



University
of Victoria

Board and Board Committee Meetings
Monday March 25 and Tuesday March 26, 2019

Open Session

Tuesday March 26, 2019

11:00 a.m. –12:00 p.m.

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 March 26, 2019 be approved.

2. Approval of Summary Record of the Meeting of January 29, 2019 (attached)

MOTION:

THAT the summary record of the open session of the regular meeting of January 29, 2019 be approved.

3. Business Arising from the Summary Record

4. Chair's Remarks

5. Correspondence (attached)

6. President's Report

7. External Relations Update

BOG-Mar26/19-11

CONSENT

8. Operations and Facilities Committee (Ms. Daphne Corbett)

a. New and Revised Awards

BOG-Mar26/19-18

MOTION:

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

- Maureen Wayne Memorial Bursary (revised)*
- Thomas & Elizabeth Mayne Scholarship in Theatre (revised)
- Anthony Dawson Justice Award (revised)*
- Andrew Rippin Memorial Scholarship (new)*
- Dr. Marion Porath Legacy Scholarship in Theatre Costume Design or Construction (new)

- Dr. Marion Porath Legacy Scholarship in Theatre Performance (new)
- Dr. Marion Porath Legacy Scholarship in Theatre Production and Management (new)
- Sarah D. Bakony Memorial Scholarship (new)
- Herbert Bertram Falkenstein Graduate Scholarship in Fine Arts* (new)
- Herbert Bertram Falkenstein Graduate Scholarship in Humanities* (new)
- Michael Hayes Award in Public Health and Social Policy (new)
- Davison Graduate Bursary in Economics (new)
- Lothar Hermann Redlin Memorial Scholarship (new)
- Victoria Chinatown Lioness Club Graduate Award (revised)*
- Michaela Tokarski Entrepreneurship Bursary (revised)*
- Sandra Ann Chisholm Maclean Aitken Graduate Award (new)
- Museum Studies Award in Memory of Dr. Daniel Gallacher (new)
- Howard & Donna Denike Memorial Award (revised)*
- Engineering Students' Society Stream B Award for Community Involvement (revised)*
- Constance E. Hoyte Award in Music Education (revised)*

*Administered by the University of Victoria Foundation

- b. Proposal for the Addition of a Cultural, Social and Political Thought (CSPT) Option to the Master of Arts in Germanic and Slavic Studies** BOG-Mar26/19-19

MOTION:

THAT the Board of Governors approve the proposal for the addition of a Cultural, Social and Political Thought (CSPT) option to the Master of Arts in Germanic and Slavic Studies, as described in the document "addition of CSPT Option to Germanic and Slavic Studies Master's Program".

- c. Proposal to Discontinue the Entrepreneurship Certificate and Diploma Programs** BOG-Mar26/19-20

MOTION:

THAT the Board of Governors approve the proposal to discontinue the Entrepreneurship Certificate and Diploma programs, as described in the memorandum dated January 11, 2019, effective immediately.

- d. Proposal for the Addition of a Major Research-Project Option in the Master of Arts in Political Science** BOG-Mar26/19-21

MOTION:

THAT the Board of Governors approve the proposal for the addition of a major research-project option in the Master of Arts in Political Science, as described in the document "Major Research-Project Option in the Master of Arts in Political Science".

- e. Proposal to Discontinue the Major and Minor Programs in Mediterranean Studies** BOG-Mar26/19-22

MOTION:

THAT the Board of Governors approve the proposal to discontinue the Major and Minor programs in Mediterranean Studies , as described in the memorandum dated December 6, 2018.

- f. Proposal to Establish a Minor in Physical Education** BOG-Mar26/19-23

MOTION:

THAT the Board of Governors approve, subject to funding, the proposal to establish a minor in Physical Education, as described in the document "Physical Education Minor", and that this approval be withdrawn should the program not be offered within five years of the granting of approval.

- g. Proposal to Add a New Stream in the Politics of Global Challenges in the Existing Master of Arts in Political Science** BOG-Mar26/19-24

MOTION:

THAT the Board of Governors approve, subject to funding, the addition of a new stream in the Politics of Global Challenges in the existing Master of Arts in Political Science, as described in the document "New Stream in the Politics of Global Challenges in the Existing Master of Arts in Political Science", and that this approval be withdrawn if the program should not be offered within five years of the granting of approval.

- h. Status Report on Capital Projects** BOG-Mar26/19-08a

REGULAR

10. Finance Committee (Dr. David Zussman)

a. 2019/20 to 2020/22 Planning and Budget Framework

BOG-Mar26/19-03

MOTION:

THAT the Board of Governors – taking into account PART I of the 2019-20 to 2021-22 Planning and Budget Framework summarizing the results of the integrated planning process – approve PART II of the 2019-20 to 2021-22 Planning and Budget Framework, including the tuition and fee increases contained therein, and authorize the President to develop and implement the detailed operating budget for the 2019/20 fiscal year.

b. Proposal/Motion from Board Member (attached)

c. Overview and Update on Divestment Activities

BOG-Mar26/19-10a

11. Operations and Facilities Committee (Ms. Daphne Corbett)

a. Strategic Enrolment Management Plan

BOG-Mar26/19-17

b. Enrolment Projections for 2019/20

BOG-Mar26/19-15

MOTION:

THAT the Board of Governors approve a recommended enrolment level of 18,173 FTE for the 2019/20 academic year, subject to revisions in the event of new information regarding mandated growth, funding levels, and application rates, consistent with the motion approved by Senate at its meeting on February 1, 2019 and subsequent information from the Ministry of Advanced Education, Skills and Training.

12. Other Business

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

Adjournment



Board and Board Committee Meetings
Monday January 28 and Tuesday January 29, 2019

University
of Victoria

Open Session

Tuesday January 29, 2019

11:00 a.m.

Senate and Board Chambers, University Centre

DRAFT SUMMARY RECORD

Present: Ms. Beverly Van Ruyven (Chair), Mr. Merle Alexander, Mr. Pierre-Paul Angelblazer, Mr. Rizwan Bashir, Dr. Elizabeth Borycki, Dr. Marilyn Callahan, Prof. Jamie Cassels, Ms. Ida Chong, Ms. Daphne Corbett, Dr. Peter Driessen, Ms. Kasari Govender, Ms. Cathy McIntyre, Ms. Andrea Mellor, Dr. David Zussman, Ms. Carrie Andersen (Secretary)

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

Regrets: Ms. Shelagh Rogers

1. Approval of Agenda

MOTION: (D. Zussman/I. Chong)

THAT the agenda of the open session of the regular meeting of January 29, 2019 be approved.

CARRIED

2. Approval of Summary Record of the Meeting held November 27, 2018

MOTION: (D. Corbett/E. Borycki)

THAT the summary record of the open session of the regular meeting held November 27, 2018 be approved.

CARRIED

3. Business Arising from the Summary Record

There was none.

4. Chair's Remarks

The Chair welcomed Dr. Marilyn Callahan who joined the Board on December 31, 2018.

5. Correspondence

There was none.

6. President's Report

Prof. Cassels noted the opening of the renovated Queenswood Campus on January 10, 2019. Board members participated in their committee meetings at the Ocean-Climate building, Queenswood Campus on Monday January 28, 2019 and were given a tour of the facility.

Federal Government

On January 24, 2019 Prof. Cassels met with Honourable Carolyn Bennett, Minister of Crown-Indigenous Relations and Northern Affairs. While on campus, the Minister spoke with Dr. Val Napoleon, toured the Fraser Building, and met with JID/PhD students.

Strategic Framework

With respect to implementation of the Strategic Framework, Prof. Cassels commented on the motion being presented to the Board to approve the establishment of the University of Victoria Impact Chairs and the University of Victoria President's Chairs. He also spoke of the newly created Impact Fund which will support initiatives directly related to the priorities of the Strategic Framework.

UN International Year of Indigenous Language

Prof. Cassels informed the Board that 2019 is the UN International Year of Indigenous Language and UVic has been chosen as one of the sites for a major UNESCO project. The First Nations Education Foundation (FNEF) has commissioned Hesquiaht master carver Tim Paul to design and carve the UN International Year of Indigenous Language Pole.

a. Update on Off Campus Activity Risk Management Policy

Kane Kilbey, Associate Vice-President Human Resources, Carolyn Russell, Director of Student Recruitment and Global Engagement and Ben McAllister, Manager of Risk, Insurance and Continuity Planning, provided a presentation on new resources to support travel abroad for students, faculty, and staff.

This includes information housed on the travel safety website at www.uvic.ca/international. UVic has also contracted with International SOS – a company that provides its members with access to a travel registry and comprehensive emergency and travel security assistance. International SOS is used by nearly all research universities in western Canada to support travel safety abroad.

Ms. Van Ruyven thanked Mr. Kilbey, Ms. Russell and Mr. McAllister for the presentation.

7. External Relations Update

BOG-Jan29/19-33

Ms. Charette introduced the report. Highlights included the new Communications and Marketing Plan for UVic 2018-21 called *Sharpening Our Edge*, and Alumni Week taking place February 1-7. Ms. Charette also noted that the fundraising goal for 2018-19 was \$16 million in new commitments from 5200 donors. As of June 28, \$17.28 million has been raised from 4093 donors.

CONSENT

8. Operations and Facilities Committee (Ms. Daphne Corbett)

a. Status Report on Capital Projects

BOG-Jan29/19-19a

b. New and Revised Awards

BOG-Jan29/19-03

MOTION:

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

- *Schulich Leader Scholarship (revised)*
- *STÓ:LŌ Legacy Scholarship (revised)*
- *Canadian Judicial Indigenous Law Scholar Award (new)*
- *Insolvency Institute of Canada Prize in Insolvency Studies (new)*
- *Carolyn E. & Robert J. McCormick Indigenous Entrance Scholarship (revised)*
- *Irene Lee Bursary In English (revised)**
- *Larry Lee Kinesiology Bursary (revised)**
- *Taylor Scholarship in Music (revised)**
- *Davison Graduate Award in Russian and Slavic Studies (revised)*
- *T.S. McPherson Entrance Scholarship (revised)**
- *Terry and Myrna Daniels Scholarship in Music (revised)**
- *Langford-Seaborne Scholarship (revised)*
- *Rob and Tammy Lipson Research Scholarship (revised)**
- *John Shields Scholarship in Public Administration (revised)**
- *Butterfield Scholarship in Fine Arts (new)*
- *Butterfield Scholarship in the School of Music (new)*
- *Hakai-Raincoast Award (revised)*
- *Allan and Elizabeth McKinnon Bursary in Engineering (revised)*
- *Kiragood Scholarship (new)*
- *Weston Family Scholarship in Hotel & Restaurant Management (revised)**
- *Ailsa & Roger Bishop Entrance Scholarship in Theatre (new)**
- *Ailsa & Roger Bishop Travel Award in Music (new)**
- *Stacey Reginald Ball Prize (new)**
- *Edward Hammond King Bursary (revised)**
- *Phillips, Hager & North Graduate Bursary (revised)*

- *Thea Vakil Scholarship (revised)**
 - *Diana and Martin Hocking Graduate Scholarship (revised)**
 - *Dr. Robert Michael Peet Graduate Scholarship (revised)*
 - *Vancouver Island Chapter of A.S.H.R.A.E Inc. Endowment Scholarship (revised)**
 - *Herta Hartmanshenn Award in Music (revised)**
 - *George Jennings Burnett Memorial Award (revised)**
 - *Mary Dorothy Jones Bessex Award (revised)**
 - *School of Exercise Science, Physical and Health Education Entrance Scholarship (revised)**
 - *School of Exercise Science, Physical and Health Education Scholarship (revised)**
 - *School of Exercise Science, Physical and Health Education Graduate Scholarship (revised)**
 - *Henry, Annie and Harry Cathcart Award (revised)**
 - *MBA Leadership/Citizenship Award (revised)*
 - *MBA Pay-It-Forward Award (revised)**
 - *Fox Memorial Bursary (revised) **
 - *Phoenix Theatre Award (revised)**
 - *Finlayson Award (revised)**
 - *Jean Sally Wilson Scholarship (new)**
- * Administered by the University of Victoria Foundation

c. Proposal to Discontinue the Diploma in Fine Arts

BOG-Jan29/19-24

MOTION:

THAT the Board of Governors approve the discontinuation of the Fine Arts Diploma, as described in the document “Discontinuation of Diploma in Fine Arts”, effective immediately.

d. Proposal to Establish a Minor in Data Science

BOG-Jan29/19-25

MOTION:

THAT the Board of Governors approve the establishment of a Minor in Data Science, as described in the document “Minor in Data Science”, and that this approval be withdrawn if the program should not be offered within five years of the granting of approval.

e. Proposed Major Program Changes to the MPA Program – Thesis Option (On Campus) and Course-Based Option (Online)

BOG-Jan29/19-26

MOTION:

THAT the Board of Governors approve the proposed major program changes to the MPA Program – Thesis Option (On Campus) and Course-Based Option (Online), as described in the memorandum dated October 22, 2018, effective immediately.

f. Proposal to Establish a Professional Specialization Certificate in Visitor and Community Engagement

BOG-Jan29/19-27

MOTION:

THAT the Board of Governors approve the establishment of a Professional Specialization Certificate in Visitor and Community Engagement, as described in the document "Professional Specialization Certificate in Visitor and Community Engagement", and that this approval be withdrawn if the program should not be offered within five years of the granting of approval.

9. Finance Committee (Dr. David Zussman)

a. University of Victoria Staff Pension Plan Investment Performance Report for the Period Ended September 30, 2018

BOG-Jan29/19-18

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

a. Long Term Disability Trust Agreement Update

BOG-Jan29/19-22

MOTION:

THAT following the recommendation of the Board of Trustees of the Long Term Disability Trust, the Board of Governors approve the enclosed update to the Long Term Disability Trust Agreement.

Pro Forma Motion: (D. Zussman/D. Corbett)

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

CARRIED

REGULAR

11. Finance Committee (Dr. David Zussman)

a. Update on Development of Draft 2019/20 to 2021/2022 Planning and Budget Framework, Part 1

Valerie Kuehne, Vice-President Academic and Provost provided a presentation on the Draft 2019/20 to 2021/2022 Planning and Budget Framework, Part I.

Dr. Kuehne explained the annual planning process which is launched across vice-presidential portfolios every summer. By October, priorities and associated resource requests have been received for the coming years. Priorities are evaluated at the Integrated Planning Committee using the Enhanced Planning Tools and considering cross-portfolio synergies and sequencing.

In January both the Senate Committee on University Budget and the Board of Governors provide feedback on the strategic priorities drafted in the Planning and Budget Framework. In February/March, Part II of the Planning and Budget Framework, which includes the build-out of the full university budget, is developed. The final document (Part I and II) is shared with the Senate Committee on University Budget and then presented to the Board of Governors at the March meeting for approval.

Dr. Kuehne spoke about the six Strategic Framework priorities, the two-year international tuition plan, strategic enrolment management initiatives, and the President's Strategic Framework initiatives and investments.

Dr. Zussman reported that committee members had been briefed and provided feedback on Part 1 of the draft budget framework at its meeting.

12. Operations and Facilities Committee (Ms. Daphne Corbett)

a. Establishment of the University of Victoria Impact Chairs and the University of Victoria President's Chairs BOG-Jan29/19-06

Ms. Corbett introduced the motion.

MOTION: (D. Corbett/D. Zussman)

That the Board of Governors approve the establishment of the University of Victoria Impact Chairs and the University of Victoria President's Chairs.

CARRIED

b. Revised policy GV0350 Procedures for the Appointment and Re-appointment of the Vice-Provost and Academic Associate Vice-Presidents BOG-Jan29/19-05

Prof. Cassels stated that the amendment to the existing policy was to include the newly-established position of Vice-Provost. He noted that the revisions had been approved by Senate at its February meeting.

MOTION: (D. Corbett/D. Zussman)

THAT the Board of Governors approve the revised policy GV0350 Procedures for the Appointment and Re-appointment of the Vice-Provost and Academic Associate Vice-Presidents, effective 1 February 2019.

CARRIED

c. Revised Research Policy BOG-Jan29/19-35

Ms. Corbett indicated the revisions to this policy were initiated through the regularly scheduled review of university policies.

MOTION: (D. Corbett/R. Bashir)

THAT the Board of Governors approve the revised Research Policy, effective immediately.

CARRIED

d. Revised Establishment and Review of Research Centres Policy (and Associated Procedures) BOG-Jan29/19-36

Ms. Corbett stated that the revisions to this policy were to update language. The revisions had been approved by Senate.

MOTION: (D. Corbett/P. Driessen)

THAT the Board of Governors approve the revised Establishment and Review and Research Centres Policy (and Associated Procedures), effective immediately.

CARRIED

e. Revised Procedures for the Appointment and Re-Appointment of Centre Directors BOG-Jan29/19-37

Ms. Corbett noted the revised policy had been approved by Senate.

MOTION: (D. Corbett/M. Callahan)

THAT the Board of Governors approve the revised Procedures for the Appointment and Reappointment of Centre Directors, effective immediately.

CARRIED

Other Business

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

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

Adjournment

There being no other business, the meeting adjourned at 11:53 a.m.

Beverly Van Ruyven
Board Chair

Carrie Andersen
University Secretary



**Board and Board Committee Meetings
Monday March 25 and Tuesday March 26, 2019**

Open Session
Tuesday March 26, 2019
11:00 a.m. – 12:00 p.m.
Senate and Board Chambers

Correspondence

1. **Letter from the Graduate Students' Society (GSS) (attached)**
2. **Letter from the University of Victoria Students' Society (UVSS) (attached)**
3. **Letter from Phil Henderson (Graduate Student) (attached)**
4. **Letter from Divest UVic (attached)**



Graduate Students' Society
UNIVERSITY OF VICTORIA

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Box 1700 STN CSC Victoria BC V8W 2Y2 Canada

Beverly Van Ruyven, Chair
University of Victoria Board of Governors
C/o Office of the University Secretary
MWB A138
University of Victoria

March 11, 2019

Dear Governors,

On behalf of our constituency, the 2,900 graduate students at the University of Victoria, the Graduate Representatives Council would like to share our pressing concerns regarding both the proposed tuition hikes and the decoupling of international student tuition fees that occurred in March of 2017. This letter asks that you vote against increasing graduate student tuition and end the practice of charging international graduate students differential tuition.

Historical Background and Relevance

The Graduate Representative Council acknowledges that there exists significant correspondence between the Graduate Students' Society and the Board of Governors regarding these issues. Rather than repeating this content, we have included the documents submitted to the board from the past two years. We hope that you will review the materials again, or in some cases for the first time, as the research included is still both valid and relevant to the core of this appeal.

In addition to the attached research, and our ongoing opposition to the decoupling of international and domestic fee increase, the Graduate Representative Council has voted this year to formally

oppose differential tuition for international graduate students. We stand united on this issue, as the representatives of every graduate student at the University of Victoria.

Forward

As representatives of all graduate students across this campus and all faculties, we understand that the Board of Governors has a mandate to protect the university and we fervently support that goal. We love our university, and we want to empower you to continue your work to ensure its wellbeing and financial stability. It is because of this that we urge you to consider the lasting and disruptive ramifications that increases in graduate student tuition will have on both the university and its graduate population.

The Fiduciary Responsibility to Choose Research Over Tuition

The University of Victoria has a mandate to perform world class research, yet by raising graduate tuition its capacity to perform this research is stymied. As you are undoubtedly aware, a significant proportion of graduate students—and this is especially true for international graduate students—receive their primary funding from the research grants of their supervisors. When tuition fees increase, research grants and other sources of academic funding are not keeping pace and in many cases are becoming smaller or less available on an annual basis. Tuition and research funding are therefore both inexorably linked and diametrically opposed.

Where a students' tuition is supported by research grants, every dollar earned by raising their tuition is a dollar drained from a research grant that benefits the university and its mandate. Under such circumstances, how can the university expect to maintain its status as a prestigious research institution? Simply put, raising tuition fees may create short-term boost to the university's funding, but will have substantial negative repercussions to the university in the long term. These effects are not abstractions, but a documented series of events backed by studies that consistently show a net loss for universities.¹

¹ Michael Mitchell, Michael Leachman, and Kathleen Masterson, "Funding Down, Tuition Up State Cuts to Higher Education Threaten Quality and Affordability at Public Colleges," Center on Budget and Policy Priorities: 2016.

Sean W. Mulvenon and Daniel H. Robinson, "The Paradox of Increasing both Enrollment and Graduation Rates: Acknowledging Elephants in the Ivory Tower," International Journal of Higher Education, volume 3, no. 1: 2014.

The Grounds for Dismissing Differentiated Fees

It is the sincere belief of the Graduate Representative Council that differential tuition for international students undermines the university's status as a world class research institution. We understand the differentiation between domestic and international graduate student to be ultimately harmful to the university's goals and research mandate.

International graduate students benefit greatly from their time at the University of Victoria, but that cannot overshadow the great benefit the university gains in return. As UVIC's own 2017 International Plan, *Making a World of Difference*, states, "As we further internationalize our campus and academic environment, we will strengthen international research and graduate education, enhance international academic mobility, identify opportunities for meaningful engagement and build deeper global partnerships"². The presence of international students expands on the university's potential for positive growth through a combination of diversity of opinion, culture, method, and thought. The ability of a university to recruit international students is also key to a strong ranking as a research institution³. Nearly one in three of our fellow graduate students are designated as international, and both we and the campus are incalculably enriched by the presence of these international peers.

The University of Victoria could not function without its graduate students, and yet rising tuition and tentative funding remain a constant concern. If the Board of Governors votes to increase tuition for international students again, know that this will impact the quality of our lives, mental health, and educational performances. Use of the campus food bank by international students has increased, and that international students are disproportionate users of the service⁴.

² University of Victoria. *Making a World of Difference*. International Plan: 2017-2022. Retrieved online March 8, 2019 from <https://www.uvic.ca/assets2012/docs/international-plan.pdf>, page 6.

³ Times Higher Education. World University Rankings 2018 methodology [website]. (August 29, 2017). Retrieved online March 8, 2019 from <https://www.timeshighereducation.com/world-university-rankings/methodology-world-university-rankings-2018>

⁴ Fagan, Emily. "International students 40 per cent of Uvic Food Bank users". *The Martlet*. March 10, 2019. Retrieved online from: <http://www.martlet.ca/international-students-40-per-cent-of-uvic-food-bank-users/>

International student access to education should never be limited by funding, for both their sake and ours. We urge the Board of Governors to recouple domestic and international tuition increases, and to abolish the differential fees paid by international students.

In Closing

We are proud of our university and the work we do here, and want to work with the Board of Governors to maintain a positive, progressive relationship that will mutually benefit all parties. We will continue to ensure open lines of communication and facilitate meaningful consultation with our membership.

We recognize that budgetary constraints are a constant and troubling burden to the university, but the quick-fix solution of raising tuition is a phantasmal solution that risks jeopardizing our institutional mandate, research quality, and reputation. Your vote today will have a profound and lasting effect on almost three thousand individuals who are united with you in a singular cause: preserving our university's status as a world class institution and a global leader in research.

Thank you for your consideration.

Sincerely,



Arash Isapour

Chair



Friday, March 23, 2018.

Dear Members of the University of Victoria Board of Governors:

I write to you today as the elected Chair of the University of Victoria's (UVic) graduate students, and on behalf of the Graduate Students' Society's (GSS) Executive Board. This letter is to ask you to vote against the 20% tuition increase levelled against the majority of the incoming international undergraduate student body, as proposed for 2018-2019 university budget.

Incongruence with the International Plan

UVic's International Plan boasts a promising vision for the University, and yet the proposed budget in front of you suggests that this vision is neither just nor equitable. Such tuition increases will disproportionately affect international students who are already at a financial disadvantage, effectively edging out brilliant and diverse minds from our learning environments. Those students who do manage to join us in our labs and classrooms are put at a disadvantage in different ways – for example, added time and stress seeking financial aid and work study jobs in a new and foreign institution, financial burdens that may be related to unexpected health or visa expenses, and loneliness and isolation from communities without the resources to be social. Voting no to these increases is not a vote against the International Plan's vision for the University; the Plan lists UVic's achievements, achievements that were met creatively and collaboratively with culturally and financially diverse cohorts of international students.¹ Voting no to these increases will signal a real commitment to the International Plan and a spirit of collaboration in diversity.

Decoupling and Deregulation of Rates of Tuition Increase

Last year, the Board of Governors vote on the budget 1) decoupled international student tuition from the domestically regulated rates of tuition increase, and 2) set in motion a precedent for a 3-5% increase per year on international student tuition. While the increase itself had more immediate effects on international students across the University, the decoupling posed the greatest concern to international graduate students and the GSS.

¹ University of Victoria (2012). *Making a World of Difference: International Plan 2017-2022*.
<https://www.uvic.ca/assets2012/docs/international-plan.pdf>

As stated in the 2017-2018 budget briefing, the GSS was among the groups who received presentations prior to the initial decision to decouple tuition rates. It should be stated that the GSS objected to the decoupling throughout all of these discussions, and we encourage the Board of Governors to refer to our letter from the previous year, which lists our main and ongoing concerns. (Please see the attached letter.)

We have observed how both Simon Fraser University and the University of British Columbia, schools to which UVic frequently compares and models itself after, respectively increased their international student tuition by 8% per year and 37% over three years,² raising concerns about the precedent that they were setting. In other words, the tuition increases seen at SFU and UBC, coupled with the deregulation of tuition at UVic, has made UVic graduate students extremely wary of similar tuition increases. While the majority of graduate students are not facing an excessive deregulated tuition increase this year, the proposed increase our undergraduate peers and counterparts are facing adds to our collective unease and uncertainty.

Actual and Ongoing Consequences

Leading up to this watershed vote, the GSS received a presentation in February 2017 laying out what Phase II of the initial tuition decoupling and increase would involve. Please refer to the presentation slides attached to the end of this letter. It can be seen that the GSS was presented with a methodology for the calculation that would determine the increase in international student tuition. It remains unclear to us how it is possible that this calculation could arrive at an exorbitant 20% increase for international undergraduate students – let alone the additional proposed increases for undergraduate business students, Master of Business Administration, and Master of Global Business students – on the already-higher tuition fee amounts international students must bear.

The Board of Governors' decision to decouple and increase international student tuition by 4% was accompanied by an informed expectation to see a 10% increase of \$50,000 in bursary funding for international students. It was also stated that if the increase to the bursary funding was insufficient, additional funds would be allocated.³ However, the GSS remains unclear on the status of these additional bursary funds: how much of it was used? What were the qualifying criteria for accessing these funds? Was there a need to increase the fund allocation, and, if so, by how much? Moreover, we have heard testimony from our own members about the difficulties of navigating University channels to access these funds. The ambiguity surrounding the actual funding status, as well as the frustrated student experiences, do not bode well for how the University plans to support such a large number of students under a 20% tuition increase.

²Sherlock, T. (2015, December 3). Huge tuition increase approved for UBC's international students. *Vancouver Sun*. Retrieved from <http://www.vancouversun.com/news/huge+tuition+increase+approved+international+students/11563985/story.html>.

³ University of Victoria. (2017, March 28). *Open Session of the Board of Governors*. Retrieved from <https://www.uvic.ca/universitysecretary/assets/docs/minutes/2016-2017/SUMOpenMar282017.pdf>.

Following the initial decoupling and increase, Phase II of the international tuition review was intended to “include discussions around the potential impact of increased fees as well as identifying critical support services,” and that “this process would inform the recommended fees for 2018/19+.”⁴ The identification of critical support services relied heavily on an online survey circulated to international students last summer, which several students found rightfully insulting following the tuition increase. Given the type of student feedback we received and the recommended fees in front of you, it is the GSS’s impression that the University’s good intentions to consult international students were not serious enough, or some combination of inadequate, insufficient, and all-too infrequent.

Steps Forward

I ask that the Board of Governors vote against the tuition increase, and instead refocus its gaze to look past the vote at solutions that would preserve the real and lived positive contributions that the international student communities bring to this campus. UVic’s Strategic Enrolment Management (SEM) process is exciting for many reasons, and my involvement in the process leaves me optimistic that the University will be able to find ways to fulfill its legal budget-balancing obligations without dissuading and penalizing international students financially. As well, UVic is uniquely positioned historically and geographically to speak to a politically friendly government. For example, the provincial government has made headway for UVic by supporting the joint degree program in Canadian Common Law (JD) and Indigenous Legal Orders (JID), and by taking seriously the demand for a provincial graduate scholarship.

Voting against the proposed international student fee increases creates the opportunity for a deeper and more meaningful collaboration between the University and its students. The GSS is prepared and eager to work with UVic and the UVSS in these veins, and many more, to support our undergraduate international students, peers, colleagues, and friends.

Sincerely,



Susan Kim, Chair,
University of Victoria Graduate Students’ Society,
gsschair@uvic.ca.

⁴ Dunsdon, J., Simpson, K., & Eder, T. 2017-02-28 *GRC Agenda* [PowerPoint presentation].



Graduate Students' Society
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Web <http://gss.uvic.ca/>

PO Box 1700 Victoria BC V8W 2Y2 Canada

Dear members of the UVIC Board of Governors,

I write to you to today as the Chair of UVIC's Graduate Students' Society (GSS), representing the over 3000 graduate students enrolled at UVIC, of which 889¹ pay international tuition. On behalf of the GSS Graduate Representative Council, which includes voting members from every academic unit, I am asking you to vote against the decoupling of international and domestic graduate tuition as outlined in the current 2017-2018 budget proposal.

Context

In response to chronic underfunding of post-secondary institutions by provincial governments, many institutions across the country continue to turn to tuition fees to cover operating expenses. Given the provincial cap on increases to domestic tuition, and the minimal political influences held by international students in Canada, international students have become an important source of revenue at many post-secondary institutions across the country². While other institutions in BC have opted to deregulate international tuition entirely, resulting in huge tuition increases for international students³, other institutions, including UVIC, have opted for a different strategy: increasing the ratio of international students to account for budgetary deficits. This strategy allowed for \$3.1M of additional revenue from student fees for UVIC in 2015-2016 alone.

While budgetary constraints continue to be of real concern and that international enrolment cannot continue to grow indefinitely, the decision to move away from coupled rate increases for domestic and international tuition represents a substantial shift in UVIC's budgetary policy. Of critical importance prior to implementation of such a decision is the assessment of how students will respond to the tuition changes⁴. It is our opinion that such an assessment has not yet been made, leaving UVIC vulnerable to significant perverse effects should this decision be made hastily.

¹ Numbers based on 2015 enrollment. UVic International Plan: Making a World of Difference 2017-2022

² Tuition Fees for International Graduate Students. *Canadian Federation for Students*.
<http://dev.cfswnetwork.ca/wp-content/uploads/sites/71/2015/07/2014-Factsheet-IntGRADS.2.pdf>

³ International tuition increases of 46.8% over the next three years announced. *The Ubysey*.
<http://www.ubyssey.ca/news/tuition-increases-announced/>

⁴ Shin & Milton (2008) Student Response to Tuition Increase by Academic Majors: Empirical Grounds for a Cost-Related Tuition Policy. *Higher Education*. 55:719-734.

Will the proposed changes result in increased revenue?

According to the data provided to us by UVIC administration⁵, the proposed increases of 1-3% percent (above the planned 2% increase), represent an average increase to international tuition of \$22 to \$66 per term. Based on our recent enrollment data, increases to international graduate tuition may therefore represent 58 to 176 thousand dollars of additional revenue annually.

In the context of UVIC's general operating revenue, this represents a very small budgetary increase (0.01%-0.05%). However the implications on graduate student funding may be significant. Several members of the UVIC administration have suggested increases to bursary funds as a tactic to mitigate impact^{10,6}. Should increased bursary funds be necessary, it is unclear to what extent the proposed tuition increases will result in additional revenue.

What are the implications for current and future international graduate students?

The next question which must be addressed is whether international graduate students currently studying at UVIC can afford the proposed cost increases. Through discussions with UVIC administrators and faculty members, it is clear that the proposed additional 1-3% increases in tuition costs were not thought to be of significant financial significance for graduate students. As such, no consultation process was undertaken related to the proposal for increasing international tuition as found in the 2017-2018 budget⁷.

This may be due to assumptions that all international students as being bankrolled by wealthy families, or funded by foreign governments. Such assumptions are not supported by recent data, and do not accurately represent international graduate students in North America or at UVIC. Recent data collected from over 380 thousand international graduate students in the United States revealed that only 5% were government funded, while over 30% were primarily funded by the institution, including teaching and research assistantships⁸.

While no such data exists for UVIC, our consultation with international graduate students has revealed that many are funded through research and teaching assistantships, UVIC scholarships, bursaries and by personal savings and loans. Based on available data from the campus food bank, such funding models may already be insufficient to adequately fund graduate students, both international and domestic. In 2015, graduate students made 1367 visits to the UVSS food bank, accounting for 26.4% of all visits, with domestic and international students experiencing similar usage rates. This is inconsistent with the perceived notion of international student wealth.

⁵ Minutes from the February 28th, 2017 meeting of the Graduate Representative Council. UVIC Graduate Students' Society. Presentation by Jim Dunsdon, Kristi Simpson and Tony Edar.

⁶ Personal notes – Graduate Executive Council meeting, Monday March 6th, 2017. Presentation by Jim Dunsdon and Tony Edar.

⁷ Minutes from the February 28th, 2017 meeting of the Graduate Representative Council. UVIC Graduate Students' Society. Presentation by Jim Dunsdon, Kristi Simpson and Tony Edar.

⁸ Institute of International Education. Open Doors Data. <http://www.iie.org/Research-and-Publications/Open-Doors/Data/International-Students/Primary-Source-of-Funding/2015-16>

Unfortunately, with the graduate bursary funding overextended, few available teaching assistantships in many departments, and graduate stipends which remain largely fixed it is unclear how international graduate students will pay for increases in tuition. Graduate students may have to explore additional funding sources, which may have unintended consequences on the number of full-time enrolled graduate students, graduate student completion times, and allocation of faculty member-held research grant funds.

Increased financial strain may also impact international graduate students' mental health. With 54.9% of graduate students reporting having experienced overwhelming anxiety, and 29.7% of graduate students already stating finances as being very difficult or traumatic to handle⁹, the effects of increasing tuition on student success, and the potential for further strain on campus counselling resources must also be considered.

Finally, UVIC's capacity to recruit international students in the future must be assessed. Over the last year, despite higher graduate application rates, graduate enrollment has stabilized or even moderately decreased¹⁰. The impacts of decoupling tuition rates on recruitment may have the perverse effects of decreasing tuition revenue overall. This is especially precarious given the high degree of importance assigned to *affordability of tuition* by international students when choosing a Canadian graduate school¹¹.

In order to ensure the continued success of international graduate students, and ensure continued recruitment of excellent international graduate students, further research will be required. Research will have to include a proper assessment of graduate student financial difficulties, and extensive consultations with international graduate students. In the 2016-2017 budget framework the importance of such research was outlined as the first step towards tuition increases¹², however to our knowledge it has not yet been conducted.

What are the implications on UVIC's reputation?

UVIC has dedicated significant resources in the last several years to increase its international reputation as a research university. This has included the development of UVIC's first Internationalization Plan¹³, the development of the 2016-2021 Strategic Research Plan¹⁴, and most recently strong statements in support of international students affected by the US executive orders¹⁵. Of note, the International Plan, the Strategic Research Plan and even the 2016-2017 budget framework⁶ have all highlighted the

⁹ National College Health Assessment: graduate or professional student reference group. 2016. <http://www.acha-ncha.org/docs/NCHA-II%20SPRING%202016%20GRADUATE%20PROFESSIONAL%20REFERENCE%20GROUP%20EXECUTIVE%20SUMMARY.pdf>

¹⁰ UVIC Graduate Students' Society 2016-2017 Budget.

¹¹ Chen, L-H. (2008). Internationalization or International Marketing? Two Frameworks for Understanding International Students' Choice of Canadian Universities. *Journal of Marketing for Higher Education*, 18(1), 1-33

¹² https://www.uvic.ca/financialplanning/assets/docs/PlanningBudgetFramework2016_17.pdf

¹³ <http://www.uvic.ca/assets2012/docs/international-plan.pdf>

¹⁴ <http://www.uvic.ca/research/assets/docs/researchplan/UVicStrategicResearchPlan2016-2017Final.pdf>

¹⁵ <http://www.uvic.ca/info/president/statements/quebec-us-order-30jan2017.php>

importance of graduate students as a strategic focus for the university, and have named graduate students as the primary contributors to academic research at UVIC.

Under the previous funding model, during a period of significant growth for the international graduate student population, UVIC has experienced unprecedented growth in its research capacity and reputation. UVIC's recognition in international university rankings has improved consistently over the last decade, and in 2015 UVIC ranked 1st for the highest proportion of internationally co-authored research of any university in Canada⁷. Faculties with large international graduate enrollment have especially benefitted: in 2015 UVIC science and engineering were ranked first overall in Canada for universities without a medical school, and the Leiden (bibliometric) rankings placed UVIC first in the fields of mathematics and computer science, and physical sciences and engineering.

Given the demonstrated success over the last decade in international graduate student recruitment and research, it is unclear why an alternate model is now being considered. Additionally, given the current political climate, such a decision at this time may send mixed messages to as to the welcoming and accepting nature of UVIC's community.

What are the implications on UVIC's research capacities?

In addition to the potential effects of such a change on UVIC's research reputation, the proposed decoupling of domestic and international tuition may have much more direct implications on UVIC's research capabilities.

In many faculties, graduate students' primary income source occurs in the form of research assistantship funding (in the form of scholarship or employment funding). These funds are paid predominantly through faculty member-held grants, and vary frequently in response to the cost of living or the availability of other funding. Increasing tuition costs may therefore be directly compensated for by faculty-member research funding, decreasing the money available to conduct research. Such concerns have already been raised by faculty members within the faculties of science and engineering, who would undoubtedly be adversely affected by the proposed increases to international tuition¹⁶.

The pace at which research occurs at UVIC may also be affected. International graduate students negatively affected by increasing tuition costs may require additional teaching assistantships hours or may be required to gain employment elsewhere. Such effects would reasonably decrease the availability of graduate students to work on their theses, elongating completion times and delaying the publication of students' thesis work. Such metrics negatively affect UVIC's research standing, and directly harm faculty members' abilities to secure tri-council research funding¹⁷.

Given the effort that has gone into enhancing UVIC's reputation as a research university over the last several decades, it is clear that any decisions which may negatively impact such progress must be handled with extreme prudence. Significant consultation with international graduate students, faculty

¹⁶ Personal notes – Graduate Executive Council meeting, Monday March 6th, 2017. Presentation by Jim Dunsdon and Tony Edar.

¹⁷ NSERC: Assessment of Contributions to Research and Training. http://www.nserc-crsng.gc.ca/NSERC-CRSNG/Politiques-Politiques/assesscontrib-evalcontrib_eng.asp

members, the Faculty of Graduate Studies and the office of the Vice President Research would be advisable prior to the implementation of any increases to graduate tuition.

How can we accurately calculate the cost of education?

The decision to increase international tuition has not been made in isolation. A clear mandate from the provincial government has directed that international students must cover the cost of their own education. The current proposed increases are the result of a simple calculation meant to ensure this mandate is met. While we understand that such a mandate must be respected, we do not believe an appropriate calculation of the costs has been performed, and this rationale can therefore not be applied to the proposed increases at this time.

Such a calculation cannot simply assess the expenses associated with educating international graduate students without a parallel assessment of the value earned. International students contribute both financially and otherwise to the university and the community at large. International graduate students work as research assistants and teaching assistants, the pay for which is far below that at equivalent institutions¹⁸ and far below the industry standard. Several international students contribute directly to the well-being of Canadians through research on Canadian policy, history or health to name a few examples. International graduate students have also generated revenue for the university, through research and writing of UVIC-held patents and faculty member-held research grants.

Within the larger community, the over 3500 international students represent a large cohort of renters, which ensure continued high property values for the residents of Oak Bay and Gordon Head. Many faculty members and UVIC staff alike have benefitted from the purchase of home with rental suites, and the high rental income guaranteed with such suites. In BC alone, international graduate students spend \$88M annual on accommodations and meals, to the benefit of local landlords. This \$88M is a small fraction of the ~\$207M of revenue brought into the province by international graduate students, \$17M of which is discretionary, likely to the benefit of local businesses¹⁹. In Victoria specifically, international graduate students also contribute ~\$127 thousand dollars annually to local transit infrastructure²⁰.

In addition to the financial benefits outlined above, the societal and academic benefits to internationalization are self-evident. These benefits may be undermined if the pool of international students who select UVIC is undermined by new applicants' financial concerns. Tuition increases must therefore be considered carefully, and purposefully, such that UVIC can continue to recruit the best and brightest graduate students, irrespective of financial circumstances or country of origin.

Moving forward

We have outlined several questions above, which we believe must be answered before a decision on international graduate tuition can reasonably be made. Specifically, we would like to know how the proposed tuition increases will affect current UVIC international graduate students, how the increases

¹⁸ Comparison of Ontario University teaching assistant rates.

http://www.yorku.ca/yorkweb/LabourRelations/doc29_SalaryComparison_11212000.htm

¹⁹ An update on the economic impact of international education in British Columbia. 2016. *BC Council for International Education*. <http://bccie.bc.ca/wp-content/uploads/2016/02/Kunin-Report-2016.pdf>

²⁰ 2015-2016 UVIC Graduate Students' Society Audit.

will affect UVIC's reputation (and international student recruitment), how the increases will affect UVIC's research capacities, how precisely the cost of education is (and should) be calculated, and how specifically such proposed increases will benefit the university when considering the answers to the previous questions.

We understand this undertaking is significant. However, given the profound implications of such a decision on UVIC's future we hope this decision will not be taken lightly. There is no need for the decoupling of international and domestic graduate tuition to occur at this moment, and we believe our evidence in fact argues the contrary.

We are committed to working with you to address the very deal budgetary challenges faced by UVIC in this resource-constrained environment. As the primary researchers and teachers of this institution, we care deeply about this organization and want nothing more than to see its success continue. We invite you to discuss these matters with us at any time, and request your permission to speak to you directly at the March 28th meeting of the Board of Governors.

Until then, thank you for your service to this organization.

Sincerely,



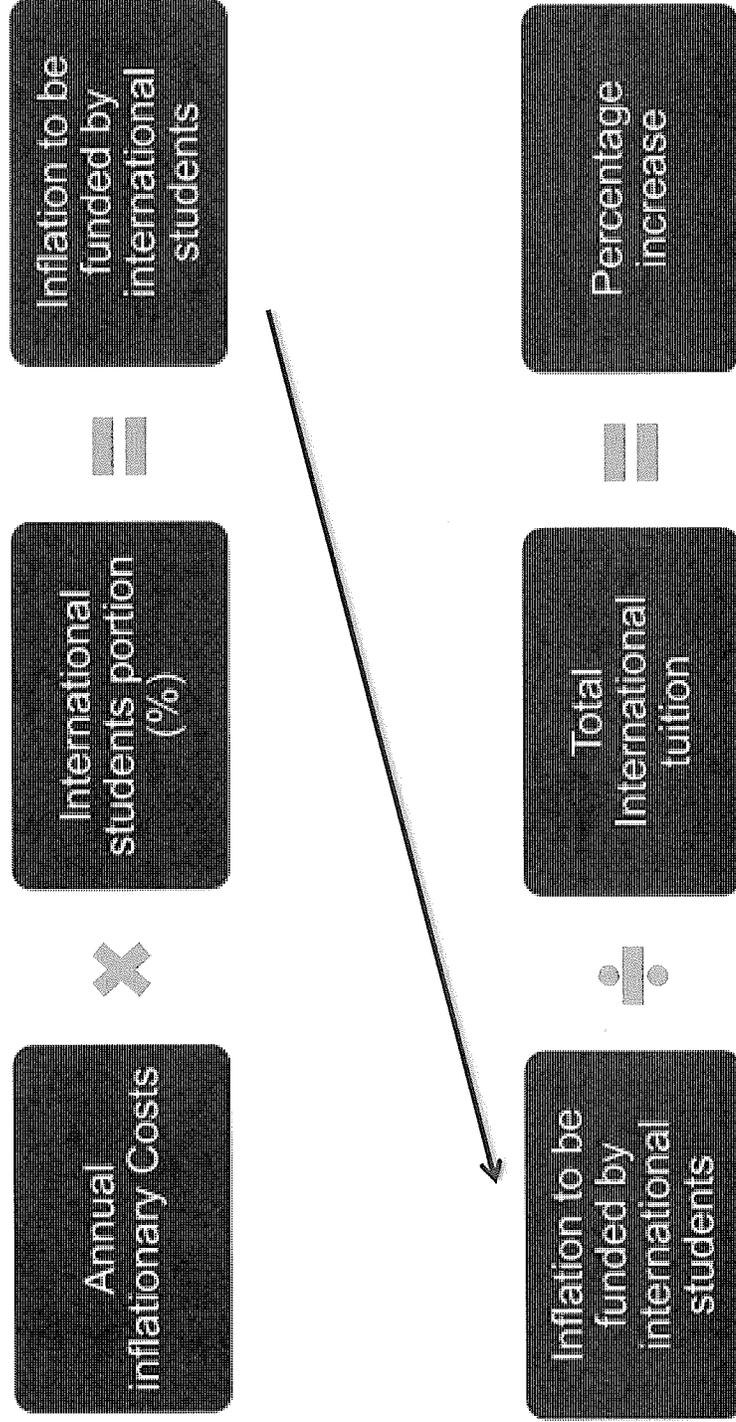
Amanda McLaughlin

Chair

University of Victoria Graduate Students' Society

On behalf of the GSS Graduate Representative Council and the Graduate Students' Society Executive Board

Methodology



International Tuition Review

- Phase II
 - a. Review of International Fees
 - b. Consultation with members of the UVic community
 - c. Include discussions around the potential impact of increased fees as well identifying critical support services for international students
 - d. This process would inform the recommended fees for 2018/19+

March 11, 2019

To Whom it May Concern,

We, the elected representatives of the University of Victoria Students' Society, are writing this letter to protest the anticipated rise in international student tuitions by 15-20%.

Tuition fees for this segment of the student population were already subject to a 20% increase which started in the 2018-2019 term. To raise them again, in the next immediate year and by a significant percentage, is superfluous. More significantly, it shows a lack of concern for the impact that these tuition increases have on the broader student community, which is inclusive of international students.

In short, our concerns are as follows:

International student tuition increases discriminate against international members of our domestic community, as they reflect the assumption that international students are coming from outside of Canada to study. Canada is a diverse country and our domestically-situated international neighbors also hold aspirations for higher education.

We as students value the inclusion of both high and low-income students in our community.

UVic's international students make up 18% of the population. They make up 40% of usage of the on-campus food bank, reflecting concerns of safety and security for this segment of the population.

Increases to international student tuition, as well as the high cost of international student tuition create divisions of inequality and affect the relationship of the student community as a whole.

To ask us to watch silently as the education we value is made inaccessible to all international students but persons of affluence is to ask us to stand complicit in maintaining systems of oppression rooted in classist ideals.

We will not compromise the integrity of our community, the accessibility of our education to deserving students, nor the safety and security of our present and incoming peers.

Although we as students stand divided in culture, language, and background, we stand united in our values.

We ask that you reconsider your position on these fee increases and keep international student tuition increases at a minimum.

Sincerely,

On behalf of the Uvic Students' Society,

Ainsley Kerr



March 11, 2019

Dear Board of Governors

I am writing to you today in advance of your March meeting, and out of a personal sense of both urgency and dismay. Recently I have learned that the University is proposing, yet again, to increase substantially the tuition fees of international students. While this decision would be fraught enough if it existed in isolation, the fact that this proposed increase comes only one year after the Board of Governors' last tuition increase is, to be frank, absolutely reprehensible. On this campus I wear many hats - student, teaching assistant, graduate representative, union member, etc. As a domestic student I will be saved the brunt of this decision; however, my sense of dismay is born out of these networks of relationship on campus - networks that are directly under threat as a consequence of these proposals.

In 2017 the decision was made to decouple international tuition from domestic, at the time and amidst vocal concerns from students the University stated that this was a power that it did not intend to use except in moments of extreme need. March of 2018 put the lie to that statement: an increase in 4% for graduate students and 20% for undergraduates was passed by the Board, despite one of the most raucous student protests on campus in my own memory. But a convenient excuse was in the offing. While only one member of the Board had the courage to vote against the increases, many members stated that although they were uncomfortable with the tuition increases, they were voting with the budget to ensure that other elements - such as the Indigenous plan - made it through.

This point bears at least two responses. First, as an abstract point of principle, the decision of the Board to accept an omnibus budget that willfully pits Indigenous students against international students is, simply put, wrong. As was stated from the audience, a line-item vote should have been demanded by the members of the Board - thereby passing the Indigenous plan and jettisoning the tuition hikes. Second, it is farcical for the University to pretend that it can commit itself to reconciliation with Indigenous nations while increasing tuition on international students. We live and work on the occupied territories of the Coast Salish peoples, the border between Canada and America bifurcates those territories. Which means that, inevitably, these tuition increases will make it impossible for a Salish student - or other members of any Indigenous nation whose territories are divided by this imperial border - to attend this University simply because of the side of the border on which their family was trapped. This is an active entrenchment of colonialism.

Further still, at a time when xenophobia, racism, and white nationalism are resurgent across North America and Europe, a fiscal policy that targets international students provides a buttress for the sort of social alienation and separation in which mistrust and hatred thrive. By repeatedly committing itself to a policy that regards international students not as human beings but only as an endless revenue stream, this University is, in effect, creating two tiers within our student body. I have seen the consequences of this already, as both a student and a teaching assistant. Many international colleagues and students have privately reached out to express their increasing sense of helplessness. The financial reality of skyrocketing tuition, coupled with almost hyper-inflated rent, means that international students are in incredibly precarious

positions. Moreover, these students easily recognize the fact that the University sees them only as dollar signs. This creates social atomization, born out of the fact that their moral worth on this campus has been degraded by the University's fiscal policies, and this results in arbitrary barriers being constructed between domestic and international students.

Finally, the University repeatedly expresses its sense of itself as paragon of equity. It claims to be "committed to upholding the values of equity, diversity, and inclusion in our living, learning and work environments." But I must say that this claim is hard to square with the reality of a proposal like this. Not only are inequities (of class, nationality, and colonial status) built into the very fabric of this proposed tuition hike, but—as an educator—I can confidently say that adoption of these hikes will only further degrade the quality of education available to those who can still afford to attend this institution. These massive tuition increases have the impact of transforming our student body; in effect, culling low-income international students from our classrooms. Not only do you thereby deprive students of access to the University on the basis of their class, but you also limit the diversity of perspectives and experiences to which the rest of your student body will actually be exposed. In effect, you ensure that this university is an echo-chamber for elite and privileged voices. These tuition hikes will only further turn this place into a barrier to meaningful equity and social justice.

While I recognize that UVic is following trends set by other institutions, these proposed hikes do not feel as though they are in keeping with any of the five core principles of the International Plan (2017-2022), nor with the four guiding values of the Strategic Framework (2018-2023). How does a university commit itself to "Making a World of Difference" if it justifies its decisions by going along with the trends set elsewhere - trends which we collectively know to be exploitative and pedagogically unsound. I do hope that you take the time to consider this letter and the sentiments that it expresses; while I speak only for myself, I speak from a position that reflects sentiments that I know are shared by colleagues throughout this institution. I anticipate that you will make the right decision: vote against these proposed increases and, as a matter of equity, recouple international tuition with that of domestic students. Finally, I would appreciate a response to the specifics raised in this letter, as I know that I speak for many others when I say that each point deserves formal acknowledgement.

Sincerely,

Phil Henderson,
PhD Candidate, Political Science and Indigenous Nationhood
Convener, Graduates in Political Science
Convener, Indigenous Research Workshop
VP Communications, Component 1, CUPE 4163

Divest UVic Board of Governors Meeting Statement

According to the IPCC 2018 special report on climate change, we have 12 years to reduce our carbon emissions significantly or reach a level of global warming that will have severe and dangerous impacts on our planet, our environmental systems, and our societies. Last Friday, hundreds of high school, college, and university students in Victoria left their classrooms to rally for change. These students, the ones who are studying and learning for their futures, are the people who will be impacted by the catastrophic impacts of climate change if we do not reach that 12 year goal. The University of Victoria Strategic Framework states the university's mission statement as "being deeply committed to a better future for people, places and the planet."

The UVic Endowment Fund holdings of \$39.72 million dollars invested in fossil fuel companies that pump carbon into our atmosphere stand in direct opposition to this commitment. UVic should be investing not in the destruction of our planet, but in our future. Students are rallying today to call on the UVic Board of Governors to immediately freeze the fossil fuel investments in the Endowment Fund, and make the switch to sustainable, ethical investment portfolios over the next three years. Follow in the footsteps of Laval University and the 72 other universities across Canada, the UK, and the United States that have committed to full divestment from fossil fuels. UVic must stand beside the science and beside its students to work with us for a sustainable future.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

March 13, 2019

To: Board of Governors

From: Carmen Charette, Vice-President External Relations

cc: President and Vice-Chancellor

Meeting Date: March 26, 2019

Subject: **External Relations Update**

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

In support of UVic's Strategic Framework, 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

The following activities relate to four priority areas of *Sharpening Our Edge*, 2018–21, the university's institutional communications and marketing plan.

Supporting communications for university initiatives

- The uvic.ca website rebuild is now in the Development phase. A new Information Architecture for the site was endorsed by the project leadership team and is ready to move on to Executive Council. Preliminary visual design concepts are being initiated. Launch of the new site is

anticipated for early 2020 following multiple points of user testing with key audiences later this year.

Providing internal supports

- Consultation is underway on the UVic Ambassador Toolkit. The Ambassador's toolkit will be a "one stop" resource for anyone who represents UVic. The toolkit will include ready to use UVic messages, information e.g. exemplar stories, facts and figures (stats, rankings and infographics), philanthropy opportunities and material that can be tailored to specific faculty, department or unit. So far, consultation has involved the Edge Team advisory body, Chairs and Directors, and Marketing and Communications Council. A survey to President's Advisory Council will also be part of the process. A data and mission-driven video is being developed to go into the President's section of the Toolkit that will speak to UVic's strengths and priorities. Focusing on international partners as the primary audience, it will work with the leave-behind piece and new presentation template created earlier for the same audience.
- The DU-IT (Department and Unit Implementation Team) project is nearing the end of phase 1.0. By the end of the project, DU-IT will have updated for academic units 56 websites, produced 54 'student experience videos' for academic programs and approximately 100 pieces of print collateral — all using the UVic Edge. Evaluation surveys show an overwhelming agreement that the project approach, process and deliverables have been highly successful with 98% of responses in the top two categories (65% very useful/satisfied, 33% useful/satisfied).

Building profile and presence

- Work on phase 2 of the integrated 2018–19 Edge campaign for prospective student continues in collaboration with Student Recruitment and Cooperative Education and Career Services.
- Planning for the 2019–20 suite of recruitment materials is underway. This six-month project will be complete in September 2019 for the fall recruitment season.
- The 2019 UVic Annual Review will become available for distribution this month. It focuses on UVic's accomplishments, unique features, national/international leadership and top rankings.
- An ecard from the president was sent to 1,439 international partners at the end of January as part of the Global Reputation and Rankings project. It thanked the partners for working with UVic over the past year, cited examples of UVic's national and international leadership made possible by our work together, and looked forward to continued collaboration in 2019.
- There were 45 media stories between January 8 and February 28 (see attached).

BUILDING MEANINGFUL PARTNERSHIPS

UVic's Annual Alumni Week: The celebration was a success with total participation through events and online engagement reaching 4,829. This is a 40% increase over 2018 totals and 200% over 2017. Increased participation can be attributed to increased online engagement through social media contests, video and posts. Event attendance was the same as 2018 with 1538 attendees at 17 events. Notable successes of the week include a newly added UVic alumni curling bonspiel, and 3 sell out events. There were 17 events this year compared to 13 in 2018, however, reduced

attendance at Faculty events balanced out increased attendance at the larger cornerstone events. This trend is currently being examined and adjustments will be made for 2020. At the Distinguished Alumni Awards event held on February 5, President Jamie Cassels provided his welcome and congratulatory remarks and Chancellor Shelagh Rogers co-presented with Alumni President, Peter Jong. Approximately 182 guests attended to celebrate the 11 distinguished honourees who each received a custom blue martlet pin and a framed certificate. At the In Conversation event held on February 7, Chancellor Rogers interviewed Esi Edugyan, an alumna and two-time Giller Prize winner.

UVic Alumni Connect: This online networking and mentoring platform for alumni and students continues to increase in membership with over 100 members. Members are paired with a different student or alumnus every month. The initiative has been rebranded with greater marketing presence and is well received. Visit www.uvic.ca/alumniconnect for full details, to see the new look and to sign on as a mentor (mentors need not be alumni).

Recent and upcoming Alumni Events:

- March 2 – VIKES, Women’s soccer
- March 7 – ideafest “Voices in Motion concert” (Nursing)
- March 16 – LAW, Victoria event
- March 20 – Graduating Athletes’ Reception
- March 27 – UVic Alumni Connect (match date)
- March 30 – Vikes, Brown Cup
- April 5 – Vikes, Celebration of Champions

Provincial Government Activities

On February 19, 2019, BC Finance Minister Carole James unveiled Budget 2019. This year’s budget had the 4th highest increase year over year for PSE in the last 29 years with a \$115M increase in funding for:

- Economic Stability Mandate wage increases.
- The net cost of the introduction of the Employers Health Tax.

Federal Government Activities

- The Honourable Carolyn Bennett, Minister of Crown-Indigenous Relations visited UVic on January 24. Meetings were held with President Cassels, JID Students, Val Napoleon, Associate Professor, Law Foundation Professor of Aboriginal Justice and Governance and Susan Breau, Dean of Law.
- Advocacy work continues on the National Centre in Indigenous Law and Reconciliation (Indigenous Legal Lodge). A meeting took place in February in Ottawa to discuss funding. Mayor Helps and Mayor Haynes have sent letters to the Minister of Finance in support for the university’s proposal for partnership with the Federal Government.
- President Cassels hosted the Honourable Janet Austin, Lieutenant Governor of British Columbia on March 1. Her Honour received a presentation at Ocean Networks Canada, participated in a roundtable discussion at First Peoples House on the university’s work towards reconciliation, toured CARSA and CanAssist and concluded her visit with a meeting with

President Cassels. In addition, Chancellor Shelagh Rogers attended the first of six consecutive weekly Indigenous Language Lessons with Her Honour.

- The Honourable Patty Hajdu, Minister of Employment, Workforce, Development and Labour, visited the TeenWork program at CanAssist on March 4 to learn more about the program and celebrate the \$2.1M contribution from the federal government. This is year one of the funding given in 2018.
- Canada Border Services Agency President John Ossowski participated in a daylong tour of UVic on March 5, meeting with Vikes Athletics, CanAssist, Centre for Global Studies, Health Information Science and co-op students. Mr. Ossowski also met with Vice-President Academic and Provost, Valerie Kuehne and Vice-President, External Relations Carmen Charette. During the evening, Mr. Ossowski took part in the Centre for Global Studies ideafest Roundtable on How a Rise in Asylum Seekers Affects Canada.
- On Saturday, March 9th, President Cassels walked the Notch Hill Loop hiking trail with The Governor General of Canada, Her Excellency the Right Honourable Julie Payette.
- The Minister of Finance, Bill Morneau, delivered the 2019 federal budget on Tuesday, March 19, 2019 at 4:00 p.m. EST. The federal government has signaled that this budget will focus on skills and is likely to include measures to help prepare Canadians for the future of work. President Cassels and Jennifer Vornbrock, Executive Director of Community and Government Relations, were invited to be in Ottawa for budget day.

FOSTERING A CULTURE OF PHILANTHROPY

The financial goal for 2018-2019 is \$16 million in new commitments from 5200 donors. In total, as at March 14th, \$18.3 million has been raised from 4517 donors. These include \$15.7 million generated from 81 major donors (\geq \$25,000); \$1.9 million from 529 leadership donors (\geq \$1000 < \$25,000); and \$621,000 from 3907 annual donors (<\$1000).

CELEBRATING SUCCESS AND EXCELLENCE

Ideafest: The festival which is organized by the VP Research Office, featured over 40 events to showcase research, art and innovation. The festival ran from March 4 to 9 and included the Jamie Cassels' Undergraduate Research Awards (JCURA) Fair, which featured over 100 inspiring student research projects. In addition, President Cassels attended the Indigenous law, women and human rights presentation hosted by Chancellor Shelagh Rogers on March 6.

The Torch: The magazine is currently in production and is expected to be released at the end of May. The theme of the Spring Issue will be "The Makers". One feature article will profile Umeeda and Nareena Switlo, who went from being Ugandan refugees to entrepreneurs. Together, the mother-daughter team started Naledo, a thriving business selling "Truly Turmeric," a healthy, ethically sourced spice paste. Both UVic grads, the duo just appeared on Dragons' Den and give back by providing jobs to impoverished youth in Belize.

Community Awards: Ceremonies is working with Leadership Victoria to deliver the Victoria Leadership Community Leadership Awards in May.

Campus Celebrations and Conferences: Ceremonies is providing support for the following:

- Cause for Applause an award celebration hosted by President Cassels to present the President's Extraordinary Service Awards on April 30;
- Connect U, a professional development conference for UVic staff which will be free to all attendees and is scheduled on May 22 and 23; and
- The Retirees Recognition Dinner, which is an annual event hosted by the President to recognize the long-term dedication and contribution of UVic employees who retire during the academic year. This year's event is scheduled to occur on May 19.

Spring Convocation: The Ceremonies and Events team is preparing for the ceremonies to occur June 10-14. Graduating student numbers require the addition of a 10th ceremony that will occur at 10 am on Monday, June 10. The Honorary Degree Recipients for Spring Convocation will be John Edward Elliott Sr. (STOLCEL), Simon Asher Levin, Norman Joseph Gallagher (Kwunuhmen), Neil Gold, Andy Lamb, and Ruby Peter (Sti'tum'at). The Convocation Schedule is available at <https://www.uvic.ca/ceremonies/convocation/home/schedule/index.php>

ENHANCING COMMUNITY THROUGH CULTURAL AND OTHER ACTIVITIES

The Legacy Art Galleries will have three new exhibitions opening in April:

Legacy Downtown:

Visual Inquiry: Research through Making presents the creative explorations of 19 UVic artist-educators researching the relationships between the field of art education, their studio practice and teaching. Runs from April 13 to May 18, 2019.

Women Artists, Changing Collections: Recent Acquisitions. Art by women is egregiously under-represented in most public collections and exhibitions. How can this be changed, and how is it changing at the Legacy? This exhibition presents works by women who are new to the Legacy collection. Runs April 20 - June 29, 2019.

Legacy Maltwood (at the Mearns Centre – McPherson Library)

The Trans Tipping Point (TTP) is a collective of 35 trans youth artists (ages 10-18) and their mentors, from all corners of British Columbia and beyond. Based in Victoria, the TTP holds biannual, youth led arts and writing retreats that strengthen community and connection amongst an intergenerational cohort of trans leaders. This spring, Legacy Maltwood will host an exhibition of art and writing from the TTP completed over the past two years. Runs April 6 - May 12, 2019

The Farquhar will host a number of community activities from the end of March until the end of May including the following:

- UVic School of Music Wind Symphony, March 29 at 8pm
- Don Wright Winds, April 4 at 8pm
- UVic School of Music Orchestra, April 5 at 8pm
- Greater Victoria Performing Arts Festival School Sessions, April 9-11
- Greater Victoria Youth Orchestra, April 14 at 2:30pm
- Greater Victoria Performing Arts Festival Studio Sessions, April 15-18

- Victoria Philharmonic, April 20 at 7pm
- Arbutus School Night of Music, April 24 at 7pm
- St Michaels University School concert. April 25 at 6:30pm
- Patti Austin, April 27 at(tentative) 7:30pm
- Victoria Symphony Classics 5, April 28 at 2:30pm
- Island Catholic School concert, April 29 at 2:30pm
- Charles Ross – One Man Star Wars Trilogy, May 4 at 2pm
- Shan-e Punjab, May 5 at 6:30pm
- Greater Victoria Performing Arts Festival School Highlights, May 6 at 5pm
- Karen Clark Dance Studio, May 10 at 7pm and May 11 at 2pm & 7pm
- St Michaels University School Spring Choral Concert, May 15 at 6:30pm
- Pirouette Dance, May 16 at 7pm
- St Michaels University School Cross Campus Band Concert, May 22 at 6:30pm
- Mt Doug Graduation Ceremony, May 23 at 4pm
- Vancouver Welsh Men’s Choir & Starlight Pops, May 24 at 7:30pm
- Sooke Dance, May 26 at 3:30pm
- Reynolds High School Band Concert, May 27 at 7pm

Summary of UVic Media Coverage
January 8, 2019 to February 28, 2019

Indigenous Knowledge

- **Val Napoleon, Indigenous Law**, provided expertise on Indigenous governance roles in context to the Wet'suwet'en conflict, including a front-page feature article in the *Globe and Mail*, BBC News, the Canadian Press, *National Post*, *Star Vancouver (Toronto Star)*, CBC Radio, CKNW Radio and CityNews 1130 Vancouver.
- **Carey Newman, Fine Arts**, wrote an op-ed for CBC's Opinion page on the history of Indigenous governance and the Coastal GasLink pipeline protests.
- **Newman** also spoke to the *National Post* about the re-location of the John A. Macdonald statue that was previously on the steps of Victoria City Hall.
- Other faculty members were contacted by the media as the Wet'suwet'en and Coastal GasLink conflict continued. Interviews included **Sarah Morales, Law**, for *Star Vancouver (Toronto Star)*, **Jeff Corntassel, Indigenous Studies** on CBC's "On the Island," **Judith Sayers, Business / Environmental Studies** on CBC's "Early Edition" and **James Tulley, Political Science/Law** on CBC's "BC Today."
- **Val Napoleon** also co-wrote a *Globe and Mail* op-ed on the cabinet shuffle and resignation by Jody Wilson-Raybould.
- Indigenous scholars from across the nation co-signed an opinion piece for CBC News Opinions on Wilson-Raybould's apparent demotion in cabinet and resignation. **Christine O'Bonsawin, History, Christine Sy, Gender Studies and Political Science, Heidi Kiiwetinepinesik Stark, Political Science** and **Jeff Corntassel** were amongst the signatories. The op-ed was also published in the *Tyee*.
- Following Wilson-Raybould's resignation and testimony, several UVic faculty were contacted by media for their insights on the issue. Interviews included **John Borrows, Indigenous Law**, for multiple articles in *Star Vancouver (Toronto Star)*, **Robina Thomas, Social Work / IACE**, for *Huffington Post Canada* and **Judith Sayers**, who wrote about Wilson-Raybould's relationship to colonial law as an Indigenous woman, for an op-ed in the *Tyee*.
- A national Indigenous Language forum hosted at UVic was reported on by the *Times Colonist*, CTV News and CBC's "All Points West" with **Onowa Mclvor** and **Jean-Paul Restoule, Indigenous Education**, speaking to the importance of language revitalization and diversity.
- The First Nations Education Foundation project to install an **Indigenous Language Revitalization Pole** at UVic was reported on by the *Vancouver Sun*, *Times Colonist*, *Victoria News*, CHEK News, CitytvVancouver and CBC Radio.
- CBC Radio's "Unreserved" ran a special series entitled "First Words" that featured student **Katia Olsen** and **Trish Rosborough, Education**, in which they discussed their relationship to Indigenous languages and their aspirations for teaching SENĆOŦEN and Kwak'wala, respectively.
- **Brent Mainprize, Gustavson School of Business**, spoke to the Canadian Press about the increase in capital that Canada's Indigenous communities are seeing from energy-sector investments and infrastructure projects. The article was published in the *National Post*, *Vancouver Sun* and Toronto's CityNews.
- **Reuben Rose-Redwood, Geography**, who is a member of the Indigenous Solidarity Working Group, talked to CHEK News about relocating Victoria's John A. Macdonald statue.

Ocean and Climate

- **Francis Zwiers, Pacific Climate Impacts Consortium**, spoke to national media about how human-induced climate change contributed to BC's wildfires. Coverage included the *Globe and Mail*, *Star Vancouver (Toronto Star)*, CBC News, *iPolitics*, *Times Colonist* CTV News, Global News, "All Points West," "On the Coast" and as part of CBC Radio Vancouver's news hour update.
- The opening of the **Queenswood** campus with anchor group ONC was reported on by the *Times Colonist*, CBC TV, Global News, CHEK, CBC Radio Vancouver's news hour update and Radio-Canada

- A study led by **Christina Service, Geography**, on the effects of salmon species diversity on the well-being of bears was reported on nationally, including a front-page story by the Canadian Press in *The Province, Globe and Mail*, Global BC's Evening News and AM980 Vancouver.
- **Laura Brandes, POLIS Water Sustainability Project based in the Centre for Global Studies**, co-wrote an opinion piece for the *Times Colonist* about extreme climate events and what we can do to prepare for the future.
- **David Atkinson, Geography**, spoke to the Canadian Press about extreme weather changes across Canada, for a story that ran in the *National Post*.
- **Maycira Costa, Geography**, was interviewed for an online news story for CTV News Canada about how climate change is contributing to the changing colour of the ocean.
- **Sarah Dudas, Biology**, spoke to Grist Magazine about the "eXXpedition" ocean research voyage she participated in, which was studying the ubiquity of microplastics in the ocean. The article was also published by *The Guardian*.
- **Paul Paquet, Geography**, talked to CBC's "BC Today" about the affects of marine shipping on the southern resident killer whale population.
- The *Globe and Mail* spoke to **Fabio De Leo, Biology / ONC**, about a study he co-authored on the role of methane seeps in ocean biology and sea creatures, such as tanner crabs. The *National Post, Vancouver Sun, The Province* and CTV News carried an article on the research from the Canadian Press, while the *Times Colonist, Victoria News, Global News, CFX, Radio-Canada* and CBC Radio's "Early Edition" and "On the Island" also reported on the study.

Healthy Communities

- **Aaron Devor, Sociology / Chair in Transgender Studies**, spoke to *The Atlantic* about mental health and research surrounding gender expression.
- **Paul Zehr, Centre for Biomedical Research** wrote about the potential of gene-editing in *Scientific American*, and quoted research from **Eike-Henner Kluge, Philosophy**, on his studies in medical ethics.
- **Tim Stockwell, Canadian Institute for Substance Use Research**, talked to *Chatelaine* magazine about the risks of drinking for women and alcohol research projects led by CISUR.
- **Tim Stockwell** was also quoted in a *National Post* front page story on Naltrexone, a drug that can help people control their alcohol use.
- Research on overdose prevention sites from **Bruce Wallace, Social Work / CISUR** and **Bernie Pauly, Nursing / CISUR**, was reported on by the *Times Colonist, AM980 Vancouver* and CFX Radio.
- A study co-led by **CISUR** on how government policy is performing in the face of alcohol-related harms was covered in an article by the Canadian Press that was shared nationally, including the *Globe and Mail, National Post, Vancouver Sun* and *The Province*. The study also received media attention from *Star Vancouver (Toronto Star), Times Colonist, CBC News, Victoria News, CTV News, CFRA Ottawa* CBC Radio's "Trailbreaker" and "A New Day," CKNW Radio, News 1130 Vancouver, CFX Radio.
- **CISUR's** research on Canada's managed alcohol programs was the focus of January's knowLEDGE that ran in the *Times Colonist*.
- The Canadian Press spoke to **Maycira Costa, Geography**, whose discovery of historical naval maps will help researchers understand how BC's coastal kelp forests are changing. The CP story was published across the country by the *Globe and Mail* and *National Post*, while CTV News, CBC Radio and CFX radio also reported on the finding.

