



University
of Victoria

Board and Board Committee Meetings Monday May 25 and Tuesday May 26, 2020

Open Session
Tuesday May 26, 2020
11:00 a.m. – 12:00 p.m.
Via Videoconference

DRAFT AGENDA

1. **Approval of Agenda**
MOTION:
THAT the agenda of the open session of the regular meeting of May 26, 2020 be approved.
2. **Approval of Summary Record of the Meeting held March 30, 2020 (attached)**
MOTION:
THAT the summary record of the open session of the regular meeting held March 30, 2020 be approved.
3. **Business Arising from the Summary Record**
4. **Chair's Remarks**
5. **Correspondence**
a. C. Bobbie (attached)
6. **President's Report**
7. **External Relations Update** BOG-May26/20-29

CONSENT

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

a. **2019 Annual Reports and Financial Statements University of Victoria Combination Pension Plan and University of Victoria Money Purchase Pension Plan** BOG-May26/20-19
9. **Operations and Facilities Committee (Ms. Daphne Corbett)**

a. **New and Revised Awards** BOG-May26/20-24
MOTION:
THAT the Board of Governors approve the new and revised undergraduate and graduate awards set out in the attached documents and listed below:

- Wayne Robertson, QC Access to Justice Bursary (New-UG)
- Carl Trygve Carlsen Remembrance Award* (New-UG)
- Albert Hung Chao Hong Scholarship in International Business and Entrepreneurship* (Revised-UG)
- Marion (Watson) MacLeod Memorial Scholarship* (Revised-UG)
- L. & G. Butler Scholarship for Students with a Disability* (Revised-UG)
- G. Morley Neal Memorial Bursary* (Revised-UG)
- Costco Canada Undergraduate Bursary* (Revised-UG)
- Wendy Copeland Cooper Award* (New-UG)
- Bit Quill Technologies Scholarship for Women in Computer Science & Software Engineering* (Revised-UG)
- Professor Jim Ellis Memorial Prize in International Law* (Revised-UG)
- Joan Murphy Memorial Bursary* (Revised-UG)
- UVic Graduate Bursary (New-GS)
- Victoria B4B Entrepreneurship Award (Revised-UG)
- Dr. Marion Porath Bursary in Education (New-GS)
- Professor Jim Ellis Memorial Prize in Advanced Taxation* (Revised-UG)
- Professor Jim Ellis Memorial Prize in International Business* (Revised-UG)
- PBC Health Benefits Society Scholarship in Digital Health (New-GS)
- T'lat'laḱuḱ Dr. Trish Rosborough Memorial Scholarship in Indigenous Language Revitalization* (New-GS)
- Mrs. Annie Greskiw Scholarship in Pre-Medical Studies* (Revised-UG)
- David Ritchie Business Grant* (Revised-UG/GS)
- Hutchinson Graduate Scholarship* (New-GS)
- Graeme Jackson Award (New-UG)
- Erich Schwandt Undergraduate Scholarship in Music* (New-UG)
- Erich Schwandt Graduate Scholarship in Music* (New-GS)
- Gildardo & Lucia Garcia-Alvarez Award (New-UG)
- James R. Bullick Memorial Scholarships* (Revised-UG)
- Paulette Lacroix Nursing Informatics Leadership Scholarship (New-GS)
- Sybil Verch Greater Victoria Sports Hall of Fame Award (New-UG)
- Lucy and Margaret Corbet Scholarship* (Revised-UG)
- Joyce Family Foundation Award for Indigenous Students* (Revised-UG)

**Administered by the University of Victoria Foundation*

b. Proposal to Establish a Master of Engineering in Biomedical Systems (Professional, M. Eng.)

BOG-May26/20-20

MOTION:

THAT the Board of Governors approve the proposal to establish a Master of Engineering in Biomedical Systems (Professional, M.Eng.), as described in the document “Master of Engineering in Biomedical Systems”, and that this approval be withdrawn should the program not be offered within five years of the granting of approval. Once Senate and the Board of Governors have approved the proposal, the proposal must be approved by the Secretariat of the Ministry of Advanced Education, Skills and Training.

c. Proposal to Discontinue the Major and Minor in Italian Studies and of the Undergraduate Certificate in Language and Cultural Proficiency: Italian

BOG-May26/20-21

MOTION:

THAT the Board of Governors approve the proposal to discontinue the Major in Italian Studies, as described in the document “Discontinuance of the Major and Minor in Italian and of the Undergraduate Certificate in Language and Cultural Proficiency: Italian”, effective immediately.

THAT the Board of Governors approve the proposal to discontinue the Minor in Italian Studies, as described in the document “Discontinuance of the Major and Minor in Italian and of the Undergraduate Certificate in Language and Cultural Proficiency: Italian”, effective immediately.

THAT the Board of Governors approve the proposal to discontinue the Undergraduate Certificate in Language and Cultural Proficiency: Italian, as described in the document “Discontinuance of the Major and Minor in Italian and of the Undergraduate Certificate in Language and Cultural Proficiency: Italian”, effective immediately.

d. Proposal to Discontinue the Course-only Option in the Master of Arts in English

BOG-May26/20-22

MOTION:

THAT the Board of Governors approve the proposal to discontinue the Course-only Master of Arts in English, as described in the document “ENGL MA – Deletion of the Course-only MA”, effective immediately.

- e. **Proposal to Discontinue the Non-CSPT Thesis-based Master of Arts in English** BOG-May26/20-23

MOTION:

THAT the Board of Governors approve the proposal to discontinue the Non-CSPT Thesis-based Master of Arts in English, as described in the document “ENGL – Deletion of the Non-CSPT Thesis-based MA”, effective immediately.

- f. **Status Report on Capital Projects** BOG-May26/20-17a

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

REGULAR

10. Audit Committee (Ms. Cathy McIntyre)

- a. **2019/20 Financial Statements** BOG-May26/20-14

MOTION:

THAT the Board of Governors approve the 2019/20 Audited Financial Statements and the appropriations as set out in the attached schedule; and

THAT the Chair of the Board of Governors and the Vice-President Finance and Operations be authorized to sign the statements on behalf of the Board of Governors.

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

- a. **Annual Report on Non-Academic Misconduct Allegations and Resolutions** BOG-May26/20-26

- b. **Enrolment Projections for 2020/21** BOG-May26/20-25

MOTION:

*THAT the Board of Governors approve a recommended enrolment level of **18,320 FTE** for the 2020/21 academic year, subject to revisions in the event of new information regarding mandated growth, funding levels, application rates, and current world events, consistent with the motion approved by Senate at its meeting on February 7, 2020 and subsequent information from the Ministry of Advanced Education, Skills and Training.*

- c. **Annual Report on Research Centres** BOG-May26/20-28

- d. **Health Sciences Initiative Update** BOG-May26/20-27

12. Other Business

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

Adjournment



University
of Victoria

Board and Board Committee Meetings Monday March 30, 2020

Open Session

Monday March 30, 2020 2:30 p.m.

Via Videoconference

DRAFT SUMMARY RECORD

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

By Mr. Chris Horbachewski, Ms. Gayle Gorrill, Dr. Lisa Kalynchuk, Dr. Valerie Kuehne,
Invitation: Ms. Kimberley Kennard (Board Coordinator)

1. Approval of Agenda

MOTION: (E. Mehina/C. McIntyre)

THAT the agenda of the open session of the regular meeting of March 30, 2020 be approved.

CARRIED

2. Approval of Summary Record of the Meeting held January 28, 2020

MOTION: (D. Corbett/C. McIntyre)

THAT the summary record of the open session of the regular meeting held January 28, 2020 be approved.

CARRIED

3. Business Arising from the Summary Record

There was none.

4. Chair's Remarks

There were none.

5. Correspondence

There was none.

6. President's Report

Kane Kilbey, Associate Vice-President and Director of the Emergency Operations Centre joined the meeting.

COVID-19

Prof. Cassels provided an update on the university's response to the COVID-19 crisis. He reminded Board members of initial planning that began in January.

The planning was then escalated to activation of the Emergency Operations Centre (EOC) under the university's emergency procedures. Kane Kilbey, Associate Vice-President Human Resources was appointed Director of the EOC. Over the past three to four weeks, the EOC has been both planning and responding very rapidly to the situation. Areas of focus have included support for students overseas, moving to alternate forms of instruction and evaluation, moving to remote working operations, facilitating the early departure of students in on-campus housing, and creating and implementing a plan for the completion of this term.

Prof. Cassels noted that the university is working under the instructions of the Provincial Health Officer and with the Ministry of Advanced Education, Skills and Training to communicate and coordinate across the post-secondary system. The EOC is now doing further scenario planning. As this planning occurs, communication will be provided as robustly and transparently as possible.

Prof. Cassels expressed his appreciation of the extra efforts and the patience and flexibility of students, staff and faculty as the university has responded very rapidly to this changing situation.

Convocation

Prof. Cassels confirmed that June Convocation has been postponed. The university is working to ensure that students who hoped to celebrate their Convocation are able to do so at a future date.

Awards

Prof. Cassels shared the results of recent awards given to faculty members for their research and teaching.

7. External Relations Update

BOG-Mar 31/20-16

Chris Horbachewski, Vice-President External Relations introduced the report and provided a few highlights. He welcomed Jane Potentier, the new Associate Vice-President Alumni and Development. Mr. Horbachewski commented on Alumni Week and Ideafest. He reported on the university's fundraising goals. Mr. Horbachewski also provided information about a Digital Ambassadors Toolkit that would be launched soon.

Mr. Horbachewski highlighted that a research project led by Ocean Networks Canada made it to the top 100 in a prestigious global competition supported by the MacArthur Foundation.

CONSENT

Dr. Driessen recalled when the Policy on Chairs of Departments and Directors of Schools was approved. He said he was happy to see that some of the positive wording in the old policy was retained in the collective agreement.

Ms. Mehina noted that item 8b. included the date of the original special annual general meeting, which was March 24. She said the meeting was being held on March 30, 2020.

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 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)

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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: (E. Mehina/D. Zussman)

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

CARRIED

REGULAR

10. Finance Committee (Dr. David Zussman)

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

BOG-Mar31/20-03

Dr. Zussman introduced the budget framework and briefly commented on the cycle for budget planning. He said the committee had received a presentation that outlined budget priorities, program and other investments, and budget risks. The committee had considered the implications of COVID-19 on the budget, many of which could not yet be determined. Dr. Zussman noted that a revised motion had been presented to the committee and approved.

MOTION: (D. Zussman/E. Mehina)

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 impact and planning scenarios before fully implementing the detailed operating budget for the 2020-21 fiscal year and provide updates to the Board.

CARRIED

11. Other Business

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

12. Adjournment

There being no other business, the meeting adjourned at 3:00 p.m.

Kim Kennard - Board Coordinator and Executive Assistant

Subject: Agenda Item Request, May 25 2020 - Masters of Global Business, Tuition Adjustment
Attachments: Masters of Global Business - Tuition Reduction .pdf; Fee Schedule_Jan 2020 Intake - updated.pdf

From: Carter Bobbie
Sent: May 8, 2020 10:16 AM
To: Kim Kennard - Board Coordinator and Executive Assistant
Subject: Agenda Item Request, May 25 2020 - Masters of Global Business, Tuition Adjustment

Notice: This message was sent from outside the University of Victoria email system. Please be cautious with links and sensitive information.

Hello,

I hope this e-mail finds you well. On behalf of the Masters of Global Business path three and four, I have attached a letter of request for you to review regarding a potential tuition adjustment. As well, I have attached the current payment schedule for the 2020 year.

Please let me know if you have any questions or require supplemental documentation.

We appreciate your consideration.

All the best,

Dear Board of Governors,

Recently the Masters of Global Business Path 3 & 4 cohort became aware that the partnered universities of University of Victoria, Glasgow University, Chulalongkorn Business School, Johannes Kepler University and CENTRUM Catolica Graduate Business School will be delivering course material through an online format. With all institutions now moving to an online format, we do believe the tuition should adequately represent the content or delivery method of the program. Therefore, on behalf of Path 3 & 4, we are requesting that the Gustavson School of Business consider and implement a partial tuition reduction of at least 35% for both domestic and international student tuition.

While we understand and are cognizant of the unprecedented global events and the complexity of this MGB program working through four global universities, we believe there should be an unprecedented response. We recognize that schools all across the country are moving to an online format, however this program is not like any other program in Canada. We believe that it is unfair and unjust to pay the same tuition amount while eliminating the remainder of social, cross-cultural and economic exposure. This program at its core involves international travel and asks the students to be challenged in unperceivable and unconventional ways. Personally, I was excited to see and be immersed in a foreign culture and apply my course learnings to my everyday actions. More specifically I was excited for the challenge of understanding cross cultural differences while completing the final consulting project and obtaining an international internship. These challenges and opportunities are now stripped away leaving the student with online work to solely deliver academic, cross-cultural, and social content. While I am no intercultural diversity expert, conducting these events solely through an online format is not suitable to truly understand a different culture and societal belonging or effectively reach the learning goals. Completing the program in isolation during a global pandemic does not lend itself well to interpersonal development in understanding core and minute societal differences between cultures, economies or political belonging. Eliminating in person cultural and societal engagement removes the key conduit to apply academic learning.

Further, students will only be speaking to each other for three hours a day for class time, then return to the comfort of their own home for the remainder of the day. While some group work will transpire, the work will become inherently fragmented and disjointed. With the following course material in Glasgow, Austria, Bangkok and Peru primarily involving interpersonal business skills as well as contextualized learnings of European, Asian and South American business contexts, engaging with these subjects through an online format is not conducive for true integrated understanding nor is it what we financially signed up. We recognize that we still be receiving a skeleton of the academic information through an online format, however the MGB program is highly unique and is not just a vehicle to deliver academic information like in a typical program. The program is advertised and directed to have a 'work play' feel with the 'play' aspect largely vanishing.

This leads us to the internship portion of the program. Again, with the above information in mind, in conjunction with a looming recession, finding an internship that truly suits the

student's interests will be severely limited. While no one can predict the future operating with a mindset of 'it will be better by then' is an unsound and unfounded argument given the current state and undefined spread of the global pandemic. The internship aspect was the 'cherry on top' of the program as the student was able to work and live in a foreign country working in a position that excited the student and allowed them to apply all their in class and world learning. In regards to the internship going forward, international travel restrictions regarding the domestic country we are operating in, the position the foreign country is in, the health conditions of the foreign country, and the businesses regulatory policy on foreign workers will have to align perfectly for this aspect of the program to evolve.

