



University  
of Victoria

**Board and Board Committee Meetings**  
**Monday January 27, 2020 and Tuesday January 28, 2020**

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Open Session

Tuesday January 28, 2020

11:00 a.m. – 12:00 p.m.

Farquhar Auditorium, University Centre

**DRAFT AGENDA**

**1. Approval of Agenda**

**MOTION:**

*THAT the agenda of the open session of the regular meeting of January 28, 2020 be approved.*

**2. Approval of Summary Record of the Meeting held November 26, 2019 (attached)**

**MOTION:**

*THAT the summary record of the open session of the regular meeting held November 26, 2019 be approved.*

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

**4. Chair's Remarks**

**5. Correspondence**

**a. Divest UVic and UVSS (attachment)**

**b. Faculty Association (attachment)**

**6. President's Report**

**7. External Relations Update**

BOG-Jan28/20-24

**CONSENT**

**8. Finance Committee (Dr. David Zussman)**

**a. University of Victoria Staff Pension Plan Investment  
Performance Report for the Period Ending September 30, 2019**

BOG-Jan28/20-16

**b. University of Victoria Staff Pension Plan: Statement of  
Investment Policies and Procedures**

BOG-Jan28/20-17

**MOTION:**

*THAT the Board of Governors approve the proposed amendments to the University of Victoria Staff Pension Plan Statement of Investment Policies and Procedures (formerly Staff Pension Plan Statement of Investment Policies and Goals), effective immediately.*

## 9. Operations and Facilities Committee (Ms. Daphne Corbett)

### a. New and Revised Awards

BOG-Jan28/20-28

#### MOTION:

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

- *Ted and Helen Hughes Entrance Award (revised)*
- *One Heart for Reconciliation Award\* (revised)*
- *Vincent Short Memorial Theatre Scholarship\* (revised)*
- *Visca/Dais-Visca Scholarship in Public Law/Legal Studies (new)*
- *The Joyce Family Foundation Award for Indigenous Students\* (revised)*
- *Leeder Family Memorial Scholarship in Economics\* (revised)*
- *Leeder Family Memorial Scholarship in Mathematics\* (revised)*
- *Pearson Family Africa Award (revised)*
- *Royal Jubilee Hospital School of Nursing Alumnae Association Student Award\* (revised)*
- *University of Victoria Youth in Care Award (revised)*
- *Murray & Lynda Farmer Scholarship\* (revised)*
- *David McGillivray Scholarship in Science\* (new)*
- *Mairi Riddel Memorial Prize\* (revised)*
- *Brendan Gaunt Environmental Law Award (new)*
- *Harold G. Craven Scholarship\* (revised)*
- *Randy Baker Memorial Scholarship\* (revised)*
- *Jeremy Robert Davison Scholarship\* (new)*
- *Janet Moerman Memorial Scholarship (new)*
- *Myrna McEwen Daniels Scholarship\* (revised)*
- *Noel & Margaret Gantly Scholarship\* (revised)*
- *Martlet Chapter, IODE Cuthbert Holmes English Honours Essay Scholarship\* (revised)*
- *Ferguson Graduate Research Award in Digital Health (new)*
- *Dr. Ian MacPherson Memorial Scholarship (new)*
- *Certificate of Outstanding Academic Distinction in Human and Social Development\* (revised)*
- *Reliable Controls Award in Computer Science\* (new)*
- *Award for Student Refugees (new)*
- *Gladys Pearson Indigenous Student Scholarship (new)*
- *W.E. Cowie Innovation Award\* (revised)*
- *Peninsula Co-op Dr. Ian MacPherson Memorial Scholarship\* (revised)*
- *Cynthia Johnston Economics Graduate Scholarship (new)*
- *Hector and Carol McDonald Scholarship\* (new)*
- *Dr. Marion Porath Legacy Scholarship in Art Education (new)*
- *Dr. Marion Porath Legacy Scholarship in Special Education (revised)*

- Seaborne-Langford Scholarship in Engineering\* (new)
- Coast Capital Savings Entrepreneurship Scholarship (revised)
- Gladys Nipp & Stephen Mah Family Award\* (new)
- Sanjeev Singh Parmar Memorial Scholarship (new)

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**b. Proposal to add a Project Option to the Master of Arts in Musicology**

BOG-Jan28/20-29

**MOTION:**

*THAT the Board of Governors approve the proposal to add a project option to the Master of Arts in Musicology, as described in the memorandum dated February 23, 2019.*

**c. Proposal to Discontinue the Master of Arts in Musicology (with Performance) Thesis Option and add a Project Option**

BOG-Jan28/20-30

**MOTION:**

*THAT the Board of Governors approve the proposal to discontinue the Master of Arts in Musicology (with Performance) Thesis Option, as described in the memorandum dated February 23, 2019.*

*AND*

*THAT the Board of Governors approve the proposal to add a project option to the Master of Arts in Musicology (with Performance), as described in the memorandum dated February 23, 2019.*

**d. Proposed changes to the requirements for all Bachelor's Degrees in the Faculty of Humanities**

BOG-Jan28/20-31

**MOTION:**

*THAT the Board of Governors approve the proposed changes to the requirements for all Bachelor's degrees in the Faculty of Humanities, as described in the memorandum dated September 24, 2019.*

**e. Proposed changes to the Master of Business Administration program**

BOG-Jan28/20-26

**MOTION:**

*THAT the Board of Governors approve the proposed changes to the Master of Business Administration program, as described in the memorandum "Proposal for a Major Change to the UVic MBA Program".*

**f. Status Report on Capital Projects**

BOG-Jan28/20-21a

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

**REGULAR**

**10. Operations and Facilities Committee (Ms. Daphne Corbett)**

**a. Final Report on the Sustainability Action Plan: Campus Operations 2014-2019** BOG-Jan28/20-23

**b. Rescinding Policy GV0700 – Procedures for the Appointment of Chairs of Departments or Divisions** BOG-Jan28/20-01

**MOTION:**

*THAT the Board of Governors approve the rescinding of Policy GV0700 – Procedures for the Appointment of Chairs of Departments or Divisions, effective immediately.*

**c. Rescinding Policy HR6105 – Equity Policy for Female Faculty Members** BOG-Jan28/20-02

**MOTION:**

*THAT the Board of Governors approve that Policy HR6105 – Equity Policy for Female Faculty Members be rescinded, effective immediately.*

**11. Finance Committee (Dr. David Zussman)**

**a. Responsible Investment Policy FM5215** BOG-Jan28/20-20a

**MOTION:**

*THAT the Board of Governors approve the revised Responsible Investment Policy FM5215, to be effective immediately.*

**12. Other Business**

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

**Adjournment**



University  
of Victoria

## Board and Board Committee Meetings Monday November 25 and Tuesday November 26, 2019

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Open Session

Tuesday November 26, 2019 11:00 a.m.

Senate and Board Chambers, University Centre

### DRAFT SUMMARY RECORD

**Present:** Ms. Beverly Van Ruyven (Chair), Mr. Merle Alexander, Mr. Rizwan Bashir, Dr. Marilyn Callahan, Prof. Jamie Cassels, Ms. Daphne Corbett, Dr. Peter Driessen, Ms. Isabella Lee, Ms. Cathy McIntyre, Ms. Eslam Mehina, Ms. Shelagh Rogers, Ms. Carolyn Thoms, Dr. David Zussman, Ms. Carrie Andersen (Secretary)

**By** Ms. Carmen Charette, Dr. Lisa Kalynchuk, Ms. Gayle Gorrill,

**Invitation:** Ms. Kimberley Kennard (Board Coordinator)

**Regrets:** Dr. Elizabeth Borycki

**1. Approval of Agenda**

**MOTION:** (D. Corbett/S. Rogers)

*THAT the agenda of the open session of the regular meeting of November 26, 2019 be approved.*

**CARRIED**

**2. Approval of Summary Record of the Meeting held September 24, 2019**

**MOTION:** (C. McIntyre/E. Mehina)

*THAT the summary record of the open session of the regular meeting held September 24, 2019 be approved.*

**CARRIED**

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

There was none.

**4. Chair's Remarks**

There were no remarks from the Chair.

**5. Correspondence**

There was no correspondence.

**6. President's Report**

Prof. Cassels announced that Chris Horbachewski was appointed as the Vice-President External Relations, effective February 1, 2020.

#### Fall Convocation

Prof. Cassels recognized Chancellor Shelagh Rogers for presiding over four convocation ceremonies November 12-13, 2019. Ms. Rogers commented on ceremonies and the honorary degree recipients.

#### Westshore Initiative

Prof. Cassels provided an update on the Westshore initiative, which is being led by Royal Roads University in collaboration with University of Victoria and Camosun College.

#### International

On September 30, UVic hosted 60 Ambassadors, High Commissioners and Consuls General from 50 nations as part of the Heads of Mission tour of BC. Prof. Cassels said the guests spent the day on campus learning about leading work towards reconciliation, oceans research and climate change.

In October, Prof. Cassels joined a delegation to three cities in Australia – Melbourne, Canberra and Sydney. He reported that they visited seven top Australian Research Universities and signed two new agreements of cooperation. Networking events were held with attendees representing Global Affairs Canada, the Australian government, Australian post-secondary institutions, the Association of Commonwealth Universities and UVic alumni.

#### Vikes

Prof. Cassels congratulated the Vikes women's field hockey team and the men's rugby sevens for their national championship wins.

#### People in Cyber Conference

Prof. Cassels congratulated a team of UVic Engineering and Computer Science students who took the top prize at the national People in Cyber Conference in Toronto on October 19.

There were no questions for Prof. Cassels.

### **7. External Relations Update**

BOG-Nov26/19-14

Carmen Charette, Vice-President External Relations introduced the report. She noted an increase in UVic's profile in the media. Ms. Charette commented on the Speakers Bureau. She provided an update to the report on three events that Chancellor Rogers had attended.

Ms. Charette updated the Board on fundraising to date.

There were no questions from Board members.

## **CONSENT**

### **8. Finance Committee (Dr. David Zussman)**

#### **a. Reporting on Long Term Disability Trust**

BOG-Nov26/19-10

### **9. Operations and Facilities Committee (Ms. Daphne Corbett)**

#### **a. New and Revised Awards**

BOG-Nov26/19-16

##### **MOTION:**

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

- *Norman M. Lewis Bursary (new)\**
- *Vikes Honour Roll Provost Award for Excellence (revised)*
- *Nimrod Hungarian Mobility Award (revised)\**
- *Michael Daniska Memorial Bursary (revised)\**
- *Leeder Family Memorial Bursary in Economics (revised)\**
- *Leeder Family Memorial Bursary in Mathematics (revised)\**
- *Rita Perry Hammett Award (revised)\**
- *Vikes Recreation Student Leadership Award (revised)\**
- *Criswick Bursary in Astronomy (revised)\**
- *Alan J. Hodgson Memorial Scholarship in Music (new)\**
- *Dr. Hinda Avery Holocaust Studies Scholarhip (new)\**
- *Vancouver Island Trails Information Society Scholarship (revised)*
- *Promise Bursary (new)*
- *Department of Civil Engineering Graduation Medal (new)*
- *Orca Book Publishers Award in Indigenous Language Revitalization (new)*
- *Gail O’Riordan Memorial Graduate Award for Cello (new)*
- *Van Dusen Graduate Scholarship (revised)*
- *British Columbia Paraplegic Association/Rotary Club of Victoria Scholarship (revised)\**
- *Indigenous Health Career Scholarship (revised)*
- *Roy & Marguerite Watson Bursary in Social Work (revised)\**
- *Doreen & John Windsor Bursary (revised)\**
- *Embassy of Iceland Book Prize (new)*
- *Dr. Hinda Avery Graduate Scholarship in Animal Rights and Law (new)\**
- *Dr. Marion Porath Legacy Scholarship in Education (revised)*

- *Henry Poulton Fund (revised)\**
- *Edra Ferguson Graduate Scholarship (revised)\**
- *Law Foundation of BC Public Interest Award (revised)*
- *“Stand Out From the Crowd” Prize in Physics and Astronomy (revised)*
- *Mandell Pinder LLP Indigenous Law Scholar Award (new)*
- *Lambert Joseph Schill Award (new)\**
- *Beatrice Patriquin Scholarship (new)\**
- *David McGillivray Scholarship in Chemistry (new)\**
- *University of Victoria Youth in Care Award (revised)*
- *25th Olympiad Scholarship (revised)*
- *Blakes Scholars Award (revised)*
- *Canadian National Scholarship (revised)\**
- *Drs. Douglas & Anathalie Taylor Lee Memorial Award (revised)\**
- *Henry & Marian Thiel International Business Award (revised)\**
- *Orca Book Publishers Student Mobility Award in Teacher Education (new)*
- *Wilson S.C. Lai Scholarship (revised)*
- *Harper Scholarship in History (revised)\**
- *Robertson Wiens Mathematics Bursary (new)\**
- *Engineers & Geoscientists BC Municipal Engineers Division Award (new)*
- *All Our Relations Award (revised)*
- *30 by 30 Women in Engineering Award (new)*
- *Mansell-McLellan Entrance Scholarship (revised)\**
- *Marion Ricker Memorial Scholarship in Nursing (revised)\**
- *Open Graduate Scholarship\* (new)*
- *Ted and Helen Hughes Entrance Award (new)*
- *Oliver Prentice Memorial - Saanich Rotary Scholarship\* (revised)*
- *John Money Memorial Prize in British History (new)*
- *One Heart for Reconciliation Award\* (new)*
- *Clark Wilson Recruitment Inclusion Award (new)*
- *Stó:lō Legacy Scholarship (revised)*
- *Pemberton Holmes Award in Honour of Davine Burton\* (revised)*
- *Indigenous Engineering and Computer Science Entrance Scholarship (new)*
- *Women in Engineering and Computer Science Entrance Scholarship (new)*
- *Dave Ian Dunnet Music Education Scholarship\* (revised)*
- *Chris Markoff Memorial Award (revised)*
- *Takao Tanabe Undergraduate Award in Visual Arts (new)*
- *Takao Tanabe Graduate Award in Visual Arts (new)*



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**b. Proposal to Change the Secondary Post-Degree Professional Program (Diploma) to a Bachelor of Education Degree Program**

BOG-Nov26/19-02

**MOTION:** *THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the proposal to change the Secondary Post-Degree Professional Program (Diploma) to a Bachelor of Education Degree Program, as described in the memorandum dated March 14, 2019.*

**c. Due Diligence Report**

BOG-Nov26/19-09

**d. Status Report on Capital Projects**

BOG-Nov26/19-8a

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

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

**CARRIED**

**REGULAR**

**10.**

**Finance Committee (Dr. David Zussman)**

**a. Responsible Investment – Stakeholder Consultation**

BOG-Nov26/19-12a

Dr. Zussman reported on the review of the university policy on responsible investment. He noted that in preparation for the meeting, the members of the Board of Governors had been informing themselves about responsible investment and how UVic can respond to the challenges of climate change and broader environmental issues.

Dr. Zussman reported that on November 14, Board members participated in a very valuable education session where a wide variety of views and perspectives were explored. He thanked everyone, and especially the student presenters, who met with the Board. Dr. Zussman said the Finance Committee had also been informed by many documents including the policy on Social Responsibility and UVic Investments, and the Short-Term Investment Policy. The committee also looked at the responsible investment issue in the context of the Strategic Framework, and received information regarding consultations about the policy review.

Dr. Zussman shared information about the Finance Committee's discussion regarding responsible investment.

He reported that there was a consensus that climate change is an important issue and there is a commitment to making a positive change. There was agreement that it is more important to get the policy right than to rush to a policy.

Dr. Zussman said that a number of areas of agreement had arisen through the committee's conversation, including: the value of looking at investments using a positive screening technique; a commitment to applying the principles of ESG – environment, social and governance – to investment decisions; the possible effectiveness of influencing corporate behaviors by engaging in direct dialogue; examining the possibility of being a signatory to the United Nations Principles for Responsible Investment (UNPRI); and making a statement and having goals with respect to our investments that show leadership and alignment with our Strategic Framework. In addition, Dr. Zussman said the discussion focused on financial and other risks, unintended consequences and the role of a university in taking a position. He said committee members agreed that more information is needed in order to make any recommendations for changes to our current policy. Further discussion is also required on divestment, including its ultimate impact.

Dr. Zussman said management was asked to bring back a working draft on areas of agreement and provide options on areas requiring further discussion to the January Board meeting. He said that, given the importance of the issue, the Finance Committee would look for ways to engage in advance of the January meeting.

**11. Operations and Facilities Committee (Ms. Beverly Van Ruyven for Ms. Daphne Corbett)**

**a. 2019/20 Enrolment Analysis Report**

BOG-Nov26/19-03

Ms. Corbett provided highlights of the report.

**b. Report on Student Financial Aid**

BOG-Nov26/19-17

Ms. Corbett stated that the report provided an overview of financial assistance available to undergraduate students and need-based funding received by graduate students during the 2018-19 academic year. She noted that the university's gross expenditures for scholarships and bursaries was \$36 million in 2018-19, which was a 7.7 % increase from 2012-13.

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

**a. Proposed Changes in Procedures of the Board 2019/20** BOG-Nov26/19-20

Ms. Van Ruyven stated that the proposed change to the Procedures provided guidance to the Board Chair to recess or adjourn the Open meeting in the event that the Board is unable to conduct its business.

**MOTION:** (C. Thoms/E. Mehina)

*THAT the Board of Governors approve the revised Board Procedures, as attached, for the year 2019/20.*

**CARRIED**

**13. Other Business**

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

**Adjournment**

There being no other business, the meeting adjourned at 11:30 a.m.



**Divest UVic Submission to the January,  
28, 2020 Board of Governors Meeting**



The authors of this report acknowledge with respect that the work we do is taking place on the unceded territories of the Lekwungen and W̱SÁNEĆ first nations on which the University of Victoria stands. When considering the implications of fossil fuel investments it is necessary to consider the historical and ongoing displacement of Indigenous Nations from their traditional territories for the purposes of resource extraction and how this has impacted Indigenous people across Turtle Island. As a University striving towards reconciliation, it is very important for this consideration to always hold a space in conversations while making decisions. The climate crisis continues to threaten Indigenous ways of life that predate the university and colonization, it the responsibility of the university to act on their commitments to sustainability and reconciliation moving forward. While discussing the topic of divestment it is crucial to keep these commitments in the foreground of considerations and remembering the promises made through acknowledging the territories we stand on, but also to the students the University of Victoria represents.

In summary, negative screening is the only option that Divest UVic endorses and supports, as it is the only ethical investment strategy. Any other option, from Impact Investing to Active Ownership and Proxy Voting, will simply continue the unsustainable, ineffective, unprofitable path that UVic is currently on.

Students hope that the following method of addressing common myths about divestment and negative screening will clarify any misinformation or assumptions that members of the board may have received. Unfortunately, Divest UVic was not allowed to view the proposed Responsible Investment Policy ahead of the submission deadline for this package, but we strongly implore you to take our perspective and research into consideration.

| Myth   | Fact  |
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| Full Divestment is not in accordance with the Board's Fiduciary Duty | <p>The fossil fuel industry doesn't lead the market like it used to; it lags. Energy was the worst performing sector in the S&amp;P 500 Index in 2018 and 2019, and its cumulative returns over the past five years have been abysmal (Siblis Research, 2019). Fossil fuel investments result in volatile revenues, limited growth, and a negative outlook as the quality of its equities continues to deteriorate from the quintessential blue chip component of investment portfolios to one that is speculative and tied to the oil-price uncertainty.</p> <ol style="list-style-type: none"> <li>1. Coal stocks have plummeted in value in recent years, as has the oil price in recent months, (Barchart, 2019) meaning recently divested funds will avoid losses. Furthermore, a series of analyses have suggested divestment need not dent profits. If profits are the Board's top priority, then avoiding climate risk with the use of a negative screen on fossil fuel extraction, refinement, and transportation companies is the Board's fiduciary duty.</li> <li>2. Over 180 organisations have already asked themselves if divestment would help or hinder their missions and then gone ahead and done it. The most notable is the Rockefeller Brothers Fund, founded on a famous oil fortune. Valerie Rockefeller Wayne noted that funding companies that cause the problems being tackled by their programmes is hypocritical and described the breaking point in decision making as "the schizophrenic notion that we had investments that were undermining our grants." (Dickinson, 2015)</li> </ol> <p>This same question can be asked of the research being conducted at UVic, is the resistance of the Board of Governors to adopt negative screening undermining the research that it is funding?</p> <ol style="list-style-type: none"> <li>3. Fossil fuel assets will become 'stranded' ('devalued' or 'obsolete') by the rise of alternative energy technologies, and this situation will be amplified by the implementation of emission-reduction legislation. As a result, the fossil fuel industries of some of the largest exporters (US, Russia and Canada) will face the biggest losses in asset wealth (Belliveau, 2018, p. 11; Mercure et al., 2018) -- this is known as the 'carbon bubble' scenario.</li> </ol> |
| The oil & gas industry benefits Indigenous communities               | <ol style="list-style-type: none"> <li>1. A common defense of extraction projects is that they will benefit Indigenous communities, and that many Indigenous people support these projects. While it is true that certain communities and individuals are in favour of extraction projects, and may give consent for these projects, it is important to understand where this consent is coming from.</li> </ol>  |

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|                                | <ol style="list-style-type: none"> <li>2. Governments almost always seek approval from Band and Council systems for developments and extraction projects. Band and Council systems are a colonial imposition that came into being with the 1876 Indian Act. Many nations uphold a system of hereditary chiefs, who hold title passed down through families as the only authority on their territories.</li> <li>3. Projects require consent from all communities and nations along the proposed routes. Many proposed energy corridors would cross the territories of and effect numerous nations. All of these nations must give Free, Prior and Informed Consent to the project.</li> <li>4. Canada has endorsed the United Nations Declaration of Indigenous Peoples (UNDRIP), and British Columbia has implemented it as law. UNDRIP outlines in article 32: “States shall consult and cooperate in good faith with the indigenous peoples concerned through their own representative institutions in order to obtain their free and informed consent prior to the approval of any project affecting their lands or territories and other resources, particularly in connection with the development, utilization or exploitation of mineral, water or other resources.” Article 32 highlights that this consent must come from their own representative institutions, demonstrating the importance of recognizing the title of hereditary chiefs.</li> <li>5. The government of Canada and British Columbia frequently push through extraction projects without the Free, Prior and Informed Consent of the relevant nations (as outlined in the UNDRIP). Nations often sign on to projects due to dire economic need (caused by ongoing colonialism) and because they understand the government and industry will force the projects even if they don't sign on, and receiving a sliver of the profits is the only option.</li> <li>6. Indigenous Peoples have always been leaders in protecting their land, water, and resources. For example, the last decade saw the rise of the “Idle No More” movement, which is led by Indigenous women and is generally concerned with opposing resource exploitation on Indigenous lands.</li> <li>7. More recently, hereditary chiefs from the Wet’suwet’en Nation have explicitly prohibited the use of their land for a proposed Coastal GasLink pipeline. Despite these assertions, the provincial government has sided with industry, and has even argued for ‘lethal overwatch’ in breaking up peaceful protests in areas such as the Unist’ot’en camp.</li> </ol> |
| Negative screening reduces the | <ol style="list-style-type: none"> <li>1. While the fossil fuel industry is currently important to the Canadian economy, a shift on the horizon is likely.</li> </ol>  |

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| <p>investable universe, especially in Canada, and would impact returns.</p>  | <ol style="list-style-type: none"> <li>2. Policy Horizons Canada, a federal think tank, warns that “Canada’s status as an ‘energy superpower’ is under threat because the global dominance of fossil fuels could wane faster than previously believed” (Fletcher, 2016, pp.1).</li> <li>3. Most young Canadians do not want a future that relies on oil and gas. Statistics from a CBC report show that Canadian citizens within the 18-35 year-old age bracket are the most concerned about climate change and are the most likely to support the development of clean energy and technology (Decilia, 2016, pp.5).</li> <li>4. A report out of the Parkland Institute notes that at the same time support for fossil fuel industry is declining, so is the future of fossil fuel companies to be viable investment options. When looking at Canada’s ‘Big Five’ oil companies and their economic activity over the past few boom and bust cycles, the report concluded that “[w]ith the Big Five increasing production while squeezing costs and slowing down investment, a significant chunk of Alberta’s (and Canada’s) carbon budget is currently reserved for a slow-growing, cost-cutting sector with weak fiscal, investment, employment, and innovation benefits.” The report continues to state that: “If the Big Five are able to continue to steer provincial and federal fiscal, energy, and climate policies, Canada will not be able to live up to its Paris Agreement obligations for the year 2050” (Hussey, Pineault, Jackson &amp; Cake, 2018, pp.5).</li> <li>5. Ultimately, when looking at the current social and economic trends in the fossil fuel sector, there is good reason to believe that the Canadian economy will shift away from relying heavily on oil and natural gas.</li> </ol> |
| <p>Shareholder Engagement is an effective strategy for Responsible Investing and applying a negative screen to fossil fuel companies would no longer allow the university to engage with companies to encourage positive change and, that once divested, the remaining investors</p> | <ol style="list-style-type: none"> <li>1. There is little evidence to support this argument. When, for example, the Guardian asked the Wellcome Trust to give instances where, “engagement had produced change, it could not”, (Carrington, 2015).</li> <li>2. As campaigner Bill McKibben has pointed out, “engagement is unlikely to persuade a company to commit to eventually putting itself out of business”; furthermore, “...some market regulators— such as in the US— do not even allow this kind of engagement” (Carrington, 2015).</li> <li>3. “The leading environmentalist Jonathon Porritt spent years engaging with fossil fuel companies only to conclude recently that such efforts were futile. Nonetheless, serious engagement could drive some change and 2015 has seen both BP and Shell having to support such shareholder resolutions. But such resolutions need specific changes and deadlines to be effective. Whatever your view, remember this is not an either/or situation. Many campaigners view divestment as the stick and engagement as the carrot, with both aiming for the same ultimate goal” (Carrington, 2015).</li> </ol>   |

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| <p>will not push management to affect positive ESG goals.</p> | <ol style="list-style-type: none"> <li>4. Owning debt— as the Board of Governor’s does through Short Term Investments and Bonds, or as few shares at the Endowment— does not allow for meaningful engagement as you hold next to no leverage over these companies.</li> <li>5. This strategy may be effective for influencing things such as the labour practices of a company producing clothing. Take Nike as an example. Nike could be influenced to pay their workers a fair wage and still produce a profit for their shareholders. However, Nike could not be influenced to stop producing shoes and clothing because that is their main source of revenue. Oil &amp; gas companies cannot be influenced through shareholder engagement to stop producing fossil fuels because that is their main source of revenue.</li> <li>6. Fossil fuel producers have been the most prominent international anti-climate advocates. Supporting these producers goes against the university’s framework to promote sustainable futures. Furthermore, there is a possibility that fossil fuel companies will have stranded assets as part of the energy transition to a greener economy, which would negatively impact the asset value of the companies.</li> </ol>  |
| <p>Fossil Fuels utility in ending poverty</p>                 | <ol style="list-style-type: none"> <li>1. Fossil fuel supporters often argue that coal, oil and gas made the modern world and remain vital to improving the lives of the world’s poorest citizens. However, the most recent report from the UN’s Intergovernmental Panel on Climate Change— written and reviewed by thousands of the world’s foremost experts and approved by 195 of the world’s nations— concluded the exact opposite. The IPCC concluded that climate change, driven by unchecked fossil fuel burning, “is a threat to sustainable development.” (IPCC, 2019, p.19).</li> <li>2. The IPCC also warned that global warming is set to inflict severe and irreversible impacts on people and that “limiting its effects is necessary to achieve sustainable development and equity, including poverty eradication” (IPCC, 2019, p.32). The IPCC went even further, stating that climate change impacts are projected “to prolong existing and create new poverty traps.” (IPCC, 2014, p.4).</li> <li>3. Research conducted by the UN in 2017 has also found that disadvantaged groups, particularly those experiencing poverty, are disproportionately affected by adverse effects of Climate Change, and that this results in a subsequent increase in poverty (Islam and Winkel, 2017).</li> <li>4. 2017 research by the Carbon Disclosure Project (CDP) found that 71 percent of all industrial greenhouse gas emissions since 1988 came from just 100 fossil fuel-producing corporations (e.g. BHP Billiton, ExxonMobil, Shell, Gazprom) (Griffin, 2017, p.8). Almost 60% of these</li> </ol> |



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|   | <p>historic emissions come from state-owned enterprises, with a third coming from public investor-owned companies, which nullifies the argument that “fossil fuels are needed to eliminate poverty” because: public actors that hold the political and economic power to end poverty are instead investing in companies responsible for an overwhelming portion of the world’s GHG emissions (Griffin, 2017, p.8)</p> <ol style="list-style-type: none"> <li>Climate change impacts co-create, and are caused by, socio-economic inequalities stemming from systems of oppression and domination, such as colonialism, neo-liberal capitalism, white supremacy and patriarchy (Belliveau, 2018, pp. 31-32; Mohai et al., 2019).</li> <li>Sites of industrial development — such as oil pipelines and deep water ports (as in the case of the old plantation lots along the Mississippi River) — are most often constructed in areas with higher rates of poverty (Mohai, Pellow, &amp; Roberts, 2019, p. 414). Mohai et. al. concluded that these sites are inordinately built in areas inhabited by racial and ethnic minorities that are disproportionately poor. If disadvantaged groups are disproportionately at risk of the negative effects of fossil fuel industry operations, how can we arrive to the conclusion that fossil fuel development eliminates poverty?</li> </ol> |
| Divestment inefficiencies                   | <ol style="list-style-type: none"> <li>“To sell a stock you have to have a buyer. But the amounts being divested are too small to flood the market and cut share prices, so they won’t be going cheap. Also, the buyers of the stock are taking on the risk that the fossil fuel stocks may tank in the future, if the world’s nations fulfil their pledge to keep global warming below 2C by sharply cutting carbon emissions. If these stocks are risky, then the public and value-based institutions primarily targeted by the divestment movement should not be holding them.” (Carrington, 2015)</li> </ol>   |
| It’s too early to adopt negative screening. | <ol style="list-style-type: none"> <li>It’s not early to adopt negative screening; it’s timely. In order to keep global warming below 1.5C, the IPCC report recommends the reduction of carbon pollution by 45% from 2010 levels by 2030 (IPCC, 2019, p.12). Making a commitment to divest from fossil fuels now would allow the University to smoothly transition its investments over the course of several years in accordance with the necessary global transition away from fossil fuels.</li> <li>To prevent global mean temperature from rising to 2°C, approximately 80% of coal, 50% of gas, and 30% of oil reserves must remain unextracted and unburned between 2010 and 2050 (Jakob &amp; Hilaire, 2015, p. 150). By committing to fossil fuel divestment, the University can help prevent the existing level of exploitation and emissions from increasing by taking funds away from companies directly responsible for that extraction. The University would then be able to shift its investment</li> </ol>   |

|   |  |
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|   | <p>portfolio to firms that use resources sustainably and produce fewer emissions.</p> <p>3. Two other prominent Canadian post-secondary institutions, Lavall and Concordia, have already committed to divestment from fossil fuels (Friesen, 2019; Bruemmer, 2019). If we choose to divest, UVic may lead the way for other institutions to follow suit.</p>   |
| Impact Investing  | <p>1. If holdings don't change and investments in fossil fuels remain, then the investment strategy is effectively greenwashing. Greenwashing is defined as; "disinformation disseminated by an organization so as to present an environmentally responsible public image." (Oxford, n.d.). As mentioned earlier, investments in fossil fuels are undermining the critical climate research that the University is funding. If a negative screen is not applied to fossil fuel companies, then the "impact" of impact investing will be undermined by remaining investments.</p>                             |
| Agreeing to divest could lead to more divestment requests on a variety of issues.   | <p>1. Divest UVic is focused solely on divestment from fossil fuels.</p>   |
| It is difficult to find a company not reliant on the use of fossil fuels.   | <p>1. Divest UVic has never called for divestment from all companies that use fossil fuels, the request is for a negative screen to be placed on extraction, refinement, and transportation companies.</p>   |
| Incorporating Environment, Social, Governance (ESG) Factors and becoming a signatory of the UN Principles for Responsible Investing (UNPRI) is an effective strategy for Responsible Investing. | <p>1. While incorporating ESG Factors and becoming a signatory of the UNPRI are strategies for making it seem as though an investor is being responsible, if the portfolio has holdings in fossil fuels then any other strategy is greenwashing.</p> <p>2. ESG Factors and the UNPRI are not binding, it is not a negative screen and will not move UVic's funds away from the companies that are undermining its research.</p> <p>3. These tools may be useful, if a negative screen is placed on the fossil fuel extraction, refinement, and transportation companies causing the root of the problem.</p> |

Thank you kindly for taking the time to read this submission in full, we hope it clarifies some of the myths and misinformation that you may have received regarding divestment and negative screening. Please feel free to email [divestuvic@gmail.com](mailto:divestuvic@gmail.com) if you have any further questions or comments, or check out our website [www.divestuvic.com](http://www.divestuvic.com) to learn more.

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# Arguments for UVic to divest from Fossil Fuels

UVic Faculty Association, January 2020

Members of the University of Victoria Faculty Association recently voted 77% in favour of supporting campaigns for the University of Victoria to divest from fossil fuels. UVic students have also taken a vote with similar results within the past few years. Furthermore, numerous other universities have taken substantive action towards partial or complete divestment from fossil fuels. Given UVic's explicit commitment to sustainability, we risk reputational damage by remaining invested in fossil fuels. **Thus, the Association is asking the Board of Governors to pass a motion that the University of Victoria divest from fossil fuels.**

Here, the Association provides brief arguments for our position, based on the expert knowledge of three of our members. From their three different areas of expertise, they present three important perspectives: the urgency of the climate change problem, the economic case for divestment, and the issue of fiduciary duty. **Given the immediate and severe environmental risk posed by climate change, and the long-term risk of investing in fossil fuel stocks, we argue that a mandate from the Board to divest would be in the best interest of the University, and that expeditious divestment would be the proper exercise of fiduciary duty by our asset managers.**

## The pressing problem of climate change

### Background

- The problem of anthropogenic climate change has been well known to scientists and governments for over 40 years, and exceptionally well documented since the first IPCC report in 1990.
- The last three decades of inaction have allowed the problem to become much worse—partly because the rate of CO<sub>2</sub> emissions has been increasing to such an extent that almost half of all fossil fuel CO<sub>2</sub> emissions have occurred in that time, and partly because the continued economic investment in fossil fuels and related infrastructure facilitates or requires yet further fossil fuel use.
- A major cause of this inaction has been a campaign of denying climate science, which has been substantively funded by the fossil-fuel industry.

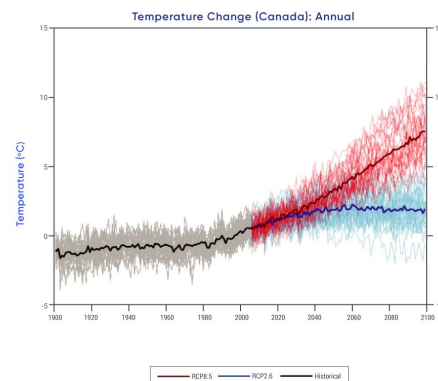


Figure 1: Past and future change. RCP 2.6 requires aggressive emissions limitations and carbon sequestration, whereas RCP 8.5 is a 'business as usual' case (from CCCR2019, Figure-4-8-A-ES2)

### The present problem

- There is natural variability in the climate system ("noise"), as well as a change to the climate system caused by changing CO<sub>2</sub> levels ("signal"). Up until around 2010, the signal from climate change was smaller than the natural variability. However, the climate change signal is now larger than the natural variability, and changes to climate are becoming obvious (Figure 1).
- The current crisis of the Australian bush fires is a gentle introduction to climate change impacts: they will get much worse. These consequences have been predicted, and are now happening.

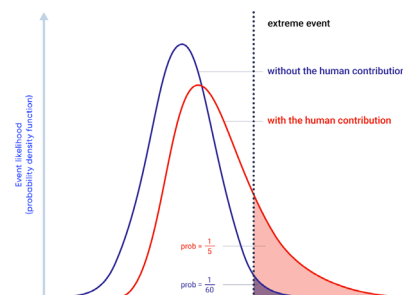


Figure 2: The probability of "extreme" events, which have high economic, environmental and human costs, is increasing and will increase further. (from CCCR2019, Figure-4-21)

- Our current infrastructure and culture are very poorly adapted to a future climate; events that we now regard as "extreme," with high social, environmental, and economic costs, will become relatively common (Figure 2).
- At this point, there is no safe quantity of additional CO<sub>2</sub> emissions. There are more existing reserves of fossil fuels than we can burn safely.
- We are faced with real choices now: "business as usual" means the problem will get exceptionally bad (Figure 1), while aggressive reductions in emissions can limit how much worse the problem will get.
- To avoid the worst consequences of climate change by limiting the global temperature rise to 1.5 degrees Celsius, we need to phase out fossil fuel use in the next decade.
- Collective action is required to do this.

#### Canadian Context

- "Polar Amplification" of climate change is well established: high latitudes warm more than low latitudes. This means that, on average, Canada is—and will continue to be—warming at about double the global rate; warming in Northern Canada is proceeding at an even higher rate.

#### A moral case for divestment

- The business model of fossil fuel companies is fundamentally incompatible with the health and safety of our environment and society.
- Continued investment in fossil fuel extraction and supply will directly lead to enhanced damage to our environment and society.
- Continued investment in the fossil fuel industry is plainly incompatible with UVic's strategic priority of Promoting Sustainable Futures.

#### Further reading (and the role of UVic)

- See the recent Federal Government Report: Canada's Changing Climate ([changingclimate.ca/CCCR2019/](http://changingclimate.ca/CCCR2019/) and [changingclimate.ca/CCCR2019/chapter/headline-statements/](http://changingclimate.ca/CCCR2019/chapter/headline-statements/)). Figures shown here are from that report.
- Note that one-fifth of the chapter authors of this report are Faculty/Adjunct Faculty in the School of Earth and Ocean Sciences at UVic.

### An economic case for divestment

#### Preamble

That there is a climate change emergency is beyond reasonable doubt. A rational, collective international response would involve dramatic action to reduce greenhouse gas emissions, as well as efforts to facilitate adaptation to climate change that we cannot avoid. However, at this point, global action is held up by two related problems: a politics of (self-)delusion, serving vested fossil fuel interests, and a free-rider problem of "you first."

While the delusion cannot be maintained in the face of more and more evidence, the free-rider problem is more intractable. Real politics might lead to an impasse, or it might lead to a hardball approach, where trading blocs try to enforce environmental policies by trade sanctions, and worse. In that case, carbon-intensive capital assets will be stranded, and firms with such assets will have huge losses in market capitalization. In his forthcoming book The Citizen's Guide to Climate Success, Mark Jacard (SFU) argues for tactical political action to bring on this hardball scenario (see <https://www.cbc.ca/news/business/climate-change-failure-1.5400663>). In the longer term, the risk of the hardball scenario arising is quite high. Long-term investing should prudently avoid carbon-intensive assets and move instead towards what appears to be the new energy economy.

#### Effectiveness and financial gains of divestment

This is a new area of academic research. Dordi & Webber (2019) look at direct evidence that fossil fuel divestment has affected the share price of fossil fuel companies. They find some support for the hypothesis that a lower share price can constrain lending capacity, by increasing credit risk and capital provisions, which reduces the availability of loans and stalls future fossil fuel production. Dyck et al (2019) show that governance significantly affects environmental performance of firms. It follows that, through the governance channel, pressure from divestment can indirectly result in a better environment.

To date, the main financial driver for campus divestment has arguably not been on its direct returns, but rather on fiduciary duty. There are several notable publications that provide evidence for the competitiveness of ex-fossil fuel funds (see [Trinks et al., 2018](#); [Henriques and Sadorski, 2018](#)). There is also evidence that divestment serves as a risk mitigation measure against stranded assets, reducing a fund's "carbon exposure" (see [Hunt and Weber, 2018](#)).

Of course, the empirical literature can only study past data; the major threat to carbon-intensive capital returns is forward-looking, arising from a dramatic shift away from fossil fuels in the foreseeable future.

## Stranded Assets

A clear argument for divestment from an economic perspective is a pressing risk of substantive losses in the fossil fuel industry. If reasoned arguments prevail to protect our environment, society, and economy from the worst effects of climate change, much of the existing fossil fuel reserves will need to be left in the ground, leaving fossil fuel investments as stranded assets. Financial experts are beginning to recognize the seriousness of this risk. For example, consider the following excerpts from the introduction to a report from BNP Paribas, a French multinational bank:

*We calculate that to get the same amount of mobility from gasoline as from new renewables in tandem with EVs over the next 25 years would cost 6.2x-7x more.*

***The death toll for petrol.*** *With 36% of demand for crude oil today accounted for by LDVs and other vehicle categories susceptible to electrification, and a further 5% by power generation, the oil industry has never before in its history faced the kind of threat that renewable electricity in tandem with EVs poses to its business model: a competing energy source that (i) has a short-run marginal cost (SRMC) of zero, (ii) is much cleaner environmentally, (iii) is much easier to transport, and (iv) could readily replace up to 40% of global oil demand if it had the necessary scale. We conclude that the economics of oil for gasoline and diesel vehicles versus wind- and solar-powered EVs are now in relentless and irreversible decline, with far-reaching implications for both policymakers and the oil majors.*

***A warning from the European utility sector.*** *If all of this sounds far-fetched, then the speed with which the competitive landscape of the European utility industry has been reshaped over the last decade by the rollout of wind and solar power – and the billions of euros of fossil-fuel generation assets that this has stranded – should be a flashing red light on the oil industry's dashboard."*

For funds seeking long-term returns, such as our pension fund, investing in such assets appears to be a very poor risk.

## Fiduciary Duty

### Introduction

To a large extent, previous arguments against divestment at UVic have centred on the fiduciary duty of asset managers, which has been interpreted narrowly as maximizing fiscal return. However, there have been reforms in both the legal academic perspective on this, and in relevant Canadian law.

The United Nations Environment Program (UNEP) recently produced a substantive report on Fiduciary Duty (<https://www.unepfi.org/investment/fiduciary-duty/>), summarized as follows:

...the programme has produced extensive evidence showing the critical importance of incorporating environmental, social and governance (ESG) standards into regulatory conceptions of fiduciary duty. **Investors that fail to incorporate ESG issues are failing their fiduciary duties and are increasingly likely to be subject to legal challenge.**



The UNEP report expands on the importance of ESG standards as follows:

*The fiduciary duties of investors require them to:*

- *Incorporate environmental, social and governance (ESG) issues into investment analysis and decision-making processes, consistent with their investment time horizons.*
- *Encourage high standards of ESG performance in the companies or other entities in which they invest.*
- *Understand and incorporate beneficiaries' and savers' sustainability-related preferences, regardless of whether these preferences are financially material.*
- *Support the stability and resilience of the financial system.*
- *Report on how they have implemented these commitments.*

### An academic legal perspective

Until recently, fiduciary duty was interpreted in keeping with Milton Friedman's "Shareholder Theory," and duty was largely constrained by precedents that required Board members and consultants to attempt to maximize risk-adjusted return. Friedman's Shareholder Theory argues that other objectives should be irrelevant. In the last decade, however, three developments have undercut the Shareholder Theory:

1. Logical arguments against it have been well received in legal academia. In particular, Eric Posner, the foremost scholar in the field of law and economics, has come out against the theory, agreeing with the Leaders of the CEO (US) Roundtable that other objectives are relevant: <https://www.theatlantic.com/ideas/archive/2019/08/milton-friedman-shareholder-wrong/596545/>. Posner's view matters, as he is arguably a leader of the "Chicago School" of economic thought that Friedman founded.
2. CEOs and investment funds now consider environment, social, and governance (ESG) criteria; in fact, about one-third of all investment funds make some reference to ESG criteria.
3. There are a number of international precedents, mostly in Europe, where large investment organizations have considered other objectives as relevant. Of course, we now have Canadian precedents in the university sector as well.

### Changes to Canadian Law

There have been recent changes to Canadian law that explicitly permit directors of corporations to consider the environment; these may extend more broadly to the concept of fiduciary duty in the context of pension funds and other institutional investors.

In particular, Bill C-97 (law as of June, 2019) contains changes to the Canadian Business Corporations Act (CBCA). Bill C-97 codifies the Supreme Court's BCE decision (see below), affirming the broader stakeholder model and rejecting the shareholder primacy model:

*When acting with a view to the best interests of the corporation, directors and officers may consider, but are not limited to considering, the following:*

- *the interests of shareholders, employees, retirees and pensioners, creditors, consumers and governments;*
- ***the environment;*** and
- *the long-term interests of the corporation.*

Re BCE Inc., [2008] 3 S.C.R. 560:

*(at para. 38) The fiduciary duty of the directors to the corporation is a broad, contextual concept. It is not confined to short-term profit or share value. Where the corporation is an ongoing concern, it looks to the long-term interests of the corporation. The content of this duty*

*varies with the situation at hand. At a minimum, it requires the directors to ensure that the corporation meets its statutory obligations. But, depending on the context, there may also be other requirements. In any event, the fiduciary duty owed by directors is mandatory; directors must look to what is in the best interests of the corporation.*

**(at para. 40) *In considering what is in the best interests of the corporation, directors may look to the interests of, inter alia, shareholders, employees, creditors, consumers, governments and the environment to inform their decisions.***

Summary: divestment would be a proper exercise of fiduciary duty

It is in the best interests of the University to fulfill its strategic goals. As the strategic framework begins: “At the University of Victoria, we are deeply committed to contributing to a better future for people, places and the planet.” An objective analysis of the role of fossil fuel companies is that these are direct opposition to the sustainability goals of the University, and catastrophically detrimental to the environment. Furthermore, there is overwhelming support from the two critical constituencies of the university, students and faculty, for divestment from fossil fuels. Should the managers of the University’s various assets not divest, we contend that this would be a failure of their fiduciary duty.