Clean Growth

- **Calvin Sandborn, Environmental Law Centre**, co-wrote an op-ed with student **Allison Sproule** in *The Province* about BC's policies surrounding who incurs the costs related to pollution and cleanup.
- New research on the sustainability and labour practices surrounding cocoa, led by **Sophia Carodenuto, Geography**, was reported on by *Times Colonist, Victoria News, CTV News, CBC News, CBC Radio's "The Early Edition"* and "All Points West," Radio-Canada and CFX Radio.

- Research from PhD student **Kevin Palmer-Wilson from the 2060 Project**, a joint initiative of the Institute for Integrated Energy Systems and Pacific Institute for Climate Solutions, on renewable energies was the subject of February's *knowLEDGE* that ran in the *Times Colonist*.

Other notable coverage

- **Philip Calvert, Centre for Asia-Pacific Initiatives**, wrote an op-ed in the *Globe and Mail* on the diplomatic dispute between Canada and China. Calvert was also interviewed by Asia One on the topic.
- **David Dunne, Gustavson School of Business**, wrote about using the concept of “design thinking” in a piece for the *Globe and Mail*. He wrote another article on the topic for the *Conversation*, which was shared by the *National Post*.
- **Oliver Schmidtke, Centre for Global Studies**, was interviewed multiple times by national news shows from CTV News and CBC News Network on issues surrounding Brexit and politics in the EU.
- **Asad Kiyani, Law**, spoke to Carole MacNeil on CBC News Network's national evening news program about Canada's refugee and asylum policy.
- **Janni Aragon, Political Science**, spoke to *TIME* magazine about conflicts within the ranks of the Women's March organization.
- **Donna Wood, Political Science**, was quoted in a Canadian Press story on Canada's employment insurance process, for a story that ran in the *National Post*.
- **Michael Prince, Human & Social Development**, frequently appeared in BC media articles and broadcasts, including *Star Vancouver (Toronto Star)*, *Vancouver Sun*, *Times Colonist*, CTV News, CHEK News, CBC Radio and CFAX Radio, for his insights on the Darryl Plecas investigation, by-election results in Nanaimo and Burnaby, as well as the BC Budget and throne speech.
- **Annalee Lepp, Gender Studies / Linguistics** spoke to USA Today about research on sex trafficking practices that occur during large tourist events.
- **Colin Bennett, Political Science**, was interviewed by media following a BC report on the province's data collection on voters. Coverage included the front page of the *Times Colonist*, *Star Vancouver (Toronto Star)*, CBC Radio's “On the Island” and CFAX Radio.
- *Maclean's* magazine reported on **Helga Thorson, Germanic and Slavic Studies**, one of this year's recipients of the 3M National Teaching Fellowships. Thorson was also interviewed about the fellowship on CBC's “North by Northwest.”
- Alumnus **Pramodh Senarath Yapa** won the 2018 “Dance Your PhD” contest hosted by *Science* magazine and which originated from last year's Ideafest. News of the win was covered by CBC News, NPR News, Motherboard, *Times Colonist*, CBC News Network, CTV News, CBC Radio and CFAX Radio.
- **Kimberly Speers, Public Administration**, talked about Justin Trudeau's reaction and political position following Jody Wilson-Raybould's justice committee testimony hearing. The syndicated interview aired nationally on CBC Radio.
- **Reeta Tremblay, Political Science**, was interviewed on CTV's national news program to comment on the diplomatic relationship between Pakistan and India.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

March 13, 2019

To: Operations and Facilities Committee

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

cc: President and Vice-Chancellor

Meeting Date: March 26, 2019

Subject: New and Revised Awards

Basis for Jurisdiction: University Act, 27 (2)(k)
Strategic Framework, Strategy 1.1
Senate meeting on February 1 and March 1, 2019

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

Strategic Relevance: The attached new and revised awards support Strategy 1.1 of the Strategic Framework and our student recruitment and retention strategies. These awards provide competitive scholarships and enable the University to continue to attract, recruit and retain a diverse community of outstanding students.

Previous Consultation: Senate meeting on February 1 and March 1, 2019

Recommendation:

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

- Maureen Wayne Memorial Bursary (revised)*
- Thomas & Elizabeth Mayne Scholarship in Theatre (revised)
- Anthany Dawson Justice Award (revised)*
- Andrew Rippin Memorial Scholarship (new)*
- Dr. Marion Porath Legacy Scholarship in Theatre Costume Design or Construction (new)
- Dr. Marion Porath Legacy Scholarship in Theatre Performance (new)
- Dr. Marion Porath Legacy Scholarship in Theatre Production and Management (new)
- Sarah D. Bakony Memorial Scholarship (new)
- Herbert Bertram Falkenstein Graduate Scholarship in Fine Arts* (new)
- Herbert Bertram Falkenstein Graduate Scholarship in Humanities* (new)
- Michael Hayes Award in Public Health and Social Policy (new)
- Davison Graduate Bursary in Economics (new)
- Lothar Hermann Redlin Memorial Scholarship (new)
- Victoria Chinatown Lioness Club Graduate Award (revised)*
- Michaela Tokarski Entrepreneurship Bursary (revised)*
- Sandra Ann Chisholm Maclean Aitken Graduate Award (new)
- Museum Studies Award in Memory of Dr. Daniel Gallacher (new)
- Howard & Donna Denike Memorial Award (revised)*
- Engineering Students' Society Stream B Award for Community Involvement (revised)*
- Constance E. Hoyte Award in Music Education (revised)*

* Administered by the University of Victoria Foundation

Background:

The attached awards were reviewed by Senate Committee on Awards and recommended for approval to Senate. At their meeting on February 1 and March 1, 2019, Senate approved the attached awards and recommended that the awards be approved by the Board of Governors. These awards support our student recruitment and retention strategies, provide competitive scholarships and enable the university to continue to attract, recruit and retain outstanding students.

Planned Further Action:

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

Attachment(s):

- Memorandum to Senate dated January 16, 2019
- Memorandum to Senate dated February 12, 2019



Date: 16 January 2019
To: Senate
From: Senate Committee on Awards
Re: **New and Revised Awards**

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

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

MAUREEN WAYNE MEMORIAL BURSARY* (REVISED-UG)

One or more bursaries are awarded to undergraduate students in the School of Environmental Studies who are in a ~~m~~Major or ~~h~~Honours programme. Preference will be given to students working on, or with an interest in, wetlands, estuaries and coastal areas, and in the restoration of ecosystems at the University of Victoria. If there are no qualified students in ES, further preference will be given to students in a Major or Honours program in the Department of Geography who are working on, or with an interest in, wetlands, estuaries and coastal areas.

THOMAS & ELIZABETH MAYNE SCHOLARSHIP IN THEATRE (REVISED-UG)

One or more scholarships, to a total value of \$3,000, are awarded to academically outstanding undergraduate students in their ~~third 3rd~~ or ~~fourth 4th~~ year of the BFA Program in Theatre. Preference will be given to any of the following options: Acting, Applied Theatre, Direction, Theatre History, Theatre Writing.

ANTHANY DAWSON JUSTICE AWARD* (REVISED-UG/GS)

One ~~or more awards are~~ is given to an Aboriginal Canadian full-time undergraduate or graduate students taking courses in a discipline related to justice in any of the following: Social Work, Child and Youth Care, Law, Political Science, Institute of Dispute Resolution, or Indigenous Governance. The sStudents must have demonstrated community or leadership involvement. Applications may be obtained from the Office of Indigenous ~~Affairs~~Academic and Community Engagement (IACE) and must be submitted to that office by April 15~~July 15th~~. In the case of an undergraduate students, approval

~~selection~~ of the recipients will be made by the Senate Committee on Awards upon the recommendation of ~~the Office of Indigenous Affairs~~IACE; and in the case of a graduate students, approval selection of the recipients will be made by the Faculty of Graduate Studies Graduate Awards Committee upon the recommendation of ~~the Office of Indigenous Affairs~~IACE.

ANDREW RIPPIN MEMORIAL SCHOLARSHIP* (NEW-UG)

One or more scholarships are awarded to academically outstanding undergraduate students who are focusing on the study of religion and are enrolled in a program offered by the Faculty of Humanities. Approval of the recipients will be made by the Senate Committee on Awards upon the recommendation of the Faculty of Humanities.

Respectfully submitted,
2018/2019 Senate Committee on Awards
Annalee Lepp, Faculty of Humanities, Chair
Anne Cirillo, President's Nominee
Wendy Taylor, Acting Registrar
Helga Hallgrimsdottir, Faculty of Human and Social Development
Donja Roberts, Acting Director, Student Awards and Financial Aid
Yvonne Rondeau, Scholarships Officer, Faculty of Graduate Studies
Marsha Runtz, Chair, Faculty of Graduate Studies Awards Committee
Charlotte Schallie, Faculty of Graduate Studies
Brock Smith, Peter B. Gustavson School of Business
Ciel Watt, Alumni Association
Linda Welling, Social Sciences
Curtis Whittla, Student Senator
Kelly Clark, GSS Representative
Lauren Hume (Secretary), Student Awards and Financial Aid



Date: 13 February 2019
To: Senate
From: Senate Committee on Awards
Re: **New and Revised Awards**

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

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

DR. MARION PORATH LEGACY SCHOLARSHIP IN THEATRE COSTUME DESIGN OR CONSTRUCTION (NEW-UG)

One or more scholarships are awarded to academically outstanding undergraduate students in the Department of Theatre who have displayed outstanding ability in a major production in the area of costume design or costume construction and are continuing in the Department of Theatre. Approval of the recipients will be made by the Senate Committee on Awards upon the recommendation of the Department of Theatre.

DR. MARION PORATH LEGACY SCHOLARSHIP IN THEATRE PERFORMANCE (NEW-UG)

One or more scholarships are awarded to academically outstanding undergraduate students who have distinguished themselves in a major production in the Department of Theatre and are continuing in the Theatre Performance Program. Approval of the recipients will be made by the Senate Committee on Awards upon the recommendation of the Department of Theatre.

DR. MARION PORATH LEGACY SCHOLARSHIP IN THEATRE PRODUCTION AND MANAGEMENT (NEW-UG)

One or more scholarships are awarded to academically outstanding undergraduate students in the Department of Theatre who have displayed outstanding ability in a major production in the area of production or stage management and are continuing in the Department of Theatre. Approval of the recipients will be made by the Senate Committee on Awards upon the recommendation of the Department of Theatre.



SARAH D. BAKONY MEMORIAL SCHOLARSHIP (NEW-UG)

One or more scholarships are awarded to academically outstanding undergraduate students entering third or fourth year in the Department of Sociology. Approval of the recipients will be made by the Senate Committee on Awards upon the recommendation of the Department of Sociology.

HERBERT BERTRAM FALKENSTEIN GRADUATE SCHOLARSHIP IN FINE ARTS* (NEW-GS)

One or more scholarships, of at least \$10,000 each, are awarded to academically outstanding Masters or PhD students in the Faculty of Fine Arts whose research focuses on Art History or Asian Studies. The award may be renewed for up to an additional three years providing the recipient maintains a first class GPA and is in the opinion of the academic unit, making good progress toward their degree. Approval of the recipients will be made by the Faculty of Graduate Studies, Graduate Awards Committee, upon the recommendation of the Faculty of Fine Arts.

HERBERT BERTRAM FALKENSTEIN GRADUATE SCHOLARSHIP IN HUMANITIES* (NEW-GS)

One or more scholarships, of at least \$10,000 each, are awarded to academically outstanding Masters or PhD students in the Faculty of Humanities whose research focuses on history or Asian studies. The award may be renewed for up to an additional three years providing the recipient maintains a first class GPA and is in the opinion of the academic unit, making good progress toward their degree. Approval of the recipients will be made by the Faculty of Graduate Studies, Graduate Awards Committee, upon the recommendation of the Faculty of Humanities.

MICHAEL HAYES AWARD IN PUBLIC HEALTH & SOCIAL POLICY (NEW-UG)

One or more awards are given to undergraduate students in the School of Public Health & Social Policy who have a demonstrated interest in health equity. Preference is for students with demonstrated financial need. Approval of the recipients will be made by the Senate Committee on Awards upon recommendation of the School of Public Health & Social Policy.

DAVISON GRADUATE BURSARY IN ECONOMICS* (NEW-GS)

One or more bursaries are awarded to women graduate students in the Department of Economics.

LOTHAR HERMANN REDLIN MEMORIAL SCHOLARSHIP (NEW-UG)

One or more scholarships are awarded to academically outstanding undergraduate entering or continuing students in the Department of Mathematics and Statistics.

VICTORIA CHINATOWN LIONESSE CLUB GRADUATE BURSARY AWARD* (REVISED-GS)

One or more awards are given ~~A bursary of is awarded to a full-time women woman~~ students in a Master's or Ph.D. program, including by special arrangement (SPARR), in either the Departments of Pacific and Asian Studies or the Department of Gender Studies whose research is in Asian Studies or gender studies related to focuses on Asians peoples of the Asian-Pacific region. Preference is for students with demonstrated financial need.

MICHAELA TOKARSKI ENTREPRENEURSHIP BURSARY* (REVISED-UG/GS)

One or more bursaries are awarded to undergraduate or graduate students in either the Bachelor of Commerce Entrepreneurship specialization or the MBA Entrepreneurship specialization in the Faculty of Business.

SANDRA ANN CHISHOLM MACLEAN AITKEN GRADUATE AWARD (NEW-GS)

One or more awards are given to Indigenous women graduate students in the School of Environmental Studies. Approval of the recipients will be made by the Faculty of Graduate Studies Graduate Awards Committee upon the recommendation of the School of Environmental Studies.

MUSEUM STUDIES AWARD IN MEMORY OF DR. DANIEL GALLACHER (NEW-GS)

One or more awards, at a minimum of \$1,000 each, are awarded to graduate students in the Public History M.A. Program working with museums on curatorial issues and exhibits. Preference is for students working with new technologies or new approaches to museum studies. A student may not receive the award more than once. Approval of the recipient(s) will be made by the Faculty of Graduate Studies Graduate Award Committee upon the recommendation of the Department of History.

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

One or more awards bursaries are given awarded to students entering second, third or fourth year of the Bachelor of Music program. Preference is for students with demonstrated financial need. Approval of the recipients will be made by the Senate Committee on Awards upon the recommendation of the School of Music.

**ENGINEERING STUDENTS' SOCIETY STREAM 'B' AWARD FOR
COMMUNITY INVOLVEMENT* (REVISED-UG)**

An award is given to an undergraduate student enrolled in a Faculty of Engineering degree program. Students must submit a proposal for an outstanding project or idea that will benefit the quality of life for engineering students, and must also ~~Eligible candidates must have~~ demonstrated community service either at UVic or with another non-profit or community group.

Approval of the recipients will be made by the Senate Committee on Awards upon the recommendation of the Faculty of Engineering. Applicants must complete the online application by May 31.

~~Application forms are available from the Engineering Undergraduate Office (EUO), Faculty of Engineering and must be returned to the EUO by April 30.~~

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

One or more awards bursaries are given awarded to undergraduate Music Education students in the School of Music. Preference is for students with demonstrated financial need. Approval of the recipients will be made by the Senate Committee on Awards upon the recommendation of the School of Music.

Respectfully submitted,

2018/2019 Senate Committee on Awards

Annalee Lepp, Faculty of Humanities, Chair

Anne Cirillo, President's Nominee

Wendy Taylor, Acting Registrar

Helga Hallgrimsdottir, Faculty of Human and Social Development

Donja Roberts, Acting Director, Student Awards and Financial Aid

Yvonne Rondeau, Scholarships Officer, Faculty of Graduate Studies

Marsha Runtz, Chair, Faculty of Graduate Studies Awards Committee

Charlotte Schallie, Faculty of Graduate Studies

Brock Smith, Peter B. Gustavson School of Business

Ciel Watt, Alumni Association

Linda Welling, Social Sciences

Curtis Whittla, Student Senator

Kelly Clark, GSS Representative

Lauren Hume (Secretary), Student Awards and Financial Aid



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

March 14, 2019

To: Operations and Facilities Committee

From: Valerie Kuehne, Vice-President Academic and Provost

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

cc: President and Vice-Chancellor

Meeting Date: March 26, 2019

Subject: Proposal for the Addition of a Cultural, Social and Political Thought (CSPT) Option to the Master of Arts in Germanic and Slavic Studies

Basis for Jurisdiction: Senate Committee on Planning meeting January 23, 2019
Senate meeting March 1, 2019

Previous Consultation: At its meeting on March 1, 2019, Senate approved and recommended that the Board of Governors approve the proposal for the addition of a Cultural, Social and Political Thought (CSPT) Option to the Master of Arts in Germanic and Slavic Studies, as described in the document "Addition of CSPT Option to Germanic and Slavic Studies Master's Program".

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the proposal for the addition of a Cultural, Social and Political Thought (CSPT) option to the Master of Arts in Germanic and Slavic Studies, as described in the document "addition of CSPT Option to Germanic and Slavic Studies Master's Program".

Strategic Relevance

The Department of Germanic and Slavic Studies has recently redesigned its graduate program and is looking for further opportunities to expand on its offerings in order to attract a growing number of high caliber students. Considering the political and societal issues that are affecting the regions that we study, we feel that adding the CSPT option is a very positive step in that direction. Within that context, CSPT would benefit from involvement with our department as well.

Overview/nature of the existing academic program & proposed stream

MA with concentration in CSPT (a concentration within our three-streamed program that could be taken by students in any of the three streams).

Alignment with the university's mission and strategic plan

This new option will intensify dynamic learning by creating new links between graduate programs, supporting dialogue between graduate students from various origins and backgrounds, and ultimately diversifying ideas, and the potential for discovery and inquiry.

Demand and availability

We currently have a student applying to our MA program from Brazil who has expressed interest in the CSPT program.

Resource implications

There are no resources implications.

Attachment(s): Proposal to Senate, dated February 13, 2019, for the addition of a Cultural, Social and Political Thought (CSPT) option to the Master of Arts in Germanic and Slavic Studies.



Date: February 13, 2019
To: Senate
From: Senate Committee on Planning
Re: **Proposal for the Addition of a Cultural, Social and Political Thought (CSPT)
Option to the Master of Arts in Germanic and Slavic Studies**

At its meeting of January 23, 2019, the Senate Committee on Planning considered the proposal for the addition of a Cultural, Social and Political Thought (CSPT) Option to the Master of Arts in Germanic and Slavic Studies, as described in the document "Addition of CSPT Option to Germanic and Slavic Studies Master's Program"

The following motion is recommended:

That Senate approve and recommend to the Board of Governors that it also approve, subject to funding, the establishment of a Cultural, Social, and Political Thought Option to the Master of Arts in Germanic and Slavic Studies, as described in the document "Addition of CSPT Option to Germanic and Slavic Studies Master's Program".

Respectfully submitted,

2018/2019 Senate Committee on Planning

Nancy Wright, Associate Vice-President Academic Planning (Chair)

Gillian Calder, Faculty of Law

David Castle, Vice-President Research

Jo-Anne Clarke, Division of Continuing Studies

Merwan Engineer, President's Nominee

Mauricio Garcia-Barrera, Faculty of Graduate Studies

Andrea Giles, Cooperative Education and Career Services

Nicole Greengoe, Registrar (on leave)

Rishi Gupta, Faculty of Engineering

Robin Hicks, Faculty of Science

Ashlee Kirby, Student Senator

Valerie Kuehne, Vice-President Academic and Provost

Graham McDonough, Faculty of Education

Patrick Nahirney, Division of Medical Sciences

Sang Nam, Peter B. Gustavson School of Business

Abdul Roudsari, Faculty of Human and Social Development

Dan Russek, Faculty of Humanities

Nilanjana Roy, Faculty of Social Sciences

Ralf St. Clair, Dean, Faculty of Education

Victoria Wyatt, Faculty of Fine Arts

Carla Osborne, GSS Representative

Ada Saab, Acting Associate University Secretary

David Capson, Faculty of Graduate Studies

Sandra Duggan (Secretary), Office of the Vice-President Academic and Provost



Addition of CSPT Option to Germanic and Slavic Studies Master's Program

Dean's Name: Chris Goto-Jones	Signature Dean: Original signed by Chris Goto-Jones
Contact Name and Number: Blair Taylor (250-472-4677)	
Date approved by Department: November 21, 2017	Chair/Director: Original signed by Helga Thorson
Date approved by Faculty Curriculum Committee: January 4 th , 2019	Dean or Committee Chair; Original signed by Lisa Surridge



Addition of Culture, Social, and Political Thought (CSPT) Option to Germanic and Slavic Studies Master's Program

A. Identification of new stream

Name, Location, Academic units (Faculties, departments, or schools) offering the new stream / option	Germanic and Slavic Studies/Cultural, Social, and Political Thought option
Anticipated stream /option start date	September 2019
Name, title, phone number and email address of contact person	Dr. Elena Pnevmonidou, affiliated CSPT faculty member, 7324, epnev@uvic.ca Dr. Helga Thorson, Chair of the Department of Germanic and Slavic Studies, 7320, helgat@uvic.ca

B. History and context of the program indicating value of a new stream or option

The graduate program in Germanic and Slavic Studies has undergone substantial redesign in recent years. Before 2015, the department had an MA in Germanic Studies and only offered an MA in Slavic Studies by special arrangement. In 2015, we completely redesigned our graduate offerings, creating a Master's program with a stream in Germanic Studies and one in Slavic Studies. In 2017, we further expanded our graduate program with the addition of a third stream, the Master's Stream in Holocaust Studies. The three streams are grounded in common core courses that students take before branching off into their respective discipline-specific courses. With this partially integrated three-stream model, the department has developed a distinct graduate studies profile that enables us to stand out as a unique and attractive department. We have modernized the graduate curriculum in Germanic Studies, are one of the few remaining universities in Canada to offer a full complement of undergraduate programs and a full MA stream in Slavic Studies, and UVic is the only university in Canada and one of very few internationally to offer a Master's stream in Holocaust Studies.

Since our graduate-program redesign, we have been able to recruit a number of high caliber students to all of our streams. We believe that the addition of an interdisciplinary option combining GMST with Cultural, Social, and Political Thought (CSPT) (CSPT: <https://www.uvic.ca/interdisciplinary/cspt/>) will make us even more attractive. Our program is already interdisciplinary in nature and relies on horizontal linkages across campus. Having a CSPT option will allow us to continue to move in this direction.

Joining the existing CSPT program benefits both the department and the program: on the one hand, there are potential Germanic, Slavic, and Holocaust Studies candidates who would be attracted to UVic because of CSPT, and on the other, there are potential CSPT students who would like to do a CSPT concentration, but cannot if they are

registered as Germanic and Slavic Studies students (since our department is not currently a participating department). Furthermore, CSPT benefits from having a greater variety of faculty members who can be on MA/PhD committees, a greater variety of students in the program, and there can potentially be more course offerings for all CSPT students. Finally, participating departments benefit by having non-departmental CSPT students taking their courses that are jointly offered with CSPT courses.

In general, this change will provide students with access to a more diverse faculty, fellow students, and a wider range of seminars to better suit their needs.

C. Aims, goals and/or objectives

Distinctive characteristics

The program simply adds an option to the graduate program in Germanic and Slavic Studies. Some characteristics include opportunities for students to:

- Understand and apply major theories in literature, film, cultural history, cultural studies, Holocaust studies, memory studies, second-language acquisition, etc;
- Formulate critical questions from a disciplinary and interdisciplinary perspective; and
- Develop a solid theoretical, analytical, and critical foundation for empirical research activities.

Anticipated contribution to the UVic Strategic Framework, Faculty, and academic unit's strategic plans

This new option will intensify the dynamic learning by creating new links between graduate programs, support dialogue between graduate students from various origins and backgrounds, and ultimately contribute to diversifying ideas, and the potential for discovery and inquiry.

Target audience, student demand

Students in all of our three MA streams (Germanic Studies, Slavic Studies, Holocaust Studies) may be interested in the CSPT option.

Include plans for student recruitment

Recruitment is done through the Department of Germanic and Slavic Studies via our graduate advisor; we will simply advertise this new option.

D. Admission requirements

Include plans for admissions and transfer within BC system where appropriate

Admissions will not change. The same criteria that are currently used for Germanic and Slavic Studies and CSPT will apply. Students apply to one of the streams in the Department of Germanic and Slavic Studies and then indicate their wish to concentrate in CSPT.

E. Areas of research and teaching specialization of faculty complement who will teach program

Two members of the Department of Germanic and Slavic Studies are already affiliated with CSPT:

Dr. Elena Pnevmonidou

<https://www.uvic.ca/humanities/germanicslavic/people/home/faculty/profiles/pnevmonidouelena-.php>

Dr. Megan Swift

<https://www.uvic.ca/interdisciplinary/europe/us/people/faculty/swiftmegan.php>

Dr. Pnevmonidou already offers a course on Adorno, Benjamin and Frankfurt School Critical Theory (GMST 565) that is cross-listed with CSPT 500. Dr. Swift will be offering a course on Bakhtin (SLST 550) for the first time in the fall of 2019 that will also be jointly offered as CSPT 500.

Apart from these faculty members who are officially associated with the CSPT program, other department members have strong theoretical grounding. For example, Charlotte Schallié and Helga Thorson specialize in Holocaust and Memory Studies and the theories associated with this interdisciplinary field.

F. Curriculum design

Schedule of course delivery

- Identify the prescribed set of core and prerequisite courses.
- Identify which courses already exist at UVic and which new courses will be implemented as a result of the program

Students wishing to pursue a Master's with a CSPT concentration must complete a minimum of 7.5 units of course work and a 7.5-unit thesis as follows:

- (a) GMST 501 (1.5 units) or SLST 501 (1.5 units); GMST 502 (1.5 units) or SLST 502 (1.5 units)
- (b) one additional GMST or SLST course at the graduate level (1.5 units)
- (c) CSPT 501 (1.5 units)
- (d) either CSPT 500 or 590 (1.5 units) and
- (e) an MA thesis worth 7.5 units (GMST 599 or SLST 599).

The thesis topic must be within the field of CSPT, and the thesis must be written in English. At least two members of the three MA supervisory committee members must be drawn from the faculty members affiliated with the CSPT program. At least one CSPT faculty member on the student's supervisory committee must be from outside the student's home department. The supervisor will be from the Department of Germanic and Slavic Studies, and may be affiliated with CSPT.

All of the courses listed already exist.

Delivery methods (e.g., plans for distance education, or computer assisted delivery) as appropriate to targeted student segments

Graduate seminars at UVic.

Linkages between the learning outcomes and the curriculum design (refer either to program-specific learning outcomes or up to 3 UVic learning outcomes. (See <https://web.uvic.ca/calendar2018-05/cal/uvic/learning-outcomes.html>).

- Understand and apply major theories in literature, film, cultural history, cultural studies, Holocaust studies, memory studies, second-language acquisition, etc.
- Formulate critical questions from a disciplinary and interdisciplinary perspective
- Develop a solid theoretical, analytical, and critical foundation for empirical research activities

Integration of opportunities for experiential learning, community-engaged or research-enriched learning

- When applicable, describe: 1) the purpose of practica, Co-op work terms, 2) the unit's plans to develop placement opportunities for students, 3) the level of support extended to students seeking placements, 4) the anticipated outcomes of the work term or field placement, and 5) students' evaluation during their placements.

N/A

- Opportunities for community engaged and research-enriched learning

There are various opportunities for community-engaged learning and research-enriched learning through symposia organized by both the Department of Germanic and Slavic Studies and CSPT, colloquia, research assistantships, teaching assistantships, etc. Each year our graduate students host a graduate-student conference. This could be linked with graduate student activities in CSPT. Similarly, our students edit a graduate student journal, which could serve as a publication venue for students in the CSPT program.

Residency requirements and anticipated times to completion

All graduate seminars are taught at UVIC. The program is scheduled to be completed in 12 to 24 months.

Policies on student evaluation

The policies are those outlined in the *UVic Graduate Calendar*.

Describe the integration of international or Indigenous content or perspectives in the curriculum

The courses taught in our department focus heavily on international content. We also have begun to bring in Indigenous content through our Holocaust Studies stream.

G. Enrolment plan for the program (i.e., anticipated annual intake number and graduates)

This is not a new program, so no specific enrolment is required. We need neither extra funding nor extra faculty members. However, we can anticipate that once the new concentration is added, more and more potential students will be interested in its interdisciplinary nature.

H. Resource plan

When additional resources will be required from the Library, include evidence of consultation with the UVic Librarian (i.e., an email or letter)

No additional resources required.

Please see the corresponding email from Carol Gordon stating that there are “no library implications associated with the department joining CSPT.”

I. Related streams or options in UVic programs or other British Columbia post-secondary institutions

The CSPT is a unique program at UVic.

UBC has a program in society and culture but within the faculty of education. It is not comparable. (See <http://edst.educ.ubc.ca/programs/societv-culture-politics-in-education/>)

J. Evidence of consultation with other UVic Departments/Faculties participating in the delivery of the stream or option, when applicable. (Provide copies of emails or letters of support in an appendix.)

Dr. Emile Fromet de Rosnay, Director of the CSPT program, visited our departmental meeting on November 21, 2017, and discussed the program with us. We voted on a motion to join the CSPT program after he left. We did not think it was necessary to consult with any other department. However, we did consult with the library (see attachment).

From: Ulf Schuetze
To: Emilie Fromet de Rosnay
Cc: Helga Thorson; Elena Pnevmonidov; Germanic and Slavic Studies
Subject: Fw: Consultation Slavic Studies joining CSPT - 1
Date: November 5, 2018 10:02:14 AM

Hi Emilie,

please see the library's response for Slavic Studies below.

best, Ulf

From: Carol Gordon
Sent: November 2, 2018 10:23 AM
To: Ulf Schuetze
Subject: RE: Consultation Slavic Studies joining CSPT

Hi Ulf,

Thanks for your note; I can confirm that there are no library implications associated with the department joining CSPT, since existing courses will continue.
Thanks for letting us know.

Best, Carol

Carol Gordon, Ph.D.
Head, Distance Learning and Research Library Services
McPherson Library, room A233
University of Victoria
250-721-6161
cjgordon@uvic.ca

From: Ulf Schuetze
Sent: November 2, 2018 9:41 AM
To: Carol Gordon <cjgordon@uvic.ca>
Subject: Consultation Slavic Studies joining CSPT

Dear Carol,

the Department of Germanic & Slavic Studies is planning to joint CSPT as a participating member. We don't foresee any problems as students will take existing courses. Bill Blair confirmed for the Germanic side that there are no concerns from the library regarding this move. Could you confirm that for the Slavic side?

Thanks for your help.

best,

Dr. Ulf Schuetze
Dept. representative to the Academic Standards and Curriculum Committee Faculty of
Humanities

From: Bill Blair
Sent: October 30, 2018 9:12 AM
To: Ulf Schuetze
Subject: RE: consultation Germanic Studies joining CSPT

Hi Ulf,

That is OK. Often people call me Blair ☺.

I don't foresee any problems, from a library perspective, with your department's plans to join the CSPT as there will not be any new resources that I need to purchase for the program. If, for some reason, new resources are needed in the future these can be purchased on existing German funds.

I have passed your email along to Carol Gordon who is the subject librarian for Slavic Studies.

Regards,

Bill

From: Ulf Schuetze
Sent: October 30, 2018 8:48 AM
To: Bill Blair <blairw@uvic.ca>
Subject: Fw: consultation Germanic Studies joining CSPT

Hi Bill,

I just realized that in my last email I used your last name. My apologies! My official excuse is that the contact person in our Dean's office name is Blair so I got mixed up.

best, Ulf

From: Ulf Schuetze
Sent: October 29, 2018 7:26 PM

To: Bill Blair

Subject: consultation Germanic Studies Joining CSPT

Hi Blair,

this email is to consult about our Department's plans to join the CSPT (Cultural, Social and Political Thought) Program as a participating Department. At a recent Department meeting, the faculty members of our Department voted in favour of this move.

We don't foresee any implications for the library as the CSPT students will take course in the already existing MA streams in Germanic Studies, Slavic Studies, Holocaust Studies.

Please let me know, if you should have any concerns about this proposal.

Also, can you forward this message to the person in the library who is assigned to Slavic Studies? Or is that also you?

best, Ulf

Memorandum regarding changes to CSPT program
FRAN and GMST/SLST joining CSPT

To: Nancy Wright, Associate vice-president, Academic Planning
From: Emile Fromet de Rosnay, Director, CSPT



October 29, 2018

As director of CSPT, my mandate has been to increase the breadth of the program to include more departments, and more campus engagement generally in what is UVic's oldest interdisciplinary program. This is in line with UVic's commitment to interdisciplinary research and learning. Furthermore, there was, at the time of the interview for the directorship, the expressed desire that the program become more diverse, and that the CSPT faculty and student body represent the diversity of UVic disciplinarily speaking. This has been confirmed in subsequent program meeting discussions.

Over the years, student enrollment has been steady, with an average of 9 students per year in the program. However, POLI and ENGL have made up the bulk of these numbers, and so it has been important to diversify student participation in the program. This is why I have had Anthropology join CSPT (as Sept. 2018), and French and Germanic and Slavic Studies are in the process of joining for September 2019. This would bring the number of participating departments up to 9 from 6. Eventually, for 2020 and beyond, I am looking at having Geography, Visual Studies and History of Art, Law and Society, and Music. All of these departments have affinities with CSPT, and students and faculty have expressed interest CSPT. Both CSPT and departments stand to benefit from participation, because departments can attract CSPT students who would not normally be able to do a concentration in CSPT (their respective department needs to be a participating department), and CSPT would benefit from the above-mentioned diversity.

The incorporation of new departments will not affect the capacity of students to complete their program of study. On the contrary, the more departments participating in CSPT will lead to a greater variety of cross-listed courses for students to choose from for the CSPT 500 required credit.

Both the French and the Germanic and Slavic Studies Departments voted to join CSPT in the 2017-2018 academic year (see attached correspondence).

Signed by:

Maic Lapprand, chair of FRAN


Chris Goto-Jones, Dean of Humanities

Original signed by Helga Thorson

Helga Thorson, chair of GMST/SLST

Sandra Duggan

From: David Capson – Dean of Graduate Studies
Sent: January 11, 2019 2:44 PM
To: Nancy Wright – AVP Academic Planning
Cc: Sandra Duggan; Cathy Stacey, Assistant to the Dean of Graduate Studies
Subject: approved FGS motion (CSPT) for next SCP meeting
Attachments: Item 8 CSPT Part 2.pdf; Item 8 CSPT Part 2.pdf

Hi Nancy,

The Faculty of Graduate Studies approved the following motion at its meeting of Jan 10, 2019:

MOTION: THAT the Faculty of Graduate Studies Council approve and recommend the addition of French and **Germanic and Slavic Studies to CSPT**, as presented, to the Senate Committee on Planning.

I am requesting that you bring this to the Senate Committee on Planning for consideration at its next meeting. For your information, I have attached the supporting documents that were considered by the FGS Council in its decision.

Sincerely,
David



David W. Capson, Ph.D., P.Eng.
Dean, Faculty of Graduate Studies
Professor, Electrical & Computer
Engineering



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Victoria, BC, V8Y 3P2 | Canada
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University
of Victoria

uvic.ca/graduatestudies

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University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

March 14, 2019

To: Operations and Facilities Committee

From: Valerie Kuehne, Vice-President Academic and Provost

A handwritten signature in purple ink that reads "Valerie Kuehne".

cc: President and Vice-Chancellor

Meeting Date: March 26, 2019

Subject: Proposal to Discontinue the Entrepreneurship Certificate and Diploma Programs

Basis for Jurisdiction: Senate Committee on Planning meeting January 23, 2019
Senate meeting March 1, 2019

Previous Consultation: At its meeting on March 1, 2019, Senate approved and recommended that the Board of Governors approve the proposal to discontinue the Entrepreneurship Certificate and Diploma programs, as described in the memorandum dated January 11, 2019.

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the proposal to discontinue the Entrepreneurship Certificate and Diploma programs, as described in the memorandum dated January 11, 2019, effective immediately.

Background:

There has been little interest to enroll in these programs since their inception and this lack of demand makes the programs unsustainable and obsolete. There are no students registered in either the Entrepreneurship Certificate or Diploma programs so this discontinuation does not negatively impact any students. We are first committed to student recruitment and teaching resources for our other graduate programs (MBA and MGB).

Resource implications

There are no resulting layoff issues for either faculty or staff.

Attachment(s): Proposal to Senate, dated February 13, 2019, for discontinue the Entrepreneurship Certificate and Diploma programs.



Date: February 13, 2019
To: Senate
From: Senate Committee on Planning
Re: Proposal to Discontinue the Entrepreneurship Certificate and Diploma Programs

At its meeting of January 23, 2019, the Senate Committee on Planning considered the proposal to discontinue the Entrepreneurship Certificate and Diploma Programs, as described in the memorandum dated January 11, 2019.

The following motion is recommended:

That Senate approve and recommend to the Board of Governors that it also approve, the discontinuation of the Entrepreneurship Certificate and Diploma programs, as described in the memorandum dated January 11, 2019.

Respectfully submitted,

2018/2019 Senate Committee on Planning

Nancy Wright, Associate Vice-President Academic Planning (Chair)

Gillian Calder, Faculty of Law

David Castle, Vice-President Research

Jo-Anne Clarke, Division of Continuing Studies

Merwan Engineer, President's Nominee

Mauricio Garcia-Barrera, Faculty of Graduate Studies

Andrea Giles, Cooperative Education and Career Services

Nicole Greengoe, Registrar (on leave)

Rishi Gupta, Faculty of Engineering

Robin Hicks, Faculty of Science

Ashlee Kirby, Student Senator

Valerie Kuehne, Vice-President Academic and Provost

Graham McDonough, Faculty of Education

Patrick Nahirney, Division of Medical Sciences

Sang Nam, Peter B. Gustavson School of Business

Abdul Roudsari, Faculty of Human and Social Development

Dan Russek, Faculty of Humanities

Nilanjana Roy, Faculty of Social Sciences

Ralf St. Clair, Dean, Faculty of Education

Victoria Wyatt, Faculty of Fine Arts

Carla Osborne, GSS Representative

Ada Saab, Acting Associate University Secretary

David Capson, Faculty of Graduate Studies

Sandra Duggan (Secretary), Office of the Vice-President Academic and Provost





University
of Victoria

PETER B. GUSTAVSON
School of Business

The world looks different from here.

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DATE: January 11, 2019

TO: David Capson, Dean, Faculty of Graduate Studies
Nancy Wright, AVPAC, Chair, SC Academic Planning
Tim Haskett, Assistant Professor, Faculty of Humanities, Chair, SC Curriculum

CC: James Wigginton, Manager, Curriculum and Calendar
Carolyn Swayze, Coordinator of Information, Research & Communication, FGS
Cathy Stacey, Assistant to the Dean, Faculty of Graduate Studies

FROM: Saul Klein, Dean
Original signed by Saul Klein

RE: Memorandum to Propose the Discontinuance of ENTC&D Programs (revised)

Thank you for your consideration of our proposal to discontinue the graduate Entrepreneurship Certificate and Diploma Programs. We first suspended our admission to these programs in September 2017, and as per the Guide for Curriculum and Calendar Changes (7.2.3) and the Guidelines to Propose Discontinuing a Program, we have prepared this memo as rationale for your approval.

There has been little interest to enroll in these programs since their inception and this lack of demand makes the programs unsustainable and obsolete. There are no students registered in either the Entrepreneurship Certificate or Diploma programs so this discontinuation does not negatively impact any students. There are no resulting layoff issues for either faculty or staff. We are first committed to student recruitment and teaching resources for our other graduate programs (MBA and MGB).

Our Faculty Council approved the discontinuance of both programs at the meeting held on Thursday, October 20, 2018.

We look forward to your approval of our proposal in anticipation of preparing the relevant program curriculum changes for Cycle #2.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

March 14, 2019

To: Operations and Facilities Committee

From: Valerie Kuehne, Vice-President Academic and Provost

A handwritten signature in purple ink that reads "Valerie Kuehne".

cc: President and Vice-Chancellor

Meeting Date: March 26, 2019

Subject: Proposal for the Addition of a Major Research-Project Option in the Master of Arts in Political Science

Basis for Jurisdiction: Senate Committee on Planning meeting January 23, 2019
Senate meeting March 1, 2019

Previous Consultation: At its meeting on March 1, 2019, Senate approved and recommended that the Board of Governors approve the proposal for the addition of a major research-project option in the Master of Arts in Political Science, as described in the document "Major Research-Project Option in the Master of Arts in Political Science".

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the proposal for the addition of a major research-project option in the Master of Arts in Political Science, as described in the document "Major Research-Project Option in the Master of Arts in Political Science".

Strategic Relevance

The proposal fulfills a key recommendation of the 2016 Academic Program Review of the Department of Political Studies:

Recommendation 5: The department should develop two streams in the MA program; retain its current 100 page MA thesis and introduce a one-year option with a shorter research essay paper.

The research-project option could help address the issue of lengthy completion times for the MA also noted in the Academic Program Review. The research-project option encourages students to complete all coursework in two terms, and the narrow scope of the research-project relative to the thesis makes it realistic for students to complete the major research paper in the following summer term.

Overview/nature of the existing academic program & proposed stream

The proposal adds a research-project option alongside the existing thesis option in the Department's MA program. Students in the research-project option will take 3.0 units of additional coursework chosen from existing course offerings, and will submit a major research paper based on independent research. The major research paper will be worth 6.0 units, in contrast to the 9.0 unit thesis in the existing thesis option. The research-project option relies primarily in existing course offerings, many of which have room to accommodate a modest number of additional students.

Alignment with the university's mission and strategic plan

The proposed new stream contributes most directly to the first and third priorities identified in the University of Victoria's Strategic Framework for 2018-2023: "Cultivate an Extraordinary Academic Environment" and "Intensify Dynamic Learning". The research-project option will help the Political Science Department "attract, support and develop a diverse community of talented (graduate) students" by providing an increasingly popular type of Master's program. It will intensify dynamic learning by exposing more students, more intensively, to the Department's research culture and the work of its scholars.

Demand and availability

The research-project option will increase the attractiveness of the program to a wider range of potential applicants. Applicants interested in graduate study in Political Science for reasons such as career preparation will be well served by a program that allows them to study a wider range of issues in Political Science courses, combined with training in research that draws more heavily on existing literatures in place of the thesis option's emphasis on primary research. The research-project option will also be suitable for students who wish to research an issue important in their job or voluntary activities. The one-year structure of the program will appeal to students wishing to upgrade their education without sacrificing an uncertain amount of time.

Resource implications

The research-project option will be offered using existing faculty resources. It relies primarily on existing course offerings. It is expected to have a modest impact on overall enrolment, and the department has capacity to accommodate a modest increase in the number of MA students.

Attachment(s): Proposal to Senate, dated February 13, 2019, for the addition of a major research-project option in the Master of Arts in Political Science.



Date: February 13, 2019

To: Senate

From: Senate Committee on Planning

Re: **Proposal for the Addition of a Major Research Project Option in the Master of Arts in Political Science**

At its meeting of January 23, 2019, the Senate Committee on Planning considered the proposal for the addition of a major research project option in the Master of Arts in Political Science, as described in the document "Major Research Project Option in the Master of Arts in Political Science".

The following motion is recommended:

That Senate approve and recommend to the Board of Governors that it also approve, subject to funding, the addition of a major research project option in the Master of Arts in Political Science, as described in the document "Major Research Project Option in the Master of Arts in Political Science", and that this approval be withdrawn if the program should not be offered within five years of the granting of approval.

Respectfully submitted,

2018/2019 Senate Committee on Planning

Nancy Wright, Associate Vice-President Academic Planning (Chair)

Gillian Calder, Faculty of Law

David Castle, Vice-President Research

Jo-Anne Clarke, Division of Continuing Studies

Merwan Engineer, President's Nominee

Mauricio Garcia-Barrera, Faculty of Graduate Studies

Andrea Giles, Cooperative Education and Career Services

Nicole Greengoe, Registrar (on leave)

Rishi Gupta, Faculty of Engineering

Robin Hicks, Faculty of Science

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Abdul Roudsari, Faculty of Human and Social Development

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Ada Saab, Acting Associate University Secretary

David Capson, Faculty of Graduate Studies

Sandra Duggan (Secretary), Office of the Vice-President Academic and Provost

UNIVERSITY OF VICTORIA

NEW STREAM WITHIN AN EXISTING GRADUATE PROGRAM TEMPLATE

*Major Research Project Option in the Master of Arts in
Political Science*

Dean's Name and Date of consultation with AVPAP: Catherine Krull, July 31, 2018	Dean signature: Original signed by Rosaline Canessa
Name of contact person:	Dr. Scott Watson, Chair, Department of Political Science Dr. Matt James, Graduate Director, Department of Political Science Dr. Michelle Bonner, Professor, Department of Political Science
Email & phone of contact person:	Dr. Watson: chairpol@uvic.ca , local 3528 Dr. James: gradpol@uvic.ca , local 6489 Dr. Bonner: mbonner@uvic.ca , local 3561
Date approved by Department: October 16, 2018	Chair/Director signature: Original signed by Scott Watson
Date approved by Faculty: November 7, 2018	Dean signature: Original signed by Rosaline Canessa
Date approved by Graduate Studies: January 10, 2019	Dean signature: See attached email approval



Preliminary Proposal for a New Stream Within an Existing Graduate Program for discussion with Deans of Social Sciences and Graduate Studies

PROPOSAL (up to 3,000 words plus appendices)

A. Identification of new stream

Name, Location, Academic units (Faculties, departments, or schools) offering the new Master's degree	MA in Political Science – Major Research Project Option To be offered by the Department of Political Science and the Faculties of Graduate Studies and Social Sciences
Anticipated Master's degree start date	September 2019
Name, title, phone number and e-mail address of contact person	Dr. Scott Watson, Chair, Department of Political Science: chairpol@uvic.ca, local 3528 Dr. Matt James, Graduate Director, Department of Political Science: gradpol@uvic.ca, local 6489 Dr. Michelle Bonner, Professor, Department of Political Science: mbonner@uvic.ca, local 3561

B. History and context of the program indicating value of new stream

The Department of Political Science has a long-standing and highly successful Master's program. This proposal would add a major research project option to the existing thesis option in the Master's program.

The current thesis-based MA serves current students well. It is particularly suitable for students interested in continuing on to a PhD program, given the focus in the thesis on primary research and original contribution to scholarship. The major research project option is expected to increase the attractiveness of the program to a wider range of potential applicants. Applicants interested in graduate study in Political Science for other reasons, such as career preparation, would be well served by a program that allows them to study a wider range of issues in Political Science courses, combined with training in research that draws more heavily on existing literature. The major research project option would also be suitable for students who wish to research an issue important in their job or voluntary activities. Of course, if a student chooses the major research project option in Political Science and later decides to pursue a PhD, the preparation to do so would still be very strong.

The major research project option is designed to be completed in a timely fashion. The major research project option encourages students to complete all coursework in two terms, and the narrower scope of the major research project relative to the thesis (offsetting the larger number of courses required in the research-project option) makes it realistic for students to complete the major research paper in the following summer term..

The creation of a major research project option in the MA program would fulfil a key recommendation of the 2016 Academic Program Review Report:

Recommendation 5: The department should develop two streams in the MA program; retain its current 100 page MA thesis and introduce a one-year option with a shorter research essay paper. Adequate funding should be

provided for both streams.

The major research project option will rely on existing course offerings. Many graduate courses in Political Science have space to add 5-10 more students before becoming too large (15 is about the upper limit for a successful graduate seminar). In some cases increasing the number of students in the classroom will improve the quality of seminar discussions.

C. Aims, goals and/or objectives

Distinctive characteristics

The current MA program in Political Science is distinctive for its critical theoretical orientation. The proposed major research project option in the Master of Arts in Political Science will maintain that distinction, as it draws on existing courses and faculty members. The major research project option will be distinctive for the breadth of its coverage of the discipline of Political Science, as students will need to take courses in a wider range of subjects in Political Science. Allowing students to complete major research papers on topics relevant to their careers or voluntary activities will make the program especially suited to students interested in graduate study in Political Science for professional development.

Anticipated contribution to the UVic, Faculty, and academic unit's strategic plans

The University of Victoria's Strategic Framework for 2018-2023 identifies six strategic priorities. The proposed new stream contributes most directly to the first and third priorities, "Cultivate an Extraordinary Academic Environment" and "Intensify Dynamic Learning". The major research project option will help the Political Science Department "attract, support and develop a diverse community of talented [graduate] students" by providing an increasingly popular type of Master's program. It will intensify dynamic learning by exposing more students, more intensively, to the Department's research culture and the work of its scholars.

Target audience and student demand

The major research project option is expected to increase the attractiveness of the program to a wider range of potential applicants. It is expected to increase enrolment only modestly. Applicants interested in graduate study in Political Science for reasons such as career preparation would be well served by a program that allows them to study a wider range of issues in Political Science courses, combined with training in research that draws more heavily on existing literatures in place of the thesis option's emphasis on primary research. The major research project option would also be suitable for students who wish to research an issue important in their job or voluntary activities. The one-year structure of the program will appeal to students wishing to upgrade their education without sacrificing an uncertain amount of time.

While the major research project option is expected to be particularly attractive to students interested in careers outside academe, it will provide excellent preparation for students wishing to continue on to a PhD program as well.

Include plans for student recruitment, retention, and success

Student recruitment for the major research project option will rely on the same methods and channels as the existing Political Science graduate program. The program will be highlighted on the Department's website, and faculty members will publicize the program with their external colleagues and networks.

The major research project option structure will assist with student retention and success. Experience in our existing MA program shows that the greatest obstacle to rapid completion is the lengthy thesis requirement (100 pages), which many students find daunting, especially since limited funding for graduate students in Political Science means many must work to support themselves after their first-year funding is exhausted. The more focused major research project paper,

combined with the strict schedule for completion and the absence of lengthy time delays associated with the oral exam for the MA thesis, should prove much more manageable.

Following FGS requirements, each student will have a supervisory committee of two faculty members, both on the Faculty of Graduate Studies membership list or specifically approved by the Dean of Graduate Studies. One faculty member from Political Science will serve as the student's primary supervisor. The second member normally will be from the Department of Political Science and can be a co-supervisor. With the permission of the graduate advisor, the second committee member may be from another UVic department or school. The primary supervisor will meet regularly with the student to review progress towards completion and address any issues that arise.

D. Admission requirements

Same as for current MA-Thesis Option, except that the student's specific research interests are of less concern since there is not the need for supervision by a specialist in that specific subject area. This is expected to improve the Department's ability to recruit outstanding graduate students.

E. Areas of specialization and evidence of adequate faculty complement (Include a table showing anticipated faculty supervision and committee service taking into account faculty leaves).

The Political Science has 21 research faculty members (some are jointly appointed in another department) with a wide range of expertise in all sub-fields of Political Science. Distribution of graduate student supervisory responsibilities varies across research faculty members and across time, and there is room to accommodate a modest number of additional MA students. At present it is not known when individual faculty members will be on leave (except as noted). There are sufficient faculty members to supervise students in the major research project option regardless of the timing of faculty leaves.

Dr. Colin Bennett, Professor
Comparative politics, public policy, politics of information and the Internet

Dr. Michelle Bonner, Professor
Comparative politics, democracy, human rights, Global South (Latin America)

Dr. Marlea Clarke, Associate Professor
Comparative politics, political economy of development, Global South (Africa)

Dr. A. Claire Cutler, Professor
Global political economy, international relations theory, international law and organization

Dr. Rita Dhamoon, Assistant Professor
Identity politics, gender, Canadian politics

Dr. Avigail Eisenberg, Professor
Democratic theory, normative political theory, history of ideas (19th-20thC), pluralism, identity politics

Dr. Simon Glezos, Assistant Professor
Political theory, international relations theory, theories of the state

Dr. Wilfrid (Will) Greaves, Assistant Professor
International relations

Dr. Matt James, Associate Professor

Canadian politics, constitutionalism, citizenship, reparations

Dr. Arthur Kroker, Professor
Contemporary French and German political theory, technology

Dr. Jamie Lawson, Associate Professor
Canadian politics, political economy, environmental politics

Dr. Mara Marin, Assistant Professor
Political theory, feminist theory, political thought

Dr. Oliver Schmidtke, Professor and Director, Centre for Global Studies
Citizenship and immigration, European integration

Dr. Heidi Kiiwetinewinewin Stark, Associate Professor
Indigenous comparative politics, indigenous diplomacy, law and governance

Dr. Reeta Tremblay, Professor
Comparative federalism, public policy, identity politics, Global South (South Asia)

Dr. Amy Verdun, Professor (on leave 2018-20)
Comparative politics, European integration, political economy

Dr. R.B.J. (Rob) Walker, Professor
Contemporary social and political thought, international political theory

Dr. Scott Watson, Associate Professor and Chair
International relations theory, securitization, migration

Dr. Michael C. Webb, Associate Professor
International political economy, global economic governance, international taxation

Dr. Andrew Wender, Assistant Teaching Professor
Religion and politics, politics of the Middle East

Dr. Guoguang Wu, Professor
Comparative politics, global political economy, Global South (China, Hong Kong, Taiwan)

Dr. Feng Xu, Associate Professor
Comparative politics, gender, migration and citizenship, Global South (East Asia)

F. Curriculum design (Include draft curriculum program and course change forms in Appendix)

Course Requirements:

- Field Seminars (two of POLI 507, 508, 509, 516, 540) 3.0u
- POLI 505* 1.5u
- POLI graduate electives 3.0u
- Other electives** 1.5u

Major Research Paper:

- POLI 598 6.0u

Total **15.0u**

*Unless written exemption is given to the graduate advisor by a student’s supervisor.

**May include a senior undergraduate course (1.5u at 300 or 400 level), a directed readings course (POLI 590), or a graduate course offered by another department.

POLI 598 - Major Research Paper: Based on an independent research project, normally 40-50 pages in length. It may consist of an extended version of a course paper, or, at the initiative of the student and with the approval of the supervisory committee, a research project on a topic in political science completed for an external organization (e.g, employer, or a voluntary non-profit organization). The paper will be graded by the student’s supervisory committee.

The major research paper differs from the thesis in the thesis-option MA in a number of ways. It is to be approximately half the length of the MA thesis (which is expected to be about 100 pages in length). The MRP is expected to be based mainly on research in documentary and secondary sources, and to reflect critical engagement with existing scholarship. Students writing the MRP will not normally need to seek approval from HREB for interview research, which is a significant component of many MA theses and which, in conjunction with the lengthy lead times required for arranging thesis defences, often contributes to the extended time to completion for students in the full thesis option.

Linkages between the learning outcomes and the curriculum design

Learning outcomes are similar to those for the existing thesis-based MA, with some adjustments.

- critical understanding of two major sub-fields of Political Science, achieved by the requirement to take two of the field seminars
- critical understanding of research methods used in Political Analysis, achieved by the requirement to take POLI 505 and to conduct an independent research project (POLI 598)
- in-depth understanding of contemporary issues in politics and political science, achieved by the requirements for 4.5u of electives – under the guidance of their supervisors and the graduate advisors, students are expected to select at least some of these electives in areas close to the subject of their major research papers – students will gain an understanding of a broader range of political science through additional coursework in comparison to students in the

Integration of opportunities for experiential learning or other forms of civic engagement in the learning opportunity

Students in the MA-Research Project Option can participate in the Co-op Program on the same basis as students in the MA-Thesis Option. Students may complete the major research paper on a topic of interest to an outside organization such as an employer, government agency, or non-profit organization.

Residency requirements and anticipated times to completion

The MA-Research Project Option normally will be completed in one year. Normally students will take 4.5u of coursework in fall term and in spring term, and will complete the major research paper in summer term. Major

research papers normally will be due July 31. This is the timeline recommended in the 2016 Academic Program Review Report, which strongly endorsed the idea of a major research project option (p. 13). Students involved in co-op or a relevant internship normally will complete the major research paper after completing the co-op placement or internship, in which case the time to completion could be 16-20 months.

Policies on student evaluation and oral examinations

The proposed new stream will follow existing policies on student evaluation, with the exception of the major research paper. The major research paper will be graded by the student's supervisor and one other department faculty member (normally the second member of the supervisory committee, if that person is from Political Science). The student's grade for 598 will be the average of the grades assigned by the two graders. There will not be an oral examination.

Describe any plans to develop international or Indigenous opportunities or perspectives

The major research project option in the Master of Arts in Political Science will take full advantage of the Department's expertise in global and indigenous politics, as does the existing thesis option. Students interested in the Graduate Certificate in Indigenous Nationhood will be able to combine that with the research project option, just as they can do so now with the thesis option. Regarding international opportunities, students will be encouraged to apply for internship and other opportunities with the Centre for Global Studies and the Centre for Asia-Pacific Initiatives as appropriate.

G. Enrolment plan for the new stream

The Political Science Department has an informal annual MA admission target of 10-15 students. The target has not always been met in recent years, largely due to our inability to offer competitive funding packages. There has also been a downward trend (albeit fluctuating widely from year to year) in the annual number of applicants to the MA program, a concern raised in the Department's 2016 Academic Program Review Report (pp. 10-11). We anticipate the major research project option in the Master of Arts in Political Science will attract a wider range of students who would not previously have applied to the Department, thereby enabling the Department to meet its internal target. The 2016 Academic Program Review Report agreed, suggesting that introducing a major research project option "would broaden the applicant pool by appealing to a broader and more diverse set of students" (p. 11).

At present, some well-qualified applicants are not admitted because the Department does not have a faculty member with sufficient expertise to supervise an MA thesis on the topic the applicant wishes to study. The specificity of faculty expertise required to supervise a major research paper is less than required for thesis supervision, meaning the Department will be better able to accommodate excellent students with a wider range of interests.

The number of students admitted to the program and other Departmental MA programs in any given year will depend on the number and qualifications of applicants. We anticipate the number of students in the major research project option in the Master of Arts in Political Science will be modest.

H. How do you plan to evaluate graduate student supervision.

Evaluation of graduate student supervision in the major research project option will be the same as in the existing graduate program.

I. Resource requirements (include a table of stream revenue and expenditures)

No new faculty resources are required, though the Department will continue its efforts to seek adequate student funding from the Faculty of Graduate Studies. The major research project option will rely on existing course offerings. Many graduate courses in Political Science have space to add 5-10 more students before becoming too large (15 is about the upper limit for a successful graduate seminar). In some cases increasing the number of students in the classroom will improve the quality of seminar discussions.

Resources required from Library (include evidence of consultation with UVic Librarian)

No additional resources. The proposed stream does not include any new subject areas. Email needed from Library.

J. Student financial support plan (include a table of anticipated annual funding amounts and sources for each student in the program in a sample year at steady state)

Students will be eligible to apply for funding on the same basis as students in the MA-thesis option.

K. Related Master's programs/streams in your own or other British Columbia post-secondary institutions

The most comparable other BC institutions are UBC and SFU. The Department of Political Science at UBC requires all MA students to complete a thesis, consistent with that Department's focus on academic training. The Department of Political Science at SFU offers a thesis-based MA, a project-based MA comparable to our proposed program, and a course-based MA. Looking farther afield, the Department of Political Science at the University of Calgary offers only a thesis-based MA, while the Department of Political Science at the University of Alberta offers both a thesis-based MA and a so-called course-based MA that includes a major research project like that included in this proposal.

It is our understanding that more institutions and departments have introduced major research project-based Master's programs recently in response to interest from students who are not planning to pursue a PhD or academic career in Political Science. UVic departments offering major research project options within Master's degrees now include Economics, English, History, Philosophy, and Sociology.

L. Evidence of support and recognition from other UVic Faculties (Provide copies of letters of support in an appendix)

From: [David Capson – Dean of Graduate Studies](#)
To: [Nancy Wright – AVP Academic Planning](#)
Cc: [Sandra Duggan; Cathy Stacey, Assistant to the Dean of Graduate Studies](#)
Subject: approved FGS motions (Poli Sci) for next SCP
Date: January 11, 2019 2:50:08 PM
Attachments: [New MA Stream in Political Science Proposal.pdf](#)
[New Poli Sci Program Curriculum Forms.pdf](#)
[Project Based MA in Political Science Curriculum.pdf](#)
[Project Based MA in Political Science Proposal.pdf](#)

Hi Nancy,

The Faculty of Graduate Studies approved the following two motions at its meeting of Jan 10, 2019:

MOTION: THAT the Faculty of Graduate Studies Council approve and recommend the new MA Stream in the Politics of Global Challenges, as presented, to the Senate Committee on Planning.

MOTION: THAT the Faculty of Graduate Studies Council approve and recommend the new Project-Based MA in Political Science, as presented, to the Senate Committee on Planning.

I am requesting that you bring these to the Senate Committee on Planning for consideration at its next meeting. For your information, I have attached the supporting documents that were considered by the FGS Council in its decision.

Sincerely,
David



David W. Capson, Ph.D., P.Eng.
Dean, Faculty of Graduate Studies
Professor, Electrical & Computer
Engineering

[University of Victoria](#)
Victoria, BC, V8Y 3P2 | Canada
T: 250-721-7970

uvic.ca/graduatestudies

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University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

March 14, 2019

To: Operations and Facilities Committee

From: Valerie Kuehne, Vice-President Academic and Provost

A handwritten signature in purple ink that reads "Valerie Kuehne".

cc: President and Vice-Chancellor

Meeting Date: March 26, 2019

Subject: Proposal to Discontinue the Major and Minor Programs in Mediterranean Studies

Basis for Jurisdiction: Senate Committee on Planning meeting January 23, 2019
Senate meeting March 1, 2019

Previous Consultation: At its meeting on March 1, 2019, Senate approved and recommended that the Board of Governors approve the proposal to discontinue the Major and Minor programs in Mediterranean Studies, as described in the memorandum dated December 6, 2018.

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the proposal to discontinue the Major and Minor programs in Mediterranean Studies , as described in the memorandum dated December 6, 2018.

Overview/nature of the existing academic program & proposed stream

The Department is proposing to discontinue its Major and Minor programs in Mediterranean Studies due to a reduced compliment of faculty members and lack of student interest.

The Department currently has one member with expertise on both Spain and Italy, but not on the rest of the Mediterranean. The remaining faculty members specialize on either Spain or Latin America.

Demand and availability

There are currently no students with a declared Major or Minor in Mediterranean Studies.

Attachment(s): Proposal to Senate, dated February 13, 2019, to discontinue the Major and Minor programs in Mediterranean Studies.



Date: February 13, 2019
To: Senate
From: Senate Committee on Planning
Re: Proposal to Discontinue the Major and Minor Programs in Mediterranean Studies

At its meeting of January 23, 2019, the Senate Committee on Planning considered the proposal to discontinue the Major and Minor Programs in Mediterranean Studies, as described in the memorandum dated December 6, 2018.

The following motion is recommended:

That Senate approve and recommend to the Board of Governors that it also approve, the proposal to discontinue the Major and Minor programs in Mediterranean Studies, as described in the memorandum dated December 6, 2018.

Respectfully submitted,

2018/2019 Senate Committee on Planning

Nancy Wright, Associate Vice-President Academic Planning (Chair)

Gillian Calder, Faculty of Law

David Castle, Vice-President Research

Jo-Anne Clarke, Division of Continuing Studies

Merwan Engineer, President's Nominee

Mauricio Garcia-Barrera, Faculty of Graduate Studies

Andrea Giles, Cooperative Education and Career Services

Nicole Greengoe, Registrar (on leave)

Rishi Gupta, Faculty of Engineering

Robin Hicks, Faculty of Science

Ashlee Kirby, Student Senator

Valerie Kuehne, Vice-President Academic and Provost

Graham McDonough, Faculty of Education

Patrick Nahirney, Division of Medical Sciences

Sang Nam, Peter B. Gustavson School of Business

Abdul Roudsari, Faculty of Human and Social Development

Dan Russek, Faculty of Humanities

Nilanjana Roy, Faculty of Social Sciences

Ralf St. Clair, Dean, Faculty of Education

Victoria Wyatt, Faculty of Fine Arts

Carla Osborne, GSS Representative

Ada Saab, Acting Associate University Secretary

David Capson, Faculty of Graduate Studies

Sandra Duggan (Secretary), Office of the Vice-President Academic and Provost



MEMORANDUM TO PROPOSE THE DISCONTINUANCE OF A PROGRAM

To: Dr. N. Wright, Chair, Senate Committee on Planning

From: Dr. P. Restrepo-Gautier, Chair, Department of Hispanic & Italian Studies

Date: 06 December 2018

Hispanic and Italian Studies is proposing to discontinue its Major and Minor programs in Mediterranean Studies. Both the Major and a Minor were approved in 2002 and started in 2003.

The Department is proposing the discontinuance of its Major and Minor programs in Mediterranean Studies due to a reduced compliment of faculty members and lack of student interest.

The Department currently has one member with expertise on both Spain and Italy, but not on the rest of the Mediterranean. The remaining faculty members specialize on either Spain or Latin America.

The Department last offered a Mediterranean Studies course in 201409 (MEST 300, 3 students). In previous academic years we offered MEST 308 (201309, 11 students), MEST 300 (201209, 7 students), MEST 308 (201101, 16 students), MEST 310 (201001, 10 students), MEST 200 (200901, 9 students).

There are currently no students with a declared Major or Minor in Mediterranean Studies.

To sum up, in view of the Department's reduced compliment of faculty members and lack of student interest, Hispanic and Italian Studies is proposing the discontinuance of its Major and Minor in Mediterranean Studies.

Original signed by Dr. P. Restrepo-Gauthier, Chair
Hispanic & Italian Studies

06 December 2018
Date

Original signed by C. Goto-Jones
Dr. C. Goto-Jones, Dean, Faculty of Humanities

12 Dec '18
Date

Original signed by L. Surridge
Dr. L. Surridge, Chair, Humanities Curriculum &
Academic Standards Committee

11 Dec 2018
Date

Cc: Dr. T. Haskett, Chair, Senate Committee on Curriculum





University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

March 14, 2019

To: Operations and Facilities Committee

From: Valerie Kuehne, Vice-President Academic and Provost

A handwritten signature in purple ink that reads "Valerie Kuehne".

cc: President and Vice-Chancellor

Meeting Date: March 26, 2019

Subject: Proposal to Establish a Minor in Physical Education

Basis for Jurisdiction: Senate Committee on Planning meeting January 23, 2019
Senate meeting March 1, 2019

Previous Consultation: At its meeting on March 1, 2019, Senate approved and recommended that the Board of Governors approve the proposal to establish a minor in Physical Education, as described in the document "Physical Education Minor".

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve, subject to funding, the proposal to establish a minor in Physical Education, as described in the document "Physical Education Minor", and that this approval be withdrawn should the program not be offered within five years of the granting of approval.

Strategic Relevance

The proposed minor in Physical Education (PE) increases students flexibility, can enhance students' dynamic learning through highly experiential course work, can diversify the student profile taking PE classes and allows greater access to physical activity, health and wellness classes to students across the campus. In doing so we are able to maintain or grow our numbers in PE focused classes and continue our School's strong reputation as leaders in Physical Education.

Overview/nature of the existing academic program & proposed stream

The proposed minor in Physical Education (PE) allows students outside of the School of Exercise Science, Physical and Health Education (EPHE) the chance to complete the teachable area requirements for Physical Education. The minor also allows students outside the School the opportunity to take courses focused on physical activity, health and wellness that are currently only available to students in the BA or BSc program in EPHE.

Alignment with the university's mission and strategic plan

Courses in the minor all have a strong experiential education focus and offer opportunities to enhance the student experience through dynamic learning. Having a PE minor open to students campus wide will allow for more diverse access to PE courses and in turn enhance the experience for all students in these classes.

Senate/academic considerations

The minor will help maintain or increase EETS in PE focused classes.

Demand and availability

Interest in classes in the School of Exercise Science, Physical and Health Education is at an all-time high. This minor allows students outside our School to access some of these courses. In addition, the evolving BC secondary school curriculum will create more opportunity for teachers in general and puts a new emphasis on physical and health education that this minor can help prepare future teachers and other professionals in.

Resource implications

This minor can be accommodated within the current resource allocation of the School of Exercise Science, Physical and Health Education.

Other relevant factors (including impact and outcomes)

Providing a strong foundation for future teachers and other professionals in physical education and wellness can have a significant impact on society. The people in our programs are on the frontline and often play a critical role in how people view and engage with physical activity throughout their lives. Broadening access to a high quality PE program can have meaningful societal impact as health and wellness continues to be a key issue in our fast paced, connected, high stressed and often sedentary lives.

Attachment(s): Proposal to Senate, dated February 13, 2019, to establish a Minor in Physical Education.



Date: February 13, 2019
To: Senate
From: Senate Committee on Planning
Re: Proposal to Establish a Physical Education Minor

At its meeting of January 23, 2019, the Senate Committee on Planning considered the proposal to establish a minor in Physical Education, as described in the document "Physical Education Minor".

The following motion is recommended:

That Senate approve and recommend to the Board of Governors that it also approve, subject to funding, the establishment of a Physical Education Minor, as described in the document "Physical Education Minor", and that this approval be withdrawn should the program not be offered within five years of the granting of approval.

Respectfully submitted,

2018/2019 Senate Committee on Planning

Nancy Wright, Associate Vice-President Academic Planning (Chair)

Gillian Calder, Faculty of Law

David Castle, Vice-President Research

Jo-Anne Clarke, Division of Continuing Studies

Merwan Engineer, President's Nominee

Mauricio Garcia-Barrera, Faculty of Graduate Studies

Andrea Giles, Cooperative Education and Career Services

Nicole Greengoe, Registrar (on leave)

Rishi Gupta, Faculty of Engineering

Robin Hicks, Faculty of Science

Ashlee Kirby, Student Senator

Valerie Kuehne, Vice-President Academic and Provost

Graham McDonough, Faculty of Education

Patrick Nahirney, Division of Medical Sciences

Sang Nam, Peter B. Gustavson School of Business

Abdul Roudsari, Faculty of Human and Social Development

Dan Russek, Faculty of Humanities

Nilanjana Roy, Faculty of Social Sciences

Ralf St. Clair, Dean, Faculty of Education

Victoria Wyatt, Faculty of Fine Arts

Carla Osborne, GSS Representative

Ada Saab, Acting Associate University Secretary

David Capson, Faculty of Graduate Studies

Sandra Duggan (Secretary), Office of the Vice-President Academic and Provost



Appendix 4 - Letters of support

Pia Russell, Librarian, McPherson Library. - Received

Dr Vivienne Temple - Program coordinator Recreation and Health Education

Physical Education Minor

Dean's Name: Dean Ralf St. Clair	Signature Dean:
Contact Name and Number: John Meldrum (250) 7218382 or Dr. Timothy Hopper (250) 721 8385	Original signed by John Meldrum
Date approved by School: September 20th, 2018	Director: John Meldrum
Date approved by Faculty: Nov 20th	Dean or Faculty Chair: Original signed by Ralf St. Clair



Physical Education Minor	
A. Identification of new Minor: The study Physical Education for the promotion of physical health lifestyles	
Name, Location, Academic units (Faculties, departments, or schools) offering the new Minor	To be offered by the School of Exercise Science, Physical and Health Education (EPHE).
Anticipated start date	September, 2019
Name, title, phone number and email address of contact person	Dr. John Meldrum ephe.director@uvic.ca (8382) or Dr. Timothy Hopper - (250) 721 8385 – thopper@uvic.ca
B. History and context of the Minor	
<p>This minor will allow students from academic units outside of the School of Exercise Sciences, Physical and Health Education to apply to enter the University of Victoria post-degree professional program to gain certification to teach PE in BC schools as well as add a PE minor designation to their degree.</p> <p>Until 2018 the pathway to qualify to teach physical education (PE) in BC schools at the University of Victoria (UVic) was through a five year Bachelor of Education degree with a second teachable area as identified by the B.C. Ministry of Education Teacher Regulation Branch (TRB) bylaws¹. Within UVic the School of Exercise Science, Physical and Health Education (EPHE) has established a long history and high reputation for educating quality physical educators that reach back to 1967 (Martens, 1984).</p> <p>Beginning in September 2018 the Bachelor of Education in Secondary Physical Education with a second teachable area is to be discontinued. This means that students wishing to prepare to be a Secondary physical educator must complete an undergraduate degree and accumulate appropriate content (15 units of academic approved courses) in physical and health education before being admitted to UVic’s secondary post-degree program (with Physical and Health Education as a teachable area). In 2017 a core set of courses were identified by the EPHE Faculty from the existing B. Ed program and approved by the TRB as meeting academic approval. The BC Interim Teacher Education Program Review Committee (ITERRC) has subsequently approved these 15 units of courses in Oct 2018. This approval allows students to take these identified courses to then qualify to enter a post-degree professional program (PDP) to achieve certification to teach PE in BC schools (See appendix 1 for approved teachable area courses). This proposal for a minor in physical education is intended to offer a minor designation that parallels the courses in the PHE teachable area. In a similar way the Art minor launched in 2018, the courses in the PE minor are designed to serve several learning communities. Those students registered in undergraduate programs at UVic who are not in the School of EPHE would be able to take the PE minor as part of their degree. Students within the School of EPHE could take the courses in the PE minor to meet the teachable area requirements but would not receive a PE minor because their major degree is located in the School of EPHE. Both sets of students would be able to apply to enter the post-degree professional program. Students outside of the School of EPHE could take the PE minor and graduate with this minor in the</p>	

¹ [BC Teacher Regulation branch bylaws](#)

final degree.