More specifically, continuing with the same payment schedule allows the student body to believe that the school is solely concerned with their financial bottom line. We do not believe that the current payment schedule genuinely reflects what we as students are academically intaking. With the domestic student currently paying over \$25,000 and international students paying over \$40,000 for an online cross-cultural business program currently does not reflect nor is congruent for what we are objectively gaining as students and global citizens. We believe that a 35% reduction on both domestic and international tuition is more than fair (\$16,544.86 Domestic and \$26,946.36 international). With global citizens financially struggling to pay everyday expenses, we do not believe further gouging the student for well over \$10,000 is the best course of action. There is a potential that some students may be forced to drop out and take care of immediate personal needs because of the tuitions financial burden. Lastly, while we recognize there are supplementary public and private financial grants these are gravely insufficient to cover tens of thousands of dollars in tuition payments for a program that has lost half of its core content. We believe these amounts accurately reflect the content and experience we are receiving while still allowing the university to keep 65% of tuition revenue.

Again, we understand the unprecedented events that have transpired, but believe an unprecedented response is required. This program is vastly different from any other program in Canada and should be treated as so not only in the best of times, but in the worst of times. We as the students know we are not getting the full experience of, as the website states, we will no longer be fully, "equipped with an extensive skillset for doing business in a global environment". We will no longer be "taken to 3 countries/continents, depending on your Path choice" – we will not be "taken out of our cultural comfort zone". Lastly "a core value of the MGB program is learning by first-hand experience, you "live out of a suitcase" for a year as you travel the world developing your global mindset, cultural intelligence and professional business savvy. You experience an unparalleled, constantly exciting and constantly challenging program of academic, professional and personal growth." All these aspects of the MGB program are now diluted to a skeleton of academia. The program now teeters on its inherent belonging to a master's program through this online format. We as a cohort were prepared to fully financially invest in the programs' "totally unique experience". However, as the program currently stands, the financial obligation does not match the now drastically altered program.

While a lot has been discussed here, we are looking for the University of Victoria - Gustafson School of Business to take charge, digest our viewpoints and respond accordingly. It would be incredibly discouraging if the school responded with anything but some sort of financial solution to address these concerns.

We look forward to your response.

MGB path 3 & 4

MGB Program Tuition & Fees

(Effective May 1, 2020)

Program & Ancillary Fees	Amount	Payable
Program Fees		
Domestic Student Tuition	CAD 21,798.50	in 3 installments
International Student Tuition	CAD 36,446.98	in 3 installments
Domestic MGB Program Fee	CAD 3,132.58	in 3 installments
International MGB Program Fee	CAD 4,020.30	in 3 installments
Domestic Internship Fee	CAD 365.71	**See note below second table
International Internship Fee	CAD 467.88	**See note below second table
Ancillary Fees		
Graduate Student Society Fee	CAD 74.58	per registered term
Athletic & Recreation Fee	CAD 88.88	per term on UVic Campus
Universal Bus Pass	CAD 81.00	per term on UVic Campus
MTMI Fee (Int. Students Only)	CAD 265.00	***See note below second table
Extended Healthcare Plan	CAD 628.00	*See note below
Dental Plan	CAD 377.00	*See note below

* Health and Dental coverage is in effect from September to August every year. The amount you pay as part of your first installment payment is pro-rated and covers you from January 2020 to August 2020. Once you are registered in your internship, you will be enrolled in the UVic Health and Dental plan for the next calendar year (Sept 2020 - Aug 2021) and you will be assessed those plan fees again. Information on these plans, including coverage and how to opt-out, can be found on the GSS Website - <https://gss.uvic.ca/health-dental/>

~If you extend your program past December 31, 2020, you will be charged an additional Graduate Student Society fee.~

Installment Schedule

	Due January 31, 2020	Due May 31, 2020*	Due September 30, 2020*	Total Due
Program Fees				
Domestic Student Tuition	CAD 7,170.56	CAD 7,313.97	CAD 7,313.97	CAD 21,798.50
International Student Tuition	CAD 11,852.68	CAD 12,297.15	CAD 12,297.15	CAD 36,446.98
Domestic MGB Program Fee	CAD 1,030.46	CAD 1,051.06	CAD 1,051.06	CAD 3,132.58
International MGB Program Fee	CAD 1,307.42	CAD 1,356.44	CAD 1,356.44	CAD 4,020.30
**Domestic Internship Fee			CAD 365.71	CAD 365.71
**International Internship Fee			CAD 467.88	CAD 467.88
Ancillary Fees				
Graduate Student Society Fee	CAD 74.58	CAD 77.96	CAD 77.96	CAD 230.50
Athletic & Recreation Fee	CAD 88.88			CAD 88.88
Universal Bus Pass	CAD 81.00			CAD 81.00
***Extended Health	CAD 251.00		CAD 377.00	CAD 628.00
**Dental	CAD 151.00		CAD 226.00	CAD 377.00
***Mandatory Temporary Medical Ins. (MTMI)	CAD 265.00			CAD 265.00
Total Due				
Domestic Students	CAD 8,847.48	CAD 8,442.99	CAD 9,411.70	CAD 26,702.17
International Students	CAD 14,071.56	CAD 13,731.55	CAD 14,802.43	CAD 42,605.54

*The MGB Tuition Fee, Program Fee and Internship Fee are subject to an annual increase on May 1, 2020. All other fees are subject to change without notice.

**The internship fee, along with the Sept. 2020 health and dental plan fees, will not be assessed and charged to your account until the Co-op Office has registered you in your internship. These fees will then be due the same month that you are registered in your internship. Students are responsible for monitoring their tuition accounts and ensuring that all fees are paid on time.

**The MTMI fee will be assessed to all international students. Information on the coverage offered, and to see if you are eligible to opt-out, please visit <https://www.uvic.ca/international/inbound-students/living-canada/health-insurance/index.php> or contact the International Student Services Office at issinfo@uvic.ca.

Tuition Fee Payment Methods

There are a variety of methods for students to pay their tuition fees, including online & telephone banking, cash, debit, cheque and wire transfer. Due to commission rates, tuition fee payments cannot be made by credit card.

Students should be aware of processing times when making payments and should allow time for funds to be transferred to Accounting Services.

Students may also send their payment by mail, with the cheque or money order (do not mail cash) made payable to the University of Victoria to:

University of Victoria - Tuition Fees
Box 3040 STN CSC
Victoria BC V8W 3N7

Students should ensure that their student number and the term (e.g., 2020-01) are written on the face of their cheque.

Students may pay in person at the Tuition Fees counter, located on the 1st floor of the University Centre, Room A115.

Further information on how to pay your tuition fees can be found on the Accounting Services website - <https://www.uvic.ca/vpfo/accounting/resources/pay-fees.php>
You may also contact the Tuition Office by phone at 250-721-7032 or by email at tuition@uvic.ca.




University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

May 14, 2020

To: Board of Governors

From: Chris Horbachewski, Vice-President External Relations 

cc: President and Vice-Chancellor

Meeting Date: May 26, 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

Much of the work of University Communications + Marketing since mid-March has been dedicated to the university's response to the COVID-19 pandemic.

This includes creating and distributing vital information to the campus and external communities through UVic's communications channels and ensuring that the crucial role the university is able to play, and the contributions of the UVic community in developing solutions and effective responses to COVID are understood and recognized.

Overall, UC+M initiatives are being reviewed and adjusted constantly to determine and ensure which can/should proceed under the current circumstances, how messages can be appropriately adjusted, and which would be best held for now and reviewed against future plans, priorities and needs.

A new, adhoc Communications group has been established with representation from the offices of the President, each Vice President and the University Secretary to guide coordination and sequencing of the extraordinary communications from the President related to the current pandemic.

Supporting Communications for University Initiatives

Website & interactive

- Though the uvic.ca project has been achieving its planned milestones in order to launch a new combined central website in July, a revised launch date is being determined in light of the ongoing impacts of COVID-19 on resourcing and capacity (both within and outside of the department.)
- A preview of the Faculty and Staff section of the new uvic.ca site will be available this month.
- Planning and the development of criteria to prioritize unit websites in adopting the new look, feel and approach across campus has been initiated.

Providing Internal Supports

Ambassador Toolkit

- The launch of the Ambassador toolkit was delayed from mid-March until a future date when our community will be able to put it to effective use.

Building Profile and Presence

Media Presence

- In the six-month period between Oct. 1, 2019–Mar. 31, 2020, compared to the same period in 2018-19:
 - The total number of UVic stories in all markets was up by 64%;
 - Total reach for these is an audience of 1.14 billion, more than double 2019;
 - We recorded 37% more national stories (497) and 86% more (551) in the Lower Mainland.

In addition, UVic gained important coverage for institutional strengths such as Indigenous knowledge, oceans and climate, and healthy communities. These include influential news outlets in geographical target regions such as the *Globe and Mail*, CBC News, CTV New, The Nature of Things, Global News *Ottawa Citizen*, *Vancouver Sun*, *The Province*, APTN, iPolitics, *Times Colonist*, CBC, *The Hill Times*, *Toronto Star* and *National Post*, as well as international outlets such as *The Guardian*, *Washington Post*, *Christian Science Monitor*, *National Geographic*, *Daily Mail* and *Scientific American*.

Brand Advertising

- Discussions for the 2020 campaign strategy are shifting in light of COVID-19. We are consulting with Student Recruitment, Student Services, VP Research, and VP External to examine both timing, positioning and appropriateness.

Strengthening Connections and Engagement with Community

- On April 3 we launched [The Great Indoors](#), one of many ways UVic is responding to the pandemic. It's a UVic-led, web-based community resource, made of up content from UVic faculty, staff, students and alumni that educates, entertains and inspires.

- The Campus Checklist electronic newsletter for faculty and staff has moved to weekly publication, and now includes a wider range of content, to reflect the breadth of stories usually available in the print *Ring*, which is on hiatus until the campus returns from work remotely. Confirmed engagement levels averaging 56.8% for the four April 2020 issues of Checklist are substantially higher than the 46.2% three-year average for April newsletters, attesting to the high demand for actionable information within our distributed community.
- Volunteer speaker recruitment for the 2020-21 UVic Speakers Bureau season is underway. Prospective volunteers are being asked if they are also available to provide online talks to the Bureau's audience of schools, business groups and community organizations if social distancing requirements make in-person talks unfeasible. Each year, through the Bureau, more than 150 volunteer faculty, staff, graduate students and retirees fill as many as 600 speaking engagements on southern Vancouver Island, reaching a cumulative audience of 19,000 people. It is the only university-wide speakers bureau in the country.
- The June Community Report in the *Times Colonist* is now in production. This edition of the twice-yearly report will focus on UVic's role in the community response and recovery from COVID-19.

BUILDING MEANINGFUL PARTNERSHIPS

Community Activities

- The University of Victoria has been asked to join the South Island Prosperity Partnership's (SIPP) Rising Economy Taskforce. The Taskforce will provide guidance and gather input to inform a recovery strategy. Jennifer Vornbrock will represent UVic on the Taskforce, as the Chair of the education subcommittee.
- Community and Government Relations is leading an institutional community engagement strategy aimed to enable UVic to expand its engagement and response to community-based needs and requests related to the university's response to COVID-19 (and beyond). Through the work outlined in the strategy, UVic will support community efforts, including government, businesses, non-profit community groups, cultural groups and the health authority, in a more formal manner while simultaneously taking action on a few key ideas.

Government Relations

- CGR has been actively engaged with our partners at the federal and provincial levels to provide assistance where appropriate to help through this extraordinary time with supplies and equipment.
- We are in close contact with RUCBC and other post-secondary institutions to ensure sector wide coordination in the response to COVID-19.
- CGR is monitoring the landscape daily to be able to let other departments and stakeholders know about the vast array (and ever changing) programs offered by the Province and Federal Governments.

FOSTERING A CULTURE OF PHILANTHROPY

Fund Development

- The university surpassed its 2019-20 fundraising dollar goal of \$18 million, raising **\$19.12 million** in new commitments.
- As at May 15th, 2020, \$2.16 million has been raised, on a goal of \$20 million for the 20/21 fiscal year. Though the goal has not been adjusted for 20/21, Alumni and Development are actively adjusting strategies to remain engaged and connected to donors in light of the current COVID-19 health crisis and an expected economic recession.

Alumni Relations

- The UVic Alumni Association contributed \$50,000 in matching funds to the COVID-19 Emergency Bursary fund to support students who are experiencing financial need as a direct result of the pandemic. The Alumni Relations and Annual Giving teams raised more \$20,000 in the first 24 hours of launching an appeal to UVic alumni and donors asking them to support the fund and a follow up appeal under the signature of Brian Cant, Alumni Association President, generated a further \$30,000 in 48 hours. As of May 5th, we have raised over \$200,000 from alumni, and friends of the university (including the alumni association's gift, and a \$57,000 contribution from UVSS) towards the bursary.

CELEBRATING SUCCESS AND EXCELLENCE

The ceremonies team have been managing:

- In-person Convocation ceremonies for June are postponed and planning for the potential of postponement of in-person ceremonies in November is underway.
- A multi-stage plan is in process to celebrate June graduates with a Convocation-in-a-box to be sent out with diplomas and certificates, complementing this will be an online celebration including a video celebrating graduates and a faculty-led online reception. Supplementary planning to allow graduates to attend in-person ceremonies is underway, and an exploration of the possibility of a traveling convocation experience which would bring convocation out to graduates in geographic areas where we have a concentration of alumni.
- Convocation communication strategies are being developed to ensure there a cohesive institutional plan that includes faculties and students in a meaningful and concerted celebration of our students' achievement.
- Investigating options for ways to celebrate achievements (retirees and/or long service) if face to face events are not an option.
- Providing ongoing event support to community partners.
- Ceremonies team pursuing online event planning certification training.
- Contributing content to UVic's *The Great Indoors* outreach project.

ENHANCING COMMUNITY THROUGH CULTURAL AND OTHER ACTIVITIES

In April and May Chancellor Shelagh Rogers

- Attended Board of Governor meetings
- Engaged with recipients of Vikes Gala Chancellor Award
- In association with Her Honour, Janet Austin, Lieutenant Governor of British Columbia, engaged citizens in social cohesion with the formation of a book club and guidelines for hosting virtual book clubs.
- Hosting "Good Company with Shelagh Rogers" for UVic's *The Great Indoors*.

Farquhar

The Farquhar closed its doors to public assembly on March 14 when we, with the Victoria Symphony, cancelled a sold out concert. The venue has remained dark since that date and there is no clear sense of how long it will be before the venue is once again able to accept artists and audiences to attend events. We are working to keep the Farquhar connected with our community and to find ways to connect audiences with artists and their work while providing leadership and support to the BC arts sector as a whole. Activities undertaken include:

- Communications with clients and patrons (ticket refunds and rescheduling tickets and events).