University  
of Victoria

**SUBMISSION TO THE UVIC BOARD OF GOVERNORS**

**FOR INFORMATION**

January 16, 2020

**To:** Board of Governors

**From:** Carmen Charette, Vice-President External Relations

**cc:** President and Vice-Chancellor

**Meeting Date:** January 28, 2020

**Subject:** External Relations Update

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A handwritten signature in dark 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

## **1. COMMUNICATING THE UVIC MISSION AND STORY**

Sharpening our Edge 2018-21, UVic's communications and marketing plan, has four areas of focus:

### **Supporting Communications for University Initiatives**

**uvic.ca rebuild:** Prototype testing is complete on four of the five elements of the combined new central university website (undergraduate admissions, graduate admissions, students, and faculty and staff). Testing of the remaining component, the university homepage, is being reserved for the spring to ensure the combined site is current when it is launched in July 2020. The July date was chosen as optimum for the

business cycles in the Registrar and recruitment areas. Revised written content for all sections of the new site is now out with subject matter experts across campus for review and iterated for the next few months.

### Providing Internal Supports

- **UVic Ambassadors:** Creation of tools for the imminent launch of phase 1 of an ambassador toolkit is in the testing phase with potential users. It encompasses a number of items for use by university leaders, faculty and staff who are in a position to represent UVic off campus: a modular presentation template, exemplar stories, intro videos and access to print materials for institutional positioning.
- **Student Recruitment:** Planning for the 2020-21 suite of recruitment materials is underway with Student recruitment. The materials will position UVic with prospective students around the core elements of the UVic Edge.
- **Global Engagement:** Work on a major publication for Global Engagement is underway. Content development and design are happening now through February, with a March 6 delivery date, in time for the APAIE 2020 (Asia-Pacific Association for International Education) Conference in Vancouver. It will cover off UVic's ranking successes, global connections, and differentiating strengths.

### Building Profile and Presence

- **Brand Advertising:** The fall advertising campaign was expanded and extended by two weeks online. We ran an additional ad on the CBC, Globe and Mail and Vancouver Sun websites to take advantage of the recently unveiled Times Higher Ed survey of global employers that placed UVic as the #1 comprehensive university in Canada in preparing students for the workplace. Other advertising opportunities using this are currently being explored which may connect with the Engineering recruitment campaign.
- **UVic Annual Review:** Development is well underway on the 2020 Annual Review. The review, which will be available in February, serves as a positioning publication that builds awareness of UVic's impact in areas that differentiate us from other institutions. It is distributed to a list of societal leaders, donors, employers and university leaders who we are targeting to advance UVic's reputation and is used by UVic representatives throughout the year.
- **Ideas in Action:** This e-newsletter about UVic research targets funding and other public sector stakeholders four times a year. The stories demonstrate the media coverage and influence in key geographic areas such as Vancouver, Ottawa and beyond. A recent example is Kieran Cox's study on human consumption of microplastics garnered significant media coverage including CBC National television and radio coverage, the Guardian and TIME magazine.
- **Media Presence:** While the Board receives comprehensive reports in November and May, it's worth noting some of the more prominent coverage since the November meeting. It represents a small fraction of the overall coverage UVic has received in this period:
  - In early January, the *Globe and Mail* ran a two-page feature in its national edition, focusing on four of this year's Rhodes scholars including undergraduate student Rory Hills (Biochemistry).
  - Over the holiday break, Bob Gifford (Social Sciences) was quoted in a national CBC story on Christmas gifts and climate change, and was also quoted in mid December on the front page of the *National Post* in a story about eco-anxiety and children.
  - In early December, Nikolai Dechev (Engineering) with new funding for the Victoria Hand Project was featured in a Canadian Press story picked up widely including in the *Vancouver Sun*, *The Province*, *Globe and Mail* and *National Post*.
  - Jeremy Wulff (Chemistry) was featured in the *Daily Mail* in early December for the design of a new class of cross-linking materials in research published in November in *Science*.
  - In mid-November, PICS brought together an international team of experts to conduct a new four-year feasibility focused on negative emissions technologies. The Solid Carbon project (PICS/ONC/IESVic) aims to permanently and safely sequester carbon dioxide as rock under the ocean floor in a project featured in in *CBC*, *Global*, and *Global BC* newscasts.

- On November 12, Tim Stockwell (CISUR) commented on public awareness of Canada's alcohol guidelines, in an article on the front page of the "Life" section of the *Toronto Star's* print edition.
- In November, Jeremy Wulff (Chemistry) spoke to CTV News about an international partnership with Denmark-based pharmaceutical company LEO Pharma A/S. In an exemplar case of hands-on learning, undergraduate students design and synthesize molecules at UVic, and send them to Denmark for biological testing to screen tests to screen small molecule compounds against pathways implicated in skin diseases like eczema.
- In late October, a new UVic study (PICS/IESVic) on the feasibility of BC shifting to electric power for all road vehicles by 2055 was covered by CBC News and also featured on the front page of the *Vancouver Sun*.
- And finally, opinion-editorials continue to be placed in key media markets including in the *Globe and Mail's* national edition December 30 by Colin Bennett (Social Sciences) on privacy issues; Dec. 12 in the *Vancouver Sun* by Maia Hoeberechts (ONC/Science) on climate change and Indigenous knowledge; November 29 in *The Hill Times* by Sybil Seitzinger (PICS) on negative emissions technologies; and November 21 in the *Ottawa Citizen* and *The Province* by Kelli Stajduhar (Nursing/IALH) and PhD student Reanne Booker explaining why more North American patients are signing off on medically assisted deaths for reasons that aren't always related to pain and suffering.

## 2. Strengthening Connections and Engagement with Community

- **Community Report:** The fall edition of the twice-annual Community Report ran in the *Times Colonist* twice—once in mid-November and again on December 1. The publication's goal is to engender community members' pride in their university as well as to build awareness of UVic's world class contributions on issues that matter to people, places and the planet. The anchor story focused on UVic's solid carbon research project (PICS/ONC/Engineering) to capture and permanently store atmospheric carbon as a mineral in basalt. Additional stories included local-international collaboration on food sovereignty and student-alumni convocation profiles.
- **Speakers Bureau:** This year's UVic Speakers Bureau season is on a record-breaking pace, with 324 community talks by UVic faculty, graduate students, staff and retirees booked as of January 6, the end of the first three months of the program. This follows on two record-breaking years which saw the Bureau top the 600 talks mark for the first time in its 39-year history. UVic continues to offer the only university-wide speakers bureau in the country.
- **knowledge:** This series has prominent half-page placement with a photo in the *Times Colonist* eight times a year and informs Greater Victoria about UVic's vital research impact and the critical linkage between research and teaching. Recent selected stories align with the eight strategic research priorities with an emphasis on oceans and climate, Indigenous, health and materials sciences. This content is picked up by other communicators for wider reach. Recent features included "Futuristic tissues engineering" about the research of biomedical engineer Mohsen Akbari, which was published by national funding agency NSERC on its homepage.

## 3. BUILDING MEANINGFUL PARTNERSHIPS

### Alumni Relations

- **UVic's Alumni Week** takes place February 1-7, 2020 celebrating the impact that UVic alumni have on their communities as thinkers, changers and difference makers. More than a dozen events including talks, awards ceremonies and social gatherings will be taking place during this 13<sup>th</sup> annual event organized by the UVic Alumni Association. The complete Alumni Week Event Listing can be found

online at: <https://www.uvic.ca/alumni/impact/home/alumni-week/index.php> . Alumni worldwide can participate through the [Alumni Week Flashback Foto Contest](#) .

The following events may be of particular interest to Board members:

- February 1 | Vikes for Life basketball games – Women’s and Men’s Basketball teams take on University of Manitoba
- February 1 | UVic Curls! Alumni Bonspiel at Victoria Curling Club
- February 4 | Distinguished Alumni Awards Night – [Meet the recipients](#)
- **The UVic Torch Alumni Magazine** was published in mid-December and includes a package of 10 articles under the theme of Future Health. Subjects covered range from pursuit of safer water and more effective medicines, to inclusive arts programs, health law, and the latest on mindfulness. Collaboration across campus was exceptionally strong for this special issue with contributions from Science, Engineering, Medical Science, Fine Arts, Law, Humanities, CISUR, HSD, VPAC and more.

#### **Community Activities:**

- President Jamie Cassels participated in the South Island Prosperity Partnership’s panel discussion on the “Future of Education,” with Camosun College President Sherri Bell, and Royal Roads University President, Philip Steenkamp, the event was hosted at UVic in the Upper Lounge of the Student Union Building on November 19<sup>th</sup>.
- **Universities Canada:** Community and Government Relations attended Universities Canada’s annual meeting of Government Relations and Communications Directors to discuss opportunities and challenges faced by universities in the post-election environment (November 26-28).

#### **Federal Government Activities:**

- On November 20<sup>th</sup>, 2019, the new Cabinet of 36 Ministers was sworn in. British Columbia will have four MPs in Cabinet.
  - UVic will have two alumni in Cabinet:
    - The Honourable Carla Qualtrough (British Columbia), Minister of Employment, Workforce Development and Labour; and
    - The Honourable Patty Hajdu (Ontario), Minister of Health.
  - The Honourable Navdeep Bains (Ontario) will be the Minister of Innovation, Science and Industry with the following Parliamentary Secretary appointments:
    - Ali Ehsassi (Ontario), portfolio - Innovation and Industry; and
    - Will Amos (Quebec), portfolio - Science.
  - The Honourable Melanie Joly (Quebec) will serve as Minister of Economic Development and Official Languages, in this role Minister Joly will be responsible for the regional economic development agencies:
    - Terry Duiguid (Manitoba) will be Parliamentary Secretary responsible for Western Economic Development
- On November 27<sup>th</sup>, 2019, UVic hosted a delegation from the Canada Border Services Agency (CBSA) as part of the Deputy Minister University Champion Initiative, CBSA met with representatives from Career and Co-op, Continuing Studies, the Institute on Aging & Lifelong Health and Equity and Human Rights to discuss possible areas of collaboration.
- On December 5<sup>th</sup>, 2019, Her Excellency, the Right Honourable Julie Payette, Governor General of Canada read the Speech from the Throne, which highlighted the government’s upcoming priorities:
  - National unity;

- Reconciliation;
- Healthcare improvements;
- Fighting climate change; and
- Strengthening the middle class.

#### 4. FOSTERING A CULTURE OF PHILANTHROPY

- The 2019-20 fundraising goal is \$18 million from 4,950 donors. As at December 31, 2019, \$14.6 million has been raised from 3,759 donors.
- UVic celebrated Giving Tuesday on December 3, 2019, with more than 617 donors giving more than \$167,000 to UVic students and programs. Thanks to this year's Honourary Chair, Jim Dunsdon, AVP Student Affairs, many new on-campus partnerships were formed including each of the Deans' offices, Food Services, the UVic Bookstore, Distribution Services, ONECard, Phoenix Theatre, VIKES, Blink Printing, University Systems, and Student Services. The broader Victoria business community showed their support by sponsoring the on-campus activities and allowing students to unlock funds through participation. Sponsors included TD Bank Group, Coast Capital Savings, KPMG, PepsiCo, Dairyland, The Wilson's Group, Mayfair Optometric, and Todd Malcovich, a local realtor.
- Annual Giving launched UVic's first ever Annual Alumni Donor Appeal in September. The focus of this multi-channel campaign was entrance scholarships. 7,684 alumni were mailed or emailed this appeal and \$22,101 was raised. This fall an additional 10,445 alumni, faculty and staff, and donors were sent one of the tailored appeals for the Library, Centre for Outreach Education in the Faculty of Education, CanAssist, Peter B. Gustavson School of Business, and Faculty of Law; these appeals raised \$28,123.
- This fall, an Alumni & Development project team was established to develop electronic gift receipts to donors who give one-time gifts online and via the calling program. This process improves our customer service for donors, makes the receipts more environmentally sustainable, and creates new efficiencies for our gift processing team.

#### 5. CELEBRATING SUCCESS AND EXCELLENCE

**Ceremonies:** In November, Ceremonies organized the Long Service Recognition reception, celebrating the contributions of over 120 long service UVic staff members. The department also celebrated the over 400 volunteers who contribute their time to Convocation at the Chancellor's Volunteer Reception. In the New Year, Ceremonies staff will initiate the UVic Event Planners Council which will bring together event planners from everywhere on campus to discuss best practices and offer a forum to share skills, ideas and processes as well as to provide mentorship. The Ceremonies team will support the following upcoming events:

- Consultative support for a number of academic conferences taking place on campus
- Victoria Leadership Awards
- Preparations for Spring Convocation

**Chancellor Shelagh Rogers:** On December 4<sup>th</sup>, Chancellor Rogers was the Master of Ceremonies and host for the Lipson Lecture: Rebel Women of Mathematics. At the event, Dr. Talithia Williams presented to a crowded Farquhar Auditorium. The talk titled "Mental Health and Resilient Communities: An Evening with Jordin Tootoo" featured special musical guest Francis Arevalo.

## 6. ENHANCING COMMUNITY THROUGH CULTURAL AND OTHER ACTIVITIES

**Legacy Art Galleries:** Legacy Art Galleries Downtown offers two new exhibitions which opened in January that will engage the academic and broader communities:

- **FLUID** which opened January 11 is a collaboration with the Chair in Transgender Studies. FLUID, a new photographic portrait series by Los Angeles-based artist Blake Little, sets out to collaborate with diverse local, national and international Trans and gender fluid people to capture and reflect some of the concerns and potentials of how they choose to represent themselves through photography.
- Part 2 of **Urban Regalia** opened January 18. This show carries the vision of Gitksan button blanket maker, fashion designer, and teacher Sugitt Lukxs -- Yolonda Skelton from her studio to her students at the Westshore Colwood Campus and UVic students working under Dr. Carolyn Butler Palmer in the Art History and Visual Studies Department.

**Farquhar Auditorium:** In the past 5 months The Farquhar at UVic has been host to events like Roseanne Cash, Margaret Atwood and Rick Mercer with Just for Laughs. The Victoria Symphony's move to the venue has also generated increased interest in the venue. High profile events have increased visibility among presenters and event promoters and attracted high profile events like speaking tours by Jane Goodall and Russell Brand in the spring. Significant upcoming performances include:

- Mental Health Awareness Week (Office of Student Life) – January 15
- Hell Yeah! An Evening with the Devil – January 17
- Chinese New Year Gala – January 18
- St Michaels University School Large Ensemble Concert – January 22
- International Guitar Night – January 26
- School of Music Orchestra Concert – January 31
- Victoria Symphony Masterworks no. 5 – February 2
- School of Music Wind Symphony Concert – February 7
- Greater Victoria Youth Orchestra no. 2 – February 9
- Victoria Symphony Kids Concert – February 16
- Victoria Symphony Classics Concert – February 23
- Victoria Symphony Education Concerts – February 23-28
- Karen Clark Dance Recital – February 29






University  
of Victoria

**SUBMISSION TO THE UVIC BOARD OF GOVERNORS**

**January 13, 2020**

**FOR INFORMATION**

**To:** FINANCE COMMITTEE

**From:** Vice-President Finance and Operations 

**cc:** President and Vice-Chancellor

**Meeting Date:** January 28, 2020

**Subject:** University Of Victoria Staff Pension Plan Investment Performance Report for the Period Ended September 30, 2019

**Basis for Jurisdiction:** University of Victoria Staff Pension Plan Governance Policy, Appendix A (Duties of the Investments and Administration Committee, Section 4)

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**Strategic Relevance:**

One of the priorities of the strategic framework is to cultivate an extraordinary environment, which is achieved through a diverse workforce of exceptionally talented faculty and staff. Part of attracting and retaining faculty and staff is a strong benefits package, which includes pensions. As such, good governance of the pension plans is critical.

*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.*

# Appendix 1

## University of Victoria Staff Pension Plan

### Performance as of September 30, 2018<sup>1</sup>

#### Background:

The university contracts with Willis Towers Watson to provide investment consulting services to the Staff Pension Plan Investments and Administration Committee. The consultant measures the investment performance of the Fund and compares that performance against a selection of generally comparable funds. The services of the consultant include measurement of the performance of major asset classes by fund and manager, commentary on manager performance and issues, updates on industry trends, investment issues, best practices, and legislative developments and their potential relevance to the Plan.

The Staff Pension Fund's managers invest in a number of different types of assets within the constraints established by the Statement of Investment Policies and Procedures (SIPP). Investment performance is compared against the performance of a theoretical "benchmark" portfolio. Although the managers are measured against a benchmark asset mix, they may vary the asset mix, within established ranges, in order to add value.

The Fund is currently invested as follows:

- Canadian Equities, managed by Burgundy Asset Management;
- Global Equities, managed by BC Investment Management Corporation (BCI);
- Fixed Income, managed by Phillips, Hager and North (PH&N);
- Real Estate, managed by BCI; and
- Infrastructure, managed by Macquarie Infrastructure and JP Morgan Asset Management.

The Fund's asset allocation remains within the established allowable ranges for each asset class. All investment managers are monitored carefully, and they regularly report to the Investments and Administration Committee on investment performance and strategy, responsible investing, and other important topics.

The attached Appendix 1 shows the Fund's market value, current and policy asset allocation, fund performance, and relevant benchmarks for periods ended September 30, 2019. In summary:

|         | Total Fund performance | Total Fund Benchmark performance |
|---------|------------------------|----------------------------------|
| 1 year  | 8.4%                   | 7.4%                             |
| 4 year  | 7.9%                   | 6.7%                             |
| 10 year | 8.1%                   | 7.1%                             |

The Plan also continues to outperform its total fund benchmark and long term risk-adjusted target of CPI+4%. Over the one year period, relative outperformance relative to the total fund benchmark was attributable to the foreign global equity, real estate and infrastructure mandates. On an absolute and relative basis, the long term performance remains strong for most asset classes, with the exception of one Canadian equities manager (Burgundy). The Investments and Administration Committee continues to monitor this manager closely. Real Estate and Infrastructure allocations have performed well, and these strategies have reduced volatility in the Fund, as intended. As a result, the Staff Plan's total asset mix has led to favourable

performance from return and risk adjusted return perspective. In 2019, within the real estate mandate the fund is beginning to invest in global real estate as BCI works to diversify its real estate holdings.

The university remains in compliance with the provisions of the Plan, *BC Pension Benefits Standards Act* and the *Income Tax Act* relating to the investment of the Fund.

**Appendix 1:**

Willis Towers Watson, University of Victoria Staff Pension Plan - Performance Monitoring Report for Periods Ending September 30, 2019.

**Appendix 1**  
**University of Victoria Staff Pension Plan**  
**Performance as of September 30, 2018<sup>1</sup>**

# Plan Structure and Performance

## As of September 30, 2019

Ending September 30, 2019

|                                 | Market Value (\$)  | % of Portfolio | Policy %     | 3 Mo (%)    | Rank | YTD (%)     | Rank | 1 Yr (%)    | Rank | 2 Yrs (%)   | Rank | 3 Yrs (%)   | Rank | 4 Yrs (%)   | Rank | 5 Yrs (%)   | Rank | 10 Yrs (%)  | Rank |
|---------------------------------|--------------------|----------------|--------------|-------------|------|-------------|------|-------------|------|-------------|------|-------------|------|-------------|------|-------------|------|-------------|------|
| <b>Total Fund</b>               | <b>302,077,837</b> | <b>100.0</b>   | <b>100.0</b> | <b>1.0</b>  | --   | <b>11.1</b> | --   | <b>8.4</b>  | --   | <b>8.1</b>  | --   | <b>7.4</b>  | --   | <b>7.9</b>  | --   | <b>7.6</b>  | --   | <b>8.1</b>  | --   |
| <i>Total Fund Benchmark</i>     |                    |                |              | 1.5         | --   | 10.5        | --   | 7.4         | --   | 7.1         | --   | 6.3         | --   | 6.7         | --   | 6.6         | --   | 7.1         | --   |
| <i>CPI + 4.0% p.a.</i>          |                    |                |              | 0.9         | --   | 5.1         | --   | 5.9         | --   | 6.1         | --   | 5.9         | --   | 5.8         | --   | 5.7         | --   | 5.8         | --   |
| <b>Canadian Equity</b>          | <b>31,869,345</b>  | <b>10.6</b>    | <b>10.0</b>  | <b>1.6</b>  | 71   | <b>13.0</b> | 83   | <b>2.7</b>  | 63   | <b>3.0</b>  | 74   | <b>4.6</b>  | 80   | <b>7.6</b>  | 78   | <b>2.8</b>  | 94   | <b>5.6</b>  | 98   |
| Burgundy Canadian Equity        | 31,869,345         | 10.6           | 10.0         | 1.6         | 71   | 13.0        | 83   | 2.7         | 63   | 3.0         | 74   | 4.6         | 80   | 7.6         | 78   | 2.8         | 94   | --          | --   |
| <i>S&amp;P/TSX Capped 10%</i>   |                    |                |              | 2.5         | 57   | 19.1        | 31   | 7.1         | 32   | 6.5         | 40   | 7.4         | 43   | 9.0         | 50   | 5.3         | 61   | 7.0         | 84   |
| <b>Foreign Equity</b>           | <b>97,212,288</b>  | <b>32.2</b>    | <b>30.0</b>  | <b>1.6</b>  | 49   | <b>17.4</b> | 20   | <b>7.9</b>  | 33   | <b>12.7</b> | 23   | <b>12.8</b> | 21   | <b>11.8</b> | 25   | <b>12.9</b> | 29   | <b>12.7</b> | 32   |
| BCI Foreign Equity              | 97,212,288         | 32.2           | 30.0         | 1.6         | 49   | 17.4        | 20   | 7.9         | 33   | 12.7        | 23   | 12.8        | 21   | 11.8        | 25   | 12.9        | 29   | 12.7        | 32   |
| <i>MSCI World Ex Canada Net</i> |                    |                |              | 1.9         | 42   | 13.9        | 50   | 4.3         | 57   | 9.7         | 47   | 10.6        | 45   | 10.2        | 50   | 11.1        | 58   | 11.6        | 62   |
| <b>Canadian Fixed Income</b>    | <b>108,489,150</b> | <b>35.9</b>    | <b>35.0</b>  | <b>1.3</b>  | 32   | <b>7.7</b>  | 64   | <b>9.6</b>  | 57   | <b>5.6</b>  | 67   | <b>2.9</b>  | 54   | <b>4.0</b>  | 28   | <b>4.3</b>  | 14   | <b>5.0</b>  | 7    |
| PH&N Bonds                      | 108,489,150        | 35.9           | 35.0         | 1.3         | 32   | 7.7         | 64   | 9.6         | 57   | 5.6         | 67   | 2.9         | 54   | 4.0         | 28   | 4.3         | 14   | 5.0         | 7    |
| <i>FTSE Universe Bond</i>       |                    |                |              | 1.2         | 59   | 7.8         | 54   | 9.7         | 42   | 5.6         | 69   | 2.7         | 81   | 3.6         | 80   | 3.9         | 68   | 4.4         | 84   |
| <b>Real Estate</b>              | <b>27,378,528</b>  | <b>9.1</b>     | <b>10.0</b>  | <b>0.9</b>  | --   | <b>6.2</b>  | --   | <b>7.4</b>  | --   | <b>6.8</b>  | --   | <b>6.9</b>  | --   | <b>6.6</b>  | --   | <b>6.5</b>  | --   | <b>8.8</b>  | --   |
| BCI Real Estate                 | 27,378,528         | 9.1            | 10.0         | 0.9         | --   | 6.2         | --   | 7.4         | --   | 6.8         | --   | 6.9         | --   | 6.6         | --   | 6.5         | --   | 8.8         | --   |
| <i>CPI + 4.0% p.a.</i>          |                    |                |              | 0.9         | --   | 5.1         | --   | 5.9         | --   | 6.1         | --   | 5.9         | --   | 5.8         | --   | 5.7         | --   | 5.8         | --   |
| <b>Infrastructure</b>           | <b>37,128,527</b>  | <b>12.3</b>    | <b>15.0</b>  | <b>-1.2</b> | --   | <b>6.8</b>  | --   | <b>13.4</b> | --   | <b>11.3</b> | --   | <b>12.5</b> | --   | <b>14.0</b> | --   | <b>11.6</b> | --   | <b>9.9</b>  | --   |
| JP Morgan Infrastructure        | 17,802,717         | 5.9            |              | 2.6         | --   | -0.3        | --   | 8.2         | --   | 9.8         | --   | --          | --   | --          | --   | --          | --   | --          | --   |
| <i>CPI + 5.0% p.a.</i>          |                    |                |              | 1.2         | --   | 5.9         | --   | 7.0         | --   | 7.1         | --   | 7.0         | --   | 6.8         | --   | 6.7         | --   | 6.8         | --   |
| Macquarie Infrastructure        | 19,325,809         | 6.4            | 15.0         | -4.5        | --   | 11.8        | --   | 17.7        | --   | 13.3        | --   | 14.5        | --   | 15.5        | --   | 12.8        | --   | 10.5        | --   |
| <i>CPI + 5.0% p.a.</i>          |                    |                |              | 1.2         | --   | 5.9         | --   | 7.0         | --   | 7.1         | --   | 7.0         | --   | 6.8         | --   | 6.7         | --   | 6.8         | --   |

### Notes:

- All returns shown are gross of fees, except Macquarie which are net of fees
- Current Total Fund Benchmark: 10.0% S&P/TSX Capped 10% + 30.0% MSCI World Ex Canada Net + 35.0% FTSE Universe Bond + 10.0% CPI+4% + 15.0% CPI+5%
- Burgundy Canadian Equity Fund inception December, 2013. Representative pooled fund returns shown for periods prior to fund inception for illustrative purposes only
- Asset class returns and market values include cash since October 2011. Returns and market values exclude cash for prior periods




University  
of Victoria

**SUBMISSION TO THE UVIC BOARD OF GOVERNORS**

**January 13, 2020**

**FOR DECISION**

**To:** FINANCE COMMITTEE

**From:** Vice-President Finance and Operations 

**cc:** President and Vice-Chancellor

**Meeting Date:** January 28, 2020

**Subject:** University Of Victoria Staff Pension Plan  
Statement of Investment Policies and Procedures

**Basis for Jurisdiction:** Section E(2) of the Staff Pension Plan Governance Policy

---

**Strategic Relevance:**

One of the priorities of the strategic framework is to cultivate an extraordinary environment, which is achieved through a diverse workforce of exceptionally talented faculty and staff. Part of attracting and retaining faculty and staff is a strong benefits package, which includes pensions. As such, good governance of the pension plans is critical.

*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 Investments and Administration Committee

**Recommendation:**

*THAT the Finance Committee recommend to the Board of Governors that the Board of Governors approve the proposed amendments to the University of Victoria Staff Pension Plan Statement of Investment Policies and Procedures (formerly Staff Pension Plan Statement of Investment Policies and Goals), effective immediately.*

**Background:**

Annually, the Investments and Administration Committee reviews the Statement of Investment Policy and Procedures (formerly Statement of Investment Policies and Goals), as per the requirements of the Staff Plan Governance Policy.

Further to consultation with its consultant and investment managers, the Investments and Administration Committee recommends a number of housekeeping changes to the Policy as follows:

- Name of policy: formerly “Statement of Investment Policies and Goals”, the new name reflects the language of the *Pension Benefits Standards Act* and associated regulation
- Page 5, 12, 13: update “FTSE TMX Canada Universe” to FTSE Canada Universe
- Page 13: include “net of fees” for clarity
- Page 17: include “at the time of purchase” for clarity
- Page 17: increase maximum percentage of “BBB” rated bonds in portfolio to 25%

**Planned Further Action:**

The SIP&G will be distributed to regulators, consultants, and investment managers for implementation, as per established procedures.

**Appendix:**

Draft amended Staff Pension Plan Statement of Investment Policies and Procedures (blacklined).

**UNIVERSITY OF VICTORIA  
STAFF PENSION PLAN**

**STATEMENT OF INVESTMENT  
POLICIES AND ~~GOALS~~ PROCEDURES**

**29 January 2001**

last revised ~~January 28, 2019~~ January 28, 2020



| TABLE OF CONTENTS   | Page |
|---|------|
| <b>STATEMENT OF INVESTMENT</b> .....                              | 1    |
| <b>POLICIES AND GOALS</b> .....                                   | 1    |
| <b>29 January 2001</b> .....                                      | 1    |
| <b>I – INTRODUCTION</b> .....                                     | 3    |
| A – Purpose of the Investment Policy.....                         | 3    |
| B – Nature of the Plan.....                                       | 3    |
| C – Distinction of Responsibilities .....                         | 4    |
| <b>II – ASSET MIX AND DIVERSIFICATION POLICY</b> .....            | 5    |
| A – Long Term Mission Statement.....                              | 5    |
| B – Combined Fund Primary Objective and Asset Mix Guidelines..... | 5    |
| C – Manager Rebalancing Guidelines.....                           | 6    |
| D – Asset Mix Ranges for the Active Managers.....                 | 7    |
| E – Foreign Currency Hedging .....                                | 8    |
| <b>III – PERMITTED AND PROHIBITED INVESTMENTS</b> .....           | 8    |
| A – General Guidelines.....                                       | 8    |
| B – Canadian and Global Equities .....                            | 8    |
| C – Fixed Income - Bonds and Mortgages .....                      | 8    |
| D – Fixed Income - Cash and Short Term Investments.....           | 8    |
| E – Real Estate.....  | 9    |
| F – Infrastructure.....   | 9    |
| G – Other Investments.....  | 9    |
| H – Minimum Quality Requirements .....                            | 9    |
| I – Maximum Quantity Restrictions.....                            | 9    |
| J – Prior Permission Required .....                               | 10   |
| K – Securities Lending .....                                      | 10   |
| <b>IV – MONITORING AND CONTROL</b> .....                          | 11   |
| A – Delegation of Responsibilities.....                           | 11   |
| B – Compliance.....   | 12   |
| C – Performance Measurement.....                                  | 12   |
| D – Monitoring and Rebalancing the Fund’s Asset Mix .....         | 13   |
| E – Reporting by the Investment Managers .....                    | 14   |
| F – Investment Policy Review.....                                 | 14   |
| <b>V – OTHER ISSUES</b> .....                                     | 15   |
| A – Conflicts of Interest.....                                    | 15   |
| B – Related Party Transactions.....                               | 15   |
| C – Valuation of Securities Not Regularly Traded .....            | 16   |
| D – Voting Rights .....   | 16   |
| E – Directed Brokerage Commissions.....                           | 16   |
| F – Reasons for Terminating an Investment Manager .....           | 16   |
| <b>APPENDIX</b>   |      |
| Compliance Reports  |      |
| Legislative Constraint  |      |

## **I – INTRODUCTION**

### **A – Purpose of the Investment Policy**

The purpose of this investment policy (the Policy) is to provide a framework for management of the pension fund within levels of risk acceptable to the Staff Pension Plan Investment Committee (the Committee), which reports through the Finance Committee to the Board of Governors of the University.

A major goal of this policy statement is to establish ongoing communication between the Committee and the investment manager. Effective communication will contribute to the management of the portfolio in a manner that is consistent with market conditions and with the objectives of the Committee. Consultation between the parties will take the form of regular meetings supplemented, from time to time, by informal contact requested by the parties.

Restrictions listed in this policy are complementary to those that must be adhered to as specified within the Pension Benefits Standards Act (BC) and the Income Tax Act (Canada), as amended from time to time.

### **B – Nature of the Plan**

In order to establish an appropriate Policy for the investment and administration of the Plan assets, it is important to understand the nature of the obligations that are being funded. Accordingly, this section of the Policy summarizes various aspects of the Plan that impact investment return requirements and risk tolerance.

The Plan is a contributory defined benefit pension plan. Its primary purpose is to provide retirement and related benefits for employees of the University of Victoria who are members of the Specialist/Instructional, Office and Technical, Maintenance and Food Services, Exempt and Other staffs. The Fund includes the Basic Plan and the Supplementary Retirement Benefit Account.

Members are required to contribute 4.53% of their basic salary up to the Canada Pension Plan Year's Maximum Pensionable Earnings (YMPE) (\$54,900 in 2016), and 6.28% of their basic salary in excess of that amount to the Basic plan to fund basic pension benefits. The University contributes 11.75% to fund the Basic plan. The normal annual retirement benefit is years of credited service times 2% of the five-year final average earnings below final average YMPE for service prior to 1966, 1.65% for service from 1966 to December 1989, 1.3% for 1990 and 1991, 1.5% for 1992 through 1999 and 1.7% thereafter, and 2.0% of the five-year final average earnings above the final average YMPE. Retirement benefits are indexed to CPI up to a maximum of 3.0% per annum.

Supplementary member contributions of 0.25% of salary, matched by the University, are directed to a Supplementary Retirement Benefit Account. The purpose of this account is to provide cost of living adjustments above the 3.0% per annum guaranteed by the Plan. Supplementary retirement benefits paid out of this account are permanent (will not decrease) and must be financed on a sound actuarial basis from the assets in the account.

With respect to actuarial liabilities accrued to date, on 31 December, 2013, the date of the latest actuarial valuation, the Total Plan had a surplus of 26.5 million on assets of 208.7 million and liabilities of 182.2 million.

From a cash flow perspective, net inflows from member and University contributions are close in amount to outflows for benefit payments, transfers, and expenses. Cash inflow from investment income and capital gains is providing solid growth for the Fund.

Nearly one-half (50%) of the active members are under age 50 and around 30% of the active members are age 55 or older and are eligible to retire. In summary, the age distribution indicates that the majority of members will not retire for many years, suggesting that a long-term investment horizon is appropriate. The age distribution is gradually shifting toward older members, but should not change dramatically, as new, younger members replace retirees.

In conclusion, a strong financial position, healthy cash flow and a relatively young plan, indicates the Plan can assume an above-average level of investment risk.

## **C – Distinction of Responsibilities**

Responsibility for the Fund rests with the Board of Governors. The Board, through its Finance Committee, has assigned review responsibility for the administration and management of the Plan's assets to the Staff Pension Plan Governance Committee and the Staff Pension Plan Investments and Administration Committee. Day-to-day responsibility for the investment management of the Plan's assets has been delegated to professional investment managers. Trusteeship and custody of the Plan's assets, and the responsibility to account for them, has been delegated to an external custodian. The Investment Consultant is responsible for calculating returns, monitoring performance and providing information to the Committee on issues, industry trends, best practices and legislative developments.

## II – ASSET MIX AND DIVERSIFICATION POLICY

### A – Long Term Mission Statement

The long-term investment goal of the Fund is to achieve a minimum annualized rate of return, after taking account of investment expenses, of four percentage points in excess of the Canadian Consumer Price Index. This 4.0% real return objective is consistent with the overall investment risk level that the Fund could assume in order to meet the pension obligations of the Plans, and normally will be assessed over longer time periods; i.e. over ten years or more. Progress towards this goal will be monitored on rolling 4-year bases.

To achieve this long-term investment goal, the Fund has adopted an asset mix that has a bias to equity investments and active investment management. Active management provides the opportunity to outperform specific investment benchmarks.

Risk is controlled by investing in a well diversified portfolio of asset classes and managers.

### B – Combined Fund Primary Objective and Asset Mix Guidelines

The primary Fund objective is to earn a return, net of investment fees, that exceeds the rate of return over rolling four year periods (including reinvested dividends and income) from a benchmark portfolio constructed from rates of return on the Toronto Stock Exchange S&P/TSX Composite Index (the “S&P/TSX”), the Morgan Stanley Capital International World ex-Canada Net Index (the “MSCI World ex-Canada Net”) (in Canadian dollars), the FTSE ~~TMX~~ Canada Universe Bond Index (the FTSE ~~TMX~~ Canada Universe”), the Canadian Consumer Price Index plus 4% for the real estate investment and the Canadian Consumer Price Index plus 5% (for the infrastructure investment).

The following table presents the current total fund benchmark and asset component ranges, based on market values.

| COMBINED FUND BENCHMARK AND ASSET COMPONENT RANGES |              |                 |              |
|--|--------------|-----------------|--------------|
|  | Minimum<br>% | Benchmark*<br>% | Maximum<br>% |
| <b>Equities</b>                                    |              |                 |              |
| Canadian equities                                  | 5            | 10              | 15           |
| Global equities                                    | 24           | 30              | 36           |
| Total Equities                                     | 29           | 40              | 51           |
| <b>Fixed Income</b>                                |              |                 |              |
| Fixed Income                                       | 28           | 35              | 42           |
| <b>Alternatives</b>                                |              |                 |              |
| Infrastructure/private equity                      | 10           | 15              | 20           |
| Real estate  | 0            | 10              | 15           |
| TOTAL FUND   |              | 100             |              |

The Fund will aim to manage the volatility of the assets relative to the liabilities to mitigate the risk of underfunding. The Fund will consider both the return and volatility objectives when setting the asset mix.

There are a variety of risks inherent in the investment strategy over a market cycle. These risks include:

- liquidity;
- the possibility that active management may not add value or may be negative;
- the possibility that the annual volatility of returns may differ from long term returns; and
- interest rate, inflation, credit, longevity, currency and other economic and market risks.

These risks and other risks not explicitly stated here have been recognized in determining the most appropriate investment strategy.

## C – Manager Rebalancing Guidelines

The assets of the Fund are managed under six mandates. In order to ensure adequate diversification by both asset class and by manager, the Board has established the following parameters to guide the allocation of assets to each of the Fund's investment managers where rebalancing is possible (i.e., all managers except the infrastructure manager).

| <b>MANAGER REBALANCING GUIDELINES</b><br><b>(% of Market Value – excluding Infrastructure assets)</b> |                      |                     |                      |
|---|----------------------|---------------------|----------------------|
| <b>Manager</b>  | <b>Minimum<br/>%</b> | <b>Target<br/>%</b> | <b>Maximum<br/>%</b> |
| Fixed Income Manager  | 33                   | 41                  | 49                   |
| Canadian Equity Manager(s)  | 6                    | 12                  | 18                   |
| Global Equity Manager   | 28                   | 35                  | 42                   |
| Real Estate Manager   | 6                    | 12                  | 18                   |

Implementation of the rebalancing is the responsibility of the University, specifically the Pension and Investment Services Department.

### Procedures

The Fund will be managed to maintain sufficient liquidity to fund benefit payment outflows or other obligations for the Plan as needed. Consideration will be given to liquidity needs when structuring the portfolios for the Fund.

The rebalancing guidelines are intended to assist in managing the asset mix. Neither rebalancing for market fluctuations, nor allocation of new cash flow, will be used as a method to reward or express dissatisfaction with manager performance. Manager performance is a long term measure and will be dealt with during manager performance reviews.

Pension and Investment Services will allocate monthly cash flows to or from the Fixed Income Manager. Should a manager's range be breached, that manager will be rebalanced to the target weight plus 2% in the case of a breach of the maximum and less 2% in the case of a breach of the minimum. The rebalancing shall be achieved by transferring cash to (from) the other manager's portfolio at the end of the following month. This will allow the manager required to raise cash approximately five weeks to raise the necessary amount. The proposed rebalancing may be cancelled at any time at the discretion of the Pension and Investment Services Department if market forces have moved the portfolio weights such that the restructuring is no longer appropriate.

## D – Asset Mix Ranges for the Active Managers

The following table presents the asset mix policy for the fixed income manager, the Canadian and global equity manager(s) and the real estate manager. These limits are necessary to ensure that the Combined Fund asset mix remains within the ranges established in Section II.B above.

| FIXED INCOME MANAGER  |              |                 |              |
|---|--------------|-----------------|--------------|
|   | Minimum<br>% | Benchmark*<br>% | Maximum<br>% |
| Bonds   | 85.0         | 100.0           | 100.0        |
| Mortgages   | 0            | 0               | 10           |
| Short term investments  | 0            | 0               | 15           |
| TOTAL   |              | 100             |              |
| Investments in pooled funds are deemed to be fully invested in that pooled fund's asset class even though the pooled fund may have cash reserves. |              |                 |              |
| * Effective November 2008   |              |                 |              |

| CANADIAN EQUITY MANAGERS  |              |                 |              |
|---|--------------|-----------------|--------------|
|   | Minimum<br>% | Benchmark*<br>% | Maximum<br>% |
| Canadian equities   | 90.0         | 100.0           | 100.0        |
| Short term investments  | 0            | 0.0             | 10.0         |
| TOTAL   |              | 100.0           |              |
| Investments in pooled funds are deemed to be fully invested in that pooled fund's asset class even though the pooled fund may have cash reserves. |              |                 |              |
| * Effective 24 June 2008  |              |                 |              |

| GLOBAL EQUITY MANAGER   |              |                 |              |
|---|--------------|-----------------|--------------|
|   | Minimum<br>% | Benchmark*<br>% | Maximum<br>% |
| Global equities   | 90           | 100             | 100          |
| Short term investments  | 0            | 0               | 10           |
| TOTAL   |              | 100             |              |
| Investments in pooled funds are deemed to be fully invested in that pooled fund's asset class even though the pooled fund may have cash reserves. |              |                 |              |
| * Effective 1 July 2005   |              |                 |              |

| REAL ESTATE MANAGER   |              |                 |              |
|---|--------------|-----------------|--------------|
|   | Minimum<br>% | Benchmark*<br>% | Maximum<br>% |
| Real estate   | 90           | 100             | 100          |
| Short term investments  | 0            | 0               | 10           |
| TOTAL   |              | 100             |              |
| Investments in pooled funds are deemed to be fully invested in that pooled fund's asset class even though the pooled fund may have cash reserves. |              |                 |              |
| * Effective 1 October 2007  |              |                 |              |

## **E – Foreign Currency Hedging**

The Fixed Income Manager, the Global Equity Manager, the Real Estate Manager and the Infrastructure Manager will/may purchase securities denominated in foreign currencies. At its discretion, the Committee may direct a manager to hedge some or all of its foreign currency exposures. The Committee will make such direction for defensive or strategic reasons.

If the Committee directs a manager to hedge some or all of its foreign currency exposures, the benchmark for the mandate will be adjusted accordingly.

It is anticipated that the global equity exposure associated with the Infrastructure Manager will be hedged. The Infrastructure Manager doesn't offer currency hedging services, so the foreign currency exposure will be hedged by a different entity (an existing manager or custodian).

## **III – PERMITTED AND PROHIBITED INVESTMENTS**

### **A – General Guidelines**

The investments of the Fund must comply with the requirements and restrictions imposed by the applicable legislation, including but not limited to the requirements of the British Columbia Pension Benefits Standards Act and Regulations, which refers to the federal Pension Benefits Standards Act on investment related issues, the Income Tax Act and Regulations, and all subsequent amendments.

In general and subject to the restrictions noted below, the Fund may invest in any of the following asset classes and investment instruments:

### **B – Canadian and Global Equities**

- common and convertible preferred stock, listed on a recognized exchange
- debentures convertible into common or convertible preferred stock
- rights, warrants and special warrants for common or convertible preferred stock
- installment receipts, American Depositary Receipts or other recognized depository receipts
- exchange traded index participation units (i.e., i60s and SPDRS)

### **C – Fixed Income - Bonds and Mortgages**

- bonds, debentures, notes, non-convertible preferred stock and other evidence of indebtedness of Canadian issuers whether denominated and payable in Canadian dollars or a foreign currency
- mortgages secured against Canadian real estate subject to Section III. I below
- mortgage-backed securities, guaranteed under the National Housing Act
- commercial mortgage-backed securities rated AAA
- term deposits and guaranteed investment certificates
- private placements of bonds and asset-backed securities subject to Section III. H

### **D – Fixed Income - Cash and Short Term Investments**

- cash on hand and demand deposits
- treasury bills issued by the federal and provincial governments and their agencies
- obligations of trust companies and Canadian and foreign banks chartered to operate in Canada, including bankers' acceptances
- commercial paper and term deposits

## **E – Real Estate**

- Real estate holdings, primarily institutional grade office, industrial, residential, retail or mixed-use properties
- full ownership or partial ownership interests in real estate holdings
- real estate securities including trust units, shares in real estate related companies, and debt

## **F – Infrastructure**

Domestic or foreign infrastructure assets as defined by investment manager(s), either full or partial ownership

## **G – Other Investments**

- investments in open-or closed-ended pooled funds provided that the assets of such funds are permissible investments under the Policy
- deposit accounts of the custodian can be used to invest surplus cash holdings
- currency forward and futures contracts used for defensive purposes only
- exchange-traded equity index futures and over-the-counter equity swaps designed, in either case, to replicate the performance of a recognized market index, provided;
  - o such instruments are not used for speculative purposes or on a leveraged basis; and
  - o all swap counterparties are rated A- or better by S&P or another recognized credit rating agency; and net credit exposure is subject to collateral requirements.

## **H –Minimum Quality Requirements**

Within the investment restrictions for a Manager's portfolio, including pooled funds, all portfolios should hold a prudently diversified exposure to the intended market.

