



University
of Victoria

Board and Board Committee Meetings Monday March 30, 2020

Open Session
Monday March 30, 2020
2:30 – 3:00 p.m.
Via Videoconference

DRAFT AGENDA

1. **Approval of Agenda**
MOTION:
THAT the agenda of the open session of the regular meeting of March 30, 2020 be approved.
2. **Approval of Summary Record of the Meeting held January 28, 2020 (attached)**
MOTION:
THAT the summary record of the open session of the regular meeting held January 28, 2020 be approved.
3. **Business Arising from the Summary Record**
4. **Chair's Remarks**
5. **Correspondence**
6. **President's Report**
7. **External Relations Update** BOG-Mar31/20-16

CONSENT

8. **Finance Committee (Dr. David Zussman)**
 - a. **Collection and Remission of Student Fees for the University of Victoria Students' Society (UVSS)** BOG-Mar31/20-06
MOTION:
THAT the Board of Governors collect and remit the fees as approved by the UVSS members and as outlined in the letter of March 13, 2020 from the Director of Finance and Operations of the UVSS to Jim Dunsdon, Associate Vice-President Student Affairs.

b. Collection and Remission of Student Fees for the University of Victoria Graduate Students' Society (GSS)

BOG-Mar31/20-07

MOTION:

THAT the Board of Governors collect and remit fees for the GSS in 2020/21 as outlined in the letter of March 16, 2020 from the Executive Director of the GSS to Gayle Gorrill, Vice-President Finance and Operations, subject to confirmation of approval of the fees at the GSS Semi-Annual General Meeting on March 24th, 2020.

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

a. New and Revised Awards

BOG-Mar31/20-13

MOTION:

THAT the Board of Governors approve the new and revised undergraduate and graduate awards set out in the attached documents and listed below, subject to approval by Senate:

- 30 by 30 Women in Engineering Award (revised)
- Rosamund Dashwood Memorial Bursary in Dramatic Writing* (revised)
- Jeffrey Mallett Leadership Award* (revised)
- Allan and Ora Jones Bursary* (new)
- Oliver Prentice Memorial – Saanich Rotary Scholarship* (revised)
- Olivine Stephenson Graduate Scholarship* (new)
- Gregory and Victoria Spievak Graduate Scholarship in Privacy & Security* (new)
- Mrs. Zohra & Dr. Abdullah Siddiqui Scholarship* (new)
- School of Public Administration Scholarship* (revised)
- Easton Scholarship (new)
- Dr. Wilma Elias Greek and Roman Studies Scholarship* (new)
- Dr. Wilma Elias Undergraduate Scholarship in Chemistry* (new)
- Dr. Wilma Elias Graduate Scholarship in Chemistry* (new)
- Wilf Sadler Memorial Bursary* (Revised-UG)
- Vancouver Island Local Government Management Association (VILGMA) MPA Bursary (Revised-GS)
- Muriel Ford Memorial Bursary* (Revised-UG)
- Iranian Student Undergraduate Memorial Scholarship (New-UG)
- William Benzie Scholarship* (New-GS)
- Iranian Student Graduate Memorial Scholarship (New-GS)

**Administered by the University of Victoria Foundation*

**b. Proposal to Discontinue the Bachelor of Education
(Secondary Curriculum) Program**

BOG-Mar31/20-08

MOTION:

THAT the Board of Governors approve the proposal to discontinue the Bachelor of Education (Secondary Curriculum) Program, as described in the memorandum dated November 21, 2019.

**c. Rescinding Policy GV0710 – Chairs of Department and
Directors of Schools**

BOG-Mar31/20-01

MOTION:

THAT the Board of Governors rescind policy GV0710 (Chair of Departments and Directors of Schools), effective immediately.

d. Status Report on Capital Projects

BOG-Mar31/20-10a

e. 2019 Policy Annual Report

BOG-Mar31/20-17

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

REGULAR

10. Finance Committee (Dr. David Zussman)

a. 2020-21 to 2022-2023 Planning and Budget Framework

BOG-Mar31/20-03

MOTION:

THAT the Board of Governors—taking into account PART I of the 2021 to 2023 Planning and Budget Framework summarizing the results of the Integrated Planning process—approve PART II of the 2020-21 to 2022-23 Planning and Budget Framework, including the tuition and fee increases contained therein, and authorize the President to develop and implement the detailed operating budget for the 2020-21 fiscal year.

11. Other Business

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

Adjournment



University
of Victoria

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

Open Session

Tuesday January 28, 2020 11:00 a.m.

Farquhar Auditorium, University Centre

DRAFT SUMMARY RECORD

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

By Ms. Carmen Charette, Ms. Gayle Gorrill, Dr. Valerie Kuehne,
Invitation: Ms. Kimberley Kennard (Board Coordinator)

Regrets: Mr. Merle Alexander, Dr. Elizabeth Borycki, Ms. Cathy McIntyre

1. Approval of Agenda

MOTION: (C. Thoms/E. Mehina)

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

CARRIED

2. Approval of Summary Record of the Meeting held November 26, 2019

MOTION: (S. Rogers/D. Corbett)

THAT the summary record of the open session of the regular meeting held November 26, 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

The Chair acknowledged receipt of correspondence from Divest UVic/UVSS and the Faculty Association that had been circulated with the meeting docket.

6. President's Report

Prof. Cassels informed Board members that Dr. Peter Loock is the new Dean of Science. He noted that Chris Horbachewski, the new Vice-President External Relations would be on campus as of February 3, 2020.

Prof. Cassels thanked Carmen Charette, Vice-President External Relations who is retiring for her exceptional service to the university.

Prof. Cassels informed the Board that the business case for the Westshore Education hub had been submitted to the Ministry of Advanced Education, Skills and Training.

Rory Hills, a biochemistry student at the university, has been awarded a Rhodes scholarship based at the University of Oxford. Prof. Cassels congratulated Mr. Hills for his achievement.

Prof. Cassels described the process in place that led to the decision to close the campus on January 15, 2020 due to weather conditions. He commended the facilities management staff who worked diligently through the night to clear access to buildings.

With respect to Coronavirus, Prof. Cassels said a response coordination committee had been established to coordinate the university's response and prepare for any cases directly impacting the campus community.

There were no questions for Prof. Cassels.

- 7. External Relations Update** BOG-Jan28/20-24
Carmen Charette, Vice-President External Relations introduced the report. She highlighted Alumni week, which runs from February 1 – 7, 2020.

There were no questions from Board members.

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 Riddell 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: (D. Zussman/I. Lee)

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

CARRIED

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

Ms. Corbett stated that at the Operations and Facilities Committee meeting, the Board had received the final report on the Sustainability Action Plan. She invited Prof. Cassels to introduce the presentation by Mike Wilson, Director, Campus Planning and Sustainability.

Prof. Cassels noted that Board members have spent considerable time discussing sustainability and climate change. He said these are issues the university tackles in multiple domains, including education, research and campus operations. Prof. Cassels referred to section 5.2 of the Strategic Framework, which calls for an integrated approach to sustainability, and said looking forward the university would be entering a process to develop a campus-wide climate action and sustainability plan.

Mr. Wilson provided a short presentation on progress achieved under the sustainability plan for campus operations.

Ms. Corbett thanked Mr. Wilson for his presentation.

b. Rescinding Policy GV0700 – Procedures for the Appointment of Chairs of Departments or Divisions

BOG-Jan28/20-01

Ms. Corbett noted that Policy GV0700 is now embedded in the Faculty Association's collective agreement.

MOTION: (D. Corbett/S. Rogers)

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

CARRIED

c. Rescinding Policy HR6105 – Equity Policy for Female Faculty Members

BOG-Jan28/20-02

Ms. Corbett stated that this request for rescinding Policy HR6105 recognizes that the policy is outdated and redundant to subsequent equity measures and stronger commitments across university plans and processes.

MOTION: (D. Corbett/D. Zussman)

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

CARRIED

11. Finance Committee (Dr. David Zussman)

a. Responsible Investment Policy FM5215

BOG-Jan28/20-20a

Dr. Zussman reported that the Finance Committee had been actively working on developing a new responsible investment strategy for the University of Victoria since the September Board of Governors meetings. He outlined some of the work undertaken by the Board, including an education session in November 2019 and a special meeting of the Finance Committee in January 2020. Management also sought out the views of interested parties on campus including student groups and the faculty association.

Dr. Zussman commented on the strong consensus that climate change is a critical global issue, and on the Board's commitment to make a positive change. He said the policy aligns the university's investment management with its interests and values.

Dr. Zussman reported that a number of changes to the policy draft had been made at the Finance Committee meeting held the previous day due to the input from all Board members who were present at the meeting. He highlighted one change with respect to reporting. The policy now refers to reporting annually. While it was always intended that there would also be reporting to the campus community, this is now explicitly included in the policy. The most recent version of the policy on responsible investment was published on the university website on January 27 in anticipation of the Open Session.

Dr. Zussman thanked the members of the Finance Committee for their engagement and their willingness to explore this complex issue. He called on Prof. Cassels to comment.

Prof. Cassels thanked the Board members for their intensive engagement over the past months. He acknowledged the contributions of students, staff and faculty.

Prof. Cassels said he was confident about the robust and holistic approach outlined in the policy, and noted that responsible investment is one aspect of the contribution that can be made by the university. He described how the university would soon launch a process to develop a comprehensive climate and sustainability action plan as mandated by the Strategic Framework.

Dr. Zussman said that managing the university's investments to reduce greenhouse gases and to invest in low carbon initiatives is just one of the many ways in which UVic can contribute to a sustainable future. This policy sets aggressive targets and compares very favourably to university policies across Canada. The Board had extensive discussions and benefited greatly from hearing from experts, and also from students and faculty members.

Ms. Lee said she was thankful that student voices had been taken into consideration, but was regretful it had taken the Board so long to come to a decision. She said she was happy to see a policy on responsible investment on the agenda, although she did not think it was bold enough. Ms. Lee said she was disappointed that the policy did not call for full divestment from fossil fuels and was hopeful a motion for divestment would come in the future. Ms. Lee said she remained in full support of the policy as a first step.

MOTION: (D. Zussman/I. Lee)

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

CARRIED

12. 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.




University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

March 19, 2020

To: Board of Governors

From: Chris Horbachewski, Vice-President External Relations 

cc: President and Vice-Chancellor

Meeting Date: March 30, 2020

Subject: **External Relations Update**

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

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

COMMUNICATING THE UVIC MISSION AND STORY

The following activities relate to the priorities of *Sharpening Our Edge*, 2018-21, the university's institutional communications and marketing plan.

Supporting Communications for University Initiatives

Website & interactive

- The uvic.ca project remains on track to launch a new combined central website in July 2020.

- A preview of the Faculty and Staff section of the new uvic.ca is being planned for the campus community later in the spring.
- Information architecture for a new Graduate Studies website is currently being workshopped with stakeholders, and revised content development is underway.

Rich-media storytelling tools, News and StoryHub 2.0

- Our fourth annual “Research Reels” competition for student videographers was a great success as part of this year’s Ideafest. 13 student videos centring on student involvement in research and creative activity were screened Mar 2. The videos will be released on social media over the course of the year to tell authentic UVic stories, and academic departments use them for their recruitment purposes. Last year’s videos have been viewed 141,500 times online.
- The 2020 Research Reels videos are available online at: <https://www.uvic.ca/info/researchreels/>
- UC+M videos recently released include one on a PhD Biology project on the impact of shipping noise on Chinook salmon available at: <https://www.youtube.com/watch?v=q1Mb-xrFgLw&feature=youtu.be> and another on a field course on the re-emergence of WSANEC Law.

Social media

- Our social media team is heavily involved in communicating UVic’s planning, preparations, and response to COVID-19. They are also managing an “always-on” campaign of boosted posts intended to continue the reputational advancement work of the main Edge advertising campaign. Working with partners in other divisions, they are developing strategies to promote the new student housing and dining project and to support continued government investment in the BC Graduate Scholarship.

Providing Internal Supports

Ambassador Toolkit

- Phase 1 of UVic’s first-ever digital Ambassador Toolkit was launched March 17. The toolkit will empower UVic ambassadors to represent the university to key audiences with professional and consistent messaging and materials. All of the digital materials can be tailored for a specific faculty, department or unit. Phase 2, to be launched in the fall, will provide a platform (including parameters and specs) to allow university units to contribute appropriate materials as part of deepening information in key areas.

Department and Unit Implementation Team (DU-IT 2.0)

- The goal of the DU-IT initiative is to work directly with prioritized campus units on a communications playbook (a customized, high-level communications and marketing plan for each unit) as well as a digital or print project targeted at the unit’s key audience(s). Unit prioritization is underway with representatives of VPAC, VPR and VPFO.
- The DU-IT project team are refining their approach and process with a pilot with the Faculty of Graduate Studies and the formation of a cross-team DU-IT working group within UC+M.

UVic Employment Brand initiative

- A joint project team between Human Resources, Faculty Relations and Academic Administration and UC+M is underway. Its goal is to promote UVic as an employer of choice by building on, and adapting, the Edge concepts for recruitment of staff, faculty and researchers. Strengthening UVic’s employment brand will also build a stronger internal culture and foster internal pride.

Building Profile and Presence

Media Presence

- In addition to the comprehensive reports on media coverage that the Board receives in May and November, members may be interested in some of the more prominent items that have appeared since the January meeting. These represent a small fraction of the overall coverage UVic has received in this period:
 - A unique program created by Audrey Yap (Philosophy) that pairs UVic students with individuals in custody was featured prominently in the *Globe and Mail* and on CTV's national weekend program.
 - An international graphic novel project led by Charlotte Schallié (Germanic and Slavic Studies) was featured on the front page of the "Arts" section in the weekend edition of the *Globe and Mail*, in *La Presse*, CBC News and Huffington Post Canada.
 - PICS announcement of a \$1M Theme Partnership called "Wildfire and Carbon" led to a front page story in *The Province*, as well as reporting from *Vancouver Sun* and CBC Radio.
 - Contacted for their expertise in Indigenous law, history and governance, a number of UVic experts provided, and continue to provide, valuable context and commentary to national media outlets about issues related to the Wet'suwet'en—Coastal GasLink dispute. These include John Borrows (Law), Judith Sayers (Business/Environmental Studies), Carey Newman (Fine Arts), Nick Claxton (Child and Youth Care), Alan Hanna (Law) and Brian Thom (Anthropology). Reporting included national syndication of Canadian Press stories that appeared in the *Vancouver Sun*, Global News, CTV News, as well as prominent articles in the *Globe and Mail*, *Toronto Star*, Ha-Shilth-Sa and CBC Radio.
 - April Nowell (Anthropology) talked to *Scientific American* about cave paintings recently found in Indonesia. Nowell's quotes appeared prominently in the March edition of the magazine
 - Chair in Transgender Studies Aaron Devor (Sociology) was profiled by *University Affairs* for his archival work in the field of transgender histories. The article was featured in their weekly newsletter and is still prominent on the site's homepage.
 - Paul Zehr (Centre for Biomedical Research) joined David Suzuki on his national television program "The Nature of Things" to train Suzuki in karate and share his research on how movement can improve cognitive ability in aging populations
 - Ideafest 2020 featured prominently in local media, including the front page of *Times Colonist's* Islander section as well as daily stories in the front section, and on CBC's "All Points West" and "On the Island."

Brand Advertising

- The main reputation campaign has wrapped up. Review of the analytics, which will inform next year's campaign, are underway. Early discussions for the 2020 campaign strategy continue, pending Integrated Planning funding.
- In late February we received a last-minute opportunity to run 16 full page ads in the *Globe and Mail* in March at an amazing discount; we've run the fall ads again in the first eight ads and then used specific standout claims related to UVic priority areas for the last eight.
- An engineering-specific online campaign aimed at prospective students ran again during February in advance of the application deadline. It used extremely short videos on co-op, student teams and career opportunities and ran on Facebook, Instagram and YouTube. The campaign targeted prospective undergraduate engineering students in key recruitment regions in BC, AB and ON.
- Plans are underway to launch a mini social-ad video campaign based around the Times Higher Ed statistic of UVic being Canada's best comprehensive university for preparing career-ready students.

Strengthening Connections and Engagement with Community

- Work on a major publication for Global Engagement called “Globally Engaged,” is complete and at the printer, to be delivered Mar 13.
- Planning for the 2020 suite of recruitment materials continues. It’ll be an 8-month project with over two dozen deliverables.

Annual Review

The 2020 UVic Annual Review has been printed and mailed this month, and the website has been updated. The Annual Review is an important positioning publication that builds awareness of UVic’s impact in areas that differentiate us from other institutions. This publication is also one component of the Ambassador’s Toolkit.

BUILDING MEANINGFUL PARTNERSHIPS

Community Activities

In partnership with the Division of Continuing Studies, Co-op and Career Services and Canada’s Digital Technology Supercluster, Community and Government Relations is working to support and advance new approaches to work-integrated learning with industry partners. The team recently received funding from the Province to develop an industry-based competency framework that integrates core competencies developed in a student’s discipline with job-specific competencies. The project will take place throughout 2020 and 2021.

Federal Government Activities

- On February 18th, the Government of British Columbia released its 2020 Budget. Budget 2020 creates the BC Access Grant, which will provide low to middle-income students with up to \$4,000 to help with upfront cost of tuition.
- On March 6th, UVic hosted NSERC President Dr. Alejandro Adem. While on campus, Dr. Adem met with UVic President Jamie Cassels, participated in a roundtable with UVic researchers hosted by VP Research, Dr. Lisa Kalynchuk and toured the labs of Dr. Ian Manners, Dr. Katherine Elvira and Dr. David Leitch.

FOSTERING A CULTURE OF PHILANTHROPY

As of March 5, 2020, \$17.75 million has been raised from 4,250 donors, on a goal of \$18 million from 4,950 donors in the 2019-2020 fiscal year.

Fund Development

The Giving Tuesday fundraising team, which originally had a goal of \$35,000, raised more than \$167,000 from their one-day campaign. For their efforts, they will be presented with the President’s Extraordinary Service Award on April 23 at the Cause for Applause event to recognize their energetic work in involving the campus in the culture of philanthropy and engagement.

Alumni Relations

- Alumni Week 2020 was a great success. There were more than a dozen events including a curling bonspiel, a sold-out speaker on space travel, an exciting Vikes basketball game, campus alumni luncheon, and a lively awards night. The post event survey results scored high – average was 94% satisfaction. Chancellor Shelagh Rogers assisted with the Distinguished Alumni Awards.
- The spring 2020 Torch UVic Alumni Magazine is underway for delivery and distribution at the beginning of June, in time for Convocation. The theme will be “Hands-On-Learning” and profile some of UVic’s exceptional field schools, co-op opportunities and other world-widening experiences offered here. The issue will include a special feature interview with Pres. Jamie Cassels and include new feature photography of him.
- The Gustavson School of Business has created an impactful parent program. Gustavson parents are engaged and connected to the school for the four years that their son or daughter is a student. Through this engagement we also have a strong opportunity to have parents contribute financially to Gustavson funds for students, therefore helping us meet our annual giving goals. Their Alumni Annual Giving Officer is planning for a New Parent Welcome and Orientation event set for summer

CELEBRATING SUCCESS AND EXCELLENCE

The prestigious 100&Change Competition by the MacArthur Foundation announced February 19th that an international research project led by Ocean Networks Canada (ONC), a University of Victoria Initiative, as one of the highest-scoring proposals. Of the 755 submissions, this proposal made it to the Top 100 and is now in completion for a single US \$100 million grant. “Solid Carbon: A Climate Mitigation Partnership Advancing Stable Negative Emissions” aims to deliver safe and reliable carbon dioxide (CO₂) removal to solve one of the world’s most critical problems – climate change. From the Top 100, the MacArthur Foundation will select up to 10 finalists in the Spring. This project, which turns greenhouse gas CO₂ into rock by permanently injecting it beneath the Earth’s ocean floor, showcases the University of Victoria’s commitment to identifying high-impact solutions to combat this global crisis.

Ceremonies is preparing for Spring Convocation. The schedule for the 10 upcoming Convocation ceremonies will be made public at the end of February and available on the Ceremonies website. Honorary Degree recipients to be honoured this spring include:

- Timothy James Brook (DLitt)
- Lester Lawrence Lessig (DEd)
- Bruce Poon Tip (LLD)
- Honourable Murray Rankin (LLD)
- Arran and Ratana Stephens (DEd)
- Pauline van den Dreissche (DSc)

Upcoming, the Ceremonies team is still preparing to support the following events, recognizing that postponements and cancellations may be necessary:

- Cause for Applause (May)
- Retirees Recognition Dinner (May)
- Leadership Victoria Awards (May)
- Geography Annual Meeting/Conference (May)
- Welcome Committee’s Easter Egg Hunt (in planning stages for April 9)
- Spring Convocation (June 8-12)
- Victoria Forum (November 12-14)

ENHANCING COMMUNITY THROUGH CULTURAL AND OTHER ACTIVITIES

Chancellor Shelagh Rogers participated as the Master of Ceremonies at the UVic Mental Health Awareness event held on February 12 at which she interviewed speaker Jordan Tootoo. In addition, Chancellor Rogers attended the Victoria Urban Reconciliation Dialogue event held on February 28 and recognized the University for commitments to indigenous efforts. Most recently, Chancellor Rogers was a moderator and interviewer for a panel of guests at the highly successful March 5th Ideafest event *Speaking the land: Tâ' sqaqwél? laâ Ta' Tè ŋ'ex^w?*

Farquhar

Our 2020-21 Presenting Season is taking shape with music, theatre and a show blending improv and hypnosis. Farquhar collaborated with Campus Security on a tutorial parking video to help people navigate the different ways to arrange and pay for parking on campus (online portal and using on-campus dispensers). The finished video will be ready in March and shared via Farquhar website and social media.

Legacy Art Galleries

- Legacy Galleries has met its goal of expanding outside sources of funding. For the first time, Legacy has been successful in its application for operating funds through the BC Arts Council, as well as in its application for an Enhanced Capacity Grant. In total for 2020-21 we will receive \$53,600 which will go a long way towards augmenting the quality and depth of academic and community programming. Legacy has also been successful in garnering \$15,000 from the Salish Weave Fund through the Victoria Foundation to support the hiring of Indigenous tour guides for our school tour program as well as support Coast Salish artists working with us in several exhibitions this year.
- Upcoming Academic collaboration: Legacy Downtown will be the site for day three of a three day symposium working with Art History and Visual Studies - *Gendered Threads*, in conjunction with the exhibition *Woven, Embroidered and Stitched in Tradition*, at the Legacy Maltwood in McPherson Library (which will be held over to Nov 2020) will include a public performance by Bangladeshi-American feminist artist Monica Jahan Bose). The symposium and public performance is postponed until November 2020.
- **Upcoming Spring exhibitions that celebrate Indigenous knowledge resurgence:**
 - **To Fish as Formerly: A Story of Straits Salish Resurgence** April 25 - September 5, 2020 - Curated by XEMFOLTW Nicholas Claxton, UVic, School of Child and Youth Care) and Katie Hughes, UVic Department of History, graduate student. *To Fish as Formerly* tells the story of the SXOLE (the Reef Net Fishery) through contemporary art, traditional knowledge and historical documentation. The exhibition shares the story of the efforts of generations of WSÁNEĆ people who are revitalizing the belief systems, spirituality, knowledge and practices inherent to the SXOLE. Opening celebration is planned for Saturday May 9, 2 PM at Legacy Downtown. Elementary School tours through May and June will share with students the importance of traditional knowledge.
 - **TUKTUUYAQTUUQ (Caribou Crossing) Maureen Gruben (UVic Alumni)** May 2 – August 27, 2020 - 'Tuktuuyaqtuuq' is the Inuvialuktun name of Maureen Gruben's home on the Arctic coast (known in English as 'Tuktoyaktuk'). It means, 'Looks Like a Caribou.' The tuktu/caribou are integral to Inuvialuit life, providing food, clothes, tools, stories. In *TUKTUUYAQTUUQ*, Gruben works with multiple facets of the animal: the translucent heart sac, the intricate patterning of bone seams on skulls that are reminiscent of waterways curving through the land. In her careful attention to life-sustaining physical elements, Gruben also traces the caribou's vast immaterial presence in her culture.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

March 16, 2020

FOR DECISION

To: FINANCE COMMITTEE

From: Vice-President Finance and Operations

A handwritten signature in dark ink, appearing to read "Jim Dunsdon".

cc: President and Vice-Chancellor

Meeting Date: March 31, 2020

Subject: COLLECTION AND REMISSION OF STUDENT FEES FOR THE UNIVERSITY OF VICTORIA STUDENTS' SOCIETY (UVSS)

Basis for Jurisdiction: University Act 27.1

Strategic Relevance:

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

Recommendation:

THAT the Finance Committee recommend to the Board of Governors that the Board of Governors collect and remit the fees as approved by the UVSS members and as outlined in the letter of March 13, 2020 from the Director of Finance and Operations of the UVSS to Jim Dunsdon, Associate Vice-President Student Affairs.

Attachment:

Letter dated March 13, 2020 from Dakota McGovern, Director Finance and Operations, to Jim Dunsdon, Associate Vice-President Student Affairs.



March 13th, 2020

Jim Dunsdon
Associate Vice-President Student Affairs
University of Victoria

Dear Jim Dunsdon,

I am authorized by the Bylaws of the University of Victoria Students' Society (UVSS) to send this notice to the University of Victoria with regard to the collection and remission of student fees in accordance with the University Act and to make the certifications and representations contained in this notice.

This purpose of this letter is to officially confirm the UVSS Fees for the 2020 Summer and Fall Semesters. The fees in this letter are near identical to the letter sent in March 2019. Any changes from the previous letter are highlighted.

The referenda questions voted on during this election did have a majority of those voting approving but unfortunately quorum was not met.

All membership fees are set through a referendum as required by the University Act and the UVSS Bylaws.