- Onsite and offsite learning/professional development.
- Keeping in the public eye through twice monthly newsletters, social media and sharing local arts information.
- Contributing arts and culture (and other events) to UVic's *The Great Indoors* project.
- Long term presenting planning with artists, agents and clients.
- Offering performance space for a fundraiser live-streamed performance of Charles Ross' One Man Star Wars Trilogy on May 4 which will support the UVic COVID-19 Emergency Bursary.
- Providing leadership and advice to arts community, student staff, clients to share important information regarding relief funding, assembly restrictions and regulations, best practices for the times and other resources.
- Provincial leadership through BC Arts Council, BC Touring Council and ProArt Alliance of Greater Victoria to inform, celebrate and support the arts sector and to advocate for ongoing relief to the BC arts and culture sector.

Legacy Art Galleries

- Covid-19 has delayed opening of Spring/Summer exhibitions ***To Fish as Formerly*** and ***TUKTUUYAQTUUQ (Caribou Crossing)***. They both will be ready for viewing when the PHO and UVic deems it is safe for the downtown gallery to open.
- In anticipation of an anticipated re-opening, staff are developing strict protocols to ensure the utmost adherence to social distancing and standards for visitors and staff as recommended by the Provincial Health Office.
- Additionally, staff are exploring new ways to offer exhibitions, events, and public programs on-line to reach audiences that either cannot visit the gallery or else choose not to during the first months after the pandemic eases. Various platforms and approaches are being explored to reach our various academic and community partners.
- In lieu of school tours and to assist with remote schooling situations, staff are developing on-line teachers' resource packages for exhibitions that use art to meet targeted learning objectives. One example recently developed by our Public Programmer and a student intern is a resource package addressing learning about gender diversity, using the artwork in the exhibition ***Fluid***, which was on display at Legacy Gallery during the winter term.




University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

May 11, 2020

FOR INFORMATION

To: FINANCE COMMITTEE

From: VICE-PRESIDENT FINANCE AND OPERATIONS 

cc: President and Vice-Chancellor

Meeting Date: May 26, 2020

Subject: 2019 ANNUAL REPORTS and FINANCIAL STATEMENTS
University of Victoria Combination Pension Plan, and
University of Victoria Money Purchase Pension Plan

Basis for Jurisdiction: Section XIV(7) of the Trust Agreements for the University of
Victoria Combination Pension Plan and Money Purchase Pension
Plan

Strategic Relevance:

Strategy 5.5-

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

Background:

Section XIV(7) requires that the Trustees issue, within one hundred and fifty days following the end of the fiscal year, a statement of the Pension Fund, and provide a copy to the Board of Governors.

The annual report was distributed to members and the financial statements were made available online in May 2020.

Attachments (4):

1. Combination Pension Plan 2019 Annual Report and Financial Statements
2. Money Purchase Pension Plan 2019 Annual Report and Financial Statements



COMBINATION PENSION PLAN

2019 ANNUAL REPORT

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STAY INFORMED

In the spirit of sustainability, some sections of the Annual Report have been extracted and added to the Pension Services website.

Please visit www.uvic.ca/pensions or contact Pension Services to access the following information:

- Early and deferred retirement benefits
- Options at retirement
- Options when leaving UVic
- Survivor Benefits
- History of the Plan

Audited financial statements and detailed portfolio holdings continue to be available on Pension Services' website.

The last two years have provided a striking example of the importance of a long-term view of Pension, or indeed any, investing. 2018 yielded a net Plan return of negative 0.4% and, in contrast, 2019 provided positive 16.1%.

The recovery last year probably surprised many pundits, since it essentially extended the longest bull market in history beginning after the crash of 2008. For the 11 year period since that crash to December 2019, the Plan has yielded annualized net returns of about 9%. Unfortunately, as I write this in early March, and with a good Plan return of 2.2% for January, the coronavirus is causing wild daily fluctuations in the markets. Clearly, the future for returns in 2020 is completely unknown at this point, but once again: remember the long-term!

Our most important indices all performed well: S&P/TSX Composite (22.9%), S&P 500 (30.4% in US\$), FTSE Canada Universe Bonds (6.9%). The modest rise in the Canadian dollar relative to the US dollar over the year reduced the S&P yield to 25.2%.

From a total plan return perspective, we continued in 2019 to perform well relative to other pension plans. We ranked at the 15th percentile of our peer universe in 2019 for our 1 year return of 16.64%; 37th percentile on a 4-year basis with a return of 7.61%; and, 14th over 10 years for our very solid 8.7% annual returns. Individual manager performance was more varied with Canadian and foreign equities above the median return of the peer universe at the 49th and 32nd percentiles respectively while fixed income performance was 84th percentile due to the portfolio being defensively positioned. Trustees remain satisfied with our manager selections on a performance basis. There is also evidence that our managers tend to perform rather better than their peers in down markets which adds some stability to our asset mix. More detailed information on the breakdown of our assets between managers and asset classes and the individual returns for those assets is included on page 12 of this report.

As you will be aware, full valuations of the Plan are legally required at three-year intervals, and the latest was conducted using results to December 31, 2018. The results showed the Plan to be in excellent financial health, and in a position to withstand shocks as large as 20%. Consequently, the Board decided to reduce the contribution rate for the Defined Retirement Benefit Account (DRBA), which funds the defined benefit component of the Combination Pension Plan, particularly in respect of situations where a member's benefit may fall below the guaranteed minimum. You may recall that a large increase in this rate was required after the recession of 2008 and the contribution rate has been set at 5.05% of salary since 2011. This strategy has been successful, and the contribution rate has been reduced to 4.0% effective January 1, 2020. Although this change directly targets the total contribution rate for the DRBA, which is funded by University contributions, the Plan Document specifies that one-third of the reduction be to the benefit of members, thereby resulting in a modest reduction of 0.35% of salary to the employees' contribution rate. You may rest assured that these changes will have no effect on the pension benefits you are earning under the Plan. The Board will, of course, continue to monitor market conditions, investment performance, and other factors which can affect the contribution rate.

Among our service providers, Phillips Hager and North (PH&N) continue to manage our fixed income portfolio and the DRBA, the latter having both equity and fixed income components. As I reported last year, we have shifted our fixed investment assets from the very traditional PH&N Enhanced Total Return Bond Fund to their Core Plus Bond Fund. This fund accesses off-benchmark investments and global fixed income markets to seek yield-enhancing and diversifying opportunities beyond domestic Universe bonds.

These yield-enhancing strategies, commonly known as “Plus” strategies, include the use of mortgages, private placement corporate debt, North American and global high yield bonds, and emerging market debt. It is hoped that these strategies offer both the potential to earn more while interest rates are near historic lows and further diversification in sources of incremental return. Management of the main (i.e. outside of the DRBA) Canadian equity assets continues to be divided roughly equally between Fiera Capital and BCI (formerly BC Investment Management Corporation). Management of the real estate assets also rests with BCI via their RealPool fund, but there have been significant changes there. BCI has taken the decision to move from a purely domestic portfolio to a more global portfolio. The ultimate aim is about 30% global (probably mostly American). For both the change in the bond fund and this real estate change, it is too early to assess results.

Many of you will already be aware of an important change in our Custodian, where we have switched, effective January 1, 2020 from RBC to Northern Trust. The Custodian provides a range of essential services including custody of our assets, reconciliation and documentation of accounts, performance reporting and, of course, payments to pensioners and provision of documentation for tax purposes. The Board is hopeful that the switch in providers will offer an improved and wider range service, whilst being more cost efficient.

Going forward, the Board has initiated more detailed discussions with our managers regarding their consideration and reporting of environmental, social and governance (ESG) issues, including climate change and the associated risks. This process will lead to a new Statement of Investment Beliefs and generally closer scrutiny of our managers’ policies and reporting. It will likely result in some modifications to our existing Statement of Investment Policies and Procedures.

You will recall that your Board of Trustees is composed of four trustees elected by the membership and four appointed by the Board of Governors. Trustee terms are normally three years, and those terms were finished for Michael Miller and Susan Service at the end of 2019. Both of those valuable Trustees were re-elected to new three-year terms in the elections late last year so as a result there are no changes in the composition of the Board from 2019 to 2020. Many congratulations to Michael and Susan on their re-election and our thanks for agreeing to continue as Trustees.

In 2019 we had four sub-committees composed as follows, with the first-named serving as Chair in each case: Investment (Lisa Hill, Ori Granot, Michael Miller, and Susan Service); Policy & Procedures (Michael Miller, David Boudinot and John Gilfoyle); Governance (Keith Dixon, Lisa Hill, and Michael Miller); and Valuation (Kristi Simpson, John Gilfoyle, and Susan Service). Thanks are due to all these hard-working people for agreeing to stand as Trustees. Especial plaudits are due to Kristi, Lisa and Michael for undertaking the extra work of chairing sub-committees. Investment, Policy and Valuation are all complex and at times demanding of special skills and knowledge, so we are fortunate indeed to have these very hard-working and competent people. Michael has also continued in his role as Vice-Chair, and I thank him for his wise use of his extensive experience in University administration and for his counsel and support throughout the year.

Best wishes to all for the coming year and beyond,



Keith R. Dixon
Chair, Board of Pension Trustees

GOVERNANCE

The Combination Pension Plan (the “Plan”) is governed by the Pension Board. The Pension Board is legally responsible for the investment of funds and financial management of the Plan, and to ensure the Plan is administered in accordance with the Trust Agreement, the *Income Tax Act*, and British Columbia’s *Pension Benefits Standards Act*.

There are eight Trustees on the Pension Board, serving terms of up to three years. Four Trustees are elected by Plan members, and four are appointed by the University’s Board of Governors.

The Trustees have a fiduciary duty to act in the best financial interest of Plan beneficiaries and as a result, they have an obligation to ensure every decision made as Trustees is motivated by the aim of furthering the interest of the Plan’s beneficiaries.

2019 PENSION BOARD TRUSTEES

APPOINTED	TERM ENDING
Dr. Keith Dixon (Chair) <i>Professor Emeritus, Department of Chemistry</i>	December 31, 2020
Mr. John Gilfoyle <i>Investment & Strategy Consultant</i>	June 30, 2021
Ms. Lisa Hill <i>Senior Vice-President, Portfolio Manager, Raymond James Ltd.</i>	August 31, 2020
Ms. Kristi Simpson <i>Associate Vice-President, Financial Planning & Operations</i>	Appointed ex-officio
ELECTED	TERM ENDING
Mr. David Boudinot <i>Acquisitions librarian, UVic libraries</i>	December 31, 2020
Dr. Ori Granot <i>Facility Manager, Department of Chemistry</i>	December 31, 2020
Dr. Michael Miller (Vice-Chair) <i>Professor Emeritus, Department of Computer Science</i>	December 31, 2022
Ms. Susan Service <i>Professional accountant</i>	December 31, 2022

The Trust Agreement between the University of Victoria and the Pension Board sets out the rights and responsibilities of the Pension Board, as well as the rules and procedures related to the appointment and election of Trustees.

Additional information, including the Trust Agreement, is available at www.uvic.ca/pensions, or by request from Pension Services.

In 2019, the Plan was amended to remove the option for members on a temporary reduction of appointment after November 26, 2019 to elect to make additional contributions on the basis of the difference between their actual and deemed earnings during the reduced appointment. It was also amended to clarify the provisions regarding contributions to the Defined Retirement Benefit Account during a leave of absence or reduced appointment.

PLAN AMENDMENTS

FINANCIAL HIGHLIGHTS

INVESTMENTS

MARKET VALUE OF INVESTMENTS Expressed in \$000's	2017 \$	2018 \$	2019 \$
Balanced Fund	991,235	973,670	1,112,405
Defined Retirement Benefit Fund	194,479	199,136	243,933
Total	1,185,714	1,172,806	1,356,338

INVESTMENT RETURNS Expressed in \$000's		2017		2018		2019	
		\$	%	\$	%	\$	%
Balanced Fund	Gross returns	87,614	9.52	260	0.03	159,808	16.50
	Expenses	-3,154	-0.35	-4,077	-0.45	-4,148	-0.42
	Net returns	84,460	9.17	-3,817	-0.42	155,660	16.08
Defined Retirement Benefit Fund	Gross returns	18,138	10.53	-2,438	-1.15	37,829	18.77
	Expenses	-651	-0.38	-877	-0.41	-894	-0.44
	Net returns	17,487	10.15	-3,315	-1.56	36,935	18.33

CONTRIBUTIONS

Members and the University share the cost of the Plan.

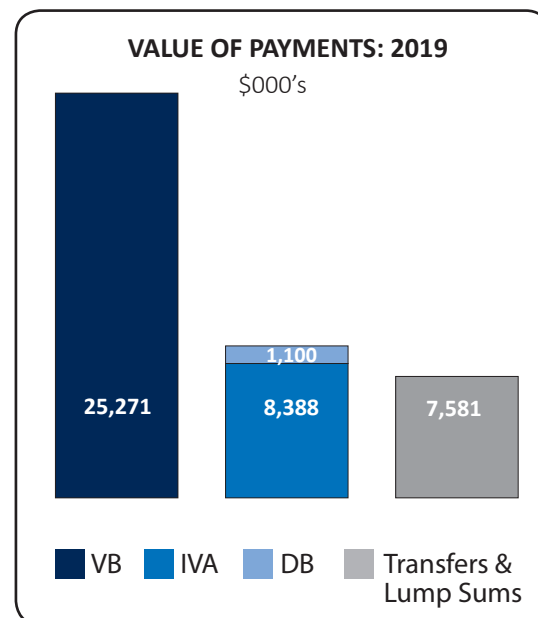
The required contributions are based on a percentage of members' salary, and members also have the option of making additional voluntary contributions by payroll deduction, or by transferring other vehicles into the Plan. Additional information on contributions can be found on Pension Services' website: www.uvic.ca/pensions.

CONTRIBUTIONS Balanced Fund & Defined Retirement Benefit Fund				
		2017	2018	2019
Expressed in \$000's		\$	\$	\$
Members	Required	9,254	9,591	10,049
	Voluntary	244	263	271
	Transfers in	5,238	3,378	1,642
University (Required)		19,675	20,559	21,515
Total		34,411	33,791	33,477

FINANCIAL HIGHLIGHTS

BENEFIT PAYMENTS

VALUE OF BENEFIT PAYMENTS			
	2017	2018	2019
Expressed in \$000's	\$	\$	\$
Variable Benefits (VB)	22,541	24,447	25,271
Internal Variable Annuities (IVA)	6,311	7,321	8,388
Defined Benefit Pensions and Supplements (DB)	687	810	1,100
Transfers & lump sums	14,537	7,074	7,581
Total	44,076	39,652	42,340



EXPENSES

The following table details the expenses incurred to invest and administer the Plan. Expenses are deducted from gross returns to determine net returns, which are distributed to members' accounts.