- in general, the minimum quality standard for individual bonds and debentures and asset-backed securities is "BBB" or equivalent as rated by a recognized bond rating agency, at the time of purchase (includes all sub-rating levels within the overall "BBB" rating)
- bonds rated "B" to "BB" ("high yield" bonds) are permissible as part of a diversified pool of high yield securities, subject to the quantity restrictions in III – I that follow
- unrated bonds should be assigned a rating by the investment manager before purchase
- the minimum quality standard for individual short term investments is "R-1 Low" or equivalent as rated by a recognized bond rating agency, at the time of purchase
- all investments shall be reasonably liquid (i.e., - in normal circumstances they should be capable of liquidation within three months)
- due to the relative illiquidity of mortgages, the net yield at the time of commitment should exceed the yield on Government of Canada bonds of a similar term by a minimum of 1%, after deduction of all administrative fees
- the amount of the mortgage loan may not exceed 75% of the appraised value
- the leverage on overall real estate holdings is not to exceed 55% of the value of the overall real estate portfolio

## **I – Maximum Quantity Restrictions**

The following restrictions are to be respected:

### **Equities**

- no one equity holding shall represent more than 10% of the total equities for a manager
- no one equity holding shall represent more than 15% of the related equity holding for a manager
- no one equity holding shall represent more than 10% of the voting shares of a corporation
- no one equity holding shall represent more than 10% of the available public float of such equity security

### **Fixed income - Bonds, Mortgages and Short Term Investments**

- except for federal and provincial bonds (including government guaranteed bonds), no more than 10% of the Manager's bond portfolio may be invested in the bonds of a single issuer and its related companies
- except for federal and provincial bonds, no one bond holding shall represent more than 10% of the market value of the total outstanding for that bond issue



- "BBB" bonds may not be purchased if the purchase would raise the "BBB" holdings to more than 25% of the market value of the bond portfolio
- up to 5% of the market value of the bond portfolio may be invested in high yield bonds as outlined in III -H above
- no more than 15% of the market value of the Manager's bond portfolio shall be invested in bonds denominated in currencies other than Canadian dollars

#### **Pooled Fund/Limited Partnership Investments**

- an investment by the Fund in a single pooled fund or limited partnership should not exceed 10% of the market value of that fund or partnership unless provision has been made to transfer assets out of the fund or partnership "in kind"

#### **J – Prior Permission Required**

The following investments require prior permission from the Committee:

- investments in private placement equities,
- direct investments in resource properties,
- direct investments in venture capital financing,
- investments in units of investment trusts (e.g. REITS or resource trust units), except where legislation has been enacted to limit liability
- investments in bonds of foreign issuers
- derivatives other than those otherwise permitted in Section III G above, and
- investments in any other securities not specifically referenced in this policy statement.

#### **K – Securities Lending**

The securities of the Fund may not be loaned, except within pooled funds where the pooled fund investment policy permits securities lending. In such cases, the manager of the pooled fund must disclose the securities lending policies to the Committee.

## **IV – MONITORING AND CONTROL**

### **A – Delegation of Responsibilities**

Overall responsibility for the Plan's assets rests with the Board of Governors of the University of Victoria. The Committee makes recommendations to the Board through its Finance Committee on investment policy and investment managers and is also charged with ensuring the Plan conforms to legislation and monitoring investment performance.

In completing the above duties a number of responsibilities have been delegated:

The Manager will:

- confirm in writing that they have read and will comply with this Policy,
- invest the assets of the Fund in accordance with this Policy, and in a manner that a reasonable and prudent person would apply in respect of a portfolio of investments made on behalf of another person to whom there is owed a fiduciary duty to make investments without undue risk of loss and with a reasonable expectation of return on the investments commensurate with the risk,
- meet with the Committee as required and provide written reports regarding their past performance, their future strategies and other issues as requested, and
- file quarterly compliance reports (see Section IV.D).

The custodian/trustee will:

- maintain safe custody over the assets of the Fund,
- execute the instructions of the Sponsor, as delegated to any Manager appointed to manage the assets of the Fund, and
- record income and provide monthly financial statements to the Sponsor as required.

The actuary will:

- provide actuarial valuations of the Plan as required, and
- provide advice to the Board of Governors on any matters relating to plan funding and contribution rates.

The investment consultant will:

- meet with the Committee as required and provide written reports regarding the fund's quarterly and annual investment performance by asset class, manager and plan with comparisons to the benchmark indices and universe,
- provide the Committee with commentary on manager performance and issues, and
- provide the Committee with updates on industry trends, investment issues, best practices and legislative developments and their potential relevance to the Plan.

The Pension and Investment Services Department will:

- prepare the agenda and minutes for each meeting of the Committee,
- prepare quarterly Fund compliance reports for the Committee,
- implement policies approved by the Committee and/or Board of Governors,
- propose changes to policies,
- review the monthly reports from the custodian to monitor compliance of the Plan with policy and applicable legislation and of each manager with their mandate,
- review the asset mix on each month's custody report and direct the Plan custodian to transfer cash between managers if a manager's range is breached and a reallocation is determined to be appropriate,
- prepare annual financial statements, and
- advise the Committee of any exceptional issues that arise in the day-to-day operations and monitoring of the Fund and the Managers.

The auditor will

- audit and prepare an auditor's report on the financial statements of the Plan as prepared by the Pension and Investment Services Department

## B - Compliance

Any two of either the President, Vice-President Finance and Operations, or one order-in-council member of the Board of Governors may approve a temporary contravention of the restrictions in Section II or Section III. This contravention must not exceed that of a prudent person and must be immediately communicated to the Committee and reported with a full explanation to the Finance Committee of the Board of Governors at its next regularly scheduled meeting.

## C – Performance Measurement

The performance of the Fund shall be measured quarterly and return calculations shall be as follows:

- time weighted rates of return,
- total returns, including realized and unrealized gains and losses and income from all sources, and
- measurement against performance objectives will normally be assessed over rolling four-year periods.

### Combined Fund Benchmark

The primary objective for the Fund is to earn CPI + 4.0%. The combination of market indices forming the benchmark has been set to achieve an expected return of CPI + 4.0% at the date the asset mix was implemented. The benchmark consists of the following market index total returns weighted as indicated:

| COMBINED FUND BENCHMARK*                       |      |
|--|------|
| S&P/TSX Composite Index                        | 10   |
| MSCI World ex-Canada Net Index (Cdn. \$)       | 30   |
| FTSE <del>TMX</del> Canada Universe Bond Index | 35   |
| CPI plus 4% per annum                          | 10   |
| CPI plus 5% per annum                          | 15%  |
|  | 100% |

## Active Manager Benchmarks

The benchmark portfolio consists of the following market index total returns weighted as indicated:

| FIXED INCOME MANAGER BENCHMARK*                |      |
|--|------|
| FTSE <del>TMX</del> Canada Universe Bond Index | 100% |

- effective 1 December 2008

| CANADIAN EQUITY MANAGERS BENCHMARK* |      |
|-------------------------------------|------|
| S&P/TSX Composite Index             | 100% |

- \* effective 1 December 2008

| GLOBAL EQUITY MANAGER BENCHMARK*         |      |
|--|------|
| MSCI World ex-Canada Net Index (Cdn. \$) | 100% |

- \* effective 1 October 2007

| REAL ESTATE MANAGER BENCHMARK* |      |
|--------------------------------|------|
| CPI plus 4% per annum          | 100% |

- effective November 30, 2010

| INFRASTRUCTURE MANAGER BENCHMARK* |      |
|-----------------------------------|------|
| CPI plus 5% per annum             | 100% |

- \* effective 1 April 2008

The benchmark performance objectives for the active Managers are tailored to the specific mandate established for each Manager. Accordingly, the asset class performance objectives may change over time. Currently, the objectives are as follows:

|                             |   |  |
|-----------------------------|---|--|
| Canadian equities (active)  | = | S&P/TSX Composite Index total return + 1.0% <u>net of fees</u>   |
| Canadian equities (indexed) | = | S&P/TSX Composite Index total return   |
| Global equities             | = | MSCI World ex-Canada Net Index (Cdn. \$) + 1.00% net of fees   |
| Fixed Income                | = | FTSE <del>TMX</del> Canada Universe Bond Index total return + 0.50% (FTSE <del>TMX</del> Canada Short Term Bond Index return plus + 1% for Mortgages) <sup>1</sup> |
| Real estate                 | = | CPI +4%  |
| Infrastructure              | = | Change in the Canadian Consumer Price Index plus 5% per annum  |

The market indices referred to in this section may be changed to match the specific investment mandates for the investment managers selected to manage the portfolio, recognizing that at all times the Fund must be managed in accordance with the asset mix guidelines and permitted and prohibited investments set out in Sections II and III above.

## D – Monitoring and Rebalancing the Fund’s Asset Mix

In order to ensure that the Fund operates within the guidelines stated in this Policy, the Pension and Investment Services Department shall monitor the asset mix on a monthly basis. Subject to the rebalancing guidelines and procedures in Section

<sup>1</sup> The Fixed Income Manager “views mortgages as a component of (their) Fixed Income allocation and one of multiple strategies to add value over the FTSE ~~TMX~~ Canada Universe Bond Index. (They) also combine bonds and mortgages for trading and compliance monitoring purposes.

II.C, the Pension and Investment Services Department will affect the rebalancing by transferring cash or securities between portfolios. Rebalancing may also be effected by redirecting the net cash flows to and from the Fund.

## **E – Reporting by the Investment Managers**

On a calendar quarterly basis, the Manager will provide a performance report and a strategy review for the portfolio under management.

Also, with the exception of the Infrastructure Manager, the Manager is required to complete and sign a compliance report each quarter. The compliance report should indicate whether or not the Manager's portfolio was in compliance with this Policy during the quarter. Copies of the compliance reports must be sent to the Committee. Report formats for the compliance reports are included under the appendix.

In the event that a Manager is not in compliance with this Policy, the Manager is required to advise the Committee immediately, detailing the nature of the non-compliance and recommending an appropriate course of action to remedy the situation.

If the Manager believes the Asset Mix Guidelines are inappropriate for anticipated economic conditions, the manager is responsible for advising the Committee that a change in guidelines is desirable and the reasons therefore.

The Manager should advise the University immediately of changes in style or in the policies, personnel or ownership of the firm.

The manager is required to report on proxy voting as outlined in section V – D Voting Rights.

The Fund invests in pooled funds, which have separate investment policies. Should a conflict arise between the provisions of this Policy, and the provisions of the pooled fund's investment policy, the investment mandate of the Pooled Fund will prevail over the Statement of Investment Policies.

## **F – Investment Policy Review**

This Policy may be reviewed and revised at any time, but it must be formally reviewed by the Committee at least once in every calendar year. A more detailed study of the asset allocation will be undertaken following an actuarial valuation.

## **V – OTHER ISSUES**

### **A – Conflicts of Interest**

#### **Responsibilities**

This standard applies to the members of the Committee and the University of Victoria Administrative staff, as well as to all agents employed by them, in the execution of their responsibilities under the British Columbia Pension Benefits Standards Act (the “Affected Persons”).

An “agent” is defined to mean a company, organization, association or individual, as well as its employees, who are retained by the Committee to provide specific services with respect to the investment, administration and management of the Fund.

All Affected Persons shall exercise the care, diligence and skill that a person of ordinary prudence would exercise in dealing with the property of another person.

#### **Disclosure**

In the execution of their duties, the Affected Persons shall disclose any material conflict of interest relating to them, or any material ownership of securities, which could impair their ability to render unbiased advice, or to make unbiased decisions, affecting the administration of the Fund.

Further, it is expected that no Affected Person shall make any personal financial gain (direct or indirect) because of his or her fiduciary position. However, normal and reasonable fees and expenses incurred in the discharge of their responsibilities are permitted if documented and approved by the Committee.

No Affected Person shall accept a gift or gratuity or other personal favor, other than one of nominal value, from a person with whom the individual deals in the course of performance of his or her duties and responsibilities for the Committee.

It is incumbent on any Affected Person who believes that he/she may have a conflict of interest, or who is aware of any conflict of interest, to disclose full details of the situation to the attention of the Committee Chair immediately. The Committee Chair, in turn, will decide what action is appropriate under the circumstances but, at a minimum, will table the matter at the next regular meeting of the Committee, if material.

No Affected Person who has or is required to make a disclosure as contemplated in this Policy shall participate in any discussion, decision or vote relating to any proposed investment or transaction in respect of which he or she has made or is required to make disclosure.

### **B – Related Party Transactions**

The administrator of the plan may not enter into a transaction with a related party unless:

- the transaction is required for the operation or administration of the plan and the terms and conditions of the transaction are not less favourable to the plan than market terms and conditions;
- the securities of the related party are acquired at a public exchange; or
- the combined value of all transactions with the same related party is nominal or the transaction(s) is immaterial to the plan.

For this section of the policy, market value of the combined assets of the plan will be used as criterion to establish whether a transaction is nominal or immaterial to the plan. Transactions less than .5% of the combined market value of the assets of the plan are considered immaterial.

"Related party" is defined in section 1 of Schedule III to the Pension Benefits Standards Regulations, 1985 (Canada). A related party is a person who is the administrator of the plan including any officer, director or employee of the administrator, or any person who is a member of a pension committee, board of trustees or other body that is the administrator of the plan. It also includes, the investment managers and their employees, a union representing employees of the employer, a member

of the plan, a spouse or child of the persons named previously, or a corporation that is directly or indirectly controlled by the persons named previously, among others. Related party does not include government or a government agency.

### **C – Valuation of Securities Not Regularly Traded**

The following principles will apply for the valuation of investments that are not traded regularly:

- equities: average of bid-and-ask prices from two major investment dealers, at least once every calendar quarter;
- bonds: same as for equities; and
- mortgages: on a mark to market basis.
- real estate: on an appraisal basis; and
- infrastructure; on a fair value basis (using appraisals).
- 

### **D – Voting Rights**

The Committee has delegated voting rights acquired through pension fund investments to the custodian of the securities, to be exercised in accordance with the investment manager's instructions. The investment manager is expected to vote all proxies in the best interests of the beneficiaries of the Plan.

The Committee, however, may take back voting rights for specific situations, provided the securities are not held in pooled funds.

For private placements, voting rights will be delegated to the investment manager, or voted directly by a Committee representative.

The manager should disclose their corporate governance and proxy voting policies and report annually on (1) whether all eligible proxies were voted on the Plan's behalf and (2) if the proxy voting guidelines were followed and report on any deviations.

### **E – Directed Brokerage Commissions**

A variety of brokers should be used in order to gain maximum utilization of the services available. It is the responsibility of the manager to ensure that the commission distribution is representative of the services rendered.

The University does not use directed commissions (i.e. soft dollars) to pay for any goods or services. The Manager may use soft dollars to pay for research and other investment-related services with disclosure to the Committee, provided they comply with the Soft Dollar Standards promulgated by CFA Institute

### **F – Reasons for Terminating an Investment Manager**

Reasons for considering the termination of the services of the Manager include, but are not limited to, the following factors:

- performance results, which over a reasonable period of time, are below the stated performance benchmarks;
- changes in the overall structure of the Fund such that the Manager's services are no longer required;
- change in personnel, firm structure and investment philosophy, style or approach which might adversely affect the potential return and/or risk level of the portfolio; and/or
- failure to adhere to this Policy.

**- END -**

**UNIVERSITY OF VICTORIA STAFF PENSION PLAN  
FIXED INCOME FUND MANAGEMENT  
COMPLIANCE REPORT FOR THE PERIOD FROM \_\_\_\_\_ TO \_\_\_\_\_**

**APPENDIX**

|                             |   | GUIDELINES   |  | POLICY<br>COMPLIED<br>WITH<br>YES/NO* |
|-----------------------------|---|--|--|---------------------------------------|
| %                           |   |  |  |                                       |
| ASSET MIX (at Market Value) |   |  |  |                                       |
| BONDS                       |   | 85 - 100   |  |                                       |
| MORTGAGES                   |   | 0 –10  |  |                                       |
| SHORT TERM &<br>CASH        |   | 0 – 15   |  |                                       |
| CONSTRAINTS                 |   |  |  |                                       |
| EQUITIES                    | - Publicly traded on recognized securities market |  |  |                                       |
|                             | - Diversification                                 | Max 15% of the market value of an equity portfolio in any single holding                                     |  |                                       |
|                             | - Concentration                                   | Max 10% of the voting or public float stock of any corporation   |  |                                       |
|                             |   | Max 10% of the market value of a pooled fund   |  |                                       |
| BONDS                       | - Quality   | Min "BBB" <u>at the time of purchase</u>   |  |                                       |
|                             |   | “B” to “BB” permissible as part of diversified pool <u>at the time of purchase</u>                           |  |                                       |
|                             | - Quantity  | Except for federal or provincial bonds, max 10% in one issuer.   |  |                                       |
|                             |   | Except for federal or provincial, max 10% of a bond issue  |  |                                       |
|                             |   | Max <del>45</del> <u>25</u> % of bond portfolio market value in bonds rated “BBB”                            |  |                                       |
|                             |   | Max 5% in high yield bonds   |  |                                       |
|                             | - Foreign Pay                                     | Max 15% of market value of bond portfolio  |  |                                       |
| MORTGAGES                   | - Yield   | Net yield should exceed Government of Canada bonds of a similar term by 1%                                   |  |                                       |
| SHORT TERM INVESTMENTS      | - Minimum Quality                                 | "R-1 Low" rating   |  |                                       |
| DERIVATIVES                 |   | Limited to currency futures, currency futures and forward currency exchange contracts for defensive purposes |  |                                       |
| OTHER INVESTMENTS           | - Prior Approval Required                         |  |  |                                       |
| OTHER                       | - Statutory Requirements                          | Must meet requirements for eligible investments outlined in the Pension Benefits Standards Act (BC).         |  |                                       |
|                             |   | Must meet requirements for eligible investments outlined in the Income Tax Act (Canada).                     |  |                                       |
| CONFLICTS OF INTEREST       | - Disclosure                                      | Conflicts of interest (if any) disclosed to the Committee Chair  |  |                                       |

\* Provide actual weight or range where appropriate. If policy not complied with, comment on specifics.

I believe this to be a factual representation of compliance with the Statement of Investment Policies and Goals throughout the reporting period.

\_\_\_\_\_  
Signature and Title

\_\_\_\_\_  
Company Name



**UNIVERSITY OF VICTORIA STAFF PENSION PLAN  
CANADIAN EQUITY FUND MANAGEMENT  
COMPLIANCE REPORT FOR THE PERIOD FROM \_\_\_\_\_ TO \_\_\_\_\_**

|                             |   | GUIDELINES   |  | POLICY<br>COMPLIED<br>WITH<br><br>YES/NO* |
|-----------------------------|---|--|--|---|
| %                           |   |  |  |   |
| ASSET MIX (at Market Value) |   |  |  |   |
| EQUITIES                    |   | 90 – 100   |  |   |
| SHORT TERM &<br>CASH        |   | 0 – 10   |  |   |
| CONSTRAINTS                 |   |  |  |   |
| EQUITIES                    | - Publicly traded on recognized securities market |  |  |   |
|                             | - Diversification                                 | Max 15% of the market value of an equity portfolio in any single holding                             |  |   |
|                             | - Concentration                                   | Max 10% of the voting or public float stock of any corporation                                       |  |   |
|                             |   | Max 10% of the market value of a pooled fund   |  |   |
| SHORT TERM INVESTMENTS      | - Minimum Quality                                 | "R-1 Low" rating   |  |   |
| DERIVATIVES                 |   | Limited to equity index options  |  |   |
| OTHER INVESTMENTS           | - Prior Approval Required                         |  |  |   |
| OTHER                       | - Statutory Requirements                          | Must meet requirements for eligible investments outlined in the Pension Benefits Standards Act (BC). |  |   |
|                             |   | Must meet requirements for eligible investments outlined in the Income Tax Act (Canada).             |  |   |
| CONFLICTS OF INTEREST       | - Disclosure                                      | Conflicts of interest (if any) disclosed to the Committee Chair                                      |  |   |

\* Provide actual weight or range where appropriate. If policy not complied with, comment on specifics.

I believe this to be a factual representation of compliance with the Statement of Investment Policies and Goals throughout the reporting period.

\_\_\_\_\_  
Signature and Title

\_\_\_\_\_  
Company Name

**UNIVERSITY OF VICTORIA STAFF PENSION PLAN**  
**GLOBAL EQUITY MANAGEMENT**  
**COMPLIANCE REPORT FOR THE PERIOD FROM \_\_\_\_\_ TO \_\_\_\_\_**

|                                    |   | GUIDELINES  | POLICY<br>COMPLIED<br>WITH<br>YES/NO* |
|------------------------------------|---|---|---------------------------------------|
|                                    |   | %   |                                       |
| <b>ASSET MIX (at Market Value)</b> |   |   |                                       |
| <b>GLOBAL EQUITIES</b>             |   | 90 - 100  |                                       |
| <b>SHORT TERM &amp; CASH</b>       |   | 0 – 10  |                                       |
|                                    |   |   |                                       |
| <b>CONSTRAINTS</b>                 |   |   |                                       |
| <b>EQUITIES</b>                    | - Publicly traded on recognized securities market |   |                                       |
|                                    | - Diversification                                 | Max 10% of the market value of the equity portfolio in any single holding   |                                       |
|                                    | - Concentration                                   | Max 10% of the voting or public float stock of any corporation  |                                       |
|                                    |   | Max 10% of the market value of a pooled fund  |                                       |
| <b>SHORT TERM INVESTMENTS</b>      | - Minimum Quality                                 | "R-1 Low" rating  |                                       |
| <b>DERIVATIVES</b>                 |   | <p>Currency futures and forward currency exchange contracts for defensive purposes, exchange-traded equity index futures and over-the-counter equity swaps designed, in either case, to replicate the performance of a recognized market index, provided;</p> <ul style="list-style-type: none"> <li>- such instruments are not used for speculative purposes or on a leveraged basis; and</li> <li>- all swap counterparties are rated A- or better by S&amp;P or another recognized credit rating agency; and net credit exposure is subject to collateral requirements.</li> </ul> |                                       |
| <b>OTHER INVESTMENTS</b>           | - Prior Approval Required                         |   |                                       |
| <b>OTHER</b>                       | - Statutory Requirements                          | Must meet requirements for eligible investments outlined in the Pension Benefits Standards Act (BC).  |                                       |
|                                    |   | Must meet requirements for eligible investments outlined in the Income Tax Act (Canada).  |                                       |
| <b>CONFLICTS OF INTEREST</b>       | - Disclosure                                      | Conflicts of interest (if any) disclosed to the Committee Chair   |                                       |

\* Provide actual weight or range where appropriate. If policy not complied with, comment on specifics.

I believe this to be a factual representation of compliance with the Statement of Investment Policies and Goals throughout the reporting period.

\_\_\_\_\_  
Signature and Title

\_\_\_\_\_  
Company Name

**UNIVERSITY OF VICTORIA STAFF PENSION PLAN  
REAL ESTATE MANAGEMENT  
COMPLIANCE REPORT FOR THE PERIOD FROM \_\_\_\_\_ TO \_\_\_\_\_**

| GUIDELINES                              |   |   | POLICY<br>COMPLIED<br>WITH<br>YES/NO* |
|---|---|---|---------------------------------------|
|   |   |   |                                       |
| %<br><b>ASSET MIX (at Market Value)</b> |   |   |                                       |
| <b>REAL ESTATE</b>                      |   | 95 – 100  |                                       |
| <b>SHORT TERM &amp; CASH</b>            |   | 0 – 5   |                                       |
|   |   |   |                                       |
| <b>CONSTRAINTS</b>                      |   |   |                                       |
| <b>REAL ESTATE</b>                      | Global real estate partial or full ownership<br>Global real estate-related securities |   |                                       |
|   | - Leverage  | Max 55% of the market value of the real estate portfolio  |                                       |
| <b>SHORT TERM INVESTMENTS</b>           | - Minimum Quality   | "R-1 low" rating  |                                       |
| <b>DERIVATIVES</b>                      |   | <p>Permitted</p> <p>Derivatives include forward contracts, futures, options, and swaps. Derivatives can have equities, fixed income, interest rates, and currencies as underlying instruments. The use of derivatives is only permitted for the following purposes:</p> <ul style="list-style-type: none"> <li>i. Synthetic Indexing - Passively investing in an attempt to replicate the returns of an index.</li> <li>ii. Risk Control - Managing interest rate, equity, credit, currency, legal or tax risk through the use of hedging strategies.</li> <li>iii. Lower Transaction Costs and Liquidity Management- Reducing the transaction costs on trading, custody and brokerage costs through use of index futures. Substituting one combination of securities for another with the same net exposure to market variables for the purposes of exploiting pricing inefficiencies.</li> <li>iv. Asset Mix Shifts - Reduce market movement and transaction costs of shifting asset weights or rebalancing by</li> </ul> |                                       |

**UNIVERSITY OF VICTORIA STAFF PENSION PLAN  
REAL ESTATE MANAGEMENT  
COMPLIANCE REPORT FOR THE PERIOD FROM \_\_\_\_\_ TO \_\_\_\_\_**

|                              |                           |  |  |
|------------------------------|---------------------------|--|--|
|                              |                           | <p>allowing instantaneous implementation of the shift through derivatives.</p> <p>v. To hedge the Plan's exposure to a specific foreign currency for defensive purposes.</p> <p>vi. Their use through participation in BCI pooled funds as expressly permitted by the investment policies of those pooled funds.</p> |  |
| <b>OTHER INVESTMENTS</b>     | - Prior Approval Required |  |  |
| <b>OTHER</b>                 | - Statutory Requirements  | Must meet requirements for eligible investments outlined in the Pension Benefits Standards Act (BC).   |  |
|                              |                           | Must meet requirements for eligible investments outlined in the Income Tax Act (Canada).   |  |
| <b>CONFLICTS OF INTEREST</b> | - Disclosure              | Conflicts of interest (if any) disclosed to the Committee Chair  |  |

\* Provide actual weight or range where appropriate. If policy not complied with, comment on specifics.

I believe this to be a factual representation of compliance with the Statement of Investment Policies and Goals throughout the reporting period.

\_\_\_\_\_  
Signature and Title

\_\_\_\_\_  
Company Name

### Managers Released from Providing Quarterly Compliance Reports

| <b>Managers:</b> | <b>Manager Mandate</b> | <b>Date of Approval</b>         |
|------------------|------------------------|---------------------------------|
| Macquarie        | Infrastructure         | December 4 <sup>th</sup> , 2017 |
| JP Morgan        | Infrastructure         | December 4 <sup>th</sup> , 2017 |

## **Legislative Constraints**

### ***Pension Benefits Standards Act (BC) Constraints***

The Regulations to the PBSA (BC) state that investments made after July 1, 1994 must be made in accordance with the investment policy of the plan and Schedule III to the Pension Benefits Standards Regulations, 1985 (Canada), SOR/87-19, as amended from time to time.

### ***Pension Benefits Standards Act Regulations, 1985 (Canada) Constraints***

The quantitative rules in Schedule III to the Federal PBSA Regulations include:

- |    |   |  |
|----|---|--|
| 1. | Maximum investment in one company's securities                            | 10% of the market value of the Fund                                  |
| 2. | Maximum proportion of the voting shares of any company                    | 30%  |
| 3. | Maximum holding in one parcel of real estate or one resource property     | 5% of the book value of the Fund at the time the investment is made  |
| 4. | Maximum aggregate holding of resource properties                          | 15% of the book value of the Fund at the time the investment is made |
| 5. | Maximum aggregate holding of real estate and resource properties combined | 25% of the book value of the Fund at the time the investment is made |

### ***Income Tax Act (Canada) and Canada Revenue Agency Constraints***

1. No money is to be borrowed by the Fund, except for the purpose of acquiring real property or occasionally for 90 days or less as provided in Income Tax Regulation 8502(i).
2. No prohibited investment (see Income Tax Regulation 8514) may be purchased, such as the securities of a participating employer, if the shares of that employer are not listed on one of the stock exchanges prescribed in Income Tax Regulations 3200 or 3201.



University  
of Victoria

**SUBMISSION TO THE UVIC BOARD OF GOVERNORS**

**FOR DECISION**

January 16, 2020

**To:** Operations and Facilities Committee

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

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

**cc:** President and Vice-Chancellor

**Meeting Date:** January 28, 2020

**Subject:** New and Revised Awards

**Basis for Jurisdiction:** University Act, 27 (2)(k)  
Strategic Framework, Strategy 1.1  
Senate

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**Strategic Relevance:**

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

**Previous Consultation:**

The attached awards were reviewed by the Senate Committee on Awards and recommended for approval to Senate. Senate has approved the awards and recommend their approval by the Board of Governors.

**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 documents and listed below:

- Ted and Helen Hughes Entrance Award (revised)
- One Heart for Reconciliation Award\* (revised)
- Vincent Short Memorial Theatre Scholarship\* (revised)
- Visca/Dais-Visca Scholarship in Public Law/Legal Studies (new)
- The Joyce Family Foundation Award for Indigenous Students\* (revised)
- Leeder Family Memorial Scholarship in Economics\* (revised)
- Leeder Family Memorial Scholarship in Mathematics\* (revised)
- Pearson Family Africa Award (revised)
- Royal Jubilee Hospital School of Nursing Alumnae Association Student Award\* (revised)
- University of Victoria Youth in Care Award (revised)
- Murray & Lynda Farmer Scholarship\* (revised)
- David McGillivray Scholarship in Science\* (new)
- Mairi Riddel Memorial Prize\* (revised)
- Brendan Gaunt Environmental Law Award (new)
- Harold G. Craven Scholarship\* (revised)
- Randy Baker Memorial Scholarship\* (revised)
- Jeremy Robert Davison Scholarship\* (new)
- Janet Moerman Memorial Scholarship (new)
- Myrna McEwen Daniels Scholarship\* (revised)
- Noel & Margaret Gantly Scholarship\* (revised)
- Martlet Chapter, IODE Cuthbert Holmes English Honours Essay Scholarship\* (revised)
- Ferguson Graduate Research Award in Digital Health (new)
- Dr. Ian MacPherson Memorial Scholarship (new)
- Certificate of Outstanding Academic Distinction in Human and Social Development\* (revised)
- Reliable Controls Award in Computer Science\* (new)
- Award for Student Refugees (new)
- Gladys Pearson Indigenous Student Scholarship (new)
- W.E. Cowie Innovation Award\* (revised)
- Peninsula Co-op Dr. Ian MacPherson Memorial Scholarship\* (revised)
- Cynthia Johnston Economics Graduate Scholarship (new)
- Hector and Carol McDonald Scholarship\* (new)
- Dr. Marion Porath Legacy Scholarship in Art Education (new)
- Dr. Marion Porath Legacy Scholarship in Special Education (revised)
- Seaborne-Langford Scholarship in Engineering\* (new)
- Coast Capital Savings Entrepreneurship Scholarship (revised)



- Gladys Nipp & Stephen Mah Family Award\* (new)
- Sanjeev Singh Parmar Memorial Scholarship (new)

*\*Administered by the University of Victoria Foundation*

**Planned Further Action:**

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

**Attachment:**

- Memorandum to Senate dated November 20, 2019
- Memorandum to Senate dated December 18, 2019



**Date:** 20 November 2019

**To:** Senate

**From:** Senate Committee on Awards

**Re:** **New and Revised Awards**

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The Senate Committee on Awards met on November 8, 2019 and approved a number of new and revised awards for Senate's approval. Terms of these awards are attached.

**Recommended motion:**

That Senate approve, and recommend to the Board of Governors that it also approve, the new and revised awards set out in the attached document:

- Ted and Helen Hughes Entrance Award (revised)
- One Heart for Reconciliation Award\* (revised)
- Vincent Short Memorial Theatre Scholarship\* (revised)
- Visca/Dais-Visca Scholarship in Public Law/Legal Studies (new)
- The Joyce Family Foundation Award ~~Bursary~~ for Indigenous Students\* (revised)
- Leeder Family Memorial Scholarship ~~Bursary~~ in Economics\* (revised)
- Leeder Family Memorial Scholarship ~~Bursary~~ in Mathematics\* (revised)
- Pearson Family ~~Africa~~ Award (revised)
- Royal Jubilee Hospital School of Nursing Alumnae Association Student Award\* (revised)
- University of Victoria Youth in Care Award (revised)
- Murray & Lynda Farmer Scholarship\* (revised)
- David McGillivray Scholarship in Science\* (new)
- Mairi Riddell Memorial ~~Book~~ Prize\* (revised)
- Brendan Gaunt Environmental Law Award (new)
- Harold G. Craven Scholarship\* (revised)

\* *Administered by the University of Victoria Foundation*

## **Terms for New and Revised Awards**

Additions are underlined

Deletions are ~~struck through~~

### **Ted and Helen Hughes Entrance Award (Revised-UG)**

One or more awards will be given to full-time or part-time (minimum 9.0 units) undergraduate students entering the Faculty of Law who have demonstrated academic ability together with determination, resilience, contribution and compassion in areas of life such as prior work experience, graduate study, community service, family care or disability. Preference will be given to an Indigenous student. Approval of the recipients will be made by the Senate Committee on Awards upon recommendation of the Faculty of Law.

### **One Heart for Reconciliation Award\* (Revised-UG)**

One or more entrance awards are given to Indigenous undergraduate students in the Faculty of Law who identify as women, non-binary or Two-Spirit people and who intend to support the work of further reconciliation through their studies and the practice of law. Students must submit a letter of application (maximum one page) to the Law Admissions Officer by June 15 demonstrating how they intend to further support the work of reconciliation. ~~Preference will be given to students with demonstrated financial need.~~ Approval of the recipients will be made by the Senate Committee on Awards upon the recommendation of the Faculty of Law.

### **Vincent Short Memorial Theatre Scholarship\* (Revised-UG)**

~~One or more~~ A scholarship ~~are~~ is awarded to academically outstanding undergraduate students in the Department of Theatre who are entering third or fourth year and who displays outstanding ability in ~~the~~ Design, Directing, or Production & Management. ~~specializations in the Department of Theatre.~~ Approval of the recipients will be made by the Senate Committee on Awards upon the recommendation of the Scholarship recipients will be selected by the Department of Theatre.

### **Visca/Dais-Visca Scholarship in Public Law/Legal Studies (New-UG)**

One or more scholarships are awarded to academically outstanding undergraduate students entering third or fourth year in the Faculty of Social Sciences who intend to pursue a degree in Law. Approval of the recipient(s) will be made by the Senate Committee on Awards upon the recommendation of the Faculty of Social Sciences.

Preference will be given in the following priority:

1. Students who have written the LSAT
2. Students who are taking common pre-law majors such as Political Science, Economics or Psychology

3. Students who intend to apply to UVic Law School.

Applicants must submit the following:

1. A cover letter (maximum 250 words) explaining why the student is interested in pursuing a degree in law
2. A list of Law schools to which they intend to apply
3. A research paper (maximum 2,000 words) examining a current challenge faced by the federal government in responding to a demand for change in the law to reflect current social, political and/or legal pressures. The recipient will demonstrate an understanding of limits within which the executive, legislative and judicial branches operate and be able to articulate the importance of the rule of law in the Canadian system of justice, for example:
  - i. “dialogue” between the legislative and executive branches of government and the judiciary
  - ii. threats to the rule of law
  - iii. treaty making and challenges to state sovereignty (can be international trade treaties or Aboriginal treaties)
  - iv. demand for alternative criminal justice tribunals for addressing needs of disadvantaged communities as was done with Aboriginal defendants with the creation of the Gladue court.

\*The student may submit a class paper

### **The Joyce Family Foundation Award Bursary for Indigenous Students\* (Revised-UG)**

One or more awards bursaries are given awarded to Indigenous undergraduate students with studying at UVic who demonstrated financial need. Preference will be given to Indigenous students who have graduated from high school within the last five years, and have not qualified for funding from their First Nation Band or an Indigenous organization. Applicants must be Canadian citizens or have permanent resident status.

~~This award is renewable and eligible recipients may apply for the award in subsequent years.~~

### **The Leeder Family Memorial Scholarship Bursary in Economics\* (Revised-UG)**

One or more scholarships bursaries are awarded to academically outstanding full-time undergraduate students entering third or fourth year in the Department of Economics with demonstrated financial need. Preference will be given to students who are from outside the Greater Victoria or Lower Mainland Metro Vancouver Regional District areas. Scholarships will be approximately one-half of a student’s full-time (minimum 12 units) Winter Session tuition and fees.

If awarded to a third year student, the scholarship may be renewed for the recipient's fourth year of full-time studies in the Department of Economics. To be automatically renewed a student must have completed a total of 12 or more academic units in two terms of study between May and April in the previous academic year and maintained a grade point average of 7.50/9.00 or higher on the best 12 units. A student whose grade point average falls below 7.50/9.00 may file a written appeal with the Senate Committee on Awards to seek special consideration for the renewal of the scholarship.

Students registered in a co-op or work experience work-term will automatically be renewed when they next complete 12 or more academic units in two terms, provided they have a grade point average of 7.50/9.00 or higher in the two terms. Any student who takes neither a co-op, work experience/work-term, nor academic units for more than one term may forfeit their scholarship.

### **Leeder Family Memorial Scholarship ~~Bursary~~ in Mathematics\* (Revised-UG)**

One or more scholarships ~~bursaries~~ are awarded to academically outstanding full-time undergraduate students entering third or fourth year in the Department of Mathematics and Statistics with demonstrated financial need. Preference will be given to students who are from outside the Greater Victoria or ~~Lower Mainland~~ Metro Vancouver Regional District areas. Scholarships will be approximately one-half of a student's full-time (minimum 12 units) Winter Session tuition and fees.

If awarded to a third year student, the scholarship may be renewed for the recipient's fourth year of full-time studies in the Department of Mathematics and Statistics. To be automatically renewed a student must have completed a total of 12 or more academic units in two terms of study between May and April in the previous academic year and maintained a grade point average of 7.50/9.00 or higher on the best 12 units. A student whose grade point average falls below 7.50/9.00 may file a written appeal with the Senate Committee on Awards to seek special consideration for the renewal of the scholarship.

Students registered in a co-op or work experience work-term will automatically be renewed when they next complete 12 or more academic units in two terms, provided they have a grade point average of 7.50/9.00 or higher in the two terms. Any student who takes neither a co-op, work experience/work-term, nor academic units for more than one term may forfeit their scholarship.

### **Pearson Family ~~Africa~~ Award (Revised-UG)**

One or more ~~An~~ awards of \$2,000 each are is given to ~~an~~ undergraduate students entering the second, third or fourth year of a program related to health, and who are is sponsored by the World University Service of Canada (WUSC) Student Refugee Program to attend UVic. Preference will be given to for a students in one of the following departments: Biochemistry & Microbiology, Health Information Science, Nursing or Public Health and Social Policy.

## **Royal Jubilee Hospital School of Nursing Alumnae Association Student Award\* (Revised-UG/GS)**

One or more awards are given to undergraduate or graduate students continuing in the School of Nursing or enrolled in a program related to Nursing in either Health Information Science or the School of Public Health and Social Policy. BSN program, distance or on campus, who are descendants of an alumna of the Royal Jubilee Hospital School of Nursing. Applicants must state their relationship to the alumna and the year the alumna graduated.

Eligibility is based on the following order or priority:

1. Alumnae of the Royal Jubilee School of Nursing,
2. Descendants of an alumna of the Royal Jubilee Hospital School of Nursing. Applicants must state their relationship to the alumna, their alumna's maiden name (if applicable) and the year the alumna graduated,
3. Undergraduate students in the BSN program.

Undergraduate students can apply via the online transfer in-course application via My Page under Student Awards and Financial Aid. Graduate students can apply by April 30 at the Dean of Human and Social Development office. Approval of the recipients will be made by either the Senate Committee on Awards or the Faculty of Graduate Studies Graduate Awards Committee, upon the recommendation of the Faculty of Human and Social Development School of Nursing. Undergraduate sStudents registered in at least 4.50 academic units and graduate students registered in at least 3.0 academic units are eligible for this scholarship.

## **University of Victoria Youth in Care Award (Revised-UG)**

One or more awards are given to students in their first undergraduate degree program. To be eligible for these awards, students must demonstrate financial need and be residents of British Columbia, and were formerly in any Government of BC Ministry of Children and Family Development (MCFD) Legal Status or the Government of BC Ministry of Social Development and Poverty Reduction's Child in Home of Relative Program for at least twelve months (consecutive or accumulated in any combination).

MCFD Legal Statuses refer to and include the following, consecutive or accumulated in any combination pursuant to the Child, Family and Community Service Act (the Act) regarding student eligibility for the University of Victoria Youth in Care Tuition Award:

- **Continuing Custody Order** pursuant to sections 41 (1) (d), 42.2 (4) (d), 42.2 (7) or 49 (4), 49 (5) or 49 (10) of the Act;
- **Temporary Custody Order** pursuant to sections 41 (1) (b) of the Act;
- **Special Needs Agreement** pursuant to section 7 of the Act;
- **Voluntary Care Agreement** pursuant to section 6 of the Act;
- **Youth Agreement** pursuant to section 6 ~~42.2~~ of the Act;
- **Extended Family Plan** pursuant to section 8 of the Act;
- **Permanent Transfer of Custody Order** with person other than a parent pursuant to section 54.01 or 54.1 of the Act;
- **Temporary Transfer of Custody** pursuant to section 41(1)(b) of the Act;
- **Interim Custody Order with a Director** pursuant to section 35(2)(a);

- **Interim Custody Order with person other than a parent** pursuant to section 35(2)(a) of the Act;
- **Adoption;**
- **Under the Guardianship of a Director** pursuant to the Infants Act;
- **Under the Guardianship of a Director of adoption** under the Adoptions Act.

The award covers actual tuition costs and mandatory fees for the terms required for completion of a first undergraduate degree. Eligible applicants may also receive funding to assist with the costs of books, supplies and living expenses. Students who transfer to UVic from a university or college to complete their first undergraduate degree and meet all eligibility criteria will be considered for the award. Applicants must submit the application form, including the Release of Information consent form required to confirm eligibility, to Student Awards and Financial Aid by the application deadline of May 1<sup>st</sup>.

### **Murray & Lynda Farmer Scholarship\* (Revised-UG)**

One or more scholarships are awarded to academically outstanding third or fourth ~~3rd or 4th~~ year students in the Bachelor of Commerce program who demonstrate dedication to community organizations and have a strong interest in business ethics and social responsibility. Students must have completed or be enrolled in one or more courses related to the study of ethics or social responsibility. Applications together with a 500 word essay on business ethics, personal goals and community involvement must be submitted to the Peter B. Gustavson School of Business by April 30. Scholarships may be awarded to graduating students. Approval of the recipients will be made by the Senate Committee on Awards upon the recommendation of the Peter B. Gustavson School of Business.

### **David McGillivray Scholarship in Science\* (New-GS)**

One or more scholarships are awarded to academically outstanding graduate students in the Faculty of Science. Preference is given to students who are not receiving major external funding (Tri-Agency or equivalent) or a UVic Fellowship in the same year. Approval of the recipients will be made by the Faculty of Graduate Studies Graduate Awards Committee upon the recommendation of the Faculty of Science.

### **Mairi Riddell Memorial Book Prize\* (Revised-GS)**

A ~~book~~ prize of \$100 is awarded to a graduate student in the English department for the best seminar essay. Approval of the recipient will be made by the Faculty of Graduate Studies Graduate Awards Committee upon the recommendation of the Department of English.

### **Brendan Gaunt Environmental Law Award (New-UG)**

One or more awards are given to undergraduate students entering the Faculty of Law who have volunteer or work experience with an environmental organization and an interest in pursuing

Environmental Law. Preference will be given to students with an undergraduate degree in Environmental Studies. Approval of the recipient will be made by the Senate Committee on Awards upon the recommendation of the Faculty of Law.

### **Harold G. Craven Scholarship\* (Revised-UG)**

One or more scholarships of not less than \$1,000 are awarded to academically outstanding undergraduate fourth ~~4th~~ year students in the Department of Economics or the Peter B. Gustavson School of Business who intend to pursue a career as a Chartered Accountant. Scholarships may be awarded to graduating students. Approval of the recipients will be made by the Senate Committee on Awards upon the recommendation of the Department of Economics or the Peter B. Gustavson School of Business.

Respectfully submitted,

2019/2020 Senate Committee on Awards

Annalee Lepp (Chair), Department of Gender Studies

Anne Cirillo, International Student Services

David Foster, Graduate Student Society Representative

Helga Hallgrimsdottir, School of Public Administration

Lori Nolt, Director, Student Awards and Financial Aid

Yvonne Rondeau, Scholarship Officer, Faculty of Graduate Studies

Marsha Runtz, Chair, Faculty of Graduate Studies Graduate Awards Committee

Charlotte Schallié, Faculty of Graduate Studies

Brock Smith, Peter B. Gustavson School of Business

Wendy Taylor, Acting Registrar

Ciel Watt, Alumni Association

Dawit Weldemichael, Student Senator

Linda Welling, Department of Economics

Lauren Hume (Secretary), Student Awards and Financial Aid





**Date:** December 18, 2019  
**To:** Senate  
**From:** Senate Committee on Awards  
**Re:** New and Revised Awards

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The Senate Committee on Awards met on December 10, 2019 and approved a number of new and revised awards for Senate's approval. Terms of these awards are attached.