As set by a majority of the members of the UVSS who voted in referenda, I certify that the UVSS membership fees for the 2020 Summer and Fall semesters are as follows:

Fee	Amount
UVSS Fee Summer and Fall 2020	\$76.85 for full-time students and \$38.39 for part-time students each semester
Universal Bus Pass	\$81.00 per semester
Extended Health Plan	\$180.00 per year for students taking at least 3.0 on-campus credit in the fall semester and \$120.00 for students taking at least 3.0 on-campus credits in the spring semester but not assessed \$180.00 in the fall semester
Dental Plan	\$180.00 per year for students taking at least 3.0 on-campus credits in the fall semester and \$120.00 for students taking at least 3.0 on-campus credits in the spring semester not assessed \$180.00 in fall semester

For clarity, the basic plan for either dental or extended health will remain at **\$145** for students taking 3.0 on-campus credits in the fall and **\$96.67** (2/3 cost of full) for basic coverage for students taking 3.0 on-campus credits in the spring semester and not assessed in the fall. The University will assess all students at the enhanced rate and the UVSS/Studentcare will facilitate an opt down to the basic rate or an opt out altogether for either or both the extended Health and Dental plans.

The fees for the Professional Development Unions have been assessed as the following:

Fee	Amount
Commerce Student Society	\$50.00 per semester for Commerce Students
Engineering Student Society	\$30.00 per semester for full-time Engineering students registered in on campus classes
Education Student Association	\$7.50 per semester for students registered in Education
Law Student Society	\$170 per semester for full-time Law students and \$90 per semester for part-time Law students

All students, including co-op and distance students, in 3.0 credits or more, are assessed Health and Dental Plan fees. Distance and co-op students are not automatically enrolled but may choose to opt-in to the U-Pass.

The credit requirement for the assessment of each fee remains the same as in the previous academic year.

I hereby certify that the UVSS has made available to its members annual audited financial statements.

The University Act and the Bylaws of the UVSS require that these fees will be applied to all undergraduate students including distance and co-op students.

We expect no changes to policies or practices in relation to fee collection, including the appearance of the fee statement, the method and timeliness of the collection and the penalties imposed on those students who fail to pay their fees, except as otherwise stated in this letter.

See Appendix 'A' for a specific breakdown of the University of Victoria Students' Society Fee.

Sincerely,

A handwritten signature in black ink, appearing to be 'DM' with a stylized flourish.

Dakota McGovern
Director of Finance and Operations

Copy: Lori Nolt
Director, Student Awards and Financial Aid

Tory Hasting
Manager, Payroll and Tuition Fee Assessments

Rhonda Ljunggren
Office of the Vice-President Finance and Operations

Appendix “A”

Fee Type	2020 Summer and Fall Semester (Full-Time)	2020 Summer and Fall Semester (Part-Time)
Student Association Fee (Society Operations)	26.6	13.3
Canadian Fed. of Students Fee-BC	N/A	N/A
Student Newspaper Fee	3.75	1.875
Student Union Building Fee	4.25	2.125
Dr Ewing Memorial	4.25	2.125
Medical/Dental Fee	No Fees Assessed in Summer Semester	No Fees Assessed in Summer Semester
Misc. Fees (list each separately)		
- CFUV	5	2.5
- Clubs and Course Unions/Travel Pool	2.5	1.25
- Constituency Organisations	2	1
- Daniel Jacobs Bursary	0.5	0.25
- Day Care Assistance Fund	1	0.5
- Food Bank	2.25	1.12
- International Student Award	0.5	0.25
- Native Students' Union	1	0.5
- Disability Advocacy	3	1.5
- Ombudsperson	1.5	0.75
- Anti-Violence Project	4	2
- UVSP	0.5	0.25
- VIPIRG	3	1.5
- Women's Centre	0.95	0.475
- WUSC	2.5	1.25
- Pride	0.95	0.45
- Community Gardens	3.00	1.50
- Events	0.5	0.25
- Elections	0.4	0.2
- Campaigns	0.5	0.25
- Students of Colour Collective	.70	.35
- Peer Support Centre	1.00	.50
- Uni 101	.75	.37
	\$76.85	\$38.39



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

March 16, 2020

FOR DECISION

To: FINANCE COMMITTEE

From: Vice-President Finance and Operations



cc: President and Vice-Chancellor

Meeting Date: March 31, 2020

Subject: COLLECTION AND REMISSION OF STUDENT FEES FOR THE GRADUATE STUDENTS' SOCIETY (GSS)

Basis for Jurisdiction: University Act 27.1

Strategic Relevance:

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

Recommendation:

THAT the Finance Committee recommend to the Board of Governors that the Board of Governors collect and remit fees for the GSS in 2020/21 as outlined in the letter of March 16, 2020 from the Executive Director of the GSS to Gayle Gorrill, Vice-President Finance and Operations, subject to confirmation of approval of the fees at the GSS Semi-Annual General Meeting on March 24th, 2020.

Background:

As noted in the attached letter, the Graduate Students' Society (GSS) Operating and Capital membership fees will increase by 2.1%.

The collection and remission of fees for the GSS is normally approved by the Board of Governors after the fees have been approved by the GSS Board. This year the fees will be approved at the GSS Semi-Annual General Meeting on March 24, 2020. The GSS has notified the Board of Governors ahead of time in order to ensure May 1st implementation of the fees.

If the fees are approved by both the GSS Board and the Board of Governors, they will come into effect May 1, 2019. The Board of Governors will be informed of this approval at the May meeting.

Attachment:

Letter dated March 16, 2020 from Stacy Chappel, GSS Executive Director, to Gayle Gorrill, Vice-President Finance and Operations.



Graduate Students' Society

UNIVERSITY OF VICTORIA

Phone (250) 472-4543
Fax (250) 721-6137
Web <https://gss.uvic.ca>

Box 1700 STN CSC Victoria BC V8W 2Y2 Canada

Ms. Gayle Gorrill
Vice-President Finance and Operations
Administrative Services Building Room A212
University of Victoria, Victoria, BC, V8P 5C2

March 16, 2020

Dear Ms. Gorrill,

I am writing to offer preliminary notice of changes to University of Victoria Graduate Students' Society (GSS) fees for our 2020-21 fiscal year, and confirm our compliance with the regulations of the *University Act* and *Society Act*, as they relate to our fees. The fee schedule outlined in this letter will be finalized along with the GSS 2020-21 Budget at our March 24, 2020 Semi-Annual General Meeting. Once the budget is approved, the fee changes are effective May 1, 2020, and a final notice confirming approval will be issued after the SAGM.

The GSS membership fee is made up of core operating fees and several specific purpose fees established by member referenda. In some cases the fee is fixed, while in others the fee is increased annually by the BC Consumer Price Index. Co-op students are charged GSS fees at a 50% rate, and both distance students and co-op students are exempted from certain fees related to on-campus services.

CPI increase to core operating fees

The GSS Operating and Capital membership fees will increase 2.1%. This increase is in keeping with our member-approved practice of increasing core fees at the rate of the BC Consumer Price Index, which requires the adjustment to be approved along with the GSS budget at the GSS Semi-Annual General Meeting (SAGM) on March 24, 2020. Where a referendum is held to increase a fee affected by the CPI increase, the CPI is applied before the referendum changes are applied.

Changes to fees made by referendum

Fees increasing due to a referendum

In a vote of the membership held March 4-6, 2020 GSS fees were changed.

The GSS Operating Fund fee and the World University Services Canada (WUSC) Student Refugee Program fee were increased. The VIPIRG fee was eliminated.

2020-2021 Fee schedule

In accordance with the above, the GSS fee schedule is as follows effective May 1, 2020:

	On campus	Co-op	Off campus
<i>Operating Fund Fee*</i>	49.72	24.86	49.72
<i>Capital Fund Fee*</i>	10.15	5.07	10.15
<i>Childcare Fee</i>	1.02	0.51	1.02
<i>Anti-Violence Project</i>	2.00	1.00	2.00
<i>Ombudsperson</i>	1.50	0.75	1.50
<i>Constituency Groups</i>	1.33	0.67	1.33
<i>Clubs</i>	0.50	0.25	0.50
<i>WUSC Student Refugee program</i>	5.00	2.50	5.00
<i>Campus Food Bank*</i>	1.83	-	
<i>CFUV*</i>	0.55	-	
<i>University 101*</i>	0.55	-	
<i>Conference Travel Fee*</i>	4.65	2.32	4.65
<i>Distance Travel Fee*</i>	1.09	0.55	1.09
<i>Student Advocate Fund</i>	1.00	0.50	1.00
	80.89	38.98	77.96

* This fee is increased annually by the BC CPI

Health and Dental Plan fees

GSS Extended Health and Dental Plan fee changes are subject to our insurance renewal negotiations, which are currently underway. Any increases to these fees will require a referendum, and, if approved, would take effect September 1, 2020. The GSS will issue a separate notice regarding these fees.

Audit

I hereby certify that the GSS circulated our 2019 audited financial statements and auditor's report at our October 29, 2019, Annual General Meeting. The GSS has satisfied the requirements of the *University Act* and of the *Society Act*; and the GSS remains in good standing with the Registrar of Societies.

Please do not hesitate to contact me at gssmgr@uvic.ca if you have any questions.

Sincerely,



Stacy Chappel
Executive Director

cc.

Carla Osborne, *GSS Director of Finance*
Dr. David Capson, *Dean of Graduate Studies*
Carrie Andersen, *University Secretary*
Kristi Simpson, *AVP Financial Planning*
Jim Dunsdon, *AVP Student Affairs*

Joel Lynn, *Director, Student Services*
Sabrina Jackson, *Acting Director, Graduate Admissions and Records*
Tory Hastings, *Manager, Tuition Fee Assessments*
Janice Johnson, *Executive Director, Financial Services*



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

March 18, 2020

To: Operations and Facilities Committee

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

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

cc: President and Vice-Chancellor

Meeting Date: March 30, 2020

Subject: New and Revised Awards

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

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, subject to approval by Senate:

- 30 by 30 Women in Engineering Award (revised)
- Rosamund Dashwood Memorial Bursary in Dramatic Writing* (revised)
- Jeffrey Mallett Leadership Award* (revised)
- Allan and Ora Jones Bursary* (new)
- Oliver Prentice Memorial – Saanich Rotary Scholarship* (revised)
- Olivine Stephenson Graduate Scholarship* (new)
- Gregory and Victoria Spievak Graduate Scholarship in Privacy & Security* (new)
- Mrs. Zohra & Dr. Abdullah Siddiqui Scholarship* (new)
- School of Public Administration Scholarship* (revised)
- Easton Scholarship (new)
- Dr. Wilma Elias Greek and Roman Studies Scholarship* (new)
- Dr. Wilma Elias Undergraduate Scholarship in Chemistry* (new)
- Dr. Wilma Elias Graduate Scholarship in Chemistry* (new)
- Wilf Sadler Memorial Bursary* (Revised-UG)
- Vancouver Island Local Government Management Association (VILGMA) MPA Bursary (Revised-GS)
- Muriel Ford Memorial Bursary* (Revised-UG)
- Iranian Student Undergraduate Memorial Scholarship (New-UG)
- William Benzie Scholarship* (New-GS)
- Iranian Student Graduate Memorial Scholarship (New-GS)

**Administered by the University of Victoria Foundation*

Background:

The attached awards were reviewed by Senate Committee on Awards and recommended for approval to Senate. At the meeting on February 7, 2020, Senate approved the attached awards dated January 22, 2020 and recommended that the awards be approved by the Board of Governors. At the meeting scheduled on April 3, 2020, Senate will approve the attached awards dated February 19, 2020. These awards support our student recruitment and retention strategies, provide competitive scholarships and enable the university to continue to attract, recruit and retain outstanding students.

Planned Further Action:

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

Attachment(s):

- Memorandum to Senate dated January 22, 2020
- Memorandum to Senate dated February 19, 2020



Date: January 22, 2020
To: Senate
From: Senate Committee on Awards
Re: New and Revised Awards

The Senate Committee on Awards met on January 17, 2020 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:

- 30 by 30 Women in Engineering Award (revised)
- Rosamund Dashwood Memorial Bursary in Dramatic Writing* (revised)
- Jeffrey Mallett Leadership Award* (revised)
- Allan and Ora Jones Bursary* (new)
- Oliver Prentice Memorial – Saanich Rotary Scholarship* (revised)
- Olivine Stephenson Graduate Scholarship* (new)
- Gregory and Victoria Spievak Graduate Scholarship in Privacy & Security* (new)
- Mrs. Zohra & Dr. Abdullah Siddiqui Scholarship* (new)
- School of Public Administration Scholarship* (revised)
- Easton Scholarship (new)
- Dr. Wilma Elias Greek and Roman Studies Scholarship* (new)
- Dr. Wilma Elias Undergraduate Scholarship in Chemistry* (new)
- Dr. Wilma Elias Graduate Scholarship in Chemistry* (new)

** Administered by the University Of Victoria Foundation*



Terms for New and Revised Awards

Additions are underlined

Deletions are ~~struck through~~

30 by 30 Women in Engineering Award (Revised – UG)

One or more awards of \$1,000 each are given to women undergraduate students entering an engineering program. Applicants must submit a cover letter (max 500 words) explaining what inspired them to choose engineering as a potential career and what they want to achieve with their degree. Approval of the recipients will be made by the Senate Committee on Awards upon the recommendation of the Faculty of Engineering.

Rosamund Dashwood Memorial Bursary in Dramatic Writing* (Revised – UG)

One or more bursaries are awarded to undergraduate students entering third or fourth ~~3rd year undergraduate students~~ in the Department of Writing whose focus is dramatic writing.

Jeffrey Mallett Leadership Award* (Revised-UG)

An award is given to an entering or continuing undergraduate student in the Peter B. Gustavson School of Business who can demonstrate involvement in community or campus organizations. Preference will be given to a student on a Vikes Varsity team. Graduating and part-time students (a minimum of 6.0 units) are eligible for this award. Approval of the recipient will be made by the Senate Committee on Awards upon the recommendation of the Peter B. Gustavson School of Business.

Oliver Prentice Memorial - Saanich Rotary Scholarship (Revised-UG)

A scholarship is awarded to a student of outstanding merit ~~and promise and qualities of character indicating worthiness to hold the scholarship,~~ who is planning a business career and is continuing studies at a recognized university or is articulated to a Certified Professional Accountant. The scholarship may be awarded to a graduating student. Approval of the recipient will be made by the Senate Committee on Awards upon the recommendation of the Peter B. Gustavson School of Business. Students must apply to the Peter B. Gustavson School of Business by April 30.

Allan and Ora Jones Bursary* (New – UG/GS)

One or more bursaries are awarded to undergraduate or graduate students in the School of Social Work who are permanent residents of BC and intend to pursue a career in either corrections or child welfare in BC. Preference is for students who are parents.

Olivine Stephenson Graduate Scholarship* (New-GS)

One or more scholarships are awarded to academically outstanding graduate students.

Gregory and Victoria Spievak Graduate Scholarship in Privacy & Security * (New – GS)

One or more scholarships are awarded to academically outstanding Masters or PhD students in the Faculties of Business, Social Sciences, Law, Engineering, Humanities or Human and Social Development whose research area focuses on the social policy and/or ethical implications of digital technologies. Examples of digital technologies include, but are not limited to, the Internet of Things,

artificial intelligence, video/audio surveillance, blockchain technology, online digital advertising, identification/authentication technologies or electronic health records.

Preference will be given to those students working on issues of privacy and security. Further preference will be given to 1) Indigenous persons and 2) Women.

Recipients must have completed all required courses for their degree and have had their research proposal approved by their supervisor. Applications are available on the Faculty of Graduate Studies website and the deadline to apply is July 31. Approval of the recipients will be made by the Faculty of Graduate Studies Graduate Awards Committee.

Mrs. Zohra & Dr. Abdullah Siddiqui Scholarship* (New-GS)

One or more scholarships of at least \$1,000 each are awarded to academically outstanding graduate students in the Neurosciences Graduate Program (Division of Medical Sciences), with preference for students with demonstrated financial need. Approval of the recipients will be made by the Faculty of Graduate Studies Graduate Awards Committee upon the recommendation of the Division of Medical Science.

School of Public Administration Scholarship* (Revised – GS)

One or more scholarships are ~~An amount of \$100 will be awarded annually to academically outstanding graduate students highly qualified candidates~~ in the School of Public Administration. Approval of the recipient(s) will be made by the Faculty of Graduate Studies Graduate Awards Committee upon the recommendation of the School of Public Administration.

Easton Scholarship (New-UG)

One scholarship of \$1,000 is awarded to an academically outstanding undergraduate student who is entering third year in Electrical, Mechanical or Computer Engineering from the Camosun College Engineering Bridge Program. Preference will be given to a student in the following order of priority:

- 1 Has graduated from School District 71 or 72 (Courtenay, Comox and Campbell River),
- 2 Has represented their region as a member of the Canadian Paralympic, Olympic, BC Games or provincial team, or
- 3 Has actively volunteered with North Island libraries or community organizations to encourage youth interest in Science, Technology, the Arts or Reading.

Dr. Wilma Elias Greek and Roman Studies Scholarship* (New – UG/GS)

One or more scholarships are awarded to academically outstanding undergraduate students entering third or fourth year, or graduate students in the Department of Greek and Roman Studies. 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 Department of Greek and Roman Studies.

Dr. Wilma Elias Undergraduate Scholarship in Chemistry* (New – UG)

Two or more scholarships are awarded to academically outstanding women undergraduate students majoring in Chemistry. Approval of the recipients will be made by the Senate Committee on Awards upon the recommendation of the Department of Chemistry.

Dr. Wilma Elias Graduate Scholarship in Chemistry* (New-GS)

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

Respectfully submitted,

2019/2020 Senate Committee on Awards

Annalee Lepp (Chair), Department of Gender Studies

Anne Cirillo, International Student Services

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

Nicole Greengoe, Registrar

Ciel Watt, Alumni Association

Dawit Weldemichael, Student Senator

Linda Welling, Department of Economics

Alexis Ramsdale (Secretary), Student Awards and Financial Aid



Date: February 19, 2020
To: Senate
From: Senate Committee on Awards
Re: New and Revised Awards

The Senate Committee on Awards met on February 10, 2020 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:

- Wilf Sadler Memorial Bursary* (Revised-UG)
- Vancouver Island Local Government Management Association (VILGMA) MPA Bursary (Revised-GS)
- Muriel Ford Memorial Bursary* (Revised-UG)
- Iranian Student Undergraduate Memorial Scholarship (New-UG)
- William Benzie Scholarship* (New-GS)
- Iranian Student Graduate Memorial Scholarship (New-GS)

** Administered by the University Of Victoria Foundation*

Terms for New and Revised Awards

Additions are underlined

Deletions are ~~struck through~~

Wilf Sadler Memorial Bursary* (Revised-UG)

One or more A bursaries are awarded ~~will be allocated annually to~~ undergraduate a-needy students from the Greater Victoria area ~~who is entering the University from the secondary school system.~~ Preference will be given to students who can demonstrate significant involvement in amateur sports.

Vancouver Island Local Government Management Association (VILGMA) MPA Bursary (Revised-GS)

One or more A bursaries are ~~of \$1,000 is~~ awarded to ~~a~~ full-time Master of Public Administration students enrolled in the Local Governance concentration within the School of Public Administration. Preference will be given to students living on Vancouver Island, then British Columbia and then Canada-wide.

Muriel Ford Memorial Bursary* (Revised-UG)

A bursary of \$2,000 is awarded to a student in the School of Nursing who is supporting dependent children and who is entering the final year of the Bachelor of Science in Nursing program. Preference will be given to a student interested in community nursing or health promotion.

Iranian Student Undergraduate Memorial Scholarship (New-UG)

One scholarship of \$500 is awarded to an academically outstanding undergraduate student who is either an Iranian citizen or has Iranian ancestry and is a permanent resident or ~~Canadian~~ citizen of Canada.

William Benzie Scholarship* (New-GS)

One or more scholarships are awarded to graduate students in English literature with demonstrated financial need. Preference is for students who are men. Approval of the recipient(s) will be made by the Faculty of Graduate Studies Graduate Awards Committee upon the recommendation of the Department of English.

Iranian Student Graduate Memorial Scholarship (NEW-GS)

One scholarship of \$500 is awarded to an academically outstanding graduate student who is either an Iranian citizen or has Iranian ancestry and is a permanent resident or ~~Canadian~~ citizen of Canada.

Respectfully submitted,

2019/2020 Senate Committee on Awards

Annalee Lepp (Chair), Department of Gender Studies

Helga Hallgrímsdóttir, 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

Nicole Greengoe, 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

March 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: March 31, 2020

Subject: **Proposal to Discontinue the Bachelor of Education (Secondary Curriculum) Program**

Basis for Jurisdiction: Senate Committee on Planning meeting January 7, 2020
Senate meeting February 7, 2020

Strategic Relevance:

The proposal to discontinue the Bachelor of Education (Secondary Curriculum) program aligns with policy AC 1120, section 47.00 that states "Within two years of the effective date of the suspension, the Faculty must decide to either remove the suspension, or to discontinue the program".

Previous Consultation:

The School of Exercise Science and Health Education has been consulted in this change, and has been directing students to complete a BA in Recreation and Health Education, or a BSC in Kinesiology before applying to the Post-Degree Professional Program (Secondary).

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the proposal to discontinue the Bachelor of Education (Secondary Curriculum) Program, as described in the memorandum dated November 21, 2019.

Background:

Overview/nature of the academic program

The Faculty of Education first offered a Bachelor of Education (Secondary Curriculum) in 1956. Over the last five years, there has been a decline in enrollment and as such, suspension of admissions was advertised in the September 2018 calendar. The last admissions to the program were in September 2017.

Alignment with the university's mission and strategic plan

The proposal aligns with strategic efforts to continually update curricular programs (Strategic Framework 3.4) and optimize existing resources (Strategic Framework, 5.5).

Senate/academic considerations

No provisions are required for current students as admissions have not been accepted since September 2017. An alternate pathway exists for any students wanting to teach in a secondary context in the Post-Degree Professional Program (Secondary).

Demand and availability

The proposal responds to a decrease in demand for this program.

Resource implications

No resource implications.

Attachment(s): Proposal to Senate dated January 22, 2020, for the proposed discontinuation of the Bachelor of Education (Secondary Curriculum) program.



Date: January 22, 2020

To: Senate

From: Senate Committee on Planning

Re: **Proposal to Discontinue the Bachelor of Education (Secondary Curriculum) Program**

At its meeting of January 7, 2020, the Senate Committee on Planning considered the proposal to discontinue the Bachelor of Education (Secondary Curriculum) program, as described in the memorandum dated November 21, 2019.

The following motion is recommended:

Motion: that Senate approve and recommend to the Board of Governors, that it also approve the proposal to discontinue the Bachelor of Education (Secondary Curriculum) Program, as described in the memorandum dated November 21, 2019.

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

Robin Hicks, 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





Department of Curriculum & Instruction
Faculty of Education
PO BOX 1700 STN CSC
Victoria, British Columbia V8W 2Y2 Canada
T: (250) 721-7886 | F: (250) 721-7598
cicchair@uvic.ca
<http://www.uvic.ca/edci>

MEMO

Date: November 21, 2019

To: James Nahachewsky, Chair of the Faculty of Education Undergraduate Curriculum Committee
Susan Lewis, Chair of the Senate Committee on Academic Planning
CC: John Meldrum, Director of School of Exercise Science and Health Education
From: Deborah Begoray, Chair of the Department of Curriculum & Instruction

Re: Memorandum to Propose Discontinuing a Program

We propose discontinuing our current Bachelor of Education (Secondary Curriculum) program.

1. The Faculty of Education first offered a Bachelor of Education (Secondary Curriculum) in 1956.
2. Over the last five years, enrollment has been declining and as such, we advertised the suspension of admission in the September 2018 calendar, and accepted the last admits in September 2017. At the peak of the program in September 2011 the B.Ed (secondary) had 53 students which fell to 24 in September 2017.
3. According to policy AC1120, section 47.00 "Within two years of the effective date of the suspension, the Faculty must decide to either remove the suspension, or to discontinue the program"
4. No provisions are required for current students as admissions have not been accepted since Sept 2017. The last admits to the program are currently in their professional year (their final year), and will have completed their coursework by April 2020. An alternate pathway exists for any students wanting to teach in a secondary context in the Post-Degree Professional Program (Secondary).
5. We propose these calendar changes to take effect for September 1, 2020.
6. The School of Exercise Science and Health Education has been consulted in this change, and has been directing students to complete a BA in Recreation and Health Education, or a BSC in Kinesiology before applying to the Post-Degree Professional Program (Secondary).
7. We are currently working on the calendar change for cycle 2. These changes have been approved by the department and will proceed to the Faculty Council, and the Faculty Curriculum Committee for final approval.

Name: Deborah Begoray
Chair of Curriculum and Instruction

Signature Original signed by Deborah Begoray

Date: Nov 28/19

Name: James Nahachewsky
Chair of Faculty Curriculum Committee

Signature Original signed by James Nahachewsky

Date: Dec 6/19

Name: Ralf St. Clair
Dean, Faculty of Education

Signature Original signed by Ralf St. Clair

Date: Dec 6/19




University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

March 16, 2019

To: Operations and Facilities Committee

From: Valerie Kuehne, Vice-President Academic and Provost 

cc: President and Vice-Chancellor

Meeting Date: March 30, 2019

Subject: Rescinding Policy GV0710 – Chairs of Departments and Directors of Schools

Basis for Jurisdiction: *University Act, s. 27 (2)(g), 40(c)*
Strategic Framework, 1.1 & 1.3

Strategic Relevance:

The Policy on Chairs of Departments and Directors of Schools (policy GV0710) was last revised in 2006 and is overdue for review. It was developed and last revised prior to the certification of the Faculty Association as a union and as bargaining agent for faculty and librarians. Chairs and Directors 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*.