BALANCED FUND EXPENSES						
	2017		2018		2019	
Expressed in \$000's	\$	%	\$	%	\$	%
Investment management ¹	2,565	0.29	3,432	0.38	3,467	0.35
Custodial and consulting	120	0.01	108	0.01	86	0.01
Office and administration ²	428	0.04	494	0.05	540	0.06
Audit and legal	41	0.01	43	0.01	55	0.00
Total expenses	3,154	0.35	4,077	0.45	4,148	0.42

¹ The 2018 figure includes BCI's allocation of an accrued liability related to an ongoing GST/HST court case contesting the Government of Canada's challenge to the Pooled Investment Portfolios' immunity from taxation, for the period ended March 31, 2018.

² 1.52% of the 2019 office and administration expenses were for individual Trustee expenses.

MEMBERSHIP HIGHLIGHTS

The following charts describe the status and growth in Plan membership since 1999, as well as the distribution of assets among different member groups in 2019.

MEMBERSHIP HISTORY

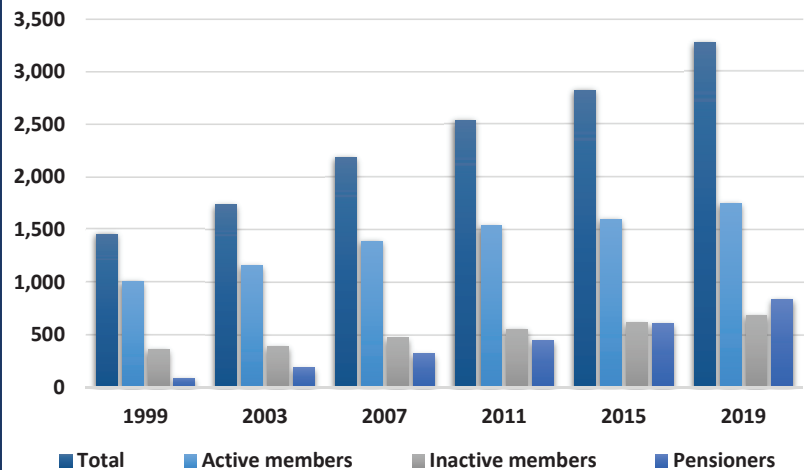
ACTIVE MEMBERS are employed by the University and contributing to the Plan. Membership in this group has virtually doubled in 20 years. Currently, it represents 53% of total Plan membership.

INACTIVE MEMBERS have transferred to another UVic plan or terminated employment but have not yet elected a benefit; therefore, their assets remain invested in the Fund until they make a selection. The category also includes a small number of accounts held by surviving spouses of members who died before retirement. While membership in this group has grown, its relative size in the Plan has decreased over time, representing 21% in 2019, versus 25% in 1999.

PENSIONERS are members and/or beneficiaries who are drawing a pension from the Plan. In 2019, this group represented approximately 26% of membership. This fastest growing group doubled in the last 10 years, reaching 837 members in 2019, versus 383 in 2009.

MEMBERSHIP	1999	2009	2019
Active members	1,006	1,480	1,750
Inactive members	363	522	687
Pensioners	89	383	837
TOTAL	1,458	2,385	3,274

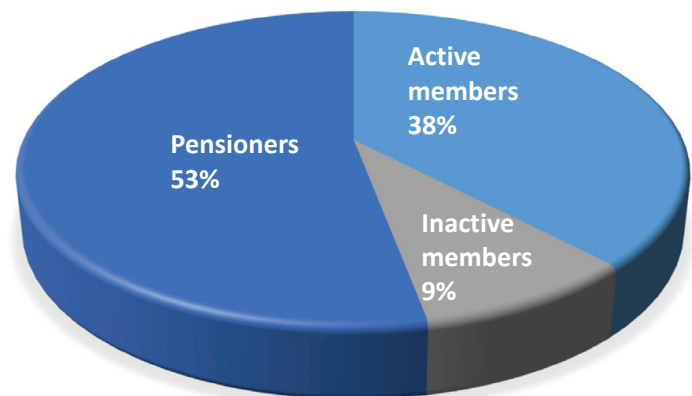
MEMBERSHIP 20 YEAR HISTORY



DISTRIBUTION OF ASSETS

Pensioners accounted for 53% of total Balanced Fund assets in 2019, while active and inactive members shared the remaining 47%.

2019 DISTRIBUTION OF ASSETS



INVESTMENTS: POLICIES & OBJECTIVES

THE FUNDS

Plan assets are distributed over two Funds: the Balanced Fund and the Defined Retirement Benefit Fund (DRBF).

Individual member accounts (Combined Contribution Accounts, Variable Benefit Accounts and Voluntary Contribution Accounts) are held in the Balanced Fund, together with the assets of the Money Purchase Pension Plan.

The DRBF holds the assets of the Defined Retirement Benefit Account from which defined benefit pensions and supplements are paid.

INVESTMENT POLICY AND ENVIRONMENTAL, SOCIAL AND GOVERNANCE FACTORS

As required, the Pension Board has established a Statement of Investment Policies and Procedures (SIPP) to formulate those investment principles, guidelines and monitoring procedures that are appropriate to established objectives. The Policy is reviewed at least annually, and sets out the categories of permitted investments, diversification, asset mix and rate of return expectations.

Under the SIPP, investment managers are encouraged to consider environmental, social and governance (ESG) related risks. In addition, managers are required to report at least annually on how ESG factors are incorporated into their investment decision making, and the Pension Board considers this information in its evaluation of prospective investment managers.

Currently, all investment managers involved with the Balanced Fund and the DRBF are signatories to the United Nations-supported Principles for Responsible Investment.

RISK TOLERANCE

In recognition of the Plan's current characteristics, an average degree of risk in terms of short-term variability of returns may be tolerated in the Balanced Fund's investments in pursuit of longer term returns. A higher degree of risk may be tolerated in the DRBF's investments.

PERFORMANCE EXPECTATIONS

Over rolling four-year periods, the minimum return expectations are:

- The domestic managers are expected to meet the benchmark plus 0.5% per annum, plus investment management and pooled fund custodial fees.
- The foreign equity manager is expected to meet the benchmark plus 1.0% per annum, plus investment management and pooled fund custodial fees.
- The real estate manager is expected to return the Canadian Consumer Price Index plus 4%.

The total fund benchmark for the Balanced Fund is a composite of the benchmarks for the individual asset classes.

PERFORMANCE MONITORING

The primary objective is to achieve a rate of return, net of investment fees and based on a four-year moving average, which is above a benchmark rate of return associated with asset mix policy.

The Pension Board's Investment Sub-Committee monitors and reviews performance and reports to the Pension Board. While short-term results are of interest, it is important to recognize that an investment strategy ought to provide good results over the longer term. As a consequence, the Pension Board focuses on evaluating investment performance over rolling four-year periods.

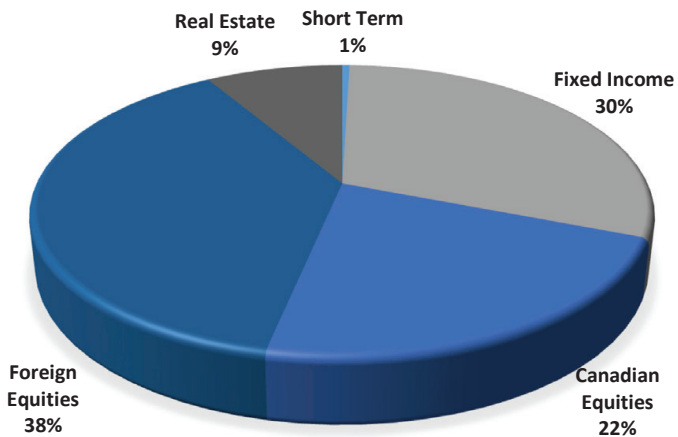
INVESTMENTS

ASSET MIX

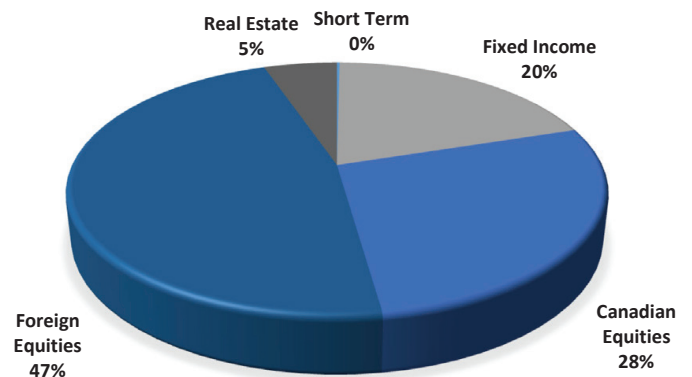
The following charts illustrate the Funds' asset mix, as at December 31, 2019. Assets are invested with three investment managers, as described in the Service Providers section of this report. The Portfolio Holdings section also provides a summary of the Funds' holdings.

2019 ASSET MIX		\$	%
Balanced Fund	Short Term	5,330	0.45
	Fixed Income	362,497	30.44
	Canadian Equities	266,971	22.42
	Foreign Equities	454,064	38.13
	Real Estate	101,915	8.56
	TOTAL MARKET VALUE	1,190,777	100.00
Defined Retirement Benefit Fund	Short Term	472	0.19
	Fixed Income	48,516	19.89
	Canadian Equities	67,463	27.66
	Foreign Equities	114,599	46.98
	Real Estate	12,883	5.28
	TOTAL MARKET VALUE	243,933	100.00

ASSET MIX: BALANCED FUND



ASSET MIX: DEFINED RETIREMENT BENEFIT FUND



INVESTMENTS

TOTAL PLAN PERFORMANCE: BALANCED FUND

BALANCED FUND ANNUALIZED RETURNS (%)				
Period ended December 31	1 YEAR		4 YEAR	10 YEAR
	Gross	Net	Net	Net
2019	16.50	16.08	7.20	8.35
2018	0.03	-0.42	5.47	8.32
2017	9.52	9.17	8.58	6.58
2016	4.98	4.64	10.00	5.93
2015	9.10	8.75	11.31	6.71
2014	12.21	11.88	9.18	7.08
2013	15.31	15.01	8.54	7.06
2012	9.98	9.71	8.71	7.03
2011	0.92	0.65	1.90	5.59
2010	9.56	9.30	2.42	5.76

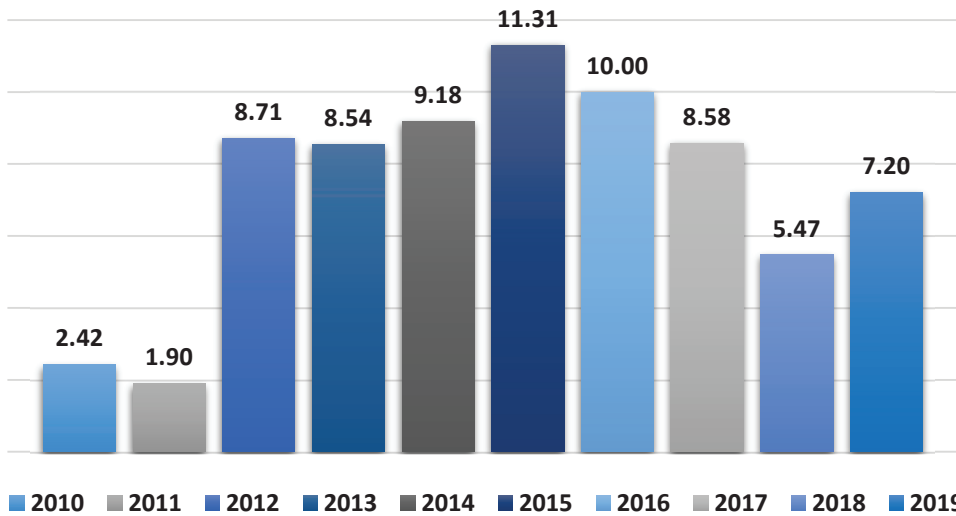
This table shows the annualized rates of return for the Balanced Fund portfolio over the last ten years. The four year net returns are also illustrated.

Gross returns are calculated before expenses. Net returns are calculated after all investment and operating expenses.

The net rate of return is credited to members' individual Combined Contribution Accounts (CCA), Variable Benefit Accounts (VBA) and Additional Voluntary Contribution Accounts (AVCA).

Past performance is not a reliable indicator of future performance.

4 YEAR NET ANNUALIZED RETURNS (%)



INVESTMENTS

MANAGERS ALLOCATION & PERFORMANCE: BALANCED FUND

The information shown here provides a snapshot of the asset mix, the allocation among the Balanced Fund's investment managers, and the associated performance returns for each asset class, compared to a set benchmark.

Please refer to the Service Providers section on page 15 of this report for a full description of the investment managers' mandates.

BALANCED FUND	Allocation (%)			Return (%)			
	Actual	Benchmark		1 YEAR	1 YEAR	4 YEAR	4 YEAR
	WEIGHT	WEIGHT	ALLOWABLE RANGE	GROSS	BENCHMARK	GROSS	BENCHMARK
SHORT-TERM							
BCI	0.2						
PH&N	0.0						
Fiera	0.2						
Total	0.5	0.0	0-21	1.2	1.7	1.2	1.0
FIXED INCOME							
PH&N	30.4	36.0	20-46	6.9	6.9	3.7	3.1
CANADIAN EQUITIES							
BCI	11.3		9-13	23.0		10.0	
Fiera	11.1			23.5		9.6	
Total	22.4	22.0	14-27	24.0	22.9	10.0	10.3
FOREIGN EQUITIES							
BCI	38.1	32.0	20-40	24.4	21.2	10.3	9.4
REAL ESTATE							
BCI	8.7	10.0	05-15	7.3	6.3	6.3	6.0
TOTAL FUND				16.6	14.9	7.6	7.1

Some inconsistencies may exist due to rounding.