In addition to feeding into the courses that contribute to a PHE teachable area, the minor in PE supports the maintenance and development of SPA courses that serve broader learning communities across campus. Ever since physical education was first launched at UVic in 1967 it has contributed to the study of culturally valued physical pursuits in society in Sport Performance and Analysis (SPA) courses as well the related discipline areas. SPA courses address core national sports like rugby, soccer, basketball, tennis, field hockey, golf and badminton, as well as more aesthetic physical pursuits such as dance in its multiple forms and gymnastics and other physical pursuits such as outdoor education, strength and conditioning, combative sports and Yoga. As noted in Martens (1984) historical account of the development of degrees related to PE field, this array of SPA courses have been studied and modeled with "a strong commitment to build academic and professional quality" (p. 12). Any student enrolled at UVic can take any combination of SPA courses as academic electives and subsequently promote the physical activity culture of our community. This critical cluster of sport, dance, gymnastics and exercise related courses within the PE minor offer an important enrichment to all undergraduate programs at UVic. The core discipline courses in the PE minor build from this study of movement forms valued in society and offer ways of analyzing human movement from physiological, sociological, psychological, biomechanical and motor learning perspectives. In addition, the advanced study of human movement pedagogical approaches lead to a well-rounded minor in how to promote healthy lifestyles from a physical engagement perspective.

This proposed minor in Physical Education (PE) for students outside of the School of EPHE is an evolution of our current five-year degree program. Falling enrolment numbers in this program indicated that it was becoming increasingly difficult for students to make a five-year commitment for a B. Ed with a double major of teaching areas. The establishment of the PHE teachable area cluster of courses means that core courses to qualify to apply to the secondary post-degree program to be certified to teach PE can be integrated into any four year B.A. or B. Sc. degree. The UVic minor designation for PE would allow students taking programs outside of the School of EPHE to take the identified Physical and Health Education (PHE) teachable area courses to qualify for the PDP program. In addition, the minor in PE would contribute to many other potential career paths such as working with people in the medical industries associated with recovery from injuries, the promotion of physical activity lifestyles such as with personal trainers, the advancement of coaching approaches associated with an array of culturally valued activities (i.e. soccer, athletics, dance and personal fitness), and the advanced study of human movement in graduate level kinesiology, recreation, health and human performance degrees.

The current teachable area in Physical and Health Education has already attracted students from both the BSc (Kinesiology) and BA (Recreation and Health) degrees from within the School of EPHE. In addition we now have students from Camosun College Bachelor of Sports Management and Bachelor of Sport and Fitness Leadership, Exercise & Wellness Specialization degrees taking our PHE courses to qualify for the PHE teachable area in order to apply for the post-degree program at UVic. The PE minor based on the PHE teachable area would allow UVic students from outside of the School of EPHE to declare a PE minor in their four year degree. If they chose not to apply to the PDP program or did not meet the quota requirements, the PE minor would still to be acknowledged in their final degree and meet the growing interest in.

Recent History

The five year Bachelor of Education degree consistently admits on average 30 students each year from 2008 to 2017 with on average 28 graduating rate from those admitted (see appendix 3a). In addition, as noted in appendix 3b, from a survey of students one-two years after graduating from our five year B. Ed degree since 2008 the program boasts a 94% employment rate in teaching all over BC, Canada and the world. Our current B. Ed program in PE has established a high reputation based on the quality of our graduates. Yet it did offer career

flexibility and the time to graduation was often well beyond the 5 yr planned degree.

Today

In summary, the Secondary Education program in the Faculty of Education at UVic has now moved to an after degree certification in the PDP program. The phasing out the B. Ed in Secondary education has created the need for the PHE teachable area to allow students to progress into the teaching profession from their Bachelor degrees. The proposed PE minor will allow the PHE teachable area of courses to be acknowledged as a minor within an undergraduate degree for students outside of the School of EPHE giving these students the option to apply for the PDP program. This offers many more students the ability to build their undergraduate degree whilst creating future career path options into the UVic PDP program.

References

Martens, F. L. (1984). *A history of physical education in the university of Victoria: From P-hut to McKinnon*. Victoria, BC: University of Victoria. Retrieved from http://amicus.collectionscanada.ca/aaweb-bin/aamain/itemdisp?sessionKey=999999999_142&itm=000004974399

C. Aims, goals and/or objectives

Distinctive characteristics

Drawing on the established core courses within the B. Ed in Secondary PE, the PE minor contains the courses listed in the PHE teachable area. In particular, this program is a combination of the sub-disciplines related to the study, research and understanding of human movement with a focus in promoting human health through physical activity. Key areas included in the minor are physiology, anatomy, motor learning, biomechanics, sport pedagogy, health promotion and practical learning in a range of human movement areas. A key component of the minor are experiences in instructing peers and school-age students weaved throughout the program. In addition, where possible students are given choices in courses to take, allowing them to fit the courses within their undergraduate degrees and the ability to customize their learning.

This minor will involve 15 units of coursework

EPHE 201 Qualitative Analysis of Human Movement	1.5
EPHE 245 Motor Learning	1.5
EPHE 246 Strategies for Active Health	1.5
EPHE 352 Instructional Techniques in Individual Activities Secondary	1.5
EPHE 360 Exercise Prescription	1.5
EPHE 452 Teaching Strategies for Games in Physical Education	1.5
Sub-Total	9.0

Take one of the following for 1.5 units

EPHE 350 (formerly 250) *Inclusion of Children and Youth with Special Needs in Physical Activities*
OR

EPHE 346 Motor Development and Physical Maturation

Sub-Total **1.5**

Skill and Performance Activity (SPA) Classes

The PE teaching area includes 4.5 units of skill performance and analysis courses.

Each 0.5 unit course is scheduled for 24 hours of instruction (2 hours per week, worth 0.5 units).

You will take 4.5 units selected from the following courses:

Worth 0.5 units

Intended for students pursuing degrees in the Faculty of Education. Designed to develop each participant's level of performance, ability to analyze skills, and understanding of concepts within the activity.

- EPHE 116 Badminton, EPHE 117 Tennis EPHE122 Volleyball

- EPHE 120 Basketball, EPHE 121 Soccer, EPHE 123 Rugby, EPHE 124 Field Hockey
- EPHE 137 Experiential Outdoor Education EPHE 126 Orienteering EPHE 105 Swimming
- EPHE 134 Yoga, EPHE 135 Martial Arts, EPHE 133 Strength Training, EPHE 107 Gymnastics
- EPHE 109 Recreational Dance, EPHE 114 Creative Dance EPHE 119 Contemporary Dance
- EPHE 106 Track and Field
- EPHE 125 Softball
- EPHE 113 Golf

Or, worth 1.5 units

EPHE 439 - Study of gymnastics.

EPHE 487 - Special Topics in Exercise Science, Physical and Health Education: Topics of current interest or concern to groups of students. *The upper level course can be in any sport area with the condition that a significant experiential component related to the sport area and the course connects to core coursework in the teachable area/minor courses.*

Sub-Total	4.5
Total	15.0

Anticipated contribution to the UVic, Faculty, and academic unit's strategic plans

The PE minor will carry on the legacy of the previous five-year B. Ed in Secondary PE with a focus on inquiry based and experiential focused teaching and learning. The minor offers a solid foundation in the key disciplines for the study of human movements with cross-course integration in line with the University of Victoria's current strategic plan that calls for "...**programs [that] reflect the dynamic nature of the disciplines and evolving interdisciplinary areas.**" Several courses in the PE minor promote both a personal and community based models of inquiry with the sport performance and analysis courses offering hands-on learning as well as the application of movement analysis approaches acquired in the core discipline courses. Throughout the PE minor experiential learning, indigenous ways of knowing and community based learning experiences are integrated in line with both the University of Victoria strategic plan and the Faculty of Education strategic plan.

Target audience, student and labour market demand

The PE Minor is designed to serve undergraduate students outside of the School of EPHE who wish to apply for the PDP program or develop transferable skills related to understanding human movement, health benefits of physical active lifestyles and instructional practices relate to sport and physical activities. These students can combine with students in the School taking PHE teachable area courses, and also for students who wish to add a PE minor designation to their undergraduate degree. In the case of the first group the PE minor offers them an excellent opportunity to enter the PDP program with one or two teachable areas depending on the major area of their undergraduate degree. Currently, the prospects of being hired as a teacher in BC are excellent and our review of graduates from the last 10 years indicates that employment opportunities with our previous 5-year B. Ed. PE degree are very good (See Appendix 3b). In the case of students who do not enter the PDP program the PE minor adds to an undergraduate degree the skills associated with (1) being able to instruct self and others on how to move effectively and develop balanced healthy life behaviours, (2) the ability to organize and teach large groups of people applying skills of movement analysis, and (3) the capacity to problem solve and develop socially healthy physically active lifestyles.

Include plans for student recruitment, retention, and success

The current cohort of 53 students (those currently enrolled see appendix 3b) within the existing five-year B. Ed in Secondary PE offers an established cohort of students. Admission for this program was suspended in 2018 with 18 students admitted. The final students from this cohort will be graduated in 2021. The shift to a teachable area in PE makes it easier for students to develop the PE minor as a part of another degree, allowing them greater flexibility in course and program selection. First year entry into both the B. A and B. Sc. programs in the School of EPHE allows the promotion of the PHE teachable area as a PE minor for high school students to consider. This possibility is now offered within UVic promotional material sent to schools and shared at school career counselor meetings at UVic. Students declaring a PE minor in their degree will be guided through the completion of the minor by advisors in the Faculty of Education with coordination by the lead advisor in the

School of EPHE. The PE minor, in a similar way to the current Education minor and Art minor, will be advertised across UVic campus allow students to consider adding this minor to their undergraduate degrees.

D. Admission requirements

Include plans for admissions and transfer within BC system where appropriate.

The minor in PE education is open to all students enrolled in undergraduate degrees at the University of Victoria. Courses listed by the registrar as transferable matches from other programs within the BC system will apply to the requirements for this minor.

E. Areas of specialization and evidence of adequate faculty complement (Include short faculty cv information in an appendix)

Key courses in the Physical Education minor are taught by four full-time Faculty members within the school of EPHE, along with an additional fourteen full-time Faculty who periodically teach certain discipline based courses such as biomechanics, exercise prescription and motor learning. In addition, graduate students and coaches with equivalent qualifications in their sport teach the Sport, Performance and Analysis classes. Within the four full-time Faculty in PE two have written textbooks used in PE degrees across Canada and three are regular researchers with external funded research projects related to PE, special education, children learning fundamental movement skills and teacher education.

Full-time faculty related to this PE minor application:

- Dr. Sandra Gibbons
- Dr. Vivienne Temple
- Dr. Timothy Hopper
- Dr. Lara Lauzon

F. Curriculum design

All courses proposed for the PE minor currently exist within the five year B. Ed in secondary education with courses such as EPHE 201, EPHE 245, EPHE 360, EPHE 250 and EPHE 346 also included in either the Bachelor of Arts (RHED) or the Bachelor of Science (Kinesiology) programs in the School of EPHE. These courses are currently scheduled each calendar year with multiple sections taught as needed by student enrolment and this proposed minor.

The core courses with current calendar descriptions for the PE minor are listed below:

EPHE 201 Qualitative Analysis of Human Movement	1.5
Current theories, principles and practice related to the qualitative analysis of motor skills including basic mechanical principles (stability, force, leverage, and linear and rotary motion).	
EPHE 245 Motor Learning	1.5
Neural and cognitive processes underlying human skilled action and the factors that influence learning and control of these actions. Ways in which the human motor system enables the acquisition and retention of complex movement skills and implications for the design of instructional situations to support retention and optimal performance of skilled actions.	
EPHE 246 Strategies for Active Health	1.5
Designed specifically for physical education teachers, reviews health topics outlined in the BC Ministry of Education's IRPs for Physical Education and Health and Career Education. Topics include Quality Daily Physical Education, Active Living, Comprehensive School Health, eating disorders, stress management, nutrition, and personal and school health planning. Also focuses on student-centered learning approaches to encourage students to become active advocates for their own health.	
EPHE 352 Instructional Techniques in Individual Activities Secondary	1.5
Methods of teaching individual activities to secondary school and related groups. Field experience may be required as part of this course.	
*EPHE 360 Exercise Prescription	1.5
Principles of fitness and the development of exercise programs to enhance health and/or performance of children, adults and special populations including athletes, the elderly and disabled; application of programs in a variety of settings; methods of evaluating physiological adaptation to exercise using laboratory and field experiences.	
EPHE 452 Teaching Strategies for Games in Physical Education	1.5
Methods of teaching game activities to students in secondary schools and related groups. Field experience is required as part of this course.	
Sub-Total	9.0

The following courses run annually in alternate terms giving students option based on when each course is run and areas the students wish to develop their expertise:

Take one of the following for 1.5 units

EPHE 250 (formerly 250) Inclusion of Children and Youth with Special Needs in Physical Activities
An introduction to the development, implementation, and assessment of inclusive physical activity programs for learners with disabling conditions. The course includes experiential learning with students with special needs.

OR

EPHE 346 Motor Development and Physical Maturation
An overview of motor development and maturation from the neonate to adulthood and old age. Special attention will be given to the growth and motor development characteristics of children and adolescents.

Sub-Total 1.5

Skill, Performance and Analysis (SPA) Classes

The PE teaching area includes 4.5 units skill performance and analysis courses. Each 0.5 unit course is scheduled for 24 hours of instruction (2 hours per week, worth 0.5 units). These courses are intended for students pursuing degrees in the Faculty of Education but can be taken by students as academic electives from across UVic campus. These courses are designed to develop each participant's level of performance, ability to analyze skills, and understanding of concepts within the activity.

Each course is worth 0.5 units:

- EPHE 116 Badminton, EPHE 117 Tennis EPHE122 Volleyball
- EPHE 120 Basketball, EPHE 121 Soccer, EPHE 123 Rugby, EPHE 124 Field Hockey
- EPHE 137 Experiential Outdoor Education EPHE 126 Orienteering EPHE 105 Swimming
- EPHE 134 Yoga, EPHE 135 Martial Arts, EPHE 133 Strength Training, EPHE 107 Gymnastics
- EPHE 109 Recreational Dance, EPHE 114 Creative Dance EPHE 119 Contemporary Dance
- EPHE 106 Track and Field
- EPHE 125 Softball
- EPHE 113 Golf

Or, worth 1.5 units

EPHE 439 - Study of gymnastics

Drawing on Laban's four elements of movement (space awareness, body awareness, qualities and relationships) for analyzing and designing creative movement activities, this course will explore the application of these elements to the study of gymnastics and dance. Designed to develop each participant's level of performance, ability to analyze skills, and understanding of movement concepts.

EPHE 487 - Special Topics in Exercise Science, Physical and Health Education: Topics of current interest or concern to groups of students. *The upper level course can be in any sport area with the condition that a significant experiential component related to the sport area and the course connects to core coursework in the teachable area/minor courses.*

Sub-Total 4.5 units

TOTAL = 15 units.

Delivery methods (e.g., plans for distance education, or computer assisted delivery) as appropriate to targeted student segments

The PE minor will be delivered primarily in a classroom, movement lab, gymnasium, or sports field. This will be done using well-established and well-maintained educational facilities in the McKinnon building and on the adjacent sport fields. These facilities include a well-stocked equipment room, dance studio, multi-purpose gymnasium, pedagogy lab, weights and exercise room and access to 5 sports fields. When needed and available facility bookings for courses are also made in the CARSA sports complex.

Linkages between the learning outcomes and the curriculum design.

This is continuously in development however currently the linkages are maintained through cross-program meetings with Faculty and sessional instructors, development of community based experiences teaching school age students, and the proposed development of new initiatives like cross-program based digital portfolios for student evidence of addressing professional competencies to become a teacher.

Learning outcomes from the minor are that students will be expected to able to demonstrate:

- knowledge and skills to analyze and interpret how to use different teaching strategies to facilitate both their own and others learning of sport specific skills and concepts.
- knowledge and skills to understand how human movement and nutrition promote a healthy and active lifestyle.
- attitudes and dispositions appropriate to the profession of teaching as evident by professional integrity and commitment to creating collaborative working relationships and supportive learning environments.
- familiarity with theories of motor learning, pedagogical approaches informed by theory, physiological systems of the body and biomechanical principles of human movement in order to make informed judgments about human movement and experience in physical activities.
- awareness of how to conduct and reflect on a range of instructional experiences for learners of different abilities and attitudes in an array of physical activities.
- the ability to plan and program units of instruction based on curriculum documents, personal experiences and informed literature in a range of physical education movements areas.
- knowledge and skill to reflect on personal learning and to make career goals to extend and enhance ability to instruct in an array of physical activities that would benefit novice and advanced learners.

Integration of opportunities for experiential learning or other forms of civic engagement in the learning opportunity

No formal practicum is required for the PE minor, however both the EPHE 352 and 452 have field-based experiences with school-age students integrated into their curriculum. For example, currently EPHE 352 has middle school students visit the university to be taught by the undergraduate students, EPHE 452 arranges experiences for students to teach a sequence of four lessons in a local school working with PE teachers in the school. In addition, several of the SPA classes included community based experiences including coaching a sport or in the case of the outdoor education course organizing a wilderness hike with camping. In all cases where field experiences are included students learn to apply the outcomes listed above and they transition towards applying for entry into the post-degree program at UVic. Students received both verbal and written feedback on planning, instructional practices and profession conduct from course instructors and field based practitioners focused on recognizing established practices and ways to improve.

In relation to EPHE 246 course students develop community-based projects that allow them to apply knowledge and skills learned in the minor program in real life situations through volunteer work and contributions to their local community. In addition many of the SPA classes offer volunteer coaching opportunities for students in schools and local community sports programs.

Residency requirements and anticipated times to completion

Students will be required to maintain the status required for university enrollment in undergraduate courses.

No residency requirements and anticipated time to complete the PE minor will be within the length of a

student's undergraduate program.

Policies on student evaluation, candidacy exams, and oral examinations

As an undergraduate minor, the Physical Education minor will not require candidacy or oral exams. The student evaluation process and grading scale would be the same as is currently in place within the Faculty of Education for undergraduate courses that applies the university grading scales.

Plans for integration of teaching and research

Teaching and research will be integrated in several courses. For example, in EPHE 201 - Mechanics of human movement, lab experiences will allow students to test out biomechanical principles and analyze through video analysis and force calculation. In EPHE 352 and 452, students will study approaches supported by research and then apply these teaching approaches to working with students. In this way they can compare their experiences with those reported in the literature.

Describe any plans to develop international or Indigenous content or perspectives

Though there are no plans to develop international perspectives in the minor there is currently the use of indigenous content in the EPHE 246 Strategies for Active Health. In addition there is active use of indigenous teaching and learning principles in EPHE 137 experiential outdoor education SPA class and in courses like the EPHE 117 and EPHE 452 that use a contract grading approach where indigenous teaching and learning principals for creating content to benefit a community and benefit seven generations to come are used to achieve higher grades.

G. Enrolment plan for the length of the Minor (Include a table of anticipated annual intake and graduates including those in any existing program)

Currently the B. Ed in Secondary PE over the last 10 years we have on average admitted 30 students and graduate on average 28 students annually (see appendix 3a and 3b). This number can serve as a base enrollment for the PE minor combined with students in the School of EPHE taking the teachable area in PHE. With the minor offering opportunities to a broader community of students from different undergraduate degrees across campus we can anticipate that this number will gradually increase as students across campus become aware of the dual benefits of a PE minor with the potential path in to the UVic PDP program.

H. Funding plan for the length of the Minor

Resources required for Faculty appointments

We currently have four full-time faculty who consistently teach the courses listed in this PE minor. In addition, 14 Faculty in different areas in the School of EPHE periodically teach courses within this minor. Existing faculty within the School of EPHE will deliver the minor in PE. It is anticipated that any resulting adjustments to teaching loads can be managed within the School of EPHE. Administrative and program support for the minor in PE will be provided by existing staff in the School of EPHE.

New faculty resources required: None

Resources required for staff appointments: No additional requirements

The current staff support will meet the needs of this minor as we transition from the B. Ed program to offering this PE minor for students outside of the School of EPHE and the PHE teachable area courses for students within the School.

Resources required for space

As the minor is intended to replace in part the current B. Ed degree offerings resources required for space should be maintained and should be sufficient to serve the new minor in Physical Education.

Resources required from Library: None
(Include evidence of consultation with UVic Librarian)
See appendix 4 for library consultation letter.

I. Related Minors within UVic or other British Columbia post-secondary institutions

We do not see a similar minor or program at UVIC. There are 9 institutions in BC offering some form of Physical Education.

BC Institutions

Across British Columbia the following institution offer related programs. Program clearly offering a related minor are *

Camosun College: www.camosun.ca/learn/programs/sport-exercise/education/ Athletic and Exercise Therapy Degree Sport and Fitness Leadership Degree

* **Douglas College:** www.douglascollege.ca/programs-courses/catalogue/programs/BPEC Bachelor of Physical Education and Coaching

* **Simon Fraser University:** www.sfu.ca/bpk.html Bachelor of Science Options: Kinesiology Honours, Major & General (Active Health and Rehabilitation Kinesiology; Ergonomics and Human Factors Kinesiology Streams), Minor Biomedical Physiology Honours, Major, (Systems Biomedical Physiology; Cellular Biomedical Physiology) and Minor Behavioural Neuroscience Honours, Major (dual Major with Psychology), and Minor

Thompson Rivers University: www.tru.ca/edsw/education/courses.html University Transfer Bachelor of Interdisciplinary Studies

Trinity Western University: www.twu.ca/academics/human-kinetics/ Bachelor of Human Kinetics, Specialties in Athletic Therapy; Generalist; Kinesiology and option for Strength and Conditioning Specialization; Physical Education; Sport and Leisure Management Bachelor of Arts, Specialties in Sport and Leisure Management and Multidisciplinary

University of British Columbia, Okanagan: <https://hes.ok.ubc.ca/> Bachelor of Human Kinetics, Specialties in Clinical Exercise Physiology and Community Health Promotion

University of British Columbia, Vancouver: www.kin.educ.ubc.ca Bachelor of Kinesiology Specialties in Kinesiology and Health Science, Interdisciplinary Studies, Physical and Health Education

University of Fraser Valley: www.ufv.ca/kinesiology/ Bachelor of Kinesiology, Specialties in Exercise Science and Pedagogy

** **Vancouver Island University:** www.viu.ca/shape/index.asp Bachelor of Arts, Major and Minor available in Physical Education

J. Evidence of support and recognition from other post-secondary institutions, and relevant regulatory or professional bodies, where applicable (Provide copies of letters of support in appendix 4)

EPHE director

Faculty of Education Dean

Consultations

Pia Russell, Librarian, McPherson Library. - Received

Education Advising for Undergraduate programs

Dr. James Nahachewsky, Associated Dean of Undergraduate Programs

Brad Temple advising Recreation and Health Education and Kinesiology - Received

- Dr Vivienne Temple - Program coordinator Recreation and Health Education
- Dr Lynne Stuart-Hill - Program coordinator Kinesiology

Appendix 1 - Approved PHE teachable area courses.

Courses for Teachable area concentration in physical and health education

Note: If students want to enter the PDP program

TRB Requirements to enter post degree professional program

Approved English, e.g., two of ENGL 135, 146, 147 (1.5 units each) _____ 3.0

EPHE - Physical and Health Education teachable subject area

EPHE 201 Qualitative Analysis of Human Movement _____ 1.5

Current theories, principles and practice related to the qualitative analysis of motor skills including basic mechanical principles (stability, force, leverage, and linear and rotary motion).

EPHE 245 Motor Learning _____ 1.5

Neural and cognitive processes underlying human skilled action and the factors that influence learning and control of these actions. Ways in which the human motor system enables the acquisition and retention of complex movement skills and implications for the design of instructional situations to support retention and optimal performance of skilled actions.

EPHE 246 Strategies for Active Health _____ 1.5

Designed specifically for physical education teachers, reviews health topics outlined in the BC Ministry of Education's IRPs for Physical Education and Health and Career Education. Topics include Quality Daily Physical Education, Active Living, Comprehensive School Health, eating disorders, stress management, nutrition, and personal and school health planning. Also focuses on student-centered learning approaches to encourage students to become active advocates for their own health.

EPHE 352 Instructional Techniques in Individual Activities Secondary _____ 1.5

Methods of teaching individual activities to secondary school and related groups. Field experience may be required as part of this course.

EPHE 360 Exercise Prescription _____ 1.5

Principles of fitness and the development of exercise programs to enhance health and/or performance of children, adults and special populations including athletes, the elderly and disabled; application of programs in a variety of settings; methods of evaluating physiological adaptation to exercise using laboratory and field experiences.

EPHE 452 Teaching Strategies for Games in Physical Education _____ 1.5

Methods of teaching game activities to students in secondary schools and related groups. Field experience is required as part of this course.

Sub-Total 9.0

Take one of the following for 1.5 units

EPHE 350 (formerly 250) *Inclusion of Children and Youth with Special Needs in Physical Activities*

An introduction to the development, implementation, and assessment of inclusive physical activity programs for learners with disabling conditions. The course includes experiential learning with students with special needs.

OR

EPHE 346 Motor Development and Physical Maturation _____

An overview of motor development and maturation from the neonate to adulthood and old age. Special attention will be given to the growth and motor development characteristics of children and adolescents.

Sub-Total 1.5

Skill and Performance Activity (SPA) Classes

The PE teaching area includes 4.5 units skill performance and analysis courses. Each 0.5 unit course is scheduled for 24 hours of instruction (2 hours per week, worth 0.5 units).

You will take 4.5 units selected from the following courses:

Worth 0.5 units

Intended for students pursuing degrees in the Faculty of Education. Designed to develop each participant's level of

performance, ability to analyze skills, and understanding of concepts within the activity.

- EPHE 116 Badminton, EPHE 117 Tennis EPHE122 Volleyball
- EPHE 120 Basketball, EPHE 121 Soccer, EPHE 123 Rugby, EPHE 124 Field Hockey
- EPHE 137 Experiential Outdoor Education EPHE 126 Orienteering EPHE 105 Swimming
- EPHE 134 Yoga, EPHE 135 Martial Arts, EPHE 133 Strength Training, EPHE 107 Gymnastics
- EPHE 109 Recreational Dance, EPHE 114 Creative Dance EPHE 119 Contemporary Dance
- EPHE 106 Track and Field
- EPHE 125 Softball
- EPHE 113 Golf

Or, worth 1.5 units (new courses add or revised in December 2016)

EPHE 439 - Study of gymnastics

Drawing on Laban's four elements of movement (space awareness, body awareness, qualities and relationships) for analyzing and designing creative movement activities, this course will explore the application of these elements to the study of gymnastics and dance. Designed to develop each participant's level of performance, ability to analyze skills, and understanding of movement concepts.

EPHE 487 - Special Topics in Exercise Science, Physical and Health Education: Outdoor Physical Activities

Provides the opportunity for students to develop an understanding and appreciation of a variety of outdoor physical activities suitable for secondary school-aged youth. The course will engage in the study of movement forms drawn from array of outdoor activities based experience such as hiking, rock climbing, orienteering and back packing.

Sub-Total 4.5

(9.0 + 1.5+ 4.5)

PE courses 15.0 units

Grand Total PHE teachable subject area for PDP (3.0 units English) 18.0 units.

Current Teachable Areas

<http://www.uvic.ca/education/prospective/teacher/programs/secpdpp/index.php>

Other Key information for calendar

At U Vic, EPHE courses are generally reserved for students in an EPHE degree program. If you aren't taking an EPHE degree in RHED or KINES, you will need to obtain special permission from the School of Exercise Science, Physical and Health Education (EPHE) to take many of the courses listed in the physical and health education teachable area. Be sure to read course descriptions carefully and consult the Director of the School of EPHE for special permission.

Grade Requirements

Students applying for admission to PDPP need a B- average on their teaching area courses. This will be calculated from 6 units of 300/400 level course plus 3.0 units of 100-200 level (the courses with the best grades).

Appendix 4 - Letters of support

Pia Russell, Librarian, McPherson Library. - Received

Dr Vivienne Temple - Program coordinator Recreation and Health Education



**University
of Victoria**
Libraries

Pia Russell, Education & Gender Studies Librarian
Learning & Research
PO Box 1800 STN CSC Victoria, BC V8W 3H5

Telephone: 1-250-721-8259
Email: prussell@uvic.ca

MEMO

Date: September 7, 2018

To: Dr. Tim Hopper—Exercise, Physical Health, and Education

From: Pia Russell—Library

Re: Library consultation for physical education minor proposal

Dear Tim,

Thank you for sharing the proposal for the Physical Education Minor program. After considering the library needs of your proposal and in reviewing our current collection of relevant holdings, I foresee no library implications regarding the proposed program.

It was good to chat about this proposal and the library's physical education collection. In light of this conversation, I am happy to enhance our collection in this area even further. Please do continue to encourage your colleagues and students to suggestion titles; I am always pleased to order new materials that will continue to support the teaching, learning, and research of physical education at UVic.

Best of luck with your proposal.

Sincerely,
Pia

John Meldrum – EPHE Director

From: Viviene Temple
Sent: September 19, 2018 11:42 AM
To: TIM Hopper; Lynneth Stuart-Hill
Cc: Sandra Gibbons; John Meldrum – EPHE Director; Viviene Temple
Subject: RE: PE minor and memos
Attachments: MINOR Proposal PHE.docx

Hi Tim,

I have some comments and suggestions for you. But I think it will a good addition to our offerings and add another mechanism for students to become PHE teachers.

Kind regards, Viviene

Vivienne A. Temple PhD
Professor and Recreation and Health Education Program Leader School of Exercise Science, Physical and Health Education University of Victoria, BC, Canada <http://web.uvic.ca/~vtemple/>

-----Original Message-----

From: TIM Hopper
Sent: September 17, 2018 9:10 AM
To: Lynneth Stuart-Hill <lstuhill@uvic.ca>; Viviene Temple <vtemple@uvic.ca>
Subject: PE minor and memos

Lynneth and Viv

Here is the final proposal. Just need memos from you both. I have included memos from Pia and Brad as examples.

The plan is to circulate the complete proposal to the School today in preparation for the Council meeting on Thursday.

Thanks

Tim



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

March 14, 2019

To: Operations and Facilities Committee

From: Valerie Kuehne, Vice-President Academic and Provost

A handwritten signature in blue ink that reads "Valerie Kuehne".

cc: President and Vice-Chancellor

Meeting Date: March 26, 2019

Subject: Proposal to Add a New Stream in the Politics of Global Challenges in the Existing Master of Arts in Political Science

Basis for Jurisdiction: Senate Committee on Planning meeting January 23, 2019
Senate meeting March 1, 2019

Previous Consultation: At its meeting on March 1, 2019, Senate approved and recommended that the Board of Governors approve the proposal to add a new stream in the Politics of Global Challenges in the existing Master of Arts in Political Science, as described in the document "New Stream in the Politics of Global Challenges in the Existing Master of Arts in Political Science".

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve, subject to funding, the addition of a new stream in the Politics of Global Challenges in the existing Master of Arts in Political Science, as described in the document "New Stream in the Politics of Global Challenges in the Existing Master of Arts in Political Science", and that this approval be withdrawn if the program should not be offered within five years of the granting of approval.

Strategic Relevance

The desirability of creating a new MA stream focusing on global issues was highlighted with some urgency in the department's 2016 Academic Program Review report. The reviewers stated "we believe [the proposed MA in global issues] is a great initiative and likely to attract students" (p.13). The program directly fulfills the mission President Cassels highlighted in "Making a World of Difference: International Plan 2017-2021":

Globalization is among the most important forces shaping higher education, and indeed the world, today. Instantaneous telecommunication, modern transportation, economic and geopolitical integration, the mobility of people and of ideas and the global scale of human impacts on the planet – each of these elements bring with them challenges and opportunities. ...We are tackling these challenges. We are working together to prepare globally competent students, developing and disseminating knowledge, and making significant contributions to global initiatives that enhance peace, health, environment and prosperity both locally and internationally (p. ii).

The program is grounded in the research expertise of faculty members, any of whom conduct international field research addressing global challenges. It mobilizes the research expertise of Political Science scholars to enable students to have a vital impact on crucial social issues.

Overview/nature of the existing academic program & proposed stream

The new stream will provide advance training in theoretical and methodological approaches to addressing critical global political challenges. It will equip graduates to be researchers, scholars and advocates active in the advancement of alternate and innovative solutions to matters of global importance. Rather than a typical "global politics" MA that draws primarily on the existing political science subfield of international relations, the Politics of Global Challenges (PGC) reaches across political science subfields to offer a critical politics approach to global challenges that may or may not fit neatly within the international relations subfield. Global challenges emerge from, and require responses from the local, sub-national, national, and regional levels as well as the global level, as is evident in the research of most faculty members in the Department of Political Science.

The program includes one new core course (POLI525) examining how globalization changes patterns of politics and governance, theoretical training in comparative and international politics, and draws on existing courses addressing four key global challenges: Migration, Citizenship and Borders; Political Economy and Development; Security and Surveillance; Democracy and Human Rights. In addition to 9.0 units of coursework, students will complete a major research paper worth 6.0 units, based on independent research on a topic dealing with one of the four global challenges.

Alignment with the university's mission and strategic plan

The program contributes directly to the University's goals regarding internationalization and research-inspired teaching, as described above. "Making a World of Difference: International Plan 2017-2021" also highlights the need for improved cross-cultural understanding and communication among diverse communities. The Department of Political Science has a strong track record of critically challenging dominant, western-centric, understandings and perspectives

in global politics. The PGC program will expand on this tradition, emphasizing the need to bring diverse perspectives to bear on global challenges.

Demand and availability

The proposed new stream in Politics of Global Challenges also responds to changes in student demand for different types of graduate programs, thereby strengthening the Department's ability to recruit outstanding graduate students. Enrolment trends at the undergraduate level and graduate applications demonstrate high demand from students, both domestic and international, for training in global and international politics. We also observe that many applicants and potential applicants seek graduate study and credentials in a more focused program of study than a general disciplinary Master's degree. This may be especially true of students interested in careers outside academe, including in public service and the non-profit sector. PGC is a research project-based MA, and students will complete a major research paper focused on the politics of a selected global challenge – once that can be relevant to the student's voluntary activities or career. The major research paper will normally be completed in the summer term immediately following the student's two terms of full-time coursework, thereby addressing concerns about the length of time to completion in the Department's current MA thesis option. The 2016 Academic Program Review strongly encouraged the Department to offer a research project-based degree in the proposed stream (p. 13).

Resource implications

The proposed MA in PGC will be offered using existing faculty and staff resources. Political Science currently has a strong complement of faculty members whose research focuses on global politics, including a new faculty member appointed in 2017, and faculty members whose research engages with global challenges at the national and regional levels. Only one new course is required, and it will be offered with the Department's current defined teaching capacity. Students in the new stream will have access to graduate-student funding already allocated to the Department's program.

Attachment(s): Proposal to Senate, dated February 13, 2019, to add a new stream in the Politics of Global Challenges in the existing Master of Arts in Political Science



Date: February 13, 2019

To: Senate

From: Senate Committee on Planning

Re: **Proposal for the Addition of a New Stream in the Politics of Global Challenges in the Existing Master of Arts in Political Science**

At its meeting of January 23, 2019, the Senate Committee on Planning considered the proposal for the addition of a new stream in the Politics of Global Challenges in the existing Master of Arts in Political Science, as described in the document "New Stream in the Politics of Global Challenges in the Existing Master of Arts in Political Science".

The following motion is recommended:

That Senate approve and recommend to the Board of Governors that is also approve, subject to funding, the addition of a new stream in the Politics of Global Challenges in the existing Master of Arts in Political Science, as described in the document "New Stream in the Politics of Global Challenges in the Existing Master of Arts in Political Science", and that this approval be withdrawn if the program should not be offered within five years of the granting of approval.

Respectfully submitted,

2018/2019 Senate Committee on Planning

Nancy Wright, Associate Vice-President Academic Planning (Chair)

Gillian Calder, Faculty of Law

David Castle, Vice-President Research

Jo-Anne Clarke, Division of Continuing Studies

Merwan Engineer, President's Nominee

Mauricio Garcia-Barrera, Faculty of Graduate Studies

Andrea Giles, Cooperative Education and Career Services

Nicole Greengoe, Registrar (on leave)

Rishi Gupta, Faculty of Engineering

Robin Hicks, Faculty of Science

Ashlee Kirby, Student Senator

Valerie Kuehne, Vice-President Academic and Provost

Graham McDonough, Faculty of Education

Patrick Nahirney, Division of Medical Sciences

Sang Nam, Peter B. Gustavson School of Business

Abdul Roudsari, Faculty of Human and Social Development

Dan Russek, Faculty of Humanities

Nilanjana Roy, Faculty of Social Sciences

Ralf St. Clair, Dean, Faculty of Education

Victoria Wyatt, Faculty of Fine Arts

Carla Osborne, GSS Representative

Ada Saab, Acting Associate University Secretary

David Capson, Faculty of Graduate Studies



Sandra Duggan (Secretary), Office of the Vice-President Academic and Provost

UNIVERSITY OF VICTORIA

NEW STREAM WITHIN AN EXISTING GRADUATE PROGRAM TEMPLATE

New Stream in the Politics of Global Challenges in the Existing Master of Arts in Political Science

Dean's Name and Date of consultation with AVPAP: Catherine Krull, July 31, 2018	Dean signature: Original signed by Rosaline Canessa
Name of contact person:	Dr. Scott Watson, Chair, Department of Political Science Dr. Matt James, Graduate Director, Department of Political Science Dr. Michelle Bonner, Professor, Department of Political Science
Email & phone of contact person:	Dr. Watson: chairpol@uvic.ca , local 3528 Dr. James: gradpol@uvic.ca , local 6489 Dr. Bonner: mbonner@uvic.ca , local 3561
Date approved by Department: October 16, 2018	Chair/Director signature: Original signed by Scott Watson
Date approved by Faculty: November 7, 2018	Dean signature: Original signed by Rosaline Canessa
Date approved by Graduate Studies: January 10, 2019	Dean signature: See attached email approval



PROPOSAL (up to 3,000 words plus appendices)

A. Identification of new stream

Name, Location, Academic units (Faculties, departments, or schools) offering the new Master's degree	New stream in the Politics of Global Challenges in the existing Master of Arts in Political Science (PGC), to be offered by the Department of Political Science in the Faculty of Social Sciences/ Faculty of Graduate Studies
Anticipated Master's degree start date	September 2019
Name, title, phone number and e-mail address of contact person	<p>Dr. Scott Watson, Chair, Department of Political Science: chairpol@uvic.ca, local 3528</p> <p>Dr. Matt James, Graduate Director, Department of Political Science: gradpol@uvic.ca, local 6489</p> <p>Dr. Michelle Bonner, Professor, Department of Political Science: mbonner@uvic.ca, local 3561</p>

B. History and context of the program indicating value of new stream

The Department of Political Science has a well-established and vibrant graduate program, offering Master's and PhD degrees. In recent years the Department has experienced high demand from students, both domestic and international, for training in global and international politics. This is clear from the enrolment trends at the undergraduate level and in graduate applications. The desirability of creating a new MA stream focusing on global issues was highlighted with some urgency in the department's 2016 Academic Program Review Report. The reviewers stated "we believe [the proposed MA in global issues] is a great initiative and likely to attract students" (p. 13; see also Recommendation 5). The PGC proposal will respond to existing demand, by drawing on existing teaching and research strengths within the department of Political Science. The academic environment is enhanced by the Department's close connections with the Centre for Global Studies (CFGS), the Center for Asia-Pacific Initiatives (CAPI), and the Centre for Studies in Religion and Society, as well as by the Department's tradition of leadership in inter-disciplinary teaching and research. Collaboration with the research centres will foster global-level civic engagement and the opportunity for study or internships abroad.

A key goal of the program is to provide advanced training in theoretical and methodological approaches to addressing critical global political challenges with the goal of equipping students to be researchers, scholars and advocates active in the advancement of alternative and innovative solutions to matters of global importance. The program draws on the research expertise of faculty members, many of whom conduct international field research addressing global challenges. Rather than a typical "global politics" MA that draws primarily on the existing political science subfield of international relations (IR) and is found at many universities in Canada and beyond, the PGC reaches across political science subfields to offer a critical politics approach to global challenges that may or may not fit neatly within the IR subfield. Global challenges emerge from, and require responses from the local, sub-national, national, and regional levels as well as the global level, as is evident in the research of most faculty members in the Department of Political Science. This includes colleagues working in the political science subfields of comparative and Canadian politics. Canada's experience addressing such challenges as diversity and inclusion of multiple cultures including indigenous peoples provides useful lessons for the global community, both when its experience has been successful and when it has not. Students interested in global challenges will benefit from the expertise of internationally recognized scholars in Canadian politics as well as sub-fields

like comparative and international politics conventionally recognized as relevant to global challenges. The unique perspective developed in the PGC program draws on and strengthens the high reputation of the University of Victoria's existing graduate offerings in Political Science as well as Cultural, Social and Political Thought (CSPT), European Studies (EUS) and the Global South.

In addition to a broad education in global challenges, PGC offers students the opportunity to critically explore in more depth issues related to four key global challenges, each of which is the focus of three or more current faculty members' research: Migration and Contested Borders; Political Economy and Development; (In)Security and Surveillance; and Democracy, Diversities and Human Rights. Each student will specialize in one of these four global challenges, achieved by choosing courses and completing a research project focused on that challenge.

The proposed new stream in the Politics of Global Challenges in the existing Master of Arts in Political Science also responds to changes in student demand for different types of graduate programs observed in recent years, thereby strengthening the Department's ability to recruit outstanding graduate students. In addition to the increased interest in global issues noted earlier, we observe that many applicants and potential applicants seek graduate study and credentials in a more focused program of study than a general disciplinary Master's degree. This may be especially true of students interested in careers outside academe, including in public service and the non-profit sector. PGC is a research project-based MA, and students will complete a major research paper focused on the politics of a selected global challenge – one that can be relevant to the student's voluntary activities or career. The major research paper will normally be completed in the summer term immediately following the student's two terms of full-time coursework. The 2016 Academic Program Review Report strongly encouraged the Department to offer a research project-based degree in the proposed stream (p. 13).

Political Science currently has a strong complement of faculty members whose research focuses on global politics, including a new faculty member appointed in 2017, and faculty members whose research engages with global challenges at the national and regional levels. The proposed MA in PGC will be offered using existing resources. Only one new course is required, and it will be offered within the Department's current defined teaching capacity. Students in the new stream will have access to funding already allocated to the Department's program.

C. Aims, goals and/or objectives

Distinctive characteristics

Integrated understanding of the politics associated with global challenges at all levels - local, sub-national, national, regional, and global. The focus on politics at all levels, in contrast to programs focused on so-called "global governance", reflects the fact that global challenges originate at all political levels and necessitate responses at multiple levels.

The program is grounded in Political Science faculty members' research expertise in four areas in which global challenges to human and social well-being pose especially intense political debates: Migration and Contested Borders; Political Economy and Development; (In)Security and Surveillance; and Democracy, Diversities and Human Rights.

Anticipated contribution to the UVic, Faculty, and academic unit's strategic plans

The proposed MA Stream in the Politics of Global Challenges in the existing Master of Arts in Political Science is guided by principles highlighted in the University of Victoria's recent strategic planning documents, and its substantive focus is closely aligned with the priorities outlined in those documents. As President Cassels highlighted in "Making a World of Difference: International Plan 2017-2021",

Globalization is among the most important forces shaping higher education, and indeed the world, today. Instantaneous telecommunications, modern transportation, economic and geopolitical integration, the mobility of people and of ideas and the global scale of human impacts on the planet—each of these elements bring with them challenges and opportunities. By leveraging our international partnerships and embracing the diverse ideas, experiences and people who contribute to our campus community, we are tackling these challenges. We are working together to prepare globally competent students, developing and disseminating knowledge, and making significant contributions to global initiatives that enhance peace, health, environment and prosperity both locally and internationally (p. ii).

The MA Stream in PGC directly contributes to this mission, by empowering students with knowledge, understanding and skills needed to engage effectively in political efforts to address global challenges at all levels, from the local to the global. It is also driven by the desire to mobilize knowledge in support of a better future for people and the planet, as highlighted in the University of Victoria's Strategic Framework.

The program embodies the UVic Edge. The PGC graduate program is fully grounded in the research expertise of scholars in Political Science, as emphasized in the UVic Strategic Framework's commitment to research-enriched dynamic learning. Developing a high-quality academic program that aligns teaching and research enhances the impact of research, mobilizing the research expertise of Political Science scholars to enable students to have a vital impact on crucial social issues.

"Making a World of Difference: International Plan 2017-2021" highlights the need for improved cross-cultural understanding and communication among diverse communities. The Department of Political Science has a strong track record of critically challenging dominant, often western-centric, understandings and perspectives in global politics. The PGC program will continue this tradition, emphasizing the need to bring diverse perspectives to bear on global challenges. Political Science faculty contributing to the PGC stream are known for critical theoretical work in this area, complemented by extensive field research in diverse regions, including East and South Asia, Africa, Latin America, Europe, and indigenous communities. A key purpose of the core PGC course is to enhance students' understandings of diverse perspectives on global challenges, a necessary step towards solutions that genuinely promote social justice.

The PGC program will contribute to meeting UVic's strategic objectives around internationalization while respecting other important values. The program is financially sustainable and draws entirely on existing faculty resources, thereby aligning a high-quality academic program with existing strengths and directions, and is responsive to student interest and the needs of local and global communities ("UVic Strategic Framework", Strategy 3.5).

Target audience and student demand

As a proposed new stream within an existing, thriving graduate program, the Politics of Global Challenges in the existing Master of Arts in Political Science program is not intended to have a major impact on admissions. It responds to changes in student demand for different types of graduate programs observed in recent years. The growing impact of global challenges in such areas as migration, economic prosperity, social justice, and human rights – as well as the increasingly contentious political debates surrounding these issues – has increased student interest in courses on global political issues. Faculty responsible for graduate recruitment in Political Science have observed that many applicants and potential applicants seek graduate study and credentials in a more focused program of study than a general disciplinary Master's degree. This may be especially true of students interested in careers outside academe, including in public service and the non-profit sector. Finally, we have observed that international students are often especially interested in studying political issues with global dimensions, and often are interested in studying Canada's experience. The establishment of a stream in PGC therefore should strengthen the Department's ability to recruit outstanding graduate students within Canada and from abroad.

Regarding labour market demand, the PGC program is intended to be valuable for students interested in a variety of careers, and especially for those planning careers outside academe. As emphasized in *Making a World of Difference*, “curriculum must prepare students to be global-ready graduates and enable faculty, staff and students to be open to, and effective in, diverse settings” (p. 16). Knowledge about global issues and challenges, as well as inter-cultural understanding, are in increasing demand as private and public sector employers seek employees prepared to address a changing world. This includes including increasingly diverse local communities as well as geographically global issues and communities.

The research project-based degree is expected to be particularly attractive to students interested in careers outside academe, as it is structured to be completed in a single academic year (September-July). However, students who wish to continue on to a PhD program will be well-prepared to do so as well.

Include plans for student recruitment, retention, and success

Student recruitment for the PGC program will rely on the same methods and channels as does the existing Political Science graduate program. The program will be highlighted on the Department’s website, and faculty members will publicize the program with their global colleagues and networks.

The research project-based program structure will assist with student retention and success. Experience in our existing MA program shows that the greatest obstacle to timely completion is the lengthy thesis requirement (100 pages), which many students find daunting, especially since limited funding for graduate students in Political Science means many must work to support themselves after their first-year funding is exhausted. The more focused major research paper, combined with the strict schedule for completion and the absence of lengthy time delays associated with the oral exam for the MA thesis, should prove more manageable.

Following FGS requirements, each student will have a supervisory committee of two faculty members, both on the Faculty of Graduate Studies membership list or specifically approved by the Dean of Graduate Studies. One faculty member from Political Science will serve as the student’s primary supervisor. The second member normally will be from the Department of Political Science and can be a co-supervisor. With the permission of the graduate advisor, the second committee member may be from another UVic department or school. The primary supervisor will meet regularly with the student to review progress towards completion and address any issues that arise.

D. Admission requirements

Same academic standards as current MA program; evidence of undergraduate study in global issues and politics

E. Areas of specialization and evidence of adequate faculty complement (Include a table showing anticipated faculty supervision and committee service taking into account faculty leaves)

The following faculty members will participate in the Politics of Global Challenges in the existing Master of Arts in Political Science stream. The list is organized by the four areas of substantive specialization within the stream, recognizing that the expertise of most faculty members encompasses more than one of these areas.

1. Migration and Contested Borders

Dr. Scott Watson, Associate Professor and Chair

Migration (also (In)Security and Surveillance)

Dr. Rita Dhamoon, Assistant Professor

Identity/difference politics, gender and feminism, race and colonialism
Dr. Oliver Schmidtke, Professor and Director, Centre for Global Studies
Citizenship and immigration, European integration
Dr. Andrew Wender, Assistant Teaching Professor
politics and religion, Middle East politics, comparative political thought (also Democracy, Diversities, and Human Rights)
Dr. Feng Xu, Associate Professor
Gender, migration and citizenship, Global South (East Asia)

2. Political Economy and Development

Dr. Marlea Clarke, Associate Professor
Political economy of development, Global South (Africa)
Dr. A. Claire Cutler, Professor
International law and organization; global and transnational governance; critical global political economy
Dr. Jamie Lawson, Associate Professor
Political economy, environmental politics
Dr. Amy Verdun, Professor
European integration, political economy (on leave 2018-20)
Dr. Michael C. Webb, Associate Professor
International political economy, global economic governance, international taxation
Dr. Guoguang Wu, Professor
Comparative and global political economy, Global South (China, Hong Kong, Taiwan)

3. (In)Security and Surveillance

Dr. Colin Bennett, Professor
Comparative public policy, politics of information and the Internet, surveillance
Dr. Michelle Bonner, Professor
Policing and Security, Protest Policing, Global South (Latin America) (also Democracy, Diversities, and Human Rights)
Dr. Simon Glezos, Assistant Professor
International relations theory, theories of the state
Dr. Wilfrid (Will) Greaves, Assistant Professor
Arctic security

4. Democracy, Diversities, and Human Rights

Dr. Michelle Bonner, Professor
Democracy, human rights, Global South (Latin America), social movements and protest, policing, transitional justice (also (In)Security and Surveillance)
Dr. Matt James, Associate Professor
Transitional justice, political apology, and social memory (also Migration, Citizenship and Borders)
Dr. Heidi Kiiwetinepinesiiik Stark, Associate Professor
Indigenous comparative politics, indigenous diplomacy, law and governance
Dr. Reeta Tremblay, Professor
Comparative federalism, public policy, identity politics, Global South (South Asia) (also Political Economy and Development)
Dr. Mara Marin, Assistant Professor
Feminist theory, political thought
Dr. Avigail Eisenberg, Professor
Democratic theory, normative political theory, history of ideas (19th-20thC), pluralism, identity politics

F. Curriculum design (Include draft curriculum program and course change forms in Appendix)

The MA in the Politics of Global Challenges includes the following requirements:

9.0 Units of Course Credit

1. POLI 525, "The Politics of Global Challenges" (1.5u) – this is the core course for the PGC program, and will be offered in fall term
2. POLI 508 (Comparative Politics) and 540 (International Relations) (3.0u)
3. POLI 505, "Problems of Political Analysis" (1.5u) – research methods course
4. One POLI PGC elective (1.5u) – normally selected in the theme in which the student will write the major research paper
5. Elective (1.5u) – chosen from POLI graduate courses or (with approval of the student's supervisor), graduate courses offered by other UVic departments, or an upper-level undergraduate course in Political Science

6.0 Units Research Project

POLI 598 (6.0u) on PGC theme supervised by a professor associated with the PGC stream.

Sample timetable for student specializing in Migration, Citizenship, and Borders:

Fall: POLI 525, 540, and elective

Spring: POLI 505, 508, and 533 "Migration, Nationalism and Identity in Asia"

Summer: POLI 598, major research paper

PGC Core Course

POLI 525 (1.5u) – broad overview of changing patterns of politics and governance associated with globalization and the growth of global challenges, examined through study of concrete challenges in relation to each of the program's four themes: Migration and Contested Borders; Political Economy and Development; (In)Security and Surveillance; Democracy and Human Rights.

PGC Electives:

Migration and Contested Borders

533 – Migration, Nationalism and Identity in Asia (Xu)

533 – The Politics of Colonialism (Dhamoon)

533 – Migration and Refugees (Schmidtke)

Political Economy and Development

514 - Politics of the European Union (Schmidtke, Verdun)

533 – Development and the State (Tremblay)

533 - International Law (Cutler)

533 – Governance in the Global Political Economy (Webb)

533 – Advanced Topics in African Politics and Political Economy (Clarke)

(In)Security and Surveillance

533 – Nationalism and Violent Conflict (Watson)

533 - Understanding Global Security (Greaves)

533 – The Politics of the Internet (Bennett)

Democracy, Diversities, and Human Rights

533 – The Politics of Historical Injustice and Memory (James)

533 – Violence to Indigenous Lands and Bodies (Stark)

533 – Democracy and Populism (Schmidtke)

533 – Politics of Human Rights in New Democracies (Bonner)

Delivery methods (e.g., plans for distance education, or computer assisted delivery) as appropriate to targeted student segments

PGC will be offered only to students physically at UVic, as all the courses are face-to-face.

Linkages between the learning outcomes and the curriculum design

The overarching learning outcome is to equip students to be researchers, scholars and advocates active in the advancement of alternative and innovative solutions to matters of global importance. Achieving this means achieving a number of more specific objectives listed below, along with the relevant elements of the curriculum design:

- broad, critical theoretical understanding of politics surrounding global challenges at all levels, from local to national to global – the global context within which individual challenges emerge and are (or could be addressed) at multiple levels
 - curriculum design: POLI 525 emphasizes understanding the broad political context and how globalization shapes politics, and how specific issues and challenges can be understood in relation to the broader context – connecting theory with concrete issues and political practices – POLI 508 and 540 provide thorough grounding in political science theorizations of global, international, and comparative national political systems – both adopt a critical approach to reveal the broader human and social implications of these systems, and emphasize the potential for local and transnational forces to influence politics and policy
- Integrated understanding of the politics associated with global challenges at all levels, from the local and sub-national through the national and regional, to the global level
 - curriculum design: POLI 525 will do so by examining how globalization shapes politics at multiple levels, and by exploring how this works in practice in relation to the four global challenges – POLI 508 focuses on comparative understanding of national political systems (the national level), and POLI 540 focuses on the global and international levels – both 508 and 540 consider how local actors can shape national and global politics
- equip students with research skills needed to understand critical global challenges and to develop alternative, innovative solutions to these challenges
 - curriculum design: POLI 505 is a critical survey of research methods in Political Science, highlighting the need to find methods appropriate to the questions at hand and to critically examine the assumptions embedded in different research methods – the major research paper gives students practical experience in undertaking a time-limited research project aimed at developing an innovative approach to a global challenge
- detailed knowledge of at least one key global challenge (Migration and Contested Borders; Political Economy and Development; (In)Security and Surveillance; and Democracy, Diversities, and Human Rights)
 - curriculum design: students are required to complete a graduate course in one of these areas, and to write a major research paper on the topic
- understanding diverse perspectives on global challenges and enhancing cross-cultural understanding
 - curriculum design: this is a core theme in POLI 525 – Political Science faculty and the graduate program have strong reputations in this area, including engagement with critical approaches such as feminism, post-colonialism and Indigenous political thought

Integration of opportunities for experiential learning or other forms of civic engagement in the learning opportunity

Students in the PGC program will be well placed to apply for internships offered by UVic research centres, including the Centre for Asia-Pacific Initiatives and the Centre for Global Studies (though no CAPI or CFGS internships will be reserved for PGC students). Students will also be eligible to participate in Co-op, and will be well placed to apply for international co-op positions. Students participating in an internship or co-op placement will follow a different schedule than non-participating students, and in most cases will be expected to defer the major research paper until after the internship or co-op placement. Such students will be encouraged to complete their major research paper on a topic closely related to the internship or co-op placement, to take advantage of the opportunity to integrate academic and experiential learning.

Civic engagement is central to the learning objectives of the program, which include understanding how to address important social issues. Students involved in voluntary activities or whose employment involves addressing global challenges will be encouraged to complete their major research paper on a subject relevant to their voluntary activities or work.

Residency requirements and anticipated times to completion

Students will need to be in residence from September to April to take courses, and normally will complete all degree requirements in 12 months. Students involved in co-op or a relevant internship normally will complete the major research paper after completing the co-op placement or internship, in which case the time to completion could be 16-20 months.

Policies on student evaluation, candidacy exams, and oral examinations

The proposed new stream will follow existing policies on student evaluation, with the exception of the major research paper. The major research paper will be graded by the student's supervisor and one other department faculty member (normally the second member of the supervisory committee, if that person is from Political Science). The student's grade for 598 will be the average of the grades assigned by the two graders. There will not be an oral examination.

Plans for integration of teaching and research

As described above, the program is based on integrating faculty research with academic programming, consistent with the principle of dynamic learning.

Describe any plans to develop international or Indigenous opportunities or perspectives

The proposed new stream is inherently international, and international students will be welcomed into the program. The program should attract Canadian students interested in global issues, which in turn will increase the Department's attractiveness to international students. Indigenous students and students interested in indigenous issues with global dimensions will be welcome in the program. The program's emphasis on the global context will complement the Department's existing strengths in indigenous governance for those students interested in comparative and global indigenous politics. The Department also plays a central role in the Indigenous Nationhood Certificate program, so we expect that many students interested in indigenous politics will continue to choose IN instead of PGC, while also benefitting from the students and courses offered in the PGC program.

G. Enrolment plan for the new stream

The Political Science Department has an informal annual MA admission target of 10-15 students. In recent years the target has not always been met, largely due to our inability to offer competitive funding packages. There has also been a downward trend (albeit uneven) in the annual number of applicants to the MA program, a concern raised in the Department's 2016 Academic Program Review Report (pp. 10-11). We anticipate the PGC stream will attract a wider range students who would not previously have applied to the Department, thereby enabling the Department to meet its internal target – a view also expressed in the 2016 Academic Program Review Report (p. 13). The number of students admitted to the program will depend on the number and qualifications of applicants. We anticipate admitting a modest number of students into the PGC program.

H. How do you plan to evaluate graduate student supervision.

As in current MA program

I. Resource requirements (include a table of stream revenue and expenditures)

The new stream within the Master's program will be offered using current faculty and staff resources (the Department will continue its efforts to secure adequate student funding from the Faculty of Graduate Studies). It requires offering only one new class, which can be accommodated with the Department's current defined teaching capacity. The PGC MA otherwise will rely on existing course offerings. Many graduate courses in Political Science have space to add 5-10 more students before becoming too large (15 is about the upper limit for a successful graduate seminar). In some cases increasing the number of students in the classroom will improve the quality of seminar discussions.

Resources required from Library (include evidence of consultation with UVic Librarian)

No additional resources. The proposed stream does not include any new subject areas.

J. Student financial support plan (include a table of anticipated annual funding amounts and sources for each student in the program in a sample year at steady state)

Students admitted to the PGC stream will be eligible to apply for funding on the same basis as other graduate students in Political Science.

K. Related Master's programs/streams in your own or other British Columbia post-secondary institutions

The School for International Studies at Simon Fraser University offers a Master in International Studies. The MAIS is an interdisciplinary program, with less emphasis on politics than our proposed program. It is a much larger program, offered by its own School, demonstrating the existence of student demand for internationally focused MA programs. The Political Science Department at SFU offers a Master's in Political Science similar to the general MA program offered by our Department.

The School of Public Policy and Global Affairs at the University of British Columbia offers a Master of Public Policy and Global Affairs. It is an interdisciplinary professional program grounded in the fields of economics and public administration, and focused on public policy making, in contrast to our proposed program's focused on critical examination of the politics of global challenges at all levels. The MPPGA is a much larger program, offered by its own School, demonstrating the existence of student demand for internationally focused MA programs. The Political Science Department at UBC offers a Master's in Political Science similar to the general MA program offered by our Department.

The University of Northern British Columbia offers a Master in International Studies. This is an interdisciplinary program offered by the Department of Economics and the Department of Global and International Studies.

L. Evidence of support and recognition from other UVic Departments, Faculties and Research Centres (Provide copies of letters of support in an appendix)



November 26, 2018

Dr. Oliver Schmidtke
Director, Centre for Global Studies
Professor, Depts. of Political Science and History
Jean Monnet Chair in European History and Politics
Tel.: 250-721-7490, email: ofs@uvic.ca

To Whom It May Concern:

In my capacity as the director of the Centre for Global Studies (CFGS) at the University of Victoria, I write in enthusiastic support of the proposed new MA stream to be offered by the Department of Political Science in the Faculty of Social Sciences/Faculty of Graduate Studies: the "Politics of Global Challenges."

This proposed stream would not only complement our fellowship program and research mandate, but also would attract graduate students who are increasingly interested in interdisciplinary, international-oriented research programs addressing global challenges. As noted in the application, students in the PGC program will be well placed to apply for our fellowship program and find synergies with our projects (the Borders in Globalization (BIG) project, European Studies Program, Jean Monnet Research Projects, POLIS project on Ecological governance) as well as our discussion groups (Global Health Research, Global South Colloquium, Latin American Research Group, Middle East Discussion Group, Property Rights and Society Discussion Group, UVic in the Anthropocene), partnerships, and provide opportunities for knowledge sharing (seminars, conferences, workshops), and other fora. The four key global challenges this MA hopes to explore are often discussed by our visiting scholars and in our regular Global Talk series including: Migration and Contested Borders; Political Economy and Development; (In)Security and Surveillance; and Democracy, Diversities and Human Rights and we look forward to developing and sharing expertise in these areas.

Furthermore, we have had several occasions to work with the faculty members listed on the application many of whom have served on our program committee and/ or have been a part of our fellowship program. We are confident that the stream will thrive under such leadership. The Centre focusses on a mandate to promote collaborative, multidisciplinary, and cross-regional research and engage in connecting research in the field of global studies to local, national, and international communities. As such, the Politics of Global Challenges is an exciting and much desired initiative on campus which fits very well with the mandate of the Centre.

Sincerely,

Original signed by Oliver Schmidtke

Dr. Oliver Schmidtke
Director, Centre for Global Studies

chairpol

From: John Lutz
Sent: November 23, 2018 11:40 PM
To: chairpol
Subject: Poli Sci Proposed Stream in Global Challenges

Dear Scott,

I have consulted my colleagues and am pleased that the History Department supports your Department's proposal for a new Master's stream called the "Politics of Global Challenges." The topic is timely and will no doubt attract students as a result. We can imagine that some of our undergrad history courses on the global south, Middle East, and Latin America may help prepare students as they contemplate applying to this new Master's program.

It also seems likely that some of our graduate students will want to explore the Political Science courses in this stream as electives.

With best wishes as you develop this program.

John Lutz, chair
Department of History
University of Victoria
PO Box 1700 STN CSC
Victoria, B.C. V8W 3P4





Centre for Asia-Pacific Initiatives

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22 November 2018

Scott Watson
Department Chair and Associate Professor
Department of Political Science
University of Victoria
DTB A316b

sent by email to: sdwatson@uvic.ca

Dear Professor Watson,

Thank you very much for sharing with me your very exciting proposal for a new **MA Stream in the Politics of Global Challenges**. This is a tremendously important program which has the full support of the Centre for Asia-Pacific Initiatives (CAPI).

As you know, CAPI is committed to interdisciplinary, Asia-facing research and one of our major strengths is the examination of Asia's place in the world. CAPI's research projects and interests of CAPI chairs, senior research fellows, early career scholars, associates, and interns include or intersect directly with many of the themes in the proposed MA Stream. For example, our recent research projects include the following themes and clusters: the Global South Colloquium, the South Asia Global Forum, Asia in Africa, Roundtable on Southeast Asia in Global Context, and Regulating Globalization in South and Southeast Asia.

I am pleased and not at all surprised to see that many of the colleagues who will be involved in the proposed MA Stream in the Politics of Global Challenges include CAPI Chairs, Research Fellows, and Associates, including Guoguang Wu, Feng Xu, Reeta Tremblay, and Marlea Clarke, as well as many other colleagues who have worked closely with CAPI on a variety of projects, workshops, and conferences.

As you are also aware, CAPI has historically supported graduate students whose research takes them to Asia for fieldwork, and it offers many 3-to-6 month internships in Asia for qualified undergraduate and graduate students. We have close relationships with a number of civil society organizations in Bangladesh, India, Indonesia, Japan, Malaysia, Thailand, the Philippines, and elsewhere in Asia and southern Africa. Students in the MA stream would be well-suited for and would be welcome to apply for these internships. As the MA Stream grows, we could explore other ways of collaborating on other kinds of internships that fit with our respective interests—of which I am confident there would be a large area of overlap.

In short, this proposed MA Stream in the Politics of Global Challenges is a well-conceived and intellectually exciting program. It is long overdue and commands our enthusiastic support. We look forward to working with you closely to ensure its success.

Should you or any of the program evaluators have any questions at all, please send an email to me at ramraj@uvic.ca and I would be pleased to discuss this further.

Sincerely,

Original signed by Victor Ramraj

Victor V. Ramraj

Director, Centre for Asia-Pacific Initiatives (CAPI)

CAPI Chair in Asia-Pacific Legal Relations

Professor of Law

chairpol

From: Chris as DeanHums
Sent: November 21, 2018 1:58 PM
To: Scott Watson
Cc: Blair Taylor – Humanities, Deans Office
Subject: Re: Request for letter of support for new program proposals

Hi Scott,

Apologies for my slowness with this. I have been off sick for a while, and so I'm rather behind on things. I have discussed this proposal with my Associate Dean Research, Margaret Cameron, who oversees our graduate programming in Humanities, and we were wondering whether you might find it useful or valuable to run this proposal past colleagues in History and in Pacific & Asian Studies, where there are likely a range of courses that might fit within the terms of Global Challenges.

Incidentally, while I was at Leiden University we opened a new campus in The Hague with the theme of Global Challenges, tied to the UN development goals, so your proposal speaks to issues close to my heart. Good luck with it.

Take care,
Chris

--

*Chris Goto-Jones, DPhil.
Dean of Humanities & Professor in Philosophy, University of Victoria.
open your mind, transform our world
provoke/inspire/engage/enrich*

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From: Scott Watson
Date: Thursday, November 8, 2018 at 11:04 AM
To: Chris as DeanHums
Subject: Request for letter of support for new program proposals

Dear Dean Goto-Jones:

The Department of Political Science is proposing to introduce a new stream in its MA program. The Faculty of Graduate Studies and the Associate Vice-President Academic Planning suggested we need to have letters of support and recognition from the Deans of cognate Faculties. Consequently, I am writing to ask for a letter of support for this proposal on behalf of the Faculty of Humanities.

The proposed new MA stream is called the "Politics of Global Challenges", an area in which the Political Science department has considerable faculty expertise and currently teaches graduate courses. The formal proposal, as approved by the Faculty of Social Sciences at its meeting on November 7, is attached to this email.

Please contact me if you have any questions or concerns about this proposal. If you support the new stream, we are requesting an email indicating your support by November 19, and I will include your message in the package submitted to the Faculty of Graduate Studies for its approval.

Best Regards,
Scott

Scott Watson
Department Chair and Associate Professor
Department of Political Science,
University of Victoria
DTB A316b
250-853-3528
sdwatson@uvic.ca

chairpol

From: Dean Gustavson B-School
Sent: November 13, 2018 4:55 PM
To: Scott Watson
Subject: RE: request for letter of support for new program proposals

Dear Scott,

This looks like an interesting and highly relevant program. I am happy to endorse it.

Your proposed program builds on the existing expertise within your department and fits well within the strategic positioning of the university.

I wish you the best of luck with it,

Saul

Saul Klein, PhD
Dean and Professor
Gustavson School of Business
University of Victoria
PO Box 1700 STN CSC Victoria BC Canada V8W 2Y2
Email: bizdean@uvic.ca; Ph: (250) 721-6422
web: www.uvic.ca/gustavson
The world looks different from here.



From: Scott Watson
Sent: November 8, 2018 11:12 AM
To: Dean Gustavson B-School
Subject: request for letter of support for new program proposals

Dear Dean Klein:

The Department of Political Science is proposing to introduce a new stream in its MA program. The Faculty of Graduate Studies and the Associate Vice-President Academic Planning suggested we need to have letters of support and recognition from relevant Deans, including the School of Business. Consequently, I am writing to ask for a letter of support for this proposal on behalf of the Faculty of Business.

The proposed new MA stream is called the "Politics of Global Challenges", an area in which the Political Science department has considerable faculty expertise and currently teaches graduate courses. The formal proposal, as approved by the Faculty of Social Sciences at its meeting on November 7, is attached to this email.

Please contact me if you have any questions or concerns about this proposal. If you support the new stream, we are requesting an email indicating your support by November 19, and I will include your message in the package submitted to the Faculty of Graduate Studies for its approval.

Best Regards,
Scott

Scott Watson
Department Chair and Associate Professor
Department of Political Science,
University of Victoria
DTB A316b
250-853-3528
sdwatson@uvic.ca

chairpol

From: Christopher Douglas
Sent: November 11, 2018 10:04 AM
To: Scott Watson
Cc: Sally Lin - CSRS Administrative Coordinator
Subject: RE: request for letter of support

Dear Scott,

I am happy to offer the support of the Centre for Studies in Religion and Society for the Department of Political Science's new MA stream in the "Politics of Global Challenges." The stream is well-conceived and draws on existing resources at the University. While the document does not mention the dimension of religion as one of the Global Challenges we currently face, I can tell from the courses and faculty that the proposal lists that religion will perforce be addressed. As you know, questions of culture, identity and ethnicity are often inextricably linked with religious practices, communities, and beliefs. I think it will be a strong addition to your Department's graduate program.