In the recent round of collective bargaining, the parties agreed to incorporate (and in some cases amend) relevant content from policy GV0710 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.

Previous Consultation:

Starting in 2017, 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 GV0710. 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 and the Board of Governors was made aware of significant changes through bargaining reports to the Compensation and Review Committee. The collective agreement was ratified by faculty and the Board.

Recommendations:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors rescind policy GV0710 (Chairs of Departments and Directors of Schools), effective immediately.

Planned Further Action:

None.

Attachment(s):

- A. Policy GV0710 – Chairs of Departments and Directors of Schools
- B. Chairs and Directors, Article 12, Collective Agreement for Faculty and Librarians



**POLICY ON CHAIRS OF
DEPARTMENTS AND DIRECTORS
OF SCHOOLS**

University Policy No.: GV0710
Classification: Governance
Approving Authority: Board of Governors
Effective Date: March/06
Supersedes: Nov/73
Last Editorial Change:
Mandated Review:

1. INTERPRETATION

In this Policy, "Chair" includes "Director"; "Department" includes "School" and, where appropriate, "Faculty" includes "Division". Unless otherwise specified, "Dean" refers to the line Dean of the Department and "Faculty" refers to the Faculty of which the Department forms part.

2. TERM OF CHAIR

The appointment of a Faculty Member in a Department as Chair of the Department will normally be for a period of from three to five years. An external candidate to be appointed as Chair of a Department will normally be appointed for a term of five years.

3. ROLE OF THE CHAIR

The Chair is the chief executive officer of a Department created by Senate. The Chair reports directly to the Dean of the Faculty. The Chair has primary responsibility for the academic leadership of a Department, including particularly the encouragement of excellence in teaching and research within the Department and for all administrative decisions within the Chair's jurisdiction. The Chair may delegate some duties to committees established in the Department or to other Faculty Members with administrative responsibilities.

4. QUALIFICATIONS

The qualifications of a Chair will be described in detail by the Chair Search Committee of a Department appointed pursuant to the Policy on the Appointment and Reappointment of Chairs. However, in all cases, a Chair must hold a tenured regular Faculty appointment at the University and should be appointed on the basis of intellectual and administrative abilities; devotion to education, teaching and research; judgment and qualities of leadership. In a professional program, the Chair may be expected to hold the appropriate professional qualifications and be able to maintain the professional standing or accreditation of the program. The Chair should have the ability to create an environment conducive to the growth of intellectual life of students and faculty, to maintain the

confidence and cooperation of the Department, to promote Equity, and to manage effectively and efficiently the Department's administrative affairs, including staff development and support.

5. DUTIES AND RESPONSIBILITIES

The Chair has the duty to provide academic and administrative leadership. This includes the duty to:

1. Apply the Standard of Duties and Responsibilities for the Department in a fair and equitable manner and oversee its review and amendment from time to time as required by the Framework Agreement or as needed to enable the Department to meet its academic objectives and mandate;
2. Lead and implement academic planning to increase and sustain quality in teaching and research within the Department;
3. 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;
4. Foster a culture of responsiveness to students which will include celebrating accomplishments, providing advice and guidance on issues that impact their academic participation, investigating complaints, and hearing appeals;
5. Encourage and support Faculty Members within the Department in their pursuit of excellence in teaching and research, and foster a climate that celebrates accomplishments and promotes a collegial environment;
6. Conduct reviews of Faculty performance as required by the Framework Agreement and provide guidance to Faculty Members in their efforts to attain standards required for reappointment, promotion or tenure.
7. Advise the Dean on salary increases and the granting of all forms of leave for Faculty Members in the Department;
8. Apply the standards, policies and procedures of the Faculty, the Faculty of Graduate Studies, and the University in a fair and consistent manner;
9. Exercise leadership in promoting and implementing employment equity policy and goals within the Department;

10. Consult, as appropriate, with Faculty Members, staff and students within the Department in formulating policy and reaching decisions in order to foster respect, civility and cooperation across the University community;
11. Act as Chair of meetings of the Department and provide supervision, advice, guidance and mentoring to Faculty Members, academic and professional staff within the Department;
12. Act as Chair of the Reappointment, Promotion and Tenure Committee(s) of the Department, unless ineligible under the terms of the Framework Agreement; oversee processes to promote fair and consistent practices; and make recommendations regarding the reappointment, promotion and tenure of Faculty Members within the Department;
13. Act as Chair of the Appointments Committee(s) of the Department, unless ineligible under the terms of the Framework Agreement; exercise leadership in the recruitment of Faculty Members in the Department; and oversee the appointments processes in the Department to promote sound hiring practices within the Department and provide appropriate advice to the Dean on hiring decisions;
14. In consultation with the Dean, manage the space allocation within the Department.
15. Facilitate, at the direction of the Dean, and with consultation with the Dean of the Faculty of Graduate Studies, where appropriate, the periodic internal and external reviews of the Department, including reviews of professional programs required for accreditation purposes;
16. Advance the interests of the Department in accordance with the goals of the University in the wider University community 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;
17. Manage and support faculty and staff to promote the effective functioning within the Department of relevant collective agreements, the Framework Agreement and other Departmental, Faculty and University policies;
18. Oversee the proper discharge of administrative duties within the Department such as the advising of students, approval of student programs, and compliance with University policies, regulations and health and safety standards;

19. Manage the appointment, professional development, performance and recognition of staff within the Department under the applicable employment or collective agreements; and
 20. 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.
-

- 53.23 A Study Leave or Administrative Leave taken during the phase-in plan must be approved before a Member may commence a retirement phase-in plan.

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 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.

- 54.2.2 The Dean or an Associate Dean of the Faculty shall be the Committee Chair.

- 54.2.3 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 s. 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 s. 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.
- 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.

Part 13: Contingency Agreements

55. Program Discontinuance

- 55.1 This Article applies only where the discontinuance of a course of study, program, Faculty, School or Department may result in the lay-off of Members. Sections 55.13 – 55.23 will only be invoked after the process outlined in s. 55.6 – s. 55.12 has been completed.

Role of Senate and Board

- 55.2 The Parties recognize the authority of the Senate and the Board under the University Act with regard to the establishment and discontinuance of a course of study, program, Department, School or Faculty.
- 55.3 The President of the University, a Vice-President, Associate Vice-President or Dean will not recommend to Senate that a course of study, program, Department, School or Faculty be discontinued unless there are bona fide academic reasons for making such a recommendation.



University
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SUBMISSION TO THE UVIC BOARD OF GOVERNORS

March 16, 2020

FOR INFORMATION

To: OPERATIONS AND FACILITIES COMMITTEE

From: VICE-PRESIDENT FINANCE AND OPERATIONS

cc: President and Vice-Chancellor

Meeting Date: March 31, 2020

Subject: STATUS REPORT ON CAPITAL PROJECTS

Basis for Jurisdiction: Committee's Terms of Reference

Strategic Relevance:

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

Previous Consultation:

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

Background:

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

Attachment(s):

VPFO/FMGT Project Updates: March 01, 2020

1. Student Health & Wellness Centre
2. Student Housing

PROJECT:	STUDENT HEALTH & WELLNESS CENTRE
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Project No: 17-03034

Project Consultants: KASIAN Architecture Ltd.

General Contractor: Aral Construction Ltd.

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

- Total commitments to date of approximately \$5,080,000 represents 80% of the approved budget of \$6,300,000.

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

Major Risks:

- None at this time.

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

BUDGET STATUS:	Approved Budget 27-Mar-2018	To Be Determined See Risks
Consulting	\$16,400,000	
Construction	\$163,700,000	
Completion	\$6,400,000	
Contingency	\$7,500,000	
Sub-Total	\$194,000,000	
GST (1.65%)	\$3,200,000	
TOTAL PROJECT COST	\$197,200,000	

- Total commitments to date are \$49,198,622, or 25% of the approved Budget of \$197,200,000.

SCHEDULE STATUS:		Target Date 01-Jan-2019	Actual / Forecasted Date 06-Mar-2020
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		February & July 2020	April & November 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 TP04 Base Buildings tender (75% construction budget) has increased the project's financial risk. Value engineering and other activities , including possible budget increase, are currently underway.
- The magnitude of a future redesign may lead to a schedule risk if it extends beyond 3 months.



University
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SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

March 16, 2020

To: Board of Governors

From: Jamie Cassels, QC
President and Vice-Chancellor

Meeting Date: March 31, 2020

Subject: 2019 Policy Annual Report

A handwritten signature in blue ink, likely belonging to Jamie Cassels, President and Vice-Chancellor.

Basis for Jurisdiction: *Policy on University Policies and Procedures (GV0100)*

Strategic Relevance:

Strategic Framework 1.3: Advance service excellence and collaboration by updating systems, spaces, processes, and policies so they fully underpin research and teaching, maximize efficiency, and ensure our accountability and responsibility to our people, partners, and society as a whole.

Background:

The Policy on University Policies and Procedures (GV0100) calls for the President to report annually to the Board of Governors and the Senate on university policies developed and reviewed during the previous year. The 2019 Policy Annual Report captures university policy activities and accomplishments in the 2019 calendar year, and outlines policy activities and priorities for 2020.

More information about university policies is available on the University Secretary's website at www.uvic.ca/universitysecretary/policies.

Attached for the Board's information is the 2019 Policy Annual Report.

Previous Consultation:

The Annual Report was reviewed by all executive offices.

Planned Further Action:

The Annual Report will be presented to Senate for information at their next meeting on April 3, 2020.

Attachment(s):

2019 Policy Annual Report

127

University-wide policies

42

Outdated policies currently being reviewed

2019

Policy Portfolio at a Glance

52%

Of the policy portfolio is **up to date** as of December 2019

12

Past-due policies reviewed and updated

5

Policies rescinded

4

Other policies or procedures updated

4

Editorial changes or corrections made



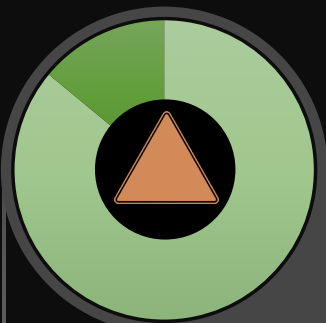
52%

67 up to date policies



34%

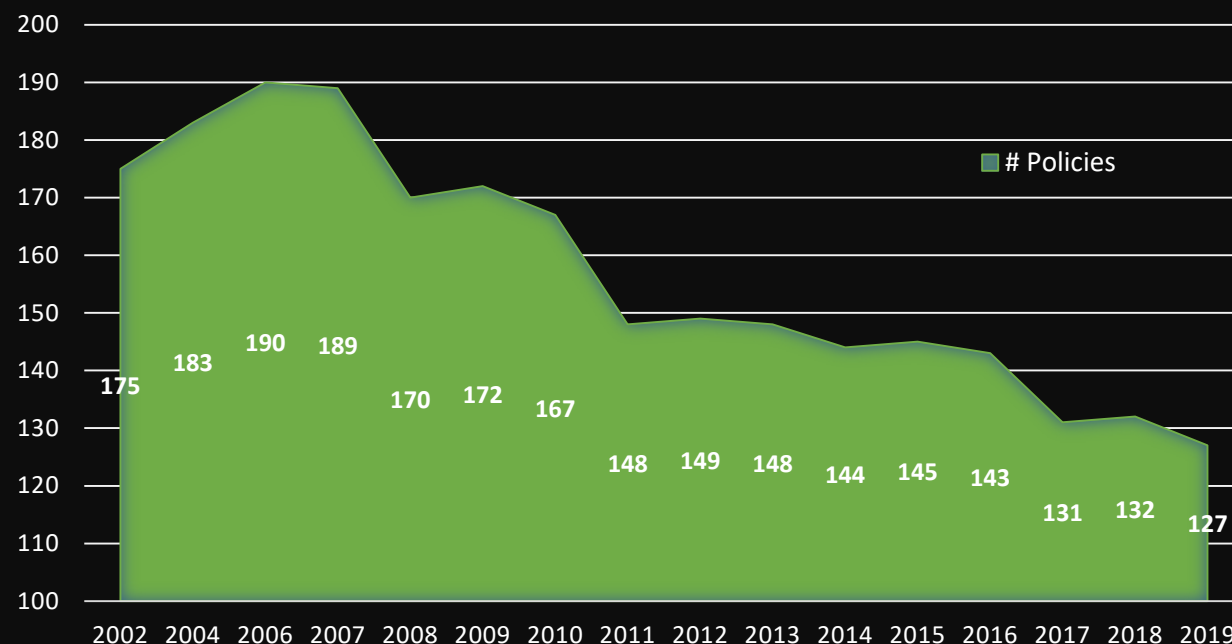
42 policy reviews underway



14%

18 policies needing review

University Policies Over Time



University
of Victoria

University
Secretary



University
of Victoria

Date: February 21, 2020
To: Members of the Board of Governors and Senate
From: Jamie Cassels, QC
President and Vice-Chancellor
Re: 2019 University Policy Annual Report

Introduction

Policies are core governing documents for the university. Good policies help the university achieve the objectives and strategies set out in the Strategic Framework.

The Policy on University Policies and Procedures ([GV0100](#)) was approved by Senate and the Board of Governors to establish a consistent framework for developing and reviewing university policies and procedures. The goal is to create and maintain user-friendly policies and procedures that are current and relevant to the needs of the university community.

The Policy on University Policies and Procedures states that:

The President will report annually to the Board of Governors and the Senate on University Policies developed and reviewed during the year and the action taken or recommended. (section 20.00)

This report responds to the above requirement, and also identifies university policy priorities for 2020.

The University Secretary's Role

The University Secretary's Office (USEC) supports the offices of the President and the Vice-Presidents (the Designated Executive Officers, DEOs) to develop and maintain policies within their respective portfolios. The USEC Policy Officer carries out policy drafting, research, and benchmarking; coordinates policy development and review with the DEOs; and helps to ensure that policy changes are consistent with the university's policy framework.

Update on the Policy Renewal

USEC supports the ongoing renewal of university policies. University policy renewal is guided by direction from the BC Auditor General in 2015 that emphasized the importance of up-to-date institutional policies for effective governance and risk avoidance.

Several policy renewal milestones were achieved in 2019. 12 outdated policies were renewed and updated, and five obsolete policies were rescinded. The updated policies cover areas such as equity and diversity (Preferential or Limited Hiring [HR6110](#)), human resources (Determination of the Employment Relationship [HR6325](#)), information technology (Audio-visual Services [AD2510](#)), and research centres (Appointment of Research Centre Directors [GV0705](#); Duties and Responsibilities of Research Centre Directors [GV0715](#); and Establishment, Review, and Closure of Research Centres [RH8300](#)).

Work that began in 2018 was concluded in 2019 when the remaining Campus Services policies were brought back to currency. The policies on printing, duplicating, photocopy, and facsimile services were consolidated into the Printing, Duplicating, and Photocopier Policy ([AD2525](#)). Three ancillary services budget policies were reviewed and determined to be obsolete, so they were rescinded.

With the aforementioned renewals completed, more than 50% of university policies are up to date (meaning that they have been reviewed within the last seven years). This is up from 44% at the end of 2018.

Policy Highlights from 2019

Collective bargaining with the Faculty Association presented an opportunity to update policies that were incorporated by reference into the collective agreement. These included such critical policies as Conflicts of Interest in Student-Faculty Relationships ([AC1200](#)), Intellectual Property ([GV0215](#)), and Duties and Responsibilities of Research Centre Directors ([GV0715](#)). These efforts will continue into 2020, when three more policies will be rescinded because their subject matter is now covered in the collective agreement. These policies are: Appointment of Chairs of Departments and Divisions ([GV0700](#)); Chairs of Departments and Directors of Schools ([GV0710](#)), and the Equity Policy for Female Faculty Members ([HR6105](#)).

A joint VPAC, VPFO, and USEC working group consolidated and updated the university's policies on relocation assistance for faculty and senior administrators. The refreshed Relocation Assistance Policy ([HR6405](#)) incorporated and replaced outdated policies on relocation grants, travel assistance, and home loan support.

The new Responsible Investment Policy ([FM5215](#)), which received Board of Governors approval in January 2020, replaced the outdated Social Responsibility and UVic Investments policy. The Responsible Investment Policy demonstrates UVic's commitment to environmental stewardship and sustainability through measures that reduce the carbon footprint of the short-term investment portfolio and increase engagement and investment towards addressing climate change. The policy was

developed through extensive consultation with faculty, staff, students, and experts, and close involvement of the Board of Governors.

Several current policies were revised to keep pace with changes at the university. The policy on appointing academic associate vice-presidents ([GV0350](#)) was revised to include the new position of vice-provost. The Calendar Submissions policy ([AC1120](#)) now states that the online calendar the official version, rather than the print calendar. This change anticipates the university's implementation of the Kuali cloud-based curriculum management and course catalog applications. Thirdly, the Naming of Facilities and Physical Assets policy ([BP3100](#)) was changed to keep pace with BC government rules, as well as to allow naming after a concept, word, value, or place that aligns with and reflects the university's mission and values or the history of the lands on which the university stands.

Looking Ahead

The University Secretary's Office continues to work with DEOs and other units and offices to proactively respond to university policy needs and changing regulatory requirements. Outdated policies are being reviewed according to their institutional significance and the length of time since the policy was last reviewed; the long-term goal is to bring the policy portfolio to 100% currency.

Collaborative efforts are underway to tackle the reviews of several policies with high institutional importance and impact, including the Discrimination and Harassment policy ([GV0205](#)), the Information Security policy ([IM7800](#)), and the policy on Accommodation and Access for Students with Disabilities ([AC1205](#)). The Sexualized Violence Prevention and Response Policy ([GV0245](#)) is also due for its legislated three-year review in 2020.

19 policies will become due for review in 2020, including several executive appointment policies; the Protection of Privacy and Records Management policies; and the policy on Liability Insurance, among others.

Ongoing policy-related initiatives include:

- (a) continue to identify and rescind or relocate university policies and procedures that no longer meet the policy standard;
- (b) continue to analyze and determine where additional new university policies and procedures are required and where related policies can be consolidated; and
- (c) create tools and guides for the university community to improve policy management, development, and review.

Attachments

Appendix – Status of the Policy Portfolio

2019 Policy Annual Report

Appendix – Status of the Policy Portfolio

New Policies and Procedures

No new university policies were developed in 2019.

The following new policies and procedures are under development:

Policy	Portfolio	Status	Purpose
New Policies in Development			
Procedures for the Appointment, Review, and Re-appointment of Associate Deans (consolidation)	VPAC	Under review in 2020	New policy to consolidate the 13 appointment procedures for Associate Deans into one “umbrella” policy, similar to the consolidated decanal policy GV0450.
Student Residence Policy	VPAC	Under development	New high-level policy to replace existing Student Residences policy (BP3500) and Operation of Family Housing Policy (BP3505).

Revised Policies and Procedures

From January to December 2019, the following university policies and procedures were revised:

Policy	Portfolio	Effective Date
Outdated Policies Renewed		
Appointment and Re-appointment of Research Centre Directors (GV0705)	VPRE	January 2019
Appointment of the Chancellor (GV0300)	USEC	June 2019
Audio-visual Services (AD2510)	VPFO	December 2019
Conflicts of Interest in Student-Faculty Relationships (AC1200)	PRES	September 2019

Policy	Portfolio	Effective Date
Determination of Employment Relationship (HR6325)	VPFO	June 2019
Duties and Responsibilities of Research Centre Directors (GV0715)	VPRE	October 2019
Establishment, Review, and Closure of Research Centres (RH8300)	VPRE	January 2019
Intellectual Property (GV0215)	VPRE	September 2019
Preferential or Limited Hiring (HR6110)	PRES	August 2019
Printing and Duplicating Services Policy (AD2525) – renamed the Printing, Duplicating, and Photocopier Policy	VPAC	September 2019
Relocation Assistance (HR6405) (formerly Relocation Grants)	VPAC	June 2019
Research Policy (RH8100)	VPRE	January 2019
Other Policies and Procedures Revised		
Appointment and Re-appointment of the Academic Associate VPs (GV0350)	PRES	January 2019
Calendar Submissions (AC1120)	USEC	December 2019
Naming of Facilities and Physical Assets (BP3100)	PRES	March 2019
Relocation Assistance Procedures (attached to policy HR6405)	VPAC	June 2019
Editorial Changes Made		
Procedures for the Appointment and Review of a Head of the Division of Medical Sciences (GV0500)	VPAC	January 2019
Procedures for the Appointment of the Associate Dean (Research) of Engineering (GV0620)	VPAC	February 2019
Procedures for the Appointment of the Associate Dean (Undergraduate Programs) of Engineering (GV0625)	VPAC	February 2019
Typographical Corrections Made		
Off-campus Activity Risk Management Policy (AD2210)	PRES	May 2019

Rescinded Policies and Procedures

Policy	Portfolio	Rescinded
Outdated Policies Rescinded		
Travel Allowance for Visiting and Sessional Appointments (HR6415)	VPAC	June 2019
Bookstore Budget Policy (FM5505)	VPAC	September 2019
Food Services Budget Policy (FM5510)	VPAC	September 2019
Printing & Duplicating Services Budget Policy (FM5520)	VPAC	September 2019
Photocopy and Facsimile (FAX) Services Policy (AD2530)	VPAC	September 2019

Policies and Procedures Requiring Review

The following policies and procedures are past their mandated review date or otherwise require review.

Policy	Portfolio	Status
Targeted for Deletion or Relocation		
Residence Services Budget Policy (FM5515)	VPAC	Under review
Appointment of Chairs of Departments or Divisions (GV0700)	VPAC	Board approval in January 2020
Chairs of Departments and Directors of Schools (GV0710)	VPAC	Preparing for Board approval
Equity Policy for Female Faculty Members (HR6105)	PRES	Board approval in January 2020
Require Review		
Academic Accommodation and Access for Students with Disabilities (AC1205)	VPAC	Under review
Appointment of Associate Deans (12) (GV0600-GV0655)	VPAC	Under review
Appointment and Review of a Head of the Division of Medical Sciences, Procedures for the (GV0500)	VPAC	Under review

Policy	Portfolio	Status
Appointment of Deans (GV0450)	VPAC	To be reviewed
Appointment of the University Librarian (GV0410)	VPAC	To be reviewed
Appointment of the Vice-President Academic and Provost (GV0305)	PRES	To be reviewed
Art Collections (BP3310)	VPER	To be reviewed
Capital Expenditures on Physical Plant (FM5205)	VPFO	Under review
Casual Employment of Students (HR6300)	VPFO	Under review
Conflict of Interest and Confidentiality (GV0210)	PRES	Under review
Conflict of Interest in Employment Practices (HR6200)	PRES	Under review
Critical Incident Response Procedures (SS9115)	VPFO	To be reviewed
Deans of Faculties and Divisions (GV0660)	VPAC	Under review
Discrimination & Harassment (GV0205)	PRES	To be reviewed
Educational Services Contract Policy (AC1110)	VPAC	To be reviewed
Employment Accommodation (HR6115)	VPFO	Under review
Employment Equity (HR6100)	PRES	To be reviewed
Employment under Externally Funded Grants and Contracts (HR6305)	VPFO	Under review
Environmental Health & Safety Policy (SS9200)	VPFO	Under review
Establishment of Certificate and Diploma Programs (AC1135)	VPAC	Under review
Establishment of Endowed and Term Chairs and Professorships (AC1100)	VPAC	Under review
External Research Funding Agreements (RH8200)	VPRE	Under review

Policy	Portfolio	Status
Guidelines for Participation in International Activities (AD2200)	PRES	To be reviewed
Human Rights, Equity and Fairness (GV0200)	PRES	To be reviewed
Indirect Costs of Research (FM5400)	VPRE	Under review
Information Security Policy (IM7800)	VPFO	Under review
Institutional Acquisition and Standardization of Information Technology Devices (AD2515)	VPFO	Under review
Liquor Policy (AD2400)	VPFO	To be reviewed
Off-Campus Graduate Programs (AC1115)	VPAC	Under review
Political Leave Policy (HR6425)	VPFO	Under review
Post-Doctoral Fellows Policy (HR6310)	VPRE	To be reviewed
Prevention of Violence in the Workplace Policy (SS9120)	VPFO	Under review
Research Grants in Lieu of Salary Policy (RH8205)	VPRE	Under review
Research Involving Humans (RH8105)	VPRE	To be reviewed
Research or Teaching Involving Animals (RH8110)	VPRE	To be reviewed
Responding to the Death of a Student	VPAC	Under review
Risk Management Policy (GV0225)	VPFO	Under review
Social Responsibility & UVic Investments (FM5215) – renamed “Responsible Investment Policy”	VPFO	Board approval in January 2020
Specialist/Instructional Appointments (HR6315)	VPAC	Under review
Student Residence and Family Housing policies (BP3500, BP3505)	VPAC	Under review

Policy	Portfolio	Status
Title of Emeritus or Emerita (AC1140)	VPAC	To be reviewed
Use of Vehicles and Parking on Campus (BP3200)	VPFO	Under review

Policies with Transferred Approving Authority

No policies had their approving authority changed in 2019.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

March 16, 2020

FOR DECISION

To: Finance Committee

From: Valerie S. Kuehne, Vice-President Academic and Provost
Gayle Gorrill, Vice-President Finance and Operations

cc: President and Vice-Chancellor

Meeting Date: March 31, 2020

Subject: 2020-21 to 2022-2023 Planning and Budget Framework

Basis for Jurisdiction: Committee's terms of reference
Strategic Framework
University Act, Section 27

Strategic Relevance:

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

Previous Consultation:

- Finance Committee - November 2019
- Finance committee - January 2020

Recommendation:

THAT the Finance Committee recommend to the Board of Governors that the Board of Governors—taking into account PART I of the 2021 to 2023 Planning and Budget Framework summarizing the results of the Integrated Planning process—approve PART II of the 2020-21 to 2022-23 Planning and Budget Framework, including the tuition and fee increases contained therein, and authorize the President to develop and implement the detailed operating budget for the 2020-21 fiscal year.