BENCHMARKS

In 2019, the benchmarks were:

- Short term: FTSE Canada 91-day T-Bill Index
- Fixed income: FTSE Canada Universe Bond Index
- Canadian equities: Benchmark: S&P/TSX Capped Composite Index
- Foreign equities: MSCI World Ex-Canada Net \$Cdn Index
- Total fund: Composite benchmark

PORTFOLIO HOLDINGS

BALANCED FUND, AS AT DECEMBER 31, 2019

ASSET	MARKET VALUE \$
	Expressed in \$000's
SHORT-TERM INVESTMENTS (0.45%)	
CANADA TREASURY BILLS	2,705
POOLED FUNDS	2,623
CURRENCY HEDGES	2
CANADIAN BONDS (30.44%)	
POOLED BOND FUNDS	362,497
CANADIAN EQUITIES (22.42%)	
CONSUMER DISCRETIONARY	5,165
CONSUMER STAPLES	10,027
ENERGY	15,885
FINANCIALS	41,621
HEALTH CARE	0
INDUSTRIALS	18,933
MATERIALS	12,297
INFORMATION TECHNOLOGY	10,530
TELECOMMUNICATION SERVICES	3,738
UTILITIES	3,482
POOLED FUNDS	145,293
FOREIGN EQUITIES (38.13%)	
POOLED FUNDS	454,064
REAL ESTATE (8.56%)	
POOLED FUNDS	76,505
SEGREGATED FUNDS	25,193
HEDGES	217
TOTAL BALANCED FUND PORTFOLIO	1,190,777
COMBINATION PENSION PLAN	1,112,405
MONEY PURCHASE PENSION PLAN	78,372

Some inconsistencies may exist due to rounding.

A full and detailed listing of portfolio holdings can be obtained at www.uvic.ca/pensions or by contacting Pension Services.

PORTFOLIO HOLDINGS

DEFINED RETIREMENT BENEFIT FUND, AS AT DECEMBER 31, 2019

ASSET	MARKET VALUE \$
	Expressed in \$000's
SHORT-TERM INVESTMENTS (0.19%)	
POOLED FUNDS	472
CANADIAN BONDS (19.89%)	
POOLED BOND FUNDS	48,516
CANADIAN EQUITIES (27.66%)	
POOLED FUNDS	67,463
FOREIGN EQUITIES (46.98%)	
POOLED FUNDS	114,599
REAL ESTATE (5.28%)	
POOLED FUNDS	9,672
SEGREGATED FUNDS	3,184
HEDGES	27
TOTAL DEFINED RETIREMENT BENEFIT FUND PORTFOLIO	243,933

Some inconsistencies may exist due to rounding.

A full and detailed listing of portfolio holdings can be obtained at www.uvic.ca/pensions or by contacting Pension Services.

Under the British Columbia Pension Benefits Standards Regulation (PBSR), a pension plan containing a defined benefit component must undertake a plan valuation to assess the financial health of the plan at intervals not exceeding 3 years. Assets for the defined benefit component of the Combination Plan are held in the Defined Retirement Benefit Fund, as described in this report.

A valuation provides a snapshot of a plan's estimated financial condition at a particular point in time. One type of valuation required is the "solvency valuation", which measures whether the Plan would have the ability to meet its obligations (liabilities) to its members if the Plan were to be terminated and wound up at the valuation date. The last valuation date for the Combination Pension Plan was in 2019, for the period ending December 31, 2018. At that time, the solvency ratio (the percentage of solvency assets compared to solvency liabilities) was 190.9%.

The Plan provides for a reduction or elimination of contributions when the Plan has a surplus. The December 31, 2018 valuation revealed an accrued going concern surplus of \$80,066,000. It is estimated that \$1,500,000 of this surplus will be used to reduce contributions in 2020. This means that the contribution rate for the DRBA has been reduced to 4.0% effective January 1, 2020, resulting in a reduction of 0.35% to the employee contribution rate. The total contribution into member accounts remains unchanged. The plan will continue to meet its solvency requirements after the taking of the contribution holiday.

FUNDING

INVESTMENT MANAGERS

BC Investment Management Corporation (BCI)	Manages one-half the Canadian equity portion, and all the foreign equity and real estate portions of the Balanced Fund; and, the foreign equity and real estate portion of the DRBF.
Fiera Capital Corporation	Manages one-half the Canadian equity portion of the Balanced Fund.
Phillips, Hager & North Investment Management Limited (PH&N)	Manages the fixed income portion of the Balanced Fund and the domestic portion of the DRBF.

CUSTODIAN

RBC Investor & Treasury Services	Custodian of Plan assets (excluding BCI funds) and benefit payment service.
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Effective December 1, 2019

The Northern Trust Company, Canada

INVESTMENT CONSULTANT

Willis Towers Watson

PERFORMANCE MEASUREMENT

RBC Investor & Treasury Services

ACTUARY

Mercer (Canada) Limited

AUDITOR

Grant Thornton LLP

SERVICE PROVIDERS

Please review your statement and contact Pension Services with any required updates to your information. Retiring members should contact Pension Services 3-6 months before their retirement date. Individual meetings are available by appointment.

The precise terms of the Plan are provided in the Plan Document, which can be obtained at www.uvic.ca/pensions, or by request from Pension Services. We make every effort to ensure that all information in this report is accurate and complete. Should any discrepancy exist, the Plan Documents, statutes, or regulations shall apply.

Additional information about the University of Victoria Combination Pension Plan can be obtained on Pension Services' website: www.uvic.ca/pensions.

HOW TO REACH PENSION SERVICES:

EMAIL:	pensions@uvic.ca
TELEPHONE:	(250) 721-7030
PHYSICAL ADDRESS & COURIER ADDRESS:	Pension Services University of Victoria Michael Williams Building Room B278 3800 Finnerty Road Victoria, BC V8P 5C2
MAILING ADDRESS:	Pension Services University of Victoria PO Box 1700, STN CSC Victoria BC V8W 2Y2





Financial Statements

University of Victoria Combination Pension Plan

December 31, 2019

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Independent Auditor's Report

Grant Thornton LLP

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To the Trustees of the University of Victoria Combination Pension Plan

Opinion

We have audited the financial statements of the University of Victoria Combination Pension Plan, which comprise the statement of financial position as at December 31, 2019, and the statements of changes in net assets available for benefits and changes in obligations for benefits for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the University of Victoria Combination Pension Plan as at December 31, 2019, and its changes in net assets available for benefits and its changes in obligations for benefits for the year then ended in accordance with Canadian accounting standards for pension plans.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the University of Victoria Combination Pension Plan in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

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

In preparing the financial statements, management is responsible for assessing the University of Victoria Combination Pension Plan's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the University of Victoria Combination Pension Plan or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the University of Victoria Combination Pension Plan's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University of Victoria Combination Pension Plan's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the University of Victoria Combination Pension Plan's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the University of Victoria Combination Pension Plan to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Victoria, Canada

April 9, 2020



Chartered Professional Accountants

University of Victoria Combination Pension Plan

Statement of Financial Position

December 31 (expressed in \$000's)	2019	2018
Assets		
Cash	\$ <u>4,350</u>	\$ <u>3,892</u>
Investments (Note 4)		
Short-term	<u>5,449</u>	2,104
Canadian bonds	<u>387,155</u>	358,769
Canadian equities	<u>316,863</u>	255,170
Foreign equities	<u>538,779</u>	445,887
Currency hedges	<u>2</u>	-
Real estate	<u>108,090</u>	110,876
	<u>1,356,338</u>	1,172,806
Receivables		
Accrued interest and dividend income	<u>5,244</u>	249
Transactions to be settled and other	<u>3,292</u>	34
	<u>8,536</u>	283
	<u>1,369,224</u>	1,176,981
Liabilities		
Accounts payable and accrued liabilities	<u>9,568</u>	1,055
Net assets available for benefits (Note 7)		
Available for defined contribution benefits	<u>1,115,784</u>	976,826
Available for defined benefit pensions and supplements	<u>243,873</u>	199,100
	<u>1,359,657</u>	1,175,926
Obligations for benefits		
Defined contribution benefits	<u>1,115,784</u>	976,826
Accrued defined benefit pensions and supplements (Note 6)	<u>52,618</u>	64,341
Net assets available for benefits less obligations for benefits	\$ <u>191,255</u>	\$ <u>134,759</u>

Approved by the Board of Pension Trustees



Chair



Vice-Chair

See accompanying notes to the financial statements.

University of Victoria Combination Pension Plan

Statement of Changes in Net Assets Available for Benefits

Year Ended December 31 (expressed in \$000's) 2019 2018

Changes in net assets

Net return on investments (Note 5)

Interest income	\$ 11,484	\$ 9,988
Mortgage income	-	241
Dividend income	4,700	4,154
Net realized and unrealized gain (loss) on investments	181,452	(16,561)
Investment administration costs	(4,236)	(4,221)
	<u>193,400</u>	<u>(6,399)</u>

Contributions (Note 1)

Members' required	10,049	9,591
Members' additional voluntary	271	263
University's required		
Combined contribution accounts	12,152	11,627
Defined retirement benefit account	9,363	8,932
Transfers from other plans	1,642	3,378
	<u>33,477</u>	<u>33,791</u>

Payments to or on behalf of members

Pensions to retired members or beneficiaries	(34,759)	(32,578)
Members' accounts transferred and refunded, and death benefits	(7,581)	(7,074)
	<u>(42,340)</u>	<u>(39,652)</u>

Operating expenses

Office and administrative costs	(644)	(587)
Actuarial fees	(98)	(95)
Audit, registration and legal fees	(64)	(52)
	<u>(806)</u>	<u>(734)</u>

Increase (decrease) in net assets 183,731 (12,994)

Net assets available for benefits, beginning of year 1,175,926 1,188,920

Net assets available for benefits, end of year \$ 1,359,657 \$ 1,175,926

See accompanying notes to the financial statements.

University of Victoria Combination Pension Plan

Statement of Changes in Obligations for Benefits

Year Ended December 31 (expressed in \$000's) **2019** **2018**

Change in obligations for benefits - defined contribution

Beginning balance, obligations for defined contribution benefits	\$ <u>976,826</u>	\$ <u>994,480</u>
Net investment returns (losses)	155,660	(3,817)
Contributions	24,114	24,859
Benefits paid	(33,659)	(31,768)
Accounts transferred or refunded	<u>(7,157)</u>	<u>(6,928)</u>
Change in obligations for benefits	<u>138,958</u>	<u>(17,654)</u>
Ending balance	\$ <u>1,115,784</u>	\$ <u>976,826</u>

Change in obligations for benefits - defined benefit

Beginning balance, obligations for accrued defined benefit pensions and supplements	\$ <u>64,341</u>	\$ <u>49,252</u>
Actual plan experience and changes in actuarial assumptions	3,094	(2,624)
Interest accrued on benefits	4,275	3,162
Experience gains (losses)	(21,935)	11,889
Benefits accrued	3,943	3,472
Benefits paid	<u>(1,100)</u>	<u>(810)</u>
Change in obligations for benefits	<u>(11,723)</u>	<u>15,089</u>
Ending balance	\$ <u>52,618</u>	\$ <u>64,341</u>

See accompanying notes to the financial statements.

University of Victoria Combination Pension Plan

Notes to the Financial Statements

December 31, 2019

1. Description of plan

The following description of the University of Victoria Combination Pension Plan ("the Plan") is a summary only. Plan assets are distributed over two funds: the Balanced Fund and the Defined Retirement Benefit Fund. Individual member accounts (Combined Contribution Accounts, Variable Benefit Accounts, and Additional Voluntary Contribution Accounts) are held in the Balanced Fund. The Defined Retirement Benefit Fund holds the assets of the Defined Retirement Benefit Account ("DRBA") from which defined benefit pensions and supplements are paid. For more complete information, reference should be made to the Trust Agreement.

(a) General

The Plan is a defined contribution pension plan which contains, subject to eligibility and member choice, a defined benefit supplement to bring a retirement pension up to a minimum calculated under a defined benefit formula. The Plan covers all full-time faculty, academic and professional staff holding regular appointments.

(b) Funding policy

In accordance with the Trust Agreement and the recommendation of the plan actuary, members are required to contribute 4.35% of their basic salary up to the Canada Pension Plan Year's Maximum Pensionable Earnings (YMPE) (\$57,400 in 2019), and 6.35% of the basic salary in excess of that amount. The contributions are directed to the members' combined contribution accounts.

The University contributes 6.02% of basic salary up to the YMPE, and 7.65% of the basic salary in excess of that amount. The contributions are directed to the members' combined contribution accounts. The University contributes an additional 5.05% of basic salary to the Defined Benefit Retirement Fund to fund the defined benefit minimum. In the event that the actuary recommends additional contributions to fund the defined benefit minimum, the plan document provides for one-third and two-thirds sharing between members and the University.

The total combined member and University contributions to a member's combined contribution account in a calendar year are limited to the Income Tax Act (Canada) maximum (\$27,230 in 2019).

Subject to Income Tax Act (Canada) maximums, members may elect to make additional contributions to a voluntary contribution account through payroll deduction or by transfer from other registered vehicles.

(c) Investment options

Members' combined contribution accounts and additional voluntary accounts are invested in a balanced fund.

University of Victoria Combination Pension Plan

Notes to the Financial Statements

December 31, 2019

1. Description of plan (continued)

(d) Retirement

All members are eligible for a retirement benefit. Normal retirement is the end of the month in which the member attains age 65. Members may elect early retirement any time after attaining the age of 55, or postpone retirement benefits until December 1st of the calendar year in which the member attains age 71.

(e) Retirement options

At retirement, members can apply the balance in their combined contribution accounts to one or a combination of the following forms of benefits:

- Internal variable annuity with, subject to eligibility, a defined benefit supplement. The defined benefit supplement is the amount, if any, by which the defined benefit minimum exceeds the internal variable annuity. The defined benefit minimum at normal retirement is 1.3% of the member's final average earnings up to the three year average YMPE, multiplied by years of service; plus 2.0% of the member's final average earnings that are in excess of the three year average YMPE, multiplied by years of service. The final average earnings are calculated as the member's average for the highest consecutive five years. The defined benefit minimum is limited to \$3 per year of service credited after 1990 and is actuarially reduced for early retirement.
- External annuity from a life insurance company.
- Variable benefit.
- Transfer to a locked-in retirement account.
- Transfer to a combination of registered retirement income funds and life income funds.

(f) Termination and portability benefits

Upon termination of employment, members may retain the balance in their combined contribution account or transfer it to a locked-in retirement account or to another registered pension plan that will accept the transfer.

Active members may transfer pension entitlements from other registered pension plans into a voluntary account in the Plan.

(g) Survivor benefits

A spouse is automatically entitled to the pre-retirement survivor benefit unless they waive that right by completing a Spousal Waiver (Pension Benefits Standards Regulation BC). The survivor benefit for a spouse is 100% of the benefit accrued by the member. The surviving spouse is entitled to any of the options that are available to the member, with the exception that the spouse need not have attained 55 years of age to commence a monthly benefit and the spouse's defined benefit minimum is the actuarial equivalent of the member's defined benefit minimum. A surviving spouse must commence a pension benefit or elect a transfer from the plan by the later of one year following the member's date of death or the end of the calendar year in which the spouse attains 71 years of age.

