, as appropriate.~~

~~9.00 The position will be advertised.~~

~~10.01 Postings for the position, both internal and external, will include a statement about employment equity.~~

18.00 The search committee will gather relevant information about the candidates for the position, and will ultimately select a short list of candidates to interview and carry out the interviews. The committee will ensure that the final short-listed candidates have an opportunity to meet with relevant constituencies.

~~10.00 The chair (or designate) will contact references in confidence.~~

19.00

~~11.00 The search committee members will decide on advise the vice-president of its their its preferred candidate, and provide reasons for its their recommendation for recommendation by simple majority vote.~~

~~12.00~~

~~13.00 Deliberations of the search committee and documentation received by the search committee during deliberations will be confidential.~~

~~14.00 The search committee will keep in camera minutes of its decisions and actions.~~

~~14.01 Deliberations of the search committee concerning candidates will not be recorded.~~

20.00

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Recommendation to the President

~~45.00~~21.00 The vice-president will prepare a recommendation for the president on recommendation to the president for the vice-president's preferred candidate, including a recommendation for action and a rationale for the search committee's decision vice-president's that recommendation. If the committee's and the vice-president's preferred candidate are not the same, the vice-president will provide a report for the president on the committee's advice and reasons for recommending an alternate candidate.

~~46.00~~22.00 The president will decide whether to approve the appointment of the recommended candidate.

~~44.00~~22.01 If a non-academic associate ~~or assistant~~ vice-president is given a term appointment, ~~he or she will~~that individual may be eligible for ~~review and~~ consideration for re-appointment by the president upon the recommendation of the vice-president. Re-appointment procedures will be determined by the vice-president in consultation with the Associate Vice-President Human Resources as appropriate.

Appointment Process Evaluation

~~47.00~~23.00 After the appointment is made, the vice-president may convene the committee to evaluate the process and to provide advice on any revisions to this policy or its procedures.

Authorities and Officers

~~48.00~~24.00 The authorities and officers for this policy are:

- i) Approving Authority: Board of Governors
- ii) Designated Executive Officer: President
- iii) Procedural Authority: Board of Governors
- iv) Procedural Officer: President

RELEVANT LEGISLATIONRelevant Legislation

Freedom of Information and Protection of Privacy Act, RSBC 1996 c 165.

University Act, RSBC 1996 c 468.

Related Policies and Documents

Protection of Privacy Policy (GV0235)

Records Management Policy (IM7700)——



**APPOINTMENT OF NON-ACADEMIC
ASSOCIATE VICE-PRESIDENTS AND
NON-ACADEMIC ASSISTANT VICE-
PRESIDENTS**

University Policy No.: GV0345

Classification: Governance

Approving Authority: Board of Governors

Effective Date: March/08

Supersedes:

Last Editorial Change:

Mandated Review: March/2015

PURPOSE

- 1.00 These procedures define the method by which appointments of non-academic associate vice-presidents and non-academic assistant vice-presidents will normally be carried out.

DEFINITIONS

- 2.00 A non-academic associate vice-president or non-academic assistant vice-president position is one that:
- a. does not require an academic appointment;
 - b. is not listed in section 27(2)(f) of the *University Act* as requiring procedures approved by Senate and the Board of Governors; and
 - c. has not been designated by the Board of Governors as a senior academic administrative position.

PROCEDURES

Search Procedures

- 3.00 When a non-academic associate or assistant vice-president position becomes vacant or a reasonable time before a position becomes vacant, the vice-president to whom the position reports ("vice-president") will notify the president.
- 3.01 If necessary, the president will appoint an acting non-academic associate or assistant vice-president, upon the recommendation of the vice-president, to serve until such time as a new appointee takes office.
- 4.00 The vice-president will recommend to the president for approval:
- a. any changes to the terms of reference for the non-academic associate or assistant vice-president;
 - b. whether the appointment should be a term appointment or an appointment for an indefinite period; and
 - c. the composition of the search committee.

- 5.00 The vice-president will strike and chair the search committee.
- 6.00 The vice-president will inform the search committee if the services of a search consultant will be engaged to support the work of the search committee.
- 7.00 The search committee will inform itself of human rights and equity requirements.
- 8.00 The search committee will acquaint itself with the requirements of the position and will establish the criteria on which candidates for the position will be judged.
- 9.00 The search committee may consult with individuals or groups, as appropriate.
- 10.00 The position will be advertised.
 - 10.01 Postings for the position, both internal and external, will include a statement about employment equity.
- 11.00 The search committee will gather relevant information about candidates for the position, select candidates to interview and carry out the interviews.
- 12.00 The search committee will decide on its preferred candidate for recommendation by simple majority vote.
- 13.00 Deliberations of the search committee and documentation received by the search committee during deliberations will be confidential.
- 14.00 The search committee will keep in camera minutes of its decisions and actions.
 - 14.01 Deliberations of the search committee concerning candidates will not be recorded.

Recommendation to the President

- 15.00 The vice-president will prepare a recommendation to the president for the preferred candidate, including a recommendation for action and a rationale for the search committee's decision.
- 16.00 The president will decide whether to approve the appointment of the recommended candidate.
 - 16.01 If a non-academic associate or assistant vice-president is given a term appointment, he or she will be eligible for review and consideration for re-appointment by the president upon the recommendation of the vice-president.