Please let me know if I can be of further assistance.

Best regards,

Christopher Douglas
Acting Director, Center for Studies in Religion and Society
English Department, University of Victoria
<https://www.uvic.ca/humanities/english/people/regularfaculty/douglas-christopher.php>

From: Scott Watson
Sent: November 8, 2018 11:18 AM
To: Christopher Douglas
Subject: request for letter of support

Dear Dr Christopher Douglas,

The Department of Political Science is proposing to introduce a new stream in its MA program. The Faculty of Graduate Studies and the Associate Vice-President Academic Planning suggested we need to have letters of support and recognition from the Directors of the Research Centers. Consequently, I am writing to ask for a letter of support for this proposal on behalf of the Centre for Global Studies.

The proposed new MA stream is called the "Politics of Global Challenges", an area in which the Political Science department has considerable faculty expertise and currently teaches graduate courses. The formal proposal, as approved by the Faculty of Social Sciences at its meeting on November 7, is attached to this email.

The proposal includes the following language most directly relevant to the Research Centre:

The academic environment is enhanced by the Department's close connections with the Centre for Global Studies (CFGS), the Center for Asia-Pacific Initiatives (CAPI), and the Centre for Studies in Religion and Society, as well as by the Department's tradition of leadership in inter-disciplinary teaching and research. Collaboration

with the research centres will foster global-level civic engagement and the opportunity for study or internships abroad. (p.2 of the Word document)

Students in the PGC program will be well placed to apply for internships offered by UVic research centres, including the Centre for Asia-Pacific Initiatives and the Centre for Global Studies (though no CAPI or CFGS internships will be reserved for PGC students). (on p. 11 of the Word document)

Please contact me if you have any questions or concerns about this proposal. If you support the new stream, please send me an email indicating your support by November 19, and I will include your message in the package submitted to the Faculty of Graduate Studies for its approval.

Best Regards,
Scott

Scott Watson
Department Chair and Associate Professor
Department of Political Science,
University of Victoria
DTB A316b
250-853-3528
sdwatson@uvic.ca

chairpol

From: Heidi Kiiwetinepinesiik Stark
Sent: November 2, 2018 10:14 AM
To: chairpol
Cc: Michael Webb
Subject: PGC and MRP proposals for Political Science

Hello Scott

As the Director of the Indigenous Nationhood (IN) program, I am writing to confirm that the Indigenous Nationhood faculty were consulted about the PGC and MRP proposals in Political Science. The IN faculty do not have any concerns about these proposals and offers our unanimous support. We commend the committees for their hard work on these efforts and look forward to further collaboration between Political Science and Indigenous nationhood .

Weweni

Heidi Kiiwetinepinesiik Stark
Director, Indigenous Nationhood Program
Director, Centre for Indigenous Research and Community-Led Engagement (CIRCLE)
Associate Professor, Political Science

chairpol

From: Emile Fromet de Rosnay
Sent: November 5, 2018 12:39 PM
To: chairpol
Cc: Michael Webb
Subject: New streams in POLI MA

Hi,

The Department of Political Science is one of the participating departments in the CSPT program. The department asked me to write indicating that CSPT has been consulted about the two new streams being proposed for the Political Science MA program, and that CSPT has no concerns with these proposals. I can confirm that I was consulted in my capacity as CSPT Director, and that the proposals do not raise any concerns for CSPT. The Politics of Global Challenges stream would create a new and distinct specialization for Political Science students and would not compete with CSPT. Interested CSPT students in Political Science could take the new core course for that stream (POLI 525, Politics of Global Challenges). At present CSPT offers only a thesis-based MA, and the program-change calendar submission that accompanies the proposals for a research-project based MA states correctly that the proposed major research paper option is not open to students in CSPT. Both proposed new streams are therefore independent of the CSPT concentration in Political Science.

All the best

Emile Fromet de Rosnay
Director, CSPT

From: [David Capson – Dean of Graduate Studies](#)
To: [Nancy Wright – AVP Academic Planning](#)
Cc: [Sandra Duggan; Cathy Stacey, Assistant to the Dean of Graduate Studies](#)
Subject: approved FGS motions (Poli Sci) for next SCP
Date: January 11, 2019 2:50:08 PM
Attachments: [New MA Stream in Political Science Proposal.pdf](#)
[New Poli Sci Program Curriculum Forms.pdf](#)
[Project Based MA in Political Science Curriculum.pdf](#)
[Project Based MA in Political Science Proposal.pdf](#)

Hi Nancy,

The Faculty of Graduate Studies approved the following two motions at its meeting of Jan 10, 2019:

MOTION: THAT the Faculty of Graduate Studies Council approve and recommend the new MA Stream in the Politics of Global Challenges, as presented, to the Senate Committee on Planning.

MOTION: THAT the Faculty of Graduate Studies Council approve and recommend the new Project-Based MA in Political Science, as presented, to the Senate Committee on Planning.

I am requesting that you bring these to the Senate Committee on Planning for consideration at its next meeting. For your information, I have attached the supporting documents that were considered by the FGS Council in its decision.

Sincerely,
David



David W. Capson, Ph.D., P.Eng.
Dean, Faculty of Graduate Studies
Professor, Electrical & Computer
Engineering

[University of Victoria](#)
Victoria, BC, V8Y 3P2 | Canada
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uvic.ca/graduatestudies

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University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

March 11, 2019

FOR INFORMATION

To: OPERATIONS AND FACILITIES COMMITTEE

From: VICE-PRESIDENT FINANCE AND OPERATIONS

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

cc: President and Vice-Chancellor

Meeting Date: January 29, 2019

Subject: STATUS REPORT ON CAPITAL PROJECTS

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:

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

Background:

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

Attachment(s):

VPFO/FMGT Project Updates: March 01, 2019

1. District Energy Plant
2. Student Health & Wellness Centre
3. Student Housing



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

BUDGET STATUS:	APPROVED BUDGET 01-Sept-2016	FMGT Forecast Costs 01-Mar-2019
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Consulting	\$2,888,770	\$2,888,770
Construction	\$13,900,000	\$13,900,000
Completion	\$1,900,000	\$1,900,000
Contingency	<u>\$780,000</u>	<u>\$780,000</u>
Sub-Total	\$19,468,770	\$19,468,770
GST (1.65%)	<u>\$321,230</u>	<u>\$321,230</u>
TOTAL PROJECT COSTS	\$19,790,000	\$19,790,000

- Total commitments to date are nearing \$19,790,000, representing 100% of the approved Budget of \$19,790,000.

SCHEDULE STATUS:	Target Date 01-Apr-2018	Actual / Forecasted Date 01-Mar-2019
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PHASE 1 – New Building w/3 Boilers, Underground Services

Schematic Design - Complete	Jun 2016	Jun 2016
Design Development - Complete	Oct 2016	Oct 2016
Construction Documents	Mar 2017	Mar 2017
Tender	Apr 2017	May 2017
Construction Stage	Feb 2018	May 2018
Commissioning	Mar 2018	Nov 2018
Operation	Apr 2018	Mar 2019

PHASE 2 – Energy Transfer Station Renovations

Construction Documents	Apr 2018	Dec 2017
Tender	Jun 2018	Jan 2018
Construction Stage	Feb 2019	Feb 2019
Commissioning	Mar 2019	Mar 2019

Major Risks:

- None.

PROJECT:	STUDENT HEALTH & WELLNESS CENTRE
-----------------	---

Project No: 17-03034
 Project Consultants: KASIAN Architecture Ltd.
 General Contractor: TBD

BUDGET STATUS:	APPROVED BUDGET 27-Nov-2018	FMGT Forecast Costs 01-Mar-2019
Consulting	\$390,000	\$390,000
Construction	\$4,610,000	\$4,610,000
Completion	\$1,000,000	\$1,000,000
Contingency	<u>\$200,000</u>	<u>\$200,000</u>
Sub-Total	\$6,200,000	\$6,200,000
GST (1.65%)	<u>\$100,000</u>	<u>\$100,000</u>
TOTAL PROJECT COSTS	\$6,300,000	\$6,300,000

- Total commitments to date are approximately \$130,218, representing 2.1% of the approved Budget of \$6,300,000.

SCHEDULE STATUS:	Target Date 27-Nov-2018	Actual / Forecasted Date 01-Mar-2019
Schematic Design - Complete	April 2018	April 2018
Design Development	November 2018	November 2018
Construction Documents	March 2019	March 2019
Tender	April 2019	April 2019
Construction Administration	January 2020	January 2020
Commissioning and Warranty	February 2020	February 2020
Fit-up and Move In	March 2020	March 2020
Operation	May 2020	May 2020

Major Risks:

- None at this time

PROJECT:	STUDENT HOUSING & DINING
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Project No: 16-02265
 Project Consultants: Perkins + Will Canada Architects
 Construction Manager: EllisDon-Kinetic

BUDGET STATUS:	Approved Budget 27-Mar-2018	FMGT Forecast Costs 01-Mar-2019
Consulting	\$16,400,000	\$17,782,632
Construction	\$163,700,000	\$171,053,206
Completion	\$6,400,000	\$5,593,086
Contingency	<u>\$7,500,000</u>	<u>\$3,500,000</u>
Sub-Total	\$194,000,000	\$197,928,924
GST (1.65%)	<u>\$3,200,000</u>	<u>\$3,265,827</u>
TOTAL PROJECT COST	\$197,200,000	\$201,194,751

- Total commitments to date are \$26,117,174 representing 13.24% of the approved Budget of \$197,200,000.

SCHEDULE STATUS:		Target Date 01-Jan-2019	Actual / Forecasted Date 01-Mar-2019
Planning/Programming	<i>Complete</i>	February 2018	February 2018
Schematic Design	<i>Complete</i>	August 2018	October 2018
Design Development		March 2019	March 2019
Construction Documents		November 2019	November 2019

Early Works – Service Road, Walkway Removals

Tender	March 2019	April 2019
Construction Stage	August 2019	July 2019

Building 1 – 398 Beds, Dining Hall, Kitchen, Servery

Tender	January 2020	January 2020
Construction Stage	April 2022	April 2022
Commissioning & Fit-Up	July 2022	July 2022
Operation	August 2022	August 2022

Building 2 – 385 Beds, Conferencing, Classrooms, Indigenous Student Lounge

Tender	August 2022	August 2022
Construction Stage	April 2024	February 2024
Commissioning & Fit-Up	July 2024	April 2024
Operation	August 2024	June 2024

Major Risks:

- An analysis of the class B budget is currently being undertaken with the goal of bringing the project back within the approved Board budget of \$197.2M



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

March 14, 2019

To: Operations and Facilities Committee

From: Jamie Cassels, President 

Meeting Date: March 26, 2019

Subject: Revisions to the Naming of Facilities and Physical Assets Policy and Associated Procedures

Basis for Jurisdiction: BP3100

Strategic Relevance: Cultivate an Extraordinary Academic Environment (1.3)
Engage Locally and Globally (6.3)

Previous Consultation:
May 2017 – Building Name Revocation (Trutch Residence)

Recommendation:
Further to consultation with Executive Council and the Advisory Committee on Naming, the following is recommended:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve revisions to Policy BP3100 Naming of Facilities and Physical Assets, effective immediately.

Background:

At the May 2017 Board meeting, the Board approved that the Trutch name be revoked from the student housing building within the Lansdowne Residence complex that bore its name, and that the building be temporarily re-named as Lansdowne Residence #1 until a new name was selected. A commitment was made that the VP External Relations "would consult on a process for renaming the building."

Through the consultation (see attached list), there was support for following the normal process for naming outlined in the existing policy and procedures. There were also discussions about possible naming options including a strong desire for the possibility of an Indigenous naming for this building. Although there were initial suggestions and interest in renaming the Lansdowne Residence #1 in honour of an Old One (Elder), further discussion with Old Ones revealed that naming a building after an individual would not be appropriate. A better approach would be to name in recognition of a concept, a place, a teaching, a word or a value. There was support with those consulted for the idea of expanding the definition of honorific naming beyond individuals. This would address Indigenous naming as well as other naming categories, which are not included under the current definitions:

- 1) Functional: the actual purpose/function of the facility
- 2) Honorific: bestowing honour or respect in recognition of individuals
- 3) Philanthropic: for the act of philanthropy
- 4) Time limited: for sponsorship or other support

With that in mind, the following policy changes are recommended:

- Changing the definition of "honorific" in the policy to the following: *Honorific means bestowing honour or respect in recognition of individuals who have made substantial or long-term contributions to the university or in recognition of a concept, word, value, or place that aligns with and reflects the university's mission, vision and values or the history of the lands on which the university stands.*
- Adding the Executive Director, Indigenous Academic and Community Engagement to the policy and procedures where appropriate to those to be consulted through the naming process when an Indigenous naming is being considered.

Furthermore, a section was added to the procedures as required to comply with the recent changes to the BC Government's Naming Privileges Policy. This provision requires naming proposals to include language allowing the naming to be revoked in situations where the benefactor or honouree's acts or associations contradict the university's mission, vision, or values, or bring the university's reputation into disrepute.

Minor corrective edits were made throughout the policy and procedures.

DRAFT

Last Revised: ~~20 June 2018~~ 14 March 2019



University Policy No.: BP3100
Classification: Buildings and Properties
Approving Authority: Board of Governors

Naming of Facilities and Physical Assets
NAMING-OF-FACILITIES
AND PHYSICAL ASSETS

Effective Date: May, 2013
Supersedes: December, 2009
Last Editorial Change: ~~August, 2010~~ TBD
Mandated Review: May, 2020

Associated Procedures:

- [Procedures for the Submission, Review, and Approval of Proposals for Naming Facilities or Physical Assets](#)
- [Procedures for Re-naming or Revoking the Name of a Facility or Physical Asset](#)
- [Procedures for Implementing Names of Facilities and Physical Assets](#)

PURPOSE

- 1.00 This policy provides consistent principles for the naming of university Facilities and Physical Assets.

DEFINITIONS

- 2.00 **Facilities** include but are not limited to all or portions of: buildings, rooms, wings, physical structures, halls, laboratories, foyers, atria, lounges, recreation areas, athletic facilities, residences, and lounges that the university may wish to name from time to time.
- 3.00 **Functional** means the actual purpose for which a Facility or Physical Asset is designed for, or the particular function to which it is suited.
- 4.00 **Honorific** means bestowing honour or respect in recognition of individuals who have made substantial or long-term contributions to the university [or in recognition of a concept, word, value, or place that aligns with and reflects the university's mission, vision and values or the history of the lands on which the university stands](#).
- 5.00 **Philanthropic** means the act of philanthropy; gifts to the university which have real or in-kind monetary value.
- 6.00 **Time-limited** means naming in recognition of sponsorship, or other, support to the [U](#)niversity which has real or in-kind monetary value.
- 7.00 **Physical Assets** include but are not limited to all or portions of: major pieces of equipment, roads, parking lots, walkways, fields, parks, gardens, monuments, or other major physical resources that the university may wish to name from time to time.

JURISDICTION/SCOPE

- 8.00 This policy applies to the naming of university Facilities and Physical Assets.

POLICY

General Principles

- 9.00 Naming recommendations may originate from any member of the university community.
- 10.00 The university will follow transparent and consistent processes in the naming of its Facilities and Physical Assets.
- 11.00 The naming of Facilities and Physical Assets shall be in accordance with applicable legislation and policies.
- 12.00 The names of Facilities or Physical Assets shall be compatible with the strategic direction, vision, mission, and values of the university and shall preserve the university's integrity.
- 13.00 No commitment shall be made by a member of the university regarding the naming of a Facility or Physical Asset until the proposal is approved by the requisite approval authority.
- 14.00 Naming will normally be for the useful life of the Facility or Physical Asset unless it is Time-Limited or an alternate arrangement is made.
- 15.00 The university will only name Facilities or Physical Assets after current public officials, current university employees, or current members of the Board of Governors in exceptional circumstances.

Advisory Committee on Naming Facilities and Physical Assets

- 16.00 To carry out this policy, the President shall establish an Advisory Committee on Naming Facilities and Physical Assets (Advisory Committee).
- 16.01 The Advisory Committee is comprised of:
- (a) the President, chair (ex officio);
 - (b) two members of the Board of Governors appointed by the board chair, one of whom must be a student;
 - (c) one staff member appointed by the President;
 - (d) two faculty members appointed by the President;
 - (e) the President, Alumni Association (or designate) (ex officio);
 - (f) the Executive Director, Facilities Management (ex officio);
 - (g) the Vice-President Finance and Operations (or designate) (ex officio);
 - (h) the Vice-President External Relations (ex officio);
 - (i) the Associate Vice-President Alumni and Development (ex officio); and
 - (j) the University Secretary (or designate), secretary to the Advisory Committee (ex officio);

16.02 Normally, appointments for non-student members will be for two years and appointments for student members will be for one year.

16.03 Normally, appointed Advisory Committee members will serve a maximum of two consecutive terms.

Interim Names

17.00 Once the Functional purpose for a Facility or Physical Asset has been confirmed, interim names for Facilities or Physical Assets under development, construction, or renovation shall not be assigned without prior endorsement from the Advisory Committee except where Facilities Management requires an interim name for planning purposes.

Naming Classifications

18.00 The university may name Facilities or Physical Assets:

- for Functional purposes;
- for Honorific purposes ~~in recognition of distinguished members of the university community or in recognition of a concept, word, value, or place that aligns with and reflects the university's mission, vision, and values;~~
- In recognition of Philanthropic support; or
- for Time-limited purposes in recognition of sponsorship, or other, support.

Functional Naming

19.00 Proposals for naming a Facility or Physical Asset for Functional purposes shall be submitted in accordance with the associated procedures.

20.00 The President, acting on the recommendations of the Advisory Committee, may approve the naming of a Facility or Physical Asset where the name is solely Functional.

Honorific Naming

21.00 Proposals for naming a Facility or Physical Asset for Honorific purposes shall be submitted in accordance with the associated procedures.

22.00 For the purpose of naming a Facility or Physical Asset for Honorific purposes, the use of names of individuals shall be reserved to honour individuals who:

- have made exceptional or long-term contributions to the development or status of the university; or
- the university deems appropriate to recognize in memoriam.

23.00 After consulting with the Advisory Committee, the President may recommend that the Board of Governors approve the naming of a Facility or Physical Asset for Honorific Purposes ~~after a distinguished person or persons.~~

Philanthropic Naming

24.00 Proposals for naming a Facility or Physical Asset for Philanthropic purposes shall be submitted in accordance with the associated procedures.

- 25.00 The naming of a Facility or Physical Asset in recognition of Philanthropic support shall be reserved to honour substantial contributions to the development or status of the university made through appropriate gifts.
- 25.01 The university's preference is to name Facilities or Physical Assets in recognition of Philanthropic support after individuals.
- 25.02 Philanthropic namings for organizations may be considered.
- 26.00 After consulting with the Advisory Committee, the President may recommend to the Board of Governors the naming of a Facility or Physical Asset for Philanthropic purposes where a gift or bequest is made to the university that:
- represents all or an appropriate portion of the cost;
 - is central to the completion of the Facility or Physical Asset; or
 - could be recognized through the re-naming of an existing Facility or Physical Asset.
- 27.00 Naming opportunities plans and proposals must be submitted and receive appropriate approvals in accordance with the associated procedures prior to implementation.
- 28.00 Recognition extended for a donation received will be honoured in accordance with written agreements made with the donor(s) subject to the required approvals as set out in the associated procedures.
- 28.01 Individuals negotiating on behalf of the university are responsible for advising potential donors that the acceptance of any Philanthropic donation involving a proposal to name a Facility or Physical Asset is conditional upon final approval of the naming by the Board of Governors.
- 29.00 Funding requirements for naming a Facility or Physical Asset for Philanthropic purposes are established by the Associate Vice-President Alumni and Development, ~~or the office of Corporate Relations, as appropriate,~~ and reviewed by the Vice-President External Relations prior to submission to the President for approval.
- Time-limited Naming
- 30.00 Proposals for naming a Facility or Physical Asset and a Naming Opportunities Plan for Time-limited purposes shall be submitted in accordance with the associated procedures prior to implementation.— Due diligence must be undertaken to ensure prospects, and their business practices, are in alignment with the university's mission, vision, and values.
- 31.00 For the purpose of naming a Facility or Physical Asset for Time-limited purposes, an organization must currently have a positive relationship with the uUniversity and/or the region or be an organization that has the potential to have a positive relationship with the uUniversity and/or the region.

32.00 No Time-limited name will be approved that will imply the University's endorsement of a commercial product. This does not preclude a naming with the name of a company that manufactures or distributes commercial products.

33.00 After consulting with the Advisory Committee, the President may recommend that the Board of Governors approve the naming of a Facility or Physical Asset for Time-limited purposes.

Renaming a Facility or Physical Asset

34.00 The university will only consider renaming a Facility or Physical Asset that has been named for Honorific or Philanthropic purposes under exceptional circumstances including where:

- the primary usage or occupancy of the Facility or Physical Asset has changed;
- the Facility or Physical Asset will no longer be used;
- the Facility or Physical Asset has been substantially altered;
- subsequent circumstances pertaining to an individual or organization that a Facility or Physical Asset has been named after contradicts the university's mission, vision, or values or brings its reputation into disrepute; or
- other exceptional circumstances occur where re-naming or revoking a name is warranted.

35.00 The University may re-name Facilities or Physical Assets named for Time-limited purposes at the expiration of the term, or in the event of revocation or mutually agreed cancellation.

36.00 The Board of Governors shall approve the re-naming of Facilities or Physical Assets for Honorific, Philanthropic or Time-Limited purposes in accordance with the associated procedures.

37.00 Where appropriate, individuals (or organizations) whom the Facility or Physical Asset were previously named after shall be recognized.

38.00 Where a Facility or Physical Asset is proposed for re-naming, reasonable efforts shall be made in advance to inform the original namesake or next-of-kin, as appropriate.

39.00 A proposal to re-name or to add an additional name to a Facility or Physical Asset shall adhere to the same principles and process as set out in this policy and its associated procedures.

Confidentiality of Naming Proposals

40.00 All naming request proposals shall be treated as confidential by all involved in the process until the naming is publicly announced by the university. Announcements regarding the naming shall be held only after final approval of the proposed name is confirmed.

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Last Revised: ~~20 June 2018~~ 14 March 2019

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Signage

41.00 Signage recognizing the naming of a university Facility or Physical Asset shall generally be of uniform design and in accordance with university policies and standards applicable to signage.

41.01 Signage or other methods associated with the naming of a Facility or Physical Asset shall not impact the quality, integrity, or safety of any associated area, Facility, property, or land.

41.02 Signage associated with the Time-limited naming of a Facility or Physical Asset may include an organization's logo as part of the design. Development of signage will be in accordance with the associated procedures.

Management of Naming Records

42.00 The University Secretary shall keep records of all naming proposals and decisions.

43.00 Facilities Management shall maintain an inventory of all named Facilities and Physical Assets.

44.00 A copy of all gift and sponsorship agreements involving naming recognition shall be maintained in a central repository managed by the Development Office.

AUTHORITIES AND OFFICERS

- i) Approving Authority: Board of Governors
- ii) Designated Executive Officer: President
- iii) Procedural Authority: President
- iv) Procedural Officer: University Secretary/Vice-President External Relations

RELEVANT LEGISLATION

University Act, RSBC 1996 c 468

RELATED POLICIES AND DOCUMENTS

[Donations and Fundraising Policy \(ER4105\)](#)

[Policy for the Establishment of Endowed and Term Chairs and Professorships \(AC1100\)](#)

[Exterior Signs Policy \(BP3115\)](#)

[Interior Signs Policy \(BP3120\)](#)

[Student Awards Policy \(AC1130\)](#)

[British Columbia Government Naming Privileges Policy](#)

Associated Procedures

[Procedures for the Submission, Review, and Approval of Proposals for Naming Facilities or Physical Assets](#)

[Procedures for Re-naming or Revoking the Name of a Facility or Physical Asset](#)

[Procedures for Implementing Names of Facilities and Physical Assets](#)

Administrative Forms

Naming Opportunities Plan

Naming Request Proposal

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Last Revised: ~~20 June 2018~~ [14 March 2019](#)

Minimum Funding Requirements for Naming Opportunities



PROCEDURES FOR THE SUBMISSION, REVIEW, AND APPROVAL OF PROPOSALS FOR NAMING FACILITIES OR PHYSICAL ASSETS

Procedural Authority: President
Procedural Officer: University Secretary and Vice-President External Relations

Effective Date: ~~May, 2013~~ TBD
Supersedes: ~~May, 2013~~ December 2009
Last Editorial Change: TBD

Parent Policy: [Naming of Facilities and Physical Assets \(BP3100\)](#)

PURPOSE

- 1.00 The purpose of these procedures is to ensure that requests for naming Facilities or Physical Assets are consistently proposed, reviewed, and approved.

DEFINITIONS

- 2.00 Administrative Head means individuals with administrative responsibility for units (e.g., vice-presidents, executive directors, deans, the university librarian, chairs, directors, and other unit heads).
- 3.00 Naming Opportunities Plan is a plan developed for the naming of Facilities or Physical Assets in conjunction with an approved plan or campaign to secure contributions for multiple naming opportunities, in collaboration with the Development Office ~~or the Office of Corporate Relations, as appropriate~~. It includes a letter of support from the Administrative Head, a list of naming opportunities, project specific information, and signed approval from the Administrative Head of the Unit and is subject to minimum funding requirements established in accordance with section 29.00 of the Naming of Facilities and Physical Assets policy.
- 4.00 Naming Request Proposal is a form submitted for Honorific, Philanthropic, or Time-limited naming requests that include:
- Facility or Physical Asset to be named (if known) and the proposed name (if known);
 - classification of naming in accordance with the Naming of Facilities and Physical Assets policy;
 - reason for proposal submission;
 - a clear description of the naming recommendation being sought;
 - name of ~~individual or~~ an organization, ~~individual or~~, concept, word, value, or place -proposed to be honoured or recognized and background information in accordance with section 12.00 of the Naming of Facilities and Physical Assets policy;
 - proposed term of naming recognition in accordance with section 14.00 of the Naming of Facilities and Physical Assets policy;

- other particular conditions, concerns, or impacts;
- an appended letter of request from an Administrative Head indicating support for the proposal; and
- other information that would reasonably be required to assess the proposal.

5.00 Unit means academic or administrative areas including faculties, departments, divisions, offices, or centres.

PROCEDURES

Submission, Review, and Approval of Functional Naming Proposals

- 6.00 Once the Functional purpose for a Facility or Physical Asset is confirmed, Functional naming proposals may be submitted in writing to the Executive Director Facilities Management who in collaboration with the Associate Vice-President Alumni and Development will conduct preliminary consultations and make recommendations as appropriate to the Vice-President Finance and Operations.
- 7.00 The Vice-President Finance and Operations will review the recommendations and consult with Executive Council, where appropriate.
- 8.00 After the proposed Functional name has been discussed at Executive Council, the University Secretary will conduct preliminary consultations as appropriate as set out in the Procedures for Implementing Names of Facilities and Physical Assets.
- 9.00 After consultation with Executive Council, the Vice-President Finance and Operations will forward the recommendation as appropriate to the Advisory Committee on Naming of Facilities and Physical Assets (Advisory Committee).
- 10.00 The Advisory Committee will review and make a recommendation to the President for approval of the Functional name of a Facility or Physical Asset.

Submission, Review, and Approval of Honorific Naming Proposals

- 11.00 Proposals for naming a Facility or Physical Asset for Honorific purposes shall be submitted by completing and forwarding a Naming Request Proposal to the Vice-President External Relations.
- 12.00 The Vice-President External Relations will review the recommendations and consult with Executive Council, where appropriate.
- 13.00 After the proposed name has been discussed at Executive Council, the University Secretary will conduct preliminary consultations as appropriate as set out in the Procedures for Implementing Names of Facilities and Physical Assets.
- 14.00 Upon review and endorsement of the Naming Request Proposal by Executive Council, the Vice-President External Relations will present the proposal in confidence to the Advisory Committee.
- 15.00 Upon recommendation by the Advisory Committee, the President will present the recommendations to the Board of Governors for review and approval.

15.01 All agreements for Honorific naming must include language that will enable the naming to be revoked if any act or association of the honouree contradicts the university's mission, vision, or values, or brings its reputation into disrepute.

Submission, Review, and Approval of Philanthropic Naming Proposals

- 16.00 Where applicable, a Naming Opportunities Plan shall be developed in collaboration with the Development Office and submitted by the Administrative Head to the Associate Vice-President Alumni and Development for review.
- 16.01 The Associate Vice-President Alumni and Development shall review the Naming Opportunities Plan in consultation with the Executive Director Facilities Management and make a recommendation on the plan to the Vice-President External Relations.
- 16.02 Upon consultation with Executive Council, the Vice-President External Relations may approve the Naming Opportunities Plan and advise the Unit that it may proceed to secure external contributions for naming opportunities as outlined in the Naming Opportunities Plan. Approval of the Naming Opportunities Plan does not constitute approval of the actual naming of the Facility or Physical Asset.
- 17.00 Once a Unit, in conjunction with the Development Office, has secured a commitment for external funding designated for the naming of a Facility or Physical Asset, they shall complete and submit a Naming Request Proposal to the Associate Vice-President Alumni and Development.
- 18.00 Upon endorsement of the Naming Request Proposal, the Associate Vice-President Alumni and Development shall forward the proposal to the Vice-President External Relations for review.
- 19.00 The Vice-President External Relations will review the recommendations and consult with Executive Council.
- 20.00 After the proposed name has been discussed at Executive Council, the University Secretary will conduct preliminary consultations as appropriate as set out in the Procedures for Implementing Names of Facilities and Physical Assets.
- 21.00 Upon endorsement by Executive Council, the Vice-President External Relations shall present the Naming Request Proposal in confidence to the Advisory Committee.
- 22.00 Upon endorsement of the Naming Request Proposal by the Advisory Committee, the President will present the recommendations for Philanthropic naming to the Board of Governors for final review and approval. The University Secretary will simultaneously ensure that all necessary approvals regarding the naming have been granted in accordance with the Government of British Columbia's Naming Privileges Policy.

22.01 All agreements for Philanthropic naming must include language that will enable the naming to be revoked if any act or association of the benefactor or the

honouree contradicts the university's mission, vision, or values, or brings its reputation into disrepute.

Submission, Review, and Approval of Time-limited Naming Proposals

- 23.00 Where applicable, a Naming Opportunities Plan shall be developed by the ~~Office of Corporate Relations~~ Development Office in collaboration with internal stakeholders and submitted by the Administrative Head to the Vice-President External Relations for review.
- 23.01 Upon consultation with Executive Council, the Vice-President External Relations may approve the Naming Opportunities Plan and advise the ~~Development Office of Corporate Relations~~ Development Office that it may proceed to secure external contributions for Time-limited naming opportunities as outlined in the Naming Opportunities Plan. Approval of the Naming Opportunities Plan does not constitute approval of the actual naming of the Facility or Physical Asset.
- 24.00 Proposals for naming a Facility or Physical Asset for Time-limited purposes shall be developed by the ~~Development Office of Corporate Relations~~ Development Office in collaboration with internal stakeholders including, but not limited to, the offices of Development and Purchasing. Terms of the proposal, including 'exclusivity' or 'non-exclusivity' clauses, are to be clearly indicated within the proposals.
- 25.00 Once a commitment for external funding designated for the naming of a Facility or Physical Asset has been secured, the ~~Development Office of Corporate Relations~~ Development Office shall complete and submit a Naming Request Proposal to the Vice-President External Relations.
- 26.00 The proposal will include associated signage as the logo of an organization may be included on the name temporarily affixed to an interior feature, object, space, building or outdoor area if the logo is part of the design created in part for the purpose of acknowledging the relationship between the ~~U~~ university and the organization.
- 27.00 The Vice-President External Relations will review the recommendations and consult with Executive Council.
- 28.00 After the proposed name has been discussed at Executive Council, the University Secretary will conduct preliminary consultations as appropriate as set out in the Procedures for Implementing Names of Facilities and Physical Assets.
- 29.00 Upon endorsement by Executive Council, the Vice-President External Relations shall present the Naming Request Proposal in confidence to the Advisory Committee.
- 30.00 Upon endorsement of the Naming Request Proposal by the Advisory Committee, the President will present the recommendations for Time-limited naming to the Board of Governors for final review and approval. The University Secretary will simultaneously ensure that all necessary approvals regarding the naming have been granted in accordance with the Government of British Columbia's Naming Privileges Policy.

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Last Revised: ~~20 June 2018~~14 March 2019

30.01 All agreements for Time-limited naming must include language that will enable the naming to be revoked if any act or association of the benefactor or the honouree contradicts the university's mission, vision, or values, or brings its reputation into disrepute.



PROCEDURES FOR RE-NAMING OR REVOKING THE NAME OF A FACILITY OR PHYSICAL ASSET

Procedural Authority: President
Procedural Officer: University Secretary and Vice-President External Relations

Effective Date: May 2013
Supersedes: December, 2009
Last Editorial Change: TBD

Parent Policy: [Naming of Facilities and Physical Assets BP3100](#)

PURPOSE

- 1.00 The purpose of these procedures is to provide direction on the re-naming or revocation of the name of a university Facility or Physical Asset.

PROCEDURES

- 2.00 The university will only rename a Facility or Physical Asset with an Honorific or Philanthropic name under exceptional circumstances.
- 3.00 In the case of Time-limited naming, re-naming may take place at the expiration of the term, or in event of revocation, or mutually agreed cancellation and will be carried out in accordance with the Naming of Facilities and Physical Assets policy and its associated procedures. Any administrative costs associated with re-naming will be covered within the sponsorship agreement and will not be borne by the Administrative unit.
- 4.00 Proposals for re-naming or revoking the name of a Facility or Physical Asset shall be forwarded to the University Secretary who will conduct preliminary consultations as necessary and forward the proposal to Executive Council for evaluation.
- 5.00 If the President decides to proceed with the proposal, ~~he or she~~ the President will present the proposal to the Advisory Committee on Naming Facilities and Physical Assets (Advisory Committee).
- 6.00 Upon recommendation of the Advisory Committee, the President may present the proposed change to the Facility or Physical Asset's name to the Board of Governors for approval where:
- the primary usage or occupancy of the Facility or Physical Asset has changed;
 - the Facility or Physical Asset will no longer be used;
 - the Facility or Physical Asset has been substantially altered;
 - subsequent circumstances pertaining to the individual or organization that a Facility or Physical Asset has been named after contradicts the university's mission, vision, or values or brings its reputation into disrepute; or
 - other exceptional circumstances occur where re-naming or revoking a name is warranted.

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Last Revised: ~~20 June 2018~~ 14 March 2019

7.00 If a Facility or Physical Asset is demolished or replaced, or where the occupancy or usage changes and the former name is no longer appropriate, then a request for a new name shall be considered using the processes outlined in the Naming of Facilities and Physical Assets policy and associated procedures.

6.01 When possible, the university shall contact the namesake, next-of-kin, or other appropriate contact person to inform them of the decision to demolish, replace, or change the usage of the Facility or Physical Asset before the change takes place.

8.00 The Vice-President External Relations shall oversee communication regarding the revocation of a Philanthropic, Honorific, or Time-limited naming.



PROCEDURES FOR IMPLEMENTING NAMES OF FACILITIES AND PHYSICAL ASSETS

Procedural Authority: President
Procedural Officer: University Secretary

Effective Date: May, 2013
Supersedes:
Last Editorial Change: TBD

Parent Policy: [Naming of Facilities and Physical Assets \(BP3100\)](#)

1.00 After the proposed name for a Facility or Physical Asset has been discussed at Executive Council and before the President has sought advice from the Advisory Committee on Naming of Facilities and Physical Assets (Advisory Committee), the University Secretary will inform the following individuals in confidence of the proposed name:

- (a) the Director of University Ceremonies and Events;
- (b) the ~~Executive~~ Director of ~~Uvic-University~~ Communications ~~Services+~~ Marketing;
- (c) the Executive Director of Facilities Management;
- (d) the Associate Vice-President Alumni and Development;
- (e) the Associate Vice-President Financial Planning and Operations; and
- (f) the Vice-President and dean or director of the units in the affected Facility; ~~and~~
(g) the Executive Director of Indigenous Academic and Community Engagement.

Such consultation will occur as appropriate and if time permits.

2.00 After the proposed name for a Facility or Physical Asset has been recommended by the Advisory Committee and before it has been approved in accordance with the Submission, Review, and Approval of Proposals for Naming Facilities or Physical Assets Procedure, the University Secretary will notify the individuals listed in section 1.00 in confidence in order to make preparations to implement the proposed name.

Preparations for Implementing a Functional or Honorific Naming

3.00 The Director of University Ceremonies and Events, will consult with the individuals listed in section 1.00 to determine:

- the date on which the name for a Facility or Physical Asset will no longer be confidential and whether this date will be different than the date of approval by the President (for Functional Naming) or Board of Governors (for Honorific naming); and
- whether a naming ceremony will be held, subject to budget.

4.00 If a naming ceremony is to be held, the Director of University Ceremonies and Events will consult with the individuals listed in section 1.00 to co-ordinate the date and details.

5.00 The Director of University Ceremonies and Events will advise the University Secretary of the date on which the name of a Facility or Physical Asset will no longer be confidential and if a naming ceremony will be held so that this information may be included in a memorandum to the President (for Functional naming) or Board of Governors (for Honorific naming).

Preparations for Implementing a Philanthropic or Time-Limited Naming

6.00 The Associate Vice-President Alumni and Development, ~~or the Director of Corporate Relations, as appropriate~~, in consultation with the Director of University Ceremonies and Events, will consult with the individuals listed in section 1.00 to determine:

- the date on which the name for a Facility or Physical Asset will no longer be confidential and whether this date will be different than the date of approval by the Board of Governors; and
- whether a naming ceremony will be held, subject to budget.

7.00 If a naming ceremony is to be held, the Associate Vice-President Alumni and Development, ~~or Director of Corporate Relations, as appropriate~~, in consultation with the Director of University Ceremonies and Events, will consult with the individuals listed in section 1.00 to co-ordinate the date and details.

8.00 The Associate Vice-President Alumni and Development, ~~or Director of Corporate Relations, as appropriate~~, will advise the University Secretary of the date on which the name of a Facility or Physical Asset will no longer be confidential and if a naming ceremony will be held so that this information may be included in a memorandum to the Board of Governors.

Post-Approval Implementation Procedures

9.00 Prior to the implementation of a Honorific, Philanthropic, or Time-limited Naming, the university shall advise the individual or the organization of the naming.

10.00 After the name for a Facility or Physical Asset has been approved, the University Secretary will advise the following individuals by means of a follow-up memorandum:

- (a) the individuals listed in section 1.00;
- (b) the Director of Occupational Health, Safety and Environment;
- (c) the Director of Campus Security;
- (d) the Manager of Scheduling; and
- (e) the Registrar ~~and Executive Director, Student Enrolment~~.

10.01 If the name for a Facility or Physical Asset is not approved, the University Secretary will advise the individuals in section 1.00.

11.00 If the name for a Facility or Physical Asset shall remain confidential until a date other than the date of approval, the follow-up memorandum will advise the individuals listed in section 10.00 of this requirement.

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Last Revised: ~~20 June 2018~~ 14 March 2019

- 12.00 Implementation of the Philanthropic name or a Time-Limited naming for a Facility or Physical Asset will be coordinated by the Associate Vice-President Alumni and Development, ~~or the Director of Corporate Relations, as appropriate,~~ in consultation with the Executive Director of Facilities Management and the Director of University Ceremonies and Events.
- 13.00 Implementation of a Functional or Honorific name for a Facility or Physical Asset will be coordinated by the Executive Director of Facilities Management in consultation with the Director of University Ceremonies and Events
 - 13.01 The Director of University Ceremonies and Events will advise the individuals listed in section 10.00 of the date for implementing the name.
 - 13.02 The Executive Director of Facilities Management will ensure maps and other documents are prepared for distribution to the individuals listed in section 10.00.
 - 13.03 The Executive Director of Facilities Management will coordinate communication of the name to external individuals and organizations (e.g., emergency services) as necessary and may delegate responsibility for this task to the individuals listed in section 10.00.
 - 13.04 If the name for a Facility or Physical Asset is Functional or Honorific, the Director of University Ceremonies and Events will co-ordinate communication of the name to the university community in conjunction with the Director of Communications Services.
 - 13.05 If the name for a Facility or Physical Asset is in recognition of Philanthropic or Time-limited support, the Associate Vice-President Alumni and Development, ~~or the Director of Corporate Relations, as appropriate,~~ will collaborate with the Director of Communications Services to coordinate communication of the name to the university community and the external community as appropriate.
- 14.00 After the name of a Facility or Physical Asset has been approved and implemented, the individuals listed in section 10.00 will co-ordinate the updating of records and procedures within their departments and with external individuals and organizations as required and will make any necessary adjustments to reflect the new name.



Naming of Facilities and Physical Assets

University Policy No.: BP3100
Classification: Buildings and Properties
Approving Authority: Board of Governors
Effective Date: May, 2013
Supersedes: December, 2009
Last Editorial Change: TBD
Mandated Review: May, 2020

Associated Procedures:

[Procedures for the Submission, Review, and Approval of Proposals for Naming Facilities or Physical Assets](#)

[Procedures for Re-naming or Revoking the Name of a Facility or Physical Asset](#)

[Procedures for Implementing Names of Facilities and Physical Assets](#)

PURPOSE

- 1.00 This policy provides consistent principles for the naming of university Facilities and Physical Assets.

DEFINITIONS

- 2.00 **Facilities** include but are not limited to all or portions of: buildings, rooms, wings, physical structures, halls, laboratories, foyers, atria, lounges, recreation areas, athletic facilities, residences, and lounges that the university may wish to name from time to time.
- 3.00 **Functional** means the actual purpose for which a Facility or Physical Asset is designed for, or the particular function to which it is suited.
- 4.00 **Honorific** means bestowing honour or respect in recognition of individuals who have made substantial or long-term contributions to the university or in recognition of a concept, word, value, or place that aligns with and reflects the university's mission, vision and values or the history of the lands on which the university stands.
- 5.00 **Philanthropic** means the act of philanthropy; gifts to the university which have real or in-kind monetary value.
- 6.00 **Time-limited** means naming in recognition of sponsorship, or other, support to the university which has real or in-kind monetary value.
- 7.00 **Physical Assets** include but are not limited to all or portions of: major pieces of equipment, roads, parking lots, walkways, fields, parks, gardens, monuments, or other major physical resources that the university may wish to name from time to time.

JURISDICTION/SCOPE

8.00 This policy applies to the naming of university Facilities and Physical Assets.

POLICY

General Principles

9.00 Naming recommendations may originate from any member of the university community.

10.00 The university will follow transparent and consistent processes in the naming of its Facilities and Physical Assets.

11.00 The naming of Facilities and Physical Assets shall be in accordance with applicable legislation and policies.

12.00 The names of Facilities or Physical Assets shall be compatible with the strategic direction, vision, mission, and values of the university and shall preserve the university's integrity.

13.00 No commitment shall be made by a member of the university regarding the naming of a Facility or Physical Asset until the proposal is approved by the requisite approval authority.

14.00 Naming will normally be for the useful life of the Facility or Physical Asset unless it is Time-Limited or an alternate arrangement is made.

15.00 The university will only name Facilities or Physical Assets after current public officials, current university employees, or current members of the Board of Governors in exceptional circumstances.

Advisory Committee on Naming Facilities and Physical Assets

16.00 To carry out this policy, the President shall establish an Advisory Committee on Naming Facilities and Physical Assets (Advisory Committee).

16.01 The Advisory Committee is comprised of:

- (a) the President, chair (ex officio);
- (b) two members of the Board of Governors appointed by the board chair, one of whom must be a student;
- (c) one staff member appointed by the President;
- (d) two faculty members appointed by the President;
- (e) the President, Alumni Association (or designate) (ex officio);
- (f) the Executive Director, Facilities Management (ex officio);
- (g) the Vice-President Finance and Operations (or designate) (ex officio);
- (h) the Vice-President External Relations (ex officio);
- (i) the Associate Vice-President Alumni and Development (ex officio); and
- (j) the University Secretary (or designate), secretary to the Advisory Committee (ex officio);

16.02 Normally, appointments for non-student members will be for two years and appointments for student members will be for one year.

16.03 Normally, appointed Advisory Committee members will serve a maximum of two consecutive terms.

Interim Names

17.00 Once the Functional purpose for a Facility or Physical Asset has been confirmed, interim names for Facilities or Physical Assets under development, construction, or renovation shall not be assigned without prior endorsement from the Advisory Committee except where Facilities Management requires an interim name for planning purposes.

Naming Classifications

18.00 The university may name Facilities or Physical Assets:

- for Functional purposes;
- for Honorific purposes;
- in recognition of Philanthropic support; or
- for Time-limited purposes in recognition of sponsorship, or other, support.

Functional Naming

19.00 Proposals for naming a Facility or Physical Asset for Functional purposes shall be submitted in accordance with the associated procedures.

20.00 The President, acting on the recommendations of the Advisory Committee, may approve the naming of a Facility or Physical Asset where the name is solely Functional.

Honorific Naming

21.00 Proposals for naming a Facility or Physical Asset for Honorific purposes shall be submitted in accordance with the associated procedures.

22.00 For the purpose of naming a Facility or Physical Asset for Honorific purposes, the use of names of individuals shall be reserved to honour individuals who:

- have made exceptional or long-term contributions to the development or status of the university; or
- the university deems appropriate to recognize in memoriam.

23.00 After consulting with the Advisory Committee, the President may recommend that the Board of Governors approve the naming of a Facility or Physical Asset for Honorific Purposes.

Philanthropic Naming

24.00 Proposals for naming a Facility or Physical Asset for Philanthropic purposes shall be submitted in accordance with the associated procedures.

- 25.00 The naming of a Facility or Physical Asset in recognition of Philanthropic support shall be reserved to honour substantial contributions to the development or status of the university made through appropriate gifts.
- 25.01 The university's preference is to name Facilities or Physical Assets in recognition of Philanthropic support after individuals.
- 25.02 Philanthropic namings for organizations may be considered.
- 26.00 After consulting with the Advisory Committee, the President may recommend to the Board of Governors the naming of a Facility or Physical Asset for Philanthropic purposes where a gift or bequest is made to the university that:
- represents all or an appropriate portion of the cost;
 - is central to the completion of the Facility or Physical Asset; or
 - could be recognized through the re-naming of an existing Facility or Physical Asset.
- 27.00 Naming opportunities plans and proposals must be submitted and receive appropriate approvals in accordance with the associated procedures prior to implementation.
- 28.00 Recognition extended for a donation received will be honoured in accordance with written agreements made with the donor(s) subject to the required approvals as set out in the associated procedures.
- 28.01 Individuals negotiating on behalf of the university are responsible for advising potential donors that the acceptance of any Philanthropic donation involving a proposal to name a Facility or Physical Asset is conditional upon final approval of the naming by the Board of Governors.
- 29.00 Funding requirements for naming a Facility or Physical Asset for Philanthropic purposes are established by the Associate Vice-President Alumni and Development, and reviewed by the Vice-President External Relations prior to submission to the President for approval.

Time-limited Naming

- 30.00 Proposals for naming a Facility or Physical Asset and a Naming Opportunities Plan for Time-limited purposes shall be submitted in accordance with the associated procedures prior to implementation. Due diligence must be undertaken to ensure prospects, and their business practices, are in alignment with the university's mission, vision, and values.
- 31.00 For the purpose of naming a Facility or Physical Asset for Time-limited purposes, an organization must currently have a positive relationship with the university and/or the region or be an organization that has the potential to have a positive relationship with the university and/or the region.

- 32.00 No Time-limited name will be approved that will imply the university's endorsement of a commercial product. This does not preclude a naming with the name of a company that manufactures or distributes commercial products.
- 33.00 After consulting with the Advisory Committee, the President may recommend that the Board of Governors approve the naming of a Facility or Physical Asset for Time-limited purposes.

Renaming a Facility or Physical Asset

- 34.00 The university will only consider renaming a Facility or Physical Asset that has been named for Honorific or Philanthropic purposes under exceptional circumstances including where:
- the primary usage or occupancy of the Facility or Physical Asset has changed;
 - the Facility or Physical Asset will no longer be used;
 - the Facility or Physical Asset has been substantially altered;
 - subsequent circumstances pertaining to an individual or organization that a Facility or Physical Asset has been named after contradicts the university's mission, vision, or values or brings its reputation into disrepute; or
 - other exceptional circumstances occur where re-naming or revoking a name is warranted.
- 35.00 The university may re-name Facilities or Physical Assets named for Time-limited purposes at the expiration of the term, or in the event of revocation or mutually agreed cancellation.
- 36.00 The Board of Governors shall approve the re-naming of Facilities or Physical Assets for Honorific, Philanthropic or Time-Limited purposes in accordance with the associated procedures.
- 37.00 Where appropriate, individuals (or organizations) whom the Facility or Physical Asset were previously named after shall be recognized.
- 38.00 Where a Facility or Physical Asset is proposed for re-naming, reasonable efforts shall be made in advance to inform the original namesake or next-of-kin, as appropriate.
- 39.00 A proposal to re-name or to add an additional name to a Facility or Physical Asset shall adhere to the same principles and process as set out in this policy and its associated procedures.
- Confidentiality of Naming Proposals
- 40.00 All naming request proposals shall be treated as confidential by all involved in the process until the naming is publicly announced by the university. Announcements regarding the naming shall be held only after final approval of the proposed name is confirmed.

Signage

41.00 Signage recognizing the naming of a university Facility or Physical Asset shall generally be of uniform design and in accordance with university policies and standards applicable to signage.

41.01 Signage or other methods associated with the naming of a Facility or Physical Asset shall not impact the quality, integrity, or safety of any associated area, Facility, property, or land.

41.02 Signage associated with the Time-limited naming of a Facility or Physical Asset may include an organization's logo as part of the design. Development of signage will be in accordance with the associated procedures.

Management of Naming Records

42.00 The University Secretary shall keep records of all naming proposals and decisions.

43.00 Facilities Management shall maintain an inventory of all named Facilities and Physical Assets.

44.00 A copy of all gift and sponsorship agreements involving naming recognition shall be maintained in a central repository managed by the Development Office.

AUTHORITIES AND OFFICERS

- i) Approving Authority: Board of Governors
- ii) Designated Executive Officer: President
- iii) Procedural Authority: President
- iv) Procedural Officer: University Secretary/Vice-President External Relations

RELEVANT LEGISLATION

[University Act, RSBC 1996 c 468](#)

RELATED POLICIES AND DOCUMENTS

[Donations and Fundraising Policy \(ER4105\)](#)

[Policy for the Establishment of Endowed and Term Chairs and Professorships \(AC1100\)](#)

[Exterior Signs Policy \(BP3115\)](#)

[Interior Signs Policy \(BP3120\)](#)

[Student Awards Policy \(AC1130\)](#)

[British Columbia Government Naming Privileges Policy](#)

Associated Procedures

[Procedures for the Submission, Review, and Approval of Proposals for Naming Facilities or Physical Assets](#)

[Procedures for Re-naming or Revoking the Name of a Facility or Physical Asset](#)

[Procedures for Implementing Names of Facilities and Physical Assets](#)

Administrative Forms

Naming Opportunities Plan

Naming Request Proposal

Minimum Funding Requirements for Naming Opportunities



PROCEDURES FOR THE SUBMISSION, REVIEW, AND APPROVAL OF PROPOSALS FOR NAMING FACILITIES OR PHYSICAL ASSETS

Procedural Authority: President
Procedural Officer: University Secretary and Vice-President External Relations

Effective Date: TBD
Supersedes: May, 2013
Last Editorial Change: TBD

Parent Policy: [Naming of Facilities and Physical Assets \(BP3100\)](#)

PURPOSE

- 1.00 The purpose of these procedures is to ensure that requests for naming Facilities or Physical Assets are consistently proposed, reviewed, and approved.

DEFINITIONS

- 2.00 Administrative Head means individuals with administrative responsibility for units (e.g., vice-presidents, executive directors, deans, the university librarian, chairs, directors, and other unit heads).
- 3.00 Naming Opportunities Plan is a plan developed for the naming of Facilities or Physical Assets in conjunction with an approved plan or campaign to secure contributions for multiple naming opportunities, in collaboration with the Development Office. It includes a letter of support from the Administrative Head, a list of naming opportunities, project specific information, and signed approval from the Administrative Head of the Unit and is subject to minimum funding requirements established in accordance with section 29.00 of the Naming of Facilities and Physical Assets policy.
- 4.00 Naming Request Proposal is a form submitted for Honorific, Philanthropic, or Time-limited naming requests that include:
- Facility or Physical Asset to be named (if known) and the proposed name (if known);
 - classification of naming in accordance with the Naming of Facilities and Physical Assets policy;
 - reason for proposal submission;
 - a clear description of the naming recommendation being sought;
 - name of an organization, individual, concept, word, value, or place proposed to be honoured or recognized and background information in accordance with section 12.00 of the Naming of Facilities and Physical Assets policy;
 - proposed term of naming recognition in accordance with section 14.00 of the Naming of Facilities and Physical Assets policy;
 - other particular conditions, concerns, or impacts;
 - an appended letter of request from an Administrative Head indicating support for the proposal; and

- other information that would reasonably be required to assess the proposal.

5.00 Unit means academic or administrative areas including faculties, departments, divisions, offices, or centres.

PROCEDURES

Submission, Review, and Approval of Functional Naming Proposals

6.00 Once the Functional purpose for a Facility or Physical Asset is confirmed, Functional naming proposals may be submitted in writing to the Executive Director Facilities Management who in collaboration with the Associate Vice-President Alumni and Development will conduct preliminary consultations and make recommendations as appropriate to the Vice-President Finance and Operations.

7.00 The Vice-President Finance and Operations will review the recommendations and consult with Executive Council, where appropriate.

8.00 After the proposed Functional name has been discussed at Executive Council, the University Secretary will conduct preliminary consultations as appropriate as set out in the Procedures for Implementing Names of Facilities and Physical Assets.

9.00 After consultation with Executive Council, the Vice-President Finance and Operations will forward the recommendation as appropriate to the Advisory Committee on Naming of Facilities and Physical Assets (Advisory Committee).

10.00 The Advisory Committee will review and make a recommendation to the President for approval of the Functional name of a Facility or Physical Asset.

Submission, Review, and Approval of Honorific Naming Proposals

11.00 Proposals for naming a Facility or Physical Asset for Honorific purposes shall be submitted by completing and forwarding a Naming Request Proposal to the Vice-President External Relations.

12.00 The Vice-President External Relations will review the recommendations and consult with Executive Council, where appropriate.

13.00 After the proposed name has been discussed at Executive Council, the University Secretary will conduct preliminary consultations as appropriate as set out in the Procedures for Implementing Names of Facilities and Physical Assets.

14.00 Upon review and endorsement of the Naming Request Proposal by Executive Council, the Vice-President External Relations will present the proposal in confidence to the Advisory Committee.

15.00 Upon recommendation by the Advisory Committee, the President will present the recommendations to the Board of Governors for review and approval.

15.01 All agreements for Honorific naming must include language that will enable the naming to be revoked if any act or association of the honouree contradicts the university's mission, vision, or values, or brings its reputation into disrepute.

Submission, Review, and Approval of Philanthropic Naming Proposals

16.00 Where applicable, a Naming Opportunities Plan shall be developed in collaboration with the Development Office and submitted by the Administrative Head to the Associate Vice-President Alumni and Development for review.

16.01 The Associate Vice-President Alumni and Development shall review the Naming Opportunities Plan in consultation with the Executive Director Facilities Management and make a recommendation on the plan to the Vice-President External Relations.

16.02 Upon consultation with Executive Council, the Vice-President External Relations may approve the Naming Opportunities Plan and advise the Unit that it may proceed to secure external contributions for naming opportunities as outlined in the Naming Opportunities Plan. Approval of the Naming Opportunities Plan does not constitute approval of the actual naming of the Facility or Physical Asset.

17.00 Once a Unit, in conjunction with the Development Office, has secured a commitment for external funding designated for the naming of a Facility or Physical Asset, they shall complete and submit a Naming Request Proposal to the Associate Vice-President Alumni and Development.

18.00 Upon endorsement of the Naming Request Proposal, the Associate Vice-President Alumni and Development shall forward the proposal to the Vice-President External Relations for review.

19.00 The Vice-President External Relations will review the recommendations and consult with Executive Council.

20.00 After the proposed name has been discussed at Executive Council, the University Secretary will conduct preliminary consultations as appropriate as set out in the Procedures for Implementing Names of Facilities and Physical Assets.

21.00 Upon endorsement by Executive Council, the Vice-President External Relations shall present the Naming Request Proposal in confidence to the Advisory Committee.

22.00 Upon endorsement of the Naming Request Proposal by the Advisory Committee, the President will present the recommendations for Philanthropic naming to the Board of Governors for final review and approval. The University Secretary will simultaneously ensure that all necessary approvals regarding the naming have been granted in accordance with the Government of British Columbia's Naming Privileges Policy.

22.01 All agreements for Philanthropic naming must include language that will enable the naming to be revoked if any act or association of the benefactor or the honouree contradicts the university's mission, vision, or values, or brings its reputation into disrepute.

Submission, Review, and Approval of Time-limited Naming Proposals

- 23.00 Where applicable, a Naming Opportunities Plan shall be developed by the Development Office in collaboration with internal stakeholders and submitted by the Administrative Head to the Vice-President External Relations for review.
- 23.01 Upon consultation with Executive Council, the Vice-President External Relations may approve the Naming Opportunities Plan and advise the Development Office that it may proceed to secure external contributions for Time-limited naming opportunities as outlined in the Naming Opportunities Plan. Approval of the Naming Opportunities Plan does not constitute approval of the actual naming of the Facility or Physical Asset.
- 24.00 Proposals for naming a Facility or Physical Asset for Time-limited purposes shall be developed by the Development Office in collaboration with internal stakeholders including, but not limited to, the offices of Development and Purchasing. Terms of the proposal, including 'exclusivity' or 'non-exclusivity' clauses, are to be clearly indicated within the proposals.
- 25.00 Once a commitment for external funding designated for the naming of a Facility or Physical Asset has been secured, the Development Office shall complete and submit a Naming Request Proposal to the Vice-President External Relations.
- 26.00 The proposal will include associated signage as the logo of an organization may be included on the name temporarily affixed to an interior feature, object, space, building or outdoor area if the logo is part of the design created in part for the purpose of acknowledging the relationship between the university and the organization.
- 27.00 The Vice-President External Relations will review the recommendations and consult with Executive Council.
- 28.00 After the proposed name has been discussed at Executive Council, the University Secretary will conduct preliminary consultations as appropriate as set out in the Procedures for Implementing Names of Facilities and Physical Assets.
- 29.00 Upon endorsement by Executive Council, the Vice-President External Relations shall present the Naming Request Proposal in confidence to the Advisory Committee.
- 30.00 Upon endorsement of the Naming Request Proposal by the Advisory Committee, the President will present the recommendations for Time-limited naming to the Board of Governors for final review and approval. The University Secretary will simultaneously ensure that all necessary approvals regarding the naming have been granted in accordance with the Government of British Columbia's Naming Privileges Policy.
- 30.01 All agreements for Time-limited naming must include language that will enable the naming to be revoked if any act or association of the benefactor or the honouree contradicts the university's mission, vision, or values, or brings its reputation into disrepute.



PROCEDURES FOR RE-NAMING OR REVOKING THE NAME OF A FACILITY OR PHYSICAL ASSET

Procedural Authority: President

Procedural Officer: University Secretary and
Vice-President External Relations

Effective Date: May 2013

Supersedes: December, 2009

Last Editorial Change: TBD

Parent Policy: [Naming of Facilities and Physical Assets BP3100](#)

PURPOSE

- 1.00 The purpose of these procedures is to provide direction on the re-naming or revocation of the name of a university Facility or Physical Asset.

PROCEDURES

- 2.00 The university will only rename a Facility or Physical Asset with an Honorific or Philanthropic name under exceptional circumstances.
- 3.00 In the case of Time-limited naming, re-naming may take place at the expiration of the term, or in event of revocation, or mutually agreed cancellation and will be carried out in accordance with the Naming of Facilities and Physical Assets policy and its associated procedures. Any administrative costs associated with re-naming will be covered within the sponsorship agreement and will not be borne by the Administrative unit.
- 4.00 Proposals for re-naming or revoking the name of a Facility or Physical Asset shall be forwarded to the University Secretary who will conduct preliminary consultations as necessary and forward the proposal to Executive Council for evaluation.
- 5.00 If the President decides to proceed with the proposal, the President will present the proposal to the Advisory Committee on Naming Facilities and Physical Assets (Advisory Committee).
- 6.00 Upon recommendation of the Advisory Committee, the President may present the proposed change to the Facility or Physical Asset's name to the Board of Governors for approval where:
- the primary usage or occupancy of the Facility or Physical Asset has changed;
 - the Facility or Physical Asset will no longer be used;
 - the Facility or Physical Asset has been substantially altered;
 - subsequent circumstances pertaining to the individual or organization that a Facility or Physical Asset has been named after contradicts the university's mission, vision, or values or brings its reputation into disrepute; or
 - other exceptional circumstances occur where re-naming or revoking a name is warranted.

- 7.00 If a Facility or Physical Asset is demolished or replaced, or where the occupancy or usage changes and the former name is no longer appropriate, then a request for a new name shall be considered using the processes outlined in the Naming of Facilities and Physical Assets policy and associated procedures.
- 6.01 When possible, the university shall contact the namesake, next-of-kin, or other appropriate contact person to inform them of the decision to demolish, replace, or change the usage of the Facility or Physical Asset before the change takes place.
- 8.00 The Vice-President External Relations shall oversee communication regarding the revocation of a Philanthropic, Honorific, or Time-limited naming.
-



PROCEDURES FOR IMPLEMENTING NAMES OF FACILITIES AND PHYSICAL ASSETS

Procedural Authority: President
Procedural Officer: University Secretary

Effective Date: May, 2013
Supersedes:
Last Editorial Change: TBD

Parent Policy: [Naming of Facilities and Physical Assets \(BP3100\)](#)

1.00 After the proposed name for a Facility or Physical Asset has been discussed at Executive Council and before the President has sought advice from the Advisory Committee on Naming of Facilities and Physical Assets (Advisory Committee), the University Secretary will inform the following individuals in confidence of the proposed name:

- (a) the Director of University Ceremonies and Events;
- (b) the Executive Director of University Communications + Marketing;
- (c) the Executive Director of Facilities Management;
- (d) the Associate Vice-President Alumni and Development;
- (e) the Associate Vice-President Financial Planning and Operations;
- (f) the Vice-President and dean or director of the units in the affected Facility; and
- (g) the Executive Director of Indigenous Academic and Community Engagement.

Such consultation will occur as appropriate and if time permits.

2.00 After the proposed name for a Facility or Physical Asset has been recommended by the Advisory Committee and before it has been approved in accordance with the Submission, Review, and Approval of Proposals for Naming Facilities or Physical Assets Procedure, the University Secretary will notify the individuals listed in section 1.00 in confidence in order to make preparations to implement the proposed name.

Preparations for Implementing a Functional or Honorific Naming

3.00 The Director of University Ceremonies and Events, will consult with the individuals listed in section 1.00 to determine:

- the date on which the name for a Facility or Physical Asset will no longer be confidential and whether this date will be different than the date of approval by the President (for Functional Naming) or Board of Governors (for Honorific naming); and
- whether a naming ceremony will be held, subject to budget.

4.00 If a naming ceremony is to be held, the Director of University Ceremonies and Events will consult with the individuals listed in section 1.00 to co-ordinate the date and details.

5.00 The Director of University Ceremonies and Events will advise the University Secretary of the date on which the name of a Facility or Physical Asset will no longer be confidential and if a naming ceremony will be held so that this information may be included in a memorandum to the President (for Functional naming) or Board of Governors (for Honorific naming).

Preparations for Implementing a Philanthropic or Time-Limited Naming

6.00 The Associate Vice-President Alumni and Development, in consultation with the Director of University Ceremonies and Events, will consult with the individuals listed in section 1.00 to determine:

- the date on which the name for a Facility or Physical Asset will no longer be confidential and whether this date will be different than the date of approval by the Board of Governors; and
- whether a naming ceremony will be held, subject to budget.

7.00 If a naming ceremony is to be held, the Associate Vice-President Alumni and Development, in consultation with the Director of University Ceremonies and Events, will consult with the individuals listed in section 1.00 to co-ordinate the date and details.

8.00 The Associate Vice-President Alumni and Development, will advise the University Secretary of the date on which the name of a Facility or Physical Asset will no longer be confidential and if a naming ceremony will be held so that this information may be included in a memorandum to the Board of Governors.

Post-Approval Implementation Procedures

9.00 Prior to the implementation of a Honorific, Philanthropic, or Time-limited Naming, the university shall advise the individual or the organization of the naming.

10.00 After the name for a Facility or Physical Asset has been approved, the University Secretary will advise the following individuals by means of a follow-up memorandum:

- (a) the individuals listed in section 1.00;
- (b) the Director of Occupational Health, Safety and Environment;
- (c) the Director of Campus Security;
- (d) the Manager of Scheduling; and
- (e) the Registrar.

10.01 If the name for a Facility or Physical Asset is not approved, the University Secretary will advise the individuals in section 1.00.

11.00 If the name for a Facility or Physical Asset shall remain confidential until a date other than the date of approval, the follow-up memorandum will advise the individuals listed in section 10.00 of this requirement.

12.00 Implementation of the Philanthropic name or a Time-Limited naming for a Facility or Physical Asset will be coordinated by the Associate Vice-President Alumni and

Development, in consultation with the Executive Director of Facilities Management and the Director of University Ceremonies and Events.

- 13.00 Implementation of a Functional or Honorific name for a Facility or Physical Asset will be coordinated by the Executive Director of Facilities Management in consultation with the Director of University Ceremonies and Events
 - 13.01 The Director of University Ceremonies and Events will advise the individuals listed in section 10.00 of the date for implementing the name.
 - 13.02 The Executive Director of Facilities Management will ensure maps and other documents are prepared for distribution to the individuals listed in section 10.00.
 - 13.03 The Executive Director of Facilities Management will coordinate communication of the name to external individuals and organizations (e.g., emergency services) as necessary and may delegate responsibility for this task to the individuals listed in section 10.00.
 - 13.04 If the name for a Facility or Physical Asset is Functional or Honorific, the Director of University Ceremonies and Events will co-ordinate communication of the name to the university community in conjunction with the Director of Communications Services.
 - 13.05 If the name for a Facility or Physical Asset is in recognition of Philanthropic or Time-limited support, the Associate Vice-President Alumni and Development, will collaborate with the Director of Communications Services to coordinate communication of the name to the university community and the external community as appropriate.
- 14.00 After the name of a Facility or Physical Asset has been approved and implemented, the individuals listed in section 10.00 will co-ordinate the updating of records and procedures within their departments and with external individuals and organizations as required and will make any necessary adjustments to reflect the new name.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

March 11, 2019

To: Board of Governors

From: Jamie Cassels, QC
President and Vice-Chancellor

Meeting Date: March 26, 2019

Subject: 2018 Policy Annual Report

A handwritten signature in black ink, appearing to read 'Jamie Cassels', written over the 'From:' field.

Basis for Jurisdiction: *Policy on University Policies and Procedures (GV0100)*

Strategic Relevance: Strategic Framework, Strategy 1.3: Advance service excellence and collaboration by updating systems, spaces, processes, and policies so they fully underpin research and teaching, maximize efficiency, and ensure our accountability and responsibility to our people, partners, and society as a whole.

Background:

The Policy on University Policies and Procedures (GV0100) calls for the President to report annually to the Board of Governors and the Senate on university policies developed and reviewed during the previous year. The 2018 Policy Annual Report captures university policy activities and accomplishments in the 2018 calendar year, and outlines policy activities and priorities for 2019.

More information about university policies is available on the University Secretary's website at www.uvic.ca/universitysecretary/policies.

Attached for the Board's information is the 2018 Policy Annual Report.

Consultation:

The 2018 Policy Annual Report was reviewed by all executive offices. It was previously received by Senate at their March 1, 2019 meeting.

Attachment(s):

2018 Policy Annual Report

2018

Policy Portfolio at a Glance

132

University-wide policies

54

Outdated policies are currently being reviewed

9

Past-due policies reviewed and updated

1

New policy developed and approved

12

Other policies or procedures revised

3

Corrections made

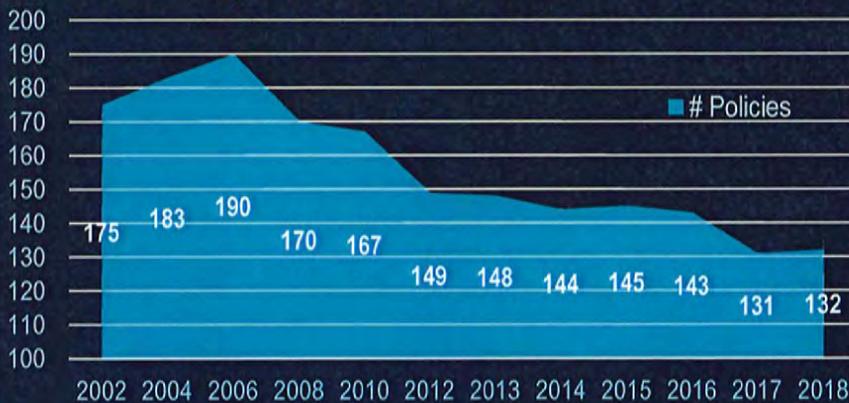
1

Approving authority changed

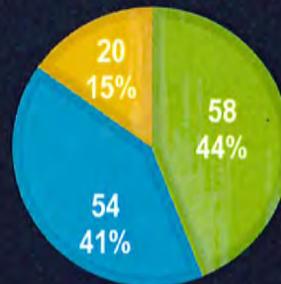
44%

Of the Policy Portfolio is up to date as of December 2018

University Policies Over Time



- Up to Date
- Review Started
- Needs Review



University of Victoria

University Secretary



University
of Victoria

Date: February 15, 2019
To: Members of the Board of Governors and Senate
From: Jamie Cassels, QC
President and Vice-chancellor
Re: 2018 University Policy Annual Report

Introduction

Policies are core governing documents for the university. Good policies help create an environment through which we can achieve the objectives and strategies set out in the university's Strategic Framework.

The university's Policy on University Policies and Procedures (GV0100) was approved by Senate and the Board of Governors in order to establish a consistent framework for developing and reviewing university policies and procedures. The goal is to create and maintain a collection of user-friendly policies and procedures that are current and relevant to the needs of the university community.

The Policy on University Policies and Procedures states that:

The President will report annually to the Board of Governors and the Senate on University Policies developed and reviewed during the year and the action taken or recommended. (section 20.00)

This report responds to the above requirement, and also identifies university policy priorities for 2019.

The University Secretary's Role

The University Secretary's Office (USEC) supports the offices of the President and the Vice-presidents (the Designated Executive Officers, DEOs) to develop and maintain policies within their respective portfolios. The USEC Policy Officer carries out policy drafting, research, and benchmarking as needed, coordinates policy development and review with the DEOs, and helps ensure that policy changes are consistent with the university's policy framework.