University of Victoria Combination Pension Plan

Notes to the Financial Statements

December 31, 2019

1. Description of plan (continued)

(g) Survivor benefits (continued)

The survivor benefit for a beneficiary who is not a spouse is the balance accumulated in the Combined Contribution Account (CCA) and, if applicable, Voluntary Contribution Account(s), payable in a cash lump sum, less applicable withholding tax.

The survivor benefit for a variable benefit pensioner is the total in the member's Variable Benefit Account.

The survivor benefit for a pensioner in receipt of an internal variable annuity pension from the Plan is determined by the optional form selected by the member immediately prior to commencement of the annuity. If the member has a spouse, the member must select a form which provides at least a lifetime 60% survivor benefit unless the spouse completes a waiver.

(h) Adjustments to pensions

Internal variable annuities are adjusted each July 1st based on the investment performance of the underlying net assets for the preceding calendar year. As at July 1, 2019 the 3.5% and 5.0% internal variable annuities were decreased for investment performance by 3.78% (2018: 5.48% increase) and 5.16% (2018: 3.97% increase), respectively. In accordance with the Plan Document these annuities are then subject to adjustment arising from the longevity experience of the annuitant group. As at July 1, 2019 the internal variable annuities were reduced by 0.20% (2018: 0.10% reduction) to reflect the annual adjustment for net mortality loss.

Defined benefit pensions and the defined benefit minimum for eligible 3.5% annuitants, are adjusted each July 1st, by reference to the annual change in the Canadian Consumer Price Index (CPI) to a maximum of 3.0% per year since the commencement date of the pension. The maximum adjustment in any one year is also 3.0%. The increase in the CPI was 2.2% from 2018 to 2019 resulting in an adjustment to defined benefit pensions and minimum benefits on July 1, 2019 of 2.2% (2018: 1.6%).

(i) Income taxes

The Plan is a registered pension plan as defined in the Income Tax Act (Canada) and is not subject to income taxes, but is subject to indirect taxes including British Columbia provincial sales tax (PST) and goods and services tax (GST). The Plan receives a 33% rebate of the GST paid.

University of Victoria Combination Pension Plan

Notes to the Financial Statements

December 31, 2019

2. Statement of compliance with Canadian accounting standards for pension plans

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

3. Summary of significant accounting policies

Accounting standards for pension plans require entities to select accounting policies for accounts that do not relate to its investment portfolio or pension obligations in accordance with either International Financial Reporting Standards ("IFRS") or Canadian Accounting Standards for Private Enterprises ("ASPE"). The Trustees selected IFRS for such accounts on a consistent basis and to the extent that these standards do not conflict with the requirements of the accounting standards for pension plans.

(a) Investments

Investments are stated at fair value. Fair value is determined using market values where available. Fair value for international investments, held by BC Investment Management Corporation are estimated based on preliminary market values supplied by the BC Investment Management Corporation, and any differences between the estimated values and final market values are adjusted in the subsequent period. Where listed market values are not available, estimated values are calculated by discounted cash flows or based on other approved external pricing sources. Price comparison reports are used to compare the prices of the bonds and publicly traded equities held in pooled funds against a secondary source. Real estate investments are valued quarterly by BC Investment Management Corporation's real estate investment managers and, at least once every ten to eighteen months, by accredited independent appraisers to establish current market values. At the end of each quarter BC Investment Management Corporation uses financial statements provided by the external managers and general partners or valuation reports to calculate the share values and the unit values for the externally managed holding corporations and limited partnerships. Investment sales and purchases are recorded on trade date.

(b) Investment income

Investment income is recorded on the accrual basis. Any adjustments to investments due to the fluctuation of market prices are reflected as part of the return on investments in the statement of changes in net assets available for benefits.

University of Victoria Combination Pension Plan

Notes to the Financial Statements

December 31, 2019

3. Summary of significant accounting policies (continued)

(c) Use of estimates

The preparation of financial statements, in conformity with Canadian accounting standards for pension plans, requires management, within the assumption parameters regarding pension liabilities approved by the Plan's actuaries, to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of increases and decreases in assets during the period. Actual results could differ from those estimates. Significant areas requiring the use of management estimates relate to the valuation of investments and the estimate of the actuarial position of the defined benefit minimum.

(d) Foreign currency translation

Transactions denominated in foreign currencies are translated at the rates of exchange at the date of the transaction. Assets and liabilities denominated in foreign currency are translated into Canadian dollars at the rate of exchange in effect at the statement of financial position date. Unrealized exchange gains or losses on foreign currency are included in the change in fair value of investments.

(e) Accrued pension benefits

The value of accrued pension benefits and changes therein during the year are based on an actuarial valuation prepared by Mercer (Canada) Limited, an independent firm of actuaries. The valuation is performed every three years and then extrapolated to each year end. It uses the projected benefit method pro-rated on service and management's best estimate, as at the valuation date, of various economic and non-economic assumptions. The assumptions are the same as those used in the determination of the actuarial position of the Plan for funding purposes.

4. Investments (fair value)

Except for the assets of the DRBA, the assets of the Plan are pooled for investment purposes with the assets of the University of Victoria Money Purchase Pension Plan. At December 31, 2019, 93.42% (2018: 93.75%) of the assets held in the Balanced Fund were in respect of the University of Victoria Combination Pension Plan

The Plan's investments are recorded at fair value or at amounts that approximate fair value. Fair value is the amount at which the investment could be exchanged in a current financial transaction between willing parties. The investments are categorized according to a hierarchy which gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (Level 1 measurement) and the lowest priority to unobservable inputs (Level 3 measurement). The three levels of the fair value hierarchy are as follows:

University of Victoria Combination Pension Plan

Notes to the Financial Statements

December 31, 2019

4. Investments (fair value) (continued)

Level 1 – Inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the reporting entity has the ability to access at the measurement date.

Level 2 – Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3 – Inputs that are not observable for the asset or liability.

The Plan's proportionate share of investments in each fund, categorized according to the fair value hierarchy, is as follows:

(Expressed in \$000's)	2019			2018
	Balanced Fund	DRBA	Total	Total
Short-term notes - Level 1	\$ 2,450	\$ 472	\$ 2,922	\$ 231
Short-term notes - Level 2	2,527	-	2,527	1,873
Canadian bonds - Level 1	338,639	48,516	387,155	358,769
Canadian bonds - Level 2	-	-	-	-
Mortgages - Level 1	-	-	-	-
Canadian equities - Level 1	123,140	67,463	190,603	151,904
Canadian equities - Level 2	126,260	-	126,260	103,266
Foreign equities - Level 2	424,180	114,599	538,779	445,887
Currency hedges - Level 2	2	-	2	-
Real estate - Level 3	95,207	12,883	108,090	110,876
	<u>\$ 1,112,405</u>	<u>\$ 243,933</u>	<u>\$ 1,356,338</u>	<u>\$ 1,172,806</u>
Fair value hierarchy				
Level 1	\$ 464,229	\$ 116,451	\$ 580,680	\$ 510,904
Level 2	552,969	114,599	667,568	551,026
Level 3	95,207	12,883	108,090	110,876
	<u>\$ 1,112,405</u>	<u>\$ 243,933</u>	<u>\$ 1,356,338</u>	<u>\$ 1,172,806</u>

The following table summarizes the changes in the fair value of the Plan's financial instruments classified as level 3 investments, this includes the hedges that were entered into within the scope of the real estate program which houses all level 3 investments:

University of Victoria Combination Pension Plan

Notes to the Financial Statements

December 31, 2019

4. Investments (fair value) (continued)

(Expressed in \$000's)	Balanced Fund	DRBA	Total
Beginning balance, January 1, 2019	\$ 97,712	\$ 13,164	\$ 110,876
Purchases	43,855	5,942	49,797
Sales	(51,251)	(6,928)	(58,179)
Realized and unrealized gains	4,891	705	5,596
Ending balance, December 31, 2019	\$ 95,207	\$ 12,883	\$ 108,090
Beginning balance, January 1, 2018	\$ 91,801	\$ 12,347	\$ 104,148
Purchases	-	-	-
Sales	-	-	-
Realized and unrealized gains	5,911	817	6,728
Ending balance, December 31, 2018	\$ 97,712	\$ 13,164	\$ 110,876

Short-term notes consist of Canadian money market securities maturing in 12 months or less and include treasury bills and guaranteed investment certificates. Canadian bonds consist of government and corporate bonds and debentures. Equities consist of publicly traded shares. Real estate investments consist of diversified Canadian and Global income-producing properties. Investments may be segregated or consist of units of pooled investment portfolios of the investment managers.

Currency contracts may be held individually by BC Investment Management Corporation. The contracts are used for defensive purposes in order to protect clients' foreign investments from the impact of an appreciating Canadian dollar (relative to the foreign currency). The manager purchases and sells currencies through the spot market, forward contracts, and/or futures. Unit values are calculated based on the net realized and unrealized gains/losses of the derivative financial instruments.

University of Victoria Combination Pension Plan

Notes to the Financial Statements

December 31, 2019

5. Net return on investments

Net investment returns less operating expenses are distributed to members' accounts at the end of each month.

The Balanced Fund realized a gross return of 16.50% (2018: 0.03%) and a net gain of 16.08% (2018: -0.42%). The Defined Retirement Benefit Account realized a net gain of 18.33% (2018: -1.56%). Net investment returns by fund are as follows:

(Expressed in \$000's)	2019			2018
	Balanced Fund	DRBA	Total	Total
Interest				
Cash and short-term notes	\$ 43	\$ 3	\$ 46	\$ 144
Bonds	10,044	1,394	11,438	9,844
Mortgages	-	-	-	241
Other	-	-	-	-
Dividends				
Canadian equities	2,799	1,901	4,700	4,154
Net realized gains	45,598	8,645	54,243	33,416
Net unrealized gains (losses)	101,323	25,886	127,209	(49,977)
	<u>159,807</u>	<u>37,829</u>	<u>197,636</u>	<u>(2,178)</u>
Investment costs				
Management fees	3,467	675	4,142	4,105
Custodial fees	28	8	36	46
Other	58	-	58	70
	<u>3,553</u>	<u>683</u>	<u>4,236</u>	<u>4,221</u>
Total net investment return (loss)	\$ <u>156,254</u>	\$ <u>37,146</u>	\$ <u>193,400</u>	\$ <u>(6,399)</u>

University of Victoria Combination Pension Plan

Notes to the Financial Statements

December 31, 2019

6. Obligations for pension benefits – defined benefit minimum

An actuarial valuation, in respect of the defined benefit minimum, is performed at least once every three years. The latest valuation was made as of December 31, 2018 by Mercer (Canada) Limited. The calculations to December 31, 2019 are based upon an extrapolation from the December 31, 2018 valuation. The next valuation will be performed and filed as at December 31, 2021.

The best estimate obligation was calculated using the December 2018 actuarial valuation data and extrapolating the obligation forward to December 31, 2019 based on the best estimate assumptions, except for an adjustment for the actual returns of the Combined Contribution Account (CCA) for 2019 which were 16.08%. Liabilities are calculated using the projected unit credit method, prorating on service. The extrapolation of the liabilities to December 31, 2019 is based on 2019 benefit disbursement information. The extrapolation does not reflect any new entrants who may have joined the Plan after December 31, 2018. No other experiences have been reflected in the extrapolation.

The obligations disclosed in these statements are measured based on service earned to the date of measurement only, as required under accounting standards, and differ from the obligations used to determine funding requirements which include a provision for future service benefits.

University of Victoria Combination Pension Plan

Notes to the Financial Statements

December 31, 2019

6. Obligations for pension benefits – defined benefit minimum (continued)

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

	December 31, 2019	December 31, 2018
Economic assumptions:		
Valuation discount rate	6.50% per annum	6.50% per annum
Assumed return on CCA	6.00% per annum	6.00% per annum
Salary scale – faculty members	2.50% per annum plus career progression increments (CPI), merit increments (MI), and dollar amount adjustments (DPA)	2.50% per annum plus career progression increments (CPI), merit increments (MI), and dollar amount adjustments (DPA)
Salary scale – administrative and academic professional staff members (PEA)	5.06% for the first 4 years of service, 4.04% for the next 8 years, 2.00% thereafter	5.264% for the first 8 years of service, 2.00% thereafter
Salary scale –administrative and academic professional staff members (ME)	4.55% for the first 8 years of service, 2.00% thereafter	5.264% for the first 8 years of service, 2.00% thereafter
Annual rate of inflation	2.00% per annum	2.00% per annum
YMPE increase, increase to ITA maximum pension and contribution limits	3.00% per annum	3.00% per annum
Demographic assumptions:		
Termination rates	<p><i>Faculty members:</i></p> <p>Termination rate starts at 8% per year, trending down from 8% per year at age 30 to 1.5% per year from age 40 until age 55.</p> <p><i>Academic and Professional Staff members:</i></p> <p>Termination rate starts at 10% per year, trending down from 10% per year at age 30 to 4.5% per year from age 45 until age 55.</p>	<p><i>Faculty members:</i></p> <p>Termination rate starts at 8% per year, trending down from 8% per year at age 30 to 1.5% per year from age 40 until age 55.</p> <p><i>Academic and Professional Staff members:</i></p> <p>Termination rate starts at 10% per year, trending down from 10% per year at age 35 to 4.5% per year from age 45 until age 55.</p>
Mortality table	90% of the Public Sector Canadian Pensioners Mortality Table with improvement scale CPM-B	90% of the Public Sector Canadian Pensioners Mortality Table with improvement scale CPM-B

University of Victoria Combination Pension Plan

Notes to the Financial Statements

December 31, 2019

7. Net assets available for benefits

The net assets available for benefits as at December 31 are allocated as follows:

(Expressed in \$000's)	<u>2019</u>	<u>2018</u>
Combined contribution accounts ("CCA")	\$ 506,176	\$ 455,882
Variable benefit accounts ("VBA")	444,594	394,093
Additional voluntary contribution accounts ("AVC")	18,621	16,963
Defined retirement benefit account ("DRBA")	243,873	199,099
Internal variable annuity account ("IVAA")	146,393	109,889
	<u>\$ 1,359,657</u>	<u>\$ 1,175,926</u>

8. Combined contribution accounts ("CCA")

Each member of the plan who is not a pensioner has a CCA which is reported annually to the member. CCAs are invested in the Balanced Fund.

9. Variable benefit accounts ("VBA")

Each member of the plan in receipt of a variable benefit pension has a VBA. VBAs are invested in the Balanced Fund.