Background:

Attached is the 2020-21 to 2022-23 Planning and Budget Framework, based on the university's Strategic Framework as prioritized for the next three years by the Integrated Planning Committee, led by the Vice-President Academic and Provost.

Part I of the Integrated Planning and Budget Framework was provided in draft to the Board of Governors at their meeting in January. The attached document includes minor updates to reflect feedback received from the Board in January and through consultation with Senate Committee on University Budget.

For the 2020-21 fiscal year, the Board of Governors is asked to approve fees, consistent with discussions at previous Board meetings, as follows:

- as permitted by Ministry policy, increase in domestic student fees and all application fees equal to 2% as outlined in [Appendix 1](#);
- increase in international undergraduate student fees of 3.75% for all undergraduate students as outlined in [Appendix 1](#);
- increase in international graduate student fees of 2% for all graduate students as outlined in [Appendix 1](#);
- increase in athletics fee by 2%;
- increase in housing fees and housing meal plan ranging from 3% to 6% for 2020-21 as contained in [Appendix 2](#);
- increase in parking fees of 5% as contained in [Appendix 3](#); and,
- increase in child care fees of 2% as contained in [Appendix 4](#).

In November, 2019 and as part of the development of this budget framework, the Board was provided with an update of the projected financial position of the university for the next 3 years excluding any enrolment changes; the suggested budget approach that would be used for the development of the 2020-21 operating budget; and, the expected fee rate increases for both international tuition and ancillary operations. This budget framework is consistent with the approach discussed in November.

As outlined in the financial risk section (part II section C) of this Planning and Budget Framework, the potential impacts from the COVID-19 virus are not included. The Board is asked to approve this framework on the understanding that the President will develop a contingency plan that:

- looks at various planning scenarios;
- outlines the revenue and cost impacts of these scenarios; and
- provides for strategies to address the resulting budget pressures for each scenario.

The Board will be provided an update on impact and planning at its May meeting either as part of a COVID-19 update or a separate document.

An update related to COVID-19 planning and response will be provided at the meeting.

Attachment: [Planning and Budget Framework 2021-2023](#)



Planning and Budget Framework

2021–2023



University
of Victoria

Part I: Integrated Planning Framework
Part II: Budget Framework and Three Year Plan



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Part I: Integrated Planning and Budget Framework

Planning process

UVic's annual Planning and Budget Framework ensures alignment between the [Strategic Framework](#) and academic and operational priorities along with their associated resource commitments in the immediate one to three years.

In September 2019, the university published its first [report](#) on the implementation of the Strategic Framework. The Strategic Framework Implementation Report demonstrates the progress we have made in the past year towards achieving our mission and goals, guided by our six strategic priorities:

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

The Planning and Budget Framework is informed by these six priorities and reflects the objectives and commitments articulated in the Strategic Framework and other institutional plans, such as the International Plan, Indigenous Plan, Strategic Research Plan, Strategic Enrolment Management Plan, Campus Plan, Communications and Marketing Plan, and Employment Equity Plan. Proposed investments are closely aligned with these plans and the Strategic Framework.

Some priorities in the Planning and Budget Framework are new this year while others are continuations of previous investments and others still are reviewed and revised based on experiences and lessons learned. The Integrated Planning Committee, led by the Vice-President Academic and Provost, identifies the areas of focus and opportunities for improvement in quality for the coming three years. Rather than being a comprehensive document covering all university activities, this document focuses on priority areas and investments between 2020-21 and 2022-23, building on the range of multi-year commitments initiated in previous years' Planning and Budget Frameworks. The Integrated Planning process involves the careful evaluation and examination of a wide range of requests to establish priorities and balance needs. This document reflects the outcome of those deliberations.

Proposed Investment highlights

Supporting our faculties and divisions is the central theme of this Planning and Budget Framework. Investment priorities include the recently launched Health Sciences Initiative, improving our international reputation, increasing and supporting the faculty complement, and investing directly in the faculties, library and support units. The new Strategic Framework Chair positions are being implemented to recruit and retain exceptional faculty who will further the six Strategic Framework priorities. In addition to the new chairs, new faculty, librarians, sessional instructors, teaching assistants and staff are being hired to support the continuing expansions of engineering and computer science, the JD/JID and the Nurse Practitioner programs, as well as to support other programs and areas.

Significant investments are being made to support students, which further the goals of the Strategic Framework and our newly launched Strategic Enrolment Management (SEM) Plan.

Within the context of remaining about the same size, our SEM commitments include recruiting the very best undergraduate students, improving undergraduate retention rates, increasing the enrolment of Indigenous students, creating more experiential learning opportunities, and increasing the proportion of graduate students in research programs. Enhanced student scholarships and graduate fellowships, an expanded student orientation program, additional student-athlete supports, and new mental health and wellness initiatives will help UVic achieve our student recruitment and retention goals. Investments in field schools, research-enriched undergraduate education, and supports for co-op and student mobility initiatives will guarantee more opportunities for experiential learning for our undergraduate students.

Investments will be made to support core services that our campus community relies on, such as enhancing cyber-security and rebuilding our web presence.

UVic's Indigenous Plan reaffirms our commitment to act on specific Truth and Reconciliation Commission calls to action to enhance educational opportunities for Indigenous students and to further develop initiatives and programs of education, research, outreach and engagement with an Indigenous focus. The Office of Indigenous Academic and Community Engagement brings together academic and student support priorities, including the highly successful LE~~NO~~NET program and Indigenous Elders programming—both of which will be supported in this framework.

UVic's Strategic Research Plan identifies eight areas of research strength and five priorities for action. This year, funding will be provided to help implement the Health Sciences Initiative, strengthening both academic and research supports in this area of growth and promoting UVic as a leader in health sciences. Additional investments, including the Building Connections Fund, will also enhance UVic's international reputation and create more opportunities for research partnerships with top universities.

Our Campus Plan, five-year fund development plan, communications and marketing plan, Employment Equity Plan, and interim Sustainability Action Plan each continue to provide important direction throughout all areas of the university.

Context

The environment and financial model for post-secondary education in BC remains consistent with the past several years. Provincial operating grants for post-secondary institutions have increased in the current year (and are expected to in the next) to fund negotiated compensation increases following earlier years of grant reductions, however there is no additional lift to meet other inflationary pressures.

UVic has continuing commitments from the province for incremental ongoing funding in support of the joint degree program in Canadian Common Law (JD) and Indigenous Legal Orders (JID) as well as the expansion of programs in engineering and computer science, and graduate nursing education. Future investments from the province are expected to continue being highly targeted.

Domestic tuition fee increases are restricted to two percent, limiting UVic's ability to increase revenues for investments in priority areas. International tuition fees for undergraduate students and in select graduate programs at UVic continue to be at or below those of peer universities, both in Canada and around the world. UVic provides international students with a wide range of financial supports to ensure access and success that include scholarships, bursaries, emergency loans and work study opportunities. A two-year plan, now complete, has been implemented to adjust international fees for students enrolled on or before April 2018, reset international fees and invest in supports and programs to ensure the success of all students, including international students. No further increases, beyond UVic's actual inflation rate, are contemplated for international undergraduate students at this time.

Contractual obligations related to salaries and rising costs associated with library acquisitions, software licenses, and the impact of the lower value of the Canadian dollar relative to the US dollar are examples of pressures that continue to constrain financial planning. These pressures have had a negative budgetary impact on a number of areas including information technology, research infrastructure, facilities management, and, most visibly, the University Libraries' collections and acquisitions budget. Rising costs of serial subscriptions has further eroded the ability to maintain the comprehensiveness and competitiveness of our holdings.

Within BC, a recent (2018) population projection predicts decreasing numbers of 18-24 year olds starting in 2017-18 and continuing until 2025-26, when the trend is expected to reverse. This is the traditional age group associated with undergraduate enrolments and, historically, UVic's largest demographic segment. Competition continues to intensify for new students, both domestic and international, and UVic is responding by maintaining its focus on recruiting the best students and enhancing our students' experience. Retention, engagement and success of existing students are also key focus areas of the SEM Plan. Our UVic Edge branding continues to shape how communications and outreach activities help reinforce the message that UVic is a university of choice for the highest quality students from BC and beyond. Graduate enrolment in research programs remains robust and will evolve incrementally—in alignment with research strengths across academic areas, including health and other thematic areas articulated in the Strategic Research Plan—as articulated in the SEM Plan.

Supports for all students, domestic and international, undergraduate and graduate, are essential for student success. Competitive funding and needs-based financial supports are key to excellence, access and affordability. Programs in support of student life, student mental health, advising and counselling services, and health services will continue to receive significant attention as well as additional funding this year. Recruiting and supporting success for Indigenous students, both undergraduate and graduate, is a distinguishing component of our SEM Plan and a priority for the coming year.

International student demand has been very strong and while it would not be prudent to expect that such growth continues, as the competitive landscape for the best students has increased and key countries work hard to retain their own students, it is expected that current enrolment levels of international students will continue. This enrolment is from a limited range of countries and is not distributed uniformly across the university. Our ongoing international recruitment tiering strategy, which aligns with SEM and our International Plan, has been successful in diversifying the range of students' countries of origin.

The International Plan expresses UVic's ability to generate greater impact in four primary areas of international impact: international development, health and education; science, technology and sustainability; borders,

trade, immigration, laws and government; and, arts, language, culture and history. A global perspective and strategy are fundamental to our university's functioning, identity and achievement of excellence. Building capacity at home and abroad, we will encourage every student to obtain an international experience that links them with the world and that supports their development as global citizens.

UVic's physical infrastructure requires further renewal and enhancement. Priorities—such as new Student Housing and Dining, the Campus Greenway, additions to Engineering and the Fraser Buildings, as well as laboratory renewal and seismic remediation—have been identified in the Capital Plan to address deferred maintenance and increase academic and research space for those areas with the greatest pressures. A new Student Health and Wellness Centre, scheduled to open this year, will provide an integrated facility to further ensure student success.

UVic, like other post-secondary institutions, is facing growing cybersecurity threats, both in frequency and impact. As attackers become more sophisticated, it is critical that UVic make investments in people and technology to enhance our protection, detection and response capabilities for cybersecurity as part of our responsibility to protect our systems and data.

Strategic priorities

The following priorities have emerged from the 2018 Strategic Framework consultation process:

(a) Cultivate an extraordinary academic environment

Goal: The University of Victoria will be recognized internationally as a university of choice for talented students, faculty and staff. People and place provide the foundation upon which we will continue to build an extraordinary environment for the creation, dissemination and mobilization of knowledge. Our beautiful Pacific coast location, inclusive and collegial culture, the influence of Indigenous and international perspectives, and our dedication to the highest standards of teaching, research and creative activity, and service make UVic the place where people want to learn, work, engage, and discover.

Recruiting and retaining the highest quality students, both undergraduate and graduate, are key to meeting our Strategic Framework and Strategic Enrolment Management goals, including enhancing the quality of our student body. As a destination university, attracting the best students from near and far will always require financial investments, by the university and with the support of our donors as we know that competitive multi-year entrance scholarship packages are key to meeting this objective. Robust graduate enrolments in research programs, a further SEM goal, contribute to the academic and strategic objectives of our institution and so graduate students continue to be a strategic focus for the university. Our success as a research-intensive university and in particular our success in attracting outside funding from the research granting agencies depends on high quality and robust graduate enrolments. Building on Strategic Framework investments, President's Scholarships and Indigenous Fellowships will be expanded allowing us to attract and retain more talented graduate students in a highly competitive market. These programs will complement the second year of provincial investments in the BC Graduate Scholarship program at UVic which will see 150 awards of \$15,000 per graduate student across all faculties.

As UVic continues to be a destination university with over 75% of students coming from outside the Victoria region, work is underway to expand Student Housing with 620 new beds, a dining facility and dedicated cultural space for Indigenous students. On-campus housing is an important component of student life and

research shows it contributes to overall student success. With one of the lowest vacancy rates in Canada, our students and people in the broader Victoria community are challenged to obtain affordable housing. Providing additional student accommodation will help address affordable housing in the region as more students will live on campus thereby freeing much needed space in the community.

A new Student Health and Wellness Centre will provide an integrated facility with clinical, counselling, education, collaborative and shared support spaces that will advance UVic's holistic model of student health and wellness.

The Campus Plan guides future decisions on the physical development of our campus and provides an important decision-making framework for open space, land use, built form and mobility on campus. Priorities for the coming years include progress on implementing our campus cycling plan, including pathway enhancements, development of the Campus Greenway, public realm improvements, and a natural areas and grounds management plan. These priorities continue to make our campus more vibrant; enhance the natural and built environment; and create opportunities for more interaction and collaboration.

UVic's success in meeting its teaching, research and community engagement missions would not be possible without our excellent and dedicated faculty and staff. Recruitment, retention and engagement of high quality faculty and staff remain a priority. The recently negotiated collective agreement for faculty and librarians reflects the university's commitment to improving the work environment and the relative position of faculty and librarian salaries within the constraints of the government mandate. A revised salary structure will better reward early-career faculty and librarians.

While faculty, sessional lecturers, teaching assistants and other academic staff are responsible for teaching on our campus, our administrative and support staff are responsible for providing services to support student engagement and success as well as faculty teaching and research success. Staff contributions are a vital element of the extraordinary academic environment we have promised to our community. Supporting teams with organizational design and development strategies including timely and relevant professional development opportunities/training during the entire employment lifecycle from arrival through to retirement planning are ongoing areas of focus. In support of our commitment to professional development, the employee learning program, including the certificate programs, course calendar and learning management system, recently underwent a complete refresh.

Critical to the well-being of its relationships with faculty, staff and librarians, the university is fostering ongoing positive relationships with union representatives, a priority that remains strong for the university.

We will also continue with the implementation of our campus-wide Employment Equity Plan (2015-20) in support of our goal to be a diverse, welcoming learning community, with a demonstrated commitment to equity and fairness. A key part of our Employment Equity Plan sees UVic continuing to promote and sustain an inclusive and positive working environment through ongoing and expanded professional development opportunities that focus on equity, diversity, inclusion and human rights as fundamental values underpinning the work we do.

Faculty, students and staff rely on information systems that are effective, secure and available 24/7. Information systems also play a key role in supporting and furthering activities across campus. Higher

education institutions are increasingly the target of cyber-attacks. Over the coming years, we will continue to make investments in information technology infrastructure and people to improve our cybersecurity program. We will also be completing a comprehensive review of UVic's Information Security policy in light of the increasing threat and growing complexity of cybersecurity. UVic will continue to grow its role in supporting high performance computing for our researchers and research partners across the country. The growth in data and systems, primarily related to research and teaching, led us to expand the Enterprise Data Centre and we will support that growth in the future. Over the coming years, we will continue to invest strategically in the digitization of university processes and modernizing the classroom experience including online resources such as our learning management system.

(b) Advance research excellence and impact

Goal: The University of Victoria will excel in diverse forms of research and creative activity, innovation, and knowledge mobilization that advance human knowledge, improve and enrich lives, tackle global challenges, and promote the sustainability of the planet. We will heighten our place in the top tier of Canada's research-intensive universities.

Just over a year ago, the Health Sciences Initiative (HSI) was launched to enhance the quality and raise the profile of health research, programs, and related activities at UVic. The concept paper, released in November 2019, provides a set of recommendations for uniting our health community under a common banner titled "Advancing lifelong health for all." The expected outcomes from this initiative include new opportunities and support for researchers and students and more collaborative partnerships and interdisciplinary approaches to both research and academic programs, working on campus and with our external colleagues and partners. Success in these outcomes will also contribute to improving our external rankings and reputation, which will better position us to recruit and support a diverse and talented community of health researchers, post-doctoral fellows and students. A range of investments will flow to support the HSI launch.

The development of the Strategic Research Plan (SRP) in 2015 provided UVic with the opportunity to reflect on our research strengths, the high calibre of our faculty, staff and students, and the significant impact of our research on BC, Canada and beyond. The implementation of the Plan, guided by annual plans, progress reports, and 'scorecards', enables UVic to build further strengths in priority areas with goals of achieving global prominence and achieving maximum impact. In the coming year, the SRP will be refreshed.

With the launch of the Strategic Framework, a new program of Research Chairs was introduced with the creation of 14 Chairs, including the recruitment of four new Impact Chairs aligned with the Strategic Framework's key thematic areas, and up to ten President's Chairs for existing faculty members whose work furthers Strategic Framework priorities. These Chairs will complement the Canada Research Chair program which will receive funding to ensure research activities of chair-holders is supported. Also flowing from the Strategic Framework is an investment to support research-enriched teaching by providing financial support and professional training for graduate students and Post-Doctoral Fellows to integrate research and teaching. The Strategic Framework fellowships will prepare graduate students and post-docs for future teaching careers, and provide enhanced research-focused learning experiences for undergraduate students. A final signature investment flowing from the Strategic Framework is research impact seed funding, designed to advance research excellence and impact by supporting research clusters, enhancing support to specific research platforms, and building connections and partnerships with other institutions and organizations.

We will continue to develop the ocean-climate campus initiative at Queenswood, bringing together key UVic research teams with government and private sector partners, with the goal of providing a unique research and solutions-oriented hub for ocean-climate research in Canada to address the critical societal challenges of climate change prediction, mitigation and adaptation. There are already over 100 people located at the Queenswood Campus, and once completed, there will be more than 200 people involved in this initiative that will stimulate new research collaboration, access to training, and opportunities to engage with government and private sector partners.

Over the past year, several pilot programs have been implemented and supported, including progress on new guidelines for sustaining research chairs, particularly the Canada Research Chairs Program, and a coordinated grant facilitation program, with the goal of enhancing our research success. In addition, the acquisition, management, and sustainability of large scale research infrastructure will continue to benefit from central coordination and supports. To this end, we will reflect our high tolerance for risk in our research endeavors through the development and communication of risk appetite statements, and will consider the associated investments necessary to pursue and support more opportunities for external strategic research collaborations, partnerships and funding.

The Library will continually review its serial subscriptions as well as its participation in large purchasing consortia to defray some of the impact of rising costs but investments in the Library acquisitions budget will continue to be necessary in the coming years to support our research intensity for students and faculty.

Management of research data is an increasingly complex and critical area of support, and is the area of focus for UVic's Digital Research Infrastructure Plan. More areas of research activity are becoming computationally-intensive, and these activities generate data that should be retained in a secure and available manner. Existing research computing infrastructure that has been funded from previous grants is aging and requires a longer term solution for refresh in order to provide a secure platform for long term data storage. In addition, UVic will be implementing a Research Data Management Strategy in response to the new Tri-Agency data management requirements for Canadian institutions.

(c) Intensify dynamic learning

Goal: The University of Victoria will be Canada's leader in research-enriched and experiential learning. Our focus on teaching excellence and an exceptional student experience will ensure that UVic students are transformed by their time at UVic, and are equipped for personal success and to contribute effectively as alumni and global citizens.

To ensure our curriculum delivers what students need for personal success and lifelong learning, the Division of Learning and Teaching Support and Innovation will continue to focus on improving supports to course delivery, ongoing curricular redesign and the development of program-level learning outcomes. Continued investments in educational technology, learning and teaching support, such as the learning management system, as well as enhancements to classrooms and laboratories in need of renewal were initiated in previous years and will continue in the coming years. Classroom and lab enhancements will include the implementation of a long-term plan to renew classroom technology and infrastructure based on updated classroom standards and pedagogies, upgrading teaching laboratories, and updating and supporting the campus wireless infrastructure.

Congruent with both our Strategic Framework and our SEM plan, we will build further on UVic’s leadership in experiential learning so that every student has the opportunity to be engaged in, and recognized for, a substantial experiential learning opportunity. UVic has a unique position as a leading Canadian institution that provides a wide range of experiential learning opportunities for students. Ongoing investments in experiential learning will be needed, particularly in areas of student enrolment demand as well as for work-term placements, co-op placements, field schools, internships and practica here and abroad for both domestic and international students. In addition, a signature Strategic Framework initiative was launched last year to enable students to pursue experiential learning opportunities with employers that cannot always afford student placements—a fund to support placements in not-for-profit and non-governmental organizations to increase the diversity of employment opportunities for our students as part of their academic program.

We will evolve high quality co-curricular and support programs based on research and international best practice that positively impact the student experience, resilience and persistence towards achievement of educational goals, timely graduation and fulfilling futures. Student success remains a key priority: student life programs; student mental health initiatives; sexualized violence prevention and awareness programs; and health services have all been identified as priority areas over the next three years.

As in previous years, enhancing the quality of academic programs along with anticipating and supporting student demand in key program areas are continuing priorities, and initiatives focussed on improving student retention and engagement have informed our SEM approach.

A distinctive feature of the University of Victoria has been a focus on the integration of research and education. UVic’s significant research impact relative to its size provides a strategic opportunity to engage all students in our research culture and activities. This integration will be further enhanced by aligning research and educational activities and capabilities as much as possible, as well as defining learning outcomes in terms of the skills and abilities of a researcher (inquiry, analysis, problem solving, communication, etc.). Further investment—such as increasing funding available for teaching assistants—will continue in order to ensure that increasing numbers of graduate and undergraduate students benefit from the research activity and culture of the university, as well as the personal growth and career advantages of a UVic education.

Supporting research-enriched undergraduate education will be a priority this year including investments to expand the highly successful Jamie Cassels Undergraduate Research Awards (JCURA) program. That expansion includes investments in early experiential learning opportunities to ensure first- and second-year students can benefit from this program.

As elaborated in previous years’ Frameworks and as part of a multi-year commitment to change our overall enrolment profile, there will be continuing investments in support of our plans to grow the Faculty of Engineering, in alignment with funding support from government. Enrolment shifts are not limited to that area; however, demand for programs in the PB Gustavson School of Business and the Faculty of Social Sciences continue to be strong. We enter the third year of our unique joint program in Common Law and Indigenous Legal Orders and the program continues to attract interest from students, Indigenous communities, and governments.

Consultations have informed an assessment of the range of supports and services needed to ensure access and success of our international students. A recently completed two-year plan has reset international fees and

provided funds for supports and programs to enhance international student success. Some of the key areas funded that international students identified for expansion or improvement include academic advising, counselling, language skills and work-study opportunities. We are committed to our ongoing work with students to identify priority areas for investment.

(d) Foster respect and reconciliation

Goal: The University of Victoria will be a global leader in creating better opportunities for Indigenous students, entering respectful educational and research partnerships with Indigenous communities, and advancing respect, reconciliation and mutual understanding.

In late 2018, UVic hosted the fourth national Building Reconciliation Forum in partnership with Universities Canada. The annual gathering serves as a way to explore how universities, governments and Indigenous communities can work together to answer the Truth and Reconciliation Commission's Calls to Action. In November of 2019, a UVic delegation travelled to Algoma University in Sault Ste. Marie, Ontario to attend the 5th annual forum whose theme was “Working Together to Advance Healing & Reconciliation.” UVic presented the host university with both the ceremonial Walking Stick (provided by the previous host, the University of Manitoba) and three paddles, commissioned by UVic to represent Coast Salish canoe teachings of everyone paddling together and to encourage post-secondary institutions to work together to honour truth and reconciliation.

UVic’s first Indigenous Plan articulates our commitment to enhance educational opportunities for Indigenous students and to further develop and strengthen initiatives and programs of education, research, outreach and engagement with an Indigenous focus. In the coming year, ongoing resourcing will support the Office of Indigenous Academic and Community Engagement to bring together our academic and student support priorities including the highly successful LE_{NO}NET program. Key to this office is increasing and regularizing the staffing capacity to support sustainable programs and services for our students as well as creating and nurturing meaningful and respectful partnerships with communities, governments and organizations. Support for First Peoples House is also a priority, to ensure a welcoming and inclusive campus environment and to educate the entire university community on promoting mutual understanding.

Within Faculties, the recruitment and retention of Indigenous students, faculty and staff will be supported with new investments. Pathway programs are being explored to improve access and success for Indigenous students and a range of SEM priorities focus on the recruitment, retention and success of Indigenous students, both undergraduate and graduate, including the ambitious goal of doubling our enrolment of Indigenous students in the coming decade. Supports are also being enhanced in the office of Co-operative Education and Career Services to ensure Indigenous students fully benefit from these programs. Recently launched academic programs, such as the joint JD/JID in the Faculty of Law, Indigenous Education in the Faculty of Education and an Indigenous Major in the Faculty of Humanities are all underway and growing.

(e) Promote sustainable futures

Goal: The University of Victoria will be a global leader in environmental, social and institutional sustainability through our research, academic programs, campus operations, and the impact and influence of our students, faculty, staff, and alumni.

The university will work collaboratively to develop a Climate and Sustainability Action Plan by 2021 that responds to the Strategic Framework, moving towards a comprehensive and integrated approach to sustainability. It is anticipated that this will require some resources in the coming years. 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. Two Strategic Framework Impact Chairs that are aligned to sustainability as well as academic initiatives funded through the Strategic Framework Impact Fund will further knit together our commitment to the promotion of sustainable futures.

We will continue to carry out campus development and operations according to the highest standards of sustainability. We will start to implement a new responsible investment policy for short term investments as another way of expanding the impact and commitment that UVic has on reducing the effects of climate change caused by the emissions of greenhouse gases. On campus, we will focus on developing a climate resiliency and adaption plan for the university and further enhancing our support for more sustainable transportation options.

In a post-secondary environment where enhancing the quality of academic programs is critical, it is more important than ever to align the university's resources with its priorities. In recent years, with the roll-out of the Enhanced Planning Tools (EPT) and revisions to our Budget Model, our planning and budgeting processes have become more transparent and data-informed to provide faculty, staff and leadership with the tools to facilitate planning and better align resources with university priorities.