Update on the Policy Renewal Project

The Policy Renewal Project is an expedited review of university policies and procedures that are past their mandated review date. The project was launched in 2015 in response to direction from the BC Auditor General that highlighted the importance of up-to-date institutional policies for effective governance and risk avoidance.

In 2018, nine outdated policies were reviewed and updated. These policies address such critical areas as health and safety (Communicable Diseases SS9300); audit (Auditor Independence GV0230); appointment of senior leaders (Non-Academic Associate Vice-Presidents GV0345); and stewardship of library resources (Libraries Loan IM7600).

Work began on renewing the university's suite of Campus Services policies. These are among UVic's oldest policies – some of them have not been updated since the 1970s. Thus far, the policies on Bookstore Operation (AD2500), Licensing Program (AD2215), and Regalia Services (AD2505) have been updated. Work continues on the remaining policies on printing and duplicating, photocopy and fax, and Campus Services budgets.

Policy Highlights from 2018

As part of the university's preparations for the legalization of non-medical cannabis, a cross-campus working group revised the university's Smoking Policy (AD2405). The updated policy has a comprehensive definition of "smoking", and covers substances in addition to tobacco. Other revisions better regulate smoking of substances in university vehicles, including boats, and enable the university to carry out initiatives such as "green benches" for cannabis consumption.

Since 2016, the Cross-Institutional Initiatives Committee has been examining the university's policies on fieldwork and travel risk management. These efforts culminated in a renewed university policy on Off-campus Activity Risk Management (AD2210). This policy, which took effect at the start of 2019, establishes a travel registry that students, faculty, and staff can take advantage of to reduce the risk of travel (particularly to remote or dangerous areas), and to access resources such as medical, security, travel, and emergency assistance and alerts.

Twelve other policies or procedures that had not yet reached their mandated review date were reviewed and updated.

The poster and banner regulations that had been attached to the University Signage policy were no longer meeting the university's needs. A new policy on Posters, Banners, and Handbills (BP3145) was developed in collaboration with Student Affairs. This new policy has updated rules on posters and banners (including Senate-approved rules for student elections), and new rules on chalking.

Looking Ahead

The University Secretary's Office continues to work with DEOs and other units and offices to proactively respond to university policy needs and changing regulatory requirements. Outdated policies are being reviewed according to their institutional

significance and the length of time since the policy was last reviewed; the long-term goal is to bring the policy portfolio to 100% currency.

Planning for the Discrimination and Harassment policy (GV0205) review will continue into 2019.

The review of the Accommodation and Access for Students with Disabilities (AC1205) policy will continue through 2019 and beyond. Currently in the preliminary research stage, this review will involve extensive redrafting and broad stakeholder consultation.

Nine policies will become due for review in 2019, including policies with institutional significance such as Scholarly Integrity (AC1105(A) and AC1105(B)); Responding to the Death of a Student (AC1215), and Environmental Health and Safety (SS9200). Reviewing these policies will be a priority for 2019.

Other policy-related priorities for 2019 include:

- (a) continue to identify and rescind or relocate university policies and procedures that no longer meet the policy standard;
- (b) continue to analyze and determine where additional new university policies and procedures are required and where related policies can be consolidated; and
- (c) create tools and guides for the university community to improve policy management, development, and review.

Attachments

Appendix – Status of the Policy Portfolio

2018 Policy Annual Report
 Appendix – Status of the Policy Portfolio

New Policies and Procedures

Since January 1, 2018, one new university policy was developed and approved.

Policy	Portfolio	Approved
New Policies Approved		
Poster, Banner, and Handbill Policy (BP3145) – replaces Appendix A to the University Signage Policy (BP3140)	VPAC/VPFO	May 2018

The following new policies and procedures continue to be under development:

Policy	Portfolio	Status	Purpose
New Policies in Development			
Procedures for the Appointment, Review, and Re-appointment of Associate Deans (consolidation)	VPAC	Under development	New policy to consolidate the 13 appointment procedures for Associate Deans into one “umbrella” policy, similar to the consolidated decanal policy GV0450.
Student Residence Policy	VPAC	Under development	New high-level policy to replace existing Student Residences policy (BP3500) and Operation of Family Housing Policy (BP3505).

Revised Policies and Procedures

Since January 1, 2018, the following university policies and procedures were revised:

Policy	Portfolio	Approved
Outdated Policies Renewed		
Appointment of Non-Academic Associate Vice-Presidents (GV0345)	PRES	September 2018
Auditor Independence (GV0230)	VPFO	January 2018
Bookstore Operation (AD2500)	VPAC	December 2018
Communicable Diseases (SS9300)	VPFO	January 2018
Fieldwork and International Travel Risk Management Policy (AD2210) (new name: Off-campus Activity Risk Management Policy)	PRES	October 2018 (effective January 1, 2019)
Libraries Loan Policy (IM7600)	VPAC	May 2018
Licensing Program Policy (AD2215)	VPAC	November 2018
Regalia Services Policy (AD2505)	VPAC	September 2018
Smoking Policy (AD2405)	VPFO	October 2018
Other Policies and Procedures Revised		
Acceptable Use of Electronic Information Resources (IM7200)	VPFO	March 2018
Appointment of Deans (GV0450) Appendix B – Current Decanal Appointment Committee Compositions	VPAC	October 2018
Calendar Submissions (AC1120)	USEC	May 2018
Information Security Policy (IM7800)	VPFO	July 2018
Protection of Privacy Policy (GV0235)	PRES	July 2018
Purchasing Policy (FM5105)	VPFO	January 2018
Records Management Policy (IM7700)	PRES	July 2018

Policy	Portfolio	Approved
Search, Appointment, and Re-appointment of the President and Vice-chancellor (GV0300)	Board	May 2018
Sexualized Violence Prevention and Response Policy (GV0245) – Investigation, Adjudication, and Appeal Procedures	PRES	March 2018
Signing Authority policy (FM5100)	VPFO	January 2018
Travel and Business Expenses (FM5610; formerly HR6500)	VPFO	December 2018 (effective January 1, 2019)
University Signage Policy (BP3140)	VPFO	May 2018
Editorial Changes Made		
Signing Authority Policy (FM5100) – Approval Procedures	VPFO	January 2018
Typographical Corrections Made		
Protection of Privacy Policy (GV0235)	PRES	January 2018
Information Security Policy (IM7800)	PRES	September 2018
Booking of University Space (BP3440)	VPFO	September 2018

Rescinded Policies and Procedures

The Travel and Business Expenses policy (HR6500) was rescinded and replaced with a new Travel and Business Expenses policy (FM5610).

Policies and Procedures Requiring Review

The following policies and procedures are past their mandated review date or otherwise require review.

Policy	Portfolio	Status
Targeted for Deletion or Relocation		
Bookstore Budget Policy (FM5505)	VPAC	Under review
Food Services Budget Policy (FM5510)	VPAC	Under review
Printing and Duplicating Services Budget Policy (AD2525)	VPAC	Under review
Residence Services Budget Policy (FM5515)	VPAC	Under review
Require Review		
Academic Accommodation and Access for Students with Disabilities (AC1205)	VPAC	Under review
Acceptable Use of Electronic Information Resources	VPFO	Under review
Appointment of Academic Associate Vice-Presidents	PRES	To be reviewed
Appointment of Associate Deans (13) (GV0500; GV0600-GV0655)	VPAC	Under review
Appointment of Chairs of Departments or Divisions (GV0700)	VPAC	Under review
Appointment of Deans (GV0450)	VPAC	To be reviewed
Appointment of Research Centre Directors (GV0705)	VPRE	Under review
Appointment of the Chancellor (GV0295)	PRES	Under review
Appointment of the University Librarian (GV0410)	VPAC	To be reviewed
Appointment of the Vice-President Academic and Provost (GV0305)	PRES	To be reviewed
Art Collections (BP3310)	VPER	To be reviewed

Policy	Portfolio	Status
Audio-Visual and Maintenance Services Policy (AD2510)	VPFO	To be reviewed
Capital Expenditures on Physical Plant (FM5205)	VPFO	To be reviewed
Casual Employment of Students (HR6300)	VPFO	Under review
Chairs of Departments and Directors of Schools (GV0710)	VPAC	Under review
Conflict of Interest and Confidentiality (GV0210)	PRES	Under review
Conflict of Interest in Employment Practices (HR6200)	PRES	Under review
Conflicts of Interest in Student-Faculty Relationships (AC1200)	VPAC	Under review
Critical Incident Response Procedures (SS9115)	VPFO	To be reviewed
Deans of Faculties and Divisions (GV0660)	VPAC	Under review
Determination of Employment Relationship (HR6325)	VPFO	Under review
Discrimination & Harassment (GV0205)	PRES	To be reviewed
Duties and Responsibilities of Directors of Research Centres (GV0715)	VPRE	To be reviewed
Educational Services Contract Policy (AC1110)	VPAC	Under review
Employment Accommodation (HR6115)	VPFO	Under review
Employment Equity (HR6100)	PRES	To be reviewed
Employment under Externally Funded Grants and Contracts (HR6305)	VPFO	To be reviewed
Equity Policy for Female Faculty Members (HR6105)	PRES	To be reviewed
Establishment and Review of Research Centres (RH8300)	VPRE	Under review
Establishment of Certificate and Diploma Programs (AC1135)	VPAC	Under review

Policy	Portfolio	Status
Establishment of Endowed and Term Chairs and Professorships (AC1100)	VPAC	Under review
External Research Funding Agreements (RH8200)	VPRE	Under review
Guidelines for Participation in International Activities (AD2200)	PRES	To be reviewed
Guidelines on Preferential or Limited Hiring (HR6110)	PRES	Under review
Human Rights, Equity and Fairness (GV0200)	PRES	To be reviewed
Indirect Costs of Research (FM5400)	VPRE	Under review
Information Security Policy (IM7800)	VPFO	To be reviewed
Intellectual Property (GV0215)	VPAC/VPRE	Under review
Off-Campus Graduate Programs (AC1115)	VPAC	Under review
Photocopy and Facsimile Services Policy (AD2530)	VPAC	Under review
Political Leave Policy (HR6425)	VPFO	Under review
Post-Doctoral Fellows Policy (HR6310)	VPRE	To be reviewed
Printing and Duplicating Services Policy (AD2525)	VPAC	Under review
Prevention of Violence in the Workplace Policy (SS9120)	VPFO	Under review
Relocation Grant Policy (HR6405)	VPAC/VPFO	Under review
Research Grants in Lieu of Salary Policy (RH8205)	VPRE	Under review
Research Involving Humans (RH8105)	VPRE	To be reviewed
Research or Teaching Involving Animals (RH8110)	VPRE	To be reviewed
Research Policy (RH8100)	VPRE	Under review

Policy	Portfolio	Status
Risk Management Policy (GV0225)	VPFO	To be reviewed
Specialist/Instructional Appointments (HR6315)	VPAC	Under review
Student Residence and Family Housing policies (BP3500, BP3505)	VPAC	Under review
Title of Emeritus or Emerita (AC1140)	VPAC	To be reviewed
Travel Allowance for Visiting and Sessional Appointments (HR6415)	VPAC	Under review
Use of Vehicles and Parking on Campus (BP3200)	VPFO	Under review

Policies with Transferred Approving Authority

The Communicable Diseases policy (SS9300) was transferred from the authority of the Vice-President Finance and Operations to the joint authority of the Vice-President Academic and Provost and the Vice-President Finance and Operations.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

March 11, 2019

FOR DECISION

To: FINANCE COMMITTEE

From: Vice-President Finance and Operations

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

cc: President and Vice-Chancellor

Meeting Date: March 26, 2019

Subject: COLLECTION AND REMISSION OF STUDENT FEES FOR THE UNIVERSITY OF VICTORIA STUDENTS' SOCIETY (UVSS)

Basis for Jurisdiction: University Act 27.1

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.

Recommendation:

THAT the Finance Committee recommend to the Board of Governors that the Board of Governors collect and remit the fees as approved by the UVSS members and as outlined in the letter of March 11, 2019 from the Director of Outreach & University Relations of the UVSS to Jim Dunsdon, Associate Vice-President Student Affairs.

Attachment:

Letter dated March 11, 2019 from Pierre-Paul Angelblazer, Director of Outreach & University Relations, to Jim Dunsdon, Associate Vice-President Student Affairs.



March 11th, 2019

Jim Dunsdon
Associate Vice-President Student Affairs
University of Victoria

Dear Jim Dunsdon,

I am authorized by the Bylaws of the University of Victoria Students' Society (UVSS) to send this notice to the University of Victoria with regard to the collection and remission of student fees in accordance with the University Act and to make the certifications and representations contained in this notice.

This purpose of this letter is to officially confirm the UVSS Fees for the 2019 Summer and Fall Semesters. The fees in this letter are near identical to the letter sent in March 2018 with two updates regarding the successful referenda questions passed last week. Any changes to fees are highlighted.

Two of the four Referenda questions posed during the March election passed and achieved quorum. Specifically the questions that passed were:

Are you in favour of raising the Campus Community Garden fee by \$1.50 for full time students and \$0.75 for part time students to increase student employment; integrate the garden site in more curriculum for UVic courses, grow more food with native and edible plantings, and improve the infrastructure of the Campus Community Garden?

Are you in favour of establishing a fee of \$1.00 for full time students and \$0.50 for part time students in order to fund the Peer Support Centre to ensure its continued operation by hiring staff and paying for necessary supplies?

All membership fees are set through a referendum as required by the University Act and the UVSS Bylaws.

As set by a majority of the members of the UVSS who voted in referenda, I certify that the UVSS membership fees for the 2019 Summer and Fall semesters are as follows:

Fee	Amount
UVSS Fee Spring 2019	\$76.85 for full-time students and \$38.39 for part-time students each semester
Universal Bus Pass	\$81.00 per semester

Extended Health Plan	\$180.00 per year for students taking at least 3.0 on-campus credit in the fall semester and \$120.00 for students taking at least 3.0 on-campus credits in the spring semester but not assessed \$180.00 in the fall semester
Dental Plan	\$180.00 per year for students taking at least 3.0 on-campus credits in the fall semester and \$120.00 for students taking at least 3.0 on-campus credits in the spring semester not assessed \$180.00 in fall semester

For clarity, the basic plan for either dental or extended health is going to **\$145** for students taking 3.0 on-campus credits in the fall and **\$96.67** (2/3 cost of full) for basic coverage for students taking 3.0 on-campus credits in the spring semester and not assessed in the fall. The University will assess all students at the enhanced rate and the UVSS/Studentcare will facilitate an opt down to the basic rate or an opt out altogether for either or both the extended Health and Dental plans.

The fees for the Professional Development Unions have been assessed as the following:

Fee	Amount
Commerce Student Society	\$50.00 per semester for Commerce Students
Engineering Student Society	\$30.00 per semester for full-time Engineering students registered in on campus classes
Education Student Association	\$7.50 per semester for students registered in Education
Law Student Society	\$170 per semester for full-time Law students and \$90 per semester for part-time Law students.

All students, including co-op and distance students, in 3.0 credits or more are assessed Health and Dental Plan fees. Distance and co-op students are not automatically enrolled but may choose to opt-in to the U-Pass.

The credit requirement for the assessment of each fee remains the same as in the previous academic year.

I hereby certify that the UVSS has made available to its members annual audited financial statements.

The University Act and the Bylaws of the UVSS require that these fees will be applied to all undergraduate students including distance and co-op students.

We expect no changes to policies or practices in relation to fee collection, including the appearance of the fee statement, the method and timeliness of the collection and the penalties imposed on those students who fail to pay their fees, except as otherwise stated in this letter.

See Appendix 'A' for a specific breakdown of the University of Victoria Student's Society Fee.

Sincerely,

Pierre-Paul Angelblazer
Director of Outreach and University Relations

A handwritten signature in black ink that reads "P. Angelblazer". The signature is written in a cursive, flowing style.

Copy: Lori Nolt
Director, Student Awards and Financial Aid

Tory Hasting
Manager, Payroll and Tuition Fee Assessments

Elaine Miller
Office of the Vice-President Finance and Operations

Appendix "A"

Fee Type	2019 Summer and Fall Semester (Full-Time)	2019 Summer and Fall Semester (Part-Time)
Student Association Fee (Society Operations)	26.6	13.3
Canadian Fed. of Students Fee-BC	N/A	N/A
Student Newspaper Fee	3.75	1.875
Student Union Building Fee	4.25	2.125
Dr Ewing Memorial	4.25	2.125
Medical/Dental Fee	No Fees Assessed in Summer Semester	No Fees Assessed in Summer Semester
Misc. Fees (list each separately)		
- CFUV	5	2.5
- Clubs and Course Unions/Travel Pool	2.5	1.25
- Constituency Organisations	2	1
- Daniel Jacobs Bursary	0.5	0.25
- Day Care Assistance Fund	1	0.5
- Food Bank	2.25	1.12
- International Student Award	0.5	0.25
- Native Students' Union	1	0.5
- Disability Advocacy	3	1.5
- Ombudsperson	1.5	0.75
- Anti-Violence Project	4	2
- UVSP	0.5	0.25
- VIPIRG	3	1.5
- Women's Centre	0.95	0.475
- WUSC	2.5	1.25
- Pride	0.95	0.45
- Community Gardens	3.00	1.50
- Events	0.5	0.25
- Elections	0.4	0.2
- Campaigns	0.5	0.25
- Students of Colour Collective	.70	.35
- Peer Support Centre	1.00	.50
- Uni 101	.75	.37
	\$76.85	\$38.39



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

March 11, 2019

FOR DECISION

To: FINANCE COMMITTEE

From: Vice-President Finance and Operations

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

cc: President and Vice-Chancellor

Meeting Date: March 26, 2019

Subject: COLLECTION AND REMISSION OF STUDENT FEES FOR THE GRADUATE STUDENTS' SOCIETY (GSS)

Basis for Jurisdiction: University Act 27.1

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.

Recommendation:

THAT the Finance Committee recommend to the Board of Governors that the Board of Governors collect and remit fees for the GSS in 2019/20 as outlined in the letter of March 11, 2019 from the Executive Director of the GSS to Gayle Gorrill, Vice-President Finance and Operations, subject to confirmation of approval of the fees at the GSS Semi-Annual General Meeting on March 26, 2019.

Background:

As noted in the attached letter, the Graduate Students' Society (GSS) plans to increase its Mandatory Operating fee and Capital fee by 3.0% for the 2018-19 fiscal year.

The collection and remission of fees for the GSS is normally approved by the Board of Governors after the fees have been approved by the GSS Board. This year the fees will be approved at the GSS Semi-Annual General Meeting on March 26, 2019. The GSS has notified the Board of Governors ahead of time in order to ensure May implementation of the fees.

If the fees are approved by both the GSS Board and the Board of Governors, they will come into effect May 1, 2019. The Board of Governors will be informed of this approval at the May meeting.

Attachment:

Letter dated March 11, 2019 from Stacy Chappel, GSS Executive Director, to Gayle Gorrill, Vice-President Finance and Operations.



Graduate Students' Society
UNIVERSITY OF VICTORIA

Phone (250) 472-4543
Fax (250) 721-6137
Web <https://gss.uvic.ca>

Box 1700 STN CSC Victoria BC V8W 2Y2 Canada

Ms. Gayle Gorrill
Vice-President Finance and Operations
Administrative Services Building Room A212
University of Victoria, Victoria, BC, V8P 5C2

March 11, 2018

Dear Ms. Gorrill,

I am writing to offer preliminary notice of changes to University of Victoria Graduate Students' Society (GSS) fees for our 2019-20 fiscal year, and confirm our compliance with the regulations of the *University Act* and *Society Act*, as they relate to our fees. The fee schedule outlined in this letter will be finalized along with the GSS 2018-19 Budget at our March 26, 2019 Semi-Annual General Meeting. Once the budget is approved, the fee changes are effective May 1, 2019, and a final notice confirming approval will be issued after the SAGM.

The GSS membership fee is made up of core operating fees and several specific purpose fees established by member referenda. In some cases the fee is fixed, while in others the fee is increased annually by the BC Consumer Price Index. Co-op students are charged GSS fees at a 50% rate, and both distance students and co-op students are not charged for certain fees related to on-campus services.

CPI increase to core operating fees

The GSS Operating and Capital membership fees will increase 3.0%. This increase is in keeping with our member-approved practice of increasing core fees at the rate of the BC Consumer Price Index, which requires the adjustment to be approved along with the GSS budget at the GSS Semi-Annual General Meeting (SAGM) on March 26, 2019.

Specific purpose fees

Fees increasing with BC CPI

In accordance with the 2015 referendum that established these fees, the conference travel fee, distance student travel grant fee, CFUV fee and University 101 fee will be raised by the BC CPI rate of 3.0%.

Fees increasing due to a referendum

In a vote of the membership held March 6-8, 2019, the following specific purpose fees were increased: Constituency Groups fee, Ombudsperson fee, Campus Food Bank fee, and Anti-Violence Project fee.

Fees maintaining the 2018-19 rate

A referendum to increase the campus clubs fees failed and it will remain unchanged. The Childcare, VIPIRG, and WUSC fees will also remain unchanged.

New fee established by referendum

In a vote of the membership held March 6-8, 2019, a new Student Advocate fee was established.

2019-2020 Fee schedule

In accordance with the above, the 2019-2020 GSS fee schedule is as follows effective May 1, 2019:

<i>GSS 2018-19 fees by registration status</i>	<i>Regular</i>	<i>Co-op</i>	<i>Distance</i>
Operating Fund*	\$ 43.80	\$ 21.90	\$ 43.80
Capital Fund*	\$ 9.94	\$ 4.97	\$ 9.94
Childcare	\$ 1.02	\$ 0.51	\$ 1.02
VIPIRG	\$ 2.00	\$ 1.00	\$ 2.00
Anti-Violence Project	\$ 2.00	\$ 1.00	\$ 2.00
Ombudsperson	\$ 1.50	\$ 0.75	\$ 1.50
Constituency Groups	\$ 1.33	\$ 0.67	\$ 1.33
Clubs	\$ 0.50	\$ 0.25	\$ 0.50
WUSC (Student Refugee Program)	\$ 3.00	\$ 1.50	\$ 3.00
Campus food bank**	\$ 1.79	\$ -	\$ -
CFUV*	\$ 0.54	\$ -	\$ -
University 101*	\$ 0.54	\$ -	\$ -
Conference Travel fee*	\$ 4.55	\$ 2.28	\$ 4.55
Distance travel fee*	\$ 1.07	\$ 0.54	\$ 1.07
Student Advocate	\$ 1.00	\$ 0.50	\$ 1.00
TOTAL	\$ 74.58	\$ 35.86	\$ 71.71

* This fee is increased annually by the BC CPI

** this fee is generally increased by CPI; instead was increased by referendum for this year

Health and Dental Plan fees

GSS Extended Health and Dental Plan fee changes are subject to our insurance renewal negotiations, which are currently underway. Any increases to these fees will require a referendum, and, if approved, would take effect September 1, 2019. The GSS will issue a separate notice regarding these fees.

Audit

I hereby certify that the GSS circulated our 2018 audited financial statements and auditor's report at our October 23, 2018, Annual General Meeting. The GSS has satisfied the requirements of the *University Act* and of the *Society Act*; and the GSS remains in good standing with the Registrar of Societies.

Please do not hesitate to contact me at gssmgr@uvic.ca if you have any questions.

Sincerely,



Stacy Chappel
Executive Director

cc.

Carla Osborne, GSS Director of Finance
Kristi Simpson, AVP Financial Planning
Jim Dunsdon, AVP Student Affairs
Joel Lynn, Director, Student Services

Sabrina Jackson, Acting Director, Graduate Admissions and Records
Tory Hastings, Manager, Tuition Fee Assessments
Carrie Andersen, University Secretary
Janice Johnson, Executive Director, Financial Services



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

March 11, 2019

FOR DECISION

To: FINANCE COMMITTEE

From: Vice-President Finance and Operations 

cc: President and Vice-Chancellor

Meeting Date: March 26, 2019

Subject: Amendment to the University of Victoria Staff Pension Plan

Basis for Jurisdiction: Section 17 (1)(a) of the Staff Pension Plan Document grants the Board of Governors the authority to amend the Plan

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.

Previous Consultation:

University of Victoria Staff Pension Plan Governance Committee.

Recommendation:

THAT the Finance Committee recommends to the Board of Governors that the Board of Governors approves the required compliance amendments to the University of Victoria Staff Pension Plan effective November 1, 2018, and authorizes the Chair of the Staff Pension Plan Governance Committee to make any further immaterial changes to these amendments as may be required by the Canada Revenue Agency or the BC Financial Institutions Commission.

Background:

The Canada Revenue Agency (CRA) recently completed a cyclical review of the Staff Pension Plan for compliance with the *Income Tax Act* and Income Tax Regulations (ITA). As a result of this review, the CRA requested two amendments to the Plan related to early retirement and contributions to the Supplementary Retirement Benefit Account. External legal counsel were engaged to review the CRA requests and to draft the proposed changes as contained in the attached plan documents. Both of the requested amendments to the plan will not affect the administration of the plan or change any activities related to the plan.

Planned Further Action:

The amended Plan Document will be filed with the regulatory authorities having jurisdiction over the University of Victoria Staff Pension Plan (CRA and the BC Financial Institutions Commission), and these Plan amendments will be reported to members in due course. The motion provides an ability for the Chair of the Staff Pension Plan Governance Committee to address any minor changes to these amendments that the regulators may subsequently request, although none are anticipated.

Attachment:

A blacklined Plan Document is attached, addressing:

- a. Early reduction formula, page 18
- b. Contributions to SRBA, page 52

UNIVERSITY OF VICTORIA STAFF PENSION PLAN

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1 INTRODUCTION

(1) History

The University of Victoria Staff Pension Plan was effective January 1, 1993 for those eligible employees of the University who are members of the Specialist/ Instructional, Office, Technical and Child Care, Exempt, Maintenance and Other staffs.

(2) Application of this Plan Text

The Plan was amended and restated effective September 30, 2015. Except as otherwise provided herein, or as is necessary to give effect to the terms of this Plan, this Plan applies to Members who terminate, retire or die on or after September 30, 2015. Except as otherwise provided by law, the benefits of a Member who terminated, retired or died prior to September 30, 2015 must, subject to the foregoing exceptions, be determined by the terms of the Plan in force on the date the Member terminated, retired or died.

2 DEFINITIONS

- (1) The following words or phrases shall be as defined herein unless the context clearly indicates otherwise:

“Actuary” shall mean a person who is a Fellow of the Canadian Institute of Actuaries appointed by the Investments and Administration Committee for the purposes of the Plan.

“Actuarial Equivalent” shall mean a benefit of equivalent value when computed at the rate of interest and on the basis of the mortality or other tables which may from time to time be adopted by the Investments and Administration Committee in consultation with the Actuary. Effective January 1, 1993 the mortality table adopted by the Investments and Administration Committee for the purpose of calculating actuarially equivalent benefits shall be a mortality table that produces factors that do not differentiate on the basis of sex.

“Additional Voluntary Contribution Account” shall mean that account for each Member who is making or who has made additional voluntary contributions.

“Average Annual Basic Salary” shall mean the arithmetical average of the Member’s annual Basic Salary for the five (5) consecutive years, within the Member’s period of Credited Service, during which the aggregate of Basic Salary for those years was highest.

“Average YMPE” shall mean, for a given year, the arithmetic average of the YMPE for such year and for the four immediately preceding years.

“Basic Salary” shall mean the amount of regular annual compensation payable to Members of the Plan, excluding overtime pay, extra pay, shift differential pay, etc., but before deduction for income tax, old age security tax and contributions to the Canada Pension Plan, and shall not include contributions which may be made by the University under or by virtue of this Plan or for medical services or group term life insurance.

With respect to periods of leave during which a Member does not actually receive or receives reduced compensation from the University, an amount deemed to be salary based on the compensation the Member would have received if the Member had not taken the leave, provided that required contributions are made on the deemed salary. Deemed salary shall not exceed the amount of compensation that is prescribed for this purpose under the Income Tax Act.

“Board of Governors” shall mean the Board of Governors of the University of Victoria.

“Commuted Value” means, in relation to benefits that a person has a present or future entitlement to receive, the actuarial present value of those benefits as determined by the Actuary in accordance with the Pension Benefits Standards Act.

“Covered Employment” means, in respect of a Member, employment for which contributions are required to be made to the Plan on the Member’s behalf.

“Credited Service” shall mean:

- (a) the length of time a person is employed in Covered Employment and has contributed to this Plan and to any Prior Pension Plan on a continuous basis, but not beyond the date of termination of Covered Employment or Normal Retirement Date or Early Retirement Date whichever first occurs, except that a Member shall not be deemed to have terminated Covered Employment for purposes of this Plan if:
 - (i) the Member is granted leave of absence with pay provided he or she returns to Covered Employment at the expiry of the term of the leave of absence approved, or
 - (ii) the Member is granted a leave of absence without pay provided that he or she returns to Covered Employment at the expiry of the term of the leave of absence approved except that such a period of leave of absence without pay and without contribution shall be subtracted from the Member’s Credited Service, or
 - (iii) he or she is absent due to illness or injury and is in receipt of sick leave or disability benefits other than those payable from the Plan,
- (b) PROVIDED THAT where part of a Member’s total service includes regular part-time employment, such period of regular part-time employment shall be counted as that appropriate fractional period of Credited Service as determined by the Investments and Administration Committee.

“CUPE 917” shall mean the Canadian Union of Public Employees, Local 917 or any successor thereof.

“CUPE 951” shall mean the Canadian Union of Public Employees, Local 951 or any successor thereof.

“CUPE 4163” shall mean the Canadian Union of Public Employees, Local 4163 or any successor thereof.

“Deferred Retirement Date” shall have the meaning set out in subsection 7(3).

“Designated Beneficiary” shall mean, in respect of a Member or Retired Member, the person designated or deemed to be designated as the Member or Retired Member’s beneficiary in accordance with subsection 18(4).

“Early Retirement Date” shall have the meaning set out in subsection 7(2).

“Family Law Act” shall mean the Family Law Act, Statutes of BC and the Regulations thereunder as amended or replaced from time to time.

“Governance Committee” shall mean the Committee responsible for overseeing the governance of this Plan, as more particularly set forth in Section 14 hereof.

“Income Tax Act” shall mean the Income Tax Act of Canada, Statutes of Canada and the Regulations thereunder as amended or replaced from time to time.

“Interest” shall mean,

- (a) in respect of a Member’s required contributions, interest compounded annually at the rate of interest calculated on the basis of the average of the yields of 5-year personal fixed term chartered bank deposit rates, determined by reference to the CANSIM Series VI22515 compiled by Statistics Canada and available on the website maintained by the Bank of Canada for December 31st of the preceding Plan Year, which shall be computed as a full year’s interest on the Member’s required Contributions with interest at the end of the previous Plan Year plus ½ year’s interest on the Member’s required contributions made during the Plan Year; and
- (b) in respect of additional voluntary contributions, interest at the net rate of return earned on the assets of the Fund calculated monthly and credited as set out subsections 21(3) and 21(4) as applicable.

“Investments and Administration Committee” shall mean the Committee responsible for the investment of the Trust Fund and the administration of this Plan, as more particularly set forth in Section 14 hereof.

“Locked-in Retirement Account” shall mean a registered retirement savings plan within the meaning of the Income Tax Act that is registered under the Income Tax Act and which satisfies the "locking-in" requirements of the Pension Benefits Standards Act.

“Member” shall mean a person who is or who has been a contributor to this Plan, who is not receiving benefits under this Plan or has not withdrawn from this Plan.

“Normal Retirement Date” shall have the meaning set out in subsection 7(1).

“Pension Advisory Committee” shall mean the committee described in subsection 14(5).

“Pension Benefits Standards Act” shall mean the Pension Benefits Standards Act, Statutes of British Columbia and the Regulations thereunder, as amended or replaced from time to time.

“Plan” shall mean this Pension Plan in its present form or as may be from time to time properly amended.

“Plan Year” shall mean the twelve (12) month period from a January 1 to the succeeding December 31 during the continuance of this Plan, the first day of the first Plan Year being January 1, 1972.

“Prescribed Form” means the form prescribed from time to time by the Investments and Administration Committee.

“Prior Pension Plan” shall mean the pension plan with Teachers Insurance and Annuity Association and College Retirement Equities Fund in effect at the University at January 1, 1972.

“Retired Member” shall mean a former Member of this Plan who has retired or become disabled on or after January 1, 1992 and who is receiving benefits under this Plan.

“Retirement Benefit” shall mean any payments provided under Sections 9, 10 and 11.

“Spouse” shall mean, in relation to another person, a person who at the relevant time:

- (a) is married to that other person and has not been living separate and apart from that other person for a continuous period longer than two years; or
- (b) has been living with that other person in a marriage-like relationship for a period of at least two years immediately preceding the relevant time,

but does not include a person who has been allocated a share of the Member or Retired Member’s benefit under the Family Law Act unless a subsequent spousal relationship has been established by that person and the Member or Retired Member.

“Trustee” shall mean the Trust Company appointed by the Investments and Administration Committee from time to time pursuant to the Trust Agreement.

“Trust Agreement” shall mean that agreement of which this Plan forms part and as may be amended from time to time.

“Trust Company” shall mean any trust company with which any amount of the Pension Fund may be deposited or to which any amount of said Pension Fund may be transferred under an agency agreement, in order to fund benefits under this Plan.

“Trust Fund” shall mean the fund established pursuant to the Trust Agreement of which this Plan is a part, and from which benefits to Members and Retired Members are paid.

“University” shall mean the Board of Governors of the University of Victoria unless the context indicates otherwise.

“YMPE” shall mean, in respect of any Plan Year, the Year’s Maximum Pensionable Earnings as defined under the Canada Pension Plan.

- (2) Whenever the singular or masculine pronoun is used the same shall be construed as meaning the plural or the feminine or the body politic or corporate wherever the circumstances so require.

3 ELIGIBILITY FOR MEMBERSHIP

- (1) Those “regular employees” of the University, as defined in the collective agreements between the University and CUPE 917 and CUPE 951, and Exempt Staff shall become Members of the Plan on the date of appointment as regular employees.
- (2) Eligibility for those employees of the University as defined in the collective agreement between the University and CUPE 4163 for Components I and II is as follows:
 - (a) Component I - Full-time twelve (12) month appointed employees may participate on a voluntary basis after twelve (12) or more months of continuous full-time service. Part-time twelve (12) month appointees working half-time or more on a year-round basis may participate on a voluntary basis after twelve (12) or more months of such continuous service. Employees who choose to enroll are required to remain enrolled until the end of their term or contiguous terms.
 - (b) Component II Regular Sessional Employees - All Regular Sessional Second Language Teachers who are appointed at half-time or more will become Members of the Plan on the first (1st) day of the month coinciding with or following appointment to a Regular Sessional Second Language Teacher position.
- (3) Subject to the preceding subsections of this Section 3 and in such cases as are not herein dealt with the University shall at all times have the right to decide which of its employees are eligible for the Plan or have ceased to be eligible and shall supply the Investments and Administration Committee from time to time, or as may be reasonably requested by the committee, with a list of eligible employees.
- (4) Notwithstanding any other provision of this Section 3, if a Retired Member is re-employed by the University, he or she will continue to receive their Retirement Benefit and shall not be eligible to become a Member of the Plan.

4 ENROLLMENT

- (1) An employee joining the Plan shall be required to file or have filed with the Investments and Administration Committee an enrollment application in the Prescribed Form authorizing the deduction from his or her earnings of the required contributions under this Plan.
- (2) Once an eligible employee signs an enrollment application for participation in the Plan, he or she may not thereafter discontinue contributions so long as the Plan is in effect and he or she continues to be employed in Covered Employment and eligible for enrollment under Section 3 and is not a member of the University of Victoria Combination Pension Plan or the University of Victoria Money Purchase Pension Plan.

5 MEMBER CONTRIBUTIONS

(1) Minimum Required Basic Contributions

Each Member shall be required to make basic minimum contributions equal to:

- (a) 4.53% of Basic Salary that does not exceed the YMPE, prorated for the length of the Member's pay period; plus
- (b) 6.28% of Basic Salary which is in excess of the YMPE, prorated for the length of the Member's pay period.

(2) Additional Required Contributions

In addition to the contributions required under subsection (1) above, each Member shall be required to make contributions equal to that percentage of Basic Salary that is equal to the percentage described in subparagraph 6(1)(a)(ii).

(3) Contribution Reductions

- (a) If the University chooses to reduce its contribution rate under paragraph 6(3)(b), the University and CUPE 917 and CUPE 951 will negotiate a Member contribution rate reduction or one-time benefit improvement(s), or a combination thereof that is equivalent in value to the University's contribution rate reduction, provided that the resulting Member contribution rate shall not be less than the minimum under subsection (1) above.
- (b) If the University contribution rate is reduced under subsection 6(5), the University and CUPE 917 and CUPE 951 will negotiate a Member contribution rate reduction or one-time benefit improvement(s), or a combination thereof that is equivalent in value to the University contribution rate reduction. Should the parties be unable to reach agreement before a reduction takes effect under subsection 6(5), an equivalent share of the reduction will be applied as a prospective improvement to the benefit accrual rate until the earlier of the effective date of the next actuarial valuation, or the date when there is no longer a reduction in the University contribution rate under subsection 6(5).

(4) Required Supplementary Contributions

In addition to the above, each Member shall make supplementary contributions as provided for in subsection 2(1) of Appendix I.

- (5) Required Member contributions shall be by means of payroll deduction and shall be remitted by the University to the Trust Fund within 30 days after the end of the month in which the contributions were deducted.
- (6) Contributions During an Approved Leave of Absence

A Member who is on an approved leave of absence without pay may, with the approval of the University and subject to limits set under the Income Tax Act, elect to make the required contributions described above. The Member shall also be responsible for payment of the University contributions described in Section 6, unless the University portion is paid from some other source.
- (7) All contributions shall cease on the earliest of the date of the Member's termination of Covered Employment or death. Contributions may not be made by a Retired Member.
- (8) A Member's required contributions under subsections (1) to (5) of this Section 5 shall not exceed the limits in subparagraph 8503(4)(a)(i) of the Income Tax Regulations under the Income Tax Act.

6 UNIVERSITY CONTRIBUTIONS

(1) Basic Normal Actuarial Cost

- (a) If the basic normal actuarial cost, as determined by the most recent actuarial valuation, less Member basic minimum contributions, expressed as a percent of Basic Salary, is at least 11.75%, the University's share of normal actuarial cost is:
 - (i) 11.75%; plus
 - (ii) one half the amount, if any, by which total basic normal actuarial cost less Member minimum required basic contributions determined in subsection 5(1), expressed as a percent of Basic Salary, exceeds 11.75%.
- (b) If the basic normal actuarial cost, as determined by the most recent actuarial valuation, less Member minimum required basic contributions determined in subsection 5(1), expressed as a percent of Basic Salary, is less than 11.75%, the University's share of normal actuarial cost is
 - (i) 11.75%; less
 - (ii) the lesser of 1.5% and one half the amount, if any, by which 11.75% exceeds total basic normal actuarial cost less Member basic minimum contributions, expressed as a percent of Basic Salary.

(2) Special Contributions

In addition to the contributions determined in subsection (1) above, the University shall be required to contribute:

- (a) the amount required to fund a solvency and/or going concern deficiency, excluding any portion that is secured with a letter of credit; plus
- (b) the transfer deficiency relating to any payments made from the Trust Fund where there are solvency deficiency payments covered by a letter of credit,

as required by and in accordance with the Pension Benefits Standards Act.

(3) Contribution Reductions

- (a) If the Actuary determines that there is sufficient surplus for contributions to be made at a rate below the basic normal actuarial cost determined in subsection (1) above, the University may choose to reduce its contribution rate to the extent necessary to recover special contributions made under

subsection (2) above, and as permitted under the requirement of the Pension Benefits Standards Act.

- (b) If the Actuary determines that there is sufficient surplus for contributions to be reduced to a rate that is below the basic normal actuarial cost determined in subsection (1) above, the University may choose to reduce its contribution rate by up to 50% of the amount by which the permissible rate reduction, as determined by the Actuary, exceeds unrecovered special contributions.

A reduction under this subsection (3) may not reduce University basic normal contributions determined in subsection (1) of this Section 6 below 10.25% of Members' Basic Salary.

(4) Required Supplementary Contributions

In addition to the above, the University shall make supplementary contributions as provided for in subsection 2(2) of Appendix I.

(5) Maximum Contribution

Notwithstanding the above, University contributions shall not exceed the maximum permitted under the Income Tax Act. If contributions must be reduced to comply with the Income Tax Act, one-half the required reduction shall be applied to the University basic normal actuarial cost contribution rate determined in subsection (1) above and one-half as set out in paragraph 5(3)(b).

- (6) The University shall not make contributions in respect of a Member who is a Retired Member from this Plan.

(7) The University shall keep separate and apart from its own assets:

- (a) all contributions that are due and owing to the Trust Fund by the University;
- (b) all amounts that have been deducted by the University from a Member's Basic Salary and not yet remitted to the Trust Fund; and
- (c) all contributions that the University has received with respect to a Member and not yet remitted to the Trust Fund.

The amounts are deemed to be held in trust for the Members and any other person entitled to pension benefits, refunds or any other payments under the Plan in accordance with their interests under the Plan.

The amounts shall not form any part of the estate of the University.

- (8) University contributions shall be remitted by the University to the Trust Fund within 30 days after the end of the month for which those contributions are payable.

7 RETIREMENT DATES

- (1) Normal Retirement Date - The Normal Retirement Date of a Member shall be the final working day of the month in which the Member reaches age 65, which is also the Plan's "pension eligibility date" for the purposes of the Pension Benefits Standards Act.
- (2) Early Retirement Date - A Member who has attained the age of 55 years may elect to retire as of the first day of any calendar month prior to his or her Normal Retirement Date, which shall not be less than 30 days nor more than 90 days after filing of the application specified in subsection (4).
- (3) Deferred Retirement Date - A Member who postpones retirement from Covered Employment beyond his or her Normal Retirement Date is eligible, upon written application, to commence his or her Retirement Benefits on the earlier of the first day of any month subsequent to his or her actual retirement date from Covered Employment and the latest date allowed by the Income Tax Act. A Member who postpones retirement from Covered Employment shall continue to make contributions to the Plan, have contributions made to the Plan on his or her behalf and accrue benefits under the Plan and shall have his or her Retirement Benefit calculated in accordance with subsection 9(3).
- (4) Application for Pension
 - (a) A Member must make application in the Prescribed Form to the Investments and Administration Committee to commence receipt of his or her Retirement Benefit. In such application, the Member must specify the first day of the calendar month on which the payment of the Retirement Benefit is to commence, which date must not be less than 30 days before the payment or more than 90 days after filing of the application with the Investments and Administration Committee.
 - (b) Following the submission of the application referred to in paragraph (4)(a) and not more than 90 days after the first day of the calendar month in which the payment of the Retirement Benefit is to commence, the Member must elect a form of Retirement Benefit. If the Member does not make this election within such 90 day period and he or she is retiring prior to his or her Normal Retirement Date:
 - (i) the Member's entitlement to a Retirement Benefit pursuant to paragraph 9(2)(a), if any, will lapse, and he or she will be entitled to a Retirement Benefit in accordance with paragraph 9(2)(b); and
 - (ii) if the Member's Retirement Benefit is payable as a lump sum in accordance with paragraph 18(3)(a), the Commuted Value will be

calculated on the basis of the Member's entitlement under
paragraph 9(2)(b).

8 NORMAL FORM OF RETIREMENT BENEFIT

- (1) The normal form of Retirement Benefit payable under the Plan to a Member who has a Spouse on his or her retirement date shall be monthly payments payable throughout his or her retired lifetime with monthly payments continuing to his or her surviving Spouse, during the Spouse's remaining lifetime each equal to one-half of the monthly payments the Member would have received and ceasing with the payment made on the first day of the month in which the last death of the Member or the Spouse occurs (subject to the provisions of Section 10 with respect to the election of an optional form of Retirement Benefit).
- (2) The normal form of Retirement Benefit payable under the Plan to a Member who does not have a Spouse on his or her retirement date shall be monthly payments commencing on his or her retirement date and terminating with the payment made on the first day of the month in which the death of the Member occurs, except that if the death of the Member occurs before he or she has received one hundred and twenty (120) monthly Retirement Benefit payments, such Retirement Benefit payments shall continue to be paid to the Member's Designated Beneficiary until a total of one hundred and twenty (120) monthly Retirement Benefit payments in all have been paid to the Member and to his or her Designated Beneficiary.

9 RETIREMENT BENEFITS

(1) Normal Retirement Benefit

- (a) Upon the retirement of a Member on his or her Normal Retirement Date the initial annual Retirement Benefit, payable monthly, shall be equal to:
 - (i) an annual Retirement Benefit, payable monthly, equal to the applicable percentage of the Member’s Average Annual Basic Salary up to the Average YMPE for the year in which the Member retires for each year of Credited Service rendered by the Member, plus
 - (ii) an annual Retirement Benefit, payable monthly, equal to the applicable percentage of the Member’s Average Annual Basic Salary in excess of the Average YMPE for the year in which the Member retires for each year of Credited Service rendered by the Member, less
 - (iii) the annual Retirement Benefit, payable monthly, commencing on the Member’s Normal Retirement Date under any Prior Pension Plan calculated and paid on the basis of the normal form of Retirement Benefit under this Plan with payments commencing on the said Normal Retirement Date to which the Member may be entitled.
- (b) The applicable percentages referred to above shall be determined from the following table:

Period of Credited Service	Percentage applicable to Average Annual Basic Salary up to the Average YMPE	Percentage applicable to Average Annual Basic Salary in excess of the Average YMPE
Prior to January 1, 1966	2.00%	2.00%
From January 1, 1966 to December 31, 1989	1.65%	2.00%
From January 1, 1990 to December 31, 1991	1.30%	2.00%
From January 1, 1992 to December 31, 1999	1.50%	2.00%
From January 1, 2000	1.70%	2.00%

(2) **Early Retirement Benefit**

(a) Upon retirement at Early Retirement Date of an active Member or a disabled Member, the initial annual Retirement Benefit, payable monthly on the normal form, shall be equal to the percentage set out in Table 1 of paragraph (2)(c) below multiplied by the lesser of:

(i) the annual Retirement Benefit on the normal form, payable monthly, which has accrued to the credit of the Member up to his or her Early Retirement Date in accordance with paragraph (1)(a) above on the basis of his or her Average Annual Basic Salary and years of Credited Service to his or her Early Retirement Date; and

(ii) the maximum annual Retirement Benefit set out in subsection (6).

(b) Upon retirement at Early Retirement Date of a Member who had terminated Covered Employment and is entitled to a paid-up deferred Retirement Benefit, the initial annual Retirement Benefit, payable monthly on the normal form, shall be equal to the Actuarial Equivalent of the annual Retirement Benefit payable monthly, which had accrued to the Member's date of termination including any adjustments to the benefit to the Member's Early Retirement Date in accordance with subsections (5) and (6) of Section 12, provided that in no event shall the amount of any reduction in Retirement Benefits be less than that required by Regulation 8503(3)(c) to the Income Tax Act.

(c) For the purposes of paragraph (2)(a) above, the following percentage factors at the early retirement ages set forth below shall apply:

Table 1

Early Retirement Age	Percentage Factor
64	100%
63	100%
62	100%
61	100%
60	100%
59	97%
58	94%
57	91%
56	88%
55	85%

(3) Deferred Retirement Benefit

- (a) A Member for whom commencement of Retirement Benefits under this Plan is deferred until a Deferred Retirement Date must also postpone commencement of any benefits payable under a Prior Pension Plan until such Deferred Retirement Date.
- (b) The initial annual Retirement Benefit, payable on the normal form, commencing on the Deferred Retirement Date of a Member shall be calculated in accordance with paragraph (1)(a) above using the Member's Average Annual Basic Salary, the Average YMPE, and the Member's Credited Service at his or her Deferred Retirement Date.

(4) Annual adjustment of Retirement Benefit

- (a) The annual Retirement Benefit, payable monthly, to a Retired Member in accordance with subsections (1) and (2) above, but before deduction of the Retirement Benefit payable under any Prior Pension Plan as described in subparagraph (1)(a)(iii) above, shall be adjusted as at January 1 next following the Retired Member's pension effective date and at each succeeding January 1 until benefits cease to be payable.
- (b) The minimum adjustment in a particular year is zero and the maximum adjustment is 3% of the amount paid immediately prior to the adjustment. If less than 12 months have elapsed since the Retired Member's pension effective date, the maximum adjustment is 0.25% for each month that has elapsed from the Retired Member's pension effective date to the adjustment date.
- (c) The amount of the annual adjustment to benefits in a particular year shall be calculated as the pension eligible for adjustment in paragraph (4)(a) above, that includes all previous annual adjustments and all supplementary retirement benefits granted under subsection (5) below, adjusted by:
 - (i) the percentage change in the average of the Consumer Price Index in the 12-month period ending September 30 in the immediately preceding year, and the average of the Consumer Price Index in the 12-month period ending September 30 in the year immediately prior to that preceding year; plus or minus
 - (ii) any Carry Forward addition or deduction from the immediately preceding year as described in paragraph (4)(e) below, subject to the limits described in paragraph (4)(b) above.
- (d) If less than 12 months have elapsed since the Retired Member's pension effective date, the value of the adjustment calculated in paragraph (4)(c) above will be reduced to the amount obtained by multiplying the adjustment

calculated in paragraph (4)(c) above by $1/12^{\text{th}}$ for each month that has elapsed from the Retired Member's Benefit Commencement Date to the adjustment date.

- (e) If the unlimited adjustment calculated in paragraph (4)(c) above exceeds the maximum adjustment described in paragraph (4)(b) above, the amount by which the unlimited adjustment exceeds the maximum, less any supplementary retirement benefit granted in the particular year under subsection (5) below, shall be a Carry Forward addition in the subsequent year's adjustment calculation. If the unlimited adjustment calculated in paragraph (4)(c) above is negative, this negative amount shall be a Carry Forward deduction in the subsequent year's adjustment calculation.

(5) Supplementary Retirement Benefits

Supplementary retirement benefits may be paid as provided for in Section 3 of Appendix I.

(6) Maximum Retirement Benefit

- (a) The initial annual Retirement Benefit payable under the Plan at retirement, termination of Covered Employment or termination of the Plan may not exceed the aggregate of:

- (i) In respect of Credited Service prior to January 1, 1992 the lesser of:

- (A) the defined benefit limit [\$2,818.89 in 2015] for the calendar year in which payment of the Retirement Benefit is to commence times the number of years of Credited Service prior to 1992 not exceeding thirty-five (35) years, or

- (B) an amount that is the product of:

- (1) two percent (2%) per year of Credited Service prior to 1992 not exceeding thirty-five (35) years, and

- (2) the highest average compensation indexed to the calendar year in which payment of the Retirement Benefit is to commence,

- (ii) In respect of Credited Service after December 31, 1991 the lesser of:

- (A) the defined benefit limit for the calendar year in which payment of the Retirement Benefit is to commence times the number of years of Credited Service after 1991, or

- (B) an amount that is the product of:

- (1) two percent (2%) per year of Credited Service after 1991, and
 - (2) the highest average compensation indexed to the calendar year in which payment of the Retirement Benefit is to commence.
- (b) The annual Retirement Benefit including the supplementary retirement benefit payable in a calendar year after the calendar year in which payment of the Retirement Benefit commences shall not exceed the maximum initial annual Retirement Benefit determined as above multiplied by the ratio of the adjusted CPI for such calendar year to the CPI for the calendar year in which payment of Retirement Benefit commenced.

(7) **Maximum Benefit Rules - Application**

- (a) Notwithstanding any other section hereof, the initial annual lifetime Retirement Benefit payable in accordance with this Section 9, whether upon retirement, termination of Covered Employment or termination of the Plan, shall not exceed the amount set out in subsection (6) above.
- (b) In this Section 9 and Section 12 the words and phrases set forth below shall have the following meanings unless a different meaning is plainly required by the context:
- (i) “highest average compensation indexed to the calendar year in which payment of the Retirement Benefit is to commence” means one-third (1/3) of the aggregate indexed monthly compensation for three (3) non-overlapping periods of twelve (12) consecutive months. Indexed monthly compensation is calculated by multiplying the monthly compensation received from the University by the ratio of the average wage for the calendar year in which the payment of Retirement Benefit is to commence to the average wage for the calendar year in which the compensation was received.

Indexed monthly compensation for a month occurring prior to January 1986 is calculated by multiplying the monthly compensation received from the University by the ratio of the average wage of the calendar year in which the payment of Retirement Benefit is to commence to the average wage for 1986.

In the event that average wage for one or more calendar years in the period commencing with the later of 1986 and the year in which the compensation was received and ending with the year prior to the calendar year in which payment of the Retirement Benefit is to commence is higher than the average wage for the calendar year in which payment of the Retirement Benefit is to commence then the

highest of such values of the average wage shall be used in place of the average wage for the calendar year in which payment of the Retirement Benefit is to commence in calculating the indexed monthly compensation.

In the event that the Member has not been employed in Covered Employment for three (3) non-overlapping periods of twelve (12) consecutive months, the highest average compensation indexed to the calendar year in which payment of the Retirement Benefit is to commence will be determined as twelve (12) times the average indexed monthly compensation over all months for which the Member has been employed in Covered Employment.

- (ii) “defined benefit limit” means in respect of a calendar year prior to 1996, \$1,722 and in respect of a calendar year after 1995 such amount as is determined in accordance with Regulation 8500(1) to the Income Tax Act.
- (iii) “adjusted CPI” for a calendar year means the CPI for such calendar year or, if higher, the highest value of the CPI for a calendar year in the period commencing with the calendar year in which payment of Retirement Benefits commenced and ending with the calendar year prior to the calendar year for which the adjusted CPI is to be determined.
- (iv) “CPI” for a calendar year means the average Consumer Price Index for Canada for the months of July, August, and September of the preceding calendar year.
- (v) “average wage” for a calendar year means the Average Industrial Wage for Canada for September of the preceding calendar year.

10 OPTIONAL RETIREMENT BENEFITS

- (1) Subject to the approval of the Investments and Administration Committee and subsection 10(2), a Member may, at any time prior to his or her retirement date, elect one of the following optional Retirement Benefits provided under the Plan in lieu of the normal Retirement Benefits otherwise payable by delivering the Prescribed Form to the Investments and Administration Committee, provided that the Member elects to receive Retirement Benefits payable under a Prior Pension Plan under the same form of optional benefit with the first payment due and payable on his or her retirement date.
 - (a) Joint and Last Survivor Option
 - (i) A Member who has a Spouse on his or her retirement date may, prior to retirement, elect the Actuarial Equivalent of his or her normal Retirement Benefit in the form of a smaller monthly benefit with the provision that upon the Member's death after monthly payments begin there shall be payable a Retirement Benefit for life to a surviving designated joint annuitant, in a greater amount than is provided under the normal form but no greater than the amount payable during the Member's lifetime.
 - (ii) A Member electing to exercise this option must, at the time the election is made:
 - (A) Specify the name of the person who is to be the joint annuitant,
 - (B) Specify the portion of the Retirement Benefit to be continued to the joint annuitant, and
 - (C) Furnish satisfactory proof of age of the joint annuitant.
 - (iii) A designated joint annuitant shall not be changed and shall be, in all cases, the Spouse of the Member living at the time the optional Retirement Benefit is selected, as herein above provided.
 - (b) Life Annuity with Minimum Guaranteed Period
 - (i) A Member who has no Spouse on his or her retirement date may, prior to retirement, elect to receive the Actuarial Equivalent of his or her normal Retirement Benefit in the form of a somewhat larger or a somewhat smaller monthly Retirement Benefit by requesting that such monthly Retirement Benefit payments shall be payable for a

minimum guaranteed period. The maximum acceptable guarantee period is fifteen years.

- (ii) A Member whose Spouse completes a waiver in the form prescribed in the Pension Benefits Standards Act may, prior to retirement, elect to receive alternative payment where benefits are the Actuarial Equivalent of the normal form of benefit for a Member who does not have a Spouse at retirement date. The maximum acceptable guarantee period is fifteen years.

(2) Spousal Entitlement and Waiver

- (a) If a Member has a Spouse on his or her retirement date, the Member must elect a joint and survivor optional Retirement Benefit which continues at 60% or more to the Member's Spouse after the Member's death.
- (b) If a Member has a Spouse on his or her retirement date, the Member may elect to receive a Retirement Benefit that does not comply with paragraph (2)(a) by providing to the Investments and Administration Committee:
 - (i) a statement in the Prescribed Form by the Member's Spouse that states the Spouse is aware of his or her entitlement to a joint and survivor pension under paragraph (2)(a), waives that entitlement, and was signed by the Spouse, not more than 90 days before the Member's retirement date, in the presence of a witness and outside the presence of the Member, or
 - (ii) confirmation, in a form and manner satisfactory to the Investments and Administration Committee, that section 145 of the Family Law Act applies.
- (c) A Spouse who has validly signed a statement under paragraph (2)(b) is deemed to be the sole Designated Beneficiary of the Member despite any actual designation of a Designated Beneficiary under subsection 18(4) or any other law relating to such an actual designation.
- (d) Paragraph (2)(c) does not apply if the Investments and Administration Committee receives:
 - (i) a statement in the Prescribed Form by the Member's Spouse that states the Spouse is aware of his or her entitlement under paragraph (2)(c), waives that entitlement; and was signed by the Spouse, before the Member's death, in the presence of a witness and outside the presence of the Member, or

- (ii) confirmation, in a form and manner satisfactory to the Investments and Administration Committee, that section 145 of the Family Law Act applies.
- (e) If a Spouse who is deemed to be a Designated Beneficiary pursuant to paragraph (2)(c) does not survive the Member, another person who has actually been designated as the Designated Beneficiary pursuant to subsection 18(4) is the Member's Designated Beneficiary.
- (f) A waiver under paragraph (2)(b) or (2)(d) of an entitlement to a benefit is void if the Member dies before his or her retirement date.
- (g) Where a Member has elected an optional form of pension that has commenced to be paid, such election shall be final, and in the case of a joint and last survivor form of pension, the joint annuitant may not be changed.

11 DEATH BENEFITS

(1) Before Retirement

- (a) If a Member dies before his or her retirement date and the Member had a Spouse at the time of his or her death and the Spouse has not waived her or her entitlement pursuant to subsection (4), the Spouse is entitled to:
 - (i) a Retirement Benefit payable during the Spouse's remaining lifetime, but guaranteed for 120 monthly payments in any event, which will be increased or decreased annually corresponding to changes in the Consumer Price Index as provided under subsection 9(4) and which is the Actuarial Equivalent of the Commuted Value of the Member's Retirement Benefit accrued to the date of death; or
 - (ii) a transfer of the Commuted Value of the Retirement Benefit described in subparagraph (i) above to:
 - (A) a Locked-in Retirement Account; or
 - (B) another registered pension plan provided that such plan will accept the transfer and require that the transferred amount be paid out of that plan in a form of pension that is required or allowed by the Pension Benefits Standards Act.

The Spouse must elect one of the above options within 90 days of receiving the statement required by the Pension Benefits Standards Act and if he or she does not make such election within this time limit, the Spouse is limited to the option(s) offered at the discretion of the University in accordance with the Pension Benefits Standards Act.

- (b) If a Member dies before his or her retirement date and the Member did not have a Spouse at the time of his or her death or the Spouse has waived his or her entitlement pursuant to subsection (4), the Commuted Value of the Member's Retirement Benefit accrued to the date of death must be paid to the Member's Designated Beneficiary as a lump sum.
- (c) Notwithstanding the above, the Commuted Value of the benefit payable under paragraph (1)(a) or (1)(b) above shall not be less than:
 - (i) the Member's required contributions to the Plan prior to January 1, 1993 with Interest to date of death; plus
 - (ii) the greater of:

- (A) the Member's required contributions to the Plan on or after January 1, 1993 with Interest to date of death; or
 - (B) the Commuted Value of the benefit accrued by the Member on or after January 1, 1993.
- (d) If the deceased Member has made additional voluntary contributions, such additional voluntary contributions are payable in accordance with subsection 21(7).
- (e) Any transfer made in accordance with this Section 11 shall be subject to the restrictions in the Pension Benefits Standards Act with regard to the solvency of the Plan and shall be subject to the approval of the Minister of Finance as and when required under the Income Tax Act.

(2) After Retirement or Disability

In the event of the death of a Retired Member the sums payable, if any, shall be in accordance with the form of Retirement Benefit or disability Retirement Benefit payable to such Retired Member.

(3) Proof of Death

Payment arising or conditional upon the death of any Member, Retired Member, beneficiary or joint annuitant or upon the continued life of a Member, Retired Member, beneficiary or joint annuitant or upon the happening of any other event or contingency upon which a payment shall be made only after receipt by the Investments and Administration Committee of satisfactory proof of such death or from time to time of such continued life or the happening of such event or contingency, as the case may be.

(4) Waiver of Spousal Entitlement

- (a) A Member's Spouse may waive his or her entitlement pursuant to this Section 11 by delivering a signed waiver in the Prescribed Form to the Investments and Administration Committee.
- (b) If a waiver pursuant to paragraph (4)(a) is in effect, the benefits payable under the Plan as a consequence of the death must be paid as if the deceased Member died leaving no surviving Spouse.
- (c) Despite any other provision of this Plan, if a Spouse waives his or her entitlement under this Section 11, the Spouse is not entitled to receive any benefit by way of lump sum payment as the Member's Designated Beneficiary.

12 TERMINATION OF COVERED EMPLOYMENT

- (1) If a Member terminates Covered Employment, such terminating Member may elect to:
 - (a) receive a paid-up deferred Retirement Benefit payable at his or her Normal Retirement Date equal to the Retirement Benefit accrued to his or her credit under the Plan up to the date of termination in accordance with subsection 9(1); or
 - (b) subject to subsection 22(2), if he or she has not attained age 55, have the Commuted Value of the paid-up deferred Retirement Benefit to which the Member is entitled, less any amounts payable to such Member under a Prior Pension Plan transferred to:
 - (i) a Locked-in Retirement Account; or
 - (ii) another registered pension plan provided that such plan will accept the transfer and require that the transferred amount be paid out of that plan in a form of pension that is required or allowed by the Pension Benefits Standards Act,

PROVIDED THAT the amounts transferable shall not be less than the amounts, if any, held in the Trust Fund arising from contributions to a Prior Pension Plan as determined by the Investments and Administration Committee.

- (2) A terminating Member must make the election described in subsection (1) as follows:
 - (a) if the Member wishes to elect the option set out in paragraph (1)(b), he or she must elect such option prior to attaining age 55 and if such election is not made prior to the Member attaining age 55, he or she will be limited to the option set out in paragraph (1)(a);
 - (b) if the Member wishes to elect the option set out in paragraph (1)(a) or has attained the age of 55, he or she must make application for the commencement of such Retirement Benefit payments prior to November 1 in the year in which the Member attains age 71.
- (3) A terminated Member who elects to receive a paid-up deferred Retirement Benefit from the Plan shall be entitled to retire early in accordance with subsection 7(2) and shall be entitled to the benefit set forth in paragraph 9(2)(b).

- (4) The amount of the paid-up deferred Retirement Benefit payable under this Plan to any terminating Member shall be calculated on the basis of the Member's Average Annual Basic Salary and Credited Service.
- (5) Annual Adjustment to paid-up Deferred Retirement Benefit up to December 31, 2011
- (a) Subject to the provisos hereinafter contained in this subsection 12(5), the annual paid-up deferred Retirement Benefit payable to a Member in accordance with this section shall be adjusted as at the January 1 next following date of termination of Covered Employment and at each succeeding January 1 during the Member's lifetime prior to commencement of his or her pension so that the amount payable shall be an amount equal to the product obtained by multiplying:
- (i) For Terminations Prior to January 1, 1993:
- (A) the amount that would have been payable if no adjustment had been made under this subsection since his or her termination date, by the ratio that the Consumer Price Index for Canada (referred to herein as the CPI) as published by Statistics Canada as at the September 1 preceding the January 1 of the said succeeding calendar year bears to the Index at the September 1 of the calendar year in which the Member's date of termination occurred,
- (B) PROVIDED HOWEVER that such ratio may not exceed the ratio of the Average Industrial Wage for Canada (referred to herein as the Average Wage) for the same period,
- (C) PROVIDED FURTHER that the adjusted amount payable in the said succeeding Plan Year shall not exceed the amount obtained by multiplying the amount payable for the last month of the immediately preceding Plan Year by 1.03 nor be less than the amount obtained by dividing the amount payable for the last month of the immediately preceding Plan Year by 1.03,
- (D) PROVIDED FURTHER, that the annual paid-up deferred Retirement Benefit payable to a Member shall not be less than his initial annual paid-up deferred Retirement Benefit as herein defined.
- (ii) For Terminations on and after January 1, 1993:
- (A) the amount that would have been payable if no adjustment had been made under this subsection since his or her

termination date, by the ratio that the CPI, as published by Statistics Canada as at the September 1 preceding the January 1 of the said succeeding calendar year bears to the CPI as of the first day of the fourth month preceding the Member's date of termination,

- (B) PROVIDED HOWEVER that such ratio may not exceed the ratio of the Average Wage for the same period,
 - (C) PROVIDED FURTHER that the adjusted amount payable each month in the said succeeding Plan Year shall not exceed the amount obtained by multiplying the amount payable for the last month of the immediately preceding Plan Year by 1.03 (or one plus .0025 times the number of months since termination, if the Member terminates in such Plan Year) nor be less than the amount obtained by dividing that amount payable for the last month of the immediately preceding Plan Year by 1.03,
 - (D) PROVIDED FURTHER, that the annual Retirement Benefit, payable monthly, to a Member shall not be less than his or her initial annual, paid-up deferred Retirement Benefit as herein defined.
- (6) Annual Adjustment to paid-up Deferred Retirement Benefit Payable Effective January 1, 2012
- (a) The annual paid-up deferred Retirement Benefit, including any previous adjustments applied up to January 1, 2011 under subsection (5) above, shall be adjusted as at January 1 next following the Member's termination date and at each succeeding January 1 prior to commencement of his or her pension.
 - (b) The minimum adjustment in a particular year is zero and the maximum adjustment is 3% of the amount paid immediately prior to the adjustment. If less than 12 months have elapsed since the Member's termination date, the maximum adjustment is 0.25% for each month that has elapsed from the Member's termination date to the adjustment date,
 - (c) PROVIDED HOWEVER that such adjustment may not exceed the ratio of the Average Industrial Wage for Canada (referred to herein as the Average Wage) for the same period.
 - (d) The amount of the annual adjustment to benefits in a particular year shall be calculated as the pension eligible for adjustment in paragraph (6)(a) above, that includes all previous annual adjustments, adjusted:

- (i) by the percentage change in the average of the Consumer Price Index in the 12-month period ending September 30 in the immediately preceding year, and the average of the Consumer Price Index in the 12-month period ending September 30 in the year immediately prior to that preceding year,
 - (ii) plus or minus any Carry Forward addition or deduction from the immediately preceding year as described in paragraph (6)(f) below, subject to the limits described in paragraph (6)(b) above.
 - (e) If less than 12 months have elapsed since the Member's termination date, the value of the adjustment calculated in paragraph (6)(d) above will be reduced to the amount obtained by multiplying the percentage change by 1/12 for each month that has elapsed from the Member's termination date to the adjustment date.
 - (f) If the unlimited adjustment calculated in paragraph (6)(d) above exceeds the maximum adjustment described in paragraph (6)(b) above, the amount by which the unlimited adjustment exceeds the maximum shall be a Carry Forward addition in the subsequent year's adjustment calculation. If the unlimited adjustment calculated in paragraph (6)(d) above is negative, this negative amount shall be a Carry Forward deduction in the subsequent year's adjustment calculation.
- (7) If a terminating Member has made additional voluntary contributions, the Member is entitled to the options set out in subsection 21(8).
- (8) Any transfer of the Commuted Value of a paid-up deferred Retirement Benefit made in accordance with this Section 12 shall be subject to the restrictions in the Pension Benefits Standards Act with regard to the solvency of the Plan.

13 DISABILITY RETIREMENT

- (1) Prior to April 1, 2006, a Member who is an employee of the University and who:
 - (a) becomes disabled with a physical or mental condition that is severe and prolonged. "Severe" means the condition prevents the Member from working regularly at any job, and "prolonged" means the condition is long term or may result in death, and
 - (b) is so certified by a medical doctor licensed to practice under the laws of a Province of Canada or of the place where the Member resides, and
 - (c) has commenced receipt of Canada Pension Plan disability, and
 - (d) has exhausted any sick leave benefits, and
 - (e) has exhausted any entitlement to wage loss payments from the Worker's Compensation Board

will be entitled to a disability Retirement Benefit under this Plan. The amount of the disability benefit will be equal to the Retirement Benefit which would be payable to the Member at Normal Retirement Date calculated on the basis of Average Annual Basic Salary preceding date of disability and total service from date of membership in this Plan (including contributory service under any Prior Pension Plan) up to Normal Retirement Date.

- (2) The first payment of the disability Retirement Benefit shall be made on the later of:
 - (a) the date of commencement of Canada Pension Plan disability benefits;
 - (b) the date of exhaustion of sick leave payments; and
 - (c) the date of expiry of Worker's Compensation Board wage loss payments.
- (3) The Retired Member will be required to provide on an annual basis evidence that he or she continues to be disabled with a physical or mental condition that is severe and prolonged and in receipt of Canada Pension Plan disability benefits.
- (4) In the event that a Member becomes entitled to a disability Retirement Benefit prior to January 1, 1992,
 - (a) such benefit will cease on the earliest of the following dates:
 - (i) the Retired Member's date of death;

- (ii) the date the Retired Member is no longer eligible for Canada Pension Plan disability benefits; and
 - (iii) the Retired Member's normal retirement date.
 - (b) On attainment of Normal Retirement Date, the Retired Member would then be eligible to receive a Retirement Benefit calculated in accordance with Section 9 of this Plan based upon his or her membership service under this Plan including the period when in receipt of a disability benefit.
- (5) In the event that a Member becomes entitled to a disability Retirement Benefit between January 1, 1992 and March 31, 2006,
- (a) Such disability benefit will be payable on the normal form of Retirement Benefit in accordance with Section 8.
 - (b) Should such annual disability Retirement Benefit payable exceed the YMPE in the year in which the effective date of disability occurs, then the Member shall be entitled to a disability Retirement Benefit equal to the greater of the YMPE in the year in which the effective date of disability occurs and the Retirement Benefit which would be payable to the Member at Normal Retirement Date calculated on the basis of his or her service from membership in this Plan (including contributory service under any Prior Pension Plan) up-to-date of disability.
 - (c) The disabled Member may elect an optional Retirement Benefit in accordance with Section 10 and the disability Retirement Benefit will be increased annually in accordance with subsection 9(4). Such disability Retirement Benefit will cease on the earliest of the following dates:
 - (i) The Retired Member's date of death (unless an optional form providing continuance to the Retired Member's surviving Spouse is elected at date of disability);
 - (ii) the date the Retired Member is no longer eligible for Canada Pension Plan disability benefits.

14 GOVERNANCE OF PLAN

(1) Administrator

For the purposes of the Pension Benefits Standards Act, the University is the “administrator” of the Plan, and has ultimate legal responsibility for the administration of the Plan and the investment of the Trust Fund.

The University shall be responsible for the overall operation and administration of the Plan and shall have the power to decide all matters concerning the operation, administration and interpretation of the Plan. The University may delegate any and all of its authorities and responsibilities under the Plan to such agents, employees or committees as it deems reasonable, including the Governance Committee and the Investments and Administration Committee; provided, however, that the University is satisfied that any parties to whom it delegates have the necessary qualifications to carry out the delegated responsibilities, and the University ensures that the supervision of such parties is prudent and reasonable.