**Recommended Motion:**

That the Senate approve, and recommend to the Board of Governors that it also approve, the new and revised awards set out in the attached document:

- Randy Baker Memorial Scholarship\* (revised)
- Jeremy Robert Davison Scholarship\* (new)
- Janet Moerman Memorial Scholarship (new)
- Myrna McEwen Daniels Scholarship\* (revised)
- Noel & Margaret Gantly Scholarship\* (revised)
- Martlet Chapter, IODE Cuthbert Holmes English Honours Essay Scholarship\* (revised)
- Ferguson Graduate Research Award in Digital Health (new)
- Dr. Ian MacPherson Memorial Scholarship (new)
- Certificate of Outstanding Academic Distinction in Human and Social Development\* (revised)
- Reliable Controls Award in Computer Science\* (new)
- Award for Student Refugees (new)
- Gladys Pearson Indigenous Student Scholarship (new)
- W.E. Cowie Innovation Award\* (revised)
- Peninsula Co-op Dr. Ian MacPherson Memorial Scholarship\* (revised)
- Cynthia Johnston Economics Graduate Scholarship (new)
- Hector and Carol McDonald Scholarship\* (new)
- Dr. Marion Porath Legacy Scholarship in Art Education (new)
- Dr. Marion Porath Legacy Scholarship in Special Education (revised)
- Seaborne-Langford Scholarship in Engineering\* (new)
- Coast Capital Savings Entrepreneurship Scholarship (revised)
- Gladys Nipp & Stephen Mah Family Award\* (new)
- Sanjeev Singh Parmar Memorial Scholarship (new)

## Terms for New and Revised Awards

Additions are underlined

Deletions are ~~struck through~~

### **Randy Baker Memorial Scholarship\* (Revised-GS)**

A ~~n~~ scholarship is awarded ~~award of \$275 is made to an academically outstanding~~ graduate student ~~with high standing in B~~biology whose focus of research is, ~~with emphasis in~~ marine biology. Approval of the recipient will be made by the Faculty of Graduate Studies Graduate Awards Committee upon the recommendation of the Department of Biology.

### **Jeremy Robert Davison Scholarship\* (New-UG)**

One or more scholarships are awarded to academically outstanding undergraduate students who are transferring to or continuing at the University of Victoria and who have demonstrated financial need.

### **Janet Moerman Memorial Scholarship (New-UG)**

One or more scholarships are awarded to academically outstanding undergraduate students entering, transferring or continuing in either the Department of Pacific and Asian Studies or the Department of Art History and Visual Studies. Preference will be given to mature students (23 years and older). For students in Pacific and Asian Studies, further preference will be given to students whose focus of study is Japan. Approval of the recipients will be made by the Senate Committee on Awards upon the recommendation of either the Department of Pacific and Asian Studies or the Department of Art History and Visual Studies. Awarding of the scholarships will alternate years between the two Departments.

### **Myrna McEwen Daniels Scholarship\* (Revised-UG)**

Four or more scholarships of a ~~minimum~~ maximum of \$2,000 each are awarded to academically outstanding undergraduate students entering second, third or fourth year and majoring in the ~~Department of~~ French. Preference will be given to students with demonstrated financial need. Students may receive this award more than once. Approval of the recipients will be made by the Senate Committee on Awards upon the recommendation of t~~The Department of French will nominate the recipients.~~

### **Noel & Margaret Gantly Scholarship\* (Revised-UG/GS)**

A scholarship is awarded to an academically outstanding undergraduate or graduate student studying elementary or secondary music education in the School of Music or the Faculty of Education. Approval of the undergraduate recipient will be made by the Senate Committee on Awards upon the recommendation of the School of Music or the Faculty of Education. Approval of the graduate recipient will be made by the Graduate Awards Committee upon the recommendation of the School of Music or the Faculty of Education. Awarding of the scholarships will alternate years between the School and the Faculty.

### **Martlet Chapter, IODE Cuthbert Holmes English Honours Essay Scholarship\* (Revised-UG)**

A scholarship ~~to the value of \$375~~ is awarded to the student who has written the best English Honours graduating essay. Approval of the recipient is made by the Senate Committee on Awards upon the recommendation of the Department of English.

### **Ferguson Graduate Research Award in Digital Health (New-GS)**

An award of \$10,000 is given to an academically outstanding graduate student, with preference to a PhD student, whose research is in the area of digital health innovations and applications (e.g., well-being, cognition, physical activity), and who is working with the Institute on Aging and Lifelong Health. Selection of the recipient will be made by the Faculty of Graduate Studies Graduate Awards Committee upon the recommendation of the Institute on Aging and Lifelong Health.

### **Dr. Ian MacPherson Memorial Scholarship (New-GS)**

One or more scholarships are awarded to academically outstanding graduate students participating in a co-op work program. Applications can be found on the Faculty of Graduate Studies website and must be submitted by July 31 to the Faculty of Graduate Studies. Approval of the recipient(s) will be made by the Faculty of Graduate Studies Graduate Awards Committee.

### **Certificate of Outstanding Academic Distinction in Human and Social Development\* (Revised-UG)**

A certificate of distinction and a prize of a minimum of up to \$1,000 is awarded to the student with the highest graduating grade point average in the Faculty of Human and Social Development registered for the BA, BCYC, BSc, BSN or BSW degree. Approval of the recipient will be made by the Senate Committee on Awards upon the recommendation of the Faculty of Human and Social Development.

### **Reliable Controls Award in Computer Science\* (New-UG)**

One or more awards are given to undergraduate students entering or continuing in the Department of Computer Science. Preference will be given to students with demonstrated financial need.

### **Award for Student Refugees (New-UG)**

One or more awards, between \$500 and \$2,000 each, are given to undergraduate students with protected person or permanent residency status (under one of the Refugee Application Class categories) who are not currently supported by the World University Service of Canada (WUSC).

Applicants must submit a letter from a UVic Immigration Consultant that confirms protected person or refugee status. Part-time students (a minimum of 6.0 units) are eligible for this award. WUSC students, in their first year of study, are not eligible as they are supported by other funding.

### **Gladys Pearson Indigenous Student Scholarship (New-UG)**

One scholarship of \$10,000 is awarded to an academically outstanding Indigenous undergraduate student who is transferring into or continuing in the Faculty of Education. Preference will be given to students entering third or fourth year. Further preference will be given to a student conducting research related to community engagement, community development and/or social innovation. Approval of the recipient will be made by the Senate Committee on Awards upon the recommendation of the Faculty of Education.

### **W.E. Cowie Innovation Award\* (Revised-UG)**

One award is given to a graduating undergraduate student in engineering or a group of graduating undergraduate students, the majority of whom must be enrolled in Engineering, who demonstrate exceptional innovative ability via their graduating project or an extracurricular student team. In the case where multiple students work on the same project, the award will be split evenly among all team members. The recipient(s) must have successfully completed all graduation requirements by April 30th of the year in which the award is being given. Part-time students (a minimum of 6.0 units) are eligible for this award.

### **Peninsula Co-op Dr. Ian MacPherson Memorial Scholarship\* (Revised-GS)**

One or more scholarships are awarded to academically outstanding graduate students participating in a co-op work program. Preference will be given to a member or the child of a member of the Peninsula Consumer Services Cooperative. Applications can be found on the Faculty of Graduate Studies website and must be submitted by ~~August~~ July 31 to the Faculty of Graduate Studies. Approval of the recipient(s) will be made by the Faculty of Graduate Studies Graduate Awards Committee.

### **Cynthia Johnston Economics Graduate Scholarship (New-GS)**

One or more scholarships are awarded to academically outstanding women graduate students in the first year of a graduate degree in the Department of Economics. Applications must be submitted by January 31 prior to September entry to the Department of Economics and should reference community service and/or demonstrated leadership inside and outside of the classroom. Approval will be made by the Faculty of Graduate Studies Graduate Awards Committee upon the recommendation of the Department of Economics. Preference will be given to students with demonstrated financial need.

### **Hector and Carol McDonald Scholarship\* (New-UG)**

One or more scholarships are awarded to an academically outstanding undergraduate student from Prince Rupert who is transferring to or continuing at UVic.

### **Dr. Marion Porath Legacy Scholarship in Art Education (New-GS)**

One scholarship of at least \$2,500 is awarded to an academically outstanding graduate student in Educational the Department of Curriculum and Instruction in the Faculty of Education who provides service to the educational community and conducts research in Art Education. Preference will be given to a student who conducts research in the exploration of children's art.

Approval of the recipient will be made by the Faculty of Graduate Studies Graduate Awards Committee upon the recommendation of the Department of Curriculum and Instruction.

### **Dr. Marion Porath Legacy Scholarship in Special Education (Revised-GS)**

One ~~or more~~ scholarships of at least \$2,500 ~~is each~~ are awarded to an academically outstanding graduate students in Educational Psychology and Leadership Studies in the Faculty of Education who provides service to the educational community and does research in Special Education. Preference will be given to a student conducting research in one of the following areas:

- High ability or gifted and talented students,
- Socio-cultural views of intelligence,
- Cognitive development, or
- Exploration of children's art

~~Preference will be given to students conducting research in the area of high ability or gifted and talented students. Applications must be accompanied by a letter of recommendation from a community/volunteer group providing evidence of the exceptional contributions the applicant has made.~~ Approval of the recipients will be made by the Faculty of Graduate Studies Graduate Awards Committee upon the recommendation of the Department of Educational Psychology and Leadership Studies.

### **Seaborne-Langford Scholarship in Engineering\* (New-UG)**

One or more scholarships are awarded to academically outstanding undergraduate women entering or continuing in the Faculty of Engineering. Preference will be given to entering students with demonstrated financial need.

—  
To be automatically renewed a student must have completed a total of 12 or more academic units in any two terms of study between May and April and maintained a grade point average of 7.50/9.00 or higher on the best 12 units. The scholarship is automatically renewed for each year of a student's full time study until the completion of a first degree or for a maximum of three years, whichever is the shorter period. A student whose grade point average falls below 7.50/9.00 may file a written appeal with the Senate Committee on Awards to seek special consideration for renewal of the scholarship.

Students registered in a co-op or work experience work-term will automatically be renewed when they next complete 12 or more academic units in two terms, provided they have a grade point average of 7.50/9.00 or higher in the two terms. Any student who takes neither a co-op, work experience work-term, nor academic units for more than one term may forfeit their scholarship.

### **Coast Capital Savings Entrepreneurship Scholarship (Revised-UG)**

One or more scholarships are awarded to academically outstanding fourth year undergraduate students undertaking the entrepreneurial specialization in the Bachelor of Commerce program at the Peter B. Gustavson School of Business. Scholarships may be awarded to graduating students. Approval of the recipient will be made by the Senate Committee on Awards upon the recommendation of the Peter B. Gustavson School of Business.

### **Gladys Nipp & Stephen Mah Family Award\* (New-UG/GS)**

One or more awards are given to undergraduate or graduate students in any discipline who are utilizing and/or enhancing the UVic Libraries' Chinese Canadian collections for the purposes of research, outreach initiatives (including both physical and/or digital exhibitions), or oral history projects. Applicants must submit a proposal (maximum 500 words) demonstrating how the collections will assist in their work.

Applications are due to the University Librarian's office by April 15. Approval of the recipients will be made by either the Senate Committee on Awards for undergraduate students, or the Faculty of Graduate Studies Graduate Awards Committee for graduate students, upon the recommendation of the University Librarian.

### **Sanjeev Singh Parmar Memorial Scholarship (New-UG)**

One or more scholarships are awarded to undergraduate students in the Faculty of Law who are living with or have overcome a physical medical challenge. Preference will be given to students who have demonstrated academic excellence and have an interest in corporate law. Applicants must submit a letter (maximum 500 words) outlining their physical medical challenge to the Dean's Office, Faculty of Law, by March 31<sup>st</sup>. Approval of the recipients will be made by the Senate Committee on Awards upon the recommendation of the Faculty of Law.

Respectfully submitted,

2019/2020 Senate Committee on Awards

Annalee Lepp (Chair), Department of Gender Studies

Anne Cirillo, International Student Services

David Foster, Graduate Student Society Representative

Helga Hallgrimsdottir, School of Public Administration

Lori Nolt, Director, Student Awards and Financial Aid

Yvonne Rondeau, Scholarship Officer, Faculty of Graduate Studies

Marsha Runtz, Chair, Faculty of Graduate Studies Graduate Awards Committee

Charlotte Schallié, Faculty of Graduate Studies

Brock Smith, Peter B. Gustavson School of Business

Wendy Taylor, Acting Registrar

Ciel Watt, Alumni Association

Dawit Weldemichael, Student Senator

Linda Welling, Department of Economics

Alexis Ramsdale (Secretary), Student Awards and Financial Aid



University  
of Victoria

**SUBMISSION TO THE UVIC BOARD OF GOVERNORS**

**FOR DECISION**

January 13, 2020

**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:** January 28, 2020

**Subject:** **Proposal to add a Project Option to the Master of Arts in Musicology**

**Basis for Jurisdiction:** Senate Committee on Planning meeting November 5, 2019  
Senate meeting December 6, 2019

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**Strategic Relevance:**

The addition of a project option to the Master of Arts in Musicology expands elective opportunities to align with the emphasis on community-engaged learning and interdisciplinary collaboration found in UVic's Strategic Framework.

**Recommendation:**

*THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the proposal to add a project option to the Master of Arts in Musicology, as described in the memorandum dated February 23, 2019.*

## **Background:**

### Overview/nature of the academic program

The Master of Arts in Musicology—Project Option, will provide students with an opportunity to focus on applied applications for musicology that correspond with current needs in arts administration, library science, and other non-academic professions.

### Alignment with the university's mission and strategic plan

The Master of Arts in Musicology—Project Option, will expand elective opportunities to align with the emphasis on community-engaged learning and interdisciplinary collaboration found in UVic's Strategic Plan.

### Senate/academic considerations

Students will be encouraged to complete shorter written projects that speak to the research needs of non-academic institutions, with an emphasis on arts administration, including the development of stronger grant-writing and presentation skills. The program includes similar core requirements to the thesis option. However, the project option slightly expands the number of elective credits and promotes fulfilling these with interdisciplinary coursework that will support project-based research in new domains and formats.

### Demand and availability

No impact.

### Resource implications

No additional course responsibilities are added.

**Attachment(s):** Proposal to Senate dated November 20, 2019, to add a project option to the Master of Arts in Musicology.





**Date:** November 20, 2019

**To:** Senate

**From:** Senate Committee on Planning

**Re:** **Proposed modifications to the Master of Arts in Musicology – Thesis Option; Proposal to add a Project Option to the Master of Arts in Musicology; Proposal to discontinue the Master of Arts in Musicology (with Performance) Thesis Option and add a Project Option**

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At its meeting of November 5, 2019, the Senate Committee on Planning considered the proposed modifications to the Master of Arts in Musicology – Thesis Option, as described in the memorandum dated February 23, 2019.

**The following motion is recommended:**

That Senate approve the proposed modifications to the Master of Arts in Musicology – Thesis Option, as described in the memorandum dated February 23, 2019.

At its meeting of November 5, 2019, the Senate Committee on Planning considered the proposal to add a project option to the Master of Arts in Musicology, as described in the memorandum dated February 23, 2019.

**The following motion is recommended:**

That Senate approve and recommend to the Board of Governors, that it also approve the proposal to add a project option to the Master of Arts in Musicology, as described in the memorandum dated February 23, 2019.

At its meeting of November 5, 2019, the Senate Committee on Planning considered the proposals to discontinue the Master of Arts in Musicology (with Performance) Thesis Option, and add a project option, as described in the memorandum dated February 23, 2019.

**The following motions are recommended:**

That Senate approve and recommend to the Board of Governors, that it also approve the proposal to discontinue the Master of Arts in Musicology (with Performance) Thesis Option, as described in the memorandum dated February 23, 2019.

and

That Senate approve and recommend to the Board of Governors, that it also approve the proposal to add a project option to the Master of Arts in Musicology (with Performance), as described in the memorandum dated February 23, 2019.

Respectfully submitted,

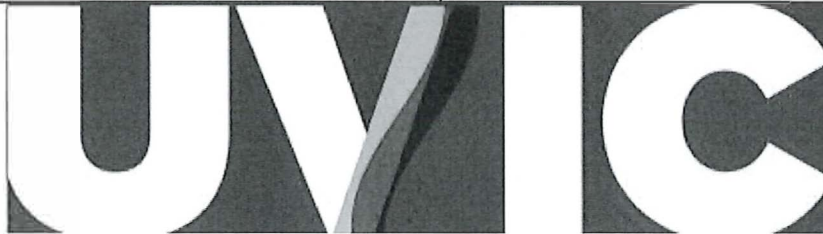
**2019-2020 Senate Committee on Planning**

|                                     |  |
|-------------------------------------|--|
| Susan Lewis, (Chair), Acting AVPAP  | Graham McDonough, Curriculum and Instruction |
| Gillian Calder, Law                 | Patrick Nahirney, Medical Sciences           |
| David Capson, Graduate Studies      | Sang Nam, Business                           |
| Jo-Anne Clarke, Continuing Studies  | Carla Osborne, GSS Representative            |
| Merwan Engineer, Economics          | Kai Richins, Student Senator                 |
| Mauricio Garcia-Barrera, Psychology | Abdul Roudsari, Health Information Science   |
| Andrea Giles, Co-op Education       | Nilanjana Roy, Economics                     |
| Rishi Gupta, Civil Engineering      | Dan Russek, Hispanic & Italian Studies       |
| Neil Burford, Chemistry             | Ada Saab, Associate University Secretary     |
| Lisa Kalynchuk, VP Research         | Ralf St. Clair, Education                    |
| Valerie S. Kuehne, VPAC             | Wendy Taylor, Office of the Registrar        |
| Adam Con, Fine Arts                 | Cindy Holder, Humanities                     |
| Sandra Duggan, Secretary, VPAC      |  |

# Proposed Changes to: MA in Musicology and MA in Musicology-with Performance

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|  |   |
|--|---|
| Dean's Name:<br>Susan Lewis  | Signature Dean:<br>Original signed by Susan Lewis             |
| Contact Name and Number:   |   |
| Christopher Butterfield, SOM Director, 7903<br>Joe Salem, SOM Graduate Advisor, 7910 |   |
| Date approved by Department:<br>10 April 2018  | Chair/Director:<br>Christopher Butterfield                    |
| Date approved by Faculty of Fine Arts:<br>13 March 2019                              | Dean:<br>Susan Lewis<br><br>Evanthia Baboula (Associate Dean) |



|       |   |
|-------|---|
| Date: | February 23, 2019   |
| To:   | Dr. David Capson, Dean, Faculty of Graduate Studies   |
| From: | School of Music   |
| Re:   | <b>Changes to MA Musicology—Thesis Option (current), MA Musicology Project Option (new), and MA Musicology with Performance (from Thesis to Project Option)</b> |

The School of Music proposes three program initiatives to update its graduate offerings at the Master of Arts level.

The School offers the following Master's programs: MA in Musicology; MA in Musicology (with Performance); MMus in Composition; MMus in Performance; MMUS in Performance—Emphasis in String Quartet; and MMus in Music Technology. The proposed changes will affect the MA in Musicology and MA in Musicology with Performance. The changes are included in a single memo so that the relationships between all program changes can be evident.

The School recently went through an invigorating Academic Program Review in June of 2018; the following changes were thoroughly planned at that time and received unequivocally positive feedback by the APR committee.

### **Proposed changes**

Two current programs – the MA in Musicology and the MA in Musicology with Performance – will receive basic recalibrations of thesis parameters alongside the removal of secondary requirements in order to improve time to degree and to align research outcomes with international standards in the discipline.

### **MA in Musicology—Thesis Option: program modifications**

The first program change involves adjustments to the current MA Musicology—Thesis Option.

- First, we remove an onerous, three-topic **oral comprehensive exam component (Oral Comprehensive Examination, <https://web.uvic.ca/calendar2019-01/grad/programs/mus/program-requirements.html#> )**, which is taken normally at the start of the second year. Similar to typical candidacy exams, this requirement is now irrelevant to terminal MA degrees in the discipline and often distracts students from focused research on a single topic; it also generally increases time to degree.
- Second, the total number of unit requirements specific to musicology was lowered from 12.0 to 9.0 units (an additional 3.0 units of music electives are also required; no change in this).
- Third, the unit value of the thesis is raised from 3.0 to 4.5 units to reflect modern research expectations, and the format of the thesis is adjusted to correspond with current conference proceedings and publication opportunities.
- Together, these changes actually lower the total degree requirements from 18 to 16.5 units while ensuring faster completion rates, more intense supervision in a single research area, and more focused and polished thesis work.

### **MA in Musicology—Introduction of a Project Option**

The MA in Musicology currently has a Thesis Option only. The School proposes to add a new Project Option (MUS 598M).

The new option – an **MA in Musicology—Project Option** – will provide students with an opportunity to focus on applied applications for musicology that correspond with current needs in arts administration, library science, and other non-academic professions, while also expanding elective opportunities to align with the emphasis on community-engaged learning and interdisciplinary collaboration found in UVic's Strategic Plan. Students will be encouraged to complete shorter written projects that speak to the research needs of non-academic institutions, with an emphasis on arts administration, including the development of stronger grant-writing and presentation skills.

- The program includes similar core requirements to our thesis option. However, the project option slightly expands the number of elective credits and promotes fulfilling these with interdisciplinary coursework that will support project-based research in new domains and formats.

### **MA in Musicology (with Performance)**

This program currently has a **Thesis Option only**. The School proposes to:

- a. Discontinue the Thesis Option, and**
- b. Introduce a Project Option.**

These changes involve our popular MA in Musicology with Performance. Students are attracted to this degree because it combines a focused research component in musicology with the opportunity to continue performance studies on an instrument. Currently, the degree includes all of the core requirements of the Musicology MA (including comprehensive exams and a thesis) while also including substantial performance requirements and a major project: the Lecture-Recital.

- Replacing the thesis option with a project option emphasizes the collaborative nature of the degree by synthesizing the role of the lecture-recital with that of the written project and its corresponding defense.
- The revisions also remove the comprehensive and language exams, allowing students to focus on the (already challenging) requirements of combined performance and musicological research.
- Similar to the Thesis Option above, these adjustments result in a lowering of the overall requirements by 2.5-3.5 units from 19-21 to 16.5-17.5 while undoubtedly improving completion times.
- A secondary improvement is that resulting projects will more closely align with real-world applications that combine musical performance with community engagement opportunities such as pre-concert talks, promotional lectures, and fundraising outreach.

All of these changes improve our resource management while simultaneously providing opportunities for program expansion. No additional course responsibilities are added by these changes, and many administrative inefficiencies are removed by decreasing scheduling requirements and secondary supervision for comprehensive and language exams for faculty and administrators alike. Meanwhile, units for thesis and project options now reflect the necessary supervisory attention needed for strong, research-intensive topics.

All course creations and revisions reflect this: course revisions increase unit-value credit for the thesis and lecture-recital, and the new project option – MUS 598M – fits the typical parameters for project supervision.

We expect these options to be available in May 2020. Current students will be granted permission to switch to the new options on a case-by-case basis. Switching options will result in load reliefs for students and faculty alike and should present no logistical problems.

Given that these changes affect in-house offerings, inter-Faculty consultation is limited to notifying chairs of likely interdisciplinary areas of new opportunities for promoting their courses and sharing collaborative projects with our new MA Musicology Project Option students.

The School of Music is very excited about these refinements to our current offerings. Although nuanced, they remain substantial, combining a careful and considerate review of successful graduates with deliberate and progressive revisions to align our programs with changing student needs, disciplinary expectations, and professional opportunities. We hope the university at large shares our enthusiasm for these revised options.

Respectfully Submitted,

Original signed by Christopher Butterfield

Christopher Butterfield, Director, School of Music  
Joseph Salem, Head of Musicology, School of Music

## UVic Course Curriculum Change

### Summary Course Curriculum Changes:

|                 |                  |             |                                       |
|-----------------|------------------|-------------|---------------------------------------|
| Effective Date: | 01SEP2018        |             |                                       |
| Faculty:        | FINE ARTS        |             | Academic Unit: MUSI – School of Music |
| Contact Name:   | Dr. Joseph Salem | Local: 6451 | Email: salemjr@uvic.ca                |

| Types of course change:     |  |   |
|-----------------------------|--|---|
| New or reinstated course    | Change or addition of a pre- or co-requisite     | Other: Describe in 'Type of change' field |
| Course code or number       | Deletion   |   |
| Course title or description | Retention of a course not offered for five years |   |

All course changes should be in alphabetical and numerical order with a corresponding submission number.

[illegible]

## UVic Course Curriculum Change

|  |   |   |   |
|--|---|---|---|
|  |   |   | <b>Submission number:</b> Insert # of submission not page # (same as summary sheet) |
| <b>Faculty:</b> Fine Arts  | <b>Academic Unit:</b> Music   | <b>Date of submission:</b> DDMMYY   | <b>Effective date of change:</b> 01SEP18  |
| <b>Type(s) of course change:</b>   |   |   |   |
| <input type="checkbox"/> New or reinstated course  | <input type="checkbox"/> Change or addition of a pre- or co-requisite     | <input checked="" type="checkbox"/> Other: Change in unit value   |   |
| <input type="checkbox"/> Course code or number   | <input type="checkbox"/> Deletion   |   |   |
| <input type="checkbox"/> Course title or description   | <input type="checkbox"/> Retention of a course not offered for five years |   |   |
| <b>Current calendar entry:</b>   |   | <b>Proposed calendar entry:</b>   |   |
| MUS 596 <span style="float: right;">Units: 1.5</span><br>Lecture-Recital<br><br><del>A lecture-recital of substantial duration, its topic likely related to the student's thesis. For students in the MA program in Musicology with Performance.</del><br><del>Grading: INP, COM, N, F</del> |   | MUS 596 <span style="float: right;">Units: 3.0</span><br>Lecture-Recital<br><br><u>A lecture-recital for students in the MA program in Musicology with Performance. The lecture-recital normally results in a research paper that becomes the written component of the student's oral defense.</u><br><br><u>Grading: INP, COM, N, F</u><br><br>Condensed 30-character title (required for all new and revised titles of 31-65 characters): |   |
| <b>Rationale for proposed change:</b>  |   |   |   |
| Unit change corresponds to other changes in the core requirements for this degree. The lecture-recital is now a project-based degree that combines the recital and project components under the single "596" code, thus requiring a change in total unit value.                              |   |   |   |
| <b>Consultation:</b>   |   |   |   |
| Other units consulted in preparation of submission:  | List all units if applicable  | <input checked="" type="checkbox"/> No consultation <u>required</u>   |   |
| Written evidence of all consultations should be included in a single PDF for the entire program package.   |   |   |   |

|  |
|--|
| <b>Submission number:</b> Insert # of submission not page # (same as |
|--|



## UVic Course Curriculum Change

|   |   |   |  |
|---|---|---|--|
|   |   |   | summary sheet)                           |
| Faculty: <b>Fine Arts</b>   | Academic Unit: <b>Music</b>   | Date of submission: <b>DDMMYY</b>   | Effective date of change: <b>01SEP18</b> |
| <b>Type(s) of course change:</b>  |   |   |  |
| <input checked="" type="checkbox"/> New or reinstated course  | <input type="checkbox"/> Change or addition of a pre- or co-requisite     | <input type="checkbox"/> Other: <b>Describe.</b>  |  |
| <input type="checkbox"/> Course code or number  | <input type="checkbox"/> Deletion   |   |  |
| <input type="checkbox"/> Course title or description  | <input type="checkbox"/> Retention of a course not offered for five years |   |  |
| <b>Current calendar entry:</b>  |   | <b>Proposed calendar entry:</b>   |  |
| N/A   |   | <u>MUS 598M</u> <span style="float: right;"><u>Units: 3.0</u></span><br><u>MA Project</u>                       |  |
|   |   | <u>Project required for project-based MA degrees in Musicology and related disciplines.</u>                     |  |
|   |   | <u>Grading: INP, COM, N, F</u>  |  |
|   |   | Condensed 30-character title (required for all new and revised titles of 31-65 characters): MUS 598M MA Project |  |
| <b>Rationale for proposed change:</b>   |   |   |  |
| This course addition complements program changes to our MA degrees in Musicology and Musicology and Performance. This course provides for a “Project-based option” for these degrees. |   |   |  |
| <b>Consultation:</b>  |   |   |  |
| Other units consulted in preparation of submission:   | <b>List all units if applicable</b>                                       | <input checked="" type="checkbox"/> No consultation <u>required</u>   |  |
| Written evidence of all consultations should be included in a single PDF for the entire program package.  |   |   |  |

## UVic Course Curriculum Change

|   |   |   |   |
|---|---|---|---|
|   |   |   | <b>Submission number:</b> Insert # of submission not page # (same as summary sheet) |
| <b>Faculty:</b> Fine Arts   | <b>Academic Unit:</b> Music   | <b>Date of submission:</b> DDMMYY   | <b>Effective date of change:</b> 01SEP18  |
| <b>Type(s) of course change:</b>  |   |   |   |
| <input type="checkbox"/> New or reinstated course   | <input type="checkbox"/> Change or addition of a pre- or co-requisite     | <input checked="" type="checkbox"/> Other: Change in unit value   |   |
| <input type="checkbox"/> Course code or number  | <input type="checkbox"/> Deletion   |   |   |
| <input type="checkbox"/> Course title or description  | <input type="checkbox"/> Retention of a course not offered for five years |   |   |
| <b>Current calendar entry:</b>  |   | <b>Proposed calendar entry:</b>   |   |
| MUS 599 <span style="color: red;">Units: <del>3.0</del></span><br>MA Thesis<br><br><i>Grading: INP, COM, N, F</i>   |   | MUS 599 <span style="color: red;">Units: <u>4.5</u></span><br>MA Thesis<br><br><i>Grading: INP, COM, N, F</i> |   |
|   |   | Condensed 30-character title (required for all new and revised titles of 31-65 characters):                   |   |
| <b>Rationale for proposed change:</b>   |   |   |   |
| Unit change corresponds to other changes in the core requirements for this degree. A key reason for the change is a recognition of the additional time, work, and planning required for the thesis degree as demonstrated by recent issues with time-to-completion of students and by changes across North America in comparable degrees at other institutions. |   |   |   |
| <b>Consultation:</b>  |   |   |   |
| Other units consulted in preparation of submission:   | List all units if applicable  | <input checked="" type="checkbox"/> No consultation <u>required</u>   |   |
| Written evidence of all consultations should be included in a single PDF for the entire program package.  |   |   |   |



University  
of Victoria

**SUBMISSION TO THE UVIC BOARD OF GOVERNORS**

**FOR DECISION**

January 16, 2020

**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:** January 28, 2020

**Subject:** **Proposal to Discontinue the Master of Arts in Musicology (with Performance) Thesis Option and add a Project Option**

**Basis for Jurisdiction:** Senate Committee on Planning meeting November 5, 2019  
Senate meeting December 6, 2019

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**Strategic Relevance:**

The addition of a project option to the Master of Arts in Musicology (with Performance) expands elective opportunities to align with the emphasis on community-engaged learning and interdisciplinary collaboration found in UVic's Strategic Framework.

**Recommendation:**

*THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the proposal to discontinue the Master of Arts in Musicology (with Performance) Thesis Option, as described in the memorandum dated February 23, 2019.*

*And*

*THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the proposal to add a project option to the Master of Arts in Musicology (with Performance), as described in the memorandum dated February 23, 2019.*

## **Background:**

### Overview/nature of the academic program

Students are attracted to the Master of Arts in Musicology (with Performance) degree because it combines a focused research component in musicology with the opportunity to continue performance studies on an instrument. Currently, the degree includes all of the core requirements of the Master of Arts in Musicology (including comprehensive exams and a thesis) while also including substantial performance requirements and a major project: the Lecture-Recital. Replacing the thesis option with a project option emphasizes the collaborative nature of the degree by synthesizing the role of the lecture-recital with that of the written project and its corresponding defense.

### Alignment with the university's mission and strategic plan

The new project option increases opportunities for experiential learning, real-world applications, and community-based outreach that align with strategic priorities 3 (intensify dynamic learning) and 6 (engage locally and globally) of UVic's Strategic Framework.

### Senate/academic considerations

The adjustments result in a lowering of the overall requirements by 2.5-3.5 units from 19-21 to 16.5-17.5 while improving completion times. Students will be granted permission to switch to the new options on a case-by-case basis. Switching options will result in load reliefs for students and faculty.

### Demand and availability

Projects will more closely align with real-world applications that combine musical performance with community engagement opportunities such as pre-concert talks, promotional lectures, and fundraising outreach.

### Resource implications

No additional course responsibilities are added.

**Attachment(s):** Proposal to Senate dated November 20, 2019, to discontinue the Master of Arts in Musicology (with Performance) Thesis Option and add a project option.



**Date:** November 20, 2019

**To:** Senate

**From:** Senate Committee on Planning

**Re:** **Proposed modifications to the Master of Arts in Musicology – Thesis Option; Proposal to add a Project Option to the Master of Arts in Musicology; Proposal to discontinue the Master of Arts in Musicology (with Performance) Thesis Option and add a Project Option**

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At its meeting of November 5, 2019, the Senate Committee on Planning considered the proposed modifications to the Master of Arts in Musicology – Thesis Option, as described in the memorandum dated February 23, 2019.

**The following motion is recommended:**

That Senate approve the proposed modifications to the Master of Arts in Musicology – Thesis Option, as described in the memorandum dated February 23, 2019.

At its meeting of November 5, 2019, the Senate Committee on Planning considered the proposal to add a project option to the Master of Arts in Musicology, as described in the memorandum dated February 23, 2019.

**The following motion is recommended:**

That Senate approve and recommend to the Board of Governors, that it also approve the proposal to add a project option to the Master of Arts in Musicology, as described in the memorandum dated February 23, 2019.

At its meeting of November 5, 2019, the Senate Committee on Planning considered the proposals to discontinue the Master of Arts in Musicology (with Performance) Thesis Option, and add a project option, as described in the memorandum dated February 23, 2019.

**The following motions are recommended:**

That Senate approve and recommend to the Board of Governors, that it also approve the proposal to discontinue the Master of Arts in Musicology (with Performance) Thesis Option, as described in the memorandum dated February 23, 2019.

and

That Senate approve and recommend to the Board of Governors, that it also approve the proposal to add a project option to the Master of Arts in Musicology (with Performance), as described in the memorandum dated February 23, 2019.

Respectfully submitted,

**2019-2020 Senate Committee on Planning**

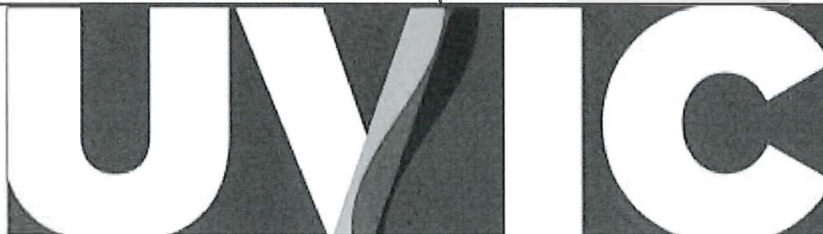
Susan Lewis, (Chair), Acting AVPAP  
Gillian Calder, Law  
David Capson, Graduate Studies  
Jo-Anne Clarke, Continuing Studies  
Merwan Engineer, Economics  
Mauricio Garcia-Barrera, Psychology  
Andrea Giles, Co-op Education  
Rishi Gupta, Civil Engineering  
Neil Burford, Chemistry  
Lisa Kalynchuk, VP Research  
Valerie S. Kuehne, VPAC  
Adam Con, Fine Arts  
Sandra Duggan, Secretary, VPAC

Graham McDonough, Curriculum and Instruction  
Patrick Nahirney, Medical Sciences  
Sang Nam, Business  
Carla Osborne, GSS Representative  
Kai Richins, Student Senator  
Abdul Roudsari, Health Information Science  
Nilanjana Roy, Economics  
Dan Russek, Hispanic & Italian Studies  
Ada Saab, Associate University Secretary  
Ralf St. Clair, Education  
Wendy Taylor, Office of the Registrar  
Cindy Holder, Humanities

# Proposed Changes to: MA in Musicology and MA in Musicology-with Performance

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|  |   |
|--|---|
| Dean's Name:<br>Susan Lewis  | Signature Dean:<br>Original signed by Susan Lewis             |
| Contact Name and Number:   |   |
| Christopher Butterfield, SOM Director, 7903<br>Joe Salem, SOM Graduate Advisor, 7910 |   |
| Date approved by Department:<br>10 April 2018  | Chair/Director:<br>Christopher Butterfield                    |
| Date approved by Faculty of Fine Arts:<br>13 March 2019                              | Dean:<br>Susan Lewis<br><br>Evanthia Baboula (Associate Dean) |



|       |   |
|-------|---|
| Date: | February 23, 2019   |
| To:   | Dr. David Capson, Dean, Faculty of Graduate Studies   |
| From: | School of Music   |
| Re:   | <b>Changes to MA Musicology—Thesis Option (current), MA Musicology Project Option (new), and MA Musicology with Performance (from Thesis to Project Option)</b> |

The School of Music proposes three program initiatives to update its graduate offerings at the Master of Arts level.

The School offers the following Master's programs: MA in Musicology; MA in Musicology (with Performance); MMus in Composition; MMus in Performance; MMUS in Performance—Emphasis in String Quartet; and MMus in Music Technology. The proposed changes will affect the MA in Musicology and MA in Musicology with Performance. The changes are included in a single memo so that the relationships between all program changes can be evident.

The School recently went through an invigorating Academic Program Review in June of 2018; the following changes were thoroughly planned at that time and received unequivocally positive feedback by the APR committee.

### **Proposed changes**

Two current programs – the MA in Musicology and the MA in Musicology with Performance – will receive basic recalibrations of thesis parameters alongside the removal of secondary requirements in order to improve time to degree and to align research outcomes with international standards in the discipline.

### **MA in Musicology—Thesis Option: program modifications**

The first program change involves adjustments to the current MA Musicology—Thesis Option.

- First, we remove an onerous, three-topic **oral comprehensive exam component (Oral Comprehensive Examination, <https://web.uvic.ca/calendar2019-01/grad/programs/mus/program-requirements.html#> )**, which is taken normally at the start of the second year. Similar to typical candidacy exams, this requirement is now irrelevant to terminal MA degrees in the discipline and often distracts students from focused research on a single topic; it also generally increases time to degree.
- Second, the total number of unit requirements specific to musicology was lowered from 12.0 to 9.0 units (an additional 3.0 units of music electives are also required; no change in this).
- Third, the unit value of the thesis is raised from 3.0 to 4.5 units to reflect modern research expectations, and the format of the thesis is adjusted to correspond with current conference proceedings and publication opportunities.
- Together, these changes actually lower the total degree requirements from 18 to 16.5 units while ensuring faster completion rates, more intense supervision in a single research area, and more focused and polished thesis work.

### **MA in Musicology—Introduction of a Project Option**

The MA in Musicology currently has a Thesis Option only. The School proposes to add a new Project Option (MUS 598M).



The new option – an **MA in Musicology—Project Option** – will provide students with an opportunity to focus on applied applications for musicology that correspond with current needs in arts administration, library science, and other non-academic professions, while also expanding elective opportunities to align with the emphasis on community-engaged learning and interdisciplinary collaboration found in UVic's Strategic Plan. Students will be encouraged to complete shorter written projects that speak to the research needs of non-academic institutions, with an emphasis on arts administration, including the development of stronger grant-writing and presentation skills.

- The program includes similar core requirements to our thesis option. However, the project option slightly expands the number of elective credits and promotes fulfilling these with interdisciplinary coursework that will support project-based research in new domains and formats.

### **MA in Musicology (with Performance)**

This program currently has a **Thesis Option only**. The School proposes to:

- a. Discontinue the Thesis Option, and**
- b. Introduce a Project Option.**

These changes involve our popular MA in Musicology with Performance. Students are attracted to this degree because it combines a focused research component in musicology with the opportunity to continue performance studies on an instrument. Currently, the degree includes all of the core requirements of the Musicology MA (including comprehensive exams and a thesis) while also including substantial performance requirements and a major project: the Lecture-Recital.

- Replacing the thesis option with a project option emphasizes the collaborative nature of the degree by synthesizing the role of the lecture-recital with that of the written project and its corresponding defense.
- The revisions also remove the comprehensive and language exams, allowing students to focus on the (already challenging) requirements of combined performance and musicological research.
- Similar to the Thesis Option above, these adjustments result in a lowering of the overall requirements by 2.5-3.5 units from 19-21 to 16.5-17.5 while undoubtedly improving completion times.
- A secondary improvement is that resulting projects will more closely align with real-world applications that combine musical performance with community engagement opportunities such as pre-concert talks, promotional lectures, and fundraising outreach.

All of these changes improve our resource management while simultaneously providing opportunities for program expansion. No additional course responsibilities are added by these changes, and many administrative inefficiencies are removed by decreasing scheduling requirements and secondary supervision for comprehensive and language exams for faculty and administrators alike. Meanwhile, units for thesis and project options now reflect the necessary supervisory attention needed for strong, research-intensive topics.

All course creations and revisions reflect this: course revisions increase unit-value credit for the thesis and lecture-recital, and the new project option – MUS 598M – fits the typical parameters for project supervision.

We expect these options to be available in May 2020. Current students will be granted permission to switch to the new options on a case-by-case basis. Switching options will result in load reliefs for students and faculty alike and should present no logistical problems.

Given that these changes affect in-house offerings, inter-Faculty consultation is limited to notifying chairs of likely interdisciplinary areas of new opportunities for promoting their courses and sharing collaborative projects with our new MA Musicology Project Option students.

The School of Music is very excited about these refinements to our current offerings. Although nuanced, they remain substantial, combining a careful and considerate review of successful graduates with deliberate and progressive revisions to align our programs with changing student needs, disciplinary expectations, and professional opportunities. We hope the university at large shares our enthusiasm for these revised options.

Respectfully Submitted,

Original signed by Christopher Butterfield

Christopher Butterfield, Director, School of Music  
Joseph Salem, Head of Musicology, School of Music

## UVic Course Curriculum Change

### Summary Course Curriculum Changes:

|                 |                  |             |                                       |
|-----------------|------------------|-------------|---------------------------------------|
| Effective Date: | 01SEP2018        |             |                                       |
| Faculty:        | FINE ARTS        |             | Academic Unit: MUSI – School of Music |
| Contact Name:   | Dr. Joseph Salem | Local: 6451 | Email: salemjr@uvic.ca                |

| Types of course change:     |  |   |
|-----------------------------|--|---|
| New or reinstated course    | Change or addition of a pre- or co-requisite     | Other: Describe in 'Type of change' field |
| Course code or number       | Deletion   |   |
| Course title or description | Retention of a course not offered for five years |   |

All course changes should be in alphabetical and numerical order with a corresponding submission number.