10. Additional voluntary contribution accounts ("AVC")

Additional voluntary contribution accounts are divided into restricted voluntary accounts ("RVA") and unrestricted voluntary accounts ("UVA"). Transfers from other pension plans that have restrictions imposed by the exporting plans are placed in RVA. Contributions made by members on a voluntary basis and transfers that are unrestricted are placed in UVA. All RVA and UVA are invested in the Balanced Fund as follows:

(Expressed in \$000's)	<u>2019</u>	<u>2018</u>
Restricted voluntary accounts	\$ 8,356	\$ 7,358
Unrestricted voluntary accounts	10,265	9,605
	<u>\$ 18,621</u>	<u>\$ 16,963</u>

University of Victoria Combination Pension Plan

Notes to the Financial Statements

December 31, 2019

11. Defined retirement benefit account (“DRBA”)

The DRBA is a reserve to fund existing defined benefit pensions and supplements and to offset future obligations for defined benefit supplements.

12. Internal variable annuity account (“IVAA”)

The IVAA provides benefits to members who elected to take internal variable annuities with all or part of their CCA, VBA and AVC. The IVAA is invested in the Balanced Fund.

13. Risk management

The Plan’s investments are recorded at fair value. Other financial instruments consist of cash, receivables, and accounts payable and accrued liabilities. The fair value of these financial instruments approximates their carrying values. Fair values of investments are exposed to market risk, liquidity risk and credit risk.

Market risk

Market risk is comprised of currency risk, interest rate risk, and other price risk.

Currency risk: Currency risk relates to the possibility that the investments will change in value due to future fluctuations in US, Euro and other international foreign exchange rates. For example, a 5% strengthening (weakening) of the Canadian dollar against foreign currencies at December 31, 2019 would have decreased (increased) investments held in foreign currencies by approximately \$26.9 million (2018: \$22.3 million).

Currency risk associated with foreign equities may be hedged at the discretion of the Global Equity Manager, BC Investment Management Corporation, in order to protect the value of foreign equity investments from the impact of an appreciating Canadian dollar (relative to the foreign currency).

The Fixed Income Manager may purchase US Treasury Bonds, provided the foreign currency exposure is hedged through the purchase of currency contracts.

Interest rate risk: Interest rate risk relates to the possibility that the investments will change in value due to future fluctuations in market interest rates. Duration is an appropriate measure of interest rate risk for fixed-income securities (bonds, mortgages and short-term notes) as a rise in interest rates will cause a decrease in the price of fixed income securities – the longer the duration, the greater the effect. At December 31, 2019, the average duration of the fixed income securities was 7.74 years (2018: 7.40 years). Therefore, if nominal interest rates were to increase by 1%, the value of the fixed income securities would drop by 7.74% (2018: 7.40%).

University of Victoria Combination Pension Plan

Notes to the Financial Statements

December 31, 2019

13. Risk management (continued)

Market risk (continued)

Other price risk: Other price risk relates to the possibility that the investments will change in value due to future fluctuations in market prices. This risk is reduced by the investment policy provisions approved by the Board of Pension Trustees for a structured asset mix to be followed by the investment managers, the requirement for diversification of investments within each asset class and credit quality constraints on fixed income instruments. Other price risk can be measured in terms of volatility, the standard deviation of change in the value of a financial instrument within a specific time horizon.,

	Volatility %		
Short-term holdings	+/- 1.5		
Bonds and mortgages	+/- 5.4		
Canadian equities	+/- 19.5		
Foreign equities	+/- 16.1		
Real estate	+/- 13.0		

Benchmark for investments	% change	Net impact on market value	
		Balanced Fund	Defined Retirement Benefit Fund
FTSE TMX Canada 91-day Treasury Bill Index	+/- 1.5	\$75	\$5
FTSE TMX Canada Universe Bond Index	+/- 5.4	18,287	1,288
S&P/TSX Capped Composite Index	+/- 19.5	48,633	3,426
MSCI World Net Index	+/- 16.1	68,293	4,811
Canadian Consumer Price Index plus 4% (real estate)	+/- 13.0	8,474	597

Other price risk is managed by diversification of the portfolio, both by investment managers (three) with differing investment styles and mandates and by allocation of equities across a range of sectors and companies. Based on the volatility of the current asset class holdings outlined above the Balanced Fund has an estimated volatility of 8.8% and the Defined Retirement Benefit Fund has an estimated volatility of 11.4%.

Liquidity risk

Liquidity risk is the risk of being unable to generate sufficient cash or its equivalent in a timely and cost effective manner in order to meet commitments as they come due. The primary liabilities in the Plan are defined contribution entitlements, internal variable annuities, future defined benefit obligations and operating expenses. Liquidity requirements are managed through income generated by monthly contributions and investing in sufficiently liquid equities, pooled funds and other easily marketable instruments.

University of Victoria Combination Pension Plan

Notes to the Financial Statements

December 31, 2019

13. Risk management (continued)

Credit risk

Credit risk relates to the possibility that a loss may occur from failure of a fixed income security issuer to meet its debt obligations. At December 31, 2019, the maximum risk exposure for this type of investment is \$343.6 million (2018: \$318.7 million) in the Balanced Fund and \$49.0 million (2018: \$42.2 million) in the Defined Retirement Benefit Fund.

The Plan limits credit risk by investing only in short term debt rated R1 or higher and other debt rated BBB or higher, as rated by the Dominion Bond Rating Service or equivalent. Debt rated below BBB is only permitted in the case of a high yield bond fund which has been specifically approved for investment by the Board of Pension Trustees.

The following shows the percentage of bond holdings in the portfolio by credit rating.

Rating	Balanced Fund	Defined Retirement Benefit Fund
AAA	32.0%	32.0%
AA	33.9%	33.9%
A	17.4%	17.4%
BBB	13.7%	13.7%
BB and below	1.3%	1.3%
Unrated	1.7%	1.7%

14. Capital disclosures

The purpose of the Plan is to provide pension benefits to plan members. As such, when managing capital, the objective is to preserve assets in a manner that provides the Plan with the ability to continue as a going-concern, to have sufficient assets to meet future obligations for benefits and to have sufficient liquidity to meet all benefit and expense payments.

In accordance with regulatory requirements, the Board of Pension Trustees has established a Statement of Investment Policies and Procedures ("SIP&P") which sets out the investment principles, guidelines and monitoring procedures that are appropriate to the needs and objectives of the Plan. The SIP&P sets out benchmarks and asset allocation ranges that are intended to best secure the obligations for pension benefits and result in reasonable risk-adjusted return on investment. Individual investment decisions are delegated to investment managers subject to the constraints of the SIP&P and individual manager mandates. As required, the Board of Pension Trustees reviews the SIP&P and manager structure at least annually, and makes such changes to the SIP&P and/or mandates as it deems necessary. With the assistance of an outside consultant, the Board of Pension Trustees and the Pension Services regularly monitor the asset mix of each manager and fund to ensure compliance with the SIP&P and mandates.

University of Victoria Combination Pension Plan

Notes to the Financial Statements

December 31, 2019

14. Capital disclosures (continued)

The benchmark and ranges for the funds are as follows:

	Balanced Fund		DRBA	
	Benchmark	Range	Benchmark	Range
Cash and equivalents	0%	0-21%	0%	0-20%
Canadian bonds	36%	20-46%	20%	15-25%
Canadian equities	22%	14-27%	25%	15-35%
Foreign equities	32%	20-40%	45%	40-50%
Real estate	10%	5-15%	10%	5-15%

The Plan is also subject to the Pension Benefits Standards Act (BC) and Regulations, which require that solvency and going concern actuarial valuations are performed every three years, at which time the Plan must take measures to eliminate any funding deficiencies that may arise.

15. Subsequent events

Since December 31, 2019, the outbreak of COVID-19 and related global responses have cause material disruptions to businesses around the world, leading to an economic slowdown. Global equity markets have experienced significant volatility and weakness. As of the date that these financial statements were authorized for issue, the fair value of the Plan's investments had declined significantly to the following amounts:

Investments (fair value) (Expressed in \$000's)	Balanced Fund	DRBA	Total	December 31, 2019
Short-term	\$ 2,658	\$ 401	\$ 3,059	\$ 5,449
Canadian bonds	352,241	42,550	394,791	387,155
Canadian equities	197,469	75,457	272,926	316,863
Foreign equities	368,694	99,263	467,957	538,779
Currency hedges	-	-	-	2
Real estate	100,837	13,647	114,484	108,090
Total	\$ 1,021,899	\$ 231,318	\$ 1,253,217	\$ 1,356,338

While governments and central banks have reacted with monetary and fiscal interventions designed to stabilize economic conditions, the duration and extent of the impact of the COVID-19 outbreak, as well as the effectiveness of government and central bank responses, remains unclear at this time.

These subsequent changes in the fair value of the Plan's investments are not reflected in the financial statements as at December 31, 2019. As these values are as of the date of these financial statements, the change in real estate value is a result of purchases and not market changes as real estate is valued quarterly with the next valuation not received as of the date of these financial statements.



MONEY PURCHASE PENSION PLAN

2019 ANNUAL REPORT



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STAY INFORMED

In the spirit of sustainability, some sections of the Annual Report have been extracted and added to the Pension Services website.

Please visit www.uvic.ca/pensions or contact Pension Services to access the following information:

- Retirement dates
- Options at retirement
- Options when leaving UVic
- Survivor Benefits
- History of the Plan

Audited financial statements and detailed portfolio holdings continue to be available on Pension Services' website.

The last two years have provided a striking example of the importance of a long-term view of Pension, or indeed any, investing. 2018 yielded a net Plan return of negative 0.4% and, in contrast, 2019 provided positive 16.1%.

The recovery last year probably surprised many pundits, since it essentially extended the longest bull market in history beginning after the crash of 2008. For the 11 year period since that crash to December 2019, the Plan has yielded annualized net returns of about 9%. Unfortunately, as I write this in early March, and with a good Plan return of 2.2% for January, the coronavirus is causing wild daily fluctuations in the markets. Clearly, the future for returns in 2020 is completely unknown at this point, but once again: remember the long-term!

Our most important indices all performed well: S&P/TSX Composite (22.9%), S&P 500 (30.4% in US\$), FTSE Canada Universe Bonds (6.9%). The modest rise in the Canadian dollar relative to the US dollar over the year reduced the S&P yield to 25.2%.

From a total plan return perspective, we continued in 2019 to perform well relative to other pension plans. We ranked at the 15th percentile of our peer universe in 2019 for our 1 year return of 16.64%; 37th percentile on a 4-year basis with a return of 7.61%; and, 14th over 10 years for our very solid 8.7% annual returns. Individual manager performance was more varied with Canadian and foreign equities above the median return of the peer universe at the 49th and 32nd percentiles respectively while fixed income performance was 84th percentile due to the portfolio being defensively positioned. Trustees remain satisfied with our manager selections on a performance basis. There is also evidence that our managers tend to perform rather better than their peers in down markets which adds some stability to our asset mix. More detailed information on the breakdown of our assets between managers and asset classes and the individual returns for those assets is included on page 10 of this report.

Among our service providers, Phillips Hager and North (PH&N) continue to manage our fixed income portfolio. As I reported last year, we have shifted our fixed investment assets from the very traditional PH&N Enhanced Total Return Bond Fund to their Core Plus Bond Fund. This fund accesses off-benchmark investments and global fixed income markets to seek yield-enhancing and diversifying opportunities beyond domestic Universe bonds. These yield-enhancing strategies, commonly known as “Plus” strategies, include the use of mortgages, private placement corporate debt, North American and global high yield bonds, and emerging market debt. It is hoped that these strategies offer both the potential to earn more while interest rates are near historic lows and further diversification in sources of incremental return. Management of the main Canadian equity assets continues to be divided roughly equally between Fiera Capital and BCI (formerly BC Investment Management Corporation). Management of the real estate assets also rests with BCI via their RealPool fund, but there have been significant changes there. BCI has taken the decision to move from a purely domestic portfolio to a more global portfolio. The ultimate aim is about 30% global (probably mostly American). For both the change in the bond fund and this real estate change, it is too early to assess results.

Many of you will already be aware of an important change in our Custodian, where we have switched, effective January 1, 2020 from RBC to Northern Trust. The Custodian provides a range of essential services including custody of our assets, reconciliation and documentation of accounts, performance reporting and, of course, payments to pensioners and provision of documentation for tax purposes. The Board is hopeful that

the switch in providers will offer an improved and wider range service, whilst being more cost efficient.

Going forward, the Board has initiated more detailed discussions with our managers regarding their consideration and reporting of environmental, social and governance (ESG) issues, including climate change and the associated risks. This process will lead to a new Statement of Investment Beliefs and generally closer scrutiny of our managers' policies and reporting. It will likely result in some modifications to our existing Statement of Investment Policies and Procedures.

You will recall that your Board of Trustees is composed of eight trustees, four of whom are appointed by the Board of Governors. Trustee terms are normally three years, and those terms were finished for Michael Miller and Susan Service at the end of 2019. Both of those valuable Trustees were re-selected to new three-year terms in the elections late last year so as a result there are no changes in the composition of the Board from 2019 to 2020. Many congratulations to Michael and Susan, and our thanks for agreeing to continue as Trustees.

In 2019 we had three sub-committees composed as follows, with the first named serving as Chair in each case: Investment (Lisa Hill, Ori Granot, Michael Miller, and Susan Service); Policy & Procedures (Michael Miller, David Boudinot and John Gilfoyle); and Governance (Keith Dixon, Lisa Hill, and Michael Miller). Thanks are due to all these hard-working people for agreeing to stand as Trustees. Especial plaudits are due to Lisa and Michael for undertaking the extra work of chairing sub-committees. Investment and Policy are complex and at times demanding of special skills and knowledge, so we are fortunate indeed to have these very hard-working and competent people. Michael has also continued in his role as Vice-Chair, and I thank him for his wise use of his extensive experience in University administration and for his counsel and support throughout the year.

Best wishes to all for the coming year and beyond,



Keith R. Dixon
Chair, Board of Pension Trustees

GOVERNANCE

The Money Purchase Pension Plan (the “Plan”) is governed by the Pension Board. The Pension Board is legally responsible for the investment of funds and financial management of the Plan, and to ensure the Plan is administered in accordance with the Trust Agreement, the *Income Tax Act*, and British Columbia’s *Pension Benefits Standards Act*.

There are eight Trustees on the Pension Board, who also serve as the Board for the University of Victoria Combination Pension Plan. Trustees’ terms are up to three years.

The Trustees have a fiduciary duty to act in the best financial interest of Plan beneficiaries and as a result, they have an obligation to ensure every decision made as Trustees is motivated by the aim of furthering the interest of the Plan’s beneficiaries.