(2) Governance Committee

The University shall establish a Governance Committee to oversee the governance of the Plan. The composition, powers and responsibilities of the Governance Committee are more particularly set out in the Plan’s governance policy.

(3) Investments and Administration Committee

The Governance Committee shall establish an Investments and Administration Committee to discharge the University’s obligations relating to the investment of the Trust Fund and the administration of the Plan. The composition, powers and responsibilities of the Investments and Administration Committee are set out in the Plan’s governance policy.

(4) Limitation of Liability

Neither the establishment of the Plan, nor any modification thereof, nor any action taken hereunder, nor any omission to act, if done honestly and in good faith and not constituting willful misconduct by the Governance Committee, the Investments and Administration Committee or any member of either Committee, or by the University or any employee thereof, shall be construed as giving to any Member, Retired Member or other person, any legal or equitable right against the University, the Governance Committee, the Investments and Administration Committee, any member of either Committee or any employee of the University. No Committee member shall be liable for the act or omission of any other Committee member, or of any agent or employee of the Committee or of the University.

(5) Pension Advisory Committee

The University may establish in its sole discretion a “Pension Advisory Committee” to promote awareness and understanding of the Plan amongst Members and Retired Members of the Plan. The composition, roles and responsibilities of such committee shall be as determined by the University from time to time.

15 TRUST FUND

- (1) The duties of the Trustee shall be those specified in the Trust Agreement and shall include the following:
 - (a) It shall receive from the University, the University's contributions to the trust as set forth in Section 6 and the Members' contributions as set forth in Section 5;
 - (b) It shall receive all of the income from the Trust Fund;
 - (c) As directed by the Investments and Administration Committee, it shall pay the funds required for payments under the Plan;
 - (d) As directed by the Investments and Administration Committee or by investment counsel appointed by the Investments and Administration Committee it shall invest and re-invest the corpus and income of the Trust Fund subject to the requirements of the Plan;
 - (e) It shall maintain such records and accounts and shall render such financial statements and reports as may be required from time to time by the University;
 - (f) It shall notify the superintendent within 15 days if contributions have not been paid within 30 days applicable after the end of the remittance period set out in subsection 5(5) or 6(8), whether or not the contributions were subsequently remitted.
- (2) All payments under the Plan, including all administration and investment expenses, shall be made or provided for solely from the Trust Fund and solely to the extent that such Trust Fund shall suffice therefor. If the Trust Fund should be insufficient to provide for any payment or benefit under the Plan whatsoever, none of the University, the Investments and Administration Committee, nor the members, officers or representatives of either of them shall be liable for any such payment in any manner whatsoever, except as set out in the Pension Benefits Standards Act.
- (3) The Trust Fund must be held and invested in accordance with the Pension Benefits Standards Act.
- (4) Solvency Reserve Account

The University may in accordance with the Pension Benefits Standards Act establish a "solvency reserve account" within the Trust Fund, and make contributions to, and withdrawals from, that solvency reserve account in accordance with the Pension Benefits Standards Act. Without limitation, no

amounts in the solvency reserve account will be used for the payment of Plan benefits or Plan expenses, while the Plan is ongoing, unless at the time of such payment or funding the remainder of the Trust Fund is exhausted.

16 NON-ALIENATION OF BENEFITS

- (1) Subject to the Pension Benefits Standards Act, Members, Retired Members and beneficiaries under the Plan are hereby restrained from assigning, charging, anticipating, giving as security or surrendering their Retirement Benefits or other Plan benefits or any other rights or interests under the Plan, except that the entitlement of any person to receive a benefit under the Plan is subject to entitlements arising under a separation agreement or order made under the Family Law Act or a similar order of a court outside British Columbia enforceable in British Columbia, that affects the payment or distribution of a person's benefits and which is filed with the Trustees.
- (2) If any persons who shall be entitled to any benefit under this Plan shall become bankrupt or attempt to anticipate, alienate, sell, transfer, assign, pledge, encumber or charge such benefit, then such benefit shall, in the discretion of the University and in accordance with the Plan, cease and terminate, and in that event the University may cause the same, or any part, to be held or applied to the benefit of such person, Spouse, children or dependents, or any of them, in such manner and in such proportion as the University shall determine.

17 AMENDMENT AND TERMINATION OF THE PLAN

(1) Amendment

- (a) The University may at any time supplement, modify or amend this Plan provided that no such supplementation, modification or amendment of the Plan or any part thereof shall permit any part of the assets of the Trust Fund to revert to or be recoverable by the University or to be used or diverted to purposes other than for the exclusive benefit of Members, Retired Members or their beneficiaries or joint annuitants under the Plan.

(2) Termination

- (a) The University may terminate the Plan and the Trust Agreement provided that any such termination shall not be retroactive in effect, and provided that written notice of such termination shall be given at least 60 days before the effective date of such termination to the Members, Retired Members and the Designated Beneficiaries of deceased Members and Retired Members if they are entitled to benefits from the Plan, and provided that no such termination of the Plan shall permit any part of the assets of the Trust Fund to revert to or be recoverable by the University or to be used or diverted to purposes other than for the exclusive benefit of Members, Retired Members or their beneficiaries or joint annuitants.
- (b) In the event of the termination of the Plan, the Investments and Administration Committee shall allocate the assets of the Trust Fund as follows:
 - (i) first, to each Member, an amount equal to the value of his or her Additional Voluntary Contribution Account, if any, with Interest;
 - (ii) second, to each Member, Retired Member and Designated Beneficiary of a deceased Member or Retired Member if he or she is entitled to benefits from the Plan, an amount equal to the Member or Retired Member's required contributions with Interest; and
 - (iii) third, to each Member, Retired Member and Designated Beneficiary of a deceased Member or Retired Member if he or she is entitled to benefits from the Plan, the excess if any of his or her accrued benefits on the Plan termination date over the amount allocated under subparagraph (ii).
- (c) If, at the Plan termination date, the assets of the Trust Fund are insufficient to provide for all of the benefits contemplated by paragraph (2)(b), the University shall contribute the amounts required to fund those benefits in

accordance with the Pension Benefits Standards Act. If despite the preceding sentence, the Trust Fund remains insufficient to provide for all of the benefits contemplated in paragraph (2)(b), the assets of the Trust Fund shall be allocated and distributed pursuant to section 135 of the regulations under the Pension Benefits Standards Act, as amended or replaced from time to time.

- (d) If, at the Plan termination date, any surplus assets remain after provision for all the benefits that have accrued up to the date of Plan termination, calculated as described in paragraph (2)(b), such surplus assets shall be distributed to Members and Retired Members in accordance with a non-discriminatory formula adopted by the Investments and Administration Committee. Any distribution of excess funds will only be made after appropriate disclosure in accordance with the Pension Benefits Standards Act and written approval of the regulating authority.
- (e) Members who have not commenced receipt of a Retirement Benefit at the Plan termination date, may within 90 days of receiving the statement required by the Pension Benefits Standards Act elect to transfer the amount payable under paragraph (2)(b) or (2)(c), as applicable, in accordance with the options set out in paragraph 12(1)(b). If such individual does not make such an election within such time limit, he or she is limited to the options offered at the discretion of the University in accordance with the Pension Benefits Standards Act.

18 MISCELLANEOUS

(1) Information Disclosure

Each Member and Designated Beneficiary of a deceased Member entitled to benefits under the Plan shall be entitled to receive or request the statements, Plan documents and other information required to be provided or disclosed by the Pension Board in accordance with the Pension Benefits Standards Act.

(2) Payments

(a) If a person elects a lump sum payment or transfer from the Plan, the payment or transfer shall be made within 60 days after the person completes and files with the Investments and Administration Committee, all documents required to authorize the payment or transfer, including evidence of entitlement. If such payment or transfer occurs more than 180 days after the date on which the Commuted Value of the benefit was determined, the Commuted Value will be redetermined as at a date that is not more than 30 days before the date of payment or transfer. The payment of the entire amount of an individual's entitlement from the Plan shall constitute a complete, final, and binding discharge of all obligations owed by the Plan to an individual and the individual shall thereafter have no right of claim whatsoever against the Plan and, if the individual was a Member, the Member shall for all purposes cease to be a Member of the Plan.

(b) If a payment is in excess of the maximum limit that can be transferred to another plan or to an RRSP under the Income Tax Act, then the amount of that payment that is in excess of that maximum limit is exempt from any lock-in restrictions and must be paid in a lump sum.

(c) Despite any other provision of this Plan, if under the Plan a lump sum cash payment may be payable to a person, and the Income Tax Act permits the entire amount of that cash lump sum to be transferred directly to a registered retirement savings plan, that lump sum payment may be transferred to a registered retirement savings plan at the option of the person to whom the lump sum is payable.

(3) Exceptions to Locking-in of Commuted Value of Benefits

(a) Small Benefit

If the Commuted Value of Member or surviving Spouse's entitlement under the Plan is less than 20% of the YMPE for the calendar year in which the Member terminated Covered Employment, retired or died, or any subsequent year in which such Commuted Value is determined prior to the

date on which payment of the Member or Spouse's Retirement Benefit commences,

- (i) the Member or surviving Spouse, as the case may be, may elect to receive the Commuted Value in a lump sum; and
- (ii) notwithstanding subparagraph (a)(i), the Investments and Administration Committee reserves the right to compel a Member or surviving Spouse, as the case may be, to take the Commuted Value in a lump sum.

(b) Non-Resident

- (i) A Member who has terminated Covered Employment pursuant to Section 12 or a surviving Spouse entitled to a benefit under Section 11 may elect to withdraw as a lump sum an amount equal to the Commuted Value of his or her benefit on providing to the Investments and Administration Committee a statement signed by the Member or Spouse that he or she has been absent from Canada for more than two years and written evidence that the Canada Revenue Agency has confirmed the person's status as a "non-resident" of Canada for the purposes of the Income Tax Act.
- (ii) If a Member who wishes to make an election in accordance with subparagraph (b)(i) has a Spouse at the date of such election, no payments will be made unless the Investments and Administration Committee has received:
 - (A) a statement in Prescribed Form by the Spouse that states that the Spouse is aware of his or her entitlement under the Plan, waives that entitlement and was signed by the Spouse, not more than 90 days before the election is made, in the presence of a witness and outside the presence of the Member; or
 - (B) confirmation, in a form and manner satisfactory to the Investments and Administration Committee, that section 145 of the Family Law Act applies.

(c) Shortened Life Expectancy

- (i) Despite any other provision of this Plan, if a person who has a current entitlement to receive a benefit under the Plan, other than a Retired Member or a surviving Spouse of a Member currently in receipt of any form of lifetime pension under the Plan, has an illness or disability that is certified by a medical practitioner to be terminal

or likely to shorten the person's life considerably, that person may elect to:

- (A) convert all or part of the benefits on the basis prescribed in the Pension Benefits Standards Act to a series of payments for a fixed term; or
 - (B) withdraw as a lump sum an amount equal to the commuted value of the benefit, or any lesser amount that the person may select.
- (ii) If a Member who wishes to make an election in accordance with subparagraph (c)(i) has a Spouse on the date of such election, no payments will be made unless the Investments and Administration Committee has received:
- (A) a statement in Prescribed Form by the Spouse that states that the Spouse is aware of his or her entitlement under the Plan, waives that entitlement and was signed by the Spouse, not more than 90 days before the election is made, in the presence of a witness and outside the presence of the Member; or
 - (B) confirmation, in a form and manner satisfactory to the Investments and Administration Committee, that section 145 of the Family Law Act applies.
- (iii) The Commuted Value of a Member's pension entitlement under the Plan will be determined without taking into consideration the Member's shortened life expectancy and on the basis that the Member terminated Covered Employment on the date of the election.
- (iv) After any payment pursuant to this paragraph 18(3)(c), the Member will continue to participate in the Plan. On the Member's subsequent actual termination of Covered Employment, retirement or death, any payments made with respect to such Member will be actuarially reduced to reflect any payments made under this paragraph 18(3)(c).

(4) Designation of Beneficiary

- (a) A Member or Retired Member's Designated Beneficiary is:
- (i) if he or she has a Spouse who has not waived his or her entitlement in accordance with this Plan and the Pension Benefits Standards Act, the Spouse;

- (ii) if he or she has no Spouse, or the Spouse has waived his or her entitlement in accordance with this Plan and the Pension Benefits Standards Act, the person(s) designated by the Member or Retired Member; or
 - (iii) if he or she has no Spouse, or the Spouse has waived his or her entitlement in accordance with this Plan and the Pension Benefits Standards Act and the Member or Retired Member has not designated a beneficiary pursuant to subparagraph (4)(a)(ii), or no beneficiary designated pursuant to subparagraph (4)(a)(ii) survives the Member or Retired Member, the Member or Retired Member's estate.
 - (b) A Designated Beneficiary designation must be filed with the Investments and Administration Committee in the Prescribed Form.
 - (c) A Member who has made a designation in accordance with paragraph (4)(a) may alter or revoke the designation by filing with the Investments and Administration Committee such alteration or revocation in the Prescribed Form, subject to the *Wills, Estates and Succession Act* (British Columbia) in respect of any irrevocable designation.
- (5) Entitlement to Ancillary Benefits

The basis upon which “ancillary benefits”, as defined in the Pension Benefits Standards Act, will be paid from the Plan is established pursuant to this subsection (5) as follows:

- (a) cost of living adjustments are provided in accordance with subsection 9(4) if:
 - (i) a Member becomes a Retired Member;
 - (ii) the Retired Member is receiving an annual Retirement Benefit under subsection 9(1) or 9(2); and
 - (iii) the Retired Member is alive on the date when the cost of living adjustment is made.
- (b) cost of living adjustments are provided in accordance with subsection 12(4) if:
 - (i) a Member terminates Covered Employment;
 - (ii) the Member has not made a transfer under paragraph 12(1)(b); and
 - (iii) the Member is alive on the date when the cost of living adjustment is made.

- (c) cost of living adjustments are provided in accordance with Section 3 of Appendix I if:
 - (i) in respect of a Retired Member, the Member becomes a Retired Member, he or she is receiving an annual Retirement Benefit under subsection 9(1) or 9(2) and he or she has attained the age of 66 years prior to the January 1st on which a cost of living adjustment is made;
 - (ii) in respect of a Spouse of a deceased Member,
 - (A) if the Member was not a Retired Member at the time of his or her death, the Spouse is receiving a Retirement Benefit under subparagraph 11(1)(a)(i) and he or she has attained the age of 66 years; or
 - (B) if the Member was a Retired Member at the time of his or her death, the Spouse is receiving a Retirement Benefit under subsection 8(1) and he or she has attained the age of 66 years;
 - (iii) the Retired Member referred to in subparagraph (i) or the Spouse referred to in subparagraph (ii), as the case may be, is alive on the date a cost of living adjustment is made; and
 - (iv) the financial test specified in subsection 3(5) of Appendix I is satisfied as of the date a cost of living adjustment is made.
- (d) cost of living adjustments are provided in accordance with subsection 3(8) of Appendix I if:
 - (i) the financial test specified in subsection 3(5) of Appendix I is satisfied as of the date a cost of living adjustment is made; and
 - (ii) the Investments and Administration Committee decides, in its discretion and on a non-discriminatory basis, to grant a cost of living adjustment.
- (e) early retirement benefits that exceed the minimum requirements of the Pension Benefits Standards Act are provided in accordance with paragraph 9(2)(c) if:
 - (i) the Member makes the election specified in paragraph 7(4)(b) within the time limit specified in that paragraph;
 - (ii) a Member becomes a Retired Member; and
 - (iii) on the Member's retirement date, he or she satisfies the requirements relating to age in paragraph 9(2)(c).

(f) joint and survivor pensions that exceed the minimum requirements of the Pension Benefits Standards Act are provided in accordance with subsection 8(1) if:

(i) a Member has a Spouse on his or her retirement date; and

(ii) the Spouse survives the Member.

(6) Annuity Purchases

Provided that the Plan has not been terminated, the University reserves the right to, at any time, enter into a contract with an insurance company in order to transfer assets, relating to the benefits to which (i) a Member who is entitled to a deferred Retirement Benefit under Section 12, (ii) a Retired Member, or (iii) a Spouse in receipt of a Retirement Benefit from the Plan under Section 11 is entitled, from the Trust Fund to an insurance company in order to purchase an annuity in the form of a pension that is required or allowed by the Pension Benefits Standards Act. The purchase of any such annuity shall constitute a full and final settlement of the right of the person or persons in respect of whose benefits the annuity was purchased and the University and the Trust Fund shall be discharged from all further liability to the person in respect of whose benefits the annuity has been purchased.

19 MARRIAGE BREAKDOWN

- (1) The entitlement of any person to receive a benefit under the Plan is subject to the following:
 - (a) entitlements arising under a written separation agreement or an order made under Part 5 of the Family Law Act, or a similar order of a court outside British Columbia enforceable in British Columbia, that affects the payment or distribution of a person's benefits, and
 - (b) entitlements arising under a division of pension under Part 6 of the Family Law Act.
- (2) For greater certainty, a Spouse or former Spouse who is entitled to a division of a Member's benefit under the Plan shall be subject to the same locking-in rules as the Member.
- (3) For greater certainty, once a separated Spouse receives a share of a Member's benefit in accordance with this Section 19, such Spouse shall no longer have any other entitlements under this Plan and the Member's Credited Service shall be reduced to reflect the division.

20 RESOLUTION OF DISPUTES

- (1) All disputes arising out of, in connection with or respecting a provision of this Plan relating to:
 - (a) the treatment of surplus assets during the continuation of the Plan;
 - (b) the allocation of any surplus assets on the winding up of this Plan in accordance with section 107 of the Pension Benefits Standards Act;
 - (c) the taking of a contribution holiday if the Plan has surplus assets as provided for in the Plan and as may be prescribed by the Pension Benefits Standards Act;
 - (D) payment or transfer of any surplus assets from the fund to the University;shall be referred to and finally resolved by arbitration.
- (2) The parties entitled to refer a matter to arbitration pursuant to the provisions of this Plan are:
 - (a) the University;
 - (b) a Member or Retired Member;
 - (c) a Designated Beneficiary in receipt of a benefit under the Plan; and
 - (d) CUPE 917, CUPE 951 or CUPE 4163.
- (3) Any arbitration brought under this Plan shall be conducted in accordance with the Commercial Arbitration Act of British Columbia and in accordance with the Rules of the British Columbia International Commercial Arbitration Centre (BCICAC) for Domestic Commercial Arbitrations.
- (4) The arbitration shall be conducted by a single arbitrator; in the absence of agreement between the parties as to the arbitrator, the appointing authority shall be the British Columbia International Commercial Arbitration Centre.
- (5) In the absence of agreement between the parties as to procedure, the case shall be administered by the British Columbia International Commercial Arbitration Centre in accordance with its procedures for cases under the BCICAC rules.
- (6) The place of arbitration shall be Victoria, British Columbia, Canada.
- (7) The outcome of any arbitration shall be subject to the applicable provisions of the
Income Tax Act.

21 ADDITIONAL VOLUNTARY CONTRIBUTIONS

- (1) After September 29, 2015, Members shall not be permitted to make additional voluntary contributions by a transfer from another registered pension plan. After December 31, 2015, Members shall not be permitted to make additional voluntary contributions to the Trust Fund by payroll deduction. For greater certainty, after December 31, 2015, additional voluntary contributions shall not be permitted to be made to the Trust Fund in any manner.
- (2) Prior to January 1, 2016, Members were permitted to make additional voluntary contributions to the Trust Fund by payroll deduction and prior to October 1, 2015, Members were permitted to make additional voluntary contributions to the Trust Fund by transfer from another registered pension plan, all provided that the additional voluntary contributions did not have the potential to cause the Plan to become a revocable plan under the Income Tax Act.
- (3) Additional voluntary contributions made by a Member shall be credited to an Additional Voluntary Contribution Account established and maintained within the Trust Fund for such Member. Such Additional Voluntary Contribution Accounts shall be updated monthly with Interest as follows:
 - (a) the amount of the Member's Additional Voluntary Contribution Account as of the first day of the month shall be credited with Interest for the full month;
 - (b) the Member's additional voluntary contributions received by the Trust Fund in such month shall be added to the Additional Voluntary Contribution Account balance without an adjustment for Interest.
- (4) The amount of each Additional Voluntary Contribution Account at the date of retirement, date of death, or date of termination, as the case may be, of a Member shall be the sum of:
 - (a) the amount of such Member's account on the last day of the preceding month with Interest thereon for the then expired portion of such month, plus
 - (b) the sum of the Member's additional voluntary contributions received by the Trust Fund in such month without an adjustment for Interest.
- (5) At any time, a Member may elect to receive a lump sum payment or transfer to another registered vehicle of an amount equal to all or a portion of the amount of his or her Additional Voluntary Contribution Account.

- (6) When a Member makes an application for a Retirement Benefit at retirement as specified in subsection 7(4), he or she may elect that the amount of his or her Additional Voluntary Contribution Account shall be:
- (a) paid as a lump sum;
 - (b) transferred to another registered vehicle; or
 - (c) applied to provide an additional retirement benefit to him or her through the purchase of an annuity contract from a life insurance company.

If the Member does not make an election prior to his or her retirement date, the amount of his or her Additional Voluntary Contribution Account will be paid to him or her as a lump sum.

- (7) If a Member dies prior to retirement, the amount of his or her Additional Voluntary Contribution Account is payable to his or her Designated Beneficiary as a lump sum.
- (8) If a Member who has made additional voluntary contributions terminates Covered Employment for reasons other than death or retirement, the Member is entitled to receive one of the following:
- (a) if the Member has elected a transfer under paragraph 12(1)(b), a refund of the amount of the Member's Additional Voluntary Contribution Account paid as a lump sum; or
 - (b) if the Member has elected or is deemed to elect to receive a Retirement Benefit under paragraph 12(1)(a), the options set out under subsection (6).

22 CHANGE OF MEMBERSHIP TO OTHER UNIVERSITY PLANS

- (1) A Member of the Plan whose appointment is changed to an appointment which makes the Member eligible for membership in another pension plan sponsored by the University shall be required to cease contributions to this Plan and commence contributions to such other pension plan on the date that the change in appointment is effective.
- (2) While such Member is a member of the other pension plan, he or she is restricted from making a transfer under paragraph 12(1)(b).
- (3) If such Member commenced membership in the other pension plan in accordance with subsection (1):
 - (a) prior to attaining age 55, subsequently attains age 55 and continues his or her membership in the other pension plan, he or she is eligible to commence a pension under this Plan in accordance with paragraph 9(2)(b);
 - (b) prior to attaining age 55 and subsequently ceases all employment with the University after attaining age 55, he or she is eligible to commence a pension in accordance with subsection 9(1) or paragraph 9(2)(a), as applicable; or
 - (c) after attaining age 55, he or she is eligible to commence a pension under this Plan in accordance with subsection 9(1) or paragraph 9(2)(a), as applicable.

UNIVERSITY OF VICTORIA STAFF PENSION PLAN

APPENDIX I: SUPPLEMENTARY RETIREMENT BENEFITS

1 Definitions:

- (1) The following words or phrases shall, for the purposes of this Appendix, have the following meanings:
 - (a) **“Supplementary Retirement Benefit”** shall mean any retirement benefit payable in accordance with the provisions of this Appendix.
 - (b) **“Basic Retirement Benefit”** shall mean the retirement benefits payable in accordance with the terms of the Plan including any Prior Pension Plan benefit but excluding any supplementary retirement benefit and excluding any benefits provided through voluntary contributions.
 - (c) **“Total Retirement Benefit”** shall mean the sum of the Basic Retirement and the Supplementary Retirement Benefits.
 - (d) **“Supplementary Retirement Benefit Account”** shall mean the account to which are credited the supplementary contributions provided for in Section 2 of this Appendix I. This account shall be part of the Trust Fund, shall share in the actual investment earnings or losses of the Trust Fund, shall be charged with supplementary retirement benefits paid and shall bear its proportionate share of the expenses of the Plan.

2 Supplementary Contributions:

- (1) By Member:

In addition to the contributions required to be made in accordance with subsection 5(1) of the Plan each Member shall be required to make contributions of one-quarter of one per cent (0.25%) of his Basic Salary for each time period in respect of which required contributions are made under the Plan.
- (2) By University:

In addition to the contributions required to be made in accordance with subsection 6(1) of the Plan, and pursuant to the Actuary’s recommendation, the University shall make matching contributions equal in each month to the contributions made by the Members in accordance with subsection 2(1) above of this Appendix.
- (3) By Member and University:

Effective January 1, 1998, the contributions described in subsections 2(1) and 2(2) above may from time to time and in whole or in part be directed, following consultation with the Actuary and an agreement between the Members and the University, to a ~~Fund~~[fund](#) other than the Supplementary Retirement Benefit Account [that is part of the Trust Fund](#).

3 Supplementary Retirement Benefits

The Investments and Administration Committee may authorize payment of Supplementary Retirement Benefits subject to the provisions of this section. The amount of supplementary retirement benefit payable in any year shall be determined as that positive amount which, together with the basic Retirement Benefit payable in such year, is equal to the total Retirement Benefit payable in the preceding year increased by such percentage as the Investments and Administration Committee shall determine. The payment of benefits and the determination of amounts shall be subject to the following conditions:

- (1) The following persons may be eligible to receive supplementary retirement benefits:
 - (a) Retired Members who have attained the age of 66 years prior to the January 1st on which a supplementary retirement benefit becomes effective.
 - (b) Spouses of deceased Retired Members who are receiving retirement benefits from the Plan.
- (2) Supplementary retirement benefits shall be determined annually to become effective on January 1 of each year.
- (3) Supplementary retirement benefits shall be payable on the same form as the basic retirement benefit is paid.
- (4) The percentage increase determined at January 1 of a Plan Year will not exceed the percentage change in the average of the Consumer Price Index in the 12-month period ending September 30 in the immediately preceding year, and the average of the Consumer Price Index in the 12-month period ending September 30 of the year immediately prior to that preceding year.
- (5) The percentage increase shall be limited so that the supplementary retirement benefits determined using such percentage increase can be financed by the then assets of the Supplementary Retirement Benefit Account on a sound actuarial basis as certified by the Actuary, on the assumption that supplementary retirement benefits shall neither increase nor decrease thereafter (except on the death of a Retired Member or Spouse in accordance with the form of benefit elected for the basic Retirement Benefit).
- (6) In the event that a Retired Member who is in receipt of a supplementary retirement benefit dies and is survived by a Spouse who is not at that time aged 66, no further adjustment in supplementary benefit shall be made until such Spouse is aged 66 or more.
- (7) In the event that a Member dies prior to retirement and is survived by a Spouse who is not at that time aged 66, such Spouse shall not be eligible for a supplementary retirement benefit until the attainment of age 66.
- (8) Subject to subsection 3(5) above, the Investments and Administration Committee may, at its discretion and on a non-discriminatory selective basis, grant supplementary retirement benefits which are determined in a different manner than that outlined in this Appendix and which may exceed the limit in subsection 3(4) above, provided that the resulting total Retirement Benefit does not exceed the Retired Member's initial Retirement Benefit adjusted to reflect full increases in the Consumer Price Index since the Member's retirement date.

**APPENDIX II:
PARTICIPATING EMPLOYERS**

1 Application

- (1) Except as otherwise specified in this Appendix, the terms of the Plan shall apply to employees of Participating Employers as though they were employees of the University.
- (2) For greater certainty the references to the “University” as an employer of a Member or other individual in the Plan in the following sections of the Plan shall be deemed to be a reference to the Participating Employer that employs the relevant individual: the definition of “Basic Salary” in subsection 2(1) of the Plan and subsections 3(4), 5(5), 5(6), and 9(7) of the Plan. References to the “University” in respect of the required contributions in Section 6 and Appendix I of the Plan, shall be applicable to Participating Employers as set out in Section 4 below.

2 Definitions

- (1) For the purposes of this Appendix, “**Participating Employer**” means:
 - (a) Oceans Network Canada Society;
 - (b) Pacific Climate Impacts Consortium;
 - (c) Western Canadian Universities Marine Sciences Society;
 - (d) The University Club of Victoria; or
 - (e) any other employer acceptable to the University.

3 Eligibility and Membership

- (1) A Participating Employer and the University may designate, from time to time, any employee of such Participating Employer as:
 - (a) a Member, as a term of employment, effective the date determined by the University; or
 - (b) eligible to participate in the Plan on a voluntary basis, effective the date determined by the University.
- (2) The University shall at all times have the right to decide which of a Participating Employer’s employees are eligible for the Plan or have ceased to be eligible and shall supply the Investments and Administration Committee from time to time, or as may be reasonably requested by the committee, with a list of eligible employees of Participating Employers.

4 Participating Employer Contributions

- (1) Participating Employers shall make contributions on the same basis as the University as set out in subsections 6(1), 6(2), 6(3), 6(4), 6(5), 6(6), 6(7) and 6(8) of the Plan and Section 2 of Appendix I.
- (2) The amount that a Participating Employer is required to contribute under subsection 6(2) of the Plan shall be determined on the advice of the Actuary, who in giving such advice must pursuant to subparagraph 147.2(2)(a)(vi) of the Income Tax Act apportion in a reasonable manner the Plan's assets and liabilities among the University and the Participating Employers and base his or her funding recommendations for the University and each Participating Employer on such apportionment.
- (3) Notwithstanding subsections 6(7) and 6(8) of the Plan, if the University remits to the Trust Fund amounts that a Participating Employer is required to remit to the Trust Fund pursuant to this Section and Section 6 and Appendix I of the Plan in respect of that Participating Employer's present or former employees, that Participating Employer must promptly reimburse the University for all such amounts.

5 Withdrawal of Participating Employer

- (1) Members that are employees of Participating Employers comprise an immaterial percentage of the Plan's membership and the cessation of participation in the Plan by a Participating Employer will generally not have an adverse impact on the Plan. However, if the University, in its discretion, determines that the cessation of participation in the Plan by a Participating Employer will have an adverse impact on the Plan, then the University will follow the process set out in subsections 5(2) through 5(5).
- (2) If a Participating Employer ceases to make contributions to the Trust Fund in respect of the Members that it employs and consequently ceases its participation in the Plan, the University, with the assistance of the Actuary, will identify as of the effective date that such Participating Employer (the "**Withdrawing Employer**") ceased participation:
 - (a) the Members and Retired Members who were last employed by the Withdrawing Employer or who derive their entitlement under the Plan through such an individual (the "**Withdrawing Employer's Members**");
 - (b) the actuarial liabilities associated with the Withdrawing Employer's Members (the "**Withdrawing Employer's Liabilities**"); and
 - (c) in a manner consistent with the methodology used by the Actuary in apportioning the Plan's assets among Employers when making funding recommendations pursuant to subsection 4(2) above, the portion of the

Trust Fund that is allocable to the Withdrawing Employer (the “**Withdrawing Employer’s Assets**”).

- (3) The Withdrawing Employer’s Assets shall be allocated to the Withdrawing Employer’s Members as set out in paragraph 17(2)(b) of the Plan.
- (4) If the Withdrawing Employer’s Assets are less than the Withdrawing Employer’s Liabilities, the Withdrawing Employer is liable for that solvency deficiency and must remit to the Trust Fund within the time periods and in the manner required by the Pension Benefits Standards Act the amount of that solvency deficiency. In no event shall the University or any other Participating Employer be liable for such solvency deficiency.
- (5) If despite subsection 5(4), the Withdrawing Employer’s Assets remain insufficient to provide for all of the benefits payable to the Withdrawing Employer’s Members, the Withdrawing Employer’s Assets shall be allocated so that there is allocated to each Withdrawing Employer’s Member entitled to benefits from the Plan an amount equal to the product of the Commuted Value of that person’s benefits as of the date the Withdrawing Employer ceased participation in the Plan and the solvency ratio obtained by dividing the Withdrawing Employer’s Assets by the Withdrawing Employer’s Liabilities.

6 Termination of the Plan

- (1) If at the time the Plan is terminated under subsection 17(2) of the Plan there are one or more Participating Employers participating in the Plan and the Trust Fund has insufficient assets as set out in paragraph 17(2)(c) of the Plan, the amount required to be paid under paragraph 17(2)(c) of the Plan shall be paid by the University and the Participating Employers and the amount payable by each such entity shall be determined on the advice of the Actuary, who in giving such advice must pursuant to subparagraph 147.2(2)(a)(vi) of the Income Tax Act apportion in a reasonable manner the Plan’s assets and liabilities among the University and the Participating Employers and base his or her funding recommendations for the University and each Participating Employer on such apportionment.

Document comparison by Workshare 9 on Monday, February 11, 2019 8:52:03 AM

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Document 1 ID	interwovenSite://DMS/Lawson/11467458/5
Description	#11467458v5<Lawson> - UVIC Staff Plan - Plan Text (PBSA and Participating ER Amendments - Final)
Document 2 ID	interwovenSite://DMS/Lawson/11467458/6
Description	#11467458v6<Lawson> - UVIC Staff Plan - Plan Text (incl. proposed CRA amendments - Feb 2019)
Rendering set	Standard

Legend:	
Insertion	
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Format change	
Moved deletion	
Inserted cell	
Deleted cell	
Moved cell	
Split/Merged cell	
Padding cell	

Statistics:	
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Insertions	22
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Moved to	0
Style change	0
Format changed	0
Total changes	35



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

March 11, 2019

FOR DECISION

To: FINANCE COMMITTEE

From: VICE-PRESIDENT ACADEMIC AND PROVOST
VICE-PRESIDENT FINANCE AND OPERATIONS

cc: President and Vice-Chancellor

Meeting Date: March 26, 2019

Subject: 2019-20 to 2021-22 PLANNING AND BUDGET FRAMEWORK



**Basis for Jurisdiction: Committee's terms of reference, and
University Act Section 27**

Previous consultation

- Finance Committee November 2018
- Finance committee January 2019

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 – taking into account PART I of the 2019-20 to 2021-22 Planning and Budget Framework summarizing the results of the integrated planning process – approve PART II of the 2019-20 to 2021-22 Planning and Budget Framework, including the tuition and fee increases contained therein, and authorize the President to develop and implement the detailed operating budget for the 2019/20 fiscal year.

Background:

Attached is the *2019-20 to 2021-22* Planning and Budget Framework. The budget framework is based on the university's Strategic Framework as prioritized for the next three years by the Integrated Planning Committee, led by the Provost.

Part I of the Integrated Planning and Budget Framework includes minor updates to reflect feedback received from the Board in January and through consultation.

For the 2019-20 fiscal year, the Board of Governors is asked to approve fees, consistent with discussions at previous Board meetings, as follows:

- as permitted by Ministry policy, increase in domestic student fees and all application fees equal to 2.0% as outlined in Appendix 1;
- increase in international undergraduate student fees of 15% for all students who started after April 2018 excluding those in the BCOM program where the increase is 6%. Student enrolled before May 1 2018 will continue to be grand-parented and the increase for these students will be 4% as outlined in Appendix 1;
- increase in international graduate student fees of 4% for all graduate students excluding those in the MBA program where the increase will be 20% and the MGB program where the increase will be 10%. Student enrolled before May 1 2018 will continue to be grand-parented and the increase for these students will be 4% as outlined in Appendix 1;;
- increase in the athletics fee by 2%;
- increase in housing fees and housing meal plan for 2018-19 as contained in Appendix 2.
- increase in parking fees as contained in Appendix 3; and
- increase in child care fees as contained in Appendix 4;

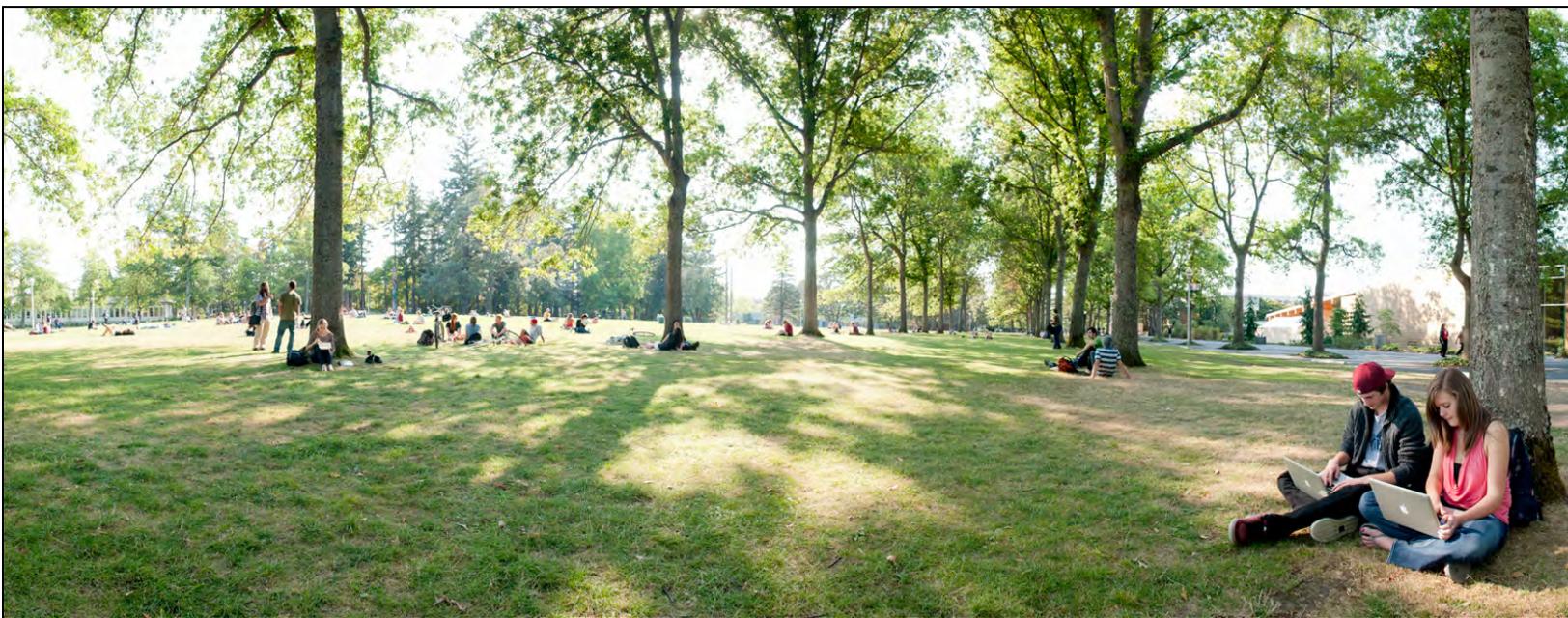
As part of the development of this Budget Framework, in November 2018 the Board was provided an update which outlined the projected financial position of the university for the next 3 years excluding any enrolment changes, the suggested budget approach that would be used for the development of the 2019/20 operating budget and the expected fee rate increases for both international tuition and ancillary operations. This Budget Framework is consistent with the approach discussed in November.

Attachment: 2019-20 to 2021-22 Planning and Budget Framework

Planning & Budget Framework 2020 - 2022

Part I: Integrated Planning Framework

Part II: Budget Framework and Three Year Plan



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Part 1: Integrated Planning and Budget Framework

Planning Process

UVic's annual Planning and Budget Framework ensures alignment between the university's Strategic Framework and the academic and operational priorities along with their associated resource commitments in the immediate one to three years.

In spring 2018, the Board of Governors approved the UVic Strategic Framework 2018-2023. This important institutional document articulates our shared understanding of our vision, values and priorities. It serves as a guide, setting out priorities and high-reaching goals in six key areas: Cultivate an extraordinary academic environment; Advance research excellence and impact; Intensify dynamic learning; Foster respect and reconciliation; Promote sustainable futures; and, Engage locally and globally. This Planning and Budget Framework is informed by the six priorities and reflects those objectives and commitments.

As UVic's Planning and Budget Framework and its related investments span one to three years, some priorities are continuations of previous investments, while others, which may have drawn to a close, are reviewed and revised based on experiences and lessons learned. This document sets out the areas of focus and opportunities for improvement in quality that the Integrated Planning Committee, led by the Provost, has identified for the coming three years. Rather than being a comprehensive document covering all university activities, this document is focused on areas of priority and investment between 2019 and 2022 and builds on the range of multi-year commitments initiated in previous years' Frameworks. The Integrated Planning process involves the careful evaluation and examination of a wide range of requests to establish priorities and balance needs – what follows is the outcome of those deliberations.

As a leading destination university, UVic's vision is to be the Canadian research university that best integrates outstanding scholarship, engaged learning and real-life involvement to contribute to a better future for people and the planet. This vision is informed by our values which include:

- Excellence in all our endeavours
- Ethical and intellectual integrity
- Freedom of inquiry and freedom of speech
- Equity, diversity and inclusion

Supporting our faculties and in particular our research and teaching faculty members is the central theme of this Planning and Budget Framework. Increasing the faculty complement, supporting our faculty members and investing directly in the faculties will see the largest share of academic allocations in the coming three years. With the launch of the Strategic Framework, a new program of Research Chairs is being introduced which will see the creation of 14 Chairs, which includes the recruitment of four new Impact Chairs aligned with the Strategic Framework's key thematic areas, and up to ten President's Chairs for existing faculty members whose work furthers Strategic Framework priorities. In addition to the Chairs program, and linked to new and existing funded program growth, over 30 new faculty positions are being created over a two to three year timeframe – while much of the focus will

be in the Faculties of Engineering and Law, new positions in Business, Humanities, Science, Social Sciences and Human and Social Development will also be created.

Direct investments in the Faculties of Law and Engineering will include aforementioned new faculty positions, but also funding to support operations, including staffing positions, sessional and teaching assistant support. Support for the engineering and computer science expansion also includes faculty positions in Science and Humanities, co-op coordinator positions and funding to support the Library collection. Supporting our international students, particularly in the Faculty of Social Sciences, will also be a theme in this Planning and Budget Framework and includes staffing, sessional and teaching assistant investments.

Further signature investments flowing from the Strategic Framework will also be made including a program to support post-docs; enhanced funding for graduate fellowships; an experiential learning fund to support placements in not-for-profit and non-governmental organizations, practica and field schools; research impact seed funding; and, a fund to support other emerging Strategic Framework priorities.

Within the context of maintaining our commitment to being a research-intensive university with a wide array of academic programs and maintaining overall student enrolment at about the same size, attracting, retaining, and supporting student success continues to be a major theme for this Framework. While no new substantial growth is anticipated beyond approved expansions for engineering, computer science and law, quality enhancement, student demand and UVic's strategic priorities will continue to change the shape of our enrolment. In particular, the Strategic Enrolment Management plan, which will be finalized by spring of 2019, will sharpen the goals related to our enrolment profile.

In addition to faculty complement growth and direct investments in the faculties, the university is committed to maintaining Library collections, supporting academic equipment funds, and providing Faculty research start-up funding. Enhanced research grant facilitation and exploratory work on a Health Sciences Initiative will also receive attention. A more deliberate integration of our academic and research portfolios will continue in order to better support our faculty and a rich and diverse set of academic programs while ensuring students are exposed to and enriched by our research culture.

UVic's first Indigenous Plan reaffirms our commitment to act on specific Truth and Reconciliation Commission calls to action to enhance educational opportunities for Indigenous students and to further develop initiatives and programs of education, research, outreach and engagement with an Indigenous focus. The Office of Indigenous Academic and Community Engagement brings together our academic and student support priorities, including the highly successful LE, NONET program which will receive base funding in this framework. As host of the 2018 Building Reconciliation Forum, UVic is seen as a national leader in its commitment to work with Indigenous communities and students.

Our Strategic Research Plan, Campus Plan, 5 year Fund Development Plan, Communications and Marketing Plan, Employment Equity Plan and International Plan each continue to provide important direction within virtually all areas of the University. The Strategic Research Plan identifies eight areas of dynamic research capability and five priorities for action. The Campus Plan guides future decisions

on the physical development of our campus and provides an important decision-making framework for open space, land use, built form and mobility. The Sustainability Action Plan for Campus Operations guides, prioritizes and allows us to measure our success. The International Plan expresses UVic's ability to generate greater impact in four areas of international priority.

Context

The environment and financial model for post-secondary education in BC remains consistent with the past several years. Provincial operating grants for post-secondary institutions have increased in the current year (and are expected to in the next) to fund negotiated compensation increases following earlier years of grant reductions, however there is no additional lift to meet other inflationary pressures.

UVic has received commitments from the province for incremental ongoing funding in support of the new joint degree program in Canadian Common Law (JD) and Indigenous Legal Orders (JID) as well as the expansion of programs in Engineering and Computer Science. It is expected that future investments from the province will continue to be highly targeted. Domestic tuition fee increases are restricted to the rate of inflation, limiting UVic's ability to increase revenues. International tuition fees for undergraduate students and in select graduate programs at UVic continue to be below those of peer universities both in Canada and around the world. Consultations have informed an assessment of the range of supports and services needed to ensure access and success of our international students. A two-year plan has been implemented to adjust international fees for students enrolled on or before April 2018, reset international fees and invest in supports and programs to ensure the success of all students, including international students. International students enrolled on or before April 2018 will continue to see inflationary increases of 4% per year. There was a 20% increase for new international students in 2018/19 and a 15% increase is proposed for 2019/20.

Contractual obligations related to salaries and rising costs associated with library acquisitions and the impact of the lower value of the Canadian relative to the US dollar are examples of pressures that continue to constrain financial planning. These pressures have had a negative budgetary impact on a number of areas including information technology, research infrastructure, facilities management, and, most visibly, the Library's acquisitions budget. Rising costs of serial subscriptions has further eroded the Library's ability to maintain the comprehensiveness and competitiveness of its holdings.

Within BC, a current (2018) population projection predicts decreasing numbers of 18-24 year olds starting in 2017-18 and continuing until 2025-26, when the trend is expected to reverse. This is the traditional age group associated with undergraduate enrolments and, historically, UVic's largest demographic segment. Competition continues to intensify for new students, both domestic and international and UVic is responding by maintaining its focus on recruiting the best students and enhancing its unique, high quality student experience. Retention, engagement, and success of existing students are key focus areas of our Strategic Enrolment Management initiative. Our branding, the Edge, continues to shape how communications and outreach activities help reinforce the message that UVic is a university of choice for the highest quality students from British Columbia and beyond. Graduate enrolment remains robust and will evolve incrementally, in alignment with research strengths including the thematic areas in the Strategic Research Plan.

Supports for all students, domestic and international, undergraduate and graduate, are essential for student success. Competitive funding and needs-based financial supports are key to excellence, access and affordability. Programs in support of student life, student mental health, advising and counselling services, and health services including services for students with disabilities will continue to receive significant attention.

International student demand has been very strong and while it would not be prudent to expect that such growth continues, it is expected that a higher than historical average of international students will continue to enroll. This enrolment is from a limited range of countries and is not distributed uniformly across the university. Our ongoing international recruitment tiering strategy has been successful in diversifying the range of students' countries of origin. Faculties are actively engaged in building pathway and laddering opportunities to increase the visibility and options for a wider range of program opportunities.

The refreshed International Plan expresses UVic's ability to generate greater impact in four primary areas of international impact: international development, health and education; science technology and sustainability; borders, trade, immigration, laws and government; and, arts, language culture and history. A global perspective and strategy are fundamental to our university's functioning, identity and achievement of excellence. Building capacity at home and abroad, we will encourage every student to obtain an international experience that links them with the world and that supports their development as global citizens.

UVic's physical infrastructure requires further renewal and enhancement. Priorities – such as the District Energy Plant, additions to Engineering and the Fraser Buildings, as well as laboratory renewal and seismic priorities - have been identified in the Capital Plan to address deferred maintenance and increase academic and research space for those areas with the greatest pressures. A new Student Health and Wellness Centre (SHWC) will provide an integrated facility with clinical, counselling, and education, collaborative and shared support spaces that would advance UVic's holistic model of student health and wellness. Student housing will continue with its expansion and renewal plans and recent Provincial Government approval of debt funding will allow UVic to build 620 new student housing units. Government funding for capital projects is limited and therefore fundraising as well as increased university resources will be important funding sources for these infrastructure priorities as well as a space to accommodate growth, particularly with the new JID program and the expansion of Engineering and Computer Science.

Strategic Priorities

The following priorities have emerged from the Strategic Framework consultation process:

(a) Intensify Dynamic Learning

The University of Victoria will be Canada's leader in research-enriched and experiential learning. Our focus on teaching excellence and an exceptional student experience will ensure that UVic students are transformed by their time at UVic, and are equipped for personal success and to contribute effectively as alumni and global citizens.

To ensure our curriculum delivers what students need for personal success and lifelong learning, the new Division of Learning and Teaching Support and Innovation will focus on improving supports to course delivery, ongoing curricular reviews and the development of program-level learning outcomes. Continued investments in educational technology, learning and teaching support as well as enhancements to classrooms and laboratories in need of renewal were initiated in previous years' Frameworks and will continue in the coming years. Classroom and lab enhancements will include the implementation of a long term plan to renew classroom technology and infrastructure based on updated classroom standards, upgrading teaching laboratories, and updating campus wireless infrastructure.

We will build further on UVic's leadership in engaged and experiential learning so that every student has the opportunity to be engaged in, and recognized for, a substantial experiential learning opportunity. UVic has a unique position as a leading Canadian institution that provides a wide range of experiential learning opportunities for students. Ongoing investments in experiential learning will be needed, particularly in areas of student enrolment demand as well as for work-term placements, field schools, internships and practica here and abroad for both domestic and international students. In addition, a signature Strategic Framework initiative will be the funding of a program to enable students to pursue experiential learning opportunities with employers that cannot always afford student placements – a fund to support placements in not-for-profit and non-governmental organizations will be launched to increase the diversity of employment opportunities for our students as part of their academic program.

As in previous years, enhancing the quality of academic programs along with anticipating and supporting student demand in key program areas are continuing priorities, and initiatives focussed on improving student retention and engagement have informed our Strategic Enrolment Management approach.

A distinctive feature of the University of Victoria has been a focus on the integration of research and education. UVic's significant research impact relative to its size provides a strategic opportunity to engage all students in our research culture and activities. This integration will be further enhanced by aligning research and educational activities and capabilities as much as possible, as well as defining learning outcomes in terms of the skills and abilities of a researcher (inquiry, analysis, problem solving, communication, etc.). Further investment—such as increasing funding available for teaching assistants—will be required to ensure that increasing numbers of graduate and undergraduate students benefit from the research activity and culture of the university, as well as the personal growth and career advantages of a UVic education.

As elaborated in previous years' Frameworks and as part of a multi-year commitment to change our overall enrolment profile, there will be continuing investments in support of our plans to grow the Faculty of Engineering, in alignment with funding support from government. Enrolment shifts are not limited to that area, however; demand for programs in the PB Gustavson School of Business and the Faculties of Social Sciences and Science continue to be strong. We will receive provincial funding for our new joint program in Common Law and Indigenous Legal Orders and the program continues to attract interest from provincial and federal governments as well as private foundations.

We will evolve high quality co-curricular and support programs based on research and international best practice that positively impact the student experience, resilience and persistence towards achievement of educational goals, timely graduation and fulfilling futures. Student success remains a key priority: student life programs; student mental health initiatives; sexualized violence prevention and awareness programs; and health services have all been identified as priority areas over the next three years.

Consultations have informed an assessment of the range of supports and services needed to ensure access and success of our international students. A two-year plan, initiated in 2017/18, resets international fees and invests in supports and programs to enhance international student success. Some of the key areas that international students have identified for expansion or improvement include academic advising, counselling, language skills and work-study opportunities. We are committed to continuing to work with students to identify priority areas for investment.

(b) Advance Research Excellence and Impact

The University of Victoria will excel in diverse forms of research and creative activity, innovation, and knowledge mobilization that advance human knowledge, improve and enrich lives, tackle global challenges, and promote the sustainability of the planet. We will heighten our place in the top tier of Canada's research-intensive universities.

The development of the Strategic Research Plan in 2015 provided UVic with the opportunity to reflect on our research strengths, the high calibre of our faculty, staff and students, and the significant impact of our research on BC, Canada and beyond. The implementation of the Plan, guided by annual plans, progress reports, and 'scorecards', enable UVic to build further strengths in priority areas with goals of achieving global prominence in strategic areas and achieving maximum impact.

With the launch of the Strategic Framework, a new program of Research Chairs is being introduced which will see the creation of 14 Chairs, including the recruitment of four new Impact Chairs aligned with the Strategic Framework's key thematic areas, and up to ten President's Chairs for existing faculty members whose work furthers Strategic Framework priorities. Also flowing from the Strategic Framework is an investment to support research-enriched teaching to provide financial support and professional training for graduate students and Post-Doctoral Fellows to integrate research and teaching. The fellowships will prepare graduate students and post-docs for future teaching careers, and provide enhanced research-focused learning experiences for undergraduate students. A final signature investment flowing from the Strategic Framework is research impact seed funding, designed to advance research excellence and impact by supporting health science initiatives and new research clusters, enhancing support to specific research platforms, and building connections and partnerships with other institutions and organizations.

A renewed approach to research communication, including government relations and advocacy work, will continue to ensure optimal outreach to key audiences and stakeholders, including our key research partners.

We will continue to develop the ocean-climate campus initiative at Queenswood, bringing together key UVic research teams with government and private sector partners, with the goal of providing a unique

research and solutions-oriented hub for ocean-climate research in Canada to address the critical societal challenges of climate change prediction, mitigation and adaptation. There are already over 100 people located at the Queenswood Campus, and once completed, there will be more than 200 people involved in this initiative that will stimulate new research collaboration, access to training, and opportunities to engage with government and private sector partners.

Over the past year, several pilot programs have been implemented, including new guidelines for sustaining research chairs, particularly the Canada Research Chairs Program, and a coordinated grant facilitation program, with the goal of enhancing our research success. In addition, the acquisition, management, and sustainability of large scale research infrastructure will continue to benefit from central coordination and supports. To this end, we will continue to increase our appetite for risk and articulate our tolerance through the development and communication of risk appetite statements, and will consider the associated investments necessary to pursue and support more opportunities for external research collaborations, partnerships and funding.

The Library will continually review its serial subscriptions as well as its participation in large purchasing consortia to defray some of the impact of rising costs but investments in the Library acquisitions budget will continue to be necessary in the coming years to support our research intensity for students and faculty.

Management of research data is an increasingly complex and critical area of support, and is the area of focus for UVic's Digital Research Infrastructure Plan, which is currently being developed by the VPR Office. More areas of research activity are becoming computationally-intensive, and these activities generate data that should be retained in a secure and available manner. Existing research computing infrastructure that has been funded from previous grants is aging and requires a longer term solution for refresh in order to provide a secure platform for long term data storage. In addition, UVic will be implementing a Research Data Management policy and plans that align to emerging Tri-Agency requirements for Canadian institutions.

(c) Cultivate an Extraordinary Academic Environment

The University of Victoria will be recognized internationally as a university of choice for talented students, faculty and staff. People and place provide the foundation upon which we will continue to build an extraordinary environment for the creation, dissemination and mobilization of knowledge. Our beautiful Pacific coast location, inclusive and collegial culture, the influence of Indigenous and international perspectives, and our dedication to the highest standards of teaching, research and creative activity, and service make UVic the place where people want to learn, work, engage, and discover.

Recruiting and retaining the highest quality students, both undergraduate and graduate, is key to meeting our Strategic Framework goals, including enhancing the quality of our student body. As a destination university, attracting the best students from near and far will always require financial investments – we know that competitive multi-year entrance scholarship packages are key to meeting this objective. Robust graduate enrolments in research programs contribute to the academic and strategic objectives of the institution and so graduate students continue to be a strategic focus for the university. Our success as a research-intensive university and in particular our success in attracting

outside funding from the research granting agencies depends on high quality and robust graduate enrolments. As part of the Strategic Framework implementation, new President's Scholarships and Indigenous Fellowships will be awarded starting this year allowing us to attract and retain talented graduate students in a highly competitive market. These programs will complement the provincial investments in the BC Graduate Scholarship program at UVic which will see 150 awards of \$15,000 per graduate student over the next two years across all faculties.

As UVic continues to be a destination university with over 75% of students coming from outside the Victoria region, with the recent provincial government approval, work is underway to expand Student Housing with 620 new beds and dedicated beds as well as cultural space for Indigenous students. On campus housing is an important component of student life and research shows it contributes to overall student success. With one of the lowest vacancy rates in Canada, our students and people in the broader community are challenged to obtain affordable housing. Providing additional student accommodation will help address affordable housing in the region as more students will live on campus thereby freeing space much needed space in the community.

The Centre for Athletics, Recreation and Special Abilities (CARSA) provides to record numbers of students, faculty and staff, as well as alumni and the broader community, a state of the art recreation facility that assists in marketing the university as a desirable destination for all students, including student athletes. CARSA also actively supports our community-university engagement priorities and is a critical component of our campus wellness strategy.

The Campus Plan guides future decisions on the physical development of the campus and provides an important decision-making framework for open space, land use, built form and mobility on campus. Priorities for the coming years include progress on implementation of our recently approved campus cycling master plan, including pathway enhancements, design and development of the Campus Greenway, public realm improvements, and a natural areas and grounds management plan. These priorities will help to make our campus more vibrant; enhance the natural and built environment; and create opportunities for more interaction and collaboration.

UVic's success in meeting its teaching, research and community engagement mission would not be possible without our excellent and dedicated faculty and staff. Recruitment, retention and engagement of faculty and staff remain a priority. For faculty in particular, continuing a productive and cooperative relationship following the first collective agreement and entering discussion on the next collective agreement is a university priority. The first agreement reflected the university's commitment to improving the relative position of faculty salaries within the constraints of the government; indeed some successes have been accomplished in this area as evidenced by the most recent Statistics Canada UCASS salary survey which shows improvement in UVic's position relative to other universities.

While faculty, sessional lecturers, teaching assistants and other academic staff are responsible for teaching on our campus, most of our administrative and support staff are responsible for providing services to support student engagement and success as well as faculty research success. Staff contributions are a vital element of the extraordinary academic environment we have promised to our community. Timely and relevant professional development opportunities/training during the entire employment lifecycle from arrival through to retirement planning are ongoing areas of focus. In

support of our commitment to professional development, the employee learning program, including the certificate programs, course calendar and learning management system, will undergo a complete refresh in the coming year.

We will also continue with the implementation of our campus-wide Employment Equity Plan (2015-20) in support of our goal to be a diverse, welcoming learning community, with a demonstrated commitment to equity and fairness. A key part of our Employment Equity Plan will see UVic promote and sustain an inclusive and positive working environment including an education and training plan to support staff and faculty. This will be accomplished through professional development opportunities that focus on equity, diversity, inclusion and human rights as fundamental values of the university.

Faculty, students and staff rely on information systems that are effective, secure and available 24/7. Information systems also play a key role in supporting and furthering activities across campus. Higher education institutions are increasingly the target of cyber-attacks. Over the coming years, we will continue to make investments in information technology infrastructure to enhance security and increase capacity. UVic will continue to grow its role in supporting high performance computing for our researchers and research partners across the country. The growth in data and systems, primarily related to research and teaching, led us to expand the Enterprise Data Centre and we will support that growth in the future. Over the coming years, we will continue to invest strategically in the digitization of university processes and modernizing the classroom experience.

(d) Promote Sustainable Futures

The University of Victoria will be a global leader in environmental, social and institutional sustainability through our research, academic programs, campus operations, and the impact and influence of our students, faculty, staff, and alumni.

Over the coming three years, we will review, renew, expand and recommit to the Campus Sustainability Action Plan and initiatives and continue to carry out campus development and operations according to the highest standards of sustainability. A focus will be on developing a climate resiliency and adaptation plan for the university.

In a post-secondary environment where enhancing the quality of academic programs is critical, it is more important than ever to align the university's resources with its priorities. In recent years, with the roll-out of the Enhanced Planning Tools (EPT) and revisions to our Budget Model, our planning and budgeting processes have become more transparent and data-informed to provide faculty, staff and leadership with the tools to facilitate planning and better align resources with university priorities.

For the 2019-20 academic and administrative planning cycle, all units on campus have again used the EPT data to identify areas where investment is required. AVPs, Deans and Executive Directors have used the EPT data to prioritize their requests and, likewise, Vice-Presidents have used EPT data to identify and prioritize portfolio and institutional priorities at the Integrated Planning Committee. A recent Quality Assurance Process Audit conducted by the Ministry of Advanced Education lauded UVic's integration of continuing quality assurance via academic program reviews with EPT and its connections to academic planning and resource allocations.

In conjunction with EPT, we have reviewed our current budget process to determine if there are opportunities to improve transparency, inform good decisions, and provide for appropriate incentives. Changes to position management provides units with some increased flexibility to better manage their staffing and budgets and changes to carry forward policy will provide funding for strategic purposes. A new model to provide better aligned incentives and linking academic budgeting to revenue drivers is now being implemented.

Philanthropy plays an increasingly important role in ensuring that the University of Victoria will provide a quality educational experience to students and build support for its research strengths. To further a culture of philanthropy, administrators, faculty, and staff are uniquely positioned to foster relationships with partners and promote a common understanding and appreciation for the value of philanthropy and importance of fund development in the advancement of the university.

The university completed a review of its fund development program in 2016/17 and developed a 5-year plan to grow revenues based on the reviewer's recommendations. This plan will strengthen relationships with potential donors and increase philanthropic support to the university over the coming years. A number of operational improvements have been implemented by redefining roles, re-allocating resources and making further investments. Results from the second year of implementation have shown positive results; additional investments will be required to achieve the objectives set out for subsequent years of the five-year plan. A culture survey conducted as part of the review showed a willingness to adopt best practices as an institution. Adopting these practices will stimulate a shift in campus culture wherein all leaders, faculty and staff are better prepared to serve as philanthropic ambassadors within the organization and the community to identify and cultivate prospective donors and fund-raising volunteers.

(e) Foster Respect and Reconciliation

The University of Victoria will be a global leader in creating better opportunities for Indigenous students, entering respectful educational and research partnerships with Indigenous communities, and advancing respect, reconciliation and mutual understanding.

In late 2018, UVic was host of the fourth national Building Reconciliation Forum in partnership with Universities Canada. The annual gathering serves as a way to explore how universities, governments and Indigenous communities can work together to answer the Truth and Reconciliation Commission's Calls to Action. The 2018 forum's theme, Ts'its'u' watul tseep, means "to help one another" in the HUL'Q'UMI'NUM' language. The theme was chosen to reflect the commitment of postsecondary institutions to work with Indigenous communities and students in the process of reconciliation through changes to university courses, programs, services and governance.

UVic's first Indigenous Plan reaffirms our commitment to enhance educational opportunities for Indigenous students and to further develop initiatives and programs of education, research, outreach and engagement with an Indigenous focus. In the coming year, ongoing resourcing will support the Office of Indigenous Academic and Community Engagement to bring together our academic and student support priorities including the highly successful LE,NONET program. Key to this office is increasing and regularizing the staffing capacity to support sustainable programs and services for our students as well as creating and nurturing meaningful and respectful partnerships with communities,

governments and organizations. Support for First Peoples House is also a priority, to ensure a welcoming and inclusive campus environment and to educate the entire university community on promoting mutual understanding.

Within Faculties, the recruitment and retention of Indigenous students, faculty and staff will be supported with new investments. Pathway programs are being explored to improve access and success for Indigenous students. Supports are also being enhanced in the office of Co-operative Education and Career Services to ensure Indigenous students fully benefit from these programs. New academic programs, such as the joint JD/JID in the Faculty of Law, Indigenous Education in the Faculty of Education and an Indigenous Major in the Faculty of Humanities are all underway.

(f) Engage Locally and Globally

The University of Victoria will be a preferred partner and a leader in local and global engagement. Working together for mutual benefit with community, private sector, government and other educational and research organizations, UVic will expand and inform its approach to engaged research, creative activity, learning, and knowledge mobilization to foster connections and co-create positive change for people, places and the planet.

We will continue to strengthen internal communications, engagement and the sense of community on campus, with senior leaders committed to improving internal communications and implementing various approaches that respond to the identified communication needs of staff and faculty in their areas.

Our university aspires to be a cornerstone of the community, committed to the sustainable social, cultural and economic development of our region and our nation. It does so by strengthening community access to university knowledge and promoting community engagement in research and teaching activities. Achieving these aims involves enhancing partnerships with Indigenous communities, community organizations and local, regional, national and global communities, governments and industry.

UVic's reputation (and how we are reflected in international rankings) is a key factor in attracting talented faculty, students and staff; encouraging philanthropy; improving donor and alumni relations; and strengthening public and government support for our strategic priorities. We are investing in the development of strategies to communicate our distinct strengths, successes and achievements and to enhance our reputation as a university of quality and excellence.

The UVic Edge has produced a compelling narrative and a renewed commitment to more strategic communications and marketing on campus. It also guides how we communicate our university's distinctive strengths and unique experiences, answering the fundamental "Why UVic?" question for our key audiences, whether prospective students, faculty and staff or donors, funders, partners or policy-makers. A new Communications and Marketing Plan for 2018-2021 has been developed over the past year through extensive consultation with leaders and advisory bodies on campus. It builds on the success and lessons learned through the 2015-18 institutional plan, our first, and its focus on effective implementation of the Edge. While the first plan centred on domestic recruitment and awareness building to enhance UVic's reputation as a research university committed to working on issues that

matter to people, communities and organizations around the world, the new plan involves an increased emphasis on international audiences to further communicate our strengths and build our reputation more widely.

Conclusion

With enhancing quality as an overall foundation, this Planning and Budget Framework (2019 - 2022) has identified areas of strategic priority requiring investment, and builds on the goals of the Strategic Framework as well as commitments made in previous years' Planning and Budget Frameworks. Rather than attempting to describe all university activities, this Framework is focused on areas of priority over the coming three years. UVic will focus on key and important strategic initiatives including the Indigenous Plan, International Plan, Strategic Research Plan, Communications and Marketing Plan, Employment Equity Plan, Campus Plan, 5 year Fund Development Plan, Sustainability Action Plan, and the implementation of the UVic Edge.

An exciting range of signature investments will accelerate the implementation of the university's new Strategic Framework and drive UVic forward in line with the priorities the university community identified during the development of the Framework and include:

- Strategic Framework Chairs;
- Strategic Framework initiatives fund;
- Experiential learning fund;
- Research impact seed funding; and,
- Graduate student support.

We will also retain our emphasis on quality enhancements and student and faculty supports by:

- Growing the faculty complement;
- Directly investing in the Faculties;
- Shifting support in some areas of student program demand;
- Augmenting academic resources and student services; and
- Enhancing the undergraduate and graduate student experience by improving student awards, financial aid and health services.

The Strategic Framework serves as a guide to UVic's future, articulating our shared vision to "be the Canadian research university that best integrates outstanding scholarship, engaged learning and real-life involvement to contribute to a better future for people and the planet."

Part 2: 2019-20 Budget Framework and Three Year Plan

The purpose of developing and approving an institutional budget is to ensure that financial resources are aligned with institutional priorities and areas of strategic focus. Part 1 of this document outlines these priorities and areas of focus for the coming three years while Part 2 provides the associated financial framework.

With advice from the Senate Committee on University Budget (SCUB), this Framework is developed by the Integrated Planning Committee for recommendation to the President and then approval by the Board of Governors. In developing this Framework, unit leaders, Vice-Presidents and the Integrated Planning Committee made use of information and data gathered and presented from the university's Enhanced Planning Tools (EPT). This is the third year that this data have been used for decision making and future consultation and feedback on its use will help inform how the tools can be refined to continue to support resource planning into the future and to incorporate the goals set out by the new Strategic Framework. A recent Quality Assurance Process Audit conducted by the Ministry of Advanced Education lauded UVic's integration of continuing quality assurance via academic program reviews with EPT and its connections to academic planning and resource allocations.

This Framework provides summary level information on the university's financial plan for the next three years and is submitted for approval to the Board of Governors in March. The development of a detailed operating budget, consistent with this financial plan, is delegated to the President. Therefore, once the Framework is approved, an annual detailed operating budget is developed for approval by the President. A report on this more detailed budget (called the Budget Expenditure Allocation Report) is then provided to the Board of Governors for information, typically in September of each year.

The university develops its annual budget Framework, financial models and plans within the context of a three-year planning cycle. A three-year planning horizon provides a realistic time-frame for the development of university initiatives and provides greater flexibility than permitted within an annual process.

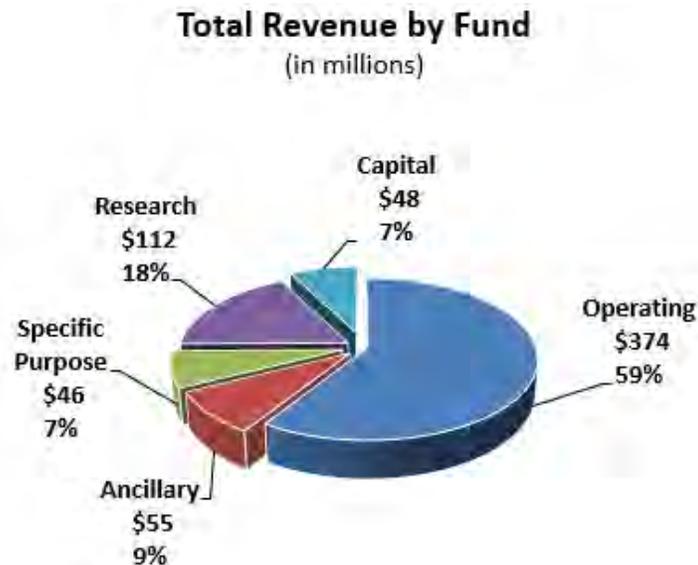
A. Financial Overview

UVic is responsible for the financial stewardship of over \$625 million in total annual revenue. To enhance accountability, budgetary control and stewardship of resources, UVic maintains separate funds for its many diverse activities, which for reporting purposes are grouped as follows:

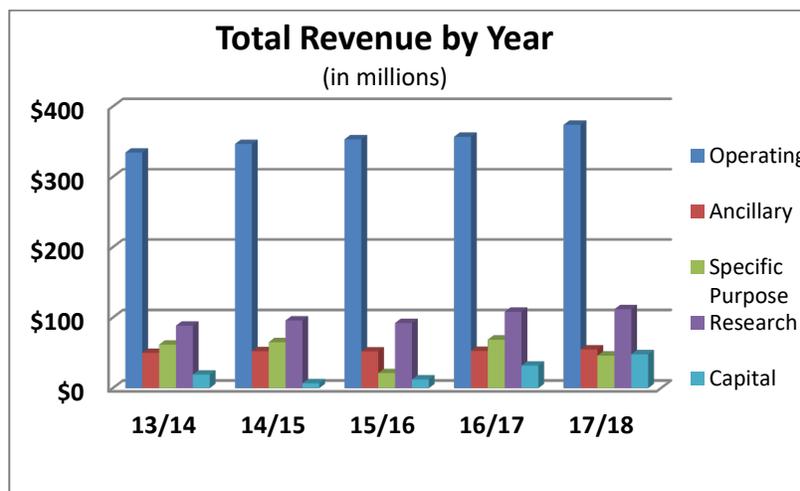
- general operating fund – includes the general operations of the university;
- ancillary enterprises fund – includes the operation of service areas that are considered self-funding such as bookstore, parking, student housing, child care, etc.;
- specific purpose fund – includes contract services, special projects, and distributions from the university's endowment funds;

- sponsored research fund – includes external grants provided specifically for research; and
- capital fund – accounts for funds provided for the acquisition of capital assets and major renovations.