[illegible]

## UVic Course Curriculum Change

|  |   |   |   |
|--|---|---|---|
|  |   |   | <b>Submission number:</b> Insert # of submission not page # (same as summary sheet) |
| <b>Faculty:</b> Fine Arts  | <b>Academic Unit:</b> Music   | <b>Date of submission:</b> DDMMYY   | <b>Effective date of change:</b> 01SEP18  |
| <b>Type(s) of course change:</b>   |   |   |   |
| <input type="checkbox"/> New or reinstated course  | <input type="checkbox"/> Change or addition of a pre- or co-requisite     | <input checked="" type="checkbox"/> Other: Change in unit value   |   |
| <input type="checkbox"/> Course code or number   | <input type="checkbox"/> Deletion   |   |   |
| <input type="checkbox"/> Course title or description   | <input type="checkbox"/> Retention of a course not offered for five years |   |   |
| <b>Current calendar entry:</b>   |   | <b>Proposed calendar entry:</b>   |   |
| MUS 596 <span style="float: right;">Units: 1.5</span><br>Lecture-Recital<br><br><del>A lecture-recital of substantial duration, its topic likely related to the student's thesis. For students in the MA program in Musicology with Performance.</del><br><del>Grading: INP, COM, N, F</del> |   | MUS 596 <span style="float: right;">Units: 3.0</span><br>Lecture-Recital<br><br><u>A lecture-recital for students in the MA program in Musicology with Performance. The lecture-recital normally results in a research paper that becomes the written component of the student's oral defense.</u><br><br><u>Grading: INP, COM, N, F</u><br><br>Condensed 30-character title (required for all new and revised titles of 31-65 characters): |   |
| <b>Rationale for proposed change:</b>  |   |   |   |
| Unit change corresponds to other changes in the core requirements for this degree. The lecture-recital is now a project-based degree that combines the recital and project components under the single "596" code, thus requiring a change in total unit value.                              |   |   |   |
| <b>Consultation:</b>   |   |   |   |
| Other units consulted in preparation of submission:  | List all units if applicable  | <input checked="" type="checkbox"/> No consultation <u>required</u>   |   |
| Written evidence of all consultations should be included in a single PDF for the entire program package.   |   |   |   |

|  |
|--|
| <b>Submission number:</b> Insert # of submission not page # (same as |
|--|

## UVic Course Curriculum Change

|   |   |   |  |
|---|---|---|--|
|   |   |   | summary sheet)                           |
| Faculty: <b>Fine Arts</b>   | Academic Unit: <b>Music</b>   | Date of submission: <b>DDMMYY</b>   | Effective date of change: <b>01SEP18</b> |
| <b>Type(s) of course change:</b>  |   |   |  |
| <input checked="" type="checkbox"/> New or reinstated course  | <input type="checkbox"/> Change or addition of a pre- or co-requisite     | <input type="checkbox"/> Other: <b>Describe.</b>  |  |
| <input type="checkbox"/> Course code or number  | <input type="checkbox"/> Deletion   |   |  |
| <input type="checkbox"/> Course title or description  | <input type="checkbox"/> Retention of a course not offered for five years |   |  |
| <b>Current calendar entry:</b>  |   | <b>Proposed calendar entry:</b>   |  |
| N/A   |   | <u>MUS 598M</u> <span style="float: right;"><u>Units: 3.0</u></span><br><u>MA Project</u>                       |  |
|   |   | <u>Project required for project-based MA degrees in Musicology and related disciplines.</u>                     |  |
|   |   | <u>Grading: INP, COM, N, F</u>  |  |
|   |   | Condensed 30-character title (required for all new and revised titles of 31-65 characters): MUS 598M MA Project |  |
| <b>Rationale for proposed change:</b>   |   |   |  |
| This course addition complements program changes to our MA degrees in Musicology and Musicology and Performance. This course provides for a “Project-based option” for these degrees. |   |   |  |
| <b>Consultation:</b>  |   |   |  |
| Other units consulted in preparation of submission:   | <b>List all units if applicable</b>                                       | <input checked="" type="checkbox"/> No consultation <u>required</u>   |  |
| Written evidence of all consultations should be included in a single PDF for the entire program package.  |   |   |  |

## UVic Course Curriculum Change

|   |   |   |   |
|---|---|---|---|
|   |   |   | <b>Submission number:</b> Insert # of submission not page # (same as summary sheet) |
| <b>Faculty:</b> Fine Arts   | <b>Academic Unit:</b> Music   | <b>Date of submission:</b> DDMMYY   | <b>Effective date of change:</b> 01SEP18  |
| <b>Type(s) of course change:</b>  |   |   |   |
| <input type="checkbox"/> New or reinstated course   | <input type="checkbox"/> Change or addition of a pre- or co-requisite     | <input checked="" type="checkbox"/> Other: Change in unit value   |   |
| <input type="checkbox"/> Course code or number  | <input type="checkbox"/> Deletion   |   |   |
| <input type="checkbox"/> Course title or description  | <input type="checkbox"/> Retention of a course not offered for five years |   |   |
| <b>Current calendar entry:</b>  |   | <b>Proposed calendar entry:</b>   |   |
| MUS 599 <span style="color: red;">Units: <del>3.0</del></span><br>MA Thesis<br><br><i>Grading: INP, COM, N, F</i>   |   | MUS 599 <span style="color: red;">Units: <u>4.5</u></span><br>MA Thesis<br><br><i>Grading: INP, COM, N, F</i> |   |
|   |   | Condensed 30-character title (required for all new and revised titles of 31-65 characters):                   |   |
| <b>Rationale for proposed change:</b>   |   |   |   |
| Unit change corresponds to other changes in the core requirements for this degree. A key reason for the change is a recognition of the additional time, work, and planning required for the thesis degree as demonstrated by recent issues with time-to-completion of students and by changes across North America in comparable degrees at other institutions. |   |   |   |
| <b>Consultation:</b>  |   |   |   |
| Other units consulted in preparation of submission:   | List all units if applicable  | <input checked="" type="checkbox"/> No consultation <u>required</u>   |   |
| Written evidence of all consultations should be included in a single PDF for the entire program package.  |   |   |   |



University  
of Victoria

**SUBMISSION TO THE UVIC BOARD OF GOVERNORS**

**FOR DECISION**

January 13, 2020

**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:** January 28, 2020

**Subject:** **Proposed changes to the requirements for all Bachelor's Degrees in the Faculty of Humanities**

**Basis for Jurisdiction:** Senate Committee on Planning meeting November 5, 2019  
Senate meeting December 5, 2019

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**Strategic Relevance:**

The proposed changes to the requirements for all Bachelor's degrees in the Faculty of Humanities strongly align the Faculty with the university's International Plan, which endorses learning opportunities for students in which they "gain an understanding of global histories, cultures, [and] languages", and encourages units to provide learning opportunities that increase "intercultural understanding and effectiveness" in order to prepare students to be "global-ready graduates".

**Previous Consultation:**

The proposed changes were made in consultation with Student Advising and the Office of the Registrar.

## Recommendation:

*THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the proposed changes to the requirements for all Bachelor's degrees in the Faculty of Humanities, as described in the memorandum dated September 24, 2019.*

## Background:

### Overview/nature of the academic program

Currently, there are five requirements common to all Humanities Bachelor's degrees. It is proposed to modify two of the five requirements that specify the degree of breadth required for the degree. These two requirements specify that students must take at least 1.5 units from each of three areas of study from a list spanning from Arts of Canada through Statistics and Mathematics and, that students must take at least 6.0 units outside the Faculty of Humanities.

The proposed revisions are as follows:

- change the requirement to specify **6.0 units outside the student's area of study**. Students will then be able to choose to take these courses within or outside the Faculty of Humanities.
- change the requirement from 1.5 units from three areas of study from a list to 4.5-unit Humanities **Global Language and Culture requirement** that can be satisfied in one of two ways:
  - a) the "**on-campus option**": completion of courses in language and culture outside the student's primary area and drawn from a list including American Sign Language and Indigenous Studies (language courses are especially encouraged), or
  - b) the "**off-campus option**": completion of courses from field schools, exchange credit, experiential learning courses, or credit from an international university obtained through a UVic Letter of Permission. These courses can be from within the student's primary area of study.

### Alignment with the university's mission and strategic plan

The proposed changes promote experiential learning through field schools and related experiential learning opportunities (including study abroad), in line with the university's emphasis on hands-on learning.

### Senate/academic considerations

These changes will promote the study of Indigenous languages and cultures, aligning the Faculty with the Indigenous Plan. These changes also promote international exchange and study abroad, as well as experiential learning through field schools, in line with the university's emphasis on hands-on learning.

### Demand and availability

May increase enrollment in the Faculty of Humanities.

### Resource implications

Can be offered within existing teaching capacity.

**Attachment(s):** Proposal to Senate dated November 20, 2019, for the proposed changes to the requirements for all Bachelor's Degrees in the Faculty of Humanities.





**Date:** November 20, 2019

**To:** Senate

**From:** Senate Committee on Planning

**Re:** **Proposed changes to the requirements for all Bachelor's Degrees in the Faculty of Humanities**

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At its meeting of November 5, 2019, the Senate Committee on Planning considered the proposed changes to the requirements for all Bachelor's degrees in the Faculty of Humanities, as described in the memorandum dated September 24, 2019.

**The following motion is recommended:**

That Senate approve and recommend to the Board of Governors, that it also approve the proposed changes to the requirements for all Bachelor's degrees in the Faculty of Humanities, as described in the memorandum dated September 24, 2019.

Respectfully submitted,

**2019-2020 Senate Committee on Planning**

Susan Lewis, (Chair), Acting AVPAP  
Gillian Calder, Law  
David Capson, Graduate Studies  
Jo-Anne Clarke, Continuing Studies  
Merwan Engineer, Economics  
Mauricio Garcia-Barrera, Psychology  
Andrea Giles, Co-op Education  
Rishi Gupta, Civil Engineering  
Neil Burford, Chemistry  
Lisa Kalynchuk, VP Research  
Valerie S. Kuehne, VPAC  
Adam Con, Fine Arts  
Sandra Duggan, Secretary, VPAC

Graham McDonough, Curriculum and Instruction  
Patrick Nahirney, Medical Sciences  
Sang Nam, Business  
Carla Osborne, GSS Representative  
Kai Richins, Student Senator  
Abdul Roudsari, Health Information Science  
Nilanjana Roy, Economics  
Dan Russek, Hispanic & Italian Studies  
Ada Saab, Associate University Secretary  
Ralf St. Clair, Education  
Wendy Taylor, Office of the Registrar  
Cindy Holder, Humanities



## MEMORANDUM TO PROPOSE A MAJOR CHANGE TO A PROGRAM

To: Dr. S. Lewis, Chair, Senate Committee on Planning  
From: Dr. Chris Goto-Jones, Faculty of Humanities  
Date: 6 Nov. 2019

The faculty of Humanities is proposing to change its undergraduate breadth requirement in order to serve four goals:

1. To promote language learning;
2. To align with the UVic International Plan;
3. To align with the UVic Indigenous Plan; and
4. To promote experiential learning.

### Background:

Currently, there are 5 requirements common to all Humanities bachelor's degrees. We propose to modify 2 of the 5. These two, numbered #2 and #3 in the calendar, [https://web.uvic.ca/calendar2019-09/pdfs/undergraduate-201909\\_Part9.pdf](https://web.uvic.ca/calendar2019-09/pdfs/undergraduate-201909_Part9.pdf), specify the degree of breadth required for the degree. Requirement #2 currently specifies that students must take at least 1.5 units from each of three areas of study from a list spanning from Arts of Canada through Statistics and Mathematics. Most, but not all of these areas, are within the faculty. Requirement #3 specifies that students must take at least 6.0 units outside the Faculty of Humanities.

### Proposed revisions:

The proposed revisions are as follows:

Requirement #2 will change to specify **6.0 units outside the student's area of study**. Students will henceforth be able to choose to take these courses within or outside the Faculty of Humanities.

Requirement #3 will become the new 4.5-unit Humanities **Global Language and Culture requirement**. It will be satisfied in one of two ways:

- a) the **"on-campus option"**: completion of courses in language and culture outside the student's primary area and drawn from a list including American Sign Language and Indigenous Studies (language courses are especially encouraged).
- b) the **"off-campus option"**: completion of courses from field schools, exchange credit, experiential learning courses, or credit from an international university obtained through a UVic Letter of Permission. These courses can be from within the student's primary area of study.

## **Rationale:**

These changes reflect strategic priorities and values as follows:

- We believe strongly in the value of language learning for all university students, but especially for those in our faculty. Without mandating that Humanities students must acquire an additional language, we are promoting this as much as possible;
- We believe that a knowledge of diverse cultures is essential not only to individual career success but to the building of a more egalitarian world;
- These changes strongly align our faculty with the UVic International Plan, which endorses learning opportunities for students in which they “gain an understanding of global histories, cultures, [and] languages” and encourages units to provide learning opportunities that increase “intercultural understanding and effectiveness” in order to prepare students to be “global-ready graduates”;
- While not requiring students to study Indigenous languages or cultures, these changes will promote such study, aligning the faculty with the Indigenous plan;
- These changes promote international exchange and study abroad, aligning us strongly with the International Plan; and
- These changes promote experiential learning through field schools, in line with the university’s emphasis on hands-on learning.

## **Revision and Consultation Process:**

We have worked on this requirement for more than two years, taking advice from Advising and the Registrar’s Office in order to clarify and streamline it. We are extremely grateful for the time and care taken by these groups in assisting us in bringing forward this version of the plan.

The report (attached) run by the Registrar’s office in April 2019 indicated that 60% of the graduating class of 2018 (that is, a class that **had not set out to meet this requirement**) would have met the requirement based on their CAPP reports. Based on this report, the registrar’s office made further suggestions for revisions which Humanities has subsequently implemented in order to minimize confusion, manual oversight, or adjustment.

## **Implementation Plan:**

On the advice of Advising and the Registrar’s office, our faculty has committed to the following to promote student understanding of the requirement:

- In Nov. 2019, our faculty voted to move to early declaration of majors in line with the rest of the tri-faculty to facilitate students’ advance planning to meet this requirement;
- In cycle 2, we will change all program descriptions to draw students’ attentions to the need to satisfy faculty requirements as well as program requirements;
- In fall 2020, we will launch a publicity campaign to inform incoming students of fall 2020 of these changes;
- In Summer 2020, we will prepare a list of FAQs for students and advisors and offer training to all unit advisors.

Signed:

Original signed by Chris Goto-Jones

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Chris Goto-Jones, Dean

Original signed by Lisa Surridge

Lisa Surridge, Associate Dean Academic

# Requirements Common to All Bachelor's Degrees

Each candidate for a bachelor's degree must complete:

1. the Academic Writing Requirement;
2. 6.0 units of courses outside the student's area of study (with no duplication of courses between items 2 and 3)[1]
3. the 4.5-unit Humanities Global Language and Culture Requirement[2], which can be satisfied with a combination of any of the following:

a) completion of courses in language and culture outside the student's primary area and drawn from the following (language courses are especially encouraged):

- ASL (American Sign Language)
- EUS (European Studies)
- FRAN (French)
- GMST (Germanic Studies)
- GREE (Greek)
- GRS (Greek and Roman Studies)
- ISP (Intercultural Studies and Practice)
- IS (Indigenous Studies), plus Humanities courses that count for the IS major (ENGL 207, 476, 477, GNDR 100, 203, 308, 310, 340, 341, 343, HSTR 120, 328, 330C, 427, PHIL 209, 232)
- ITAL (Italian)
- LAS (Latin American Studies) including Humanities courses that count for the LAS programs (HSTR 376A, 376B, 376C, 376D, 376E, 476)
- LATI (Latin)
- LING (Linguistics) 156[3], 157[3], 158[3], 159, 180A, 180B[3], 181, 182[3], 183A[3], 183B[3], 184[3], 185[3], 186[3], 187[3], 256[3], 258[3], 259[3], 272, 301, 345, 358[3], 359[3], 372, 377, 379, 391, 397, 431, 456[3], 458[3], 459[3]
- PAAS (Pacific and Asian Studies)
- SPAN (Spanish) and
- SLST (Slavic Studies)

Or,

b) completion of courses from the following options; these courses can be drawn from the student's primary area of study:

- UVic field schools or experiential-learning courses from the following: EUS 390A, 390B, FRAN 360, 250, GMST 389, 489, GRS 360, 395, 495, HSTR 430, 474, IS 391D, 450, ITAL 204, LAS 320, MEDI 495, PAAS 299, 397, 398, SLST 389, SPAN 204;
- International exchange credit from a UVic partner institution;
- transfer credit from an international university obtained through a UVic Letter of Permission;
- credit for a UVic-recognized study abroad program.

4. at least 21 units of courses numbered at the 300 or 400 level, at least 18 of which must be taken at UVic;

5. a minimum of 60 units of courses, at least 30 of which must normally be completed at UVic.

Students must also attain a graduating grade point average of at least 2.0. See Standing at Graduation for details.

## Notes

1. A student completing a degree in two disciplines (e.g. double major) is considered to have met requirement 2.

2. A student completing a program with two or more areas of study (e.g. double major, general) in which one of the areas is EUS, FRAN, GMST, GRS, IS, ITAL, LAS, PAAS, SPAN or SLST is considered to have met requirement 3.

3. Students not in an Indigenous Language Revitalization program may enroll in these courses with permission of the Linguistics department.



University  
of Victoria

**SUBMISSION TO THE UVIC BOARD OF GOVERNORS**

**FOR DECISION**

January 13, 2020

**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:** January 28, 2020

**Subject:** **Proposed changes to the Master of Business Administration program**

**Basis for Jurisdiction:** Senate Committee on Planning meeting December 3, 2019  
Senate meeting January 10, 2020

---

**Strategic Relevance:**

The Master of Business Administration program's emphasis on sustainability, global learning, experiential learning, First Nations, and academic excellence will deliver on the six pillars of the university's strategic framework. The change is also closely aligned with the Gustavson School's strategic plan for 2019-2023 to, inter alia, "develop responsible leaders for a better world."

**Previous Consultation:**

Research conducted with employers, alumni, current and prospective students indicates broad support for the program. Among employers, current UVic MBA graduates are highly valued for their maturity, flexibility, critical thinking and problem solving; businesses are undergoing massive change and need graduates who are capable of dealing with unprecedented uncertainty and rapid change.

**Recommendation:**

*THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the proposed changes to the Master of Business Administration program, as described in the memorandum "Proposal for a Major Change to the UVic MBA Program".*

**Background:****Overview/nature of the academic program**

The Master of Business Administration program was first approved in 1990 and its first students were admitted in September 1992. It is proposed to redesign the daytime curriculum as a series of sequential six-week blocks, each comprising the equivalent of three course units. This structure offers greater integration and a significantly more manageable workload for students than the current program. This format is currently in place in the weekend MBA and has been successful.

**Alignment with the university's mission and strategic plan**

The proposed changes highly align with the university's vision statement. In particular, the program's emphasis on sustainability, global learning, experiential learning, First Nations and academic excellence will deliver on the university's strategic pillars.

**Senate/academic considerations**

Courses in the new program will reflect the overall theme of sustainable innovation. Some courses will be renamed (e.g. "Finance for Impact" and "Marketing in a Connected World"); new courses will be introduced (e.g. "Public Policy and Law" and "responsible Leadership<sup>11</sup>), and faculty will be supported in integrating the themes of sustainability into courses within their own discipline.

**Demand and availability**

Current students and alumni felt that the program could be improved by a less overloaded curriculum, updated content, better integration of courses and increased focus on sustainability. Prospective students expressed strong interest in the program and felt it was relevant and timely.

**Resource implications**

No additional course responsibilities are added.

**Attachment(s):** Proposal to Senate dated December 12, 2019, for the proposed changes to the Master of Business Administration program.





**Date:** December 12, 2019

**To:** Senate

**From:** Senate Committee on Planning

**Re:** **Proposed changes to the Master of Business Administration program**

---

At its meeting of December 3, 2019, the Senate Committee on Planning considered the proposed changes to the Master of Business Administration program, as described in the memorandum "Proposal for a Major Change to the UVic MBA Program".

**The following motion is recommended:**

That Senate approve and recommend to the Board of Governors, that it also approve the proposed changes to the Master of Business Administration program, as described in the memorandum "Proposal for a Major Change to the UVic MBA Program".

Respectfully submitted,

**2019-2020 Senate Committee on Planning**

Susan Lewis, (Chair), AVPAP

Gillian Calder, Law

David Capson, Graduate Studies

Jo-Anne Clarke, Continuing Studies

Merwan Engineer, Economics

Mauricio Garcia-Barrera, Psychology

Andrea Giles, Co-op Education

Rishi Gupta, Civil Engineering

Neil Burford, Chemistry

Lisa Kalynchuk, VP Research

Valerie S. Kuehne, VPAC

Adam Con, Fine Arts

Sandra Duggan, Secretary, VPAC

Graham McDonough, Curriculum and Instruction

Patrick Nahirney, Medical Sciences

Sang Nam, Business

Carla Osborne, GSS Representative

Kai Richins, Student Senator

Abdul Roudsari, Health Information Science

Nilanjana Roy, Economics

Dan Russek, Hispanic & Italian Studies

Ada Saab, Associate University Secretary

Ralf St. Clair, Education

Wendy Taylor, Office of the Registrar

Cindy Holder, Humanities

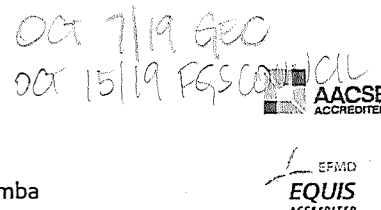




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## Memorandum

### Proposal for a Major Change to the UVic MBA Program

This memorandum proposes a major change to the UVic MBA program to take effect in September 2020.

#### *Rationale*

The UVic MBA was first approved in 1990 and its first students were admitted in September 1992. Over the past five years, the program has suffered a steady decline in applications, with a consequent drop in admitted students (see Appendix 1). The replacement of the evening MBA by the weekend format in 2016 has improved numbers in that program; however, as a result of declines in daytime program applications, a review was conducted to determine whether to cancel the daytime program or to redesign it.

The decline in applications for the daytime program are symptomatic of the UVic MBA's small size and limited resources in a hyper-competitive and largely undifferentiated field. Based on a review conducted over the course of 2018-19, however, it was concluded that the program retains potential for growth. UVic's key weaknesses compared with major competitors, its small size and remote location, can be turned into strengths. For an academic institution, Gustavson is relatively nimble and can implement changes speedily. UVic students have excellent access to government and public-sector jobs, along with a favourable climate for entrepreneurial ventures. Faculty and staff alike are deeply committed to sustainability, and collaborate effectively together.

Unlike US schools, Canadian schools have seen significant growth in international student applications. These students overwhelmingly prefer full-time (day) programs and Gustavson has been successful in attracting such students: 74% of the current Daytime MBA class are international students.

At the same time, the world of business is experiencing radical changes as a result of technological disruption, climate change and increasing awareness of the impact of business on communities and the environment. The Gustavson School has always held that "responsible" management – management that takes full account of the interests of communities and the planet as well as those of shareholders – is both necessary and appropriate in the contemporary business and social environment.



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For these reasons, the Gustavson School is proposing a major change to the MBA to position it as an **MBA in Sustainable Innovation**. This change requires modifications to the curriculum and in recruitment and marketing.

#### *Strategic Alignment*

The change is highly aligned with the University of Victoria's Strategic Framework, published in 2018, which states the university's vision as follows:

*We will be the Canadian research university that best integrates outstanding scholarship, engaged learning and real-life involvement to contribute to a better future for people and the planet.*

In particular, the program's emphasis on sustainability, global learning, experiential learning, First Nations and academic excellence will deliver on the university's strategic pillars.

The change is also closely aligned with the Gustavson School's strategic plan for 2019-2023 to, *inter alia*, "develop responsible leaders for a better world."

#### *Competition*

The program will be unique in Canada. While almost all Canadian MBA programs refer to sustainability in some form, none place a strong emphasis on it in their curriculum; innovation is not typically taught as an independent subject, but bundled in with others such as entrepreneurship.

#### *Research Support*

Research conducted with employers, alumni, current and prospective students indicates broad support for the program. Among employers, current UVic MBA graduates are highly valued for their maturity, flexibility, critical thinking and problem solving; businesses are undergoing massive change and need graduates who are capable of dealing with unprecedented uncertainty and rapid change. Current students and alumni felt that the program could be improved by a less overloaded curriculum, updated content, better integration of courses and increased focus on sustainability. Prospective students expressed strong interest in the program and felt it was relevant and timely.

#### *Program Overview*

It is proposed to redesign the daytime curriculum as a series of sequential six-week blocks, each comprising the equivalent of three course units. This structure offers greater integration and a significantly more manageable workload for students than the current program. This format is currently in place in the weekend MBA and has been successful.



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Courses in the new program will reflect the overall theme of sustainable innovation. Some courses will be renamed (e.g. "Finance for Impact" and "Marketing in a Connected World"); new courses will be introduced (e.g. "Public Policy and Law" and "responsible Leadership"), and faculty will be supported in integrating the themes of sustainability into courses within their own discipline.

#### *Other Academic Units*

The current daytime program offers double degree options with Law and Engineering. A letter of support from the Dean of Law is provided in Appendix 2. In the case of Engineering, no student has ever taken the double degree and it is proposed to remove it from the Calendar. A letter from the Acting Dean of Engineering, supporting this removal, is provided in Appendix 3.

#### *Signatures*

Original signed by Saul Klein

\_\_\_\_\_  
Dr. Saul Klein, Dean, Peter B. Gustavson School of Business

September 20/19

Date

Original signed by Graham Brown

\_\_\_\_\_  
Dr. Graham Brown, Associate Dean, Programs

September 24/19

Date

Original signed by David Dunne

\_\_\_\_\_  
Dr. David Dunne, Director, Full- and Part time MBA Programs

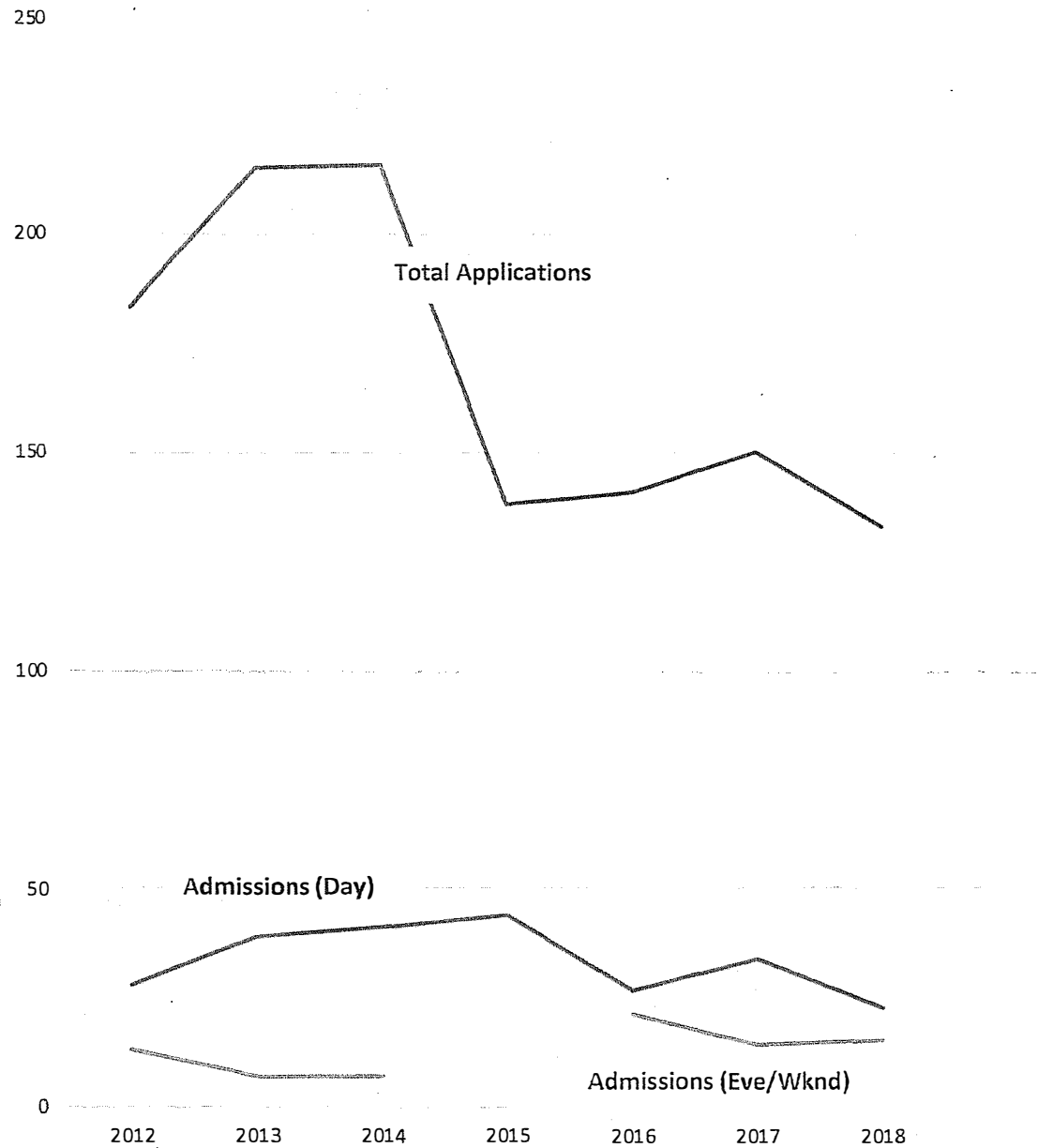
September 19, 2019

Date



## Appendix 1

### MBA Applications and Enrolments 2012-2018





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## **ADDITIONAL INFORMATION TO ACCOMPANY THE PROPOSAL FOR A MAJOR CHANGE TO THE UVIC MBA PROGRAM**

### **MBA REDESIGN – SUMMARY OF KEY CHANGES TO THE DAYTIME AND WEEKEND PROGRAMS**

- Replacement of existing specialization options of Service Management and Entrepreneurship with a fixed content program focusing on Sustainable Innovation
- Harmonization of total unit values between Daytime and Weekend Programs
  - Increase in total unit value to 31.5 from 30 for the Daytime MBA
  - Increase in total unit value to 31.5 from 22 for the Weekend MBA
- Adoption of a standard unit value of 1.5 for all regular courses (currently courses are either 0, 0.5, 1.0 or 1.5 units)
- Increasing the unit value of MBA 502 (Personal and Professional Development) from 0 to 3.0 to recognize the importance of this component of the curriculum
- Adoption of a sequence of six integrated blocks of three courses each to create a more manageable workload for students
- Updating course titles and descriptions, identifying, where possible, relevant content related to the new program focus: Sustainable Innovation
- Dropping of some current courses:
  - Essentials of Business and Leadership (MBA 500) – this graded introductory course will be replaced with a non-course-based orientation
  - Consulting Methods 1 and 2 (MBA 585 and 586) – consulting content will be streamlined and delivered as a short series of workshops connected to the MBA Capstone Project (MBA 596/598)
  - International Business 2 (MBA 576) – the new program will still contain one International Business course, now called Sustainable Global Business (MBA 570)
- Replacement of one course:
  - Managing Legal Risks (MBA 560) will be replaced by Public Policy and Law (MBA 577)
- Addition of new courses:
  - Responsible and Ethical Leadership (MBA 523)
  - Field School (MBA 587) (optional)



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## Appendix 2

### Letter from Associate Dean of law

---

Thursday, September 19, 2019 at 11:08:14 AM Pacific Daylight Time

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**Subject:** MBA Restructure

**Date:** Wednesday, September 18, 2019 at 2:51:33 PM Pacific Daylight Time

**From:** Freya Kodar - Associate Dean of Law

**To:** Ian Robertson

Dear Ian,

Thank you for sharing the proposed changes to the MBA program.

The Law Faculty is supportive of the program redesign as the MBA in Sustainable Innovation. In our view, this shift in focus will make it more attractive to our JD students, and there are many synergies with our curriculum, particularly our Concentration in Environmental Law & Sustainability.

As we discussed, it will require JD students to do three MBA terms in a row, and have an exemption for the MBA summer term requirement. We will make the necessary changes to the law calendar so that everything is in place for September 2020.

Freya

---

Freya Kodar

Associate Dean, Administration and Research  
Faculty of Law, University of Victoria  
Room 225 – Murray and Anne Fraser Building  
PO Box 1700, STN CSC  
Victoria BC V8W 2Y2

Tel: 250-721-8190

My pronouns are: she, her, hers

## **Carolyn Swayze - FGS Coordinator**

---

**From:** Brian Leacock  
**Sent:** October 4, 2019 8:40 AM  
**To:** Carolyn Swayze - FGS Coordinator  
**Cc:** Ian Robertson  
**Subject:** RE: MBA Calendar Changes

Carolyn,

Good morning. I hope you are having a pleasant week.

I would like to confirm that in my role as Associate Director, I oversee the management of our exchange and dual degree international agreements for the Gustavson School of Business. In this capacity, I can clearly confirm that EDHEC was notified (on March 6, 2019) of the changes in our MBA structure.

- EDHEC supports the proposed changes to the University of Victoria's MBA Program
- EDHEC understands that there is currently one University of Victoria's MBA student enrolled in the double degree program but this student will have completed his program requirements prior to the implementation of the redesigned MBA
- EDHEC recognizes that the proposal to discontinue the EDHEC double degree will be submitted by the MBA Program Office and the MGB Program Office in the next cycle of calendar changes

I, as well as EDHEC, can verify that our current outbound student (Ben Balfour) and their two inbound students (Solène Del Vecchio and Corentin Marsily) are not in anyway impacted by these changes.

Regards, Brian

---

**Brian K. Leacock**  
Associate Director, International  
Gustavson School of Business, University of Victoria



## **Carolyn Swayze - FGS Coordinator**

---

**From:** Engineering Dean  
**Sent:** October 5, 2019 8:36 AM  
**To:** Carolyn Swayze - FGS Coordinator  
**Cc:** Ian Robertson; Engineering Associate Dean Undergraduate Programs - LillAnne Jackson  
**Subject:** Deletion of the MBA/MEng double degree program

Hi Carolyn

The Faculty of Engineering supports the proposed changes to the MBA Program. These changes will provide the MBA program with a fixed content format with a focus on Sustainable Innovation, replacing the current model which has a fixed content first year and a specialization option in Entrepreneurship or Service Management in the second year. There are no students enrolled in the current MBA/MEng and MBA/MSc double degree programs, and there never have been. A proposal to discontinue the MBA/MEng and MBA/MSc double degrees will be submitted in the next cycle of calendar changes.

Please let me know if you have questions.

Cheers

Peter

---

Peter Wild, Ph.D., P.Eng.  
Professor & Acting Dean, Faculty of Engineering  
University of Victoria, P.O. Box 1700, Victoria, B.C., V8W 2Y2  
[engrdean@uvic.ca](mailto:engrdean@uvic.ca) 250-721-8612

# UVic MBA

Calendar Changes  
December 2019

Goals are to simplify the curriculum and recognize new thinking

1. Continue to offer the key skills students and employers expect of an MBA
  - Update content to deal with contemporary issues (e.g. social media, data etc.)
2. Simplify and rationalize the curriculum
  - Address student overload
  - Deal with anomalies within and between programs
3. Organize around a key pillar of UVic and Gustavson
  - Recognize a major shift in business thinking towards sustainability
  - Underscore the importance of innovation that does not compromise the future
  - Increase program enrolments by being unique and contemporary

## Summary of Calendar Changes

| Current Program   | New Program  |
|---|--|
| <b>Simplification and Rationalization</b>               |  |
| Daytime and Weekend Total units differ (30 vs 22)       | Harmonized total unit values (31.5)  |
| Courses vary between 0.5, 1.0 and 1.5 units             | All regular courses 1.5 units  |
| Up to 9 separate courses per term                       | 6 integrated blocks of integrated courses  |
| Personal & Professional Development = 0 units           | Personal & Professional Development = 3.0 units  |
| Specializations in Service Management, Entrepreneurship | Fixed content that enhances content related to school value pillars (Sustainability and while incorporating elements of the previous specializations |
| <b>Alignment with Program Theme</b>                     |  |
| Course titles, descriptions based on functional silos   | Course titles, descriptions reflect integration around program theme   |
| <b>Course Changes</b>                                   |  |
| Essentials of Business & Leadership                     | Replaced with non-course orientation   |
| Consulting Methods 1 & 2                                | Streamlined as a series of workshops connected to Capstone Project   |
| International Business 1 & 2                            | Simplified by combining into a single course   |
| Managing Legal Risks                                    | Replaced by Public Policy & Law  |
|   | Optional Field School introduced   |
|   | Responsible & Ethical Leadership introduced  |

## The backdrop: a fundamental shift in business thinking



The purpose of the corporation must be redefined as creating *shared value*, not just profit per se.

Michael Porter  
Harvard Business School



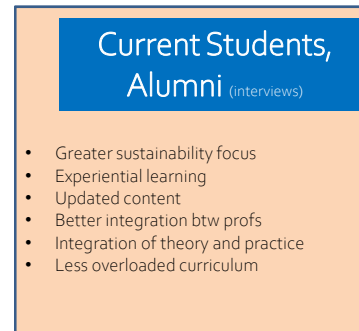
### *The New York Times* **Shareholder Value Is No Longer Everything, Top C.E.O.s Say**

Chief executives from the Business Roundtable, including the leaders of Apple and JPMorgan Chase, argued that companies must also invest in employees and deliver value to customers.

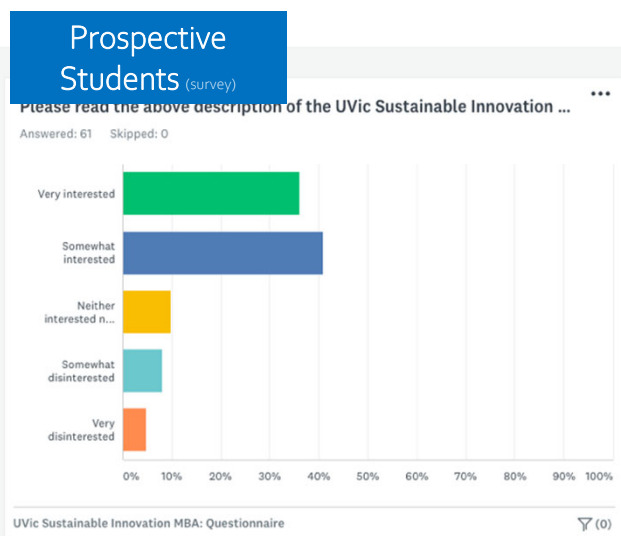


These patterns are also reflected in GMAC student surveys, which show interest in an expanded concept of business

## Our research shows strong interest (1)

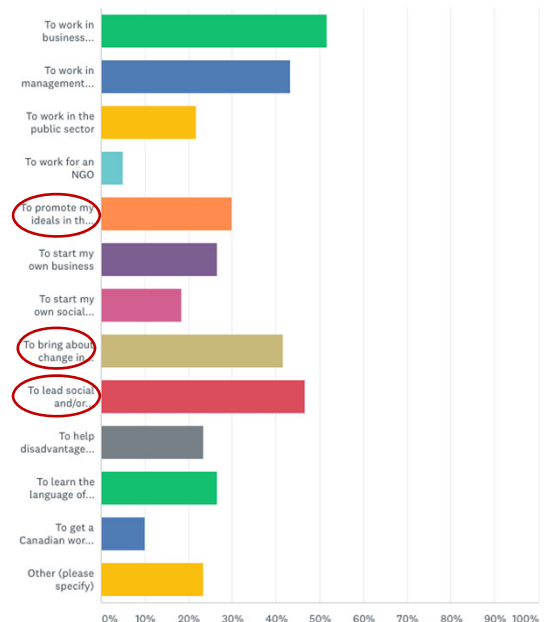


## Our research shows strong interest (2)



### Why would you consider taking an MBA? (check all that apply)

Answered: 60 Skipped: 1



## The program offers distinctive features

Block structure and close faculty alignment, to maximize integration

Real-world projects to further deep learning

Emphasis on reflective practice and self development

Sustainability, ethics and innovation infused throughout the curriculum

Flexible Summer term, under faculty supervision

## The program is still an MBA; collaboration with other departments remains welcome

The MBA continues to cover the essentials of business required of any MBA, updated to reflect shifts in business thinking

“Sustainable” has for many years been a strategic pillar of Gustavson; courses have always had a strong sustainability component

- Gustavson is known for sustainability, e.g. Corporate Knights ranks us 13<sup>th</sup> “Better World MBA” worldwide

The successful JD/MBA option will continue

- Our faculty continue to work constructively with other departments across a range of initiatives

# UVic MBA

Calendar Changes  
December 2019





University  
of Victoria

**SUBMISSION TO THE UVIC BOARD OF GOVERNORS**

January 13, 2020

**FOR INFORMATION**

**To:** OPERATIONS AND FACILITIES COMMITTEE

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

**cc:** President and Vice-Chancellor

**Meeting Date:** January 28, 2020

**Subject:** STATUS REPORT ON CAPITAL PROJECTS

**Basis for Jurisdiction:** Committee's Terms of Reference

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

---

**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: January 01, 2020

1. Student Health & Wellness Centre
2. Student Housing

|                 |   |
|-----------------|---|
| <b>PROJECT:</b> | <b>STUDENT HEALTH &amp; WELLNESS CENTRE</b> |
|-----------------|---|

Project No: 17-03034

Project Consultants: KASIAN Architecture Ltd.

General Contractor: Aral Construction Ltd.

| <b>BUDGET STATUS:</b>      | <b>APPROVED BUDGET<br/>27-Nov-2018</b> | <b>FMGT Forecast Costs<br/>01-Jan-2020</b> |
|----------------------------|--|--|
| <b>Consulting</b>          | \$390,000                              | \$390,000                                  |
| <b>Construction</b>        | \$4,610,000                            | \$4,210,000                                |
| <b>Completion</b>          | \$1,000,000                            | \$1,000,000                                |
| <b>Contingency</b>         | <u>\$200,000</u>                       | <u>\$100,000</u>                           |
| <b>Sub-Total</b>           | \$6,200,000                            | \$5,700,000                                |
| <b>GST (1.65%)</b>         | <u>\$100,000</u>                       | <u>\$100,000</u>                           |
| <b>TOTAL PROJECT COSTS</b> | <b>\$6,300,000</b>                     | <b>\$5,800,000</b>                         |

- Total commitments to date are approximately \$4,146,478 represents 66% of the approved Budget of \$6,300,000.

| <b>SCHEDULE STATUS:</b>                  | <b>Target Date<br/>27-Nov-2018</b> | <b>Actual / Forecasted Date<br/>01-Jan-2020</b> |
|--|------------------------------------|---|
| <b>Schematic Design - Complete</b>       | April 2018                         | April 2018                                      |
| <b>Design Development - Complete</b>     | November 2018                      | November 2018                                   |
| <b>Construction Documents - Complete</b> | March 2019                         | May 2019  |
| <b>Tender - Complete</b>                 | April 2019                         | July 2019                                       |
| <b>Construction Phase</b>                | January 2020                       | February 2020                                   |
| <b>Commissioning and Warranty</b>        | February 2020                      | March 2020                                      |
| <b>Fit-up and Move In</b>                | March 2020                         | April 2020                                      |
| <b>Operation</b>                         | May 2020                           | May 2020  |

### Major Risks:

- None at this time.



|                 |                                     |
|-----------------|-------------------------------------|
| <b>PROJECT:</b> | <b>STUDENT HOUSING &amp; DINING</b> |
|-----------------|-------------------------------------|

Project No: 16-02265  
Project Consultants: Perkins + Will Canada Architects  
Construction Manager: EllisDon-Kinetic

| <b>BUDGET STATUS:</b>     | <b>Approved Budget<br/>27-Mar-2018</b> | <b>FMGT Forecast Costs<br/>06-Jan-2020</b> |
|---------------------------|--|--|
| <b>Consulting</b>         | \$16,400,000                           | \$18,108,693                               |
| <b>Construction</b>       | \$163,700,000                          | \$173,476,712                              |
| <b>Completion</b>         | \$6,400,000                            | \$5,311,514                                |
| <b>Contingency</b>        | \$7,500,000                            | \$3,500,000                                |
| <b>Sub-Total</b>          | \$194,000,000                          | \$200,396,920                              |
| <b>GST (1.65%)</b>        | \$3,200,000                            | \$3,306,549                                |
| <b>TOTAL PROJECT COST</b> | <b>\$197,200,000</b>                   | <b>\$203,703,469</b>                       |

- Total commitments to date are \$49,049,055, or 25% of the approved Budget of \$197,200,000.

| <b>SCHEDULE STATUS:</b> | <b>Target Date<br/>01-Jan-2019</b> | <b>Actual / Forecasted<br/>Date 06-Jan-2020</b> |
|-------------------------|------------------------------------|---|
|-------------------------|------------------------------------|---|

|                        |                 |               |               |
|------------------------|-----------------|---------------|---------------|
| Schematic Design       | <i>Complete</i> | August 2018   | October 2018  |
| Design Development     | <i>Complete</i> | March 2019    | March 2019    |
| Construction Documents | <i>Complete</i> | November 2019 | December 2019 |

#### **Tender Package 01 Early Works – Service Road, Walkway Removals**

|                    |                 |             |              |
|--------------------|-----------------|-------------|--------------|
| Tender             | <i>Complete</i> | April 2019  | April 2019   |
| Construction Stage | <i>Complete</i> | August 2019 | October 2019 |

#### **Tender Package 02 – Modular Food Services Facility**

|              |  |              |              |
|--------------|--|--------------|--------------|
| Installation |  | June 2020    | June 2020    |
| Decommission |  | October 2022 | October 2022 |

#### **Tender Package 03 – Site Services, Abatement, Deconstruction**

|                    |                 |               |               |
|--------------------|-----------------|---------------|---------------|
| Tender             | <i>Complete</i> | November 2019 | December 2019 |
| Construction Stage |                 | January 2021  | January 2021  |

#### **Tender Package 04 – Construction Building One and Building Two**

|  |  |             |             |
|--|--|-------------|-------------|
| Tender   |  | July 2020   | July 2020   |
| Construction Building One (398 beds, Dining)                 |  | August 2022 | August 2022 |
| Construction Building Two (385 Beds, Conference, Classrooms) |  | April 2023  | April 2023  |

#### **Major Risks:**

- Results of the Class A estimate (+/-10% accuracy) has increased the project's financial risk.
- Favourable tender results are required to ensure the project remains affordable.
- The magnitude of a future redesign may lead to a schedule risk if it extends beyond 3 months.



University  
of Victoria

**SUBMISSION TO THE UVIC BOARD OF GOVERNORS**

**FOR INFORMATION  
AND ADVICE**

January 16, 2019

**To:** Operations and Facilities Committee

**From:** Gayle Gorrill, Vice-President Finance & Operations

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

**cc:** President and Vice-Chancellor

**Meeting Date:** January 28, 2020

**Subject:** Final Report on the Sustainability Action Plan: Campus Operations 2014-2019

**Basis for Jurisdiction:** Committee's Terms of Reference

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**Strategic Relevance:**

*Promote Sustainable Futures*

- 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.*

- 5.3 *Renew and extend our commitment to campus development and operations that meet the highest standards of sustainability.*
- 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.*
- 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:**

The *Sustainability Action Plan: Campus Operations 2014-2019* guides the university's efforts towards greater sustainability in campus operations and our response to climate change. The Office of Campus Planning and Sustainability (OCPS) works cooperatively with operational departments and the Sustainability Advisory Committee to develop and achieve the goals set out within the Plan. A mid-term status report was provided to the Board in 2017. In November 2019, the Plan's Final Report was presented to the Campus Planning Committee and approved by the President.

#### **For the Board's Consideration**

As noted above, Strategy 5.2 of the Strategic Framework states that the university will review and renew our approach to sustainability in every domain and move toward a comprehensive and integrated approach. This document sets out administration's intention to develop a campus wide Climate and Sustainability Action Plan that responds to Strategy 5.2. Administration will communicate this intention within the context of the university responding to the climate crisis. The Plan will both acknowledge climate change and its impacts as the key global issue of our time and the comprehensive and integrated steps that the university will take to positively respond to this crisis.