For the 2020-21 academic and administrative planning cycle, all units on campus have again used the EPT data to identify areas where investment is required. AVPs, Deans and Executive Directors have used the EPT data to prioritize their requests and, likewise, Vice-Presidents have used EPT data to identify and prioritize portfolio and institutional priorities at the Integrated Planning Committee. Last year's Quality Assurance Process Audit conducted by the Ministry of Advanced Education strongly endorsed UVic's integration of continuing quality assurance via academic program reviews with EPT and its connections to academic planning and resource allocations. EPT revisions proposed in the coming two years will further re-inforce the connections to both quality assurance and resourcing.

In conjunction with EPT, we are implementing a revised budget process to improve transparency, advance data-informed decision-making, and provide for appropriate incentives. Changes to position management provides units with increased flexibility to better manage their staffing and budgets and changes to carry forward policy provide funding for strategic purposes. A new approach to resource alignment, appropriate incentives, and the linkage of academic budgeting to revenue drivers is now being implemented.

Philanthropy plays an increasingly important role in ensuring that the university will enhance access and provide a quality educational experience to students while also building support for our research strengths. The university completed a review of its fund development program in 2016-17 and developed a 5-year plan to grow revenues based on the reviewers' recommendations. This plan will strengthen relationships with potential donors and increase philanthropic support for areas of priority at the university over the coming years. A number of operational improvements have been implemented by redefining roles, re-allocating resources, making further investments and enhancing planning to ensure that potential donor interests are linked with university priorities. Results from the third year of implementation have shown positive results;

additional investments will be provided to achieve the objectives set out for subsequent years of the five-year plan. A culture survey conducted as part of the review showed a willingness to adopt best practices as an institution. Adopting these practices will stimulate a shift in campus culture wherein all leaders, faculty and staff are better prepared to serve as philanthropic ambassadors within our campus and wider community to identify and cultivate prospective donors and fund-raising volunteers.

(f) Engage locally and globally

Goal: The University of Victoria will be a preferred partner and a leader in local and global engagement.

Working together for mutual benefit with community, private sector, government and other educational and research organizations, UVic will expand and inform its approach to engaged research, creative activity, learning, and knowledge mobilization to foster connections and co-create positive change for people, places and the planet. Global engagement is a key aspect of our International Plan.

Our university is a cornerstone of the community and continues to actively engage locally and globally while supporting and building on the wide range of outstanding work already underway. In response to a key priority of the Strategic Framework, we are developing a three-year Community-University Engagement Plan to animate our campus and broader community to reach shared goals such as sustainable social, cultural and economic development of our region and our nation. There is strong support for a broad institutional approach that will bring resources to bear on promoting increased community access to university knowledge, research and teaching activities, as well as, joining the community in collective efforts to address their most pressing and complex issues. In the coming year, we will continue to actively engage our university community and external partners to develop and nurture mutually beneficial, inclusive and strategic partnerships that positively impact people and the planet.

UVic's reputation (and how we are reflected in international rankings) is a key factor in attracting talented faculty, students and staff; encouraging philanthropy; improving donor and alumni relations; and strengthening public and government support for our strategic priorities. We are investing in the development of strategies to communicate our distinct strengths, successes and achievements and to enhance our international reputation as a university of quality and excellence.

The UVic Edge branding provides a compelling narrative to how we communicate our university's distinctive strengths and unique features. It answers the fundamental "Why UVic?" question for our key audiences, whether prospective students, faculty and staff or donors, funders, partners or policy-makers. Sharpening our Edge, the 2018-21 communications and marketing plan, will see the completion of a refresh of our most important digital communications tool, the main uvic.ca site, as well as supports to assist departments and units across campus update their sites and digital materials. Investments will also support an ongoing focus on enhancing our social media presence.

We will continue to strengthen internal communications, engagement and the sense of community on campus, with senior leaders committed to improving internal communications and implementing various approaches that respond to the identified communication needs of staff and faculty in their areas.

Conclusion

With enhancing quality as an overall foundation, this Planning and Budget Framework has identified areas of strategic priority requiring investment, and builds on the goals of the Strategic Framework as well as commitments made in previous years' Planning and Budget Frameworks. Rather than attempting to describe all university activities, this Framework is focused on areas of priority over the coming three years. UVic will focus on key and important strategic initiatives as elaborated in our supporting institutional plans.

An exciting range of signature investments has accelerated the implementation of the university's Strategic Framework and drives UVic forward in line with the priorities the university community identified during the Framework's development including:

- Strategic Framework Chairs
- Strategic Framework Impact fund
- Experiential learning fund
- Research impact seed funding
- Graduate student support

We will also retain our emphasis on quality enhancements and student and faculty supports by:

- Directly investing in the Faculties
- Strengthening our international reputation
- Advancing the Health Sciences Initiative
- Investing in areas of student program demand and growth
- Augmenting academic resources and student services
- Enhancing the undergraduate and graduate student experience by improving student awards, financial aid and health services; and,
- Making investments in core support areas across campus.

The Strategic Framework continues to serve as a guide to UVic's future, articulating our shared vision to “be the Canadian research university that best integrates outstanding scholarship, engaged learning and real-life involvement to contribute to a better future for people and the planet.”

Part II: 2020–21 Budget Framework and Three Year Plan

The purpose of developing and approving an institutional budget is to ensure that financial resources are aligned with institutional priorities and areas of strategic focus. Part I of this document outlines these priorities and areas of focus for the coming three years while Part II provides the associated financial framework.

With advice from the Senate Committee on the University Budget (SCUB), this Framework is developed by the Integrated Planning Committee, chaired by the Vice-President Academic and Provost, for recommendation to the President and then approval by the Board of Governors. In developing this Framework, unit leaders, Vice-Presidents and the Integrated Planning Committee made use of information and data gathered and presented from the university's Enhanced Planning Tools (EPT). This is the third year that these data have been used for decision making. Future consultation and feedback on its use will help inform how EPT can be refined to continue to support resource planning into the future and to incorporate the goals set out by the new Strategic Framework. A recent Quality Assurance Process Audit conducted by the Ministry of Advanced Education lauded UVic's integration of continuing quality assurance via academic program reviews with EPT and its connections to academic planning and resource allocations.

This Framework provides summary level information on the university's financial plan for the next three years and is submitted for approval to the Board of Governors in March. The development of a detailed operating budget, consistent with this financial plan, is delegated to the President. Therefore, once the Framework is approved, an annual detailed operating budget is developed for approval by the President. A report on this more detailed budget (the Budget Expenditure Allocation Report) is provided to the Board of Governors for information in September of each year.

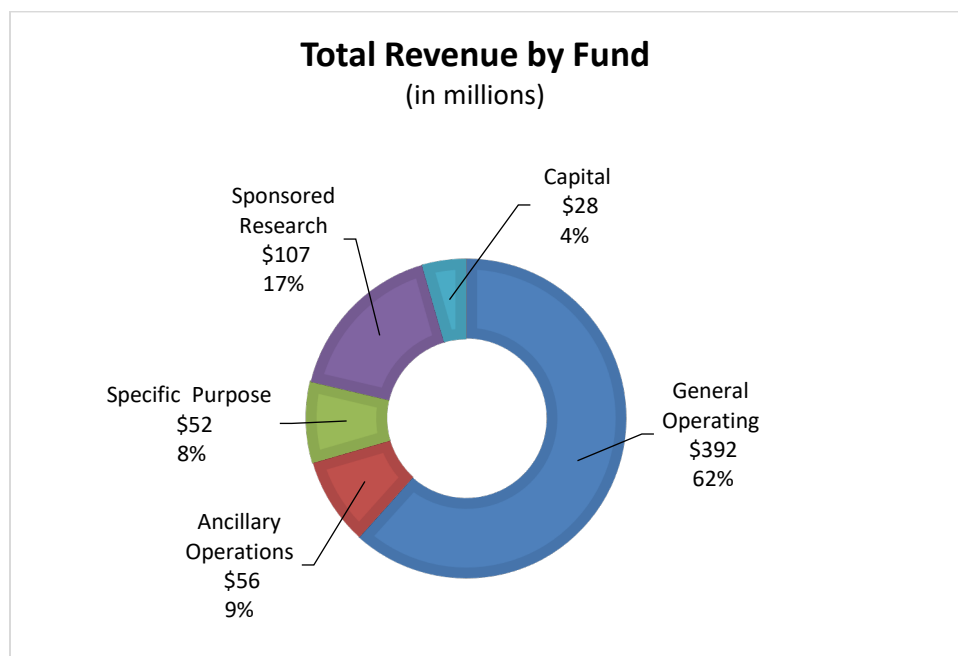
The university develops its annual budget framework, financial models and plans within the context of a three-year planning horizon to provide a realistic time-frame for the development of university initiatives and to provide greater flexibility than permitted with an annual process.

A. Financial Overview

UVic is responsible for the financial stewardship of over \$625 million in total annual revenue. To enhance accountability, budgetary control, and oversight of resources, UVic maintains separate funds for its diverse activities, which for reporting purposes are grouped as follows:

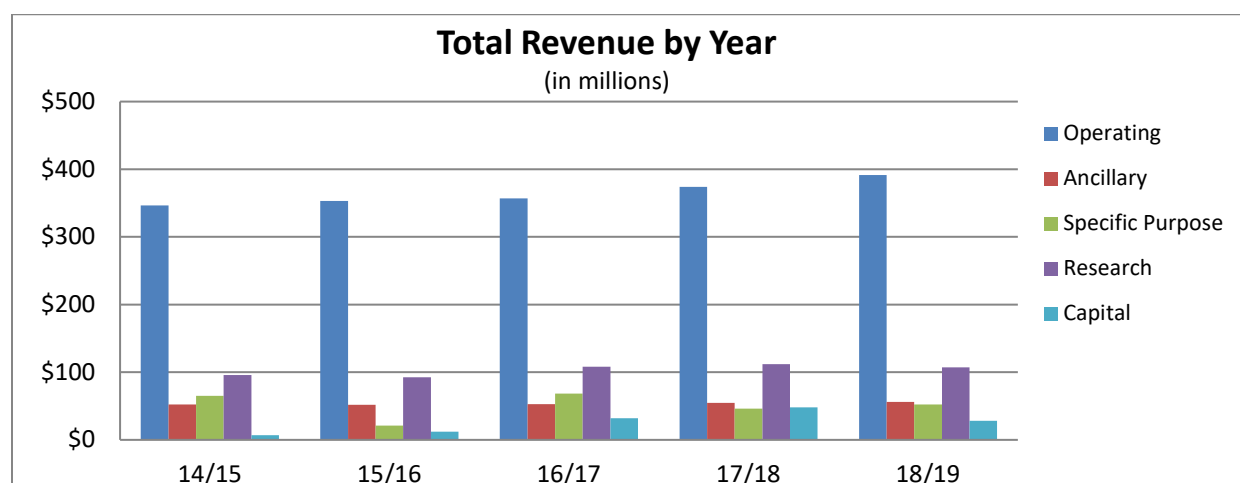
- general operating fund – includes the general operations of the university;
- ancillary enterprises fund – includes the operation of service areas that are considered self-funding such as the bookstore, parking, student housing, child care, etc.;
- specific purpose fund – includes contract services, special projects, and distributions from the university's endowment funds;
- sponsored research fund – includes external grants provided specifically for research; and
- capital fund – accounts for funds provided for the acquisition of capital assets and major renovations.

For the most recently completed fiscal year, 2018-19, total actual revenue for UVic was \$635M and was distributed across the five funds as follows:



Compared to the prior year, general operating revenue increased by \$17.6M with the majority of this increase attributable to the provincial operating grant reflecting additional government funding for negotiated salary and benefit increases. The increase also includes funding for year one of the engineering and computer science expansion. Revenue increased for ancillary operations due to rate increases required to cover rising costs. In 2018-19, ancillary operations revenue grew by \$1.2M due to rate increases for housing (4%-6%), parking (5%) and daycare (1%-4%). Specific purpose revenue increased by \$6.3M over the prior year mainly due to an increase in investment income from endowments. Those increases, offset by decreases in sponsored research (\$4.7M) and capital (\$20M) result in an overall net revenue increase of \$0.6M or 0.1% from the prior year. The decrease in sponsored research revenue is mainly attributed to less federal grant funding (tri-council and CFI), while the decrease in capital is mainly due to one-time events in the prior year including the proceeds from the sale of Dunsmuir lodge, a \$2.7M recovery of GST on historical capital expenditures, and a renewal of the loan for the Technology Enterprise Facility.

The following chart outlines revenue by fund as well as changes across funds for the last 5 years:



Revenues are closely linked to strategic enrolment objectives. Although the university's goal is to maintain overall student enrolment at about the current level, the enrolment profile will evolve to align with the recruitment, retention and success initiatives as outlined in our [Strategic Enrolment Management \(SEM\) plan](#). Revenue is expected to grow modestly over the next three years, reflecting increased domestic and international tuition revenue and funding from the provincial government for collectively bargained salary and benefits increases, and to support growth in specific academic programs (engineering and computer science, law JD/JID, nursing practitioner). Capital funding is expected to increase over the next few years, reflecting commitments from the provincial government for deferred maintenance as well as funding from various sources to support the capital required to meet funded program growth in engineering and computer science, law, as well as new student housing.

B. Resource Allocation Recommendations and Fund Information

While financial plans have been developed for the three-year planning cycle to 2022-23, this document focuses on resource allocations for the coming 2020-21 fiscal year, and specifically requests Board of Governors' approval of:

- the operating budget framework which includes:
 - the overall financial plan including projected revenue and high level expenditure allocations;
 - domestic and international tuition and mandatory fees increases associated with the projected revenue, including application fees and the universal athletic and recreation fee increases;
- the routine capital plan; and
- fee changes included in ancillary budgets.

Budgets for specific purpose and sponsored research funds are individually approved by external agencies, such as federal and provincial governments and the University of Victoria Foundation, and therefore are included solely to provide a more complete financial picture of the university. Major capital projects and research projects (i.e., those greater than \$5.0M) are individually approved by the Board of Governors.

Activities related to sponsored research, capital and specific purpose funds, and their impact on the general operations are estimated and, where appropriate, reflected in the operating budget resource allocation plan.

1. General Operating Budget

(a) Budget Assumptions

Before developing the operating budget, the university makes assumptions about the planning environment in which it operates. The 2020-21 operating budget has been developed with the following key assumptions:

- UVic will develop a balanced budget that provides for financial flexibility to mitigate potential future financial challenges that may arise as a result of declining enrolment (domestic or international).
- In the development of this budget, the university will consider the overall impact on its audited financial statements prepared in accordance with Public Sector Accounting Standards and used by the provincial government for consolidating the University into the public accounts;
- Budget allocations will reflect the planning priorities as articulated in the Strategic Framework and through the Integrated Planning process;
- Provincial government funding will continue to be provided for the engineering and computer science expansion, to support the JD/JID program, and for expansion of the nurse practitioner program;
- Domestic undergraduate and graduate tuition will increase by 2% consistent with government policy;
- International undergraduate tuition will increase by 3.75%;
- International graduate tuition will increase by 2%;
- We will achieve our budgeted student enrolment levels;
- Research Support Fund (federal funding to support indirect costs of research) projected revenue will remain the same and recovery of indirect research costs from other sources will be consistent with previous years;
- The Provincial government will continue to fund the 3-year PSEC mandate for employees that are covered by collectively bargained agreements as well as exempt support staff;
- Total compensation includes:
 - Salary and associated benefit increases as per bargained collective agreements with the PEA, Faculty, Teaching Assistants and Sessional Instructors;
 - Salary and associated benefit increases as per PSEC mandate for agreements not yet settled and for the period beyond the current terms; and
 - Progression through the ranks or ranges as per collective agreements.
- The second 50% reduction in Medical Services Plan premia will occur January 1, 2020 and Canada Pension Plan (CPP) increases will occur as per the current federal government stated rate schedule;
- The change in contributions rates for the Combination Pension Plan approved by the Pension Board of Trustees and implemented effective January 1, 2020 will continue until at least the next valuation as at December 31, 2021. The approved contribution rate is a decrease from 5.05% to 4.00% for the defined benefit portion of the combination pension plan. The trust agreement outlines that changes in the contribution rates are shared between the university and plan members 2/3 and 1/3 respectively,

translating to a 0.7% decrease in the university's rate or ~\$1M annually.

- The current benefits budget can absorb unanticipated benefit increases given vacant positions;
- The current utilities budget can absorb expected rate increases due to efficiency programs, conversion to the new district energy plant, and the reserve available to protect against harsher winters. Incremental funding will be allocated to support expected infrastructure and maintenance costs for the proposed additions to the engineering and law buildings;
- Future costs related to the additions required for the technology expansion and the JD/JID program will be funded from incremental tuition and government funding for the programs;
- While the funding for minor routine capital has not yet been confirmed for 2020-21, it is assumed to be \$675K consistent with 2019-20; and,
- Funding to offset annual incremental inflationary costs will be allocated to those areas that experience high annual inflationary increases (e.g., University Systems, Libraries and Facilities Management).

(b) Financial Summary

The following [Table 1](#) provides a financial summary (in millions) of the projected operating revenues and expenditures for 2020-21 and the following 2 years based on the above assumptions:

TABLE 1

	2019-20 Operating Budget	Projected 2020-21 Operating Budget	Projected 2021-22 Operating Budget	Projected 2022-23 Operating Budget
Revenues				
Provincial Grants	\$ 203.4	\$ 213.2	\$ 222.9	\$ 230.6
Federal Grant	6.4	6.4	6.4	6.4
Other Grants and Contracts	6.0	6.0	6.0	6.0
Student Fees	152.4	160.2	168.1	173.1
Department Revenue	34.9	34.9	34.9	34.9
Investment and Other Revenue	3.6	3.6	3.6	3.6
Total Revenues	\$ 406.5	\$ 424.2	\$ 441.8	\$ 454.5
Expenditures				
Salaries and Benefits	320.4	328.4	344.3	357.5
Operating Expenses - Current	86.1	86.1	90.0	93.0
New Allocations	-	-	-	-
Strategic Framework Initiatives	-	0.9	-	-
New and Expanded Programs	-	2.8	2.7	1.2
Institutional Priorities	-	4.9	4.0	1.9
Infrastructure and Inflation	-	1.1	0.9	0.9
Total Expenditures	\$ 406.5	\$ 424.2	\$ 441.8	\$ 454.5

The three-year financial plan outlined in [Table 1](#) above forecasts a balanced budget for the next three years, mainly as a result of incremental government revenue to support collective bargaining increases and tuition revenue from international undergraduate student fee increases approved in prior years that apply to new students after April 2018. The annual plan provides for both base budget and term allocations in

2020-21. The goal of this approach is to retain financial flexibility to address, if required, future enrolment declines or other unanticipated fluctuations in operating revenue.

Through its Strategic Enrolment Management Plan, UVic actively manages enrolment levels in relation to academic plans, government accountabilities and demographic trends, as well as the provincial and global competitive landscape. Launched in April 2019, the SEM Plan articulates a range of goals, strategies and tactics to ensure UVic's enrolments are aligned with the objectives of the Strategic Framework and other institutional plans, such as the Indigenous Plan, International Plan and Strategic Research Plan, to name a few.

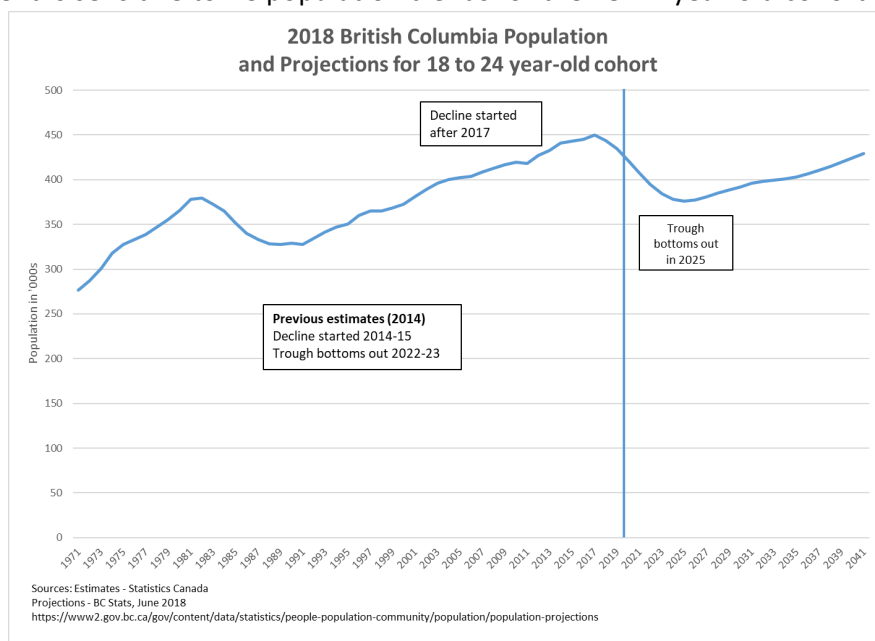
There is a strong and direct connection between enrolments and budgets as our operating grant from the provincial government is contingent upon achieving a particular enrolment level (as outlined below in [Table 2](#)), and tuition revenues are sensitive to enrolment changes.

Given a typical undergraduate program length of four or five years (with co-op), enrolments are expected to remain relatively stable over this three year planning and budget framework time horizon. Enrolment projections beyond three years, however, are more difficult to estimate.

International enrolment levels are difficult to predict given this segment of our student population is impacted by world events and post-secondary strategies in countries around the world. Our international recruitment tiering strategy, first implemented for the 2014-15 recruitment cycle and in the process of being refreshed, has been successful in increasing overall international representation across our academic programs while diversifying the range of countries from which our international students originate. In addition, our tiering strategy has increased the quality of our entering international students, resulting in a high retention rate once enrolled. Given these two considerations, we have confidence in our three-year enrolment levels subject to a global crises or major event.

For domestic students, our enrolment is sensitive to BC population trends for the 18-24-year-old cohort.

UVic uses population segment projections provided by Statistics Canada and BC Stats, which are updated every few years. The current projection (2018) calls for a decline of this demographic beginning in 2017-18 and continuing to 2025-26, as shown in the chart. Given UVic's reliance on enrolment directly from high schools, the demographic trough poses a recruitment challenge and could have a substantial impact financially over the longer term. As the university is part-way



through this trough, the risks with respect to enrolment decline as a result of this trough are diminishing. That said, UVic should continue to focus on both the recruitment and retention of the highest quality students, as well as continue to provide for a budget that retains some financial flexibility so that we can respond effectively to changes while minimizing institutional impact.

As noted above, this framework encompasses the 3 year planning cycle to 2022-23 and provides for on-going (base) funds for academic investments, strategic initiatives and other areas while retaining some future flexibility to help address, if necessary, impacts from future enrolment declines by allocating a portion of those funds as term or non-recurring.

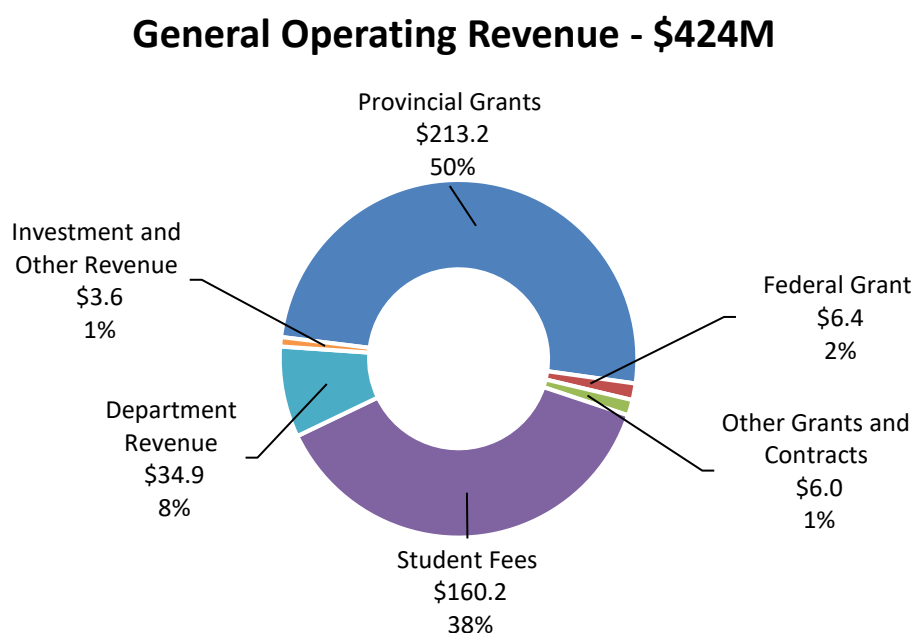
The incremental new revenue (base) available for allocation in 2020-21 as per [Table 1](#) is \$4.9M, about 1% of the total operating budget. As noted above, in order to retain some financial flexibility each year a portion of the base budget is allocated to term or non-recurring priorities. In order ensure that we have the same level of financial flexibility to effectively manage a potential enrolment decline as was contemplated when this budget approach was first implemented in 2016/17, the amount of base budget allocated to non-recurring has increased by \$2.7M to \$6.5M, primarily a result of the overall increase in international student tuition rates. Total allocations to non-recurring priorities exceed this amount as available funding also includes institutional carry forward, one time provincial or federal grants, and other projected non-recurring funds. Section (e) below outlines the base and non-recurring expenditure allocations in more detail.

(c) 2020-21 Operating Revenue Information and Changes

Operating costs for the university are funded from two main sources:

- government grants which account for 50% of projected revenues in 2020-21; and
- student fees which account for 38% of revenues.