For the most recently completed fiscal year, 2017/18, the total actual revenue for UVic was \$634M and was distributed across the above five funds as follows:



Total university revenue increased by \$16M or 2.6% from the prior year. This increase was a net result of an increase within the operating fund of \$17M mainly due to an increase from the Provincial Operating grant, reflecting incremental funding for collective agreement costs, an increase in capital funds of \$16M due mainly to proceeds from the sale of a property that was no longer in use by the University, Dunsmuir lodge, offset by a decrease in the Specific Purpose fund of \$23M mainly due to a decrease in investment income. Both the ancillary fund and the research fund had modest increases in revenue of \$2M and \$4M respectively. The following chart outlines revenue by fund as well as changes across funds for the last 5 years:



Revenues are closely linked to strategic enrolment objectives. The university's overall enrolment goal is to remain about the same size, although the shape of that enrolment, consistent with our Strategic Enrolment Management (SEM) plan, calls for changes to our enrolment profile. Revenue is expected to grow modestly over the next three years, reflecting increased domestic and international tuition revenue and funding from the Provincial government to offset the costs of the new employer tax, as well as to support funded growth in engineering and computer science, as well as funded growth for the JD/JID program in law. Capital funding will continue to increase over the next few years, reflecting commitments from the provincial government for deferred maintenance as well as funding from various sources to support the capital required to meet the program growth needs for engineering and computer science and law, as well as new student housing.

B. Resource Allocation Recommendations and Fund Information

While financial plans have been developed at a high level for the three-year planning cycle to 2021/22, this document focuses on resource allocations for the coming 2019/20 fiscal year, and specifically requests Board of Governors' approval of:

- the operating budget Framework which includes:
 - the overall financial plan including projected revenue and high level expenditure allocations;
 - domestic and international tuition and mandatory fees increases associated with the projected revenue, including application fees and the universal athletic and recreation fee increases;
- the routine capital plan; and
- fee changes included in ancillary budgets.

Budgets for specific purpose and sponsored research funds are individually approved by external agencies, such as federal and provincial governments and the University of Victoria Foundation, and therefore are included in this document solely to provide a more complete financial picture of the institution. Major capital projects and research projects (i.e., those greater than \$5.0M) are individually approved by the Board of Governors prior to project commitment.

Activities related to sponsored research, capital and specific purpose funds, and their impact on the general operations are estimated and, where appropriate, reflected in the operating budget resource allocation plan.

1. General Operating Budget

(a) Budget Assumptions

Before developing the operating budget, the university makes certain assumptions about the planning environment in which it operates. The 2019/20 operating budget has been developed based on the following key assumptions:

- UVic will develop a balanced budget that provides for financial flexibility in order to mitigate

potential future financial challenges that may arise as a result of declining enrolment (domestic or international). In the development of this budget the university will consider the overall impact on its audited financial statements prepared in accordance with Public Sector Accounting Standards and used by the provincial government for consolidating the University into the public accounts;

- Budget allocations will reflect the planning priorities of the institution as determined by the Strategic Framework and through the Integrated Planning process;
- Provincial government funding will be provided for the engineering and computer science expansion and to support the JD/JID program;
- Domestic undergraduate and graduate tuition will increase by 2% consistent with government policy;
- As part of a two year plan for international undergraduate tuition which started in 2018/19, rates for 2019/20 will increase by 15%, except for the BCom program which will increase by 6%. These increases apply only to students enrolled after April 2018. Students registered as at April 2018 are grand-parented and a 4% increase will apply;
- International graduate tuition will increase by 4% except for MBA and MGB international students which will increase 20% and 10% respectively. As with undergraduate students these fees only apply to those students that enrolled after April 2018. Students enrolled as at April 2018 are grand-parented and a 4% increase will apply;
- We will achieve our budgeted student enrolment levels;
- The provincial government will continue to fund the PSEC mandate over the 3 year period except for excluded staff;
- Total compensation includes:
 - Salary and associated benefit increases as per bargained collective agreements;
 - Salary and associated benefit increases as per PSEC mandate for future agreements; and
 - Progression through the ranks or ranges as per collective agreement.
- The provincial government will fund the new employer health tax net of the reduction in Medical Services Plan (MSP) premiums paid by the university;
- Employer health tax was implemented January 1, 2019. The remaining 50% reduction in medical services plan premiums will occur January 1, 2020 and CPP increases will occur as per the current federal government stated rate schedule;
- Research Support Fund¹ program revenue will be unchanged and recovery of indirect research costs from other sources will be consistent with the last few years;

¹ Federal funding to support indirect costs of research

- Current benefit budgets can absorb unanticipated benefit increases given vacant positions;
- Current utilities budget can absorb expected rate increases due to efficiency programs, conversion to the new district energy plant and the reserve available to protect against harsher winters. Incremental funding will be allocated, in the future, to support incremental costs as a result of capital additions (engineering and computer science and law);
- While the funding for minor routine capital has not yet been confirmed for 2019/20, it is assumed to be \$675K consistent with 2018/19;
- Funding to offset annual incremental inflationary costs will be allocated to those areas that experience high annual inflationary increases (e.g., the Library, University systems, and Facilities Management); and
- On-going costs of the Island Medical Program (IMP) will be covered by the joint medical expansion budget. In addition to this, UVic will continue to receive \$1.0M plus additional allocations to offset building and other overhead costs. The operating budget included in the framework document reflects those allocations approved by the program.

(b) Financial Summary

The following Table 1 provides a financial summary (in thousands of dollars) of the projected operating revenues and expenditures for 2019/20 and the following 2 years based on the above assumptions:

TABLE 1

	2018-19 Operating Budget	Projected 2019-20 Operating Budget	Projected 2020-21 Operating Budget	Projected 2021-22 Operating Budget
Revenues				
Provincial Grants	185,819	200,840	207,501	214,608
Federal Grant	6,459	6,459	6,459	6,459
Other Grants and Contracts	5,994	5,994	5,994	5,994
Student Fees	140,841	150,837	158,557	166,097
Department Revenue	33,116	33,234	33,234	33,234
Investment and Other Revenue	3,341	3,341	3,341	3,341
Total Revenues	375,569	400,705	415,087	429,733
Expenditures				
Salaries and Benefits	295,218	311,843	323,469	335,464
Operating Expenses - Current	80,351	80,591	84,505	88,019
New Allocations				
Strategic Framework Initiatives		1,350	850	
New and Expanded Programs		2,208	1,642	1,694
Institutional Priorities		3,908	3,716	3,651
Infrastructure and Inflation		805	905	905
Total Expenditures	375,569	400,705	415,087	429,733
Current Year Budget Surplus / (Deficit)	-	-	-	-

The three-year financial plan outlined in Table 1 above shows a balanced budget for the next three years. The plan provides for both base budget and term allocations in 2019/20. The goal of this approach is to retain financial flexibility to address, if required, future enrolment declines or other unanticipated fluctuations in operating revenue.

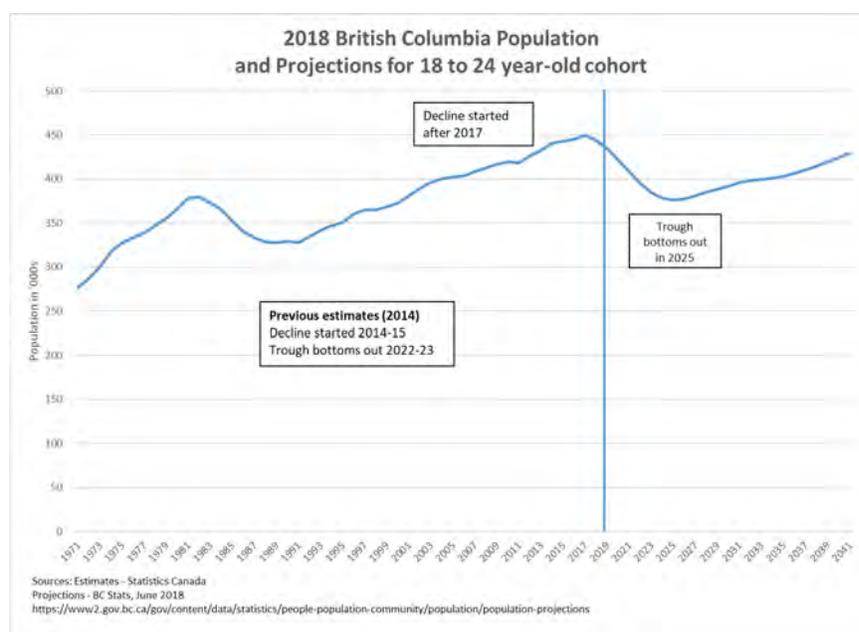
UVic actively manages enrolment levels in relation to academic plans, government accountabilities, and demographic trends, as well as the provincial and global competitive landscape. Our soon to be released Strategic Enrolment Management (SEM) plan articulates a range of goals, strategies and tactics to ensure enrolments are aligned with objectives as set out in our Strategic Framework and associated plans such as the Indigenous Plan, International Plan and Strategic Research Plan, to name a few.

There is a strong and direct connection between enrolments and budgets as our operating grant from the provincial government is contingent upon achieving a particular enrolment level, and

tuition revenues are sensitive to enrolment changes.

Given a typical undergraduate program length of four to five years (with co-op), enrolments are expected to remain relatively stable over this planning and budget framework time horizon (three years). Enrolment projections beyond three years are more difficult to estimate given a wide range of factors. International enrolment levels are further difficult to predict given this segment of our student population is sensitive to world events and post-secondary strategies in countries around the world. Our international recruitment tiering strategy has been successful in increasing overall international representation across our academic programs while diversifying the range of countries from which our international students originate. In addition, our tiering strategy has increased the quality of our entering international students, which has resulted in a high retention rate once enrolled. Given these two considerations, we have confidence in our 3 year enrolment levels.

For domestic students, our enrolment is sensitive to BC population trends for the 18-24 year old cohort. UVic uses population segment projections provided by Statistics Canada and BC Stats which are updated every few years. The last projection (2014) called for a decline of the 18-24 segment starting in 2014-15 and declining until 2022-23 at which point the trend was expected to reverse. The current projection (2018) has the decline beginning in 2017-18 and



continuing to 2025-26 as per the included chart. Given UVic's reliance on enrolment directly from high schools and considering that our enrolment has previously mirrored this trend, the demographic trough poses a recruitment challenge and could have a substantial impact financially over the longer term. As the university is part-way through this trough, the risks with respect to enrolment decline as a result of this trough are diminishing. While diminishing, it is still prudent for us to continue our focus on both the recruitment and retention of the highest quality students, and retain financial flexibility by continuing with the model developed in 2015/16 such that we can respond to changes with the least institutional impact.

As noted above, this framework encompasses the 3 year planning cycle to 2021/22 and provides for on-going (base) funds to academic investments, strategic initiatives and other areas while retaining some future flexibility to help address, if necessary, impacts from future enrolment declines by allocating a portion of those funds as term or non-recurring. The incremental new revenue (base) available for allocation in 2019/20 as per Table 1 is \$3.9M, about 1% of the total operating budget. As noted above, in order to retain some financial flexibility each year a portion

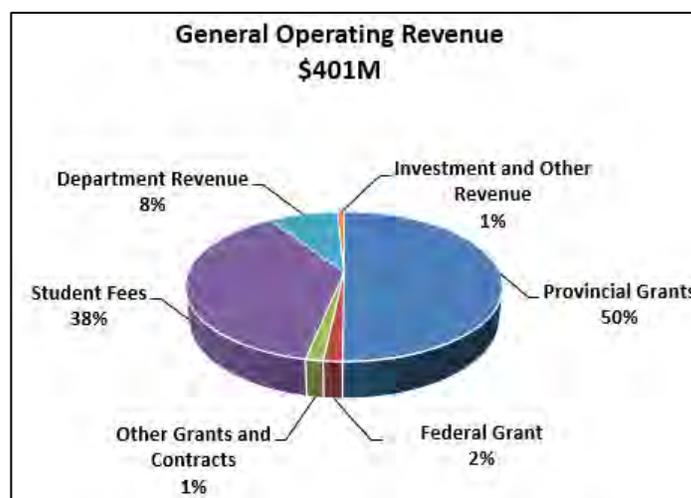
of the base budget is allocated to term or non-recurring priorities. These allocations are funded from prior year funding not committed to base allocations (\$3.8M) as well as other non-recurring sources such as institutional carry forward, one time provincial or federal grants etc. Section (e) below outlines the base and non-recurring expenditure allocations in more detail.

(c) 2019/20 Operating Revenue Information and Changes

Operating costs for the university are mainly funded from two sources:

- government grants which account for 50% of projected revenues in 2019/20; and
- student fees which account for 38% of revenues.

Total general operating revenue for 2019/20 is projected at \$401M from the following sources:



The **provincial grant** for 2019/20 is expected to increase by \$15M. Of that increase, \$8M represents funding from the province to cover compensation increases under the Public Sector Employee Council (PSEC) mandate for bargained and future agreements, as well as the Economic Stability Dividend (ESD). The new employer health tax net of the reduction in the Medical Services Plan (MSP) premium paid by the university represents \$4.3M of the expected grant increase. The remaining \$2.7M is funding to support the engineering and computer science expansion and the JD/JID program.

For 2019/20 the operating grant is provided to the university based on the following expected enrolment levels which includes the second year of planned expansions in engineering and computer science as well as the JD/JID program.

TABLE 2		FTEs
Undergraduate		13,808
Graduate		2,315
Total funded		16,123

Student Fees represent tuition paid by all student groups (undergraduate and graduate for both domestic and international) and this framework projects total student fees to increase by \$10.1M in 2019/20. Of this increase, about 1/3 represents the incremental revenue as a result of recommended increases for international student, as noted in the budget assumption section, with the balance representing domestic student fee changes, enrolment growth and inflationary increase for grand-parented international students.

Starting May 2017, the university implemented a policy to increase international fees to reflect actual costs of inflation. The university has inflation rates higher than the 2% allowed by Ministerial policy in a number of areas including compensation, capital-related costs, information technology, utilities and library. For 2019/20, the calculated inflation rate continues to be 4%. The university re-invests incremental fees paid by international graduate students into graduate student support which is reflected in the allocations noted later in this document.

The 2018/19 Planning and Budget framework approved by the Board in March 2018 provided for an increase in international undergraduate tuition fees over two years - 20% in 2018/19 and 15% in 2019/20. It also included increased fees for the masters in global business (MGB), the master of business administration (MBA) and a lower increase for undergraduate business students. These increases were a result of a review of international tuition fees, undertaken during 2017/18, which were guided by the Board-endorsed principles that international tuition rates:

- should reflect the quality of the degree being offered;
- be comparable to peers both nationally and internationally for tuition and total cost of education;
- should align with our strategic enrolment management goals for both recruitment (in relation to size, composition, diversity and quality) and retention (progression rates, graduation rates, and quality of student experience) and ensure the recruitment of the highest calibre students;
- will allow for the provision of quality programs and services to ensure international students are successful in achieving their academic and personal objectives;
- will provide for enhanced student financial assistance for students for whom higher fees would be a substantial barrier; and,
- will contribute to enhanced quality and the long term financial sustainability of UVic.

Consistent with these principles the Board further endorsed that the approach should:

- ensure that current students would only be charged the inflationary increase (e.g., grand-parent current students); and,
- determine whether there should be differential rate increases for different programs of study and/or differential rate increases for graduate relative to undergraduate international students.

As per the above principles, fee increases for 2018/19 were applied to new students only, with current student increases reflecting inflation of 4%. During the review, consultations with students indicated that transparency in tuition changes is important and that students needed to know the cost of their education before making their commitment to enroll. As a result of these consultations, and to ensure that new students were aware of the new tuition levels when accepting an offer of admission for

2018/19, a letter was sent to each new student in April 2018 outlining the approved fee for 2018/19 and the projected second year increase of 15% (or the MGB, MBA or BCom increase as appropriate). Students were offered a full refund of their application fee if they chose not to attend UVic as a result of this increase. No application fees refunds were requested and fall enrolment levels indicate that international enrolments for 2018-19 are up slightly over the prior year. Consistent with the principles above, the university will continue to compare our tuition with those of our peer institutions. Information from Statistics Canada indicates that 2018/19 UVic international tuition fees have not changed position relative to our peers and remain lower than our principal comparators and about 16% lower than SFU (our closest geographical peer).

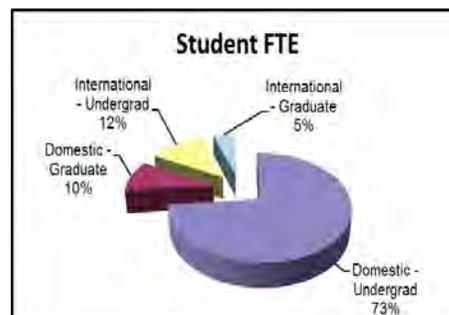
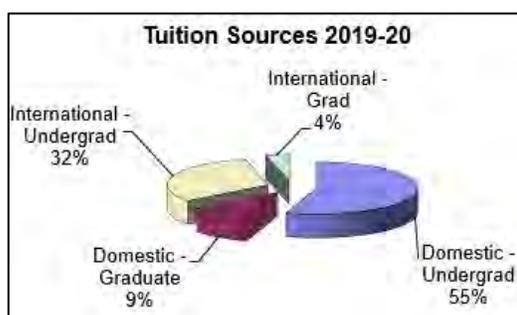
Consistent with the two year plan and as outlined in the budget assumptions section, this budget has been developed with the following increases for international students:

- inflationary only increase for graduate programs (4%). The exception to this recommendation is for MBA and MGB programs where the recommended increases are:
 - MBA – 20%
 - MGB - 10%

Consistent with the principles note above these increases apply only to those student who enrolled after April 2018. Student enrolled before this time are grand-parented (4% increase).

- undergraduate student increase of 15%. The exception to the above recommendation is to adjust BCom fees by 6% reflecting that our tuition is more comparable to peers than other programs. As with the MBA and MGB noted above, this increase applies to those students who enrolled after April 2018, with those students enrolled before this time subject to a 4% increase.

Given the growth in undergraduate international students over the last three years, tuition from international sources makes up ~36% of total tuition whereas international students comprise 17% of student FTE enrolment as follows:



The proportion of tuition revenue from international students will likely increase each year as new tuition rates become applicable to a larger proportion of the international student population as grand-parented students graduate.

The attached Appendix 1, Schedule of Tuition Fees for 2019/20, outlines the tuition fees by program

and requires Board approval as part of the budget process. In order to address potential financial issues that may arise for international students, additional base budget for bursaries was approved in 2017/18 of \$50,000 to support international students.

The Federal Grant Revenue is annual funding received through the federal government’s research support fund (RSF) to help defray the indirect costs attributable to research. The overall goal of the RSF is to help ensure Canada's research institutions remain among the best in the world. By subsidizing the financial burden of the indirect costs of research, the fund helps researchers and universities focus on delivering innovative research and scholarly excellence. This grant is calculated using the three year average of the research grants received from the tri-council funding agency, comprised of NSERC, SSHRC and CIHR. During 2018/19, the university was notified that the 2018/19 base RSF grant would be decreased by \$0.23M. The base budget for 2019/20 reflects this change. The university however will also receive one-time funding in 2018/19 and 2019/20 in the amount of \$0.42M. As required by the funding agency these funds will be allocated to support one time projects that support research.

Department Revenue is projected to increase by \$119K as a result of a 2% increase in the athletics and recreation fee, a 2% increase for domestic application fees and a 4% increase for international application fees. The athletic and recreation fee increase will be used to fund inflationary pressures on the athletics and recreation budget. The costs of Athletics and Recreation (ATRS), including programs, administration and building operating and infrastructures costs (including repayment of an internal loan for the construction of CARSA) are supported through an annual contribution from UVic, membership fees (for the fitness and weight centre and climbing wall), other rental fees (e.g., fields, track, ice rink etc.) and a per semester mandatory student fee. Consistent with approval of tuition fees, the Board approves the mandatory student fee, whereas other fees such as rental rates, membership fees etc. are determined by administration. A 2% increase in the mandatory student fee will bring the per-semester ATRS fee to \$88.88.

The 2% domestic and 4% international increase in application fees will result in the following fee changes:

Application Type	From:	To:
domestic undergraduate	\$ 76.25	\$ 77.75
domestic graduate	\$ 124.00	\$ 126.50
domestic law	\$ 95.75	\$ 97.75
international undergraduate	\$ 127.00	\$ 132.00
international graduate	\$ 156.00	\$ 162.25

The **Other Grants and Contracts** budget is comprised of revenue from the University of British Columbia in support of the Island Medical Program (IMP). The annual IMP budget is approved by the administrative committee representing the three universities and can only be used for the IMP program.

Investment Income and Other is mainly composed of interest, dividends and gains/losses earned from university cash balances which are invested in short term investment vehicles such as money

market, mortgage and bond funds. The remaining revenue is composed of incremental revenue expected from real estate entities UVic Properties and Heritage Realty, and overhead revenue from research contracts. Income is also generated through internal loans to ancillary services provided to fund capital improvements. With a low but rising interest rate environment, it may be challenging to earn sufficient returns to achieve the current budget. The investment income budget has not been adjusted given the investment reserve (\$2.1M) is expected to be able to cover the shortfall. Increasing interest rates, while detrimental in the short term, will eventually improve revenue from investment income.

Based on the information outlined above, this budget framework projects revenue in 2019/20 to increase in total by \$25.14M over the prior budget as follows:

(in millions)	
Provincial Grant:	
Compensation	\$ 8.06
Employer health tax	\$ 4.25
Engineering and JD/JID	\$ 2.71
Student Fees:	
Inflation increases 2% / 4% and growth	\$ 6.16
International rate adjustment	\$ 3.72
Differentials	\$ 0.12
Department revenue and other income	\$ 0.12
Total incremental revenue increase	\$ 25.14

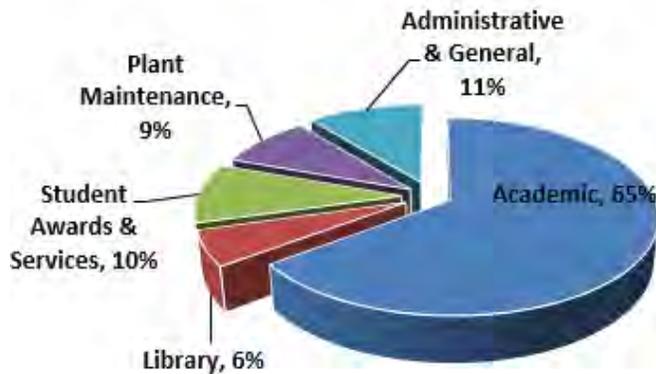
(d) Operating Expenditure Information

The importance of people to the university is reflected in the operating budget, with 78% of annual operating expenditures allocated to support salary and benefit costs.



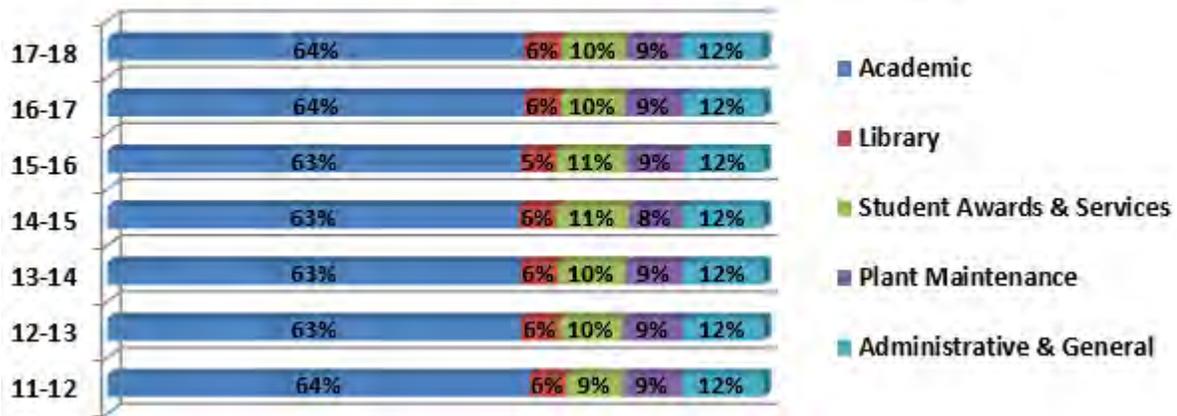
Aligned with the mission of the university, ~80% of the total operating budget is allocated to academic areas including faculties, research, library, student financial aid and student services, with the remaining ~20% allocated to facilities and support functions. The following chart outlines expenditures by functional area:

Operating Expenditures by Function



The above proportions have remained consistent over a long period of time as outlined in the following chart:

% of Operating Expenditures for Each Functional Area



(e) Operating Expenditure Plan

The annual expenditure budget is adjusted each year first to account for known compensation, regulatory, inflationary and maintenance requirements. It is also updated to reflect the allocations to departments as a result of revenue that is collected specifically for their program (ATRS fees, faculty program fees, etc.). For 2019/20 these total \$17.68M as follows:

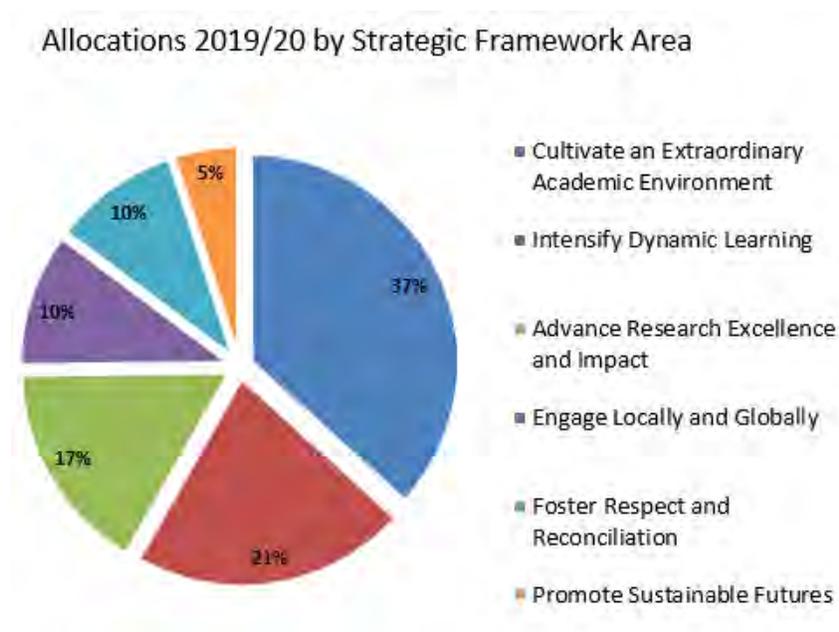
	(in millions)
Compensation (salaries and benefits)	\$ 11.08
Employer health tax costs	\$ 5.55
Library acquisition inflationary costs	\$ 0.56
Maintenance and inflationary costs	\$ 0.25
Department revenue – fees and differentials	\$ 0.24
Total	\$ 17.68

The \$5.55M for Employer health tax costs represents additional costs to the university resulting from the implementation of the new tax on January 1, 2019. This amount is greater than the incremental revenue noted above from the provincial government as the revenue increase is net of the savings from a 50% reduction in the medical service plan premiums that occurred January 1, 2018. The \$0.56M for Library represents additional base funding to address rising costs of acquisitions as a result of a lower Canadian dollar and annual inflation on periodicals and subscriptions. The \$0.25M for maintenance and inflationary includes allocations to facilities management and university systems to address inflationary costs of supplies and licensing respectively.

Funds available in 2019/20 for allocation to strategic priority areas are derived from three distinct sources:

1. Incremental revenue committed to base that is not required to fund compensation/regulatory items as per above;
2. Funding not committed to base allocations, allocated each year for non-recurring items; and
3. Institutional carryforward, also allocated for non-recurring items and is derived from unspent budget and/or unbudgeted revenues.

Strategic Framework allocations are illustrated by priority areas in the following chart:



The allocation of these funds is described in more detail in the sections below.

The 2019/20 budget provides \$1.35M in base funding to support commitments for Strategic Framework priorities:

Key Priority Area	(in millions)
1 Cultivate an Extraordinary Academic Environment	
Academic Chairs (up to 4)	\$ 0.60
Academic and Research support	\$ 0.40
Strategic Impact fund	\$ 0.15
Fellowship for enriched teaching	\$ 0.05
3 Intensify Dynamic Learning	
Experiential Learning fund	\$ 0.15
Total	\$ 1.35

Allocations totalling \$2.21M are also required to support government funded enrolment expansions (engineering and computer science and JD/JID law), and graduate fellowship funding earmarked from graduate international fee increases. In addition to these allocations, there remains \$3.91M in base funding available for institutional priorities:

	(in millions)
Total incremental revenue increase	\$ 25.14
Less:	
Compensation, regulatory, inflationary & maintenance	\$ (17.68)
Strategic Framework commitments	\$ (1.35)
Program expansion, graduate fellowships	\$ (2.21)
Total base available	\$ 3.91

The Integrated Planning process is both a bottom-up and strategic approach to investment decision making. All units provide prioritized administrative and academic plans along with associated resource requests. These requests and associated supporting information are prioritized by Vice-Presidential portfolio, then reviewed and discussed at the Integrated Planning Committee in order that allocation decision can be made that optimally align allocations with resources available and overall strategic priorities (each year the requests far exceed new budget available). The outcome of this process is presented in the allocations outlined in Table 3 below, organized by Strategic Framework areas of priority. While they are so grouped, it should be noted that the table provides only a general overview of financial investment by priority area as many of these investments address goals across multiple priorities. For example, the *fund development plan* under Strategy 5 - Promote Sustainable Futures, addresses the strategy 5.5 objective of diversifying resources through philanthropic and other means. It also addresses strategy 6.5 - Increase the engagement of alumni, retirees, volunteers and partners who support out students, strengthen our connections with communities, engage in lifelong learning and who are integral to a robust culture of philanthropy. As another example, *meeting student demand* under Strategy 3 – Intensify Dynamic Learning, addresses the strategy 3.5 objective of developing and evolving high-quality academic programs. It also addresses strategy 2.4 - provide resources and develop targeted initiatives to recruit and support a diverse and talented community of researchers, including graduate students and post-doctoral fellows.

TABLE 3

Key Priority Area	(in millions)
1 Cultivate an Extraordinary Academic Environment	\$ 1.37
Undergraduate scholarships	\$ 0.25
International supports - tiering strategy	\$ 0.18
Student supports and success	\$ 0.19
Academic and Research support	\$ 0.20
Software and hardware licencing including cyber security	\$ 0.17
Information system infrastructure	\$ 0.38
2 Advance Research Excellence and Impact	\$ 0.59
Research infrastructure	\$ 0.11
Software and hardware licencing including cyber security	\$ 0.13
Information system infrastructure	\$ 0.28
Supporting faculty and research	\$ 0.07
3 Intensify Dynamic Learning	\$ 1.09
International supports	\$ 0.20
Meeting student demand	\$ 0.80
Supporting faculty and research	\$ 0.09
4 Foster Respect and Reconciliation	\$ 0.20
Indigenous supports	\$ 0.20
5 Promote Sustainable Futures	\$ 0.30
Fund development plan	\$ 0.30
6 Engage Locally and Globally	\$ 0.37
University communication plan	\$ 0.12
Legacy gallery support	\$ 0.07
International supports	\$ 0.18
Total base allocated to institutional priorities	\$ 3.91

Table 3 outlines how overall funding will be used to support priorities outlined in the Strategic Framework and reflected in Part I of this document. The specific funding allocations will be part of the detailed budget allocation process approved by the President (presented to the Board in September for information).

The above allocations provide for investments within every academic Faculty and support the following academic areas of priority:

- Faculty enrolment funding to support approved enrolment plans within engineering and computer science and business, and program support across faculties including faculty positions, TA support, co-op coordinators, etc.;
- on-going funding to support the JID/JD program within the Faculty of Law;
- funding to support faculty start-up, academic equipment and health science initiatives;
- funding to sustain the Canada Research Chair program;
- Student services and supports, including the Centre for Accessible Learning;
- the Office of Indigenous Academic and Community Engagement and for the LE, NONET

program of academic and student supports;

Other significant allocations include:

- funding for key supports for the on-going implementation of the Strategic Research Plan;
- year 2 funding to continue the priority of enhancing our fund development team in order to increase funding from philanthropic sources;
- increased on-going support for the university communication plan and resources for the Legacy Gallery;
- funding for software licensing, including cyber security and systems infrastructure to enhance the relevance and security of our systems; and,
- ongoing funding for policy development and review work.

As well as the above base investments, this budget provides for non-recurring budget of \$8.35M. This funding is available from:

- budget not committed to base allocations of \$3.76M which is the funding the university has retained in base to be used each year for non-recurring or term allocations in order to retain some financial flexibility as outlined above;
- institutional carry forward; and
- one-time funding from the federal government as part of the research support fund of \$0.42M.

Table 4 outlines the non-recurring allocations for 2019/20, and represents both new and the continuation of multi-year commitments. Some examples of multi-year commitments include student health services, student supports and success initiatives, supporting faculty and research, research support, Indigenous students, the fund development plan and reputational advancement.

TABLE 4

Key Priority Area	(in millions)
1 Cultivate an Extraordinary Academic Environment	\$ 3.17
Graduate Fellowships	\$ 0.53
Undergraduate scholarships	\$ 1.00
Student health	\$ 0.58
Supporting faculty and research	\$ 0.45
International tiering	\$ 0.08
Student supports and success	\$ 0.26
Faculty and department support	\$ 0.24
Information system infrastructure	\$ 0.03
2 Advance Research Excellence and Impact	\$ 2.03
Building research connections	\$ 0.20
Library collections	\$ 0.60
Supporting faculty and research	\$ 0.37
Research data storage	\$ 0.16
Intellectual property support	\$ 0.25
Health initiative	\$ 0.20
Faculty research support fund	\$ 0.25
3 Intensify Dynamic Learning	\$ 1.11
Meeting student demand	\$ 0.27
Student supports and success	\$ 0.16
International supports - work study	\$ 0.20
Supporting faculty and research	\$ 0.47
4 Foster Respect and Reconciliation	\$ 0.28
Education, policy implementation and hiring support	\$ 0.14
Indigenous fellowships	\$ 0.03
Indigenous supports	\$ 0.11
5 Promote Sustainable Futures	\$ 0.48
Fund development plan	\$ 0.42
Supporting faculty and research	\$ 0.07
6 Engage Locally and Globally	\$ 1.28
University communication plan	\$ 0.51
University web renewal	\$ 0.54
Supporting faculty and research	\$ 0.14
Reputational advancement	\$ 0.10
Total non-recurring allocated to institutional priorities	\$ 8.35

The above allocations provide for investments across the university in priority areas as well as

required investments to sustain operations. Some highlights include:

- funding to support research including building research connections, for intellectual property support, addressing animal care needs, and providing assistance with external research applications;
- continuing with significant investments in undergraduate scholarships and graduate fellowships, including specific allocations for Indigenous graduate students;
- an allocation to the library to supplement the base amount of \$0.56M noted above to address inflationary and US dollar impacts;
- student services and supports including funds for international student priority support areas such as work study. Includes funding to enhance programs and services offered by the Office of Student Life and provides additional supports for recruitment and admissions services;
- in order to ensure access to health care for both international students and domestic students from outside Victoria, \$0.49M in non-recurring funding has been allocated to support health services. Within the capital plan, funding has also been allocated for renovations required to support the new Student Health and Wellness Centre;
- funding to support the university communications plan and the fund development plan to supplement base budget allocated above;
- funding to rebuild and refresh the university external website;
- continued funding for employee services such as retirement planning offered to faculty and staff, immigration support, leadership training, and funding for sexualized violence, conflict resolution, and equity and privacy training.

As noted above, \$3.76M of non-recurring funding results from base funds not committed to on-going costs in order to maintain financial flexibility to protect against enrolment fluctuations or other unforeseen events. This level of base funding provides protection from enrolment decline roughly equal to 151 (~7%) undergraduate international students or 674 (~5%) domestic students as follows:

TABLE 5

	# of FTEs	Percent
Base funding retained (\$)	\$ 3.76	0.9%
International FTE fluctuation absorbed (FTE)	151	6.6%
or Domestic FTE fluctuation absorbed (FTE)	660	4.7%

The difference in number of FTEs is a result of the difference in tuition for a domestic student compared to an international student.

(g) Routine Capital Funding

Annually, the provincial government provides post-secondary institutions with funding for the maintenance, renovation, and upgrade of institutional academic facilities. There are two sources of funding from government to address maintenance and renovations within an overall program called Routine Capital.

The first source of funding is called Minor Maintenance and Rehabilitation and is intended for project

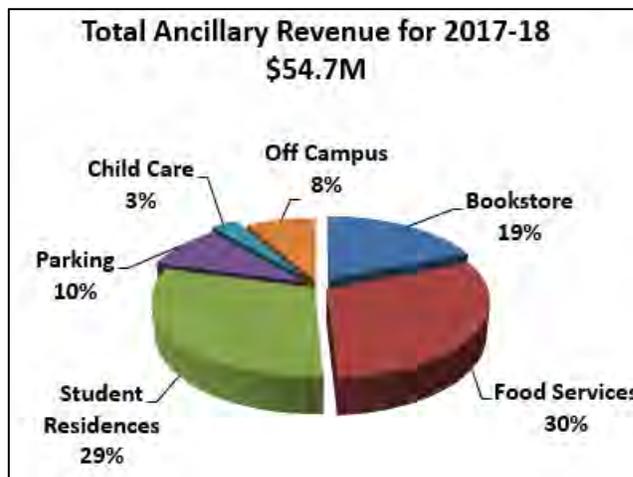
planning (e.g., studies or design work) or minor projects to address maintenance or rehabilitation issues (e.g., replace flooring). For 2019/20 this funding is expected to be ~\$675,000 and is provided as envelope funding - institutions have full discretion over its allocation.

The second source of funding is Major Maintenance and Rehabilitation (MMR) and it is intended to address deferred maintenance and some functional improvements. This funding is provided through a notional allocation against which each institution submits specific projects for approval. This process allows the institution some flexibility with respect to the use of these funds but also ensures, through the requirement for Ministry approval, that provincial priorities are addressed (e.g., deferred maintenance). For 2019/20 we anticipate funding from government of ~\$11.4M; however, there is a requirement for a 25% contribution from the institution, or ~\$4.0M. The university contribution towards MMR projects will be allocated from funds transferred to capital as part the Ministry program to allow deferral of operating grants for capital requirements if the university has a surplus. Given the deferred maintenance and functional improvement requirements across the campus, investment in capital improvements remains a priority.

The allocation of this funding is coordinated annually through the office of the Vice-President Finance and Operations and approved by the Vice-President Finance and Operations and the Vice-President Academic and Provost, based on overall campus priorities and ranked submissions from units.

2. Ancillary Budgets

An ancillary operation is a unit or department within the university that is required to be financially self-sufficient. That is, each operation must generate sufficient revenue to not only cover its annual operating costs, including utilities and maintenance, but also provide for the renovation, maintenance and replacement of its physical assets including any required debt servicing costs.



Revenues from ancillary operations in fiscal 2017/18 totaled \$54.7M or about 9% of the entire operations of the university. This revenue comes from a variety of operations such as housing, food, bookstore, parking, child care and off-campus operations.

The majority of revenue for an ancillary operation comes from the sale of services or products. For 2017/18, this source of revenue accounted for ~92% of total ancillary revenue. Other revenue includes government grants (namely child care - ~3% and investment income ~2%).

The following sections outline the proposed ancillary budgets for 2019/20 along with the corresponding fee increases that require board approval.

(a) Residence Services

Residence Services provide on-campus accommodation to students and visitors to campus. Accommodation is provided through 21 dormitory buildings, 121 cluster units for single students and through 181 self-contained units (apartments and town houses) for students with families. Table 6 summarizes the current year budget and the proposed Residence Services budget for the next 3 years.

Table 6

Residence Services	Budget 2018-19 (000s)	Projected Budget 2019-20 (000s)	Projected Budget 2020-21 (000s)	Projected Budget 2021-22 (000s)
Total Revenue	\$16,963	\$17,468	\$17,506	\$18,032
Salaries and Benefits	\$5,541	\$5,854	\$5,661	\$5,774
Operating Expenses	\$5,293	\$5,134	\$5,326	\$5,525
Debt Servicing	\$2,395	\$2,374	\$2,393	\$2,393
Capital projects	\$3,500	\$3,000	\$3,500	\$3,500
Provision for Capital & Reserves	\$233	\$1,105	\$626	\$839
Total Expenditures	\$16,963	\$17,468	\$17,506	\$18,032
Loan / Draw from capital reserve	\$0	\$0	\$0	\$0

The above budget is consistent with the 10 year plan developed by student housing several years ago. The plan provides for funding to address deferred maintenance as well as ensuring plans will support overall expansion to address student demand. To develop the 10 year plan, a comprehensive review of housing infrastructure (buildings) was undertaken by the Residence Services Department (RSD), which is the basis for the 10 year renewal plan. This plan includes a prioritized list of deferred maintenance work totalling ~\$81M. The plan was developed with the following goals:

- Address all health and safety issues as a first priority;
- Maintain and improve the building facilities conditions; and
- Upgrade amenities and living conditions for students.

Work commenced in 2012 and to date has included significant renewal projects such as window replacement, balcony upgrades, railings, electrical and fire safety system upgrades, fire alarms, roof repairs, elevator renovations, lighting updates, etc. RSD plans to update its deferred maintenance plan within the next two years to review building conditions and assess priorities.

With respect to expansion, there are plans to provide 620 new beds on campus by 2024. The project is currently in the design phase with construction to commence in 2020. Table 6 does not include revenues, expenses and capital investment related to the expansion.

The budget in table 6 reflects a 4% increase in single student housing rates and 4% to 6% increases in family housing rates (2-3 bedrooms) and provides ~\$3M to address deferred maintenance work, including the following projects:

- Renovation to Craigdarroch office building in conjunction with early work (deconstruction of exterior overhead walkways and ramps) as the first step of the new student housing building to begin in 2020;
- Continued roofing for Lam family housing (deferred from 2017/18);
- Elevator renovations; and
- Other various renovations (carpets, paints, stairs, furniture, etc.).

The proposed 2019/20 rate increases for various housing types are outlined in Appendix 2. In 2018/19 and prior years, UVic rental rate increases for Family Housing were limited to the average percentage rental increase experienced in the Metro Victoria area, as surveyed and reported by CMHC as part of the Commonwealth Games legacy. These increases (which averaged roughly 2.5% a year over the past 8 years) kept rates below operational needs and have resulted in cross subsidy with single student housing. In 2018/19, the average rent for a Family Housing unit was 19% less than the average rent for a similar unit in Saanich (depending on the unit type). 2018/19 was the final year of this agreement and our intent is to develop a long term plan that will ensure family housing rates remain at the lower end of the market while still being able to build capital reserves.

(b) Food Services

Through 11 unique outlets on campus, University Food Services (UFS) provides a variety of on-campus food choices to faculty, staff, student and visitors to campus. They also provide on-campus catering for university functions. In order to ensure profitability, UFS has been undergoing a restructuring of the food services operations. Table 7 below provides the 3 year projected budget, beginning in 2019/20.

Table 7

Food Services	Budget 2018-19 (000s)	Projected Budget 2019-20 (000s)	Projected Budget 2020-21 (000s)	Projected Budget 2021-22 (000s)
Total Revenue	\$18,646	\$18,920	\$19,180	\$19,543
Salaries and Benefits	\$9,177	\$9,425	\$9,608	\$9,795
Operating Expenses	\$8,517	\$8,556	\$8,681	\$8,855
Debt Servicing	\$637	\$637	\$637	\$637
Provision for Capital and Reserves	\$315	\$302	\$254	\$256
Total Expenditures	\$18,646	\$18,920	\$19,180	\$19,543

In 2014/15 through to 2016/17, UFS had annual operating losses resulting in an accumulated deficit

of \$600,000. The operation has been paying interest on this outstanding amount and it has now been converted to debt through an internal loan and included as part of debt servicing. Significant restructuring took place over the last few years resulting in UFS returning a modest surplus for 2017/18 with a modest surplus projected for 2018/19. The above table 8 shows that over the 3 year planning cycle UFS projects to have sufficient revenue to contribute to a capital reserve. Through continued operational refinements such as staffing changes, food cost management, alternative products and pricing, UFS anticipates the debt will be eliminated by 2020/21.

Revenue for 2019/20 is projected to increase ~1.5% over the 2018/19 budget. This reflects an increase to student housing meal plan rates of 4% as outlined in Appendix 2, modest revenue growth from retail operations including branded units², and offset with a 13.5% decrease (\$256,933) in catering revenue. The projected decrease in catering revenue is due to a reduction in conference activity resulting from the Cadboro Commons site preparation in summer 2019 for the new housing and dining project. The 4% housing meal plan rate increase is needed to ensure that the budget includes dedicated funding for capital investments that directly enhance the student housing dining environments, facilities and equipment.

Capital expenditures for 2019/20 will be fairly modest, consisting of minor improvement to satellite retail locations.

(c) Parking Services

Parking Services receives revenue from parking passes, meters and fines to cover the cost of operations including:

- a contribution toward the student UPASS bus pass program;
- parking lot maintenance and repair;
- patrol costs;
- service enhancements;
- travel choices programs (also known as traffic demand management or TDM); and
- capital cost of new/expanded parking capacity.

The following Table 8 summarizes the Parking Services budget for 2018/19, as well as projections for 2019/20 to 2021/22.

² Booster Juice, Bento Sushi and Fresco Taco

Table 8

Parking Services	Budget 2018-19 (000s)	Projected Budget 2019-20 (000s)	Projected Budget 2020-21 (000s)	Projected Budget 2021-22 (000s)
Total Revenue	\$5,294	\$5,604	\$5,881	\$6,161
Salaries and Benefits	\$1,799	\$1,821	\$1,857	\$1,894
Operating Expenses	\$1,284	\$1,213	\$1,201	\$1,264
Capital, Provision for Reserve and TDM	\$2,211	\$2,570	\$2,823	\$3,003
Total Expenditures	\$5,294	\$5,604	\$5,881	\$6,161

The three year projected budget reflects a parking permit rate increase of 5% in each of the three years, as well as modest increases in the number of annual permits sold and transient parking revenue. New for 2019/20 is the introduction of a new permit valid only at the Ian H Stewart Complex and Velox Field parking lot. This permit is priced at 35% below the cost of a general permit to incentivize parking at the underutilized lot.

The 5% rate increase for 2019/20 is required to ensure that:

- sufficient capital reserves are built to address future supply needs and infrastructure maintenance;
- parking costs are not subsidized by other areas on campus; and
- an appropriate level of funding is available to support a comprehensive travel choices program.

While the 3 year plan reflects 5% increases in each year, the actual recommended rate increases beyond 2019/20 will be determined over the next year based on the requirement for, and projected cost of, future parking structures as well as the development of updated goals and objectives of an enhanced travel choices program.

The parking budget provides funding for a number of initiatives under the Travel Choices program that promote sustainable transportation options and assists in managing parking demand on campus. They include Bike to Work Week sponsorship, regular cycling infrastructure improvements, the subsidized employee monthly bus pass program, a carshare partnership with Modo, as well as the availability of electric vehicle and electric bicycle charging locations, Zipcar, and carpooling options, all of which are supported by various educational, committee and communication activities.

The October 2016 campus traffic survey results indicated that the split between the different modes of travel remained relatively unchanged for the last six years. Progress on achieving the 2014 - 2019 Sustainability Action Plan goal to increase transit, cycling and carpooling to 70% of the campus travel modal split, from the current 60%, has been identified as a challenge in the 2016 Sustainability Action Plan Progress Report. The results for the 2018 modal split transportation survey are still pending;

however, a key objective from the new Campus Cycling Plan is to increase the cycling mode share from 7.7% of all trips in 2016 to 10% of all trips in the future.

Achieving the university's modal split target of 70% non-single occupancy vehicle use will require a renewed effort to consult with stakeholders on new measures to influence campus travel patterns. Therefore, a large portion of the Transportation Demand Management (TDM) budget 2019-20 will be allocated to specifically address the modal split goal by developing a proposed new TDM plan for the university. As well as a new TDM plan the funding will be used to:

- Provide partial funding for the implementation of the strategies outlined in the new Campus Cycling Plan;
- Support the SPOKES program operating out of the Campus Bike Centre;
- Continue to subsidize, and explore the potential to increase, the Employee Bus Pass program;
- Implement bikeshare (U-Bicycle) on campus;
- Sponsor the Greater Victoria Bike to Work Society and other on-campus active transportation campaigns;
- Foster the Modo carshare partnership, as well as promote other carshare, carpool, rideshare, and vanpool opportunities;
- Encourage the use of electric vehicles in UVic fleet and commuters, and install more electric vehicle charging stations as demand grows and grants become available;
- Advocate for future BC Transit service additions and routes to serve the campus community;
- Continue with various educational, committee and communication activities as they relate to sustainable and active transportation; and
- Monitor the trends and options in sustainable transportation.

While a 5% increase in parking rates will raise the annual general parking permit to \$541.00 a year (45.08 monthly), the subsidized monthly bus pass will remain unchanged from last year at \$38.50. This maintains the goal of increasing the differential between parking rates and the subsidized bus pass as a means to incentivize the use of public transportation. The daily parking rate maximum will increase to \$9.00 from \$8.00, and the evening parking rate maximum will increase to \$3.50 from \$3.00.

The parking rates resulting from the increases noted above are contained in Appendix 3. These rates will be effective September 1, 2019. All parking passes expire August 31st of each year.

(d) Child Care Services

Child Care Services operates seven child care centres and a family centre ~~centres~~ at UVic. A \$2.6 million renovation was completed in October 2018, that renovated and upgraded all Child Care facilities including the creation of 32 new 3-5 year old full day child care spaces and the renewal of two playgrounds. The university currently provides an annual subsidy to the program by funding the director, one office staff person and their office supplies as well as some building operational costs and a portion of the salary costs of the day care workers. The total subsidy is ~\$0.5M per year.

The following Table 9 summarizes the Child Care Services budget for 2018/19, as well as projections for 2019/20 to 2021/22.

Table 9

Child Care	Budget 2018-19 (000s)	Projected Budget 2019-20 (000s)	Projected Budget 2020-21 (000s)	Projected Budget 2021-22 (000s)
Total Revenue	\$1,783	\$2,207	\$2,244	\$2,283
Salaries and Benefits	\$1,533	\$1,937	\$1,976	\$2,016
Operating Expenses	\$238	\$256	\$260	\$263
Reserve Allocation	\$12	\$14	\$9	\$4
Total Expenditures	\$1,783	\$2,207	\$2,244	\$2,283

The three year projected budget includes fee increases of 2% for infants (6 months to 18 months), 2% for toddlers (18 months to 36 months) and 2% for pre-school children (37 months to 5 years). The recommended fee increases are required to cover salary and benefit increases. At the above fee levels, UVic rates will continue to be comparable to rates at UBC, SFU and Camosun College. The projected budget increase in 2019/20 over 2018/19 reflects the first full operational year of Centres 7 and 8, opened on September 1, 2018.

See Appendix 4 attached for the 2019/20 schedule of child care fees effective May 1, 2019.

(e) Bookstore

The University Bookstore receives revenue through the sale of textbooks, books, computers, supplies (including food and beverages), and services such as regalia rental to students, faculty, and staff. The following Table 10 summarizes the Bookstore budget for 2018/19 as well as projections for 2019/20 to 2020/21.

Table 10

Bookstore	Budget 2018-19 (000s)	Projected Budget 2019-20 (000s)	Projected Budget 2020-21 (000s)	Projected Budget 2021-22 (000s)
Total Revenue	\$10,172	\$9,316	\$9,630	\$9,726
Salaries and Benefits	\$2,107	\$1,966	\$2,112	\$2,133
Cost of Goods Sold	\$7,863	\$6,989	\$6,999	\$7,069
Operating Expenses	\$168	\$309	\$459	\$464
Reserve Allocation	\$33	\$51	\$59	\$59
Total Expenditures	\$10,172	\$9,316	\$9,630	\$9,726

The overall budget for the bookstore is expected to decrease in 2019/20 (from last year's budget) and then begin to increase for the next 2 years. The decline in projected 2019/20 revenue reflects anticipated reduced sales in physical books over the 3 year period. Revenues increase in 2020/21 and 2021/22, as merchandise sales are anticipated to increase at a rate greater than the continued decline in physical book sales. In 2018/19, the Bookstore and the UVic Division of Learning, Teaching, Support and Innovation identified courses to pilot all-inclusive access for digital course materials, adopt course materials within the BC Open Textbook initiative, and to support access to Open Educational Resource materials. The Bookstore will continue this pilot in 2019/20.

(f) Off campus properties

The university has two profit-oriented subsidiaries: Heritage Realty Properties and the Vancouver Island Technology Park. Heritage Realty Properties manages the rental properties and downtown hotel and brew-pub which were donated to the university by the late Michael C. Williams. The Vancouver Island Technology Park (VITP) is a research park which leases space to high-technology companies on Vancouver Island. Both these entities have Boards that oversee and approve their annual budgets. These entities, which are recorded in the university's financial statements on an equity basis, are considered investments of the university. Heritage Realty Properties, including properties owned directly by UVic, provides an annual return to the university, expected to be at least \$900K, which is invested in university initiatives consistent with the wishes of the donor. A financial return to the university from VITP is also expected each year of at least \$750K.

3. Specific Purpose Funds

The specific purpose fund is composed of revenues and expenditures from:

- The University of Victoria Foundation;
- Non-operational department grants from external sources provided for designated purposes (department revenue);
- The Foundation for the University of Victoria;
- The US Foundation; and
- UVic Industry Partnerships (UVic IP).

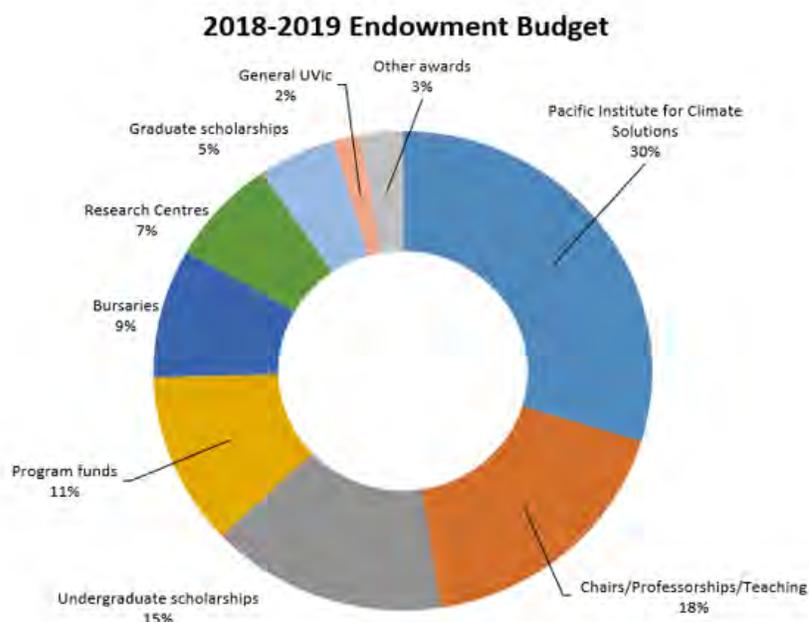
Total revenue for specific purpose decreased by \$22.7M in 2017/18. This is largely the result of a decrease in investment income within the Foundation of \$17.9M from the previous year. The majority of revenue (98% in 17/18) in the specific purpose fund is either departmental revenue or revenue from the University of Victoria Foundation

Departmental revenue is mainly derived from external grants designated for specific purposes such as programs in business and fees from academic and administrative conferences held by departments and are generally non-recurring in nature.

Revenue from the UVic Foundation is composed of investment income and gains and losses on investments, which by their nature are variable and therefore fluctuate year to year. Given the unpredictable nature of revenue within this fund, it can vary considerably from year to year.

The University of Victoria Foundation holds and invests funds raised for endowment purposes. As at December 31, 2018, there were over of ~1,300 funds with a market value of ~\$440M. Annually, the Foundation Board approves a distribution (budget) from the Foundation to the university based on the terms of each endowment fund and the overall spending policy of the Foundation.

For 2018/19, the total Foundation distribution was \$15.6M and was allocated as follows:



The Foundation distribution budget increased by 5% in 2018/19 or ~\$0.6M. This was as a result of the inflation adjustment on the endowment principal and some funds getting an increase in distribution from 4.0% to 4.5% given strong financial markets in 2017/18. The distribution budget for the foundation is based on:

- 4.0% of inflation adjusted principal; plus
- an additional annual spending of 0.5% to those funds whose value was greater than 108% of inflation adjusted principal.

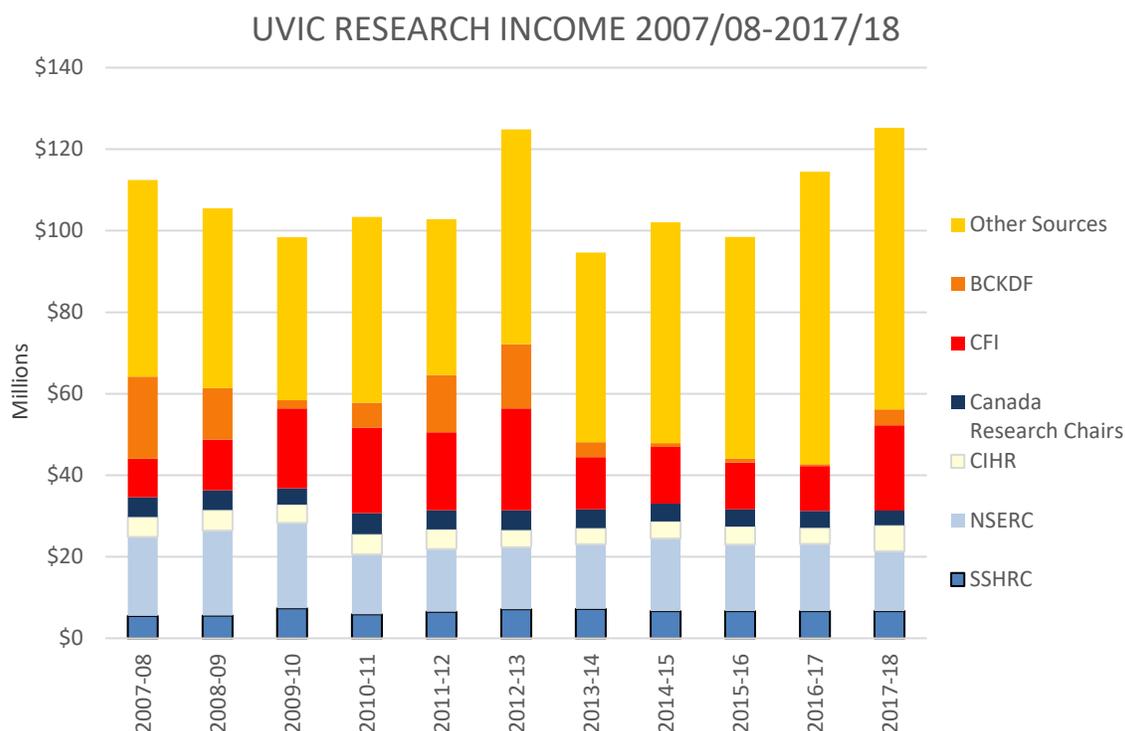
For 2019/20 the budget is expected to grow again by the 2018 inflation rate of 2% and decrease modestly as a result of weak financial markets in 2018/19. These returns will result in fewer endowments being eligible for the additional 0.5% spending. This year marks the first time that the budget will be approved by the Foundation in March (2019) and transferred to the university in April. Previously, the budget was approved in May and expenses were funded on a monthly basis as they occurred. The updated process allows budgets to be posted to accounts earlier in the fiscal year to facilitate better planning and accordingly more timely use of the funds.

4. Sponsored Research Funds

(a) Research Income

There are four major categories of sponsored research funds: 1) competitively adjudicated funding from the Tri-Agencies (NSERC, SSHRC and CIHR); 2) Canada Research Chairs (CRC) program; 3) competitively awarded major research infrastructure support such as the Canada Foundation for Innovation (CFI) and the BC Knowledge Development Fund (BCKDF); and 4) other sources including Research Support Funds (RSF) from the Tri-Agencies, research agreements and contracts with governments, foundations and industry. These categories are shown in the bar chart below.

In 2017/18, UVic received \$125.2M in external research funding, including income from the RSF for indirect costs of research. Over the 2010-2018 period the amount of funding from the federal Tri-Agencies has been steady. The increase in overall funding over the last two years is attributable to higher CFI funding in support of our large infrastructure projects and also strong results from other sources of funding such as government agencies, non-governmental organizations, and industry.



(b) Research Highlights

Strategic Research Plan

The Strategic Research Plan 2016-2021 supports intellectual inquiry at its inception, enables the research projects and programs of faculty, staff, students and research partners, and sustains an environment that promotes excellence in research, education and training for the next generation of researchers and leaders. At the core of UVic’s SRP are five overarching priorities for enhancing and leveraging the best of UVic research:

1. Defining and Achieving Research Excellence;
2. Enhancing the Integration of Research and Education;
3. Expanding Partnerships, Innovation and Entrepreneurship;
4. Improving Research Competitiveness through Differentiation and Specialization; and
5. Enhancing and Optimizing the Provision of Research Service.

Infrastructure Funding

UVic was awarded \$2.6M by CFI and the BC Government under the John Evans Leadership Fund. This investment includes \$800,000 to support the laboratory for Ian Manners’, who is UVic’s Canada 150

Research Chair in Material Sciences. Ian Manners is one of only 24 Canada 150 Chairs, designed to attract the world's most talented researchers and scholars to Canada.

The CFI provided final approval of \$46.6M Major Science Infrastructure (MSI) operating funds for the next 5 years to UVic's world-leading Ocean Networks Canada (ONC). These investments from the Canadian government will ensure that ONC continues to lead the world in ocean observatory science and technology. The MSI is only awarded to a small number of selected major science facilities across Canada that serve communities of researchers nationally and internationally, support leading-edge R&D, and promote the transfer of knowledge for the benefit of society.

Western Economic Development (WD) awarded \$980,000 to support UVic's Centre for Aerospace Research (CfAR), a Canadian leader in Unmanned Air Systems research, design, integration and testing. WD support will allow CfAR to engage with industry, research centres and regulatory bodies on the development, validation and evaluation of new and emerging systems and advanced manufacturing technologies in unmanned air systems and small satellites.

Major Research Funding

UVic researchers submitted 615 grant applications to over 100 funding competitions in 2018. Highlights of research grant funding success include individual awards totaling \$7.75M over 5 years through NSERC's Discovery Grants program, which will provide key operational funding for research in natural sciences and engineering. Our researchers also secured nearly \$4.7M in funds through CIHR's Project Grant competition to support diverse health-related proposals, from addressing home care challenges through to improving cellular immunotherapy. Our researchers were also highly successful in SSHRC's Special Call on Indigenous Research Capacity and Reconciliation with an average \$50K awarded; our 83% success rate well above the national average of 50%. Major Health Canada funding of \$1.7M was also received through their Substance Use and Addictions program, and one of our researchers received a prestigious NSERC E.W.R. Steacie Memorial Fellowship for her ground-breaking work in oceans and climate change.

5. Capital Fund

The capital fund accounts for the revenues and expenditures that result from the acquisition or construction of major physical assets such as buildings or enterprise information systems. Depending on the nature of the project and activities in this fund, revenues and expenditures can vary greatly from year to year. The chart below illustrates fluctuations in capital fund revenue over the past five year:



Major capital activity over the past year included:

1 Saunders expansion and renovations

A new service building was completed over the last year to provide renewed and incremental new space to the facilities management department. This incremental space was required to address a significant space shortfall for the department; the largest on campus. The project also included seismically upgrading the Saunders building to post disaster level in order that the facilities team, as part of the responder team, will have a facility to work from in the event of a significant earthquake.

2 Deferred Maintenance program

As part of the MMR funding program noted above, the university undertook a number of projects that will improve the conditions of our buildings. These include:

- Campus building system alarm upgrades (multi-year project);
- Design work required to seismically upgrade MacLaurin D wing;
- Multiple smaller roof replacements;
- Elevator renewals;
- Continuation of emergency eye wash station upgrades;
- Bio-level 2 and safety upgrades to science labs; and
- various other smaller deferred maintenance projects (back flow prevention, sidewalk renewal, etc.).

3 District Energy Plant

As per the 5 year capital plan, the current district energy plant is nearing end of life. Therefore one of the priority projects within the capital plan (see below) is the replacement of this plant. Work began on this project during 2016/17, which included finalizing the building design and beginning site prep work, including the installation of piping required for the facility. Construction started in 2017/18 and will be complete in spring 2019. Other components (loop expansion, efficiency equipment in various buildings, etc.) will be completed over a longer period of time as funding becomes available.

4 Decanting Program

One of the priorities of the capital plan (outlined below) is to develop plans to provide incremental space to the Faculties of Science and Social Science to address current space pressures. During 2016/17 work commenced to address some pressures within Social Sciences – namely for the School of Environmental Studies. In order to enable the program to consolidate (for the most part) within the David Turpin Building (DTB), Audiovisual and Media Services (a department of within University Systems) were relocated to the Clearihue Building. The DTB was renovated in 2017/18 to support the teaching and research needs of the School of Environmental Studies.

Current planning is also underway to move the Canadian Centre for Climate Modeling and Analysis

(CCCma) and the Water and Climate Impact Research Centre (WCIRC) groups to Queenswood. These two moves would free space in the Bob Wright Building for the Faculty of Science and space within DTB for both Science and Social Sciences. Current expectations are that these groups will move in late 2019/20.

The capital priorities approved in the 2018/19 capital plan for the next five years include:

- Student housing expansion to add 620 new beds;
- An addition to the Engineering and Computer Science Building to support enrolment growth;
- An addition to the Fraser Building to support the new JD/JID program;
- An addition to the Business and Economics Building (BEC) to support growth in business programs;
- Campus seismic and renewal program;
- Additional space to address pressures in Science and Social Science from growth; and
- Petch and MacPherson building renewals.

The capital plan is approved separately by the Board each year.

C. Financial Risks

This budget framework has been developed based on certain assumptions with respect to revenues and expenditures. Changes in these assumptions will have a financial impact that may affect the university's ability to implement some of the strategies outlined in this document.

These include:

- The province has not yet provided the funding letter for 2019/20. Given this fact, there is risk that the allocation may be a different amount than estimated in this budget;
- This 3 year budget plan has been developed on the assumption that the Province will fully fund collective bargaining costs resulting from negotiations beginning in 2019;
- Enrolment levels can be affected by the economy, competition, the world economic environment and demographics. Changes in these conditions can have a significant impact on tuition revenues should international students, for example, choose to stay in their home countries for post-secondary education. While this budget provides for financial flexibility by not allocating all the revenue generated to base commitments, enrolment could vary greater than the amount held;
- Utility and/or other non-salary expenditures may experience inflation beyond those provided for in this budget;
- The university has a total operating budget of approximately \$ 401M and total annual expenditures across all funds over \$634M. Within this total budget, there is limited flexibility to address significant unforeseen events;

- While the Federal/Provincial Knowledge Infrastructure (KIP) project which renewed six of the oldest buildings on campus, and the current MMR program within government has enabled us to address some of deferred maintenance, overall building conditions remain an issue. Given the age of some buildings, there is a greater likelihood of a large unexpected repair. The university does not have funding set aside for such occurrences; and
- A weak Canadian dollar relative to the US dollar has had a negative impact on the university's purchasing power particularly with respect to library acquisitions, software licensing, facilities construction and other supplies. A sustained lower dollar or a worsening of the dollar will further erode purchasing power in these areas and may require realignment of resources.

D. Compliance with Section 29 of The University Act

Section 29 of the University Act requires that the university may not have a deficit in any year. The determination of deficit is in accordance with the standards used in the preparation of the university's external, audited financial statements. As noted above, the university prepares its budgets and manages its financial activities using fund accounting. In order to be in compliance with Section 29 of the University Act, the university also completes a forecast of the expected results in accordance with the requirements of the University Act. At this time, it is anticipated that the budget will be developed within the context of the Budget Framework and will result in small surpluses in each of the next three years.