- Does the Board support this planned approach?
- Would the Board like to have the opportunity to engage further on how the university can and should proceed with respect to the Plan? If so, this discussion could take place via a strategic conversation as part of the March Board meeting.

#### **Background:**

In 2013, the OCPS engaged with the campus community to create the *Sustainability Action Plan: Campus Operations 2014-2019*. The Plan is built on the success of the 2009-2014 Action Plan and the adoption of the university's Sustainability Policy (GV0800). The Plan included 32 goals in eleven sections. Key areas of focus include the university's response to climate change and greenhouse gas (GHG) emissions reductions strategies through new building construction, renovations to existing buildings, transition to zero emissions vehicles and support for active transportation. In addition, there has been significant activity across all areas of the campus related to climate change and sustainability although this activity

is not currently reflected in one place and goals related to areas other than Campus Operations have not been established.

### **Current Position:**

In 2015, Canada committed to the Paris Agreement and to keeping global warming below 2°C, and as close to 1.5°C as possible. More recently, the Intergovernmental Panel on Climate Change (IPCC) 2018 report provides a clear case to limit global warming to 1.5°C. The IPCC report also laid out the actions required to achieve that objective. In 2018, the Province of British Columbia released the CleanBC Plan which sets GHG emissions reductions targets of 50% by 2030 and 80% by 2050.

The university has made significant progress towards supporting these targets. The 2019 Final Report on the Sustainability Action Plan for Campus Operations concludes that the university has:

- reduced operational GHG's by 25% below the 2010 baseline;
- reduced electrical energy intensity by 13% below the 2010 baseline;
- reduced natural gas energy intensity 22% below the 2010 baseline;
- reduced campus fleet diesel consumption by 28%;
- reduced campus fleet gasoline consumption by 9%; and
- increased campus waste diversion to 76%.

While significant progress in many areas has been made, the university is now in a position to further implement the Strategic Framework by renewing and extending our commitment to campus development and operations that meet the highest standards of sustainability. As set out in the Strategic Framework, we will 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 in the context of our response to the climate crisis.

### **Planned Further Action – Response to the Climate Crises and Development of Climate and Sustainability Action Plan:**

There is a growing movement of organizations (government, not-for-profit and academic institutions) recognizing the emergency that climate change represents, and calling on government and community partners to accelerate their responses.

The university acknowledges that it has a critical role in responding to the climate crisis. In doing so, the university recognizes that it is and will continue to 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. Our planning and response to the climate crisis is of fundamental importance to the institution and contributes to its functions of research, learning and community engagement. UVic's response includes the following commitments that will be integrated into our future planning, determination of priorities and investments:

- That UVic will renew and extend our commitment to campus development and operations that meet the highest standards of sustainability and support transformational changes in research,

teaching and operations that support limiting global warming to 1.5°C.

- That UVic will continue to support world-leading research and educational programs that contribute to climate solutions on a global scale.
- That UVic will prepare students for their futures and conduct leading research toward climate solutions that have vital impact on people, places and the planet.
- That UVic will foster respectful partnerships with Indigenous communities, governments and organizations— developing and supporting educational and research programs that support climate solutions, resiliency and adaptation.
- That UVic will continue investing our resources to retain our position as a national and international leader in climate research and support our faculty as they inspire students in developing climate solutions.
- That UVic will create and foster partnerships to develop climate solutions at campus, local, national and international levels.

We join with other universities and communities in responding to the climate crisis. The university will work cooperatively to develop a Climate and Sustainability Action Plan that responds to the Strategic Framework; moving toward a comprehensive and integrated approach to sustainability; continuing to build world-leading research and educational programs that contribute to sustainability on a global scale and meeting the highest standards of sustainability in our operations. This planning process will require collaboration and partnerships across all areas of campus with leadership from all of the Vice-Presidents. An important next step will be to determine how best to engage all areas of campus, and build on the existing structures and activities already in place. This will include establishing accountabilities, governance and process including reporting.

It is anticipated that the process will take 18-months with a new Climate and Sustainability Action Plan to be completed in 2021. During this period of transition and renewal, an interim *Sustainability Action Plan: Campus Operations 2020-2021* has been developed to ensure that momentum is not lost on activities underway within campus operations.

**Attachments:**

2019 Final Report - Sustainability Action Plan: Campus Operations 2014-2019



University  
of Victoria

# 2019 FINAL REPORT

## SUSTAINABILITY ACTION PLAN: CAMPUS OPERATIONS 2014 - 2019

December 2019

## TABLE OF CONTENTS

|  |    |
|--|----|
| EXECUTIVE SUMMARY .....                                  | 2  |
| INTRODUCTION .....                                       | 3  |
| 1.0 PLANNING, COORDINATION AND ADMINISTRATION .....      | 4  |
| 2.0 ENGAGEMENT .....                                     | 5  |
| 3.0 OPERATIONS, FACILITIES AND SERVICES .....            | 7  |
| 3.1 Buildings .....                                      | 7  |
| 3.2 Computing .....                                      | 9  |
| 3.3 Dining services .....                                | 11 |
| 3.4 Energy .....   | 12 |
| 3.5 Grounds .....  | 15 |
| 3.6 Purchasing .....                                     | 16 |
| 3.7 Transportation .....                                 | 17 |
| 3.8 Waste .....  | 18 |
| 3.9 Water .....  | 20 |
| CONCLUSION .....   | 21 |
| <br>   |    |
| TABLE 1: GOAL INDICATORS AND DESCRIPTIONS .....          | 3  |
| <br>   |    |
| FIGURE 1: DATA CENTRE POWER UTILIZATION EFFICIENCY ..... | 10 |
| FIGURE 2: 20-POUND PAPER USE .....                       | 11 |
| FIGURE 3: GHG EMISSIONS .....                            | 13 |
| FIGURE 4: ELECTRICAL ENERGY INTENSITY .....              | 14 |
| FIGURE 5: NATURAL GAS ENERGY INTENSITY .....             | 14 |
| FIGURE 6: MODAL SPLIT .....                              | 18 |
| FIGURE 7: WASTE DIVERSION RATE .....                     | 19 |
| FIGURE 8: WASTE PER CAMPUS USER .....                    | 20 |
| FIGURE 9: WATER CONSUMPTION .....                        | 21 |

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## EXECUTIVE SUMMARY

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In 2014, the *Sustainability Action Plan: Campus Operations 2014 – 2019* was prepared to guide the University of Victoria (UVic) in efforts toward greater sustainability in its operations. The plan built on the achievements of the 2009 – 2014 Action Plan and was developed with input from students, staff and faculty, as well as community members. It outlined a set of actions for UVic and members of the campus community to undertake to advance sustainability in campus operations. This report reviews the status of the plan's goals and indicates the progress that has been made.

The university has made significant progress in several areas. Addressing climate change through natural gas and emissions reductions projects remains a key objective. The university has reduced greenhouse gas (GHG) emissions by 25% below the 2010 baseline. Natural gas consumption intensity on campus has also decreased by 22% below 2010 levels. This goal was reached through operational improvements and investment in new technology, such as the installation of a geothermal heat exchange system in the Centre for Athletics, Recreation and Special Abilities (CARSA), which opened in 2015.

The university has also increased awareness and engagement on sustainability across campus. For example, the Campus Sustainability Fund empowers members of the university community to create stakeholder-driven projects that further the Sustainability Action Plan and advance leadership in sustainability. The fund contributed to 23 projects, including a waste reduction video series pertaining to recycling sorting stations. This form of engagement contributed to achieving a waste diversion rate of 76%. These are just a few examples of how the university has made headway across all areas of the Action Plan.

The plan included 32 goals in eleven sections. This report indicates that eighteen goals have been achieved, nine are in progress, two require re-examination, and three goals have not been achieved. This report identifies nine goals as "in progress," which reflects the interest among campus sustainability stakeholders to continue work toward these goals. Goals not achieved are generally a result of resource limitation and will be carried forward to the interim plan.

A new Sustainability Action Plan, guided by the university's Strategic Framework, will extend our commitment to campus development and operations to meet the highest standards of sustainability. It is expected that more significant engagement will be required with the campus community and that a renewed Action Plan will be completed in 2021. Through engagement with operational departments, the Office of Campus Planning and Sustainability has developed a 2020-2021 interim Sustainability Action Plan that builds on and carries the momentum of this plan to guide the university during this period of plan renewal.



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## INTRODUCTION

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This report outlines progress that has been made toward the goals in the *Sustainability Action Plan: Campus Operations 2014-2019*. The plan is the university's second five-year sustainability plan and has built on the success of the 2009-2014 plan and the adoption of the university's Sustainability Policy (GV0800).

In 2013, the Office of Campus Planning and Sustainability (OCPS) engaged with the campus community to create the 2014-2019 Action Plan. The plan included 32 goals in eleven sections. This report indicates that eighteen goals have been achieved, nine are in progress, two require re-examination, and three goals have not been achieved. The report's format for each section includes a summary of the progress toward each goal, and a goal indicator. Table 1 provides a description of the goal indicators used to identify the progress achieved toward the 32 goals outlined in the Action Plan.

A new Sustainability Action Plan, guided by the university's Strategic Framework, will extend our commitment to campus development and operations to meet the highest standards of sustainability. It is expected that more significant engagement will be required with the campus community and that a renewed Action Plan will be completed in 2021. Through engagement with operational departments, the Office of Campus Planning and Sustainability has developed a 2020-2021 interim Sustainability Action Plan that builds on and carries the momentum of this plan to guide the university during this period of plan renewal.

In addition to the progress made toward goals in the Action Plan, the university achieved the Association for the Advancement of Sustainability in Higher Education's (AASHE) Gold rating in Sustainability, Tracking, Assessment and Rating System (STARS) in 2014. In 2017, the university renewed and improved upon its STARS Gold rating. STARS is an independent, standardized framework developed to measure the sustainability performance in the operations, teaching, research, planning, administration, engagement and investments of post-secondary institutions.

TABLE 1: GOAL INDICATORS AND DESCRIPTIONS

|                         |   |  |
|-------------------------|---|--|
| COMPLETED               |  | Goal has been achieved.  |
| IN PROGRESS             |  | Work has been undertaken; however, the goal has not yet been achieved.                     |
| REQUIRES RE-EXAMINATION |  | Work has been undertaken and it has been determined that the goal requires re-examination. |
| NOT COMPLETED           |  | Goal has not been achieved.  |

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## 1.0 PLANNING, COORDINATION AND ADMINISTRATION

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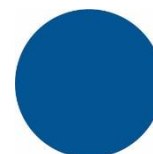
**Mission:** *To create a campus culture that provides for sustainability to be integrated into operational, administrative and planning processes, and advanced through collaboration and coordinated decision-making across the university.*

**Goal 1.1: Integrate sustainability criteria into annual service and strategic plans for operational and service departments and review on a regular basis throughout the year.**



Each service unit within the Vice-President Finance and Operations (VPFO) portfolio now integrates sustainability criteria into the goals and actions within annual service plans. While this goal was completed, the resulting integration of sustainability initiatives across the portfolio was limited.

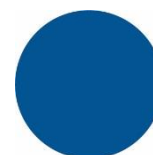
**Goal 1.2: Provide regular reports to the campus community on sustainability initiatives and Action Plan progress.**



The Carbon Neutral Action Report (CNAR) communicates the university's annual greenhouse gas emissions profile and progress toward new mitigation and reduction measures. The CNAR is a key reporting mechanism in tracking the university's progress towards addressing climate change.

The 2016 Progress Report on the *Sustainability Action Plan Campus Operations: 2014-2019* provided a thorough review of the progress made toward the Action Plan goals. This report represents the completion of this goal and the close out of the 2014-2019 Action Plan.

**Goal 1.3: Enhance responsible investment policies to reflect industry best practices.**



The University of Victoria Foundation Board has adopted investment industry best practices. These include:

- Establishing an investment belief that responsible investing—taking environmental, social and governance (ESG) factors into consideration—can have a positive effect on long-term financial performance and investment returns.
- Completing the United Nations-supported Principles for Responsible Investing (PRI) reporting.
- Reviewing the landscape of asset owner best practices in implementing responsible investing.
- Reviewing the responsible investment practices of its investment managers and their commitments to ESG.
- Requiring the Foundation's external investment managers to report proxy-voting activities and to report quarterly on ESG integration.
- Updating the Foundation's annual responsible investing report including:
  - Key ESG disclosures made from each external investment manager.
  - Providing portfolio holdings annually on the University Secretary's website.
  - Providing responsible investing transparency reports annually on the university's website.

The Board continues to review its responsible investment practices annually and in 2019 is exploring other opportunities with respect to ESG.

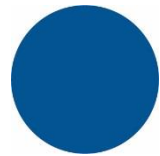
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## 2.0 ENGAGEMENT

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**Mission:** *To provide opportunities for students, staff, faculty and community members to learn, share knowledge and collaborate through coordinated programs of engagement, events, training, education and celebration.*

### **Goal 2.1: Develop and implement programs and activities that assist the campus community in contributing to the achievement of sustainability goals.**



In February 2016, the Campus Sustainability Fund (\$100,000) was created to empower university community members to develop stakeholder-driven projects that further the goals of the Action Plan and advance leadership in sustainability, whether providing a direct financial payback or not.

The fund provides one-time funding allocations to projects that focus on energy or water savings, sustainability awareness or learning opportunities. To date, 24 projects have received funding of approximately \$72,000.

In the fall of 2018, Facilities Management funded an invasive species management program with the Greater Victoria Green Team (see Goal 3.5.2). During the 2018/2019 academic year, the Greater Victoria Green Team hosted seven invasive species removal events and engaged with 265 volunteers, of which 54% were UVic students.

The biannual Love-a-Mug week, a waste reduction campaign targeting the reduction of paper cup use on campus, engaged with 867 students and achieved the targeted 5% reduction in paper cup sales.

### **Goal 2.2: Work with campus partners to increase the awareness of local and global sustainability issues within the campus population and the surrounding community.**



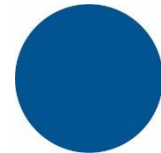
The OCPS continues to work in partnership with Communications + Marketing and other departments to raise awareness of sustainability issues across campus. The following projects have been completed:

- A communications plan was developed in 2015 to inform students, staff, faculty and the general public of sustainability news and information using social media and the OCPS website.
- A *Sustainability in Action at UVic* video was developed in 2016. The video profiled various campus partners through engaging web content.
- A waste reduction video series was developed in 2017 to educate the campus community about appropriately sorting recyclable material at waste diversion stations.
- Coordination of social media messaging through the UVic enterprise Hootsuite and Instagram stories, which typically reach 2,500 people and approximately 150-200 link clicks per campaign. This collaboration has extended the office's reach from hundreds/post to more than 1000/post.
- Continuous updating of the OCPS website including an upgrade to the current web template and content prioritization.

Since 2014, the OCPS has worked with the Division of Student Affairs to further integrate sustainability into new student orientation. The OCPS has contributed several sustainability-themed events for New Student Orientation Week, an event that engages hundreds of students. Events include:

- The President's BBQ waste reduction program. The event attracts nearly 3,000 students and achieves a waste diversion rate of approximately 90%.
- The Project Serve Day ivy pull in conjunction with the Greater Victoria Green Team.
- The Residence Move-in day volunteer waste reduction team engages with 500 new students and parents.
- Travel Choices and other sustainability promotions during numerous events, which engaged almost 3,000 students, staff and faculty between September 2018 and July 2019.
- The office has also continued to work with various other partners including but not limited to:
  - UVic Human Resources to highlight campus sustainability efforts for new employees at orientation sessions.
  - Engineers Without Borders to develop and communicate the Fair Trade Campus Designation. The Fair Trade Campus Week engaged with 500 staff, faculty and students over a series of events to educate and inform the campus community of Fair Trade products.
  - The Community Cabbage, the Campus Community Garden and other student groups, to promote sustainable food and food security on campus.
  - Food Services to promote the 2019 Break Up With Your Paper Cup day. The group engaged with over 300 students, staff and faculty. In addition, the event was featured in Oak Bay News, extending the reach of the event to the neighbouring community.

### **Goal 2.3: Create new programming for the Sustainability Action Team program with offices, labs and residences.**



**Student Residence Green Team:** Launched in 2015, the Res Green Team provides support for students living in UVic residence by engaging and connecting students across campus in a variety of sustainability-related volunteer activities.

**Green Labs program:** Launched in early 2014, the Green Labs program encourages lab users to shut the fume hood sashes, and toggle the hoods to “setback” mode when they leave for the day to reduce the demand on building ventilation and heating systems.

**Staff Sustainability Network:** The Network brings together more than 40 staff leaders who are passionate about sustainability from over 20 different departments on campus. The Network's campaigns have included:

- 21 Days to Green Your Routine challenge during the summer of 2016.
- Shake and Fold paper towel initiative.
- Lights-off power saving initiative.
- 2019 Residence Dump-and-Run and Move-in Thrift Store, which diverted an estimated two tonnes of material from the landfill.

## Goal 2.4: Engage the local community in the university's sustainability initiatives and develop programs to work collaboratively on issues of mutual interest and benefit.



The university contributes to a number of sustainability-related community engagement events including:

- Bike-to-Work Week, to which the university provides a minimum sponsorship of \$8,000 each year to support events on campus and in the community to mobilize new participants in commuter cycling and those already commuting by bicycle.
- The Capital Regional District's (CRD) 2016 Ready, Set, Solve! program, which connects interdisciplinary teams of students from post-secondary institutions with local government, non-profit organizations and institutions to address climate-related challenges and provide real solutions for the region.
- The university also hosts Ideafest, the annual week-long festival of research, art and innovation, at which 50 sustainability-related events have been held since 2014, engaging thousands of community members.
- The OCPS participates in the Community Association Liaison Committee, which engages community members on campus planning projects such as the Campus Cycling Plan and the student housing and dining project. The Committee is also engaged on operational programs and practices to advance sustainability on campus.
- The OCPS staff participate as committee members on the Saanich Active Transportation Advisory Committee, which advises Council and recommends policies on cycling and pedestrian mobility, and road, sidewalk and trail designs.

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## 3.0 OPERATIONS, FACILITIES AND SERVICES

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### 3.1 Buildings

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**Mission:** To construct, renovate, maintain and operate campus buildings to green building standards and practices.

#### Goal 3.1.1: Ensure all new buildings and major renovation projects achieve the standard of LEED Gold or equivalent certification.



All new academic and administrative buildings constructed since 2007 have been designed to the LEED Gold building standard. Since 2014 the following LEED Gold designed (or certified) buildings have been constructed on campus:

- Centre for Athletics, Recreation and Special Abilities (Certified - 2014).
- Facilities Management Service Building (Certified - 2018).
- District Energy Plant (Certification in Progress - 2019).

The new student housing and dining project will commence construction in 2020, and both buildings are targeting LEED V4.1 Gold and Passive House Certification. This project will be one of the largest Passive House projects in North America and demonstrates global leadership in sustainability.

While the above outlines success in the delivery of new buildings, major renovations have proved more challenging. The Action Plan defines a “major renovation” as a renovation that exceeds 75% of the original building cost. This was tested during the Continuing Studies Building renovation and addition. The initial cost of the building in 2004 was \$13.8 million, and the renovation cost of the 2016 addition was \$13.25 million. Although the construction of the addition utilized green building techniques and materials, the project was not LEED certified because of technical and budgetary challenges in redesigning and retrofitting the existing building’s envelope, mechanical and ventilation systems. Addressing the sustainability and energy performance of existing buildings is recognized as a significant challenge. Future goals will need to more effectively address this challenge to align the university’s operational goals with new provincial emissions reduction legislation.

Other major building renovation/addition projects in the design phase are the Fraser Building expansion and an addition to the Engineering Computer Science Building.

**Goal 3.1.2: Utilize sustainable green building practices for all renovation and building construction projects that are below the threshold for mandatory LEED Gold or equivalent certification.**



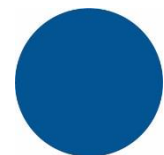
In 2015, Facilities Management renewed its Facilities and Infrastructure Technical Standards (FITS). FITS provides the design and construction guidelines for all UVic construction projects. This is a living document that enables updates and feedback from Facilities staff, UVic partners, consultants, contractors and suppliers.

Moving forward, greater focus and clarity is needed in GHG emissions reductions and developing priorities for energy efficiency improvements in renovations to existing buildings. To this end, Facilities Management has developed a:

- Civil Engineering expansion sustainability approach document; and,
- Capital Projects sustainability approach document.

These documents demonstrate further progress toward the goal above; however additional efforts are needed to develop policies and guiding principles for energy efficiency and green building practices in renovation and construction projects that do not meet the LEED threshold.

**Goal 3.1.3: Utilize sustainable operational and building maintenance practices in all campus buildings and facilities.**



The Customer Service and Program Integration unit within the Facilities Management department formalized its commitment to green cleaning through the preparation of a Green Cleaning Policy. The policy was developed based on the Green Seal CS-42 Environmental Standard for Cleaning Services and the LEED Canada for Existing Buildings: Operations and Maintenance Rating System 2009. The policy includes:

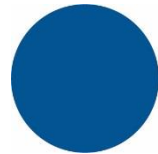
- Purchasing of sustainable cleaning equipment and products.
- Applying Standard Operating Procedures for cleaning techniques, routines and frequencies.
- Consideration for building occupants with sensitivities.
- Promotion and improvement of hand hygiene.
- Protocols for the storage, safe handling and spill response for cleaning chemicals.
- Staff training for the proper disposal and recycling of cleaning chemicals, and packaging.
- Process for program evaluation and improvement.

The Maintenance and Operation unit in the Facilities Management department maintains and improves the efficiency of building systems. These systems include the:

- Energy Management program, which provides data monitoring, analysis and continual re-commissioning of buildings.
- Modernization of campus lighting systems.
- Facilities shop that respond to thermal comfort requests.
- Grounds shop that manages the building landscapes according to Integrated Pest Management principles.
- Building water conservation program.

Building maintenance at UVic also includes the ongoing expansion of waste reduction and recycling services, and building air quality management through collaborations with other UVic units.

#### **Goal 3.1.4: Develop systems that provide for the reduction, measurement and reporting of construction and demolition waste.**



Construction waste is tracked for all LEED-certified building projects, which typically achieve a waste diversion rate greater than 90%.

Facilities and Infrastructure Technical Standards (FITS) were updated in 2018 to include a requirement for submitting waste tracking information for all construction projects over \$200,000. Project officers are now required to collect copies of weight bills for the disposal of construction waste, including approximations of recycled content provided by transfer stations. This information is used to better understand the types and amount of waste generated by these projects and to examine waste diversion opportunities in smaller contracts.

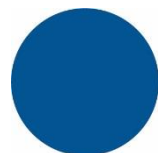
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## **3.2 Computing**

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**Mission:** *To deliver computing services and infrastructure that meets the teaching, research and administrative needs of the campus community, while advancing the sustainability goals of responsible procurement, energy management and waste reduction.*

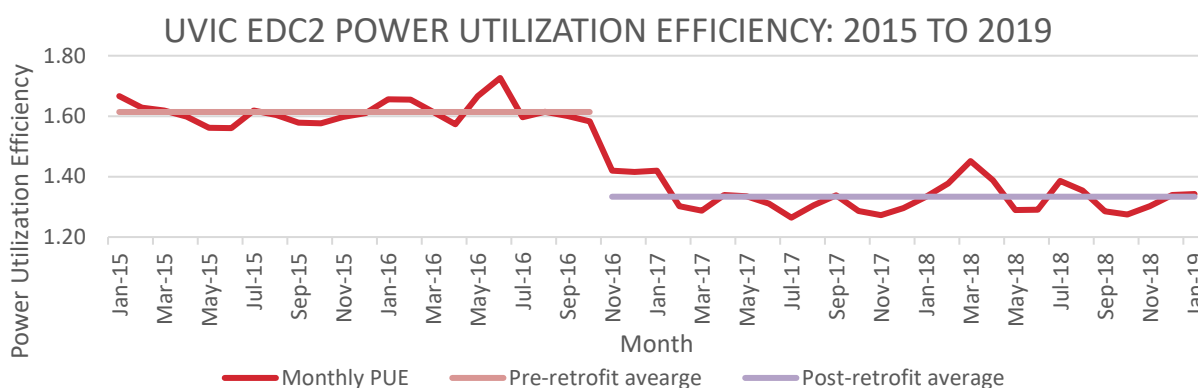
#### **Goal 3.2.1: Maximize the energy efficiency of information systems infrastructure across campus.**



Power Usage Effectiveness (PUE) is the industry standard for measuring data centre efficiency. PUE is calculated by dividing the total energy use of the Enterprise Data Centre (EDC2) facility (including lights, the battery backup and the energy used to control the climate in the facility) by the energy use of the servers and other computing devices used in the EDC2. As a result, PUE is a ratio that will not be less than one. For reference, the global average is approximately 1.67.

Figure 1 illustrates a decrease in PUE as a result of funding from the Canada Foundation for Innovation (CFI). This funding allowed the university to upgrade and expand research computing while increasing the EDC2 efficiency. The goal of the project was to achieve a PUE of between 1.2 and 1.4. The project upgrades resulted in a decreased PUE from approximately 1.60 to 1.33.

FIGURE 1: DATA CENTRE POWER UTILIZATION EFFICIENCY



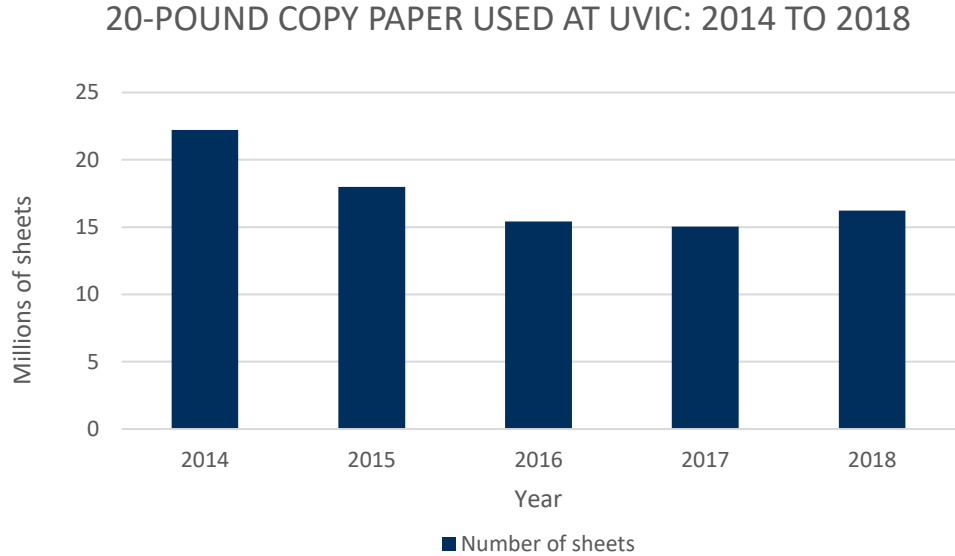
### Goal 3.2.2: Develop systems and procedures that help reduce paper use in computer labs, offices and administrative procedures across the university.



The majority of the paper used on campus is 20-pound copy paper. Since 2014 the university has decreased the use of 20-pound copy paper by 27%. Despite the increase in use from 2017 to 2018, the overall downward trend since 2011 is strongly indicative of paper use trends overall. No specific action was taken to reduce paper use during the tenure of the Action Plan. The decrease in paper use is likely a result of the increase in use of digital and web-based material.



FIGURE 2: 20-POUND PAPER USE



**Goal 3.2.3: Ensure that green manufacturing standards and energy saving criteria are applied to all computing services purchasing decisions (EPEAT Gold and Energy Star rated).**



The university purchases the majority of its computers from Microserve Inc. and Apple Inc. Between May and July 2019, 358 and 125 Microserve and Apple computers were purchased, respectively. Neither company provided sufficient data on EPEAT Gold certifications for these purchases.

Since EPEAT no longer provides a sufficient tracking metric, the establishment of a new system to evaluate the sustainability of purchased electronics is recommended.

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### 3.3 Dining services

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**Mission:** *To be an institutional model of sustainability, leading the way through innovative local purchasing initiatives and operational sustainable practices that minimize our carbon footprint and provide high quality, ethically sourced, nutritious and diverse food options that sustain the health and well-being of our community.*

**Goal 3.3.1: Benchmark and increase the number of local food producers and suppliers and maintain an active preference for Island-produced products.**



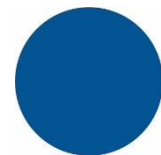
An inventory and benchmark of local producers was not created. Since 2014, Food Services has undergone substantial changes, including the opening of Mystic Market, operational changes and the upcoming transition to a modular dining facility in place of the Cadboro Commons dining facility. With

these operational changes, benchmarking and maintaining the active preference for Island local products was challenging.

In 2018 University Food Services, with support from the Campus Sustainability Fund, conducted a Good Food Challenge Audit, which rates food purchased on six pillars: community based, socially just, ecologically sound, humane, sustainable seafood, and food sovereignty. The audit of 2017 purchases found that 12% of Mystic Market's and only 6% of Cadboro Commons' products qualified under one of the pillars of the Good Food Challenge. North American post-secondary institutions typically rate less than 10%.

Moving forward, it is recommended that the university explore revised goals that incorporate standardized rating systems recognized by AASHE, such as the Meal Exchange's Good Food Calculator.

### Goal 3.3.2: Enhance waste reduction and diversion practices in campus food outlets.



UVic Food Services maintains an exemplary waste diversion rate. At 84%, the Food Services diversion rate translates into approximately 260 tonnes of waste diverted from landfills annually. These figures are largely the result of the Food Services operations taking responsibility for sorting the waste by removing waste bins from dining rooms and paying staff to sort the post-consumer waste.

Initiatives such as Love-A-Mug (promoting reusable cup use) and Break up With Your Paper Cup (eliminating the sale of to-go coffee cups for a four-hour period in BiblioCafé), and the elimination of plastic straw sales, are examples of programs that aim to reduce the amount of waste, compost and recycling produced by consumers.

Areas of focus for future waste reduction and diversion practices include to-go coffee cups, single-use plastics, consumer education, inventory tracking and to-go containers. It is recommended that this goal be carried forward in the next Action Plan.

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## 3.4 Energy

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**Mission:** *To maintain a campus that fosters an energy conservation culture that utilizes innovative technologies and promotes occupant engagement to continually improve building performance, as well as providing a comfortable learning and work environment.*

### Goal 3.4.1: Achieve a total institutional greenhouse gas emissions reduction of 30% by 2019, relative to 2010 as the baseline year.

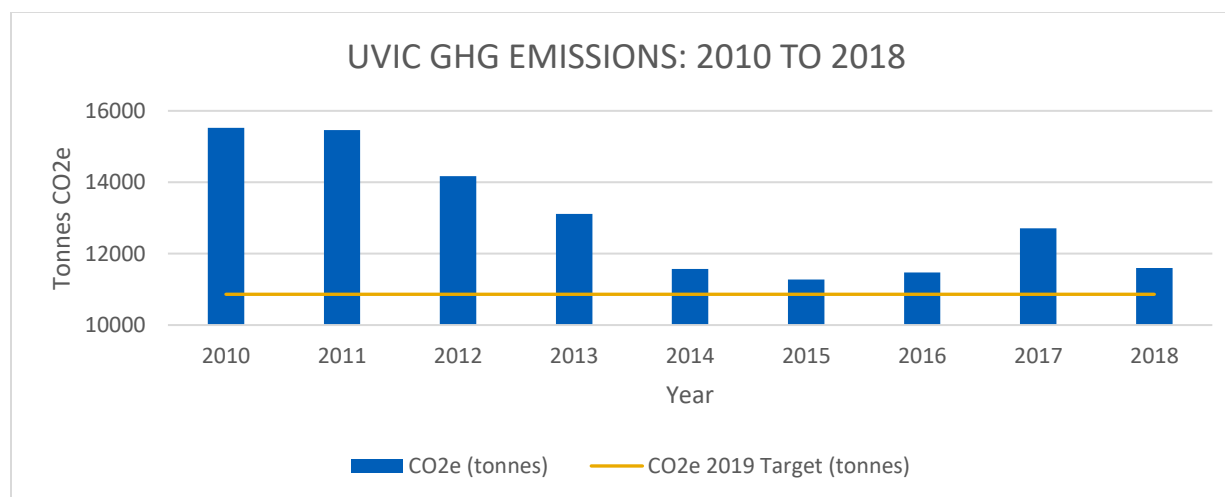


The university tracks emissions resulting from buildings, fleet vehicles and office paper. In 2018, the university's greenhouse gas (GHG) emissions had decreased by 25% below the 2010 baseline. Emissions are largely dependent on heating demand during the winter months. In 2017 and 2018, the university experienced higher emissions due to colder winter temperatures than in the previous three years. The university is not expected to meet the goal of 30% emissions reduction by 2019.

Moving forward, the university should continue to invest in energy efficiency studies and renovations to improve building performance. Moreover, new green building goals should explore high performance building envelopes, passive design strategies and the extent to which electrification of building systems is feasible.

Emissions reductions strategies, including the completion of the District Energy Plant and the continuation of campus wide building re-commissioning, will carry forward. Facilities Management will also be moving forward with developing an Energy Master Plan for the campus in 2020.

FIGURE 3: GHG EMISSIONS



**Goal 3.4.2: Reduce campus electricity consumption intensity by 8% by 2019, relative to 2010 as the baseline year.**

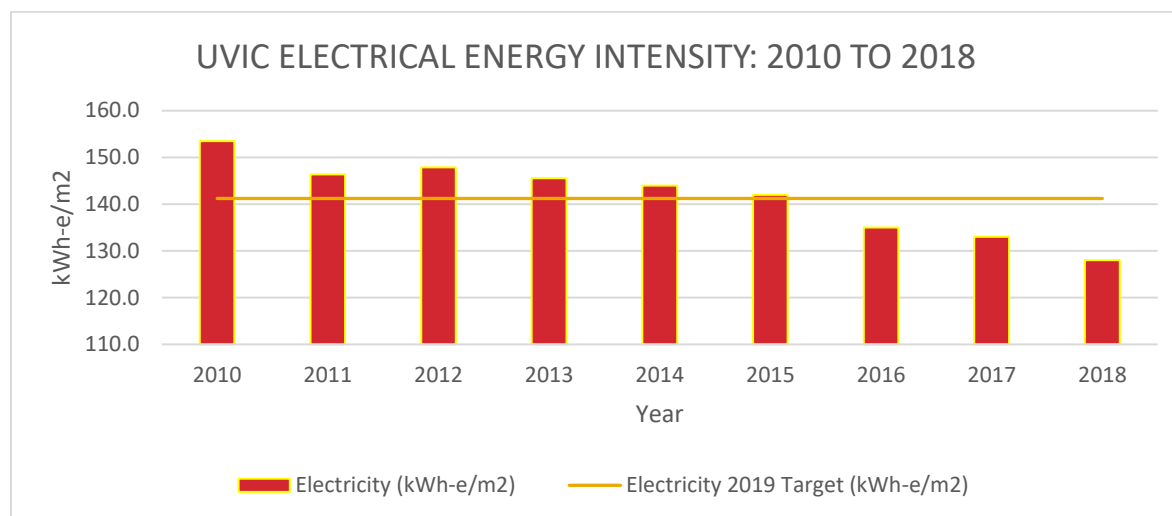


Electrical energy intensity is measured as the number of kilowatt hours consumed per year to power a square meter of campus. Figure 4 demonstrates the university's downward trend in hydro electric energy intensity.

The electricity consumption intensity reported in Figure 4 is not weather corrected, as only 12% of the university's building portfolio utilizes electricity for space heating. Seasonal weather variation, therefore, has a marginal effect on UVic's overall electricity consumption.

The Action Plan goal was achieved in 2015 when the campus electricity consumption intensity was reduced by 9%, relative to 2010. This downward trend continued with the university achieving a 13% reduction by 2018.

FIGURE 4: ELECTRICAL ENERGY INTENSITY

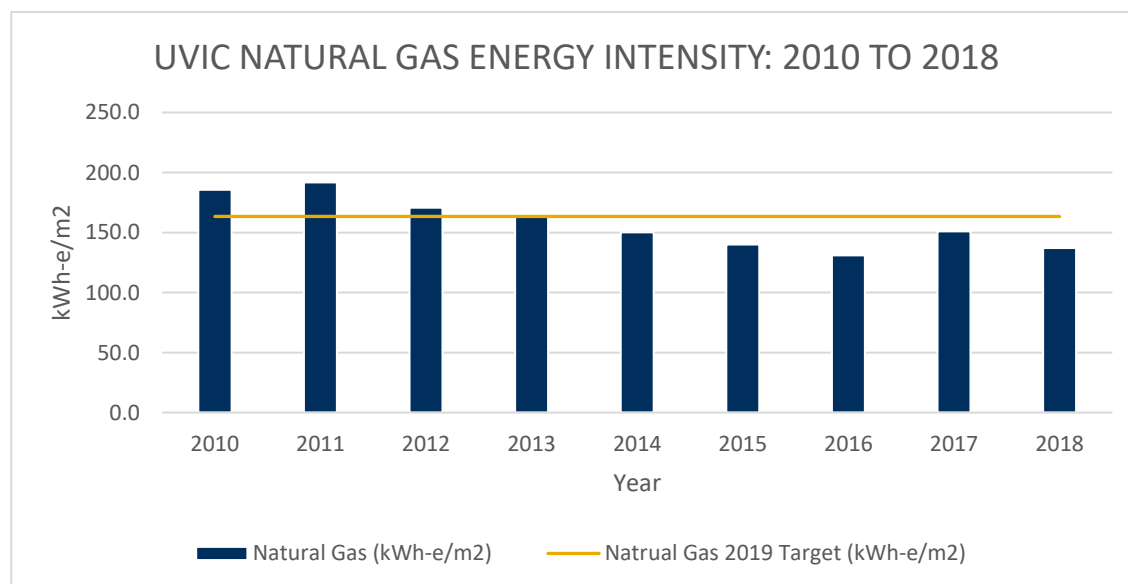


**Goal 3.4.3: Reduce campus natural gas consumption intensity by 12% by 2019, relative to 2010 as the baseline year.**



Natural gas consumption intensity is measured as the number of kilowatt hours consumed per year to power a square meter of building on campus. Figure 5 demonstrates the university's decreasing natural gas energy intensity since 2011. The data is not weather corrected, though the figures are affected by weather as natural gas is the main source of heating on campus. In 2014, the campus natural gas consumption intensity was reduced by 19%, relative to 2010. This downward trend continued up to 2018, when the natural gas intensity reached 22% below 2010 levels. With the completion of the new District Energy Plant in 2019, it is expected that natural gas consumption will continue to decrease as new more efficient gas boilers are brought online.

FIGURE 5: NATURAL GAS ENERGY INTENSITY



#### Goal 3.4.4: Implement renewable energy demonstration projects on campus that help reduce greenhouse gas emissions and overall energy use.



The Centre for Athletics, Recreation and Special Abilities (CASRA) opened in May 2015. The facility is LEED Gold certified and includes a geothermal heat exchange system. Geothermal heat exchange systems are considered as hybrid renewable energy by using the ground as a thermal battery, transferring heat from the building in the summer and extracting heat from the ground in the winter. This system has lowered the university's GHG emissions by reducing the fossil fuel heating demand of the facility.

Solar renewable energy installations were deemed a lower priority relative to other energy demand reduction projects, which result in a better return on investment. The pursuit of on-campus renewable energy installations will need to be re-examined through the next plan development cycle.

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### 3.5 Grounds

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**Mission:** *To create and maintain a campus landscape that minimizes environmental impacts, enhances biodiversity and maintains aesthetic values.*

#### Goal 3.5.1: Reduce the quantity and improve the water quality of stormwater on campus that enters the local drainage and stream networks.



The university continued to participate in the Bowker Creek Initiative and provide support for the *Bowker Creek Blueprint: a 100-year Action Plan*. Bowker Creek is the largest watershed on campus.

In 2017, Kerr Wood Leidel Consulting Engineers were retained to identify key watershed issues and provide recommendations for actions to prevent further degradation of Hobbs Creek, the second largest watershed on campus encompassing Mystic Vale, South Woods and the Cedar Hill Corner property. The report identified that improvements in the management of upstream stormwater flows from Oak Bay neighbourhoods are required prior to the university investing in further restoration efforts.

New buildings on campus continue to follow LEED requirements for stormwater volume control. CARSA, the Facilities Management Services Building and the District Energy Plant all include stormwater management features in their design.

Work has been initiated to update the 2004 Integrated Stormwater Management Plan, which is the main mechanism by which the university will affect stormwater quality and quantity across all UVic watersheds. However, the plan is not expected to be updated until 2021.

#### Goal 3.5.2: Protect and manage the ecological diversity of the natural areas on campus and enhance the use of native species in campus landscape management.



The Campus Plan was renewed in 2016 and identifies large areas of the campus as protected areas, as

well as expanded natural areas that form a green ring around the campus. New buildings on campus also continue to focus on the use of native species in their landscape design.

The Restoration of Natural Systems program has created the following documents, which focus on UVic's protected areas including Bowker Creek, Finnerty Gardens, South Woods, Cunningham Woods and Mystic Vale:

- Invasive Species Management Plan: identifies priority areas for action, including sensitive ecosystems on campus where eradication of invasive species is advisable, and management practices for other areas where invasive species will be managed.
- Sustaining Sensitive Ecosystems on Campus: individual management plans for the priority sensitive ecosystems on campus.

In the fall of 2018, Facilities Management funded an invasive species management pilot program. The program engaged the Greater Victoria Green Team, a non-profit organization that provides volunteer coordination and restoration guidance. In total, 681 volunteer hours were dedicated to restoring Mystic Vale, and 1850m<sup>2</sup> of area was cleared of 60m<sup>3</sup> of invasive plant species between September 2018 and May 2019. This program will be expanded and extended through to 2021. Restoration projects have been augmented by native plantings. Continued restoration of the campus will facilitate regrowth of native species from existing seed banks in the soil.

While this goal is considered complete, there are many more opportunities to enhance and restore natural areas on campus and it is recommended that this goal be carried forward to a renewed Action Plan.

### Goal 3.5.3: Develop a formalized Integrated Pest Management Plan as part of the overall grounds management system.



The university strictly controls the use of pesticides on its grounds and reports the use of chemicals as per the *BC Integrated Pest Management Act*. The university developed a draft Pest Management Plan in 2018. The draft plan is under review by a consultant and is expected to be finalized and implemented in 2020.

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## 3.6 Purchasing

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**Mission:** *To provide purchasing and supply management services to the campus community that achieve best value and apply triple bottom line principles to procurement initiatives, incorporating financial, social and environmental considerations to supply management decisions.*

### Goal 3.6.1: Review purchasing procedures and develop refinements that assist in furthering the incorporation and formal application of triple bottom line sustainability criteria in procurement decisions.



In 2017 the OCPS worked with UVic Purchasing Services to provide exploratory background research on sustainable procurement policies at other post-secondary institutions. This research was to assist

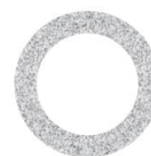
Purchasing Services in developing policies that incorporate triple bottom line considerations into public procurement competition, supplier selection and contract award processes.

A Supplier Code of Conduct was developed by Purchasing Services and is currently under review by the university Executive. It is targeted for implementation in early 2020.

Numerous other initiatives were also completed, including:

- University Food Services works to be a leader in procuring food products that are FairTrade, Organic and Oceanwise certified.
- The UVic Bookstore “UVic Gear” is made out of bamboo and/or organic cotton, and bookstore staff monitor suppliers to ensure clothing is sweatshop free.
- The UVic Interior Design Unit approved furniture suppliers that offer furniture made from renewable resources, such as wood certified by the Sustainable Forestry Initiative (SFI) or recycled materials.

### **Goal 3.6.2: Further develop reporting systems that include information on the source and environmental footprint of goods and services purchased by the university.**



Information regarding the environmental footprint of various products is available within the consumer market as many products such as paper, natural gas and fleet vehicles have industry-supported reporting mechanisms. The OCPS reports on some aspects of UVic’s environmental footprint through the annual Carbon Neutral Action Report (CNAR), which covers only the emissions produced by UVic buildings, paper and fleet vehicles.

However, the university obtains a broad range of products and services from a diverse range of vendors. As a result, obtaining information pertaining to the environmental footprint of these goods and services is very difficult. This goal will require re-examination in the next Action Plan.