Total general operating revenue for 2020-21 is projected at \$424M from the following sources:



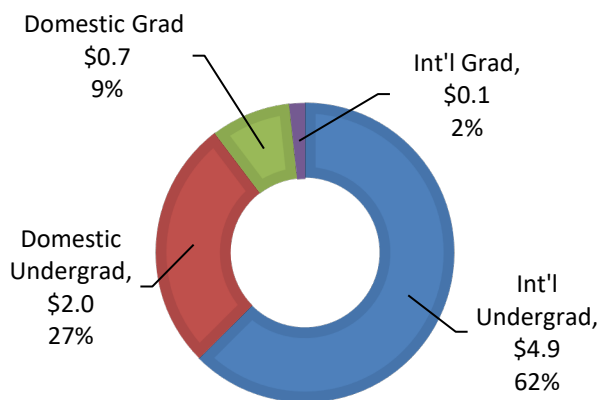
The **provincial grant** for 2020-21 is expected to increase by \$9.9M. Of that increase, \$7.2M represents funding anticipated to cover compensation increases under the Public Sector Employee Council (PSEC) mandate for bargained and future agreements. The remaining \$2.7M is funding to support expansions in engineering and computer science, the JD/JID program, and the nursing practitioner program.

For 2020-21, the province provides the operating grant to the university based on the expected enrolment levels shown in [Table 2](#), which includes the third year of planned expansions in engineering and computer science and the JD/JID Indigenous law program, as well as the second-year expansion of the nurse practitioner program. Note that international enrolments are not included in the province's targets.

TABLE 2	FTEs
Undergraduate	13,933
Graduate	2,337
Total funded	16,270

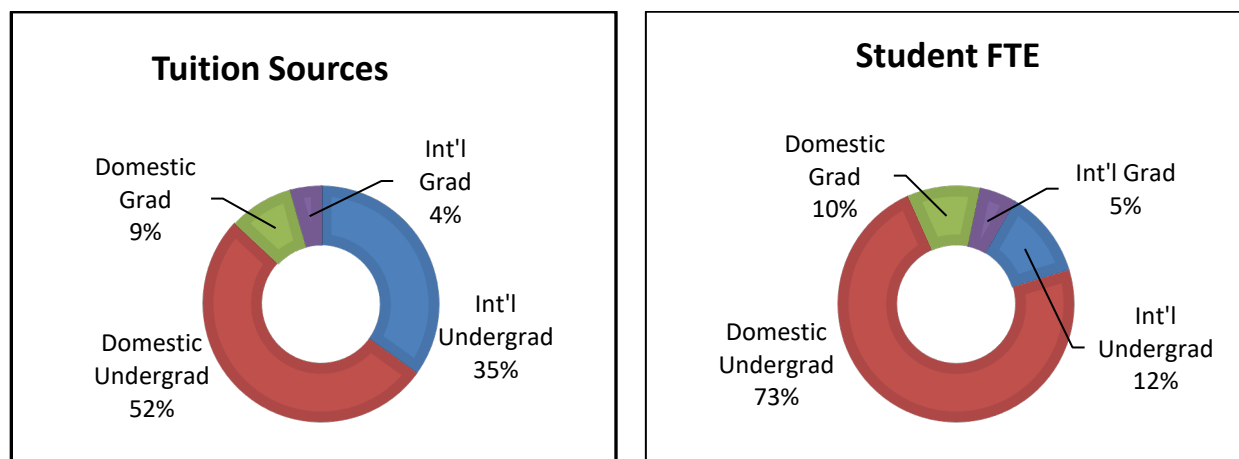
Student fees represent tuition and fees paid by all student groups and enrolment growth noted above. This framework projects total student fees to increase by \$7.7M in 2020-21:

Student Fees - \$7.7M Increase



In May 2017, the university implemented a policy to increase international fees to reflect actual costs of inflation. The university experiences inflation rates higher than the 2% allowed by Ministerial policy in a number of areas including compensation, capital-related costs, information technology, utilities and library collections and subscriptions. For 2020-21, the inflation rate was calculated to be 3.75% and is applied only to undergraduate international fees. In prior years, international graduate fees were also increased by the higher inflation adjustment and the incremental funding was allocated to the graduate fellowship program. Based on campus feedback, the 2% rate will be applied to international graduate students starting in 2020-21.

With growth in undergraduate international students over the last three years, tuition from international sources comprises approximately 39% of total tuition revenue whereas international student enrolment comprises 21.5% of student FTE as shown in the charts below:



The proportion of tuition revenue from international students will likely increase each year as new tuition

rates become applicable to a larger proportion of the international student population as grand-parented students graduate.

The attached [Appendix 1](#), Schedule of Tuition Fees for 2020-21 outlines tuition fees by program and requires Board approval as part of the budget process.

Federal grant revenue is annual funding received through the federal government's research support fund (RSF) to help defray the indirect costs attributable to the research enterprise. The overall goal of the RSF is to help ensure Canada's research institutions remain among the best in the world. By subsidizing the financial impact of the indirect costs of research, the fund helps researchers and universities focus on delivering innovative research and scholarly excellence. This grant is calculated using the three-year average of research grants received from the tri-council funding agencies, comprised of NSERC, SSHRC and CIHR. During 2019-20, the university was notified that the 2019-20 base RSF grant would decrease by \$0.1M from \$6.5M to \$6.4M. The base budget for 2020-21 reflects this change.

Department revenue is projected to increase by \$0.11M as a result of a 2% increase in the athletics and recreation fee, a 2% increase for domestic application fees (undergraduate and graduate), and a 3.75% increase for undergraduate international application fees. The athletic and recreation fee increase will be used to fund inflationary pressures on that budget. The costs of Athletics and Recreation (ATRS), including programs, administration and building operating and infrastructures costs (including repayment of an internal loan for the construction of CARSA) are supported through an annual contribution from UVic, membership fees (for the fitness and weight centre and climbing wall), other rental fees (e.g., fields, track, ice rink, etc.) and a per-semester mandatory student fee. Consistent with the approval of tuition fees, the Board approves the mandatory student fee, whereas other fees such as rental rates, membership fees etc. are determined by administration. A 2% increase in the mandatory student fee will bring the per-semester ATRS fee to \$90.66.

The 2% domestic (undergraduate and graduate) and 3.75% international undergraduate increase in application fees will result in the following fee changes:

Application Type	From:	To:
domestic undergraduate	\$ 77.75	\$ 79.25
domestic graduate	\$ 126.50	\$ 129.00
domestic law	\$ 97.75	\$ 99.75
international undergraduate	\$ 132.00	\$ 137.00
international graduate	\$ 162.25	\$ 166.00

The **other grants and contracts** budget is composed of revenue from the University of British Columbia in support of the Island Medical Program (IMP). The annual IMP budget is approved by the administrative committee representing the three universities (UBC, UVic and UNBC) and can only be used for the IMP program.

Investment income and other is mainly composed of interest, dividends and gains/losses earned from university cash balances which are invested in short term investment vehicles such as money market, mortgage and bond funds. The remaining revenue is composed of incremental revenue expected from real

estate entities UVic Properties and Heritage Realty, and overhead revenue from research contracts. Income is also generated through internal loans to ancillary services provided to fund capital improvements. Interest rates continued to decrease from already low levels over the course of 2019. The decrease in interest rates helped overall returns resulting in a projected positive budget position in 2019/20 for investment income. Lower starting yields will make it challenging to continue to achieve the investment income budget, although it has not been adjusted as the investment reserve (\$2.1M) is expected to be sufficient to cover any shortfall in the upcoming year. Rates are not expected to meaningfully increase in 2020. If interest rates do increase, while detrimental in the short term, they will improve revenue from investment income in the longer term.

Based on the information outlined above, this budget framework projects revenues in 2020-21 to increase in total by \$17.66M over the prior budget as follows:

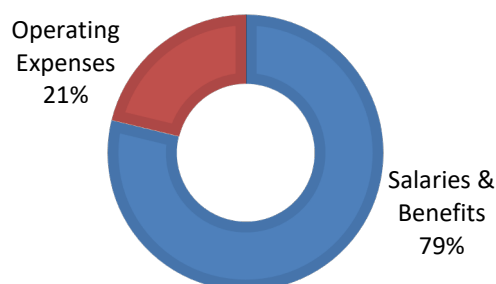
(In millions)

Provincial Grant:	
Compensation	\$ 7.17
Engineering, JD/JID, Nursing Practitioner	\$ 2.68
Student Fees:	
Inflation increases 2% (domestic and graduate)	\$ 1.95
Engineering, JD/JID, Nursing Practitioner growth	\$ 0.78
International UG (rate adjustment and inflation increase 3.75%)	\$ 4.84
Differentials	\$ 0.12
Department revenue and other income	\$ 0.11
Total incremental revenue increase	\$ 17.65

(d) Operating Expenditure Information

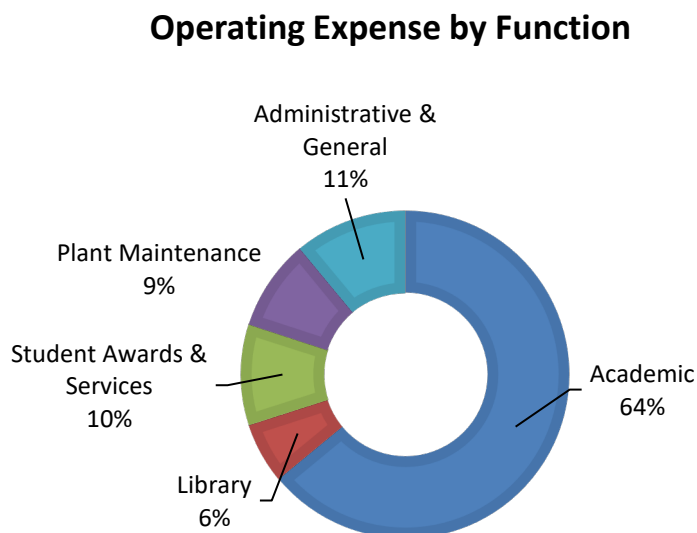
The importance of people to the university is reflected in the operating budget, with 79% of annual operating expenditures allocated to salary and benefits.

General Operating Expenditures \$424M

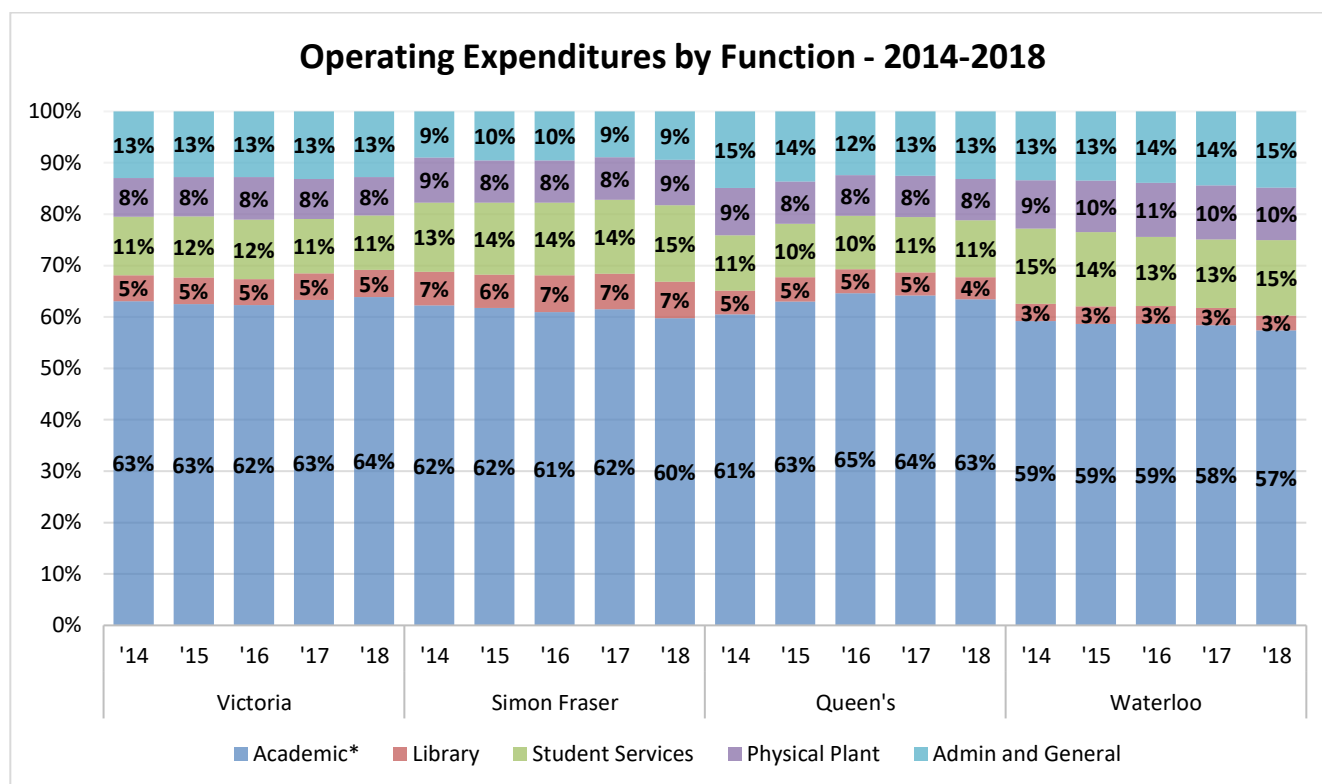


Reflecting the mission of the university, 80% of the total operating budget is allocated to academic areas including faculties, research, library, student financial aid and student services, with the remaining 20% allocated to facilities and support functions.

The following chart outlines expenditures by functional area:



The above proportions have remained consistent and as shown in the five year chart below, UVic's investment in academic areas is comparable to peer universities:



*Includes Instruction & non-sponsored research, non-credit instruction and computing & communications
Source: CAUBO Financial Information of Universities and Colleges 2014-2018

(e) Operating Expenditure Plan

The annual expenditure budget is adjusted each year to first account for known compensation, infrastructure, inflationary and maintenance requirements. The plan also reflects allocations to departments as a result of revenue that is collected specifically for their program (ATRS fees, faculty program fees, etc.). For 2020-21 this revenue totals \$10.07M as follows:

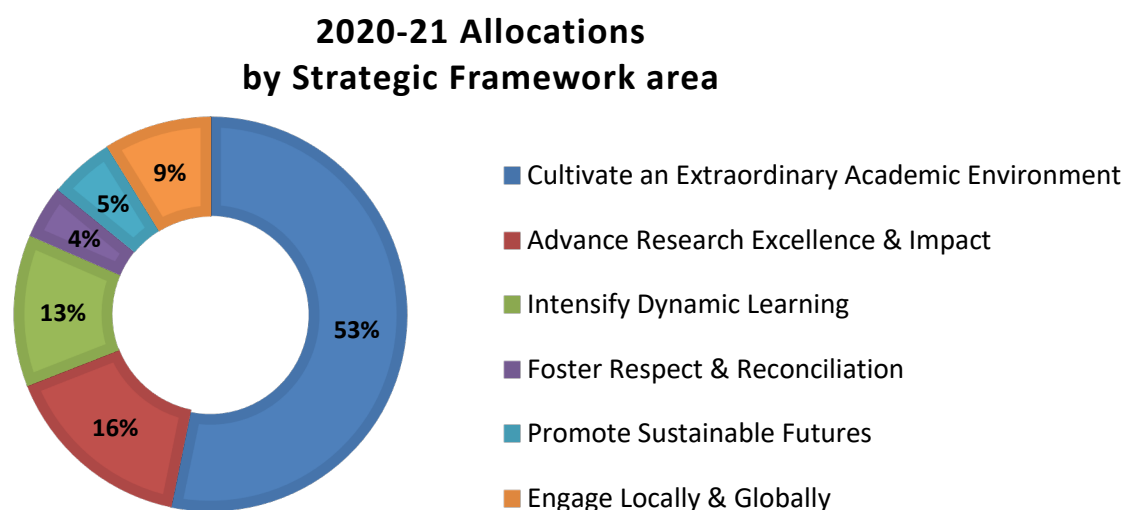
(in millions)	
Compensation (salaries and benefits)	\$8.02
Engineering infrastructure	\$0.76
Library acquisition inflationary costs	\$0.56
Maintenance and inflation costs	\$0.50
Department revenue – fees and differentials	\$0.24
Total	\$ 10.07

The \$8.02M for compensation represents salary and related benefit increases (collectively bargained and anticipated) and progression through the ranks. This also includes reductions related to the Medical Services Plan premia and the Combination Pension Plan resulting from the university's January 1, 2020 rate decrease. An allocation of \$0.76M for engineering infrastructure is necessary to support increased building operating costs resulting from the engineering expansion that in the interim is being used to support the capital project. The \$0.56M for Library represents additional base funding to address rising costs of acquisitions as a result of a lower Canadian dollar and annual inflation on periodicals and subscriptions. The \$0.50M for maintenance and inflation includes allocations to general university insurance, facilities management and university systems to address inflationary costs of insurance, supplies and licensing respectively.

Funds available in 2020-21 for allocation to strategic priority areas come from three sources:

1. Incremental base revenue not required to fund compensation/regulatory items as per above;
2. Uncommitted base funding, allocated each year for non-recurring items; and
3. Institutional carryforward, also allocated for non-recurring items and derived from unspent budget and/or unbudgeted revenues.

Overall allocations (base and non-recurring) by Strategic Framework priority areas are outlined in the following chart:



The majority of the allocations for the coming year are directed towards cultivating an extraordinary academic environment. This reflects the 3-year plan priority of investing in academic chairs, faculties, scholarships, student services such as health services and campus infrastructure investments. More detail on these allocations is outlined in the sections below.

The 2020-21 budget provides \$0.85M in base funding to support commitments for Strategic Framework priorities including:

Key Priority Area	(in millions)
1 Cultivate an Extraordinary Academic Environment	
Impact Chairs (up to 4)	\$ 0.60
Strategic impact fund	\$ 0.10
Fellowship for enriched teaching	\$ 0.05
3 Intensify Dynamic Learning	
Experiential learning fund	\$ 0.10
Total	\$ 0.85

With the above allocations and those made in the prior two years, the Strategic Framework priority areas are now fully reflected in the annual budget with \$1.2M allocated to academic chairs, \$0.45M for the experiential learning fund, \$0.2M for the fellowship in research enriched learning, \$0.3M for the strategic impact fund and \$0.41M in graduate fellowships.

Before considering other priority areas, allocations totalling \$1.8M are also required to support government funded enrolment expansions for engineering and computer science (\$1.09M), the JD/JID in Indigenous law (\$0.50M), and the nurse practitioner program (0.21M). After providing allocations for ongoing commitments and non-discretionary items, base funding totalling \$4.93M is available for other institutional priorities:

	(in millions)
Total incremental revenue increase	\$ 17.65
Less commitments and non-discretionary allocations:	
Compensation, regulatory, inflationary & maintenance	\$ 10.07
Strategic Framework commitments	\$ 0.85
Program expansion supports	\$ 1.80
Total commitments & non-discretionary	\$ 12.72
Total base available	\$ 4.93

The Integrated Planning process is both a bottom-up and strategic approach to investment decision making. All units provide prioritized administrative and academic plans along with associated resource requests. These requests and supporting information including metrics from the Enhanced Planning Tools, are prioritized by Vice-Presidential portfolio, then reviewed and discussed at the Integrated Planning Committee in order that allocation decisions can be made that optimally align allocations with resources available and overall strategic priorities (each year the requests far exceed new resources available). The outcome of this process is presented in the allocations outlined in [Table 3](#) below, organized by Strategic Framework areas of priority.

While investments are grouped by Framework area, it should be noted that the table provides only a general overview of financial investment by priority area as many of these investments address goals across multiple priorities. For example, *Meeting Enrolment Demand* under Intensify Dynamic Learning addresses the strategy 3.5 objective of developing and evolving high-quality academic programs that are responsive to student interest and providing students with meaningful learning opportunities. It also addresses the Engage Locally and Globally strategy 6.1 of developing integrated structures across the university to promote effective interactions with local and global communities.

As another example, *Indigenous Supports* under Foster Respect and Reconciliation addresses the strategy 4.2 objective of developing new pathways for access to higher education for Indigenous students. It also addresses the Cultivate an Extraordinary Academic Environment strategy 1.1 of attracting, supporting and developing a diverse community of students, faculty and staff through enhanced resources and programs.

TABLE 3

Key Priority Area	(in millions)
Cultivate an Extraordinary Academic Environment	\$ 1.85
Faculty and research supports	1.09
Faculty and department supports	0.54
Information system infrastructure	0.10
Student supports and success	0.03
University communications plan	0.09
Advance Research Excellence and Impact	\$ 0.50
Faculty and research supports	0.40
Student supports and success	0.02
Systems support	0.09
Intensify Dynamic Learning	\$ 1.16
Community-university engagement	0.10
International initiatives	0.05
Meeting enrolment demand	0.65
Student supports and success	0.36
Foster Respect and Reconciliation	\$ 0.39
Education, policy implementation and hiring support	0.14
Indigenous program and student supports	0.25
Promote Sustainable Futures	\$ 0.55
Climate and sustainability action plan	0.15
Fund development plan	0.40
Engage Locally and Globally	\$ 0.49
Meeting enrolment demand	0.40
Systems support	0.09
Total base allocated to institutional priorities	\$ 4.93

[Table 3](#) outlines how overall funding will be used to support priorities outlined in the Strategic Framework and reflected in Part I of this document. The specific funding allocations will be part of the detailed budget allocation process approved by the President (presented to the Board in September for information).

The above allocations reflect the university's priority of supporting faculty and research and provide for investments within every academic Faculty and support the following academic areas of priority:

- program support across faculties including faculty positions, staff positions, TA support, Indigenous co-op coordinators;
- on-going funding for presidential research scholarships for graduate students;
- funding to support the health science initiative;
- funding to support Indigenous Academic and Community Engagement, the Indigenous Studies program, and LE, NONET experiential learning;
- meeting demand in academic program areas; and,
- investments in student supports and success including varsity athletics.

Other significant allocations include:

- funding to support the development of the Climate and Sustainability Action Plan;
- research supports including funding for supporting research awards and grant applications;
- investments to advance Alumni and Development's major gift program;
- investments in communications including social media;
- support for information systems including development and systems maintenance, research systems support, network infrastructure and information security;
- investments for maintaining and addressing regulatory requirements for our facilities, and,
- funding for new hires in equity and human rights and human resources in support of education, policy implementation and hiring.

In addition to the base investments noted above, the 2020-21 budget provides \$10M non-recurring budget, which is available from:

- budget not committed to base allocations of \$6.5M that the university has retained in base to be used for non-recurring or term allocations in order to retain some financial flexibility as outlined above; and,
- institutional carry forward of \$3.5M.

[Table 4](#) below outlines the non-recurring allocations for 2020-21, and represents both new and the continuation of multi-year commitments. Some examples of multi-year commitments include the university communication plan – *Sharpening our Edge*, the three year *Sexualized Violence Awareness and Prevention Education* plan, enrolment supports for new/expanding programs, the Health Sciences initiative and research supports including protection of intellectual property and to enhance university rankings and reputation.

TABLE 4

Key Priority Area	(in millions)
Cultivate an Extraordinary Academic Environment	\$ 6.11
Faculty and research supports	2.28
Faculty and department supports	0.07
Graduate student supports and success	0.30
Reputational advancement	0.42
Student supports and success	0.99
Undergraduate scholarships	0.50
University communication plan	0.05
Capital infrastructure	1.50
Advance Research Excellence and Impact	\$ 1.87
Building research connections	0.58
Faculty and research supports	0.61
Health sciences initiative	0.52
Intellectual property support	0.17
Intensify Dynamic Learning	\$ 0.69
Meeting enrolment demand	0.27
Student supports and success	0.43
Foster Respect and Reconciliation	\$ 0.27
Education, policy implementation and hiring support	0.16
Indigenous graduate student supports and success	0.04
Indigenous supports	0.08
Promote Sustainable Futures	\$ 0.24
Faculty and department supports	0.04
Climate and sustainability action plan	0.20
Engage Locally and Globally	\$ 0.83
International initiatives	0.07
Legacy gallery support	0.03
Meeting enrolment demand	0.45
University communications plan	0.28
Total non-recurring allocated to institutional priorities	\$ 10.02

The above allocations provide for investments across the university in priority areas as well as required investments to sustain operations. Some highlights include:

- faculty supports for hiring and retention including searches, start-up funding, retirement bridge funding, spousal appointments, etc.;
- funding to support research including the building connections fund, animal care, intellectual property supports, and the Health Sciences Initiative;
- program supports in Science, Engineering and Computer Science, and Humanities;
- continued investments in student success with funding allocated for graduate fellowships, undergraduate scholarships, and undergraduate research awards including early experience opportunities;
- supports for student health programming including allocations to University Health Services clinic operations and the Student Mental Health program;

- continued funding for employee training in leadership and sexualized violence prevention;
- funding for the implementation and ongoing support of the Climate and Sustainability Action Plan;
- an allocation to the library's collection budget to supplement the base amount of \$0.56M noted above to address inflationary and US dollar impacts; and,
- investments in capital to support functional improvements and routine maintenance of capital infrastructure.

As noted above, \$6.5M of non-recurring funding is provided from base funds not committed to on-going costs in order to maintain financial flexibility to protect against enrolment fluctuations or other unforeseen events. This level of base funding provides protection from enrolment decline roughly equal to 250 (about 10%) undergraduate international students or 1,137 (about 7%) domestic students as follows:

TABLE 5

	Amount	Percent
Base funding retained (\$)	\$6.48M	1.5%
International FTE fluctuation absorbed (FTE)	250 FTE	10.1%
or Domestic FTE fluctuation absorbed (FTE)	1,137 FTE	6.7%

The FTE difference is due to tuition rate differences.

(g) Routine Capital Funding

Annually, the provincial government provides post-secondary institutions with funding for the maintenance, renovation, and upgrade of institutional academic facilities. There are two sources of funding from government to address maintenance and renovations within an overall program called Routine Capital.