Appendices:

Appendix 1 – Schedule of Proposed Tuition Fees

Appendix 2 – Housing Fee Table

Appendix 3 – Parking Fee Table

Appendix 4 – Schedule of Child Care Fees

Appendix 1: Schedule of Proposed Tuition Fees

Schedule of Proposed Tuition Fees to be Effective May 1, 2019

	Effective May 1, 2017	Effective May 1, 2018	Effective May 1, 2019
Undergraduate Tuition			
Tri Faculty			
Per fee unit - Domestic	365.00	372.30	379.75
International	1,204.16	1,444.98	1,661.73
Grandparented International	1,204.16	1,252.32	1,302.41
Course Challenge			
Per fee unit - Domestic	182.50	186.15	189.88
International	602.08	722.49	830.87
Grandparented International	602.08	626.16	651.21
AHVS 488 and HA 499 per unit	454.86	463.96	473.24
Business Faculty			
Per fee unit - Domestic	497.60	507.56	517.72
International	1,561.46	1,655.16	1,754.48
Grandparented International	1,561.46	1,623.92	1,688.88
Co-op Program Fee - Domestic	344.60	351.50	358.54
All International	585.60	609.02	633.38
Engineering Faculty			
ENGR courses			
Per fee unit - Domestic	365.00	372.30	379.75
International	1,204.16	1,444.98	1,661.73
Grandparented International	1,204.16	1,252.32	1,302.41
CENG, ELEC, MECH, CSC, SENG, BIOM			
Per fee unit - Domestic	403.88	411.96	420.20
International	1,299.28	1,559.14	1,793.01
Grandparented International	1,299.28	1,351.25	1,405.30
Co-op Program Fee - Domestic	344.60	351.50	358.54
All International	585.60	609.02	633.38
Co-op Work Term			
Per work term - Domestic	689.20	703.00	717.08
All International	1,171.20	1,218.04	1,266.75
Co-op Work Term Challenge			
Domestic	344.60	351.50	358.54
All International	585.60	609.02	633.38
Law Tuition			
Full time, per term - Domestic	4,790.65	4,886.46	4,984.19
International	12,990.18	15,588.22	17,926.45
Grandparented International	12,990.18	13,509.79	14,050.18
Part-time per unit - Domestic	638.76	651.54	664.58
International	1,732.04	2,078.45	2,390.22
Grandparented International	1,732.04	1,801.32	1,873.37

Schedule of Proposed Tuition Fees to be Effective May 1, 2019

Page 2 of 6		Effective May 1, 2017	Effective May 1, 2018	Effective May 1, 2019
Graduate Tuition* (per term)				
Full fee installment -	Domestic	1,895.44	1,933.34	1,972.00
	All International	2,299.60	2,391.58	2,487.24
Half fee installment -	Domestic	947.72	966.67	986.00
	All International	1,149.80	1,195.79	1,243.62
Non-degree -	Domestic	752.80	767.86	783.22
	All International	915.64	952.26	990.34
Graduate Re-registration Fees, per term until maximum completion limits				
	Domestic	752.80	767.86	783.22
	All International	915.64	952.26	990.34
Thereafter -	Domestic	1,895.44	1,933.34	1,972.00
	All International	2,299.60	2,391.58	2,487.24
MBA Tuition * per term Daytime and Weekend Program				
Full fee installment -	Domestic	4,081.04	4,162.66	4,245.91
	International	4,528.08	5,162.02	6,194.42
	Grandparented International	4,528.08	4,709.20	4,897.56
Non-degree -	Domestic	1,346.76	1,373.70	1,401.18
	International	1,494.28	1,703.48	2,044.18
	Grandparented International	1,494.28	1,554.06	1,616.23
MBA Re-registration Fees, per term until maximum completion limits				
	Domestic	1,346.74	1,373.68	1,401.16
	International	1,494.28	1,703.48	2,044.18
	Grandparented International	1,494.28	1,554.06	1,616.23
Thereafter -	Domestic	4,081.04	4,162.66	4,245.91
	International	4,528.08	5,162.02	6,194.42
	Grandparented International	4,528.08	4,709.20	4,897.56
MBA/JD *per term MBA fees until maximum completion limits				
	Domestic	2,720.70	2,775.12	2,830.63
	International	3,018.70	3,441.32	4,129.58
	Grandparented International	3,018.70	3,139.45	3,265.03
Thereafter -	Domestic	1,346.76	1,373.68	1,401.14
	International	1,494.28	1,703.48	2,044.18
	Grandparented International	1,494.28	1,554.06	1,616.23
Master of Global Business (MGB) fees per term				
Full fee installment -	Domestic	6,892.12	7,029.96	7,170.56
	International	8,979.30	10,775.16	11,852.68
	Grandparented International	8,979.30	9,338.48	9,712.03
MGB Re-registration Fees, per term until maximum completion limits				
	Domestic	2,297.38	2,343.32	2,390.18
	International	2,993.08	3,591.70	3,950.87
	Grandparented International	2,993.08	3,112.80	3,237.31

Schedule of Proposed Tuition Fees to be Effective May 1, 2019

Page 3 of 6		Effective May 1, 2017	Effective May 1, 2018	Effective May 1, 2019
Master of Management	Domestic			8,333.33
	All International			10,833.33
MA in Community Development (MACD-D) fees per term	Domestic	2,699.40	2,753.40	2,808.48
	All International	3,220.84	3,349.68	3,483.67
MACD-D Re-registration Fees, per term until maximum completion limits	Domestic	899.82	917.82	936.18
	All International	1,073.60	1,116.54	1,161.20
Graduate Co-op Work Term -	Domestic	689.20	703.00	717.08
	All International	833.90	867.26	901.95
Health Informatics fee, per term -	Domestic	4,636.54	4,729.26	4,823.83
	All International	5,094.44	5,298.22	5,510.15
Health Informatics re-registration fee until maximum completion limits	Domestic	1,662.38	1,695.62	1,729.52
	All International	1,816.10	1,888.74	1,964.29
Master of Public Health (MPH) fees per term	Domestic	2,297.38	2,343.32	2,390.18
	All International	2,787.50	2,899.00	3,014.96
Master of Public Health (MPH) Re-reg fees, per term	Domestic	765.80	781.12	796.75
	All International	929.16	966.32	1,004.97
Double Degree in Nursing & Health Informatics fees per term	Domestic	3,828.96	3,905.54	3,983.65
	All International	4,645.80	4,831.62	5,024.87
Double Degree in Nursing & Health Informatics Re-registration fee, per term	Domestic	1,276.32	1,301.86	1,327.91
	All International	1,548.60	1,610.54	1,674.96
Double Degree in MEng/MBA and MSC (CompSci)/MBA	Domestic	4,343.78	4,430.66	4,519.28
	International	4,827.56	5,276.52	5,935.03
	Grandparented International	4,827.56	5,020.66	5,221.48
Double Degree in MEng/MBA and MSC (CompSci)/MBA Re-registration fee, per term	Domestic	1,447.92	1,476.88	1,506.42
	International	1,609.20	1,758.86	1,978.37
	Grandparented International	1,609.20	1,673.56	1,740.49

Schedule of Proposed Tuition Fees to be Effective May 1, 2019

Page 4 of 6		Effective May 1, 2017	Effective May 1, 2018	Effective May 1, 2019
MEng Telecommunications & Information Security - fees per term				
	Domestic	7,074.72	7,216.22	7,360.55
	All International	9,016.80	9,377.48	9,752.59
Master of Engineering in Applied Data Science				
	Domestic			9,333.33
	All International			12,333.33
Co-op work term				
	Domestic			703.00
	International			867.00
Audit Fees per fee unit				
Under age 65				
Undergraduate -				
	Domestic	182.50	186.15	189.88
	International	602.08	722.49	830.87
	Grandparented International	602.08	626.16	651.21
Graduate -				
	Domestic	316.82	323.16	329.63
	All International	407.98	424.30	441.27
Age 65 or over				
Undergraduate -		61.82	63.06	64.32
Graduate -		104.12	106.20	108.32
Graduate Certificate in Entrepreneurship fees per unit				
	Domestic	861.50	878.74	896.33
	All International	1,171.20	1,218.06	1,266.79
Graduate Diploma in Entrepreneurship fees per unit				
	Domestic	861.50	878.74	896.33
	All International	1,171.20	1,218.06	1,266.79
Graduate Certificate in Medical Physics fees per unit				
	Domestic	1,326.50	1,353.04	1,380.11
	All International	1,609.50	1,673.88	1,740.84
Master's Certificate in Digital Humanities fees per unit				
	Domestic	1,061.20	1,082.44	1,104.11
	All International	1,298.42	1,350.36	1,404.38
PhD in Health Informatics (HINF)				
	Domestic	5,412.16	2,805.00	2,861.10
	All International	6,566.78	6,829.46	7,102.65
PhD HINF re-reg fees, per term until maximum completion limits -				
	Domestic	1,786.00	1,402.50	1,430.55
	All International	2,167.02	2,253.70	2,343.85
Thereafter -				
	Domestic	5,412.16	2,805.00	2,861.10
	All International	6,566.78	6,829.46	7,102.65
Grad Certificate Health Terminology Standards per unit -				
	Domestic	1,416.68	1,445.02	1,473.93
	All International	1,556.28	1,618.54	1,683.29

Schedule of Proposed Tuition Fees to be Effective May 1, 2019

Page 5 of 6		Effective May 1, 2017	Effective May 1, 2018	Effective May 1, 2019
Program Fees, per term:				
Inacademic Program Fee (BCom)				
	International	400.00	424.00	449.44
	Grandparented International	400.00	416.00	432.64
Master of Business Administration (MBA)				
	Daytime and Weekend Program			
	Domestic	530.60	541.22	552.05
	International		604.88	725.86
	Grandparented International		551.82	573.89
Master of Business Administration (MBA)				
	JD/MBA Double Degree			
	Domestic	353.76	360.84	368.06
	International		403.28	483.94
	Grandparented International		367.91	382.63
Master of Global Business (MGB)				
	Domestic	990.46	1,010.26	1,030.46
	International		1,188.56	1,307.42
	Grandparented International		1,030.08	1,071.28
Master of Management				
	Domestic			1,166.67
	All International			1,666.67
Grad Certificate - Entrepreneurship				
	Domestic	1,591.80	1,623.64	1,656.12
	All International		1,655.48	1,721.71
Grad Diploma - Entrepreneurship				
	Domestic	1,193.86	1,217.74	1,242.10
	All International		1,241.62	1,291.29
PhD in International Management & Organization				
	Domestic	500.00	500.00	500.00
	All International		520.00	540.80
Professional Specialization Certificate in Special Education				
	Domestic	371.42	378.86	386.45
	All International		445.70	512.56
MEd/MA EPLS Counselling				
	Domestic	371.42	378.84	386.41
	All International		386.28	401.73
Double Degrees in MEng/MBA and MSC(CompSci)/MBA				
	Domestic	454.80	463.90	473.18
	International		518.48	622.18
	Grandparented International		473.00	491.93
Master of Engineering in Applied Data Science (MADS)				
	Domestic			703.00
	All International			867.00
Indigenous Ed grad prog in Indigenous Revitalization				
	Domestic	371.42	378.85	386.43
	All International		386.28	401.73

Schedule of Proposed Tuition Fees to be Effective May 1, 2019

Page 6 of 6		Effective May 1, 2017	Effective May 1, 2018	Effective May 1, 2019
LATHE (Learning/Teaching in Higher Ed Certificate) Degree Students	Domestic	752.80	767.86	783.22
	All International	915.64	952.26	990.34
Indigenous Nationhood Certificate Program Degree Students	Domestic	752.80	767.86	783.22
	All International	915.64	952.26	990.34
Child and Youth Care MA	Domestic	364.14	371.42	378.85
	All International		378.70	393.84
Health Terminology Standards Degree Students	Domestic	2,125.00	2,167.50	2,210.85
	All International	2,334.40	2,427.78	2,524.90

Appendix 2: Housing Fee Table

Housing Fee Table

Student Housing			
	2018-19 Current Per Term	2019-20 Proposed per Term	Percentage Increase
Single Room	\$2,773	\$2,884	4.0%
Twin Room	\$2,122	\$2,206	4.0%
Standard Meal Plan	\$2,531	\$2,632	4.0%
Cluster Housing			
Single Cluster Room	\$3,215	\$3,343	4.0%
<i>For the academic year (September to April) these rates yield:</i>			
	2018-19 Current	2019-20 Proposed	Percentage Increase
Single room + Standard Meal Plan	\$10,608	\$11,033	4.0%
Twin room + Standard Meal Plan	\$9,305	\$9,678	4.0%
Cluster Room (no meal plan)	\$6,429	\$6,686	4.0%
Family Housing (monthly)			
	2018-19 Current	2019-20 Proposed	Percentage Increase
One bedroom apartment	\$899	\$944	5.0%
Two bedroom apartment	\$1,070	\$1,134	6.0%
Two bedroom townhouse	\$1,179	\$1,226	4.0%
Three bedroom townhouse	\$1,334	\$1,414	6.0%

Note: The above term rates include 24 hour, 7 days a week internet service to all rooms.

Appendix 3: Parking Fee Table

The rates outlined below reflect the cost of purchasing a parking pass, expiring in August of each year, in the time-frame shown.

2019-2020 Parking Fee Table				
Purchased between dates:	September 01 and December 31	January 01 and April 30	May 01 and August 31	Monthly
General Reserved Parking	\$946	\$634	\$312	\$189
General Parking	\$541	\$362	\$178	\$108
Ian Stewart Complex/Velox Parking	\$351	\$235	\$116	N/A
General Student Parking	\$541	\$362	\$178	\$108
Motorcycle and Scooter	\$205	\$138	\$68	\$46
Flexible Reserved	\$662	N/A	N/A	N/A
Flexible General	\$379	N/A	N/A	N/A
Carpool	Annual Rate			
2018-2019 Parking Fee Table				
Purchased between dates:	September 01 and December 31	January 01 and April 30	May 01 and August 31	Monthly
General Reserved Parking	\$900	\$603	\$297	\$180
General Parking	\$515	\$345	\$170	\$103
General Student Parking	\$515	\$345	\$170	\$103
Motorcycle and Scooter	\$196	\$131	\$65	\$44
Flexible Reserved	\$630	N/A	N/A	N/A
Flexible General	\$360	N/A	N/A	N/A
Carpool	Annual Rate			

Appendix 4: Schedule of Child Care Fees

	Current Rates 2018-19	Proposed Rates 2019-20 effective May 1, 2019
	(\$ per month)	(\$ per month)
INFANT CARE – CHILDREN AGED 6 TO 18 MONTHS		
Level A: Faculty/Staff	\$1,410	\$1,438
Level B: Students	\$1,300	\$1,326
CHILDREN AGED 18 TO 36 MONTHS		
Level A: Faculty/Staff	\$1,234	\$1,259
Level A (1): Faculty/Staff 3 day/week	\$825	\$842
Level A (2): Faculty/Staff 2 day/week	\$561	\$572
Level B: Students	\$1,112	\$1,134
Level B (1): Students 3 day /week	\$765	\$780
Level B (2): Students 2 day/week	\$520	\$530
CHILDREN AGED 37 MONTHS TO 5 YEARS		
Level A: Faculty/Staff	\$947	\$966
Level A (1): Faculty/Staff 3 day/week	\$668	\$681
Level A (2): Faculty/Staff 2 day/week	\$456	\$465
Level B: Students	\$792	\$808
Level B (1): Students 3 day/week	\$576	\$588
Level B (2) 2 day/week	\$402	\$410

Memo

To: Board of Governors

From: Pierre-Paul Angelblazer

International tuition fees have been steadily rising across the country, and at UVic for the over 3000 international students who attend UVic;

Previously in 2017, the BoG had raised the tuition increases from 2% to 4% in order to meet inflation, with only \$50,000 worth of grants given out on the basis of need;

Since then, in 2018 an increase of 20% was made for incoming students, with a planned 15% increase primarily in order to provide fees that are “competitive” with other institutions, and to increase international services;

At the time there was opposition from members of the Board due to reasons such as:

- Being in opposition to the values laid out in the Strategic Framework such as equity, diversity, and inclusion;
- Being in opposition to using students, regardless of legal status, purely as a source of income;
- Being uncomfortable voting in favour of keeping international tuition, due to the budget also including funding for key areas such as the JID program, reputational enhancement, among other items;

Currently there continue to be reasons to increase tuition such as:

- Universities operate in a competitive global environment, and some worry that by keeping our tuition low while tuition elsewhere climbs sends the message that the University is ‘cheap’, and could be seen as having lower inherent reputational value;
- Bargaining is ongoing, with costs of operating the University projected to climb steadily both due to inflation and potentially due to the results bargaining;
- Important University initiatives continue to need further or continued funding, including but not limited to new student housing, the Indigenous Legal Lodge, overall student supports;

There are also several more reasons that tuition should stay low for international students:

- Raising international tuition could interfere with SEM goals, as by raising tuition, prospective students in countries with traditionally lower incomes, and lower access to education might no longer be able to afford UVic, therefore limiting the international pool of students, and making it harder for us to control the ‘shape’ of our student body;
- We’ve seen that certain portions of the international student body could be sent home immediately due to diplomatic tensions between Canada and their home countries as seen with Saudi Arabia. [Moody's](#) having recently released a report warning that tensions with China might impact our international student body, especially considering that Chinese international students comprise our largest international cohort;

- This continues to conflict with the stated goals of equity, diversity, and inclusion as outlined in the Strategic Framework;
- Anecdotally, international students comprise 18% of the student body, but approximately 40% of the students that use the UVSS Food Bank. This number has grown in past years after tuition fee increases;
- As an institution, we should prioritize the wellbeing of students no matter their background. We fulfill a social function to educate global communities, create better citizens, and produce research that has impacts globally. By actively reducing access we renege on our social responsibility.

This is a collective action problem, where Universities across BC including UVic chase higher tuition fees in order to enhance their reputation and stay 'competitive' amongst other institutions, thereby potentially impacting UVic negatively if we moved ahead on capping our international tuition increases alone;

The Alberta government has recently passed [legislation](#) that has maintained a cap on domestic tuition, but also implemented an 'international tuition guarantee,' which in implementation means that international students receive the full cost of their tuition up-front with their admission;

The BC Government is reportedly consulting on this specific issue with post-secondary institutions. Hopefully the Vice-President of External Relations or the President can shed light on the substance or outcome of preliminary discussions on the issue;

Motion:

BIRT that the President of the University writes a letter to the Minister of Advanced Education proposing a province-wide cap on international tuition increases, and that the University adopts a pro-international student approach in advocating for a provincial international tuition cap in all further consultation sessions with the Ministry on this topic.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

March 11, 2019

FOR INFORMATION

To: FINANCE COMMITTEE

From: VICE-PRESIDENT FINANCE AND OPERATIONS

cc: President and Vice-Chancellor

Meeting Date: March 26, 2019

Subject: OVERVIEW AND UPDATE ON DIVESTMENT ACTIVITIES

Basis for Jurisdiction: Committee's Terms of Reference

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

Strategic Relevance:

Strategy 5.2 - Review and renew our approach to sustainability in every domain (research, education, community engagement and campus operations) to move toward a comprehensive and integrated approach.

Strategy 5.4 - Ensure that students have opportunities to engage with issues, principles and practices that support social and environmental sustainability, and to develop the knowledge and ethical orientation to contribute to a just, socially responsible and sustainable future.

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

Background:

Over the last few years, a campaign for the divestment of fossil fuels has been undertaken on campuses across North America. At UVic, students, faculty and staff have been engaged in the campaign and have written to the Board of Governors, the University of Victoria Foundation Board,

and the Trustees for the Combination Pension Plan Trustees. Over the years there has been good dialogue and engagement on campus; however, the group(s) is disappointed/frustrated that the University of Victoria Foundation has not divested.

An article was published in the Martlet on February 7th, 2019 titled, '[Divest UVic: It's time to break up with Fossil Fuels.](#)' We understand that this article is intended to be the start of Divest UVic becoming more active. While no new written requests to divest have been received by the University of Victoria or the University of Victoria Foundation, we thought it was appropriate to provide the Board some background and history on the discussion.

University Governance Structure and Responsibility for Investment Decision

There are a number of separate governance bodies that have responsibility for investment decisions. The governance bodies that hold significant investments are described below.

Combination Pension Plan

The Combination and Money Purchase Pension plans have had, since inception, a separate Board of Trustees. Per the Plans Trust Agreement, the trustees are comprised of four university appointees and four elected plan members who hold the following power (article IX (1) of the trust agreement):

The Pension Board shall cause to be invested and re-invested all the principal and income of the Pension Fund without distinction between principal and income in such investments as the Pension Board shall from time to time in its discretion decide and which at the time of investment are not inconsistent with the investment requirements of the Income Tax Act and the Pension Benefits Standards Act.

The Pension Benefits Standards Act states that:

- 60** (1) Investments, including loans, and financial decisions respecting a pension plan must be made
- (a) in accordance with this Act and the regulations, and
 - (b) in the best financial interests of plan members and other persons entitled to benefits under the plan.

University of Victoria Foundation

Unlike at many universities, at which the board of governors oversees the endowments, the University of Victoria's endowments are held in a separate legal entity, the University of Victoria Foundation. Established in 1954, the Foundation is responsible for managing more than \$450 million in more than 1,300 endowment funds that disburse nearly \$15.6 million annually across university projects and programs. The purpose of the Foundation is to encourage financial support of the university through donations from individuals, corporations, and foundations to fund scholarships, bursaries and other university purposes, and to promote a continuing interest in the university and in higher education in general. The Foundation is governed by the University of Victoria Foundation Act (BC) which states that the Foundation Board has the investment powers of a trustee as set out in the Trustee Act (BC). As trustees, the overall responsibility for investment of assets rests with the

Foundation. As such, the Foundation has established a Statement of Investment Objectives and Guidelines under which the Board has delegated investment management of the assets to professional investment managers. In turn, the investment managers engaged by the Foundation are charged with investing in diversified portfolios that produce the best returns possible at an acceptable level of risk. Because the Foundation invests through investment managers rather than making individual investment decisions, any decision to divest would require a wholesale restructuring of the Foundation's governance and operations.

University of Victoria

Within the University of Victoria, the Board of Governors has responsibility for policies governing investment decisions. The investments held by the University are made up of short term investments, primarily bonds and other short term investment vehicles. The university does not have any equity investments.

Divestment Considerations:

The question of whether to divest or not is complex. There are many aspects to consider and a large set of university stakeholders' views to respect, including faculty, staff, students, donors and government, all of whom will likely have very diverse views. The Foundation considered the following in their previous discussions in 2016:

1. Financial

a) What is the financial impact of the divestment? Would it have a positive, negative or neutral impact on endowment returns? Considerations include:

- There are concerns about a "carbon bubble," wherein the business model that provides the basis for the fossil fuel industries' current value is unsustainable because much of their value is built on fossil fuel reserves that can't be extracted if we are to maintain a safe climate.
- Companies that are involved in fossil fuels make up a significant portion of all companies in the investment universe. At December 31, 2015 (time of the discussion) the energy sector represented ~20% (down from ~25% as at December 31, 2013) of the Canadian stock market and ~7% (down from ~10% as at December 31, 2013) of the world market. Divesting of all companies involved in fossil fuels, given how significant it is for the Canadian and global investment market, would limit the opportunities for investment and diversification, thereby impacting return.

b) Will divestment impact fundraising?

- Existing or future donors – divestment could encourage or deter donors depending on their viewpoint with respect to divesting generally or for fossil fuel companies specifically.

2. Efficacy

Will divestment achieve the change desired?

- Will divestment of fossil fuel accomplish the end goal, which is to limit the extraction of fossil fuels and encourage the use of alternative energies?
- Is there an alternative or more effective way to accomplish the same result?
- If there is widespread divestment by North American investors, what would be the impact, if any, of these companies being owned by non-North American investors?

3. Moral

Is there a moral imperative that UVic should support? Would there be consensus among UVic's various stakeholders? What would be the process to determine and who would be responsible to undertake an assessment? What if there is no agreement?

- Is there a conflict in divesting from something the university heavily relies on for operations and in an area of academic programming?
- Fossil fuel use is uniquely polarizing, in that we require it for the energy to heat and light our buildings, to fuel our transportation, and to run our computers; however, it is considered to be the primary reason for climate change.

4. Reputational

What would be the impact on UVic's reputation from either divesting or not divesting?

- UVic is a leader in sustainability, and divestment of fossil fuel companies could be seen to better support that value.
- A commitment was made to existing donors to make investment decisions in the best financial interests of the donation. Using a financial resource to influence social change and potentially not meeting that commitment could be viewed negatively by donors and/or the broader community.

5. Legal

Is divestment consistent with the Foundation Board Members' fiduciary duty?

- The Foundation is governed by the University of Victoria Foundation Act (BC), which states that the Foundation Board has the investment powers of a trustee as set out in the Trustee Act (BC). As trustees, the overall responsibility for assets rests with the Foundation Board. In accordance with trustee law, the fiduciary duty of the trustees is to act as a prudent investor when making investment decisions acting in good faith. Based on this test, would a prudent investor eliminate a large segment of the investment market from the opportunity set?

The Board of Governors thoroughly discussed, on a number of occasions, requests for the University of Victoria Foundation to divest and carefully reviewed submissions, most recently at its January 2016 meetings. During these discussions, the Board of Governors acknowledged the Foundation's independent decision making authority.

Foundation Approach and Update

The Foundation strongly believes in its fiduciary duty to act as a prudent investor and maximize risk adjusted returns. After a thorough discussion and engagement on the topic, the Foundation chose not to Divest. The Foundation Board did, however, create a new Fossil Fuel Free Fund that is available to donors who wish to create a new endowment that would not be invested in companies with coal, oil or natural gas reserves.

Since 2016 the Foundations has continued to require its investment managers to report on environmental, social and governance issues and has continued to complete the United Nations-supported Principles for Responsible Investing. Recently the Foundation committed to loaning up to \$45 million to the University of Victoria to support the new student housing and dining project. This project will provide 620 new beds on campus and could appropriately be viewed as impact investing as the project will not only provide housing for students, but also free-up lower income housing within the community. The project will also be built to passive house standards, which is a rigorous standard for energy efficiency and reduces the project's ecological impact (see more below).

The most recent University of Victoria Foundation Annual Report, linked below, outlines its principles for responsible investing as well as the Foundation's investment managers' approaches to environmental, social and governance issues (pages 12-16).

https://www.uvic.ca/universitysecretary/assets/docs/obfoundations/Annual%20Reports/2017_2018_annual_report.pdf

Canadian Post-Secondary Environment

We are not aware of any universities that have fully divested of fossil fuel investments. Generally, universities have focused on responsible investing (i.e., environmental, social and governance issues), or creating an additional fund with investments that are different from the main fund (i.e., the fund is fossil fuel free or carbon light) instead of full investment.

UVic Update since 2016

The university's new strategic framework includes strategy 5.4:

Ensure that students have opportunities to engage with issues, principles and practices that support social and environmental sustainability, and to develop the knowledge and ethical orientation to contribute to a just, socially responsible and sustainable future.

The new University Student Investment Fund (USIF) is a vehicle for students to engage with the divestment and socially responsible investment issue directly. The fund was established by the university with contributions from UVic's operating account and funds from donations to the Faculty of Business, for an initial total of \$500,000. The funds are invested by UVic students as part of the Applied Portfolio Management Program (APMP). These students invest the USIF fund and must complete an analysis on Environment, Social and Governance (ESG) factors before the fund is recommended for investment. The 2017-18 annual report is linked below and includes the philosophy on ESG on page 19 of the report. <https://www.uvic.ca/gustavson/assets/docs/2018-apmp-annual-report.pdf>

The strategic framework also includes a commitment through strategy 5.2 to:

Review and renew our approach to sustainability in every domain (research, education, community engagement and campus operations) to move toward a comprehensive and integrated approach.

This review and renewal will lead to an update of our current sustainability action plan. As part of this process, there will be engagement and discussion on campus with respect to UVic's approach and policy on investments. Either as part of this process or as a separate process, we will be reviewing our short-term investment policy (invested in bonds and money market instruments), including the policy of social responsibility and UVic investments (both policies linked below).

https://www.uvic.ca/universitysecretary/assets/docs/policies/FM5200_1480_.pdf

https://www.uvic.ca/universitysecretary/assets/docs/policies/FM5215_1790_.pdf

As a first step towards renewing our approach to sustainability, UVic will undertake to build its first project that adheres to LEED gold principles and is built to Passive House standards. As noted above, Passive House is a rigorous standard which focuses on reducing a building's impact on the climate. As a result, current modelling for the buildings estimate that while the project will add over 600 beds, the campus greenhouse gas production will remain roughly flat. Current information indicates that this project will be the largest Passive House project in Canada when complete. As well as addressing climate impacts, as part of the design and process, the project will explore opportunities to recognize and preserve the spirit of place inherited from the past, and connect students to Indigenous communities and the history of the traditional territories where UVic resides. Building on UVic's Indigenous Plan, the project design process will explore opportunities to include design elements that can educate the campus community about Indigenous history and culture.

Next Steps

Next steps will include:

- Consultation with the Board on the new sustainability action plan;
- Providing updates on divestment and responsible investing activity by students and other university stakeholders; and

- Consultation and approval of revised policies related to investments held directly in University of Victoria (does not include investments held in the University of Victoria Foundation or the pension plans).



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

March 11, 2019

To: Board of Governor Operations and Facilities Committee
From: Dr. Valerie S. Kuehne, Vice-President Academic and Provost
cc: President and Vice-Chancellor

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

Meeting Date: March 25, 2019

Subject: Strategic Enrolment Management (SEM) Plan

Basis for Jurisdiction: Strategic Framework

Strategic Relevance: In direct support of the Strategic Framework, the SEM Plan sets enrolment goals, strategies and tactics to support student recruitment, retention and success. The SEM Plan aligns student recruitment goals with retention and success initiatives in order to optimize resources while maintaining overall student enrolment at about the current size.

Previous Consultation: UVic Executive Council, President's Advisory Council, Deans' Council, Senate, Associate Deans, Department Chairs/Directors, Student Affairs, Indigenous Academic Advisory Committee and the Campus community through several consultation events.

Full details can be found in Appendix B: Consultations.

Background: In 2017/18, the University of Victoria completed a strategic enrolment management (SEM) planning process in order to set enrolment goals for the university that will guide student recruitment, retention and success initiatives in alignment with the Strategic Framework over the next 5-10 years. The SEM process aligns student recruitment goals with student retention and success initiatives in order to optimize resources while maintaining overall student enrolment at about the current level.

In developing our first SEM plan, our planning group worked with AACRAO consulting who are leaders in North America in helping institutions develop and implement SEM plans. With their guidance, we created four SEM planning committees and engaged academic leaders, faculty, staff and students from across campus. The committees leading this work focused on: Undergraduate Student Recruitment and Conversion Committee (SRC); Undergraduate Student Retention and Success Committee (SRS); Graduate Recruitment and Retention Committee (GRR); and Data Analysis and Benchmarking Committee. Committee oversight and leadership was provided by the Enrolment Management Working Group (EMWG), chaired by the Provost. Over the course of the year-long planning phase, individuals and groups across campus provided valuable advice and input into the development of the SEM Plan. For example, Executive Council, President's Advisory Council, Deans' Council, Associate Deans, Department Chairs/Directors, academic and support units, Student Affairs staff, the University Secretary's Office, UVic's Indigenous Academic Advisory Committee, UC+M, and the campus community at large contributed their feedback through meetings and several open campus consultation events. Full details of the consultation process can be found in the attached SEM Plan (Appendix B) or on our website: www.uvic.ca/sem.

We have now successfully completed the year-long project planning portion of SEM and have formally closed this phase of the project. Over the past few weeks, the SEM Plan has been reviewed by Deans' Council, Senate and was approved by Executive Council on February 19, 2019. We are now preparing for the implementation of our SEM Plan. Effective implementation of our Plan will require the active engagement of campus colleagues with knowledge, skills, roles, and responsibilities aligned with the Plan's goals, strategies, and tactics.

Planned Further Action: The SEM Plan will be formally launched in April and will be shared with the campus community through The Ring, Twitter, and VPAC website. Hardcopies of the SEM Plan will be circulated to key areas on campus.

Going forward, regular updates on the progress of our Year 1 tactics will be provided to Executive Council, Deans' Council, President's Advisory Council and through other key events/activities across campus. We will also develop an annual report summarizing implementation outcomes that will be provided to Executive Council, Deans' Council, the Board of Governors, and Senate. The current SEM website (www.uvic.ca/sem) will include regularly updated information on the progress of implementing our SEM Plan. We also plan to hold an annual meeting to encourage campus-wide dialogue regarding progress towards our SEM goals.

Attachment(s): SEM Plan

Strategic Enrolment Management Plan

UNIVERSITY OF VICTORIA

SPRING 2019

Executive summary

The University of Victoria is a comprehensive research university in British Columbia, Canada and is consistently ranked as one of Canada's best universities. Our strength lies in the integration of research, teaching, and learning; the quality and accessibility of faculty and staff; and the excellence of the academic and research programs with their strong interdisciplinary and international focus.

From May 2017 to spring 2019, UVic undertook a strategic enrolment management (SEM) approach to setting enrolment goals for the university and systematically examining student recruitment, retention and success initiatives. The SEM process has allowed the UVic community to engage in strategic multi-year planning and has helped to align enrolment goals with the implementation of UVic's Strategic Framework (2018) and other key institutional planning documents. This process aligns student recruitment goals with student retention and success initiatives in order to optimize resources while maintaining overall student enrolment at about the current level. The planning sets out the direction to align enrolment with the Strategic Framework 2018-2023.

The SEM enrolment goals, strategies and tactics outlined in this report will inform university recruitment and retention initiatives for the coming five to ten years. As with any plan, annual revisions may be necessary to respond to changes in the internal and external environments; these will be facilitated by following regular governance processes. With implementation plans to accompany each goal of the SEM framework, UVic will be well-positioned to achieve our enrolment priorities well into the future.

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The University of Victoria: About us

Located in Victoria, UVic serves the people of Vancouver Island, British Columbia, Canada and the world. We take pride in our inclusive and increasingly diverse community of students, scholars and staff. We are committed to a personally engaging, intellectually stimulating and extraordinary learning environment that supports the development of students through a responsive curriculum, relevant academic support and a wide range of experiential learning activities and student support programs. Our strength lies in the integration of research, teaching, and learning; the quality and accessibility of faculty and staff; and the excellence of the academic and research programs with their strong interdisciplinary and international focus.

UVic is the third-largest research university in British Columbia and is consistently ranked as one of Canada's best comprehensive universities. By any measure of research excellence, UVic is in the top 12-15 universities in Canada and in the top three Canadian universities without a medical school. At just over fifty years since the university's inception, student enrolment in 2018/19 was 21,863. Of that total, 14% were graduate students, 17% were international students representing 123 countries, and 6% self-identified as Indigenous students. UVic employs 827 faculty, 42 librarians, and 7118 other employees. As of November 2018, a total of 139,435 degrees and certificates have been awarded by UVic.

British Columbia is well known for its fully articulated post-secondary transfer system, where education taken at one institution is recognized at another. At UVic, transfer students account for about one fifth of new registrants. Over the last decade, the number of transfer students has decreased by 10% due to increased degree opportunities closer to home with the creation of teaching universities and the expansion of degree-granting rights to colleges and institutes. However, UVic will continue to create pathways from colleges and teaching universities to UVic as a way of ensuring access for students from across the province.

For historical enrolment information, please see the [Environmental Scan](#) available on the [SEM website](#).

Background

In 2017/18, the University of Victoria completed a [strategic enrolment management \(SEM\) approach](#) to setting enrolment goals for the university and systematically examining student recruitment, retention and success initiatives. This process aligns student recruitment goals with student retention and success initiatives in order to optimize resources while maintaining overall student enrolment at about the current level. The planning has set out the direction to align enrolment with the Strategic Framework over the next ten years.

The SEM enrolment goals, strategies and tactics will inform university recruitment and retention initiatives for the coming five to ten years. We have conducted modelling to measure the impacts of these goals on our enrolment profile and to help determine annual targets. For example, to strengthen our research intensity, the university proposes to increase substantially the proportion of graduate students while maintaining our total enrolment at the same level. This increase would necessitate a reduction in undergraduate enrolment, which would, in turn, need to be accomplished while still meeting our accountabilities to government and maintaining flexibility to respond to strategic growth as well as

changes in student demand. As a result, the focus on enhancing quality at the undergraduate level will necessitate becoming more selective, increasing admissions cut-offs and thereby improving retention and graduation rates.

As with any plan, annual revisions may be necessary to respond to changes in the internal and external environments; these will be facilitated through regular meetings of the Enrolment Management Working Group and regular updates to Deans' Council and the UVic Executive.

The Strategic Framework and other institutional plans

UVic's success is built on the provision of a high-quality education and outstanding student experience, excellence in research and the conscious integration of research and teaching, within a diverse campus and welcoming west coast environment.

UVic's [Strategic Framework](#) was developed through university-wide consultation to set the vision and direction of the university over the next five years. Our six key priorities are as follows: cultivate an extraordinary academic environment, advance research excellence and impact, intensify dynamic learning, foster respect and reconciliation, promote sustainable futures, and engage locally and globally.

Over the past 3 years, we have put considerable effort into the development of other important institutional plans, including the Indigenous Plan, the International Plan, the Strategic Research Plan, the Campus Plan, the Employment Equity Plan, and the Communications and Marketing Plan. All of these institutional plans can be viewed on the [UVic website](#).

Together, the Strategic Framework and institutional plans provide important direction for the university, including for its setting of enrolment priorities.

Looking forward: enrolment priorities

The SEM process has allowed the UVic community to engage in strategic multi-year planning and has assisted with the alignment of enrolment goals with the implementation of the Strategic Framework and other institutional plans.

UVic has committed to six main themes for our overall enrolment goals; these themes were developed by campus leadership with feedback from campus stakeholders:

[Cultivate an extraordinary academic environment](#)

UVic attracts high-quality undergraduate and graduate applicants, is committed to offering a competitive financial-assistance program and has high reported levels of student satisfaction. UVic is committed to improving student success, a key factor in student retention and student graduation. Success is built on high-quality instruction, solid programming and curricula, student engagement and best-in-class student support programs and services. We are committed to ensuring that our curricular and co-curricular programs are as accessible as possible for all students. We want to recruit the highest-quality students and support them to succeed.

Advance research excellence and impact

Integrating and aligning research and education is a priority for UVic. Maximizing research opportunities for undergraduate and graduate students will support our ability to recruit top students and re-shape our enrolment. We are committed to fostering high-quality research and creative activity across all disciplines and ensuring that learning in every program is enriched by the research culture and activities of the university.

Foster respect and reconciliation

Indigenous student enrolment has grown dramatically over the past ten years and UVic is committed to doubling enrolment over the next 10 years. We are dedicated to increasing the success of Indigenous students, faculty and staff and to implementing initiatives to ensure a welcoming campus for all. Further, we are committed to advancing the applicable calls to action of the Truth and Reconciliation Commission and the goals of our own Indigenous Plan.

Intensify dynamic learning

UVic is known for offering students diverse forms of hand-on learning experience. We have a widely known cooperative education program—over 4,000 job placements per year both domestically and internationally. We have an extensive program of practica placements and many other dynamic learning opportunities. Our focus on research-intensive learning, teaching excellence and an exceptional student experience will ensure that students are transformed by their time at UVic. We are committed to providing experiential learning for students so that they are equipped for personal success and to contribute effectively as alumni and global citizens.

Promote sustainable futures

UVic is committed to being a global leader in social, environmental and institutional sustainability through our research and academic programs as well as our operations. We recognize that many of our prospective students are interested in educational programs that tackle the biggest social and environmental issues facing the planet and we are committed to providing these opportunities both inside and outside the classroom. We will continue to engage the community in careful planning, such as in the Campus Plan and the SEM process. We are committed to remaining approximately the same size, with a focus on shifting the enrolment profile of the university student population over the next five to ten years. The current enrolment size is a relative strength—UVic is large enough to offer a broad range of academic programs at the undergraduate, master's and doctoral levels, yet small enough to ensure personal attention to education and support.

Engage locally and globally

Currently, UVic is unique in that over 70% of its students come from outside its region, the highest proportion of any university west of Quebec. Diversifying our student population by expanding our connections and partnerships with communities locally and globally is an enrolment goal. We are committed to diversifying the international undergraduate student population by country, growing the Indigenous graduate and post-doctoral student population, and increasing under-represented

populations on our campus. We will work to ensure that all students are well supported when they arrive on campus and through to their graduation.

SEM: Summary of Process

From May 2017 to spring 2019, the University of Victoria integrated a SEM plan into our institutional planning structure. We worked with Dr. Tom Green, Dr. Brent Gage and Mr. Stan Henderson from AACRAO Consulting, an industry leader in SEM work across North America.

SEM planning allowed the university to strategically implement key objectives of the Strategic Framework related to student enrolment, retention, and success. This process was informed by the significant internal and external consultation conducted in the Strategic Framework planning process and included opportunities for faculty, administrators, staff, and students to provide input and feedback. The SEM process was built on the university's existing approaches to enrolment management and was intended to complement the work done by faculties and units to recruit and retain students. It was a data-informed process and used relevant information from alumni, industry and government partners in the development of strategies and tactics.

The purpose of the SEM process was to create sustainable enrolment outcomes aligned with the University of Victoria's vision and mission and with the priorities of the Strategic Framework.

Phase 1

This process began by bringing together a UVic SEM planning group called the Enrolment Management Working Group (EMWG) to consult with AACRAO Consulting. Phase one included the project initiation, data collection and the development of a campus communication and engagement plan.

Phase 2

Phase two involved the training of the EMWG and project committees, working-group and committee activities, and SEM plan development. The UVic planning committees were broadly representative of the university community and their role was to develop goals, strategies and supporting tactics. For a complete list of committee members, please see Appendix A. Campus-wide consultation also occurred during this phase. For a complete list of campus consultations, please see Appendix B.

The final SEM plan was launched in April 2019.

For an outline of the process plan, please visit the [SEM website](#).

Goals, Strategies and Tactics

The following goals, strategies and tactics were developed during Phase two of the SEM process.

Goal 1: By 2024, strengthen the entering domestic undergraduate class by

- a. increasing the % of first-time enrolling students who have an entering average of 80% or higher from 79% to 89%;
- b. increasing the % of admitted students with an entering average of at least 90% or higher who choose to register at UVic from 37% to 45% ; and
- c. enhancing and developing initiatives that increase the representation of under-represented populations, including but not limited to students with lived experience in care and students of low socioeconomic status.

Strategy 1: Re-align and enhance admission policies and procedures for students in targeted groups a. b. and c. above.

Tactic 1: Create mechanisms to identify high-achieving students (80+ and 90+).

Strategy 2: Re-align and enhance our entrance scholarship and needs-based financial aid programs to provide incentives for students in targeted groups a. b. and/or c. above.

Tactic 1: Move application, admission, and scholarship-offer dates to an earlier point in the year.

Tactic 2: Increase the number of entering students with admission averages of 90% or higher by enhancing the competitiveness of our entrance-scholarship program in support of Goal 1 b.

Tactic 3: Offer a bursary program with earlier application and notification dates to enable students to choose UVic at an earlier point in their decision-making process.

Tactic 4: Work with Development to raise additional funds for bursary funding to be used as a recruitment tool.

Tactic 5: Create an entrance-scholarship program awarded both on the basis of admission average with additional funding awarded on the basis of demonstrated financial need.

Strategy 3: Enhance and develop targeted events, communications and activities to support the conversion of 90%+ students in alignment with UVic's communications and marketing plan.

Tactic 1: Develop and implement a central recruitment communications plan for 90+ students delineated by faculty.

Tactic 2: Develop a Scholars Program.

Tactic 3: Implement an integrated CRM system that meets the needs of communications and marketing plan above and our goals.

Strategy 4: Develop and implement a communications and transition plan for underrepresented student populations in alignment with UVic's communications and marketing plan.

Tactic 1: Develop outreach, communications, events and University pathways for under-represented groups identified in Goal 1 c.

Goal 2: By 2024, improve undergraduate student retention from year 1 to year 2 as well as overall progression to

- a. 85% for new student (direct entry and transfer) retention (up from 82%);
- b. 85% for new Indigenous student retention (up from 80%);
- c. 85% for new international student retention (up from 83%); and
- d. 72% for student graduation within 7 years (up from 64%).

Strategy 1: Implement a student and learning-focused academic advising system. *(will address each of the target populations named in Goal 2)*

Tactic 1: Complete a self-study on current UVic practices, structures and processes related to Academic Advising across all disciplines.

Tactic 2: To support student retention, develop UVic Advising Framework that reflects best practices in academic advising and reflects the priorities of individual Faculties and UVIC's strategic priorities.

Tactic 3: Informed by the UVic Advising Framework, support faculty, course instructors and administrative staff to establish UVic Academic Advising Forum with focus on professional development opportunities and resources.

Strategy 2: Implement a comprehensive well-being framework that supports student development and academic success. *(will address each of the target populations named in Goal 2)*

Tactic 1: Complete a comprehensive review of current UVic campus practices, programs, and services, as well as a review of current literature and post-secondary best practices, to create and implement a Well-Being Framework and action plan with deliverables and assessment strategies to launch in the Fall of 2021.

Strategy 3: Implement student-centred practices that support retention and timely completion. *(will address each of the target populations named in Goal 2)*

Tactic 1: Review and refine policies, practices and regulations that support student engagement and success with academic advising and appropriate course enrolment (e.g., academic probation, requirements to withdraw).

Tactic 2: Identify and improve practices and intersection of practices that impact student retention and progression pathways through the institution. *(may bridge Goal 1 and Goal 2)*.

Strategy 4: Implement specific academic and co-curricular engagement strategies for undergraduate students beginning in first year. *(will address each of the target populations named in Goal 2)*

Tactic 1: Develop an implementation plan that reflects best practices in learning, teaching and student engagement in curricular experiences.

Tactic 2: Develop a co-curricular implementation plan, including a UVic co-curricular record, that reflects best practices in student engagement and aligns with UVic Learning Outcomes and our experiential learning framework.

Tactic 3: Develop and implement a new model for the Learning Commons.

Goal 3: By 2024, 100% of all graduating undergraduate students will have the opportunity to complete at least one significant experiential learning opportunity as designated by an experiential learning notation on their transcript or a validated co-curricular record.

Strategy 1: Create a framework for experiential learning (curricular and co-curricular) that realizes Strategy 3.1 of the Strategic Framework

Tactic 1: Develop a shared definition of experiential learning in relation to curricular and co-curricular opportunities.

Tactic 2: Communicate and consult to promote a greater understanding of experiential learning in relation to UVic Learning Outcomes.

Tactic 3: Using the typology of curricular and co-curricular experiential learning as defined in Tactic 1, set targets to increase student engagement in experiential learning including subtypes.

Tactic 4: Identify and implement the most effective method for recording experiential learning on the transcript (curricular and co-curricular)

Strategy 2: Develop a framework for academic and non-academic units to implement significant experiential learning opportunities (curricular and co-curricular)

Tactic 1: Promote and encourage students to participate in significant experiential learning opportunities including identifying and reducing barriers

Tactic 2: Promote and enhance by academic unit, discipline-appropriate experiential learning opportunities in undergraduate curricula

Tactic 3: Promote experiential learning through enhancing co-curricular opportunities for students

Goal 4: By 2024, the University will strengthen the international undergraduate student population by

- a. building a cohort of international undergraduate students that will comprise approximately 17% of our undergraduate population;
- b. further diversifying the international undergraduate student population by country; and
- c. rebalancing the international undergraduate student representation across faculties.

Strategy 1: Review and revise the international tiering strategy to support b. above.

Tactic 1: Evaluate and identify new countries for recruitment to support a. b. c.

Tactic 2: Align recruitment resources with the revised international tiering strategy.

Tactic 3: Align Continuing Studies ELC Pathways Program with revised international tiering strategy.

Strategy 2: Ensure that admission policies, procedures and communications support the enrolment of an internationally diverse student population who are well-positioned for UVic success.

Tactic 1: Ensure current admissions timeline and entrance requirements support the enrolment of an internationally diverse student population who are well-positioned for UVic success.

Tactic 2: Enhance support of current and new 2 + 2 and dual degree partnerships (research, success and future apps).

Strategy 3: Support and enhance recruitment and global engagement initiatives that will rebalance international student population across all faculties.

Tactic 1: Co-develop faculty level recruitment plans that inform the activities of the Student Recruitment Office and clarify the role of faculty in recruiting international students.

Tactic 2: Consolidate and strengthen exchange agreements.

Tactic 3: Target scholarships or other incentives for particular programs aligned with prioritized tiers.

Goal 5: By 2029, graduate enrolments will increase from 16% to 20% of the total student population.

- a. Graduate enrolments of Indigenous students will grow from 18.3% to 22% of all Indigenous students;
- b. Research programs will comprise 75% of base-funded graduate enrolments (currently 65%);
- c. 2, 3 and 4 year graduation rates for thesis-based Master's students will increase from 30%, 57% and 65% to 57%, 65%, and 70%; and
- d. 4, 5 and 6 year graduation rates for PhD students will increase from 17%, 36% and 48% to 36%, 48% and 60%.

Strategy 1: Facilitate a comprehensive institutional assessment to maximize research opportunities and timely graduation.

Tactic 1: In association with the office of the VPR, clarify the definition of a "research-based" graduate program.

Tactic 2: Identify challenges preventing timely graduation, with a focus on 2, 3 and 4-year completion rates for Masters Degrees and 4, 5 and 6-year completion rates for Doctoral degrees.

Tactic 3: Identify existing graduate programs with demonstrated market demand that can be expanded to provide new research opportunities. (Linked to Tactics 6.3.1 and 6.3.3.)

Tactic 4: Identify and implement alternative modes of course/program delivery to increase student access to graduate programming.

Strategy 2: Increase infrastructure to support Indigenous graduate students.

Tactic 1: Build cultural acumen among Graduate Advisors, Graduate Secretaries and Supervisors so they can better respond to the unique situations of Indigenous graduate students and help the students navigate any academic and administrative barriers in their program(s).

Tactic 2: Increase the number of Indigenous faculty and staff available to advise Indigenous students (connected to Strand 2 of the University of Victoria Indigenous Plan).

Tactic 3: Identify more dedicated spaces for Indigenous students for cultural activities such as meeting with Elders, community building, etc., to supplement the First Peoples House.

Tactic 4: Reinstitute and expand the SAGE (Supporting Aboriginal Graduate Enhancement) program for support and peer mentorship of Indigenous students, including wrap-around services for a cross-departmental PhD cohort.

Tactic 5: Offer greater research training for Indigenous graduate students by augmenting the resources of CIRCLE.

Tactic 6: Develop a comprehensive assessment of Indigenous student housing needs to inform both current UVic housing admissions plans and future UVic housing expansion plans. *Note: This overlaps with Strategy 6* **Tactic 7:** Develop a comprehensive assessment of graduate student housing needs to inform both current UVic housing admissions plans and future UVic housing expansion plans.

Strategy 3: Create and continually assess a comprehensive graduate student recruitment plan.

Tactic 1: Create a Survey with ancillary Tools and modify the Canadian Graduate & Professional Student Survey (CGPSS) to refine graduate student recruitment methods.

Tactic 2: Informed in part by Tactic 1, develop a comprehensive Institutional Communication Plan for graduate student recruitment, with strategies to respond to the student from their initial inquiries to their formal application.

Strategy 4: Recognizing that student support is key to the recruitment and success of graduate students, work with the Office of the VPR and other offices to increase external research funding.

Tactic 1: Work with the Office of the VPR to institute and promote universal comprehensive peer-review of grant applications.

Tactic 2: Provide incentives and mandates for students to apply for grants and scholarships.

Tactic 3: Consult with line Deans to ensure that external donor support is sought for graduate student funding.

Tactic 4: Recognizing that creating and updating the Common CV presents a significant impediment to grant application for many faculty members, work with Research Services to create a simplified way to update the CCV.

Strategy 5: Recognizing that a world-class reputation is critical to the recruitment of top researchers and students, raise our profile as a Research Intensive University.

Tactic 1: Nominate more faculty and graduate students for major awards and profile the successful candidates (Linked to Tactic 4.3.2).

Tactic 2: Raise our national and international rankings by comprehensive data submissions to the appropriate ranking agencies.

Tactic 3: Improve the collection and advertisement of faculty biographies and achievements for recruitment of top-tier graduate students and faculty members.

Strategy 6: Enhance the quality of the graduate student experience.

Tactic 1: Work to identify and implement, where appropriate, pathways from honours/undergrad to graduate programs.

Tactic 2: Work with the AVP Faculty Relations and Academic Administration to formalize the faculty training processes to articulate clearly the roles and responsibilities of the Graduate Supervisor, Committee Members and Students in the supervisory relationship.

Tactic 3: Find ways to improve communication between the student and all members of the supervisory committee.

Tactic 4: Develop wider opportunities for part-time study (and part-time fees) for students with documented hardships: *Unlike undergraduate students who are charged by the unit, any graduate student taking 3.0 units or more is considered full-time and charged full time fees unless they are a student with a disability. (Linked to Tactic 5.1.4.)*

Tactic 5: Evaluate current international graduate student support services for graduate students and assess current strengths and opportunities for enhancements.

Tactic 6: Implement a support model specific to distance graduate students to ensure appropriate access is available to learning & support programs and services, *e.g.* Counselling Services, the Centre for Academic Communication, *etc.*

Tactic 7: Develop a comprehensive assessment of graduate student housing needs to inform both current UVic housing admissions plans and future UVic housing expansion plans. *NOTE: This includes as a separate but related sub-tactic Strategy 2, Tactic 4 on Indigenous Housing.*

Tactic 8: Develop co-curricular credit system to enable graduate students to enhance their CVs. *Work on this tactic in alignment with the Goal #3 strategies and tactics that pertain to future development of the co-curricular record. (Linked to Tactics 2.4.2 and 3.2.3.)*

Goal 6: By 2029, Indigenous students will comprise at least 10% of the overall student population at UVic.

Strategy 1: Create a warm, welcoming and respectful learning environment and sense of place.

Tactic 1: Expand inclusion of Indigenous ways of knowing and being in academic programs and services.

Tactic 2: Develop opportunities for all members of the UVic community to gain a better understanding of Indigenous peoples, histories and cultures and the impacts of colonization.

Tactic 3: Provide opportunities to recognize Indigenous students' identities.

Tactic 4: Implement processes to deal with racism and discrimination across the university.

Strategy 2: Develop and implement a recruitment, admission and transition plan for Indigenous students.

Tactic 1: Implement a coordinated and focused outreach and recruitment plan for island-based communities K-12 (Southern/Northern Gulf/Vancouver Island based communities).

Tactic 2: Create pathways and first year cohort programming.

Tactic 3: Enhance BC college transfer pathway programs for Indigenous students.

Tactic 4: Develop targeted recruitment program for Indigenous students at the point of admission.

Strategy 3: Increase success of Indigenous students across academic programs of study.

Tactic 1: Increase capacity of programming involving Elders and Knowledge Keepers.

Tactic 2: Implement a cross campus leadership program (modeled on Campus Cousins).

Tactic 3: Work with Indigenous students and communities to develop new or expand existing academic program opportunities.

Tactic 4: Create more opportunities for cultural learning through land-based and water-based learning, and community-engaged learning.

Strategy 4: Provide sustainable institutional supports for Indigenous students, faculty and staff.

Tactic 1: Establish sustainable support for LE, NONET programming.

Tactic 2: Increase the number of scholarships, fellowships and bursaries for Indigenous students.

Tactic 3: Recognize Indigenous and non-Indigenous faculty and staff for significant contributions to programming for Indigenous students.

Next steps

In 2019, a five-year implementation plan and committee structure will be developed. SEM implementation will commence and will align with the institutional budget-planning processes already in place (i.e. academic-resource planning, integrated planning and enhanced-planning tools). A SEM summit will be held annually to continue to advance the SEM plan and its implementation and report on progress to the campus community.

Conclusion

The SEM process has allowed the UVic community to engage in strategic multi-year planning and has assisted with the alignment of enrolment goals with the implementation of the Strategic Framework and other institutional-planning documents. The SEM enrolment goals, strategies and tactics outlined in this document will inform university recruitment, retention, and student success initiatives for the coming five to ten years. With implementation plans to accompany each goal of the [SEM framework](#), UVic will be well-positioned to achieve our enrolment priorities well into the future.

Appendix A: Committee membership

Enrolment Management Working Group and Committee Membership List

Enrolment Management Working Group (EMWG)	Member
Vice-President Academic and Provost (Chair)	Dr. Valerie Kuehne
Associate Vice President, Student Affairs	Mr. Jim Dunsdon
Associate Vice President, Academic Planning	Dr. Nancy Wright
Associate Dean, Faculty of Graduate Studies	Dr. Stephen Evans
Dean, Faculty of Social Sciences	Dr. Catherine Krull
Dean, Fine Arts	Dr. Susan Lewis
Director, School of Earth and Ocean Sciences, Faculty of Science	Dr. Stan Dosso
Department Chair, Computer Science, Faculty of Engineering	Dr. Ulrike Stege
Department Chair, History, Faculty of Humanities	Dr. John Lutz
Executive Director, Indigenous Academic and Community Engagement (IAAC rep)	Dr. Robina Thomas
Acting Executive Director, Co-op and Career, and Community-University Engagement	Ms. Andrea Giles
Executive Director, Academic and Resource Planning	Mr. Tony Eder
Chief Information Officer	Ms. Wency Lum
Director of Outreach, University of Victoria Students Society	Mr. Pierre-Paul Angelblazer
Committee Support:	Ms. Leona Downie
Undergraduate Student Recruitment and Conversion Committee (SRC)	Member
Associate Vice-President Student Affairs (Chair)	Mr. Jim Dunsdon
Director, Student Recruitment and Global Engagement	Ms. Carolyn Russell
Associate Dean, Faculty of Humanities	Dr. Lisa Surridge
Associate Dean Undergraduate Studies, Faculty of Social Sciences	Dr. Rosaline Canessa
Chair, Electrical and Computer Engineering	Dr. Michael McGuire
Manager, Strategic Marketing	Mr. Nick Clewley
Dean, Continuing Studies	Dr. Jo-Anne Clark
Associate Director, Student Recruitment	Mr. Zane Robison
LE,NONET Academic Co-ordinator (IAAC rep)	Dr. Robert Hancock
Director, Undergraduate Admissions	Ms. Wendy Joyce
Enrolment Analyst, Student Recruitment and Global Engagement (Data rep)	Ms. Leah Toews
Analyst/Statistician, Institutional Planning & Analysis (Data rep)	Mr. Robert Lee
Director, Student Awards and Financial Aid (Data rep)	Ms. Lori Nolt
Committee Support:	Ms. Jessica Gelowsky
Undergraduate Student Retention and Success Committee (SRS)	Member
Associate Vice-President Academic Planning (Chair)	Dr. Nancy Wright
Executive Director, Student Services	Mr. Joel Lynn (on GRR)
Associate Dean, Faculty of Science	Dr. Robin Hicks
Associate Dean, Faculty of Fine Arts	Dr. Evanthia Baboula
Director, Division of Learning and Teaching Support and Innovation	Dr. Laurene Shields (on GRR)

Director, Academic Advising and International Student Services	Ms. Susan Corner
Associate Registrar, Undergraduate Admissions, Records, Curriculum & Calendar	Ms. Laurie Barnas
LE,NONET Experiential Learning Coordinator (IAAC rep)	Ms. Lalita Kines
Director, Academic Commons & Strategic Assessment (LIB rep)	Ms. Shailoo Bedi
Communications and Research Analyst, Office of the President (Data rep)	Ms. Kalen Schick
Associate Dean Undergraduate, Faculty of Engineering (Data rep)	Dr. LillAnne Jackson
Executive Director, Academic Resource Planning (Data rep)	Mr. Tony Eder
Committee Support:	Ms. Sandra Duggan
Graduate Recruitment and Retention Committee (GRR)	
Member	
Associate Dean of Graduate Studies (Chair)	Dr. Stephen Evans
Associate Dean Research, Faculty of Humanities	Dr. Margaret Cameron
Associate Vice-President, Research	Dr. Lisa Kalynchuk
Executive Director, Student Services	Mr. Joel Lynn (on SRS)
Chair, Graduate Students' Society	Mr. Arash Isapour
Director, Graduate Admissions and Records	Ms. Ada Saab
Associate Dean, Faculty of Graduate Studies	Dr. Cedric Littlewood
Associate Dean, Faculty of Human & Social Development	Dr. Esther Sangster-Gormley
Associate Dean Research, Engineering	Dr. Hausi Muller
Associate Dean, Faculty of Education	Dr. Catherine McGregor
Assistant Professor, Law	Ms. Maneesha Deckha
LTSI Executive Director	Dr. Laurene Shields (on SRS)
Associate Dean, Faculty of Graduate Studies (SOSC rep)	Dr. Marsha Runtz
LE,NONET Academic Co-ordinator (IAAC rep)	Dr. Rob Hancock
Associate Registrar, Financial Aid, Support Services and Information Systems (Data rep)	Ms. Wendy Taylor
SAS Business Intelligence Manager (Data rep)	Ms. Cheryl Sivertson
Programmer Analyst, University Systems (Data rep)	Ms. Kristen Ficke
Committee Support:	Ms. Cathy Stacey
Data Analysis and Benchmarking Committee	
Member	
Executive Director, Academic Resource Planning (Chair)	Mr. Tony Eder
Enrolment Analyst, Student Recruitment and Global Engagement	Ms. Leah Toews
Analyst/Statistician, Institutional Planning & Analysis	Mr. Robert Lee
Communications and Research Analyst, Office of the President	Ms. Kalen Schick
Associate Dean Undergraduate, Faculty of Engineering	Dr. LillAnne Jackson
Associate Registrar, Financial Aid, Support Services and Information Systems	Ms. Wendy Taylor
SAS Business Intelligence Manager	Ms. Cheryl Sivertson
Programmer Analyst, University Systems	Ms. Kristen Ficke
Director, Student Awards and Financial Aid	Ms. Lori Nolt
Committee Support:	Ms. Kalen Schick

Appendix B: Consultations

Audience	Key EMWG contact	Information/ Consultation/ Responsibility	Planned and completed communications
UVic Executive Council	Dr. Valerie Kuehne	Information/ Consultation	<ul style="list-style-type: none"> • SEM planning update (Completed – Nov. 7, 2017) • Draft SEM goals (Completed – Mar. 6, 2018) • Recommended SEM goals (Completed – Apr. 10, 2018) • Recommended SEM goals, strategies and tactics (Completed – Nov. 29, 2018) • SEM plan (Completed - Feb. 19, 2019)
President's Advisory Council	Dr. Valerie Kuehne	Information/ Consultation	<ul style="list-style-type: none"> • SEM presentation (Completed – Nov. 21, 2017) • Goals update (Completed – May 15, 2018) • Invitation to the Community Poster session (Completed – May 31, 2018) • Invitation to the SEM Information Session (Completed – Dec. 3, 2018) • SEM plan (March 2019)
Deans' Council	Mr. Jim Dunsdon	Information/ Consultation (Responsible for communication to faculty)	<ul style="list-style-type: none"> • SEM planning update (Completed – Oct. 18, 2017) • SEM plan/process presentation (Completed - Dec. 8, 2017) • Draft SEM goals (Completed – Mar. 7, 2018) • Recommended SEM goals (Completed – Apr. 11, 2018) • Standing agenda item (Completed - Sept. – Dec. 2018) • SEM plan (March 2019)
Board of Governors	Dr. Valerie Kuehne	Information/ Feedback	<ul style="list-style-type: none"> • SEM plan (March 25, 2019)
Senate	Dr. Valerie Kuehne	Information/ Feedback	<ul style="list-style-type: none"> • Goals announced in remarks (Completed – May 4, 2018) • Plan announced in remarks (Completed – Dec. 7, 2018) • SEM Plan (March 1, 2019)
Associate Deans/ Department Chairs/Directors	Mr. Jim Dunsdon EMWG members	Information/ Feedback	<ul style="list-style-type: none"> • SOSC Chairs & Dirs (Completed – Nov. 29, 2017) • SCIE Chairs & Dirs (Completed – Feb. 15, 2018) • HUM Chairs & Dirs (Completed – Feb. 28, 2018) • SEM Committee members (Completed – Mar. 2, 2018) • ENGR Chairs & Dirs (Completed – Mar. 9, 2018) • Senior Leaders Retreat (Completed – Mar. 8, 2018) • EDU Chairs & Dirs (Completed – Mar. 19, 2018) • Tri-Faculty Deans (Completed – Mar. 20, 2018) • FINE Chairs & Dirs (Completed – Mar. 21, 2018) • LIBRARIES (Completed – Apr. 24, 2018) • UCAM (Completed – May 7, 2018)
Campus community	Dr. Valerie Kuehne	Information/ Feedback	<ul style="list-style-type: none"> • Campus update (Completed – Apr. 27, 2018) • <i>Ring</i> and Campus Checklist (details in Communications Plan) • Administrative and Senior Leaders Retreat (Completed – Mar. 8, 2018) • Community Poster session (Completed – May 31, 2018) • SEM Information session (Completed – Dec. 3, 2018)
Student Affairs	Mr. Jim Dunsdon	Information/ Feedback	<ul style="list-style-type: none"> • STUA Council (Completed – Dec. 4, 2017) • STUA Council (Completed – Fall 2018 Unit Presentations) • STUA Council & Guests Consultation Session (Completed – Nov 6, 2018)
Indigenous Academic Advisory Committee	Dr. Robina Thomas	Information/ Feedback	<ul style="list-style-type: none"> • Consultation session on goals, strategies and tactics for Goal 6 (Completed – Dec. 5, 2018)



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

March 13, 2019

To: Operations and Facilities Committee

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

cc: President and Vice-Chancellor

Meeting Date: March 26, 2019

Subject: Enrolment Projections for 2019-20

Basis for Jurisdiction: University Act, s. 27

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

Strategic Relevance:

Enrolment projections set the overall parameters for the university to actively recruit and retain outstanding students from diverse regions and backgrounds and assist in developing effective, data-driven student recruitment and retention programs aligned with the Strategic Framework and our Strategic Enrolment Management framework.

Previous Consultation: Senate meeting on February 1, 2019.

Recommendation:

*THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve a recommended enrolment level of **18,173 FTE** for the 2019/20 academic year, subject to revisions in the event of new information regarding mandated growth, funding levels, and application rates, consistent with the motion approved by Senate at its meeting on February 1, 2019 and subsequent information from the Ministry of Advanced Education, Skills and Training.*

Background:

The Board of Governors determines the level of student enrolments upon recommendation from Senate. This memorandum recommends a level of enrolment that will be subject to review throughout the year in light of changing information regarding application rates, summer session enrolments, funding levels and other factors. The university's target for 2018/19 was 15,943 FTE students and included the first year expansion in engineering and computer science, the first year expansion for the JD/JID program and term funding to increase graduate Nurse Practitioner (NP) enrolments .

For 2019/20, the engineering, computer science and the JD/JID expansions will enter their second year and term funding for NP enrolments will also increase. The following FTE increases are anticipated: an additional 150 FTE in engineering and computer science, an additional 25 FTE for JD/JID, and an additional 5 FTE for NP bringing the Ministry's total enrolment target for UVic to 16,123 FTE.

Because international enrolments are not included in the Ministry target, UVic's total enrolment levels will be higher. The international enrolment plan called for 2,050 international undergraduate FTE in 2017/18. UVic achieved this level and actual enrolments are just over 2,300 FTE. As this enrolment level is expected to persist for at least three years, and Faculties and Departments have been resourced to support that enrolment, UVic is assuming that this international undergraduate enrolment level will be maintained at 2,050 FTE and therefore the **overall enrolment recommendation for 2019/20 will be set at 18,173 FTE.**

Planned Further Action: None.

Attachment(s): Memorandum to Senate dated January 16, 2019



Vice-President Academic and Provost
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Victoria British Columbia V8W 2Y2 Canada
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E-mail provost@uvic.ca Web <http://www.uvic.ca/vpac>

MEMO

University
of Victoria

Date: January 16, 2019

To: Carrie Andersen, University Secretary and Secretary
of Senate

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

Re: **Enrolment Projections**

This memorandum recommends the level of student enrolment for the coming year (2019/20). For the year 2018/19, the University of Victoria was funded by the Ministry of Advanced Education, Skills and Training (AEST) to enrol **15,913 FTE** students which included the first year of the expansion of student spaces in engineering and computer science programs.

At the time of last year's Enrolment Projections memorandum, UVic was in discussions with AEST for the approval and funding of the joint degree program in Canadian Common Law and Indigenous Legal Orders (JD/JID). Following the approval of that program, UVic increased its enrolment target by 25 FTE for the first cohort of JD/JID students¹. In addition, term-funding was provided by AEST to increase graduate Nurse Practitioner (NP) enrolments by 5 FTE, bringing our target for 2018/19 to **15,943 FTE** students.

For 2019/20, the engineering, computer science and the JD/JID expansions will enter their second year and term funding for NP enrolments will also increase. The following FTE increases are also anticipated: an additional 150 FTE in engineering and computer science, an additional 25 FTE for JD/JID, and an additional 5 FTE for NP bringing the **Ministry's total enrolment target for UVic to 16,123 FTE.**

Because international enrolments are not included in the Ministry target, UVic's total enrolment levels will be higher. The international enrolment plan called for 2,050 international undergraduate FTE in 2018/19. UVic achieved this level and actual enrolments are just over 2,300 FTE. As this enrolment level is expected to persist for at least three years, and Faculties and Departments have been resourced to support that enrolment, UVic is assuming that this international

¹ Although funding will not be received until 2019/20, we have chosen to reflect funded FTE students starting in 2018/19

undergraduate enrolment level will be maintained at 2,050 FTE and therefore **the overall enrolment recommendation for 2019/20 will be set at 18,173 FTE**. The recommended enrolment level for international undergraduates does not necessarily represent UVic's long-term desired enrolment and will be aligned with our academic, international, and Strategic Enrolment Management plans.

Background

Under the *University Act*, the Board of Governors determines the level of student enrolments upon recommendation from Senate. This memorandum recommends a level of enrolment for the coming year, with the enrolment level subject to review throughout the year in light of changing information regarding application rates, summer session enrolments, funding levels, and other factors.

The university's operating grant from the province is based on a specified enrolment expectation. The enrolment projections and the funded levels set by government are defined in terms of annualized student FTEs (full time equivalent), which are calculated by dividing the total unit course registrations of students by the full-time unit course requirements of the program of their registration. The enrolment level is an annual target that is met through counting FTEs in the summer session, the winter session, and the TRU/Open Learning courses delivered by UVic. FTEs are closely related to EETs (equivalent enrolments taught), which are calculated by dividing the total unit course registrations of students by 15 – this measure is used for internal enrolment monitoring purposes.

Report on 2018/19 Targets

The Fall interim enrolment report to AEST shows that 2018/19 funded enrolment accountabilities (which do not include international students) will all be met. The University of Victoria projects enrolment to be 105% above the overall target, that is 16,763 FTE on a target of 15,943 FTE. UVic has exceeded both undergraduate (103%) and graduate (119%) enrolment targets sets by AEST.

Growing our international undergraduate population has been a strategic priority and that goal has been realized—there has been a 1.8% percent increase in international undergraduate students this year. International students now account for 14% of all undergraduates and 34% of all graduate students. Overall, international students comprise 17% of the student population.

Each Faculty has undergraduate enrolment targets (EETs) and graduate enrolment targets (FTEs) for which they have been resourced. These internal, Faculty-specific targets are reviewed annually and adjustments to the targets and associated resourcing are made based on student demand and approved plans.

AEST Target Comparison

	AEST Funded 2018/19 Target	Projected 2018/19 Total	Variance from AEST Target
Domestic UG FTE	13,633	14,022	389
Graduate FTE	2,310	2,741	431
Total funded FTE	15,943	16,763	820

FTE Enrolments by Year (includes international students)

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19 Projection	10-Year Change	1-Year Change
Undergrad	14,182	14,828	14,815	14,726	15,065	15,381	15,772	16,190	16,172	16,333	2,151	161
Graduate	2,447	2,678	2,808	2,847	2,952	2,986	3,002	2,911	2,865	2,741	294	-124
Total	16,629	17,506	17,623	17,573	18,017	18,367	18,774	19,101	19,037	19,074	2,445	37

Internal Enrolment Level Comparison

	UVic Internal 2018/19 Target	Projected 2018/19 Total	Variance from Internal Target
Domestic UG FTE	13,633	14,022	389
International UG FTE	2,050	2,311	261
Subtotal UG FTE	15,683	16,333	650
Graduate FTE	2,310	2,741	431
Total FTE	17,993	19,074	1,081

Enrolment matters continue to receive attention. Under the leadership of the Provost, a Strategic Enrolment Management initiative has been launched which will ensure our enrolment goals, including size, composition and quality, are refined and subject to continual assessment and improvement. While our direction is to remain at our approximate current size, strategic growth and a changing enrolment profile will occur over the next five to ten years. Enhancing retention, and therefore student success, will continue to be a key enrolment management strategy.

From an enrolment perspective, enhancing quality will be achieved by offering competitive entrance scholarship packages, increasing applications and admissions of high calibre undergraduates, and enhancing retention rates and timely graduation for all students. This will also facilitate achieving the Ministry target associated with domestic undergraduates. Internationalization will be achieved by diversifying enrolments and increasing retention rates of international students, and also by ongoing pathways between the Division of Continuing Studies and our academic programs, and increasing opportunities for international student exchange experiences.

With a substantial growth in post-secondary capacity across the province over the past decade and a declining domestic youth population, the student recruitment environment is increasingly competitive. With the goal of being a university of choice, the recruitment of outstanding students from diverse backgrounds and areas continues to be a high priority. Included in that priority, and congruent with our Strategic Enrolment Management Plan, is our ongoing commitment to increase Indigenous enrolment at both the undergraduate and graduate levels.

Recommended Enrolment Levels for 2019/20

The list below shows expected enrolment levels for both Ministry-funded enrolment accountabilities and UVic’s internal enrolment expectations for 2019/20. It is proposed that a recommended enrolment level of **18,173 FTE** be approved, which includes an expansion of 150 undergraduate FTE for computer science and engineering, 25 JD/JID and 5 Nurse Practitioner FTE student spaces. Faculty plans have been developed to accommodate at least this level of enrolment. Admission standards will vary by program, depending upon levels of student interest and demand, but as in past years, will be well above the Senate-approved standards (which are 67% for high school graduates and 60% for college transfers).

Summary of 2019/20 Enrolment Recommendations:

Ministry funded undergraduate FTE	13,808
Ministry funded graduate FTE	2,315
Total Ministry funded FTE for 2019/20	16,123
Planned international enrolments	2,050
Recommended Enrolment Level for 2019/20	18,173

I request that Senate approve the following motion:

*THAT Senate approve, and recommend to the Board of Governors that it also approve, a recommended enrolment level of **18,173 FTE** for the 2019/20 academic year, subject to revisions in the event of new information regarding mandated growth, funding levels, and application rates.*