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## **3.7 Transportation**

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**Mission:** *To offer sustainable travel options for every campus community member and visitors, and to act as a hub in a regional sustainable transportation network.*

### **Goal 3.7.1: Increase the use of transit, cycling, walking and carpooling to 70% of the transportation modal split by 2019.**



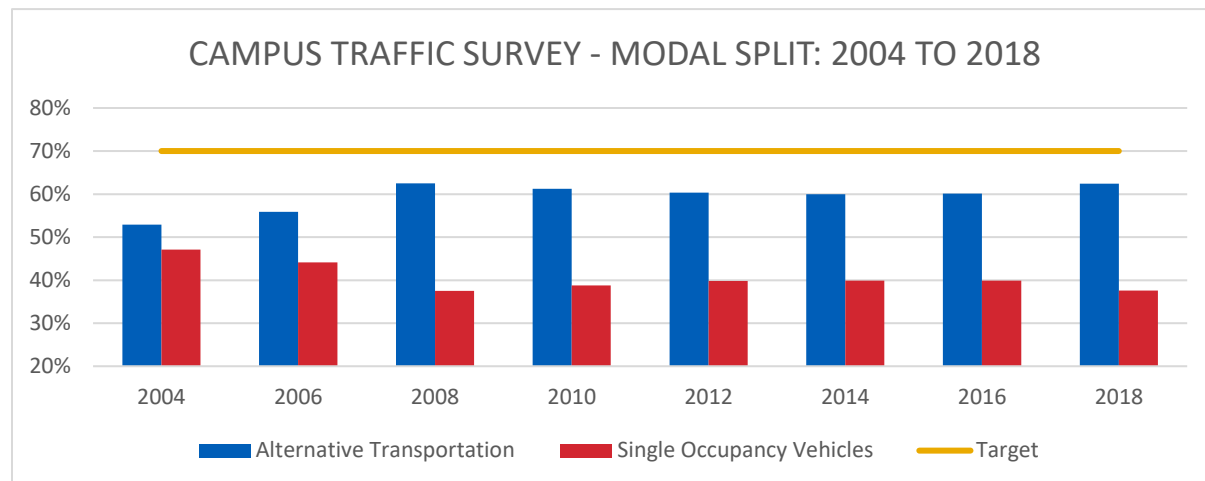
The transportation modal split of approximately 60:40 (non-auto drivers: single-occupancy auto drivers) stabilized between 2010 and 2016. Figure 6 provides a summary of the modal split for 2018 and a comparison to previous years’ survey results illustrates a 2% increase in sustainable travel modes in 2018. The increase in sustainable transportation was a result of an increase in pedestrian and cyclist travel.

In 2019 the OCPS completed the Campus Cycling Plan. The Plan proposes to develop an All Ages and Abilities (AAA) cycling network on campus, and numerous pedestrian pathway improvements. The university commenced the implementation of the plan in 2019.

In 2019, the university also developed a one-year bicycle sharing pilot program with U-Bicycle Canada.

The program provides 30 bicycles at six drop zones across campus.

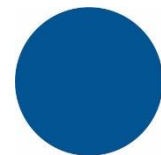
FIGURE 6: MODAL SPLIT



The Travel Choices program continues to provide:

- A subsidized Employee Bus Pass program with an average 750 employees participating each month.
- Over 4,000 bike parking spots available for use, among other cycling amenities.
- The SPOKES bike loan program with more than 600 bikes in circulation.
- The UVic Carshare program (in partnership with Modo) and access to Zipcar on campus.
- Promotional events such as Bike-to-Work Week, Lighten Up, and Don't Smash Your Pumpkin.

**Goal 3.7.2: Improve the sustainability of the campus fleet by reducing fuel consumption by 10% through staff training and gradual replacement of vehicles with the most fuel-efficient versions on the market.**



Between 2014 and 2019, campus fleet diesel consumption decreased by more than 28% and fleet gasoline consumption by almost 9%. Gradual replacement of fleet vehicles with more fuel-efficient vehicles is in progress, with Nissan Leaf electric vehicles acquired for tool and trade transport. UVic currently utilizes 10 Nissan Leafs and there are plans to further electrify our fleet.

It is important to note that these figures do not reflect academic fleet consumption, which has increased by 67% since 2014.

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## 3.8 Waste

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**Mission:** *To provide services and infrastructure that advance the university as a Zero Waste campus.*



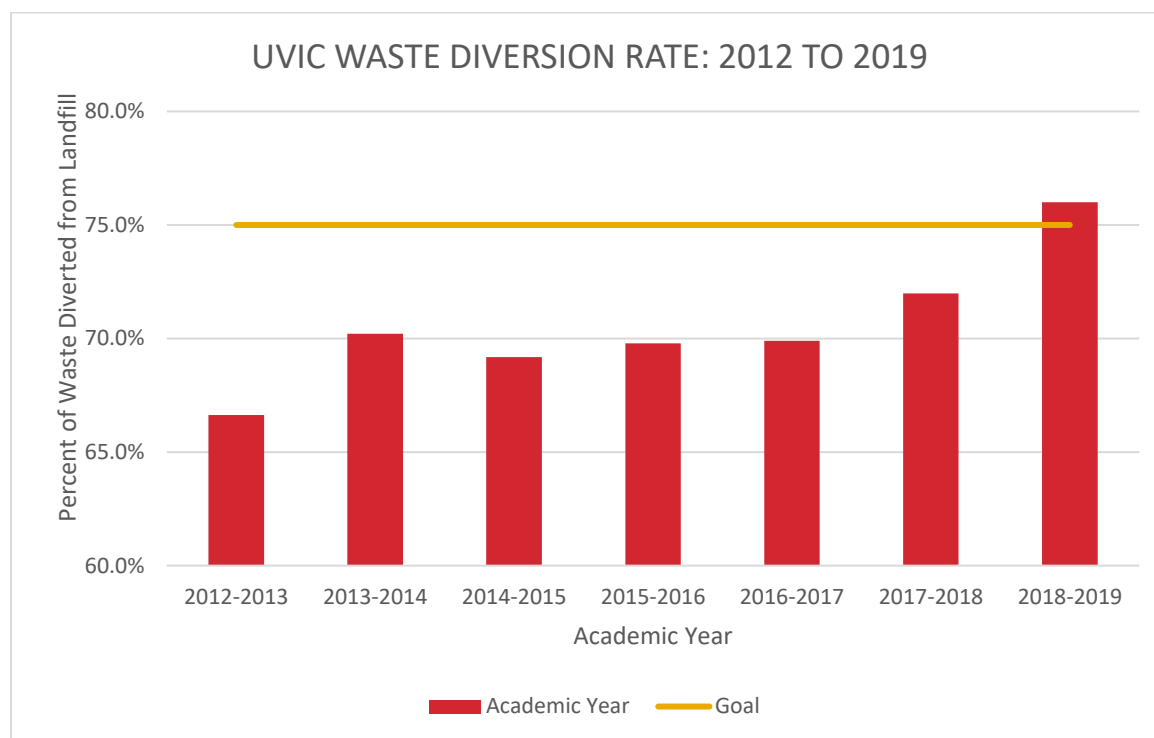
### Goal 3.8.1: Increase the waste diversion rate to 75% by 2019.



The Waste Reduction Unit was established in 2009 and has helped the university increase its waste diversion rate. Rates have continued to improve between 2016 and 2019, and the university has achieved a waste diversion rate of 76%.

In February 2016, more than 300 UVic standard three-bin stations were installed inside campus buildings, making recycling more accessible. The program was further improved in August 2017 when hundreds of compost bins were added to the three-bin recycling stations. In 2018/2019, 51% of all waste diverted from the landfill was composted. In August 2019, all outdoor waste bins were removed and replaced with eight Sort-It-Out stations, which include mixed container, compost and landfill waste bins. The diversion rate of 76% excludes the new Sort-It-Out containers.

FIGURE 7: WASTE DIVERSION RATE

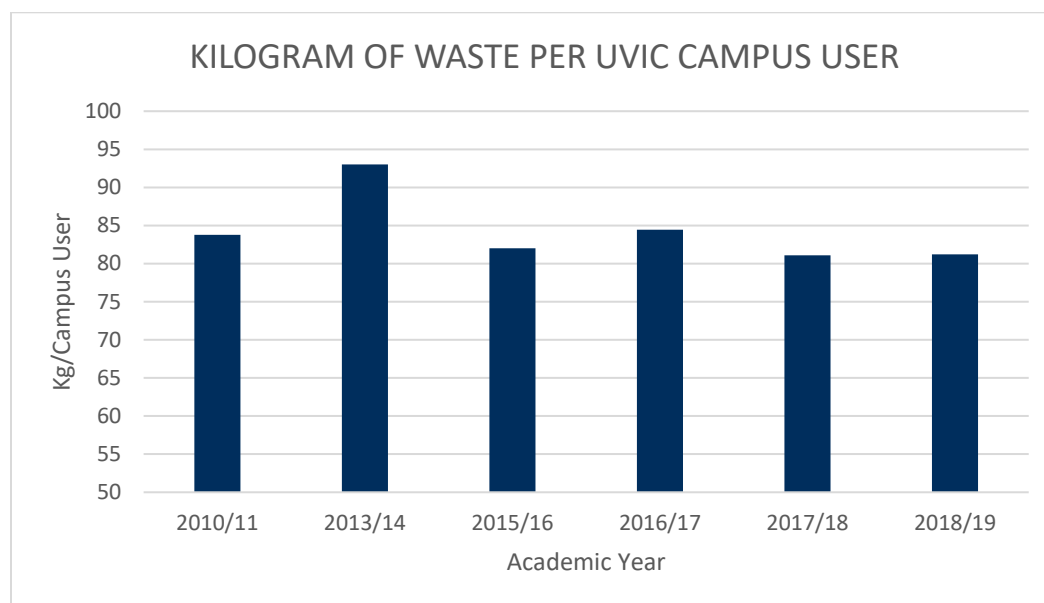


### Goal 3.8.2: Reduce the total amount of waste produced as measured in kilograms per campus user (students, staff and faculty) by 2019, relative to 2010 as the baseline year.



Figure 8 demonstrates that there has been a minimal change in the waste produced per campus user. The global recycling market has changed substantially since the National Sword Policy was implemented in China, limiting the import of solid waste and recyclables. This has resulted in increased costs for recycling and a decrease in the university's ability to recycle plastics and paper.

FIGURE 8: WASTE PER CAMPUS USER



**Goal 3.8.3: Provide for responsible hazardous waste management on campus and reduce where possible the use of hazardous materials.**



Occupational Health, Safety and Environment (OHSE) implemented a multi-phase hazardous waste optimization plan to review hazardous waste disposal practices across campus and identify opportunities for reduction and/or minimization. As a result, certain biological waste can now undergo Safe Sink Disposal following treatment. Lab users are also encouraged to reduce, where possible, the use of hazardous materials and replace or substitute with less toxic materials, where feasible.

A lab glassware recycling protocol is now in place, and lab users are encouraged to replace Ethidium Bromide (a known mutagen) with a safer alternative. An initiative to optimize the use of both the animate and inanimate biological waste disposal pails was also implemented. On an ongoing basis, labs are also encouraged to use only non-mercury thermometers.

### 3.9 Water

**Mission:** *To be an innovator in water use reduction, recovery, reuse and stewardship practices.*

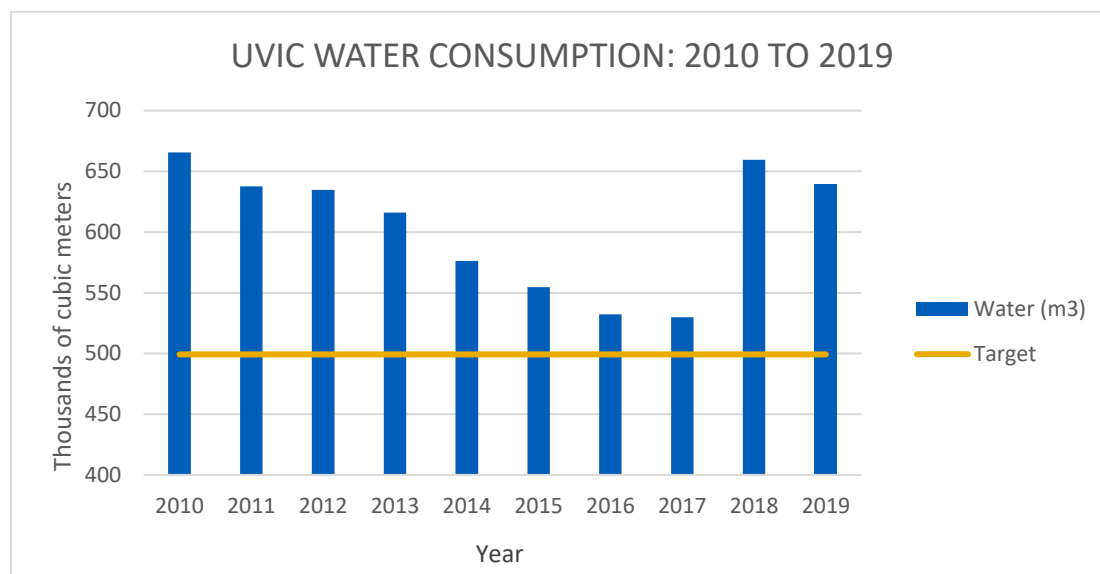
**Goal 3.9.1: Reduce campus water consumption by 25% by 2019, relative to 2010 as the baseline year.**



Figure 9 illustrates that the university's water consumption goal has not been achieved. As of 2017, the university had achieved a 20% reduction in water consumption. The university continues to install low-flow fixtures in buildings and has replaced many once-through cooling (OCT) units. The

increase in consumption in 2018 was, in part, a result of a significant water leak that was not detected for several months. This has since been repaired; however, water consumption remains higher than anticipated. Facilities Management continues to investigate the cause.

FIGURE 9: WATER CONSUMPTION



The UVic Outdoor Aquatics Unit, which formerly housed a large-scale research project under the control of Pfizer Canada Inc., continues to operate but at a decreased capacity.

Facilities Management has completed numerous projects to improve water efficiency, including:

- The replacement of the once-through-cooling units with air-cooled systems, and the completion of other water saving retrofits across campus.
- The installation of low-flow fixtures in university residences.
- The installation of low-flow toilets in the UVic Child Care Centres.

### Goal 3.9.2: Retrofit 25 water fountains in campus buildings for easy refilling of personal water bottles.



The OCPS worked with Vikes to develop a funding request for several new fountain improvements; however, matching funding was not found. Outdoor spaces in the summer continue to be serviced by the mobile water filling station (Waterfillz), and demand for the Waterfillz remains high. This goal did not move forward due to other funding priorities across campus but will be pursued in the future.

## CONCLUSION

Of the plan's 32 goals, 18 goals have been achieved, nine are in progress, two require re-examination, and three goals have not been achieved. The initiatives and actions undertaken since 2014 represent significant progress in achieving the goals outlined in the *Sustainability Action Plan: Campus Operations 2014–2019*, and progress in all relevant areas of the university operations.

The university has made significant progress in several areas. Addressing climate change through natural gas and emissions reductions projects remains a key objective. The university has reduced greenhouse gas (GHG) emissions by 25% below the 2010 baseline. Natural gas consumption intensity on campus has also decreased by 22% below 2010 levels. This goal was reached through operational improvements and investment in new technology, such as the installation of a geothermal heat exchange system in the Centre for Athletics, Recreation and Special Abilities (CARSA), which opened in 2015.

The university has also increased awareness and engagement on sustainability across campus. For example, the Campus Sustainability Fund empowers members of the university community to create stakeholder-driven projects that further the Sustainability Action Plan and advance leadership in sustainability. The fund contributed to 23 projects, including a waste reduction video series pertaining to recycling sorting stations. This form of engagement contributed to achieving a waste diversion rate of 76%. These are just a few examples of how the university has made headway across all areas of the Action Plan.

UVic is committed to renewing the Sustainability Action Plan by 2021 and in doing so, extending our commitment to campus development and operations to meet the highest standards of sustainability. The renewal process will take an estimated eighteen months. In the intervening months, a 2020-2021 Sustainability Action Plan will guide the University of Victoria on its path of sustainability.




University  
of Victoria

## SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

January 13, 2020

**To:** Operations and Facilities Committee

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

**cc:** President and Vice-Chancellor

**Meeting Date:** January 28, 2020

**Subject:** Rescinding Policy GV0700 – Procedures for the Appointment of Chairs of Departments or Divisions

**Basis for Jurisdiction:** University Act, s 40(c)  
BC Labour Relations Act  
Strategic Framework, 1.1, 1.3


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### Strategic Relevance:

Through collective bargaining, UVic and the University of Victoria Faculty Association (“the parties”) negotiated changes to the procedure for the appointment of chairs of departments or divisions (Policy GV0700). This policy was last revised in 1978 and overdue for review.

Chairs of Departments or Divisions are members of the Faculty Association and it has the right and obligation to negotiate terms and conditions of employment of its members under the authority of the BC Labour Relations Act.

The parties agreed to incorporate relevant content from policy GV0700 into the new Collective Agreement, which was ratified on June 28, 2019. Since the remaining content is outdated and redundant, the Board is asked to approve the rescinding of the policy. Senate approved the rescinding at their Nov. 1, 2019 meeting.



**Previous Consultation:**

Starting in 2016, the AVP Faculty Relations and Academic Administration consulted with a number of stakeholders, including the Provost, Deans, Chairs and Directors and the Faculty Association on needed changes to GV0700. Gaps and issues were identified by the Faculty Relations office based on questions received. With this information in mind, the attached document was negotiated as part of the collective bargaining by the parties, subject to ratification. In advance of ratification, faculty were made aware of the proposed changes through the Faculty Association. Prior to requesting the rescinding of this policy, relevant content from the policy was incorporated into the new Collective Agreement.

Senate approved the rescinding of this policy at their Nov. 1, 2019 meeting.

**Recommendation:**

*That the Board approve the rescinding of Policy GV0700 – Procedures for the Appointment of Chairs of Departments or Divisions, effective immediately.*

**Planned Further Action:**

None.

**Attachments:**

- A. Policy GV0700 – Procedures for the Appointment of Chairs of Departments or Divisions
- B. Chairs and Directors Article (unofficial), Collective Agreement for Faculty and Librarians

**PROCEDURES FOR THE  
APPOINTMENT OF CHAIRS OF  
DEPARTMENTS OR DIVISIONS**

**University Policy No.:** GV0700

**Classification:** Governance

**Approving Authority:** Board of Governors

**Effective Date:** June/76

**Supersedes:**

**Last Editorial Change:**

**Mandated Review:**

**1. COMPOSITION OF THE SEARCH COMMITTEE**

- 1.1 In a Department or Division which has ten or more graduate students enrolled in its graduate programme, the Search Committee shall be composed as follows:

FOUR faculty members elected from and by the Department or Division;

ONE graduate student enrolled in the graduate programme of the Department or Division elected by and from the graduate students enrolled in the graduate programme of the Department or Division;

ONE undergraduate student selected by the University of Victoria Students Society from among those students registered in the last two years of undergraduate programmes in the Department or Division;

TWO faculty members from other disciplines appointed by the Dean after consultation with the four faculty members elected by the Department or Division;

THE DEAN or Associate Dean of the Faculty as Chair.

The Department or Division may, with the agreement of the Dean, expand the composition of the Committee by the addition of representatives of other groups.

- 1.2 In a Department or Division which has fewer than ten graduate students enrolled in its graduate programme, the Search Committee shall be composed as follows:

THREE faculty members elected from and by the Department or Division concerned;

ONE undergraduate student selected by the University of Victoria Students Society from among those students registered in the last two years of undergraduate programmes in the Department or Division;

TWO faculty members from other disciplines appointed by the Dean after consultation with the three faculty members elected by the Department or Division.

THE DEAN or Associate Dean of the Faculty as Chair.

The Department or Division may, with the agreement of the Dean, expand the composition of the Committee by the addition of representatives of other groups.

## 2. PROCEDURES OF THE SEARCH COMMITTEE

- 2.1 The Committee shall acquaint itself with the nature of the position and establish the criteria on which the candidates shall be judged.
  - 2.2 The Committee shall recommend to the Dean on whether or not the Committee should first seek internal candidates and shall inform the Department or Division of the Dean's decision.
  - 2.3 The Committee shall invite members of the Department or Division to suggest possible candidates and, if it should be decided by the Dean to consider external candidates, the Committee will advertise the position.
  - 2.4 The Committee shall not give any substantive consideration to the suitability of any person for the position unless the Committee shall have received clear evidence that the person has agreed to be considered as a candidate by the Committee.
  - 2.5 The Committee shall gather relevant information about the candidates and shall select and interview the stronger candidates, and arrange for these candidates to meet with members of the Department or Division.
  - 2.6 The Committee shall determine by secret ballot the acceptability of its choice to the regular faculty members of the Department or Division. The minimum number of votes that must be cast in favour of a candidate to be deemed acceptable to the Department or Division shall be suggested by the Committee and shall be approved by the Department or Division prior to the consideration of any candidates by the Committee. Before the ballot the Committee shall make available a copy of the candidate's curriculum vitae to the faculty members of the Department or Division.
  - 2.7 If the Committee's final choice is voted acceptable to the Department, the candidate will be recommended to the President. If the Committee's final choice is not voted acceptable to the Department or Division, then that candidate will not be recommended to the President.
-



Note to Users: This excerpt from the Collective Agreement for Faculty and Librarians is in unofficial form and remains subject to editing. It is provided for the consideration of Senate Members and is not to be distributed further or used for any other purpose.

## Part 12: Chairs and Directors

### 54. Chairs and Directors

54.1 This Article applies to Chairs of Departments (Directors of Schools), including Acting Chairs within departmentalized Faculties.

#### **Composition of the Chair Search Committee**

54.2 At least six months in advance of a Chair position becoming vacant or immediately when a Chair term ends unexpectedly, the Dean will constitute a Chair Search Committee from within the Department in accordance with the departmental policy identifying the composition of the Chair Search Committee. The policy shall be completed within six months of the ratification of this Agreement and approved by the Dean.

54.2.1 The Committee will include at least three Faculty Members and one staff member from the Department;

54.2.1.1 The Committee may include one additional Member from another Department;  
and

54.2.1.2 the Committee may include such additional members, including student, staff or community members, that the Department deems necessary, attending particularly to equity and disciplinary diversity of the committee.

54.2.1.3 The Dean or an Associate Dean of the Faculty shall be the Committee Chair.

54.2.1.4 Committee members must immediately declare to the Committee Chair any Conflict of Interest or potential for bias or apprehension of bias that arises, pursuant to Article 49 *Conflict of Interest and Reasonable Apprehension of Bias*.

#### **Role of the Committee**

54.3 The Committee shall comply with s. 32.2 h) and i) and s. 32.3 e), f) and g) in its selection of a Chair.

54.3.1 The Committee will describe the qualifications and job criteria of the Chair in detail, after consulting with members of the Department, including staff. The qualifications and criteria shall be consistent with this Article.

54.3.2 The Committee shall advise the Dean if they recommend an external search. Any external search is subject to approval of the Dean and the Vice-President Academic and Provost. In the event of an external search, the Committee shall develop the qualifications and criteria in 54.3.1 and post the advertisement in accordance with University practice.

54.3.3 As appropriate to the nature of the search, the Committee shall:

- a) determine its process in advance, including how short lists will be formulated, the elements of a site visit, and the methods of assessment and selection;
- b) communicate the process to the Department and keep them advised of progress;
- c) keep minutes of its decisions and actions;
- d) seek the names of candidates from within the Department;
- e) confirm the willingness of candidates to serve;
- f) solicit and receive applications;
- g) interview short-listed candidates;
- h) arrange for members of the Department to give feedback on short-listed candidates;
- i) determine the most suitable candidate based on the qualifications, criteria and ability to successfully undertake the duties described in this Article; and
- j) recommend the most suitable candidate to the Department.

54.4 All decisions of the Committee will be made by a simple majority vote which will be held by secret ballot. No abstentions, proxies or electronic votes (unless by in-person synchronous remote communication) are allowed on any vote of the Committee. Committee members must be present at the Committee's interviews of all the candidates to be entitled to participate in the Committee's vote to recommend a candidate. Quorum for any meeting resulting in a recommendation or decision will be 75% of those entitled to vote. The Committee Chair is non-voting but will cast the deciding vote in the case of a tie.

54.5 Where an external candidate is recommended by the Selection Committee, the Department appointment committee must be in support of the appointment and must recommend rank under the Department's process for hiring new faculty.

54.5.1 The candidate selected by the Chair Search Committee must be ratified by 60% of votes cast by eligible Members in the Department. All eligible Members must vote, except for those on approved leave. Votes not cast by those required to vote will be counted as in support of ratification.

54.5.1.1 The ratification process will be conducted by secret ballot following procedures in place within the Faculty in which the Department is located.

54.6 Where 60% of votes are counted as in support of ratification of the candidate, the candidate shall be recommended to the Dean and to the Vice-President Academic and Provost for approval. Where the recommendation is made, the recommendation report will include the Committee's reasons for recommendation, whether the ratification vote was in support of ratification of the candidate or not, and, in the case of an external candidate, the recommendation of the Department appointments committee.

### **Qualifications**

54.7 An internal candidate for the position of Chair must hold a Tenured faculty Research Stream appointment at the University and have an established record of scholarly achievement;

54.7.1 Notwithstanding 54.7, in exceptional circumstances, the Department may recommend a

Member who has a Tenured Teaching Stream appointment, to serve as Acting Chair, Associate Chair or as Chair for up to three years, provided that mechanisms are put in place to ensure proper administration of evaluative duties.

- 54.8 An external candidate for the position of Chair must be eligible to hold a Tenured faculty Research Stream appointment at the University and have an established record of scholarly achievement;
- 54.9 In a professional program, the Chair may be expected to hold the appropriate professional qualifications and be able to maintain the professional standing, regulatory approval and/or accreditation of the program; and
- 54.10 The Chair should have the ability to maintain the confidence and cooperation of the Department and to provide leadership in the pursuit of Teaching and Research excellence; to promote equity, diversity and inclusion; to uphold and foster collegial governance with the Department, the Dean's Office, and other administrative units of the University; to advocate for and support Members, staff and students in their work; and to effectively and efficiently manage the Department's administrative affairs, exercising good judgment in decision-making. The Chair should have high level interpersonal skills, good judgment, be consultative and collegial, and have a proven record of success as a leader.

#### **Duties of the Chair**

- 54.11 The Chair reports to the Dean of the Faculty.
- 54.12 The Chair may delegate some duties to committees established in the Department or to another Faculty Member with administrative responsibilities, but the Chair remains responsible for the delegated work.
- 54.13 The Chair has a special responsibility to exercise leadership in collegial governance within the Department. This includes the duty to:
  - a) foster practices of openness and transparency in Departmental governance;
  - b) uphold and promote employment equity policy and goals within the Department; and
  - c) address professional conflicts and Conflict of Interest in a timely fashion as they arise.
- 54.14 The Chair has primary responsibility to provide academic, operational and administrative leadership to the Department, in particular the encouragement of excellence in Teaching, Research and Scholarly Activity and Service within the Department. This includes the duty to:
  - a) advance the interests of the Department in accordance with the goals of the Faculty and the University including through service on committees, participation in formal and informal consultations and projects, liaison with a wide range of units, including both academic and administrative, providing advice to the Dean of the Faculty and to the Dean of the Faculty of Graduate Studies and supporting connections with external organizations appropriate to the discipline;
  - b) encourage and support Members within the Department in their pursuit of excellence in Teaching and Research, and foster a climate that celebrates accomplishments and promotes an equitable and collegial environment;
  - c) lead and implement academic and resource planning to increase and sustain quality in Teaching

and Research within the Department;

- d) lead the overall development and advancement of the academic program and manage its delivery, which includes developing staffing plans, managing the budget and financial operations of the Department, allocating academic resources within the Department and, when appropriate, working to develop the necessary resources from internal and external sources;
- e) exercise leadership in promoting and implementing employment equity, diversity and inclusion policy and goals within the Department including, but not limited to, enabling Members to engage fully in Academic Responsibilities and collegial process by addressing areas of marginalization and making best efforts to schedule classes and department meetings at times that are considerate of Members affected by standard childcare pickup/drop off times;
- f) oversee the proper discharge of administrative duties within the Department including, but not limited to, the advising of students, development of student programs, and compliance with University policies, applicable legislation and regulations, and health and safety standards;
- g) manage the appointment, professional development, performance and recognition of staff within the Department;
- h) provide supervision, advice, guidance and mentoring to Faculty Members, and academic and professional staff within the Department;
- i) conduct reviews of Faculty Member performance as required by this Agreement and provide guidance to Faculty Members in their efforts to attain standards required for Reappointment, Continuing Appointment, Promotion or Tenure;
- j) recommend to the Dean compensation increases and the granting of all forms of leave or other entitlements under this Agreement for Members in the Department;
- k) advise the Dean of compensation anomalies as they arise and recommend appropriate redress for such anomalies;
- l) participate, as a member of the University's leadership team, and an advocate and representative of their Unit, in developing and forwarding the strategic initiatives of the University;
- m) foster a culture of responsiveness to students which will include celebrating accomplishments, providing advice and guidance on issues that impact students' academic participation, investigating complaints, and hearing appeals;
- n) apply and fulfill the requirements of relevant collective agreements in an equitable manner, consulting appropriately in their interpretation and application, and participating fully in their implementation;
- o) apply the Standard for the Unit in a fair and equitable manner and oversee its review and amendment from time to time as required by this Agreement or as needed to enable the Department to meet its academic objectives and mandate;
- p) apply the standards, policies and procedures of the Faculty, the Faculty of Graduate Studies, and the University in a fair and consistent manner;

- q) participate in training, as required, to understand obligations under the law, University policy and relevant collective agreements, or to understand best practice in relation to matters pertaining to their role;
- r) consult, as appropriate, with Faculty Members, staff and students within the Department so as to formulate departmental policy and reach decisions that foster respect, civility and cooperation across the University community;
- s) act as chair of meetings of the Department;
- t) act as chair of the Appointment Reappointment, Promotion and Tenure (ARPT) Committee(s) of the Department, undertaking duties and ensuring its function in accordance with this Agreement and best practice and encouraging application of equity, diversity and inclusion principles;
- u) in consultation with the Dean, manage the space allocation within the Department;
- v) facilitate, at the direction of the Dean, and in consultation with the Dean of the Faculty of Graduate Studies, where appropriate, periodic internal and external reviews of the Department, including reviews of professional programs required for accreditation purposes;
- w) advise the Dean and the Dean of the Faculty of Graduate Studies on any other matters to further promote the objectives of the Department, the Faculty and the Faculty of Graduate Studies, and the University overall.

### **Term of Appointment and Reappointment**

54.15 The appointment of a Member as Chair or Associate Chair of a Department will normally be for a period of three or five years.

54.15.1 A Chair or Associate Chair may be re-appointed to additional terms to a maximum of ten consecutive years (excluding administrative leaves).

### **Review and Reappointment**

54.16 In advance of the end of the Chair's term, the Dean will solicit feedback from members of the Department on the needs of the Department with regard to the next Chair term.

54.16.1 The feedback will be anonymized and summarized and shared with the Chair and the Department.

54.17 The Chair will then declare formally whether or not they wish to stand for an additional term.

54.17.1 An incumbent Chair who notifies the Dean of their interest in standing for an additional term may do so without a Chair Search Committee being constituted.

54.18 Where the current incumbent has indicated interest in an additional term, the Dean will also solicit feedback on the performance of the Chair.

54.18.1 The feedback will be anonymized and summarized and shared with the Chair and the Department.

54.19 The incumbent Chair shall complete and provide a self-assessment to the Dean and shall make a public presentation, paying particular attention to responding to the feedback received in s. 54.16.1 and s. 54.18.1.

54.20 An incumbent Chair standing for reappointment must be ratified and recommended in accordance with s.54.5.1 and s. 54.6.

### **Termination of Chair Appointment**

54.19 The term of a Chair appointment may be ended by the expiry of the appointment without renewal, the resignation of the Chair, or by termination of the appointment as Chair in accordance with the following provisions.

54.20 Should the Dean have, or become aware of, concerns with the Chair's performance in the Chair role or a disciplinary matter that would impair the ability of the Chair to continue in their role, the Dean shall bring these concerns to the attention of the Chair, and give sufficient opportunity for the Chair to respond. If the Dean considers the response to be inadequate to facilitate the proper function of the Chair role, the Dean shall seek the feedback of the Department members on the performance of the Chair.

54.21 The Dean shall summarize the concerns, the Chair's response, the feedback of the Department members and the Dean's recommendation in a report, which shall be sent to the Vice-President Academic and Provost, with a copy to the Chair. The Chair may request a meeting with the Vice-President Academic and Provost within 5 Working days of receiving the report for the purpose of making submissions. If the Vice-President Academic and Provost, upon review of the report and consideration of any submissions of the Chair, recommends termination of the Chair appointment, the Vice-President Academic and Provost shall make a recommendation to the President. The Vice-President Academic and Provost may also advise the Dean regarding conditions under which the Chair appointment can continue. A copy of the recommendation or advice shall be provided to the Chair and to the Dean.

54.22 The President shall determine whether or not to accept the recommendation of the Vice-President Academic and Provost to terminate the Chair appointment. The decision shall be in writing, with reasons and shall be provided to the Chair, the Dean and to the Vice-President Academic and Provost.

54.23 Termination of an administrative appointment does not, in itself, terminate any underlying base faculty or Librarian appointment.

### **Associate Chair**

54.24 A Department may apply to the Dean for approval for an Associate Chair position by outlining the need for the position, the responsibilities of the position, the proposed terms and duration of the appointment and the funding arrangements for any proposed stipend or course release.

54.24.1 Where the approved appointment is for more than six months, an Associate Chair will be appointed following the procedures for appointment of a Chair in this Article.

54.24.2 Sections 54.19 to 54.23 shall apply to an Associate Chair.

### **Stipend**

54.25 The annual stipend for a Chair shall be provided in accordance with University policy and may be supplemented with, or substituted with Teaching release and/or a Research allowance, upon

recommendation of the Dean and approval of the Vice-President Academic and Provost.

54.25.1 An Acting Chair is eligible for a stipend if they are serving six months or longer.

### **Evaluation of Chairs**

54.26 A Chair shall be given an Alternative Workload, under the provisions of Article 13 *Standards and Workload*, to reflect the proportion of Service required to undertake the duties of Chair, and to inform any evaluation of Academic Responsibilities.

54.27 In the performance evaluation process under Article 50 *Salary*, the Research and Teaching components of a Chair's Academic Responsibilities are evaluated by the Dean in relation to the Chair's peers in the Department. The Service component is evaluated in relation to the other Chairs and Directors in the Faculty.

### **Appointment of an Acting Chair**

54.28 A Chair, in consultation with the Dean, may designate a Faculty Member holding a Regular Academic Appointment in the Unit to act on their behalf when the Chair is away from campus and is unable to undertake the duties of Chair. Such a designation may only be for a period of no more than one month. In the event that the Chair will be away for longer than one month, but no more than six months, the Chair must consult with members of the Department and the Dean must approve the appointment. Where the Chair will be away for more than six months, but has not stepped down from the position, an Acting Chair will be appointed under s. 54.29 and will be granted an Alternative Workload arrangement.

54.29 If the appointment of an Acting Chair is to fill a vacant Chair position for more than six months, the Dean will consult with the members of the Department and will recommend a Tenured Faculty Member with qualifications as per s. 54.7 – s. 54.10. The recommended candidate must be ratified in accordance with s. 54.5.1 before the appointment is approved by the Dean and Vice-President Academic and Provost under s. 54.6.

54.30 If the appointment of an Acting Chair is to fill a vacant Chair position for more than eighteen months, the procedures will be the same as those used for the appointment of a Chair from internal candidates.




University  
of Victoria

**SUBMISSION TO THE UVIC BOARD OF GOVERNORS**

**FOR DECISION**

January 16, 2020

**To:** Board of Governors

**From:** Valerie Kuehne, Vice-President Academic and Provost 

**cc:** President and Vice-Chancellor

**Meeting Date:** January 28, 2020

**Subject:** Rescinding Policy HR6105 – Equity Policy for Female Faculty Members

**Basis for Jurisdiction:** University Act, s 40(c)  
Strategic Framework, Strategies 1.1, 1.2  
Policy on Human Rights, Equity and Fairness (GV0200)

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**Strategic Relevance:**

- Strategic Framework Strategy 1.1: Attract, support and develop a diverse community of talented faculty.
- Strategic Framework Strategy 1.2: Embed practices of equity, diversity, accessibility, inclusion and dialogue throughout the university community so that all members feel welcomed, valued and supported to achieve their highest potential.

**Previous Consultation:**

- Presentations to Deans' Council on planned changes to the Collective Agreement.
- Negotiation between UVic Administration and the Faculty Association on behalf of faculty within the bargaining unit.



**Recommendation:**

*THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve that Policy HR6105 – Equity Policy for Female Faculty Members be rescinded, effective immediately.*

**Background:**

Policy HR6105 – Equity Policy for Female Faculty Members was initially in place April 1990 and later updated in March 1991. It is overdue for review and the equity context at the university has changed significantly since that time. While the principles of equity in the policy continue to be important and valued, their expression in this policy has not been optimized to ensure the principles are translated into practice. Further, in 2005, the university approved a more comprehensive and modern equity commitment in Policy [GV0200](#) – Policy on Human Rights, Equity and Fairness.

During the recent Collective Agreement negotiations, the parties identified a shared interest in embedding equity practices in recruitment, promotion, tenure and performance evaluation processes. The ratified Collective Agreement 2019-2022 includes embedded equity practices in the following ways:

- Article 16 “Equity and Inclusion” is dedicated to the expression of commitments to and conditions for equity and inclusion at the university, which align with the rights and freedoms articulated in the BC Human Rights Code.
- Article 17 “Discrimination, Harassment and Sexualized Violence” includes commitments to a discrimination-free environment and outlines the policies that guide the university’s stance on issues of equity and processes and supports for resolution of concerns.
- In Article 32, evaluation committee structures are expected to be as inclusive as possible, in particular ensuring representation of qualified members from designated equity-seeking groups (of which women are one).
- Also in Article 32, committee members must receive training in employment equity practices and institutional expectations with respect to equity before commencing their work, must outline processes to ensure effective employment equity practices are used, and must have mechanisms to address concerns raised.
- Article 54 sets out the responsibilities of Chairs and Directors, which include exercising leadership in promoting and implementing equity, diversity and inclusion policy and goals; and chairing committees in accordance with best equity practice and principles.

With the creation of Policy GV0200 and the emphasis in applying equity practices in Collective Agreement processes, and given the training and resources now provided through the Office of Equity and Human Rights in relation to best practice and university expectations, Policy HR6105 is both outdated and redundant.

**Planned Further Action:** Upon approval of the motion, the Office of the University Secretary will remove the policy from the register.

**Attachment(s):** 2019-2022 Collective Agreement with Faculty and Librarians:

Excerpts referenced in Jan. 28, 2020 motion to rescind HR6105; and Equity Policy for Female Faculty Members (HR6105).



## **2019-2022 Collective Agreement with Faculty and Librarians:**

### **Excerpts referenced in Nov. 26, 2019 motion to rescind HR6105**

#### *16. Equity and Inclusion*

- 16.1 The University and the Association are committed to ensuring equal opportunities for Members and to ensuring that no systemic discrimination or unnecessary barriers (including discriminatory or hostile environments) to the full participation of Members exist or arise. Together, the Parties are also committed to the recruitment of a diverse workforce and to the identification and removal of discriminatory barriers in all processes related to the selection, hiring, promotion and training of Faculty Members and Librarians in equity seeking groups.
- 16.2 There will be no discrimination, interference, restriction or coercion exercised or practiced regarding any term or condition of employment, including but not limited to:
- 16.2.1 salary, rank, appointment, promotion, tenure, termination of employment, lay-off, study leave, other leaves or benefits, by reason of age (except as provided in section 16.3), race, colour, ancestry, place of origin, citizenship, political affiliation or belief, religion or spiritual belief, creed, marital status, family status, physical or mental ability (provided that such condition can be accommodated as required by law), language (except where the lack of language competence would impede the effective carrying out of duties), sex, sexual orientation, gender identity or expression, physical attributes, conviction of a criminal or summary conviction offence that is unrelated to the Member's employment, investigation by the Member's professional association into behaviour unrelated to the Member's employment, place of residence (provided that the place of residence does not impede the carrying out of any part of the Member's assigned duties), membership or participation in the Association, or any other prohibited ground of discrimination that is stipulated in the British Columbia Human Rights Code.
- 16.3 Notwithstanding the above, s. 16.2 does not apply to:
- a) any personnel benefits that have been mutually accepted by the Parties or which make actuarial distinctions on the basis of age; or
  - b) appointments or accommodations made under an employment equity program including, but not limited to, preferential or limited hires under the *BC Human Rights Code*; or
  - c) a refusal, limitation, specification or preference by the University based on a bona fide occupational requirement; or
  - d) a decision which, by law, must be made on the basis of a characteristic listed in s. 16.2.1.

#### *17. Discrimination, Harassment and Sexualized Violence*

- 17.1 The Association and the University recognize the right of Members to work in an environment free from discrimination and harassment, including sexualized violence. The Parties also recognize the obligation of each Member to not engage in conduct proscribed by the University's *Discrimination and Harassment Policy and Procedures* (GV0205) and *Sexualized Violence Prevention and Response Policy* (GV0245).
- 17.2 The University's *Discrimination and Harassment Policy and Procedures* (GV0205) and *Sexualized Violence Prevention and Response Policy* (GV0245) apply to and are accessible to all Members. Nothing in these policies bars Members from claiming their rights available at law.
- 17.3 All Members may access the support and advice or informal or formal complaint processes offered by the office of Equity and Human Rights.
- 17.3.1 The office of Equity and Human Rights will inform a Member that Association representation is available to assist them.

- 17.3.2 Where a Member chooses to submit a formal complaint under one of these policies, the office of Equity and Human Rights will notify the Association of the complaint in confidence.
- 17.3.3 Where a Member is a respondent to a complaint under these policies or under another collective agreement beyond the informal stage, the Association will be advised in confidence of the existence of a complaint affecting the respondent, and the respondent will be referred to the Association for representation throughout any proceedings.
- 17.3.4 Nothing precludes the Association's right to file a grievance based on any outcomes that result from the procedures outlined in this Article.

## **32. Appointments, Reappointments, Promotion and Tenure Committees**

- 32.2 A Unit's committees must be structured in accordance with the following rules:
  - h) At the outset of their work, committees must consider, lay out and record the means through which concerns related to equity will be addressed throughout the life of the committee; and
  - i) All committee members must have received training in effective employment equity practices, and current institutional expectations with respect to equity, prior to the commencement of the committee's work.
- 32.3 Every Department and non-departmentalized Faculty must develop and approve procedures for each committee of the Unit. The Unit may amend the procedures from time to time. The procedures (or any amendments to them) must be approved by the Dean and must contain provisions:
  - c) ensuring that committees are structured so as to be as inclusive as possible, in particular ensuring representation of qualified members from designated equity-seeking groups;
  - g) outlining processes to ensure effective employment equity practices.

## **54. Chairs and Directors**

- 54.13 The Chair has a special responsibility to exercise leadership in collegial governance within the Department. This includes the duty to:
  - b) uphold and promote employment equity policy and goals within the Department; and
- 54.14 The Chair has primary responsibility to provide academic, operational and administrative leadership to the Department, in particular the encouragement of excellence in Teaching, Research and Scholarly Activity and Service within the Department. This includes the duty to:
  - e) exercise leadership in promoting and implementing employment equity, diversity and inclusion policy and goals within the Department including, but not limited to, enabling Members to engage fully in Academic Responsibilities and collegial process by addressing areas of marginalization and making best efforts to schedule classes and department meetings at times that are considerate of Members affected by standard childcare pickup/drop off times;
  - t) act as chair of the Appointment Reappointment, Promotion and Tenure (ARPT) Committee(s) of the Department, undertaking duties and ensuring its function in accordance with this Agreement and best practice and encouraging application of equity, diversity and inclusion principles;



## **EQUITY POLICY FOR FEMALE FACULTY MEMBERS**

**University Policy No.:** HR6105

**Classification:** Human Resources

**Approving Authority:** Board of Governors

**Effective Date:** March/91

**Supersedes:** April/90

**Last Editorial Change:**

**Mandated Review:**

The University of Victoria supports the principle of equity in all areas of University life. In order to achieve equity, for female faculty, the University will take measures to:

1. Substantially increase the proportion of female faculty members at all ranks.

Women represent 17% of the regular faculty at UVic and at most other Canadian universities. Some departments in the Humanities and Fine Arts and a few professional schools employ most of the women; the remainder are scattered unevenly throughout other disciplines. Some departments have no women faculty members.

Many other universities are attempting to recruit women to remedy long-standing imbalances and comply with the federal government employee equity initiatives. Without new efforts, UVic may have difficulty recruiting and retaining female faculty members. Unless there is a substantial increase in the numbers of female faculty members at UVic, there is little likelihood that they will have a significant impact on the academic development and governance of the University.

2. Substantially increase the proportion of female faculty members in the governance of the University by:
  - 2.1 increasing the number of women on campus (see 1),
  - 2.2 encouraging women to stand for election to committees, Senate and the Board of Governors,
  - 2.3 encouraging women to stand for office,
  - 2.4 ensuring that selection committees actively seek competent women candidates.
3. Continue to ensure that salaries and benefits remain equitable between male and female faculty members.

A study completed at UVic indicated that male and female faculty members were paid similar amounts within ranks although women were congregated in the lower ranks and thus had lower salaries overall. Previous inequities in pension policies have been remedied and the introduction of a parental leave policy has greatly benefited some faculty members. It is important to continue to monitor this area to ensure that equity is maintained, particularly as the University develops new faculties and programs.

4. Recognize the validity of career patterns that differ from the norm.

Women may enter academic careers at an older age than men and may have career interruptions related to such things as family responsibilities. In the case of interruptions, women may require a period of time to re-enter the profession.

Such differences should be recognized in hiring and other personnel decisions.