The first source of funding is called Minor Maintenance and Rehabilitation and is intended for project planning (e.g., studies or design work) or minor projects to address maintenance or rehabilitation issues (e.g., replace flooring). For 2020-21 this funding is expected to be approximately \$675,000 and is provided as envelope funding – institutions have full discretion over its allocation.

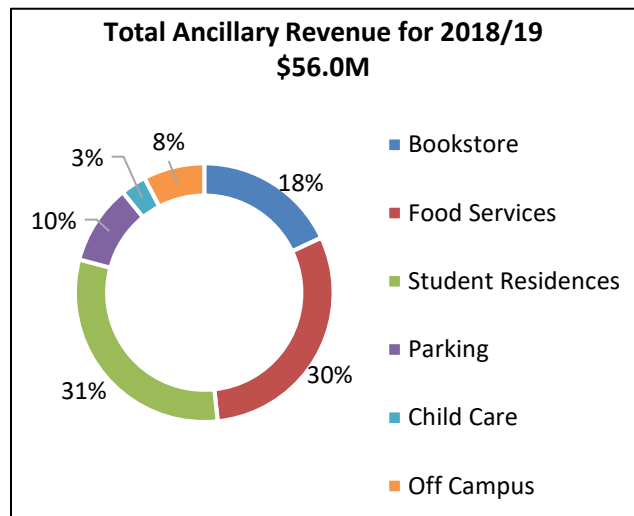
The second source of funding is Major Maintenance and Rehabilitation (MMR) and it is intended to address deferred maintenance and some functional improvements. This funding is provided through a notional allocation against which each institution submits specific projects for approval. This process allows the institution some flexibility with respect to the use of these funds but also ensures, through the requirement for Ministry approval, that provincial priorities are addressed (e.g., deferred maintenance). For 2020-21 expected funding from government of is about \$11.8M; however, there is a requirement for a 25% contribution from the institution, or about \$4.0M. The overall university operating budget provides the funding for the university contribution towards MMR projects. Given the deferred maintenance and functional improvement requirements across the campus, investment in capital improvements remains a priority.

The allocation of this funding is coordinated annually through the office of the Vice-President Finance and Operations and approved by the Vice-President Finance and Operations and the Vice-President Academic and Provost, based on overall campus priorities and ranked submissions from units.

3. Ancillary Budgets

An ancillary operation is a unit or department within the university that is required to be financially self-sustaining, with each operation generating sufficient revenue to fully cover its annual operating costs as well as infrastructure maintenance such as renovation and the replacement of physical assets including any required debt servicing costs.

Revenues from ancillary operations in fiscal 2018-19 totaled \$56.0M or about 9% of the entire operations of the university. This revenue comes from a variety of operations such as housing, food, bookstore, parking, child care and off-campus operations.



The majority of revenue for an ancillary operation comes from the sale of services or products. For 2018-19, this source of revenue accounted for 92% of total ancillary revenue. Other revenue includes government grants (child care) 3% and investment income 2%.

The following sections outline the proposed ancillary budgets for 2020-21 along with the corresponding fee increases that require board approval.

(a) Residence Services

Residence Services provides accommodation to students and visitors in on-campus dormitory buildings, single student cluster units and self-contained units (apartments/town houses) for students with families. [Table 6](#) below summarizes the current year budget and the proposed Residence Services budget for the next 3 years.

Table 6

	Budget 2019-20	Projected Budget 2020-21	Projected Budget 2021-22	Projected Budget 2022-23
	(in millions)			
Total Revenue	\$ 17.45	\$ 17.74	\$ 18.28	\$ 21.54
Expenditures:				
Salaries & Benefits	\$ 5.39	\$ 5.75	\$ 5.86	\$ 6.41
Operating Expenses	\$ 5.30	\$ 5.40	\$ 5.61	\$ 5.94
Debt Servicing	\$ 2.37	\$ 2.07	\$ 2.39	\$ 4.24
Capital Projects	\$ 3.24	\$ 3.00	\$ 3.00	\$ 3.00
Reserves Provision	\$ 1.15	\$ 1.53	\$ 1.41	\$ 1.94
Total Expenditures	\$ 17.45	\$ 17.74	\$ 18.28	\$ 21.54
Reserve Drawdown	\$ 3.24	\$ 3.00	\$ 3.00	\$ 3.00

The largest contributor to the Student Residence revenue budget is single student housing, making up 73% of

revenues, followed by family housing at 13%, conference revenue at 10% and other income at 4%. For 2020-21 expenditures, labour and benefits makes up 32% of the total budget followed by operating expenses at 30%, capital projects at 17%, debt servicing at 12% and contributions to the reserve provision at 9%. To cover anticipated increases to expenditures over the next three years, Residence Services is proposing a rate increase of 4% for single student housing and a rate increase of 4-6% for family housing. These rate changes are necessary to cover increasing salary costs, operating costs which includes utilities and facilities maintenance, and future anticipated costs for capital projects and contingencies.

This plan supports overall expansion to address student demand, with family housing continuing to be under high demand and high occupancy. The plan also provides funding to address deferred maintenance, projected at \$81M worth of projects required to renew current buildings when the plan was developed in 2012. Since then, significant renewals including window replacements, balcony upgrades, railings, electrical and fire safety system upgrades, fire alarms, roof repairs, elevator renovations, lighting updates, etc. have been made. In 2019-20 building upgrades included minor renovations and internal refinishing in various buildings, renovation to Craigdarroch Office Building in preparation for the new residence building construction to begin in 2020, elevator renovations and roofing in Lam Family Housing. The 2020-21 plan includes further minor building renovations, fire alarm upgrades, elevator renovations and consulting costs for project planning. Residence Services' reserve fund increased by \$1.6M at the end of fiscal year 2019. An additional \$1M contribution is anticipated by March 2020, which will continue to be used to fund deferred maintenance projects.

The proposed 2020-21 rate increases for various housing types are outlined in [Appendix 2](#).

(b) Food Services

University Food Services (UNFS) provides a variety of food services to students, faculty, staff, and visitors to campus including student resident meal plans, dining options at eleven unique campus outlets and on-campus catering for university functions. The business operations of UNFS has evolved its food offerings over the years to ensure it is aligned to the needs of a diverse customer base and that healthier food options exist to support good nutrition. UNFS is committed to implementing industry leading practices in support of a nutritionally sound campus including caloric, sugar and salt content for all food and drink items on all menu boards. UNFS will ensure that plant-based, vegetarian, vegan and gluten-free options and programs are meeting the needs of these customer bases.

In 2014-15 through to 2016-17, UNFS realized operating losses, which resulted in an accumulated deficit of \$600,000. UNFS has been paying interest on this outstanding amount and it has now been converted to debt through an internal loan and included as part of debt servicing. UNFS' business plan has been developed to ensure operating revenues are sufficient to cover all operating costs including debt so that UNFS may return to profitability by 2020-21. This will be accomplished by increasing resident meal plans (3%) and retail pricing (3%), and by reducing food costs through the implementation an inventory tracking system (Food Trax) that will assist UNFS with food cost control and lower costs of goods sold in current and future years. UNFS projects a surplus of \$0.4M for 2019-20, which is 33% greater than budgeted.

[Table 7](#) below summarizes the current year budget and the proposed Food Services budget for the next 3 years.

Table 7

	Budget 2019-20	Projected Budget 2020-21	Projected Budget 2021-22	Projected Budget 2022-23
	(in millions)			
Total Revenue	\$ 18.92	\$ 18.01	\$ 18.43	\$ 18.78
Expenditures:				
Salaries & Benefits	\$ 9.43	\$ 9.40	\$ 9.58	\$ 9.76
Operating Expenses	\$ 8.56	\$ 7.84	\$ 8.00	\$ 8.16
Debt Servicing	\$ 0.64	\$ 0.64	\$ 0.64	\$ 0.64
Reserves Provision	\$ 0.30	\$ 0.13	\$ 0.22	\$ 0.22
Total Expenditures	\$ 18.92	\$ 18.01	\$ 18.43	\$ 18.78
Reserve Drawdown	\$ -	\$ -	\$ -	\$ -

The table above shows that over the three year planning cycle UNFS projects to have sufficient revenue to cover operating costs, pay down debt and contribute to the reserves provision.

The projected decrease in total revenue in 2020-21 is attributable to the deconstruction of Margaret Newton Hall and Emily Carr residence, causing a decrease in resident meal plan revenues. Also contributing to the projected decrease is the deconstruction of the Cadboro Commons building for the new housing and dining capital project, which will eliminate meeting space and reduce conference and catering revenue. Growth in retail revenue is forecasted into 2020-21 as construction of the new Housing and Dining project begins in May 2020.

Outlined in [Appendix 2](#), UNFS proposes a 3% increase to the standard residential meal plan rate in 2020-21.

(c) Parking Services

Parking Services generates revenue from parking permits, parking meters and dispensers and fines/citations to cover the cost of operations including:

- a contribution toward the student UPASS bus pass program;
- parking lot maintenance and repair;
- patrol costs;
- service enhancements;
- travel choices programs (also known as traffic demand management or TDM); and
- capital cost of new/expanded parking capacity.

The following [Table 8](#) summarizes the Parking Services budget for 2019-20, as well as projections for 2020-21 to 2022-23.

Table 8

	Budget 2019-20	Projected Budget 2020-21	Projected Budget 2021-22	Projected Budget 2022-23
	(in millions)			
Total Revenue	\$ 5.60	\$ 5.97	\$ 6.26	\$ 6.56
Expenditures:				
Salaries & Benefits	\$ 1.82	\$ 1.86	\$ 1.91	\$ 1.97
Operating Expenses	\$ 1.21	\$ 1.77	\$ 1.82	\$ 1.86
Reserves Provision	\$ 2.57	\$ 2.34	\$ 2.52	\$ 2.72
Total Expenditures	\$ 5.60	\$ 5.97	\$ 6.26	\$ 6.56

The proposed parking budget for 2020-21 reflects a rate increase of 5% as well as modest increases in the number of annual permits sold. This rate increase is required to:

- build reserves to address future supply needs and infrastructure maintenance;
- ensure that parking costs are not subsidized by other areas on campus; and
- provide an appropriate level of funding to support a comprehensive travel choices program

Over the next year, a Parking Lot Condition Assessment Report will be completed that will provide a complete lifecycle analysis and capital replacement plan for campus wide parking infrastructure. It is expected that in 2021-22 the maintenance budget will need to be increased significantly to better reflect deferred maintenance needs. As well as maintenance requirements, the parking budget supports the TDM program. Currently this budget is used mainly for the Employee Bus Pass (EPASS) program and the Universal Bus Pass (UPASS) program for students with the remainder used to support campus cycling infrastructure and active transportation initiatives. The parking budget continues to provide funding to support the Travel Choices program. These initiatives are designed to promote sustainable transportation options and assists in managing parking demand on campus. They include Bike to Work Week sponsorship, regular cycling infrastructure improvements, the subsidized employee monthly bus pass program, a carshare partnership with Modo, as well as the availability of electric vehicle and electric bicycle charging locations, Zipcar, and carpooling options, all of which are supported by various educational, committee and communication activities.

The October 2018 campus traffic survey results indicated that the split between the different modes of travel to and from campus improved from 60% to 62%. Progress on achieving the [Sustainability Action Plan 2020-2021](#) goal to increase transit, cycling and carpooling to 70% of the campus travel modal split, has been challenging. Achieving the university's modal split target of 70% non-single occupancy vehicle use will require a renewed effort to consult with stakeholders on new measures to influence campus travel patterns. Therefore, a large portion of the Transportation Demand Management (TDM) budget 2020-21 will be allocated to specifically address the modal split goal by developing a proposed renewed TDM plan for the university.

Over the next three academic years, parking demand on campus will increase due to contractor parking and

laydown areas needed to construct the new Student Housing and Dining Project, the Engineering Expansion Project and the Fraser Building Expansion Project. In anticipation of these upcoming pressures, a comprehensive Transportation Demand Management Review was presented to the Campus Planning Committee (CPC) in the spring of 2019. The CPC supported a series of principles to guide the changes to the TDM and parking programs:

- Ensure that the Travel Choices program reflects the Strategic Framework direction to promote sustainable futures, reduce greenhouse gas emissions, and support healthy communities.
- Strategically implement push policies (disincentives) for single occupancy vehicle travel that balance with pull policies (incentives) for sustainable travel through the Travel Choices program.
- Strategically manage the demand and costs for new parking supply to support campus growth by employing TDM measures effectively.

During the next year the TDM program along with parking management practices will be reviewed and a comprehensive report provided to the Board.

Parking Services is proposing a 5% increase to permit rates, a \$1.00/hr increase to short term hourly rates (\$2.00 to \$3.00 outside Ring road, \$3.00 to \$4.00 inside Ring road), and a \$1.00/day increase to daily reserved (\$15.00 to \$16.00). The daily non-reserved rate will remain unchanged at \$9/day. Future increases to parking rates will form part of the review of TDM and parking management practises noted above. Permit parking rates resulting from the 5% increase noted above is contained in [Appendix 3](#). These rates will be effective September 1, 2020. All parking passes expire August 31st of each year.

(d) Child Care Services

Child Care Services operates seven child care centres and a family centre at UVic. A \$2.6M renovation was completed in October 2018, which renovated and upgraded all Child Care facilities including the creation of 32 new 3-5 year old full day child care spaces and the renewal of two playgrounds. The university currently provides an annual subsidy to the program by funding the director, one office staff person and their office supplies as well as some building operational costs and a portion of the salary costs of the child care workers. The total subsidy is about \$0.5M per year.

The following [Table 9](#) summarizes the Child Care Services budget for 2020-21, as well as projections for 2020-21 to 2022-23.

Table 9

	Budget 2019-20	Projected Budget 2020-21	Projected Budget 2021-22	Projected Budget 2022-23
	(in millions)			
Total Revenue	\$ 2.21	\$ 2.20	\$ 2.24	\$ 2.27
Expenditures:				
Salaries & Benefits	\$ 1.94	\$ 1.89	\$ 1.93	\$ 1.96
Operating Expenses	\$ 0.26	\$ 0.25	\$ 0.25	\$ 0.26
Reserves Provision	\$ 0.01	\$ 0.06	\$ 0.05	\$ 0.05
Total Expenditures	\$ 2.21	\$ 2.20	\$ 2.24	\$ 2.27

The three year projected budget includes fee increases of 2% for infants (6 months to 18 months), 2% for toddlers (18 months to 36 months) and 2% for pre-school children (37 months to 5 years). See [Appendix 4](#) attached for the 2020-21 schedule of child care fees effective May 1, 2020.

(e) Bookstore

The University Bookstore receives revenue through the sale of textbooks, books, computers, supplies (including food and beverages), and services such as regalia rental to students, faculty, and staff. The following [Table 10](#) summarizes the Bookstore budget for 2019-20 as well as projections for 2020-21 to 2022-23.

Table 10

	Budget 2019-20	Projected Budget 2020-21	Projected Budget 2021-22	Projected Budget 2022-23
	(in millions)			
Total Revenue	\$ 9.90	\$ 10.32	\$ 10.52	\$ 10.73
Expenditures:				
Salaries & Benefits	\$ 2.06	\$ 2.23	\$ 2.27	\$ 2.32
Cost of Goods Sold	\$ 7.46	\$ 7.22	\$ 7.38	\$ 7.52
Operating Expenses	\$ 0.31	\$ 0.79	\$ 0.81	\$ 0.82
Reserves Provision	\$ 0.06	\$ 0.08	\$ 0.07	\$ 0.07
Total Expenditures	\$ 9.90	\$ 10.32	\$ 10.52	\$ 10.73

Reflected in total revenue above is the shift from physical textbooks to digital formats, which results in a small net increase in revenue, and merchandise sales which are budgeted for a 5% increase in the next three years. The Bookstore renovated and transitioned the in-store coffee shop to a licensed Starbucks store over summer 2019 and the franchise opened for business in September 2019. This will have a positive impact on revenue, contributing 2% to the total revenue growth in 2021-22 and 2022-23. The construction of the new store was self-funded from reserve funds. There are no further capital asset renewals budgeted for 2020-21.

(f) Off campus properties

The university has two profit-oriented subsidiaries: Heritage Realty Properties and the Vancouver Island Technology Park. Heritage Realty Properties manages the rental properties and downtown hotel and brew-pub which were donated to the university by the late Dr. Michael C. Williams. The Vancouver Island Technology Park (VITP) is a research park which leases space to high-technology companies on Vancouver Island. Both these entities have Boards that oversee and approve their annual budgets. These entities, which are recorded in the university's financial statements on an equity basis, are considered investments of the university. Heritage Realty Properties, including properties owned directly by UVic, provides an annual return to the university, expected to be at least \$900K, which is invested in university initiatives consistent with the wishes of the donor. A financial return to the university from VITP is also expected each year of at least \$750K.

3. Specific Purpose Funds

The specific purpose fund is composed of revenues and expenditures from:

- The University of Victoria Foundation;
- Non-operational department grants from external sources provided for designated purposes (department revenue);
- The Foundation for the University of Victoria;
- The US Foundation; and
- UVic Industry Partnerships (UVic IP).

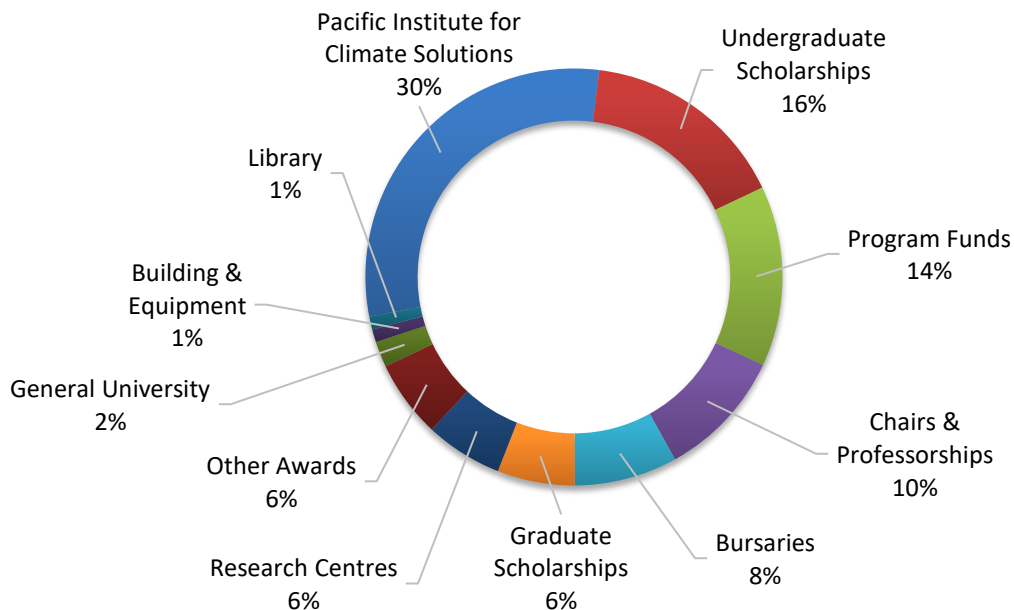
Total revenue for specific purpose increased by \$6.3M in 2018-19. This is largely the result of an increase in investment income within the Foundation of \$5.5M from the previous year. The majority of revenue (98% in 2018-19) in the specific purpose fund is either departmental revenue or revenue from the University of Victoria Foundation

Departmental revenue is mainly derived from external grants designated for specific purposes such as programs in the Gustavson School of Business and fees from academic and administrative conferences held by departments and are generally non-recurring in nature.

Revenue from the UVic Foundation is composed of investment income and gains and losses on investments, which by their nature are variable and therefore fluctuate year to year. Given the unpredictable nature of revenue within this fund, it can vary considerably from year to year.

The University of Victoria Foundation holds and invests funds raised for endowment purposes. As at December 31, 2019, there were over 1,400 funds with a market value of about \$470M. Annually, the Foundation Board approves a distribution (budget) from the Foundation to the university based on the terms of each endowment fund and the overall spending policy of the Foundation. For 2019-20, the total Foundation distribution was \$15.9M and was allocated as follows:

2019-20 Endowment Budget



The Foundation distribution budget increased by 2% in 2019-20 or about \$0.3M. This was as a result of the inflation adjustment on the endowment principal and fewer funds getting an increase in distribution from 4.0% to 4.5% given weak financial markets in 2018-19. The distribution budget for the foundation is based on:

- 4.0% of inflation adjusted principal; plus
- an additional annual spending of 0.5% to those funds whose value was greater than 108% of inflation adjusted principal.

For 2020-21 the budget is expected to grow again by the 2019 inflation rate of 2.2% and increase modestly as a result of strong financial markets as at December 31st (the effective used for determining eligibility for additional spending noted above). This year marks the second time that the budget will be approved by the Foundation in March (2020) and transferred to the university in April. Previously, the budget was approved in May and expenses were funded on a monthly basis as they occurred. The updated process allows budgets to be posted to accounts earlier in the fiscal year to facilitate better planning and accordingly more timely use of the funds.

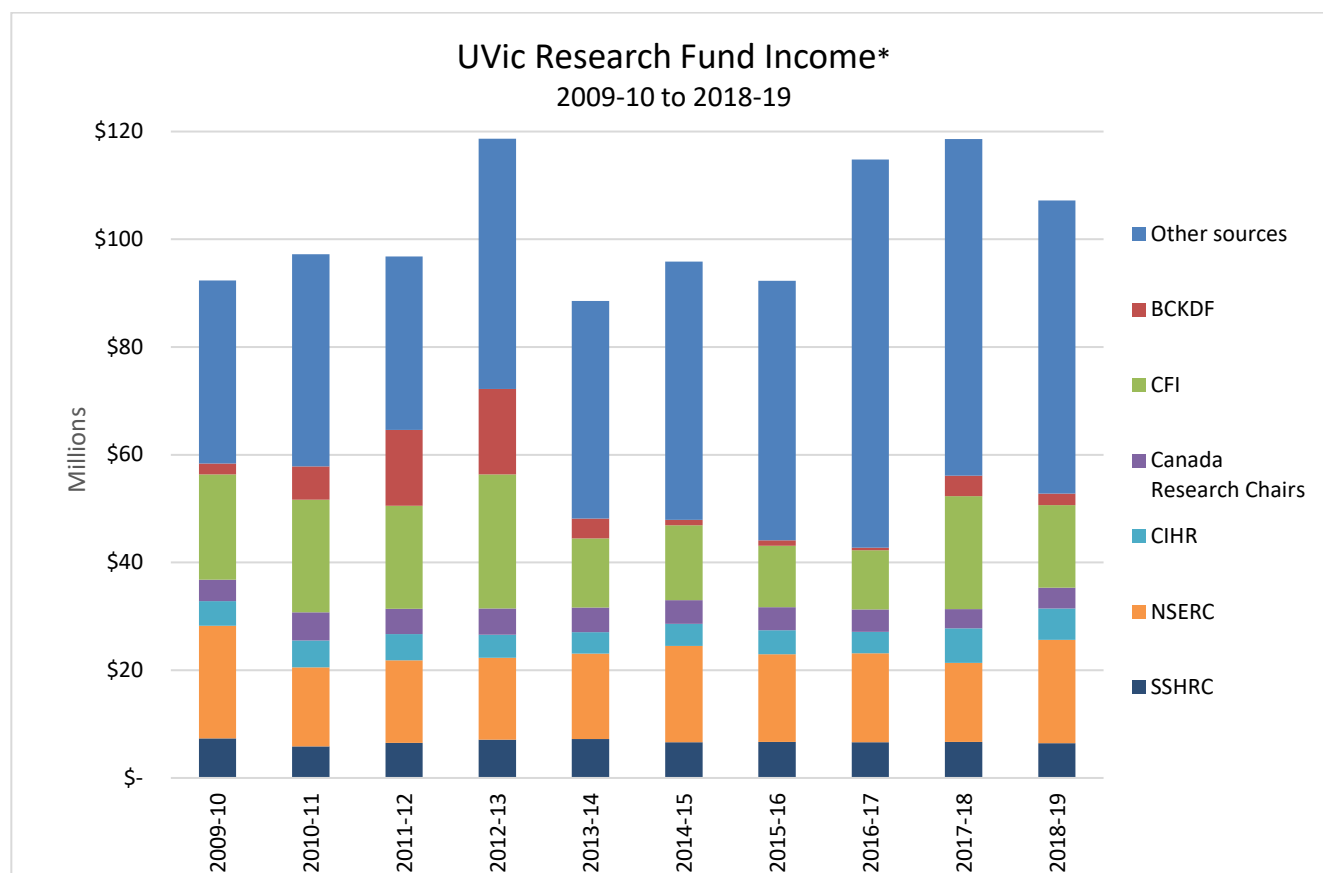
4. Sponsored Research Funds

(a) Research Income

There are four major categories of sponsored research funds: 1) competitively-adjudicated funding from the Tri-Agencies (NSERC, SSHRC and CIHR); 2) funding from the Canada Research Chairs (CRC) program; 3) competitively-awarded major research infrastructure support such as the Canada Foundation for Innovation (CFI) and the BC Knowledge Development Fund (BCKDF); and 4) other sources including Research Support Funds (RSF) from the Tri-Agencies, research agreements, and contracts with governments, foundations and industry. Total income from each of these categories is shown in the chart below.

In 2018-19, UVic received a total of \$114.1M in external research funding, including income from the RSF for

indirect costs of research. Over the 2010 to 2019 period, the amount of funding attracted from the federal Tri-Agencies has been relatively constant. Other major sources include CFI funding in support of our large infrastructure projects and other sources such as government agencies, non-governmental organizations, and industry.