AUTHORITIES AND OFFICERS

- 17.00 The authorities and officers for these procedures are:
 - i) Approving Authority: Board of Governors

- ii) Designated Executive Officer: President
- iii) Procedural Authority: Board of Governors
- iv) Procedural Officer: President

RELEVANT LEGISLATION

University Act



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

September 10, 2018

FOR INFORMATION

To: OPERATIONS AND FACILITIES COMMITTEE

From: Vice-President Finance & Operations

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

cc: President and Vice-Chancellor

Meeting Date: September 25, 2018

Subject: LEGALIZATION OF NON-MEDICAL CANNABIS UPDATE

Basis for Jurisdiction:

- University Act
- Cannabis Act (Federal)
- Cannabis Distribution Act (BC)
- Cannabis Control and Licensing Act (BC)
- Workers Compensation Act (BC)

Strategic Relevance:

Strategy 1.1

Attract, support and develop a diverse community of talented students, faculty and staff through enhanced resources and programs—including scholarships, academic chairs, professional support programs and workplace practices that recognize excellence and promote wellness.

Previous Consultation:

Presentation to Board of Governors June 2018

BACKGROUND:

The federal government has set October 17, 2018 as the effective date for the legalization of non-medical cannabis. The regulatory environment in each province creates significant differences in university policy, particularly vis-à-vis where non-medical cannabis can be smoked/vaped. In BC and in the Capital Regional District, cannabis consumption has been aligned with tobacco smoking and vaping rules/bylaws and WorkSafe BC (WSBC) regulations.

A Working Group, comprised of representatives across UVic, have been looking at implementation options, implications and potential policy changes required. At the June Board meeting, management presented a preliminary implementation plan, subject to the finalization of federal and provincial legislation and an understanding of how the proposed UVic plan aligns with other research universities in BC. At the June Board meeting, the Board requested that management return in September to present the final implementation plan, including a clearer picture of how other BC universities were planning on regulating cannabis smoking.

CURRENT UPDATE:

Over the past two months, it has become clear that there is much alignment of intended policy across BC universities. For example, all BC universities will prohibit smoking, vaping or sale of cannabis in any buildings, including student housing. Also, all BC universities will prohibit the cultivation of non-medical cannabis, including in student housing, except for approved research purposes. Finally, it appears that no BC university is introducing a stand-alone cannabis policy, preferring to adjust current policies instead.

There is some variation, however, on how each university is addressing the smoking or vaping of non-medical cannabis. This variation is likely a reflection of their unique context, including size, location, enforceability etc. For example, Thompson Rivers University will be prohibiting the smoking/vaping of non-medical cannabis anywhere on the campus while UBC Okanagan plans to establish a few designated smoking pavilions. Given their size and limited ability to practically enforce policy, UBC Vancouver will generally allow non-medical cannabis smoking anywhere smoking is permitted within local bylaws and WSBC regulations. SFU is planning to consult with the campus about the creation of a few designated areas on the Burnaby Mountain campus and will simply follow municipal bylaws on their satellite downtown campuses. RRU and UNBC are still reviewing their approach, but will likely regulate where cannabis can be smoked or vaped to ensure compliance with provincial legislation, municipal bylaws and WSBC regulations.

UVic IMPLEMENTATION:

As presented in June, given our population, size and location, UVic is providing adults who live on campus access to two on-campus designated areas to smoke or vape tobacco or cannabis in order to provide an on-campus option and, as such, reduce smoking/vaping in bordering neighbourhoods or in fire-sensitive areas (Mystic Vale).

This approach to regulating the smoking/vaping of non-medical cannabis at UVic fits well within the range of approaches planned at other BC research universities. Like our university colleagues, the Working Group considered our local context, applicable bylaws and regulations, and feedback from those consulted to date to shape the recommended initial approach. Underlying the recommendation are key principles that are worth repeating here:

- Consistent with municipal bylaws, WSBC Regulations;
- Safe and accessible to adult students living on campus;
- Easy to find; easy to avoid; easy to redirect (enforcement focused on redirecting not stopping);
- Protects fire-sensitive areas (e.g., Mystic Vale);
- Respects bordering neighbourhoods;
- Sustainable; repurposing current benches; easily repurposed if laws or policies change; and
- Equitable; off-campus students have other choices.

Finally, it is important to note that this is new for the entire country. We fully expect federal and provincial regulators to fine-tune the rules over the coming years. We may also conclude, after living with our policies for a time, that we need to adjust our approach based on lived-experience (positive or negative). As such, it is reasonable to expect that universities will continue to evolve policies and practices, including to accommodate adapting societal expectations and norms.

NEXT STEPS:

As October 17 approaches, the university will be providing information and education to ensure that the campus community, particularly students, are aware of the policies related to non-medical cannabis and have access to up-to-date public health and harm reduction information and resources. We also plan to communicate further with student governments, employees, union representatives, and leaders. On-line resources and information will be developed and regularly updated, particularly during the early implementation period.

A few unit-based policies and the UVic Smoking Policy will be adjusted before October 17. The Working Group has also identified other policies for future adjustments that can occur within the normal policy review cycle.

A few logistical steps will also be undertaken, including the relocation of two existing smoking benches and some necessary updates to maps and signage. Enforcement plans will be developed and reviewed with Campus Security, involving Student Housing leaders in particular.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

September 10, 2018

To: Executive and Governance Committee

From: Bev Van Ruyven, Chair, Board of Governors
Carrie Andersen, Acting University Secretary

cc: President and Vice-Chancellor

Meeting Date: Monday, September 24, 2018

Subject: Proposed Changes in Procedures of the Board 2018/19

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

A handwritten signature in blue ink, appearing to read "Bev Van Ruyven".

Recommendation: *THAT the Executive and Governance Committee recommend to the Board of Governors that the Board of Governors approve the revised Board Procedures, as attached, for the year 2018/19 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.

One change (shown in tracked changes in the attached) is proposed to remove the word "University" from the name of the Operations and Facilities Committee. This reflects the name currently used for the committee.

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

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



University
of Victoria

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 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 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.



Last Revised September 29, 2015

University
of Victoria

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): _____