5. Ensure that University policies encourage gender equity.

Some departments and faculties within the University such as Law, Fine Arts and Human and Social Development have adopted language and curriculum policies which promote equality between men and women. Some disciplines have adopted research policies which reflect gender equity. A university-wide effort in this regard is required.

6. Ensure that the University provides a safe and supportive environment for women.

Measures to promote a safe environment for women have been taken at UVic and must be routinely improved in view of periodic but persistent attacks on women. University campuses are frequently the location for such assaults because of the high concentration of women, the spacious arrangement of buildings and parking lots, and the irregular hours of study. The sexual harassment policy, which includes educative as well as remedial measures, has sent a strong message about the need for a safe and just environment for women and requires continued support. Other policies may be required and services such as day care must be expanded.

7. Recognize that feminist scholarship within disciplines is an important focus for scholarly work.

This new scholarship is creating important fields of study within many mainstream disciplines. It is contributing to the development of new disciplines (e.g. women's studies, environmental studies, native studies, preventive and alternative health care) and is forging interdisciplinary links. This should also be recognized in grant and travel applications.

Such recognition may require departments to seek external evaluation in assessing vitae.

8. Recognize that women may have to include a heavy service component in their work.

Those women available on campus are often called upon to serve on more than the expected number of committees and carry a heavier than normal graduate student supervisory load. This should be recognized.

9. Increase the opportunities for women to complete graduate studies.

Although the numbers of women in graduate schools are increasing, there are still many areas where women are seriously under-represented. It is difficult for many women to complete graduate studies without three special measures: extra financial help in view of women's wages; workplace day care and flexible program fulfilment requirements because of family responsibilities; and direct encouragement from role models, given the male domination of many fields. Unless more women complete graduate school, many departments will be unable to hire more women, in spite of employment equity policies and their good intentions.

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University  
of Victoria

**SUBMISSION TO THE UVIC BOARD OF GOVERNORS**

**January 17, 2020**

**FOR DECISION**

**To: FINANCE COMMITTEE**

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

A handwritten signature in dark ink, appearing to read "G. Smith", located to the right of the "From:" line.

**cc: President and Vice-Chancellor**

**Meeting Date: January 28, 2020**

**Subject: RESPONSIBLE INVESTMENT POLICY FM5215**

**Basis for Jurisdiction:** Committee's Terms of Reference  
Short-Term Investment Policy, FM5200  
Policy on Social Responsibility and UVic Investments, FM5215

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**Previous Consultation:**

Board of Governors, including: #BOG-Apr01/14-05; #BOG-May27/14-16; #BOG-Sept30/14-24; #BOG-Jan26/16-28; #BOG-Mar26/19; #BOG-May28/19-06, #BOG-Sep24/19-, #BOG-Nov26/19; #BOG-Jan17-20-01.

**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.*

**Recommendation:**

*THAT the Finance committee recommend to the Board of Governors that the Board of Governors approve the revised Responsible Investment Policy FM5215, to be effective immediately.*

**Context:**

The university has a long history of environmental stewardship and a commitment to sustainability. This commitment has been demonstrated through critical educational programming, impactful research and campus operational practices and policies that frequently result in UVic being a leader in the post-secondary sector. The university's Strategic Framework states that the university will *be a global leader in environmental, social and institutional sustainability* and that we will *review and renew our approach to sustainability in every domain*.

The climate crisis, caused by excessive emissions of anthropogenic greenhouse gases, is the key global issue of our time. The university's Responsible Investment Policy provides direction on the investment of short term funds such that, within our fiduciary duty, these funds can be utilized to help to address the climate crisis.

The attached renewed policy reflects progressive best practices, our institutional strategic framework and our commitment to addressing climate change by recommending changes that will:

- materially lower the carbon emissions of the portfolio;
- participate in engagement activities to encourage carbon emission reductions;
- allocate a portion of these funds to thematic impact investments including investments in energy companies that will be part of the required transition, and investments that support Indigenous economic development; and,
- encourage better disclosure of carbon emissions and climate related risks.

These changes are a robust response to the feedback received from faculty, students and other campus members/experts and will position the portfolio (through positive and negative screening) to contribute to reductions in carbon emissions required to keep the global temperature rise to 1.5°C, as outlined by the IPCC and the Paris climate agreement. The proposed policy approach to requests for divestment of fossil fuels is in line with those taken by University of Ottawa, Laval, SFU and McGill. This renewed policy will lead to divestment of fossil fuel companies and other high carbon emitters over time.



## Background:

The purpose of this document is to provide background and rationale for the Board to assist in its review of a substantially updated Responsible Investing Policy, replacing the previous Policy on Social Responsibility and UVic Investments. The attached draft policy reflects administration's recommended response consistent with the goals in our Strategic Framework and our fiduciary responsibilities. The development of this renewed policy has been informed by:

### 1. Researching the policies of other universities

A summary of how other institutions in Canada are divesting from fossil fuel investments, adopting responsible investing practices and adopting goals to reduce the carbon intensity of their portfolios can be found in Appendix 2. Of the 17 universities researched (U15, SFU and Concordia), two have committed to divest of coal and oil & gas producers, one has chosen to partially divest of fossil fuel companies, 12 have an Environmental Social and Governance (ESG)/Socially Responsible Investing (SRI) policy, two (and McGill pending) have a specific CO2 reduction target, and six are signatories of climate action initiatives.

### 2. Feedback from the public consultation process

In order to solicit a wide range of input and ideas for consideration in updating the Policy on Social Responsibility and UVic Investments and the Short Term Investment Policy, feedback was sought from the university community through the UVic Checklist (which is distributed to all faculty and staff) in September 2019. Emails were sent directly to on-campus and off-campus individuals with expertise and /or strong views on responsible investing. Information on the consultation opportunity was on the UVic Treasury website that outlined the process and areas of input. This outreach resulted in both in-person and email engagement with over 15 university stakeholders and stakeholder groups, including, but not limited to, faculty from the departments of Public Administration, Business, Engineering, Environmental Studies and Computer Science, and students from the University of Victoria Student Society (UVSS), the Applied Investment Management Course (AIMC) and the Applied Portfolio Management Program (APMP). Inclusion in UVic Checklist and the Treasury website resulted in very little feedback or identification of additional interested individuals. Consultation with the UVSS was more comprehensive, including six meetings between administration and representatives from the UVSS over the summer and fall which included:

- outlining the governance structures of UVic and the UVic Foundation and the process to engage;
- outlining alternative investment practices (i.e., responsible investing, screening, thematic impact investing) and considering how other post-secondary institutions are implementing these practices; and,
- consulting with the UVSS with respect to updating the University of Victoria policy on Socially Responsible Investing.

Separate from the above consultation process, the University of Victoria Faculty Association (FA) conducted a vote in December 2019 on whether the FA should support fossil fuel divestment. The notice of motion put to the members was: *THAT the Association support the campaign for UVic to divest from fossil fuels*. Out of the 593 (68.6% of eligible participants) participants who voted,

77.1% voted in support of the motion. Similarly the UVSS undertook a vote in 2015 which asked *Do you support the UVSS lobbying the University of Victoria Foundation to withdraw (or 'divest') its direct investments in fossil fuel companies and re-invest the proceeds in the most financially and socially responsible alternative investments?* Of the ~3,100 (18% of eligible voters) students who voted, 77% voted in favour. Both the students (Divest/UVSS) and the FA have provided submissions to the Board in support of their request to divest from fossil fuel companies.

During the September Board meeting, background information was provided to the Board on responsible investing, divestment and shareholder engagements, and feedback was received on further information to be included in the November education session. The November education session was delivered by external experts and also provided the UVSS students with an opportunity to present their position on divestment to the Board of Governors. Discussions at the education session in November, combined with those during the November 26th finance meeting, were used as the basis for developing the attached revised policy on responsible investing.

At the sessions with the Board, and in conversation with those consulted, there was clear agreement that climate change, caused by excessive emissions of anthropogenic greenhouse gases (GHGs), is the key global issue of our time. In turn, our investments should be aligned with the Strategic Framework strategy 5.2, Promote sustainable futures, which states, "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." There was also broad consensus around employing investment strategies and tools in order to mitigate climate change risks within our portfolio.

The updated policy has been drafted to reflect the above areas of agreement, reflecting the fact that GHG reduction is essential to address climate change and in keeping the global temperature rise to 1.5°C, as outlined by the Intergovernmental Panel on Climate Change (IPCC) and the Paris climate agreement.

## Overview of the Policy

Based on the above, the revised policy on responsible investment includes the following new goals and outcomes for the university's short-term investments:

- Use the strategic framework of the university to guide its short-term investment decisions in supporting sustainable futures and Indigenous economic development;
- Use university short-term investments to address the physical and transitional risks and opportunities of climate change;
- Use positive and negative screening to materially lower the carbon emissions of the portfolio. Policy recommendation is to reduce carbon intensity by at least 45% by 2030 in line with the IPCC report;
- Use a responsible investment approach to manage investment risks;
- Contribute to the development of a framework for sustainable finance as recommended by the Canadian Expert Panel on Sustainable Finance;
- Encourage disclosure by our investment managers of relevant climate risks as recommended by the Task Force for Climate Related Financial Disclosure (TCFD); and

- Invest in opportunities that work toward addressing societal challenges and that further the UN Sustainable Development Goals (SDGs), with particular emphasis on promoting sustainable futures and the support of Canadian Indigenous economic development (See Appendix 3).

The implementation of these goals would support global GHG reduction as tracking and reducing the carbon intensity of the investments will lead to investing in companies with a positive track record in GHG reduction. Carbon intensity is determined by carbon footprinting a portfolio, which is the sum of a proportional amount of each portfolio company's emissions (proportional to the amount of the investment held in the portfolio).

A carbon footprint is a useful quantitative tool that can inform the creation and implementation of a broader climate change strategy. Measuring the carbon footprint of a portfolio means you can compare it to benchmarks, identify priority areas and actions for reducing emissions, and track progress in making those reductions. Carbon footprinting is a maturing practice and is generally not yet available for non-publicly traded assets as outlined in the presentation by the university's investment manager, PH&N, with regards to the Short Term Bond Portfolio. Carbon footprinting also usually only applies to the scope 1<sup>1</sup> and 2 emissions of companies and does not include scope 3 emissions. Recognizing there are limitations, investors that carbon footprint their portfolios can improve their understanding of relevant portfolio risks and opportunities in the context of climate change, and are better poised to respond to stakeholder questions on climate change issues and can demonstrate publicly their commitment to tackle climate change.<sup>2</sup> As carbon footprinting becomes more broadly available, we will expand its use.

Setting targets to materially lower carbon emissions of the entire portfolio is recommended as a holistic way to ensure alignment of our investments with a GHG reduction goal. It is also consistent with measures in the university Sustainability Action Plan that include GHG reduction. Lowering the carbon footprint of the portfolio will result in divestment from high carbon-emitting companies (in the energy industry and other industries) and allow for investment in energy companies that will be part of the required energy transition. This approach will lead to the divestment of high-emitting fossil fuel companies, in conjunction with other high-emitting companies in other sectors. This approach has been adopted by the University of Ottawa and Simon Fraser University, and has recently been recommended at McGill University.

As noted above, the proposed policy goals and tools will provide a form of screening that will move investments away from carbon-intensive industries and towards climate friendly / sustainable investments. While it will not result in industry wide divestment from all fossil fuel extraction companies, the screening criteria outlined in the revised policy in many ways goes further as it will apply to high carbon emitting companies in all industries. External experts

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<sup>1</sup> Scope 1 emissions are GHGs resulting from sources that are owned and controlled by the emitter. Scope 2 emissions are GHGs resulting from the purchase of electricity, heat or steam by the emitter, and scope 3 are GHGs resulting from sources not owned or directly controlled by the emitter, such as employee commute to work

<sup>2</sup> <https://www.unpri.org/climate-change/how-measuring-a-portfolio-carbon-footprint-can-assist-in-climate-risk-mitigation-and-reducing-emissions/608.article>

presenting at the Board session in November indicated there is considerable doubt that divestment of fossil fuels companies would reduce GHGs.

In order to determine the carbon footprint of the portfolio we will require our external investment managers to regularly report on carbon intensity. To ensure we meet reduction targets we will also need to do one or more of the actions below:

- work with our existing managers to adjust our investments;
- change investment managers; and,
- review the short-term pool asset allocation.

It is important to note that implementing this approach will take time as the investment industry evolves its approach to carbon footprinting. Initially, our goal will be to track the carbon emissions of all our corporate issuers.

In determining the appropriate GHG reduction target, three options were considered to set clear investment-related climate targets:

1. Align with Canada's pledge in the Paris Agreement and reduce the carbon intensity (carbon emissions per \$ million) of our short-term investments by at least 30% by 2030.
  - a. University of Ottawa targeted to reduce its portfolio emissions by 30% by 2030 days after the Paris Agreement.
2. Align with the Province's CleanBC target and reduce the carbon intensity of our short term investments by at least 40% by 2030 in order to align with province's CleanBC target;
3. Align with a custom timeline: Set a different timeline to achieve reduction targets.
  - a. In December, SFU announced it will move toward decreasing carbon on the equity investments within its endowment by 45% from 2015 levels over the next six years. SFU created a custom timeline to reduce fossil fuel producer holdings by 45% by 2025. The target increased twice from a previous target of 30% and then 40% by 2030.

A 45% carbon reduction target by 2030 has been recommended to align with the 2019 IPCC report. This target will need to be reviewed and updated as implementation activities are undertaken and as sustainable approaches to investment evolve and become industry standard.

## Implementation Activities

The policy recognizes the importance of incorporating ESG factors in its investment approach. To do this we will undertake the following activities in implementing this policy:

1. *Become a signatory to the United Nations Principles of Responsible Investment (UNPRI) - Based on the six principles outlined in the policy, the actions to be undertaken by UVic would include:*

| Principles   | Actions  |
|--|--|
| <b>Principle 1:</b><br>We will incorporate ESG issues into investment analysis and decision-making processes.          | <ul style="list-style-type: none"> <li>- Consider how external investment managers incorporate ESG issues into their decision-making process.</li> <li>- Provide ESG training for our investment professionals.</li> </ul>   |
| <b>Principle 2:</b><br>We will be active owners and incorporate ESG issues into our ownership policies and practices.  | <ul style="list-style-type: none"> <li>- Consider how external investment managers engage with management to improve ESG practices.</li> <li>- Encourage external investment managers to integrate ESG into proxy voting and engagement activities.</li> <li>- Review opportunities to participate in collaborative engagement initiatives.</li> </ul>   |
| <b>Principle 3:</b><br>We will seek appropriate disclosure on ESG issues by the entities in which we invest.           | <ul style="list-style-type: none"> <li>- Require external investment managers to provide annual disclosure regarding their ESG incorporation processes (Due diligence questionnaire).</li> <li>- Require external investment managers to report on proxy voting and engagement activities.</li> <li>- Require external investment managers to provide annual disclosure of the carbon emission intensity of their investments.</li> <li>- Review opportunities to participate in collaborative initiatives to promote ESG disclosure.</li> </ul> |
| <b>Principle 4:</b><br>We will promote acceptance and implementation of the Principles within the investment industry. | <ul style="list-style-type: none"> <li>- Require external investment managers to be UNPRI signatories.</li> <li>- Communicate ESG expectations to our external investment managers.</li> <li>- Consider supporting regulatory or policy developments on responsible investment.</li> </ul>   |
| <b>Principle 5:</b><br>We will work together to enhance our effectiveness in implementing the Principles.              | <ul style="list-style-type: none"> <li>- Participate and support networks and information platforms in order to pool resources and share tools.</li> <li>- Address relevant issues collectively with asset owners and managers.</li> </ul>   |
| <b>Principle 6:</b><br>We will each report on our activities and progress towards implementing the Principles.         | <ul style="list-style-type: none"> <li>- Disclose the holdings within the short-term investments.</li> <li>- Disclose ESG integration in our investment process.</li> <li>- Disclose active ownership activities including proxy voting and engagement.</li> <li>- Disclose practices of our short-term investments by aligning with the TCFD.</li> </ul>  |

As a result of undertaking the activities above, material ESG risks across our entire portfolio will be considered. In becoming a signatory, the university will need to comply with UNPRI's 2020 climate-related reporting requirements which includes reporting and disclosure on climate-related indicators

*2. Align the disclosure practices of our short-term investments with the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD).*

The TCFD develops voluntary and consistent climate-related financial risk disclosures for companies by considering physical, liability and transition risks associated with climate change.

Along with this disclosure, it is also recommended that the university outline how each investment strategy is aligned with the report from the Expert Panel on Sustainable Finance published in June, 2019. This report was produced by the Government of Canada with the vision that "the right finance and investment structures can help fight climate change and build the low carbon economy," and is a good guide to improving investment practices. This approach of considering TCFD disclosure aligns with recommendation 5 from the Expert Panel on Sustainable Finance found in Appendix 4.

*3. Active Ownership: Proxy Voting*

There was consensus during consultation that proxy voting was something the university should undertake. The recommended policy includes proxy voting although this will not be applicable unless the short-term investment policy is amended to include equity investments. If there are equity investments, proxy voting could be delegated to our external investment managers with the university retaining the right to direct how shares are voted. We would encourage our external investment managers to vote in support of proposals that align with the university's Strategic Framework, and support climate transition and risk mitigation. Proxy voting aligns with recommendation 8 from the Expert Panel on Sustainable Finance found in Appendix 4.

If equities become part of the investment portfolio, administration will consider the following with respect to proxy voting:

- Consider proxy voting reviews requiring our external investment managers to outline their proxy voting guidelines and proxy voting records on a regular basis.
- Consider defining proxy voting guidelines on climate-related issues to promote sustainable futures by require external investment managers to generally support requests that:
  - Seek for companies to report with frameworks and recommendations that require disclosure of environmental and climate risks including the Task Force on Climate Related Disclosures (TCFD) and the Sustainability Accounting Standards Board (SASB);
  - Seek environmental and climate reporting when the company does not report and monitor on material environmental and climate risks;
  - Seek additional environmental and climate reporting when the company clearly lags behind their peers; and

- Seek to mitigate environmental and climate risks and/or seek to adopt policies or initiatives that protects the environment.

#### 4. *Active Ownership: Engagement*

The revised policy includes a recommendation to utilize engagement activities as a way to change behavior. While not everyone consulted agreed that this approach is always effective, many supported the university taking this approach. Given the size of the university's investments, we rely on our external investment managers to engage on our behalf, and we expect them to act in the best interests of the university by engaging with companies on material ESG issues. In addition, we will undertake collaborative engagement both formally and informally on issues that support our Strategic Framework, support climate transition and risk mitigation, and support material ESG issues. Engagement aligns with recommendation 5 from the Expert Panel on Sustainable Finance found in Appendix 4.

The following are options that the university will consider as potential engagement activities:

- Direct collaborative engagement through the UNPRI, which hosts a collaboration platform that allows investors to sign joint letters to companies, join investor-company engagements, suggest research proposals and foster dialogue with policy makers. As an example, investors are currently using the platform to engage airline and aerospace companies to issue an expectation statement on climate change;
- Direct collaborative engagement through Climate Action 100+, which uses collaborative engagement to pressure companies to align with the Paris Agreement, strengthen board and executive oversight on climate change risks and opportunities, and enhance corporate disclosure by using TCFD's framework; and,
- Indirect collaborative engagement through an external organization such as SHARE that will engage companies on behalf of the university on climate-related or other priority areas through proxy voting recommendations or shareholder engagement.

#### 5. *Screening*

During consultation there was not consensus on what form of screening was the most effective tool. The revised policy provides for screening and outlines the criteria to be used if screening is a tool to be used within the short-term pool. The criteria includes:

- The screen supports responsible investment goals outlined in section 7.0 of the policy;
- Proven social, environmental or economic rationale supported by research from multiple bodies widely regarded as impartial and objective;
- Compelling evidence that screening is an effective way to achieve the desired outcome; and,
- Screening which must be consistent with the legal and fiduciary obligations of the university.

This screening approach enables the GHG intensity-reduction goal as it provides policy support for screening out higher emitting companies in favour of lower emitting companies. Applying the policy as proposed would mean that divestment of fossil fuel extraction companies would occur incrementally as the portfolio GHG intensity is reduced. Screening for lower GHG intensity investments would also likely support investment in renewable energy sources given their lower GHG intensity.

## 6. Thematic Impact Investing

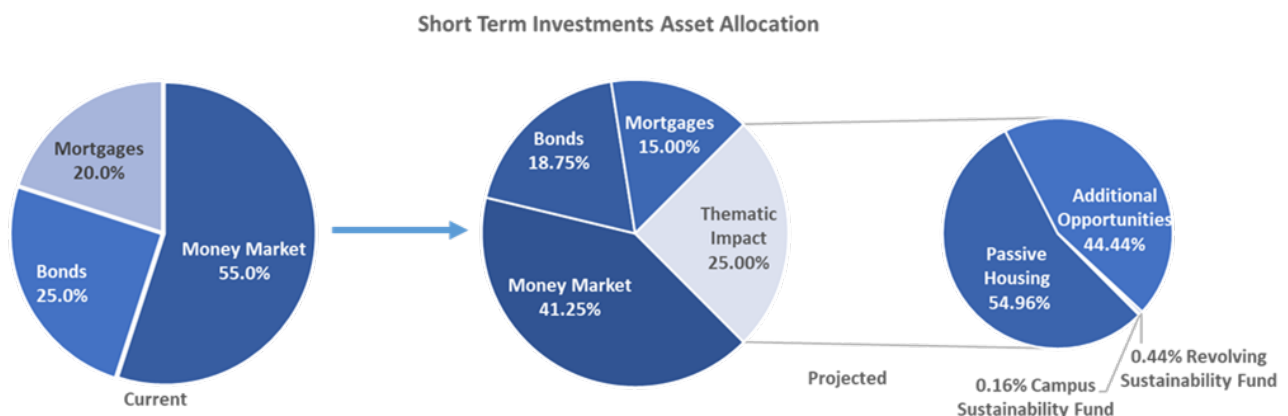
During consultation and discussion at the Board there appeared to be consensus that the university should undertake thematic impact investing in support of the Strategic Framework and to support climate solutions. Another example of investments in support of the Strategic Framework are investments in support of Indigenous economic development. The policy has been updated to allow for thematic impact investing and it is recommended that up to 25% of short-term investments be allocated to thematic impact investments that are in alignment with our sustainable investment goals and our Strategic Framework. Thematic impact investing is consistent with recommendation 9 and 13 from the Expert Panel on Sustainable Finance and has the effect of divesting from more carbon-intensive investments.

Current/proposed thematic private impact investment holdings (~14% of the current portfolio):

- i. ~\$31 million in passive housing loan (commitment)
- ii. ~\$250 thousand in revolving sustainability fund
- iii. ~\$100 thousand in campus sustainability fund

Opportunities to consider for up to an additional (~10%):

- iv. Impact GICs
- v. Green Bonds
- vi. Impact Bonds
- vii. Global Public Equities
- viii. Indigenous economic development



*Current: Showing short-term investments benchmark composition*

*Thematic-Impact Sleeve: Percentage projections based on trailing 12-month Assets under management of ~\$225.68 million*



**Next Steps:**

- Prepare an implementation plan that is expected to include the following steps:
  - Carbon footprint existing investments;
  - Become a signatory of the UNPRI;
  - Explore engagements opportunities;
  - Conduct an asset mix review to explore options to achieve our financial returns and the portfolio carbon reduction targets;
  - Review impact investments as part of the asset mix review;
  - Based on the asset mix review present options to update the short term investment policy;
  - Develop an approach for communicating progress on the goals; and,
  - Share the renewed policy with the Board of the Foundation.

As noted in the policy, there will be a report annually to the Board on activities. An outline of the report will be presented at a future Board meeting for feedback.

**ATTACHMENTS:**

Appendix 1: Responsible Investment Policy FM5215- Draft

Appendix 2: Canadian Post-Secondary Update

Appendix 3: United Nations Social Development Goals (SDGs)

Appendix 4: Recommendations from the Final Report of the Expert Panel on Sustainable Finance

## Appendix 1: Responsible Investment Policy – Draft



## Responsible Investment Policy

**University Policy No:** FM5215  
**Classification:** Financial Management  
**Approving Authority:** Board of Governors  
**Effective Date:** TBD  
**Supersedes:** September/02  
**Last Editorial Change:** May/97  
**Mandated Review:** TBD (suggested 4 years after approval date)

## Associated Procedures:

## Preamble

- 1.00 The University of Victoria ("the University") has short-term investments that arise from its operations that are mainly invested by external professional managers through pooled funds. These monies are distinct from pensions, the Student Investment Fund and endowments that are managed under separate governance structures. These short term funds arise from operating and research funding received in advance, unspent annual budgets that are carried forward, insurance reserves and other funds set aside for future purposes such as the replacement of equipment, major capital projects and other significant initiatives.

In order to ensure that these funds are available for the operations of the university, the investment objectives of these funds are:

- (a) to preserve capital;
- (b) to ensure availability of cash by investing a portion of the Funds in liquid short-term investments that can be easily converted to cash to fund operations with low risk of principal loss; and,
- (c) to provide investment returns with a low level of volatility

## Purpose

- 2.00 The purpose of this policy is to set out responsible investment goals with respect to the investment of the University's short term funds.

## Definitions

**"Collaborative Engagement"** is collaborating with like-minded investors to exchange information and pool resources to influence and improve company governance/practices, supportive of public policies and capital market regulations.

**"Engagement"** is the process of communicating with the management and boards of equity and fixed income issuers in our portfolio. Through engaging with companies, we are

able to better understand a company's position on material issues that help us evaluate ESG risks and opportunities.

**“Proxy voting”** Most listed equities have voting rights attached to them. Proxy voting is the process of casting ballots as a shareholder of a public company. Shareholders receive a proxy ballot along with an information booklet called a proxy statement describing the issues to be voted on, such as electing directors to the board, ESG factors and approving a stock compensation plan.

**“Responsible investment”** is an approach that aims to incorporate environmental, social and governance (ESG) factors into investment decisions in order to better manage risk and generate sustainable long-term returns.

**(a) Environmental:** Factors relating to a company's interactions with the physical environment. These include (but are not limited to) climate change; greenhouse gas emissions; biodiversity loss; deforestation; air, water or resource depletion or pollution; waste management; change in land use; and ocean acidification.

**(b) Social:** Factors relating to business practices that have an impact on the rights, well-being and interests of people and communities. These include (but are not limited to) human rights; labour standards in the supply chain; child, slave and bond labour; workplace health and safety; freedom of association and freedom of expression; human capital management and employee relations; diversity; relations with local communities (including indigenous communities); activities in conflict zones; health and access to medicine; consumer protection; and controversial weapons.

**(c) Governance:** Factors relating to the governance of a company. These include (but are not limited to) board structure, composition, size, diversity, skills and independence; executive pay; shareholder rights; stakeholder interactions; transparency; business ethics; bribery and corruption; internal controls; and conflicts of interest.

**“Screening”** is the filtering process used to either identify certain investments to include or to find those that should be excluded/included from an investors' portfolio based on given criteria.

**“Task Force on Climate-Related Financial Disclosures” (TCFD)** is an international consortium that develops voluntary and consistent climate-related financial risk disclosures for companies by considering physical, liability and transition risks associated with climate change.

**“Thematic Impact investments”** are made by investing in assets that stand to benefit from macro-level trends with the intention to generate positive, measurable social and environmental impact alongside a financial return. These investments can be public or private investments and target a range of returns.

**“UN Principles for Responsible Investment (UNPRI)”** is an organization that began as a United Nations initiative to advocate for responsible investment.

**“UN Sustainable Development Goals”** were adopted by all United Nations Member States in 2015 and include 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries - developed and developing - in a global partnership. They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests

## **Jurisdiction / Scope**

- 3.00 The funds are to be invested in accordance with Section 57 of the University Act, which states that "subject to a contrary intent expressed in a gift, devise bequest or trust, Section 15 of the Trustee Act does not apply to investments made by a board of a university and each board (a) may invest money belonging to the university and available for investment, and (b) must, when investing under paragraph (a), make investments that a prudent person would make."
- 4.00 This policy applies to all short term investments managed by policy FM5200.

## **Policy**

- 5.00 The University of Victoria is deeply committed to sustainability, and the critical need to address climate change across society and in every university domain (research, education, community engagement, and campus operations). Our goal is to be a global leader in environmental and societal sustainability including responding to the critical global issue of climate change.
- 6.00 The University believes responsible investing, taking environmental, social and governance (ESG) factors into consideration, will reduce long-term risks and improve risk adjusted returns.
- 7.00 The goals of this policy are to:
  - 7.01 Use the strategic framework of the University to guide its short term investment decisions in promoting sustainable futures and supporting Indigenous economic development;
  - 7.02 Use university short term investments to address the physical and transitional risks and opportunities of climate change;
  - 7.03 Use positive and negative screening to reduce the carbon intensity of investments by at least 45% by 2030<sup>1</sup>;
  - 7.04 Use a responsible investment approach to manage investment risks;

The University is an institution that supports freedom of inquiry and open debate through research, education, dialogue and public policy influence by members of its academic community. As such, and in accordance with academic freedom, investment decisions will not be made where the primary goal is to signal an institutional position on issues that should remain matters of open debate and dialogue.

- 8.00 The University will use tools, when administratively feasible, in order to achieve its responsible investing goals, including but not limited to:
  - 8.01 Become an UNPRI signatory  
As a signatory of the UNPRI, the University will abide by their six guiding principles and take the following actions:

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<sup>1</sup>Reflecting the 2019 Report from the Intergovernmental Panel on Climate Change (IPCC)

**Principle 1:**

We will incorporate ESG issues into investment analysis and decision-making processes.

**Principle 2:**

We will be active owners and incorporate ESG issues into our ownership policies and practices.

**Principle 3:**

We will seek appropriate disclosure on ESG issues by the entities in which we invest.

**Principle 4:**

We will promote acceptance and implementation of the Principles within the investment industry.

**Principle 5:**

We will work together to enhance our effectiveness in implementing the Principles.

**Principle 6:**

We will each report on our activities and progress towards implementing the Principles.

- 8.02 TCFD  
Aligning the disclosure practices of our investments managers with the TCFD recommendations.
- 8.03 Exercise Active Ownership through:  
(a) Proxy Voting  
(b) Engagement
- 8.04 Utilize Screening consistent with the following:
- The university will consider utilizing screening when all the following conditions are met:
- (a) The screen supports goals outlined in section 7;
  - (b) Proven social, environmental or economic rationale supported by research from multiple bodies regarded as impartial and objective.
  - (c) Compelling evidence that screening is an effective way to achieve the desired outcomes outlined in section 7; and
  - (d) Screening must be consistent with the legal and fiduciary obligations of the University.
- 8.05 Make Thematic Impact Investments (Private and Public)  
The University will undertake thematic impact investments that align with its investment objectives in section 1 and responsible investment goals as outlined in section 7 and invest in opportunities that work toward addressing societal challenges that further the UN Sustainable Development Goals (SDGs).

## **Reporting**

- 9.00 A report on responsible investment activities and their related goals will be submitted annually to the Board of Governors.

## **Authorities and Officers**

The authorities and officers for this policy are:

- (i) Approving Authority: Board of Governors
- (ii) Designated Executive Officer: Vice President Finance and Operations
- (iii) Procedural Authority: Vice President Finance and Operations
- (iv) Procedural Officer: Vice President Finance and Operations

## **Relevant Legislation**

[University Act](#)

## **Related Policies and Documents**

[Short Term Investment Policy](#) (FM5200)

## Appendix 2: Canadian Post-Secondary Update

### Summary of Universities that have Recently Revised their Approaches

| Key Highlights                    | Fossil Fuel Divestment | Fossil Fuel Free Fund | ESG/SRI in Policy | Specific CO2 Reduction Target | Signatory with Climate Action Initiatives | Impact Investing |
|-----------------------------------|------------------------|-----------------------|-------------------|-------------------------------|---|------------------|
| University of Victoria (Current)  | X                      | X                     | X                 | X                             | X <sup>1</sup>                            | ✓ <sup>1</sup>   |
| University of Victoria (Proposed) | X                      | X                     | ✓                 | ✓ - 45% by 2030               | ✓ - UNPRI                                 | ✓                |
| University of Victoria Foundation | X                      | ✓                     | ✓                 | X                             | ✓ - UNPRI                                 | X                |
| University of British Columbia    | X                      | ✓ <sup>2</sup>        | ✓                 | X                             | X   | X                |
| Simon Fraser University           | X                      | ✓                     | ✓                 | ✓ <sup>3</sup> - 45% by 2025  | ✓ - UNPRI                                 | X                |
| University of Toronto             | X                      | ✓                     | ✓                 | X - Tracking <sup>4</sup>     | ✓ - UNPRI, MCP, CA, CDP                   | X                |
| University of Ottawa              | X                      | ✓                     | ✓                 | ✓ - 30% by 2030 <sup>5</sup>  | ✓ - UNPRI, MCP                            | ✓ <sup>5</sup>   |
| Concordia University              | ✓ <sup>6</sup>         | ✓                     | ✓                 | X                             | ✓ - UNPRI                                 | ✓ <sup>6</sup>   |
| University of California          | ✓ <sup>7</sup>         | ✓                     | ✓                 | X                             | ✓ - UNPRI                                 | X                |

1. UVic has invested in the Revolving Sustainability Fund and the Campus Sustainability Fund. It has also pledged to provide a \$31 million passive housing loan. The updated policy proposes to allocate up to 25% of the short term pool assets.
2. UBC will divest \$380 million in land sale gains from its endowment and create a "Sustainable Fund" free from fossil fuel producers.
3. SFU will reduce the carbon footprint of its equity portfolio by 45% by 2025.
4. U of T is tracking and reporting the carbon emissions and carbon intensity of its portfolio.
5. U of O will reduce the emissions of its portfolio by 30% by 2030. It pledged to invest in climate solutions but the amount is unclear.
6. Concordia University will divest completely from fossil fuel producers and aims to allocate 5% - 10% of its long-term pool in impact opportunities.
7. University of California has divested from fossil fuel producers due to financial risk.

**Initiatives:** UNPRI - United Nations Principles of Responsible Investing, MCP – Montreal Carbon Pledge, CA – Carbon Action 100+, CDP – Carbon Disclosure Project GICCC – Global Investor Coalition on Climate Change

**G15 Universities and other Global Universities**

| Key Highlights                 | Fossil Fuel Divestment | Fossil Fuel Free Fund | ESG/SRI in Policy | Specific CO2 Reduction Target | Signatory with Climate Action Initiatives | Impact Investing |
|--------------------------------|------------------------|-----------------------|-------------------|-------------------------------|---|------------------|
| University of Alberta          | X                      | X                     | ✓                 | X                             | X   | X                |
| University of British Columbia | X                      | ✓                     | ✓                 | X                             | X   | X                |
| University of Calgary          | X                      | X                     | X                 | X                             | X   | X                |
| Dalhousie University           | X                      | X                     | ✓                 | X                             | ✓ - UNPRI                                 | X                |
| Université Laval               | ✓                      | ✓                     | ✓                 | ✓ - 50% by 2030               | ✓ - UNPRI (Announced)                     | X                |
| University of Manitoba         | X                      | X                     | X                 | X                             | X   | X                |
| McGill University              | X                      | ✓                     | X                 | X - Tracking                  | X   | X                |
| McMaster University            | X                      | X                     | ✓                 | X - Tracking                  | X   | X                |
| University de Montreal         | X                      | X                     | ✓                 | X                             | ✓ - UNPRI, GICCC                          | X                |
| University of Ottawa           | X                      | ✓                     | ✓                 | ✓ - 30% by 2030               | ✓ - UNPRI, MCP                            | ✓                |
| Queens University              | X                      | X                     | ✓                 | X                             | X   | X                |
| University of Saskatchewan     | X                      | X                     | X                 | X                             | X   | X                |
| University of Toronto          | X                      | ✓                     | ✓                 | X - Tracking                  | ✓ - UNPRI, MCP, CA, CDP                   | X                |
| University of Waterloo         | X                      | X                     | ✓                 | X                             | X   | X                |
| University of Western Ontario  | X                      | X                     | ✓                 | X                             | X   | X                |

| Other Global Universities | Fossil Fuel Divestment | Fossil Fuel Free Fund | ESG/SRI in Policy | Specific CO2 Reduction Target | Signatory with Climate Action Initiatives | Impact Investing |
|---------------------------|------------------------|-----------------------|-------------------|-------------------------------|---|------------------|
| Harvard University        | X                      | X                     | ✓                 | X                             | ✓ - UNPRI, CA, CDP                        | X                |
| Stanford University       | ✓ - Coal & Tar Sands   | X                     | ✓                 | X                             | X   | X                |
| Yale University           | X                      | X                     | ✓                 | X                             | X   | X                |
| University of California  | ✓                      | ✓                     | ✓                 | X                             | ✓ - UNPRI                                 | X                |
| Oxford University         | ✓ - Coal & Tar Sands   | X                     | ✓                 | X                             | ✓ - GICCC                                 | X                |
| Cambridge University      | ✓ - Coal & Tar Sands   | X                     | ✓                 | X                             | X   | ✓                |

**University of British Columbia**

- On November 24th, 2019, UBC's board of governors voted to move \$380 million from its main \$2 billion endowment into a "Sustainable Fund" which will be free from fossil fuel producers.
  - It is currently in the process of conducting analysis on climate risk of investments.
  - It is currently in the process of identifying financial opportunities to benefit from climate transition.
- On December 5<sup>th</sup>, 2019, UBC declared a climate emergency and are moving forward on two divestment initiatives:
  - Inform the university on how it can move forward with full divestment of fossil fuels in its main endowment (\$1.71 billion).
  - Inform the university on financial and legal reviews of transferring the \$380 million from its main endowment to the low carbon and fossil fuel free sustainable future pool (Transfer expected to be complete before April 16, 2020).
- UBC will consider the full scope of its impact to align its emissions reductions plan with the 1.5-degree scenario.
- UBC is taking additional steps to review its investments by addressing:
  - Effective ways that UBC can influence companies to pursue sustainable approaches.
  - How to mitigate potential penalties for removing investments from pooled funds that contain fossil fuels.



- Effective ways to allocate divested assets to alternative funds in line with its fiduciary duty.

### University of Ottawa

- After requests to divest starting 2013, U of O conducted an 18-month analysis on its investment practices.
  - Analysis covered the University's sustainability practices including operations, investments, and research.
- In 2016, U of O decided to reduce the carbon emissions in its equity portfolio by 30% by 2030.
  - Its policy targeted to meet Paris Agreement ratified earlier in the year.
  - U of O does not believe divestment is effective to address carbon risk.
  - It pledged to invest in renewable energy and clean energy solutions.
  - It pledged to enhance responsible investment practices.
- When adopting the GHG reduction approach U of O stated:
  - "In addition, divestment poses the difficult question "where to draw the line": does it mean only selling shares in fossil fuel producers? Or does it also mean selling shares in those companies that sell or transport fossil fuel? What of those that are major users of fossil fuels? What degree of fossil fuel use is sufficient to trigger divestment? This definitional dilemma is very difficult to resolve;"
  - If divestment is to be limited to fossil fuel producers, once again the gesture seems ineffective. Such companies comprise a relatively small component (of GHG emissions)..., and GHG emissions are largely driven by other industries. In fact, more than 75% of the GHG emissions from our public equities come from other sectors, so that reallocation of our investments from the fossil fuel component would have negligible impact on GHG emissions;
  - Divestment will not reduce the demand side, which is the real driver of the fossil fuel industry. The most effective way to reduce demand is by consuming less ourselves (as we are committed to do) and developing new technologies that will replace carbon-using practices;
  - Selling the University's shares would involve a buyer on the other side and that change in ownership would not impact the companies' access to capital or reduce global GHG emissions;"

### Simon Fraser University

- In November 2016, SFU pledged to reduce the carbon footprint on the equity holdings of its \$900 million portfolio by at least 30% by 2030.
  - SFU does not believe divestment is effective to address carbon risk.
  - Its policy targets to meet Paris Agreement ratified earlier in 2016.

- In January 2019, SFU pledged an additional 10% in carbon footprint reduction on its equity investments, resulting in a 40% reduction by 2030.
  - Its new target is likely to meet CleanBC's target.
- On November 28th, 2019, SFU's board voted to increase its commitment to reduce carbon footprints on its equity investments by 45% below baseline measures as at March 31, 2016 by 2025.

### **University of Toronto**

- U of T has acknowledged the threat of climate change.
- U of T will not implement divestment for political reasons.
  - It is currently tracking the CO2 emissions and carbon intensity on the equity portion of its portfolio.
  - It believes that responsible investment tools including ESG integration, manager selection, active engagement and proxy voting are more effective ways to address climate change risk in companies.

### **Concordia University**

- In November 2019, The Concordia University Foundation committed to divest from the coal, oil and gas sector by 2025.
  - The Foundation currently holds \$14 million fossil fuel assets, roughly 5.7% of its portfolio.
- Concordia is the first university in Quebec to target a portfolio free from fossil fuels.
- By 2025, Concordia is targeting to have 10% of its long-term pool allocated to impact investments that generate social and environmental impact alongside financial returns.

### **McGill University**

- In 2018 McGill's senate voted for a resolution to review divestment through its Committee to Advise on Matters of Social Responsibility (CAMSR). On December 3<sup>rd</sup>, 2019 the committee returned with the following recommendations:
  - Divestment is not an effective approach to tackle climate change.
  - Decarbonize - Reduce carbon emissions of portfolio by a percentage set against a determined reference index or benchmark, which will involve a reduction of exposure to carbon intensive companies in the portfolio, including some within the fossil fuel industry.
  - Invest in solutions through various assets including bonds, private investments, real assets, etc.
  - Increase investment in fossil fuel free fund.

- Review and improve the university's engagement practices.
  - Integrate ESG into university investments.
  - Conduct a review on the university's SRI practices and report annually.
  - Demonstrate institutional leadership in climate change solutions through its investments, research and operations.
- On December 6<sup>th</sup>, 2019, McGill declared to take action by:
    - Reducing the overall carbon footprint of MIP, which will result in divesting from highly carbon intensive companies, including those within the fossil fuel industry.
    - Intensifying holdings in low-carbon funds, as well as funds that contribute to decarbonization, such as clean technologies and renewable energy infrastructure.
    - Increasing investment in the University's existing fossil-fuel-free fund.
    - Taking an active stewardship role, where possible, with investment companies.
    - Amending the MIP Statement of Investment Policy's investment objectives to reflect the University's environmental commitment.
    - Communicating McGill's socially responsible investment (SRI) activities. This annual SRI report is to include metrics such as the percentage of portfolio managers that are signatories of the United Nations' Principles for Responsible Investment (UNPRI) or have an environmental, social and corporate governance (ESG) policy.

### **Appendix 3: United Nations Social Development Goals (SDGs)**

**Goal 1:** End poverty in all its forms everywhere.

**Goal 2:** End hunger, achieve food security and improved nutrition and promote sustainable agriculture.

**Goal 3:** Ensure healthy lives and promote well-being for all at all ages.

**Goal 4:** Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

**Goal 5:** Achieve gender equality and empower all women and girls.

**Goal 6:** Ensure availability and sustainable management of water and sanitation for all.

**Goal 7:** Ensure access to affordable reliable, sustainable and modern energy for all.

**Goal 8:** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

**Goal 9:** Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

**Goal 10:** Reduce inequality within and among countries.

**Goal 11:** Make cities and human settlements inclusive, safe, resilient and sustainable.

**Goal 12:** Ensure sustainable consumption and production patterns.

**Goal 13:** Take urgent action to combat climate change and its impacts.

**Goal 14:** Conserve and sustainably use the oceans, seas and marine resources for sustainable development.

**Goal 15:** Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

**Goal 16:** Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

**Goal 17:** Strengthen the means of implementation and revitalize the global partnership for sustainable development.

#### **Appendix 4: Recommendations from the Final Report of the Expert Panel on Sustainable Finance**

**Recommendation 1:** Map Canada's long-term path to a low-emissions, climate-smart economy, sector by sector, with an associated capital plan.

**Recommendation 2:** Provide Canadians the opportunity and incentive to connect their savings to climate objectives.

**Recommendation 3:** Establish a standing Canadian Sustainable Finance Action Council (SFAC), with a cross-departmental secretariat, to advise and assist the federal government in implementing the Panel's recommendations.

**Recommendation 4:** Establish the Canadian Centre for Climate Information and Analytics (C3IA) as an authoritative source of climate information and decision analysis.

**Recommendation 5:** Define and pursue a Canadian approach to implementing the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD).

**Recommendation 6:** Clarify the scope of fiduciary duty in the context of climate change.

**Recommendation 7:** Promote a knowledgeable financial support ecosystem.

**Recommendation 8:** Embed climate-related risk into monitoring, regulation and supervision of Canada's financial system.

**Recommendation 9:** Expand Canada's green fixed income market, and set a global standard for transition-oriented financing.

**Recommendation 10:** Promote sustainable investment as 'business as usual' within Canada's asset management community.

**Recommendation 11:** Define Canada's clean technology market advantage and financing strategy.

**Recommendation 12:** Support Canada's oil and natural gas industry in building a low-emissions, globally competitive future.

**Recommendation 13:** Accelerate the development of a vibrant private building retrofit market.

**Recommendation 14:** Align Canada's infrastructure strategy with its long-term sustainable growth objectives and leverage private capital in its delivery.

**Recommendation 15:** Engage institutional investors in the financing of Canada's electricity grid of the future