*does not include RSF funding

(b) Research Highlights

Strategic Framework and Strategic Research Plan

The Strategic Framework (2018-2023) priority to advance research excellence and impact includes an increased appetite to take strategic risks and make investments to support opportunities for collaboration, innovation, partnership and external funding. The Strategic Research Plan (2016-2021) supports intellectual inquiry at its inception, enables the research projects and programs of faculty, staff, students and research partners, and sustains an environment that promotes excellence in research, education and training for the next generation of researchers and leaders.

At the core of UVic's Strategic Research Plan are five overarching priorities for enhancing and leveraging the best of UVic research:

1. Defining and Achieving Research Excellence;
2. Enhancing the Integration of Research and Education;
3. Expanding Partnerships, Innovation and Entrepreneurship;
4. Improving Research Competitiveness through Differentiation and Specialization; and

5. Enhancing and Optimizing the Provision of Research Service.

The UVic Strategic Research Plan will be refreshed for mid-2021 through a consultative process beginning in the fall of 2020.

Infrastructure Funding

The CFI and BC Government awarded \$3.2M in 2018-19 for UVic research infrastructure projects, including \$2.24M under the John Evans Leadership Fund (JELF). The funding will be used to develop 12 new laboratories at UVic in the Faculties of Science, Engineering, and Social Sciences and the Division of Medical Sciences, in research areas that include climate change, health, data science, green engineering and anthropology.

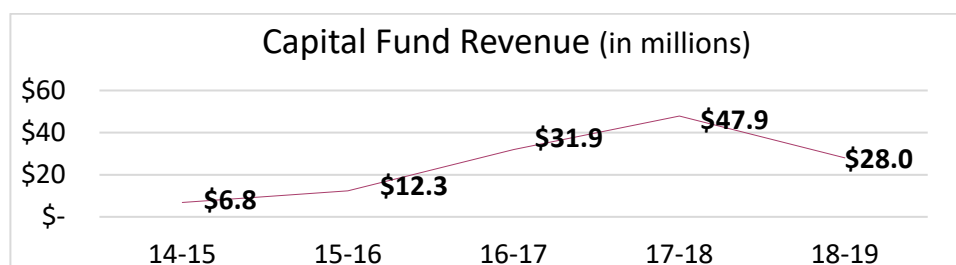
In 2019, Ocean Networks Canada (ONC) received a very positive mid-term review of their five-year CFI Major Science Infrastructure (MSI) operating funding (a total of \$46.6M). In light of this positive review, the CFI approved the extension of the award to a sixth year, with an increase of \$30M in funding. These investments from the Canadian government will ensure that ONC continues to lead the world in ocean observatory science and technology. The MSI is only awarded to a small number of selected major science facilities across Canada that serve communities of researchers nationally and internationally, support leading-edge R&D, and promote the transfer of knowledge for the benefit of society.

Major Research Funding

UVic researchers submitted 701 grant applications to over 100 funding competitions in 2018-19. Highlights of research grant funding success include individual awards totaling \$19.1M in new funding from NSERC to support research in natural sciences and engineering. Our researchers also secured \$5.8M in funds through CIHR's competitions to support diverse health-related proposals, from addressing home care challenges through to improving cellular immunotherapy. Our SSHRC researchers received a total of \$6.5M to support their studies in social sciences and humanities.

5. Capital Fund

The capital fund accounts for the revenues and expenditures that result from the acquisition or construction of major physical assets such as buildings or enterprise information systems. Depending on the nature of the project and activities in this fund, revenues and expenditures can vary greatly from year to year. The chart below illustrates fluctuations in capital fund revenue over the past five years:



Major capital activity over the past year included:

1 Deferred Maintenance program

As part of the MMR funding program noted above, the university undertook a number of projects that will improve the conditions of our buildings. These include:

- Campus building system alarm upgrades (multi-year project);
- MacLaurin D wing seismic upgraded, a two year project that will be completed in 2020-21;
- Energy transfer stations upgrades to improve building efficiencies;
- Continuation of the roof replacement and elevator renewal programs;
- Bio-level 2 and safety upgrades to science labs;
- Cunningham fume hood dispersion system renewal (multiyear project); and
- various other smaller deferred maintenance projects (sewage treatment, fall protection, etc.).

2 District Energy Plant

In the current year, construction of the new district energy plant was completed. This project has been a priority in the 5 year capital plan as the previous heating plant neared end of life. While the plant is complete, work is still on-going to fully commission the new facility.

3 Decanting Program

One of the priorities of the capital plan is to develop plans to provide incremental space to the Faculties of Science and Social Science to address current space pressures.

To that end, renovations are underway on the Queenswood campus to provide space for the Canadian Centre for Climate Modeling and Analysis (CCCma) and the Water and Climate Impact Research Centre (WCIRC) groups. These two Environment Canada groups currently occupy space within the Bob Wright Building and the David Turpin Building (DTB) respectively. The freed up space in the Bob Wright Building will be allocated to the Faculty of Science, which will ultimately allow for additional space for the Department of Mathematics and Statistics. The space within the DTB will mainly be allocated to the Faculty of Social Sciences to address priorities. The current expectation is that the two Environment Canada groups will move in late spring 2020.

4 Student Housing and Dining

Expansion of student housing has been a capital priority for a number of years. During 2019-20 approval was provided by the Provincial government to access debt to finance a two building 620 bed expansion project that includes a new campus dining facility. This expansion will include the deconstruction of two current residence buildings, Emily Carr and Margaret Newton, as well as the deconstruction of Cadboro Commons. This work will commence in May 2020. During summer 2020, a temporary dining facility will also be constructed on campus for use commencing in September 2020. This facility will be in operation until August 2022 when the first of the two buildings, that will house the campus dining facility, is completed. Building two is anticipated to be complete in 2023.

The capital priorities in the 2019-20 capital plan for the next five years include:

- An addition to the Engineering and Computer Science Building to support enrolment growth;

- An addition to the Fraser Building to support the new JD/JID program;
- An addition to the Business and Economics Building (BEC) to support growth in business programs;
- Campus seismic and renewal program; and
- Petch and MacPherson building renewals.

The capital plan is approved separately by the Board each year.

C. Financial Risks

This budget framework has been developed based on certain assumptions with respect to revenues and expenditures. Changes in these assumptions will have a financial impact that may affect the university's ability to implement some of the strategies outlined in this document. These include:

- Enrolment levels can be affected by the economy, competition, the world economic environment, global crises (e.g., a pandemic) and demographics. Changes in these conditions can have a significant impact on tuition revenues should international students, for example, choose to stay in their home countries for post-secondary education. While this budget provides for financial flexibility by not allocating all the revenue generated to base commitments, enrolment could vary greater than the amount held.
- At the time of writing this report, the potential financial impact of the COVID-19 virus, either from reductions in enrolment or the potential requirement to shut the university for a period of time (as has occurred in a small number of institutions in North America), has not been factored into the plan. A contingency plan will be developed that will consider, based on various financial scenarios, what measures the university may take, including adjusting the allocations outlined in this document;
- The province has not yet provided the funding letter for 2020-21. Given this fact, there is risk that the allocation may be a different amount than estimated in this budget;
- This 3 year budget plan has been developed on the assumption that the Province will fully fund collective bargaining costs resulting from ongoing negotiations that began in 2019. This risk is reduced from the prior year as confirmation of funding has been received for the three of the bargaining units that have completed negotiations;
- Utility and/or other non-salary expenditures may experience inflation beyond those provided for in this budget;
- The university has a total operating budget of approximately \$ 424M and total annual expenditures across all funds of over \$635M. Within this total budget, there is limited flexibility to address significant unforeseen events;
- While the Federal/Provincial Knowledge Infrastructure (KIP) project which renewed six of the oldest buildings on campus, and the current MMR program within government has enabled us to address some of deferred maintenance, overall building conditions remain an issue. Given the age of some buildings, there is a greater likelihood of a large unexpected repair. The university does not have funding set aside for such occurrences; and
- A weak Canadian dollar relative to the US dollar has had a negative impact on the university's purchasing power particularly with respect to library acquisitions, software licensing, facilities construction and other supplies. A sustained lower dollar or a worsening of the dollar will further erode purchasing power in these areas and may require realignment of resources.

D. Compliance with Section 29 of The University Act

Section 29 of the University Act requires that the university may not have a deficit in any year. The determination of deficit is in accordance with the standards used in the preparation of the university's external, audited financial statements. As noted above, the university prepares its budgets and manages its financial activities using fund accounting. In order to be in compliance with Section 29 of the University Act, the university also completes a forecast of the expected results in accordance with the requirements of the University Act. At this time, it is anticipated that the budget will be developed within the context of the Budget Framework and will result in small surpluses in each of the next three years.

Appendices:

[Appendix 1 – Schedule of Proposed Tuition Fees](#)

[Appendix 2 – Housing Fee Table](#)

[Appendix 3 – Parking Fee Table](#)

[Appendix 4 – Schedule of Child Care Fees](#)

Appendix 1: Schedule of Proposed Tuition Fees

To be effective May 1, 2020

		Effective May 1, 2018	Effective May 1, 2019	Effective May 1, 2020
UNDERGRADUATE TUITION				
Tri Faculty				
Per fee unit -	Domestic	372.30	379.75	387.34
	International	1,444.98	1,661.73	1,724.04
	Grandparented International	1,252.32	1,302.41	1,351.26
Course Challenge				
Per fee unit -	Domestic	186.15	189.88	193.67
	International	722.49	830.87	862.02
	Grandparented International	626.16	651.22	675.63
AHVS 488 and HA 499 per unit		463.96	473.24	482.70
Business Faculty				
Per fee unit -	Domestic	507.56	517.71	528.07
	International	1,655.16	1,754.48	1,820.27
	Grandparented International	1,623.92	1,688.88	1,752.21
Co-op program fee -	Domestic	351.50	358.54	365.71
	International	609.02	633.38	657.13
Engineering Faculty				
ENGR courses				
Per fee unit -	Domestic	372.30	379.75	387.34
	International	1,444.98	1,661.73	1,724.04
	Grandparented International	1,252.32	1,302.41	1,351.25
CENG, ELEC, MECH, CSC, SENG, BIOM				
Per fee unit -	Domestic	411.96	420.20	428.60
	International	1,559.14	1,793.01	1,860.25
	Grandparented International	1,351.25	1,405.30	1,458.00
Co-op program fee -	Domestic	351.50	358.54	365.71
	International	609.02	633.38	657.13
Co-op Work Term				
Per work term -	Domestic	703.00	717.08	731.42
	International	1,218.04	1,266.75	1,314.26
Co-op Work Term Challenge				
	Domestic	351.50	358.54	365.71
	International	609.02	633.38	657.13

Appendix 1: Schedule of Proposed Tuition Fees

To be effective May 1, 2020

		Effective May 1, 2018	Effective May 1, 2019	Effective May 1, 2020
UNDERGRADUATE TUITION				
Law Tuition				
Full-time, per term -	Domestic	4,886.46	4,984.19	5,083.87
	International	15,588.22	17,926.45	18,598.69
	Grandparented International	13,509.79	14,050.18	14,577.06
Part-time, per term -	Domestic	651.54	664.58	677.87
	International	2,078.45	2,390.22	2,479.85
	Grandparented International	1,801.32	1,873.37	1,943.63
Audit Fees per fee unit				
Under age 65				
Undergraduate -	Domestic	186.15	189.88	193.68
	International	722.49	830.87	862.03
	Grandparented International	626.16	651.21	675.63
Graduate	Domestic	323.16	329.63	336.22
	International	424.30	441.27	457.82
Age 65 or over				
Undergraduate -		63.06	64.32	65.61
Graduate -		106.20	108.32	110.49
Graduate Tuition (per term)				
Full fee installment -	Domestic	1,933.34	1,972.00	2,011.44
	International	2,391.58	2,487.24	2,580.52
Half fee installment -	Domestic	966.67	986.00	1,005.72
	International	1,195.79	1,243.62	1,290.26
Non-degree -	Domestic	767.86	783.22	798.88
	International	952.26	990.34	1,027.48
Graduate Re-registration Fees (per term)				
until maximum completion limits				
	Domestic	767.86	783.22	798.88
	International	952.26	990.34	1,027.48
Thereafter -	Domestic	1,933.34	1,972.00	2,011.44
	International	2,391.58	2,487.24	2,580.52
Graduate Co-op Work Term	Domestic	703.00	717.08	731.42
	International	867.26	901.95	935.77

Appendix 1: Schedule of Proposed Tuition Fees

To be effective May 1, 2020

		Effective May 1, 2018	Effective May 1, 2019	Effective May 1, 2020
Graduate Tuition (per term)				
MBA Tuition (per term)				
Full fee installment -	Domestic	4,162.66	4,245.91	4,330.82
	International	5,162.02	6,194.42	6,426.70
	Grandparented International	4,709.20	4,897.56	5,081.22
Non-degree -	Domestic	1,373.70	1,401.18	1,429.20
	International	1,703.48	2,044.18	2,120.83
	Grandparented International	1,554.06	1,616.23	1,676.84
MBA Re-registration fees (per term)				
until maximum completion limits				
	Domestic	1,373.68	1,401.16	1,429.20
	International	1,703.48	2,044.18	2,120.83
	Grandparented International	1,554.06	1,616.23	1,676.84
Thereafter -	Domestic	4,162.66	4,245.91	4,330.83
	International	5,162.02	6,194.42	6,426.70
	Grandparented International	4,709.20	4,897.56	5,081.22
MBA/JD per term MBA fees (per term)				
until maximum completion limits				
	Domestic	2,775.12	2,830.63	2,887.24
	International	3,441.32	4,129.58	4,284.44
	Grandparented International	3,139.45	3,265.03	3,387.46
Thereafter -	Domestic	1,373.68	1,401.14	1,429.16
	International	1,703.48	2,044.18	2,120.83
	Grandparented International	1,554.06	1,616.23	1,676.84
Master of Global Business (MGB) fees (per term)				
Full fee installment -	Domestic	7,029.96	7,170.56	7,313.97
	International	10,775.16	11,852.68	12,297.15
	Grandparented International	9,338.48	9,712.03	10,076.23

Appendix 1: Schedule of Proposed Tuition Fees

To be effective May 1, 2020

		Effective May 1, 2018	Effective May 1, 2019	Effective May 1, 2020
Graduate Tuition (per term)				
MGB Re-registration fees (per term)				
until maximum completion limits				
	Domestic	2,343.32	2,390.18	2,437.98
	International	3,591.70	3,950.87	4,099.03
	Grandparented International	3,112.80	3,237.31	3,358.71
Thereafter -	Domestic	7,029.96	7,170.56	7,313.97
	International	10,775.16	11,852.68	12,297.15
	Grandparented International	9,338.48	9,712.03	10,076.23
MA in Community Development (MACD)				
fees per term				
	Domestic	2,753.40	2,808.48	2,864.66
	International	3,349.68	3,483.67	3,614.30
MACD Re-registration Fees, per term				
until maximum completion limits				
	Domestic	917.82	936.18	954.90
	International	1,116.54	1,161.20	1,204.75
Thereafter -	Domestic	2,753.40	2,808.48	2,864.66
	International	3,349.68	3,483.65	3,614.30
Health Informatics fee				
fees per term				
	Domestic	4,729.26	4,823.83	4,920.30
	International	5,298.22	5,510.15	5,716.78
Health Informatics Re-registration Fees (per term)				
until maximum completion limits				
	Domestic	1,695.62	1,729.52	1,764.12
	International	1,888.74	1,964.29	2,037.95
Thereafter -	Domestic	4,729.26	4,823.83	4,920.30
	International	5,298.22	5,510.15	5,716.78
Master of Public Health (MPH)				
	Domestic	2,343.32	2,390.18	2,437.98
	International	2,899.00	3,014.96	3,128.02

Appendix 1: Schedule of Proposed Tuition Fees

To be effective May 1, 2020

		Effective May 1, 2018	Effective May 1, 2019	Effective May 1, 2020
Graduate Tuition (per term)				
MPH Re-registration Fees (per term)				
until maximum completion limits				
	Domestic	781.12	796.75	812.68
	International	966.32	1,004.97	1,042.66
Thereafter -	Domestic	2,343.32	2,390.18	2,437.98
	International	2,899.00	3,014.96	3,128.02
Double Degree in Nursing & Health Informatics (NNHH)				
	Domestic	3,905.54	3,983.65	4,063.32
	International	4,831.62	5,024.87	5,213.30
NNHH Re-registration Fees (per term)				
until maximum completion limits				
	Domestic	1,301.86	1,327.91	1,354.47
	International	1,610.54	1,674.96	1,737.77
Thereafter -	Domestic	3,905.54	3,983.65	4,063.32
	International	4,831.62	5,024.87	5,213.30
Double Degree in MEng/MBA and MSC				
(CompSci)/MBA fees per term				
	Domestic	4,430.66	4,519.28	4,609.66
	International	5,276.52	5,935.03	6,157.59
	Grandparented International	5,020.66	5,221.48	5,417.29
MEng/MBA and MSC (CompSci)/MBA Re-registration Fees				
per term until maximum completion limits				
	Domestic	1,476.88	1,506.42	1,536.55
	International	1,758.86	1,978.37	2,052.55
	Grandparented International	1,673.56	1,740.49	1,805.76
Thereafter -	Domestic	4,430.66	4,519.28	4,609.66
	International	5,276.52	5,935.03	6,157.59
	Grandparented International	5,020.66	5,221.48	5,417.29
MEng Telecommunications & Information Security (MTIS) (per term)				
	Domestic	7,216.22	7,360.55	7,507.76
	International	9,377.48	9,752.59	10,118.30

Appendix 1: Schedule of Proposed Tuition Fees

To be effective May 1, 2020

		Effective May 1, 2018	Effective May 1, 2019	Effective May 1, 2020
Graduate Tuition (per term)				
MTIS Re-registration Fees (per term)				
until maximum completion limits				
	Domestic	2,381.36	2,428.99	2,477.57
	International	3,094.58	3,218.36	3,339.05
<hr/>				
Thereafter -	Domestic	7,216.22	7,360.55	7,507.76
	International	9,377.48	9,752.59	10,118.30
<hr/>				
Master of Engineering in Applied Data Science (MADS) (per term)				
	Domestic		9,333.33	9,520.00
	International		12,333.33	12,795.82
<hr/>				
MADS Re-registration Fees (per term)				
until maximum completion limits				
	Domestic		3,080.00	3,141.60
	International		4,070.00	4,222.63
<hr/>				
Thereafter -	Domestic		9,333.33	9,520.00
	International		12,333.33	12,795.82
<hr/>				
Master of Engineering in Industrial Ecology (per term)				
	Domestic			6,000.00
	International			8,333.33
<hr/>				
PhD in Health Informatics (HINF) (per term)				
	Domestic	2,805.00	2,861.10	2,918.32
	International	6,829.46	7,102.65	7,369.00
<hr/>				
PhD HINF Re-registration Fees (per term)				
until maximum completion limits				
	Domestic	1,402.50	1,430.55	1,459.16
	International	2,253.70	2,343.85	2,431.74
<hr/>				
Thereafter -	Domestic	2,805.00	2,861.10	2,918.32
	International	6,829.46	7,102.65	7,369.00
<hr/>				
CERTIFICATES / DIPLOMAS				
Graduate Certificate in Medical Physics				
Per fee unit -				
	Domestic	1,353.04	1,380.11	1,407.70
	International	1,673.88	1,740.84	1,806.12
<hr/>				
Master's Certificate in Digital Humanities				
Per fee unit -				
	Domestic	1,082.44	1,104.11	1,126.19
	International	1,350.36	1,404.38	1,457.04

Appendix 1: Schedule of Proposed Tuition Fees

To be effective May 1, 2020

		Effective May 1, 2018	Effective May 1, 2019	Effective May 1, 2020
CERTIFICATES / DIPLOMAS				
Grad Certificate Health Terminology Standards				
Per fee unit -	Domestic	1,445.02	1,473.93	1,503.40
	International	1,618.54	1,683.29	1,746.40
PROGRAM FEES, PER TERM				
Inacademic Program Fee (BCom)				
	Domestic	424.00	449.44	458.43
	International	416.00	432.64	448.86
Professional Specialization Certificate in Special Education				
	Domestic	378.86	386.45	394.18
	International	445.70	512.56	531.78
Master of Business Administration (MBA)				
Daytime and Weekend Program				
	Domestic	541.22	552.05	563.10
	International	604.88	725.86	753.08
	Grandparented International	551.82	573.89	595.40
Master of Business Administration (MBA)				
JD/MBA Double Degree				
	Domestic	360.84	368.06	375.42
	International	403.28	483.94	502.08
	Grandparented International	367.91	382.63	396.98
Master of Global Business (MGB)				
	Domestic	1,010.26	1,030.46	1,051.06
	International	1,188.56	1,307.42	1,356.44
	Grandparented International	1,030.08	1,071.28	1,111.46
PhD in International Management & Organization				
	Domestic	500.00	500.00	510.00
	International	520.00	540.80	561.08
MEd/MA EPLS Counselling				
	Domestic	378.84	386.41	394.14
	International	386.28	401.73	416.80

Appendix 1: Schedule of Proposed Tuition Fees

To be effective May 1, 2020

		Effective May 1, 2018	Effective May 1, 2019	Effective May 1, 2020
CERTIFICATES / DIPLOMAS				
Double Degrees in MEng/MBA and MSC(CompSci)/MBA				
	Domestic	463.90	473.18	482.64
	International	518.48	622.18	645.51
	Grandparented International	473.00	491.93	510.38
Indigenous Ed grad prog in Indigenous Revitalization				
	Domestic	378.85	386.43	394.16
	International	386.28	401.73	416.80
PROGRAM FEES FOR UVIC DEGREE STUDENTS				
LATHE (Learning/Teaching in Higher Ed)				
	Domestic	767.86	783.22	798.88
	International	952.26	990.34	1,027.48
Indigenous Nationhood Certificate Program				
Degree Students	Domestic	767.86	783.22	798.88
	International	952.26	990.34	1,027.48
Child and Youth Care MA				
	Domestic	371.42	378.85	386.42
	International	378.70	393.84	408.60
Health Terminology Standards				
Degree Students	Domestic	2,167.50	2,210.85	2,255.07
	International	2,427.78	2,524.90	2,619.58

Appendix 2: Housing Fee Table

Housing Fee Table

Student Housing			
	2019-20 Current Per Term	2020-21 Proposed per Term	Percentage Increase
Single Room	\$2,884	\$2,999	4.0%
Twin Room	\$2,206	\$2,295	4.0%
Standard Meal Plan	\$2,632	\$2,713	3.0%
Cluster Housing			
Single Cluster Room	\$3,343	\$3,477	4.0%

<i>For the academic year (September to April) these rates yield:</i>			
	2019-20 Current Per Term	2020-21 Proposed per Term	Percentage Increase
Single room + Standard Meal Plan	\$11,033	\$11,424	3.5%
Twin room + Standard Meal Plan	\$9,678	\$10,014	3.5%
Cluster Room (no meal plan)	\$6,686	\$6,954	4.0%
Family Housing (monthly)			
	2019-20 Current Per Term	2020-21 Proposed per Term	Percentage Increase
One bedroom apartment	\$944	\$991	5.0%
Two bedroom apartment	\$1,134	\$1,202	6.0%
Two bedroom townhouse	\$1,226	\$1,275	4.0%
Three bedroom townhouse	\$1,414	\$1,498	6.0%

Note: The above term rates include 24 hour, 7 days a week internet service to all rooms.

Appendix 3: Parking Fee Table

The rates outlined below reflect the cost of purchasing a parking pass, expiring in August of each year, in the time-frame shown.

2020-2021 Parking Fee Table				
Purchased between dates:	September 01 & December 31	January 01 & April 30	May 01 & August 31	Monthly
General Reserved Parking	\$994	\$666	\$328	\$199
General Parking	\$568	\$381	\$187	\$114
Ian Stewart Complex/Velox Parking	\$369	\$247	\$122	N/A
General Student Parking	\$568	\$381	\$187	\$114
Motorcycle and Scooter	\$216	\$145	\$71	\$43
Flexible Reserved	\$696	N/A	N/A	N/A
Flexible General	\$398	N/A	N/A	N/A
Carpool	Annual Rate			

2019-2020 Parking Fee Table				
Purchased between dates:	September 01 and December 31	January 01 and April 30	May 01 and August 31	Monthly
General Reserved Parking	\$946	\$634	\$312	\$189
General Parking	\$541	\$362	\$178	\$108
Ian Stewart Complex/Velox Parking	\$351	\$235	\$116	N/A
General Student Parking	\$541	\$362	\$178	\$108
Motorcycle and Scooter	\$205	\$138	\$68	\$41
Flexible Reserved	\$662	N/A	N/A	N/A
Flexible General	\$379	N/A	N/A	N/A
Carpool	Annual Rate			

Appendix 4: Schedule of Child Care Fees

	Proposed Rates	Proposed Rates
	2019-20	2020-21
		effective May 1, 2020
	(\$ per month)	(\$ per month)
INFANT CARE – CHILDREN AGED 6 TO 18 MONTHS		
Level A: Faculty/Staff	\$1,438	\$1,467
Level B: Students	\$1,326	\$1,353
CHILDREN AGED 18 TO 36 MONTHS		
Level A: Faculty/Staff	\$1,259	\$1,284
Level A (1): Faculty/Staff	\$842	\$859
3 day/week		
Level A (2): Faculty/Staff	\$572	\$583
2 day/week		
Level B: Students	\$1,134	\$1,157
Level B (1): Students	\$780	\$796
3 day /week		
Level B (2): Students	\$530	\$541
2 day/week		
CHILDREN AGED 37 MONTHS TO 5 YEARS		
Level A: Faculty/Staff	\$966	\$985
Level A (1): Faculty/Staff	\$681	\$695
3 day/week		
Level A (2): Faculty/Staff	\$465	\$474
2 day/week		
Level B: Students	\$808	\$824
Level B (1): Students	\$588	\$600
3 day/week		
Level B (2)	\$410	\$418
2 day/week		