2019 PENSION BOARD TRUSTEES

APPOINTED	TERM ENDING
Dr. Keith Dixon (Chair) <i>Professor Emeritus, Department of Chemistry</i>	December 31, 2020
Mr. John Gilfoyle <i>Investment & Strategy Consultant</i>	June 30, 2021
Ms. Lisa Hill <i>Senior Vice-President, Portfolio Manager, Raymond James Ltd.</i>	August 31, 2020
Ms. Kristi Simpson <i>Associate Vice-President, Financial Planning & Operations</i>	Appointed ex-officio
	TERM ENDING
Mr. David Boudinot <i>Acquisitions librarian, UVic libraries</i>	December 31, 2020
Dr. Ori Granot <i>Facility Manager, Department of Chemistry</i>	December 31, 2020
Dr. Michael Miller (Vice-Chair) <i>Professor Emeritus, Department of Computer Science</i>	December 31, 2022
Ms. Susan Service <i>Professional accountant</i>	December 31, 2022

The Trust Agreement between the University of Victoria and the Pension Board sets out the rights and responsibilities of the Pension Board, as well as the rules and procedures related to the appointment and selection of Trustees.

Additional information, including the Trust Agreement, is available at www.uvic.ca/pensions, or by request from Pension Services.

In 2019, the Plan was amended to remove the option for members on a temporary reduction of appointment after November 26, 2019 to elect to make additional contributions on the basis of the difference between their actual and deemed earnings during the reduced appointment.

PLAN AMENDMENTS

FINANCIAL HIGHLIGHTS

INVESTMENTS

MARKET VALUE OF INVESTMENTS	2017	2018	2019
Expressed in \$000's	\$	\$	\$
Balanced Fund	64,367	64,923	78,372

INVESTMENT RETURNS		2017		2018		2019	
Expressed in \$000's		\$	%	\$	%	\$	%
Balanced Fund	Gross returns	5,568	9.52	19	0.03	10,857	16.50
	Expenses	-205	-0.35	-303	-0.45	-299	-0.45
	Net returns	5,363	9.17	-284	-0.42	10,558	16.05

CONTRIBUTIONS & BENEFIT PAYMENTS

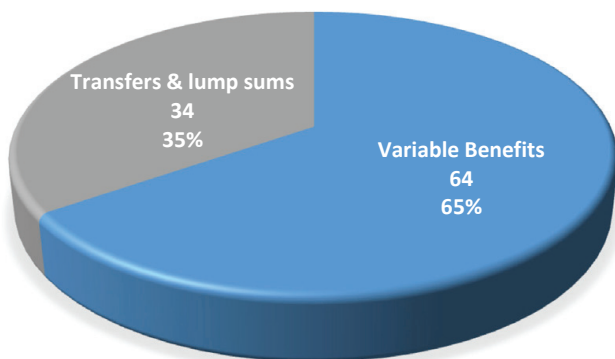
TOTAL CONTRIBUTIONS		2017	2018	2019
Expressed in \$000's		\$	\$	\$
Members	Required	907	923	963
	Voluntary	50	41	46
	Transfers in	370	391	1,599
University (Required)		2,124	2,153	2,239
Total		3,451	3,508	4,847

VALUE OF BENEFIT PAYMENTS 2019 (\$000's)

TRANSFERS & LUMP SUMS
\$1,087

VARIABLE BENEFITS
\$842

NUMBER OF BENEFIT PAYMENTS 2019



VALUE OF BENEFIT PAYMENTS	2017	2018	2019
Expressed in \$000's	\$	\$	\$
Variable Benefits (VB)	470	732	842
Transfers & lump sums	2,023	1,935	1,087
Total	2,493	2,667	1,929

FINANCIAL HIGHLIGHTS

EXPENSES

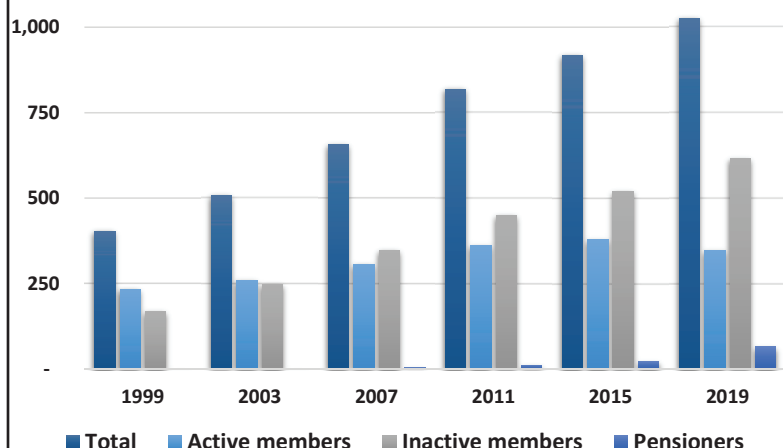
This table details the expenses incurred to invest and administer the Plan. Expenses are deducted from gross returns to determine net returns, which are distributed to members' accounts.

BALANCED FUND EXPENSES						
	2017		2018		2019	
Expressed in \$000's	\$	%	\$	%	\$	%
Investment management ¹	163	0.29	252	0.38	235	0.35
Custodial and consulting	8	0.01	8	0.01	6	0.01
Office and administration ²	27	0.04	36	0.05	37	0.06
Audit and legal	7	0.01	7	0.01	21	0.03
Total expenses	205	0.35	303	0.45	299	0.45

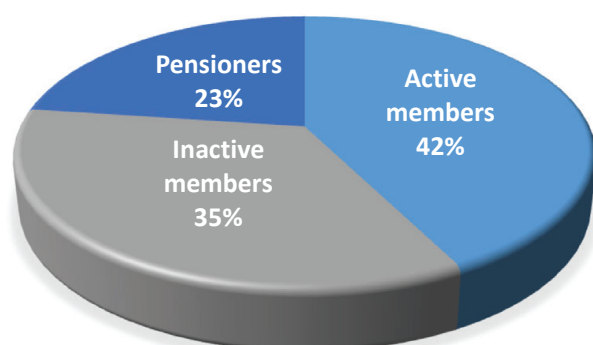
¹ The 2018 figure includes BCI's allocation of an accrued liability related to an ongoing GST/HST court case contesting the Government of Canada's challenge to the Pooled Investment Portfolios' immunity from taxation, for the period ended March 31, 2018.

² 1.52% of the 2018 office and administration expenses were for individual Trustee expenses.

MEMBERSHIP 20 YEAR HISTORY



2019 DISTRIBUTION OF ASSETS



MEMBERSHIP

These charts describe the distribution of assets in 2019 among different member groups, as well as the status and growth in Plan membership since 1999. The Money Purchase Plan comprised 1,025 members in 2019, an increase over 918 total members in 2018.

ACTIVE MEMBERS are employed by the University and contributing to the Plan. In 2019, this group comprised 346 members, down from 378 in 2015.

INACTIVE MEMBERS have transferred to another UVic plan or terminated employment but have not yet elected a benefit; the category also includes a small number of accounts held by surviving spouses of members who died before retirement. In 2019, the number of inactive members grew to 615, compared to 519 in 2015.

PENSIONERS are members and/or beneficiaries who are drawing a monthly pension from the Plan. This option became available to members in 2006, and within the next year, 4 members took the option. There were 64 pensioners in 2019, an increase of 14 from 2018.

INVESTMENTS: POLICIES & OBJECTIVES

THE BALANCED FUND

Individual member accounts (Money Purchase Contribution Accounts, Variable Benefit Accounts and Voluntary Contribution Accounts) are held in the Balanced Fund, together with the assets of the Combination Pension Plan.

INVESTMENT POLICY AND ENVIRONMENTAL, SOCIAL, AND GOVERNANCE FACTORS

The Pension Board has established a Statement of Investment Policies and Procedures (SIPP) to formulate those investment principles, guidelines and monitoring procedures that are appropriate to established objectives. The Policy is reviewed at least annually, and sets out the categories of permitted investments, diversification, asset mix and rate of return expectations.

Under the SIPP, investment managers are encouraged to consider environmental, social and governance (ESG) related risks. In addition, managers are required to report at least annually on how ESG factors are incorporated into their investment decision making, and the Pension Board considers this information in its evaluation of prospective investment managers.

Currently, all investment managers involved with the Balanced Fund are signatories to the United Nations-supported Principles for Responsible Investment.

RISK TOLERANCE

In recognition of the Plan's current characteristics, an average degree of risk in terms of short-term variability of returns may be tolerated in the Balanced Fund's investments in pursuit of longer term returns.

PERFORMANCE EXPECTATIONS

Over rolling four-year periods, the minimum return expectations are:

- The domestic managers are expected to meet the benchmark plus 0.5% per annum, plus investment management and pooled fund custodial fees.
- The foreign equity manager is expected to meet the benchmark plus 1.0% per annum, plus investment management and pooled fund custodial fees.
- The real estate manager is expected to return the Canadian Consumer Price Index plus 4%.

The total fund benchmark for the Balanced Fund is a composite of the benchmarks for the individual asset classes.

PERFORMANCE MONITORING

The primary objective for the Fund is to achieve a rate of return, net of investment fees and based on a four-year moving average, which is above a benchmark rate of return associated with asset mix policy.

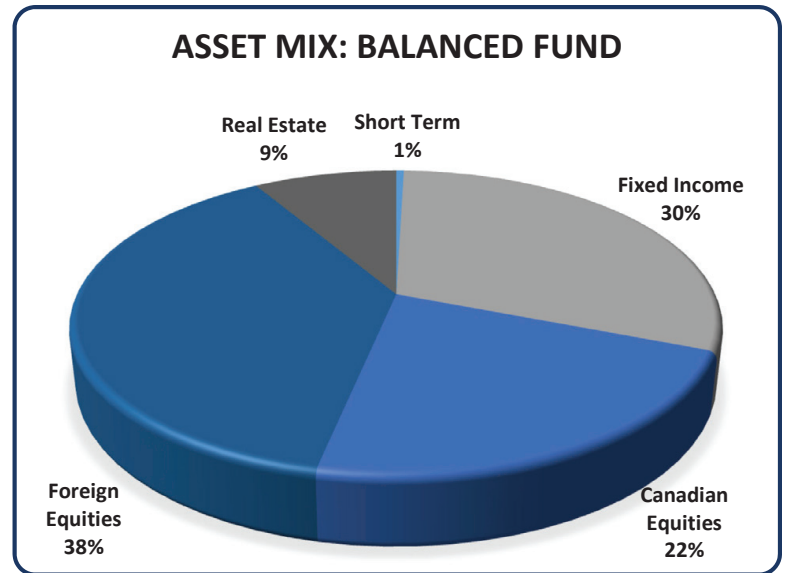
The Pension Board's Investment Sub-Committee monitors and reviews performance and reports to the Pension Board. While short-term results are of interest, it is important to recognize that an investment strategy ought to provide good results over the longer term. As a consequence, the Pension Board focuses on evaluating investment performance over rolling four-year periods.

INVESTMENTS

ASSET MIX

This chart illustrates the Fund's asset mix, as at December 31, 2019. Assets are invested with three investment managers, as described in the Service Providers section of this report. The Portfolio Holdings section of this report also provides a summary of the Fund's holdings.

2019 ASSET MIX		\$	%
Balanced Fund	Short Term	5,330	0.45
	Fixed Income	362,497	30.44
	Canadian Equities	266,971	22.42
	Foreign Equities	454,064	38.13
	Real Estate	101,915	8.56
	TOTAL MARKET VALUE	1,190,777	100.00



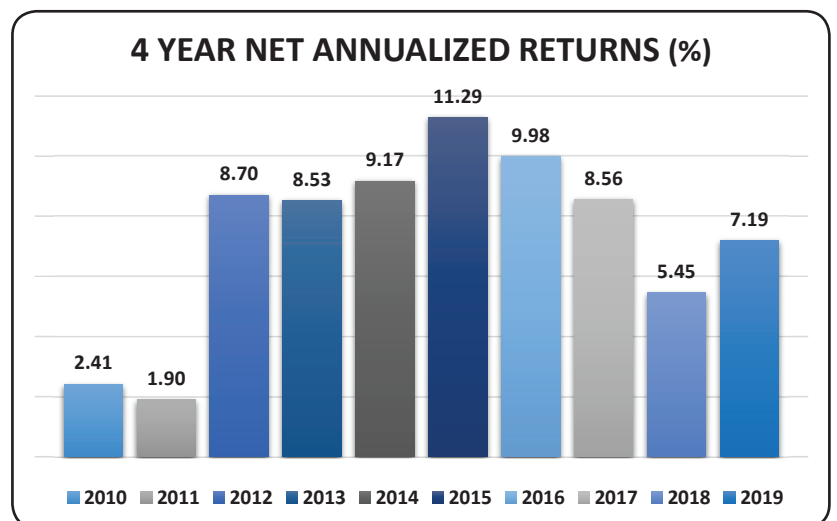
TOTAL PLAN PERFORMANCE

This table shows the annualized rates of return for the Balanced Fund portfolio over the last ten years. The four year net returns are also illustrated in the chart below.

Gross returns are calculated before expenses. Net returns are calculated after all investment and operating expenses. The net rate of return is credited to members' individual Money Purchase Contribution Accounts (MPCA), Variable Benefit Accounts (VBA) and Additional Voluntary Contribution Accounts (AVCA).

Past performance is not a reliable indicator of future performance.

BALANCED FUND ANNUALIZED RETURNS (%)				
Period ended December 31	1 YEAR		4 YEAR	10 YEAR
	Gross	Net	Net	Net
2019	16.50	16.05	7.19	8.34
2018	0.03	-0.42	5.45	8.30
2017	9.52	9.17	8.56	6.57
2016	4.98	4.63	9.98	5.92
2015	9.10	8.71	11.29	6.70
2014	12.21	11.87	9.17	7.07
2013	15.31	15.00	8.53	7.04
2012	9.98	9.69	8.70	7.01
2011	0.92	0.64	1.90	5.59
2010	9.56	9.28	2.41	5.73



INVESTMENTS

MANAGERS ALLOCATION & PERFORMANCE

The information shown here provides a snapshot of the asset mix, the allocation among the Balanced Fund's investment managers, and the associated performance returns for each asset class, compared to a set benchmark.

Please refer to the Service Providers section for a full description of the investment managers' mandates.

BALANCED FUND	Allocation (%)			Return (%)			
	Actual	Benchmark		1 YEAR	1 YEAR	4 YEAR	4 YEAR
	WEIGHT	WEIGHT	ALLOWABLE RANGE	GROSS	BENCHMARK	GROSS	BENCHMARK
SHORT-TERM							
BCI	0.2						
PH&N	0.0						
Fiera	0.2						
Total	0.5	0.0	0-21	1.2	1.7	1.2	1.0
FIXED INCOME							
PH&N	30.4	36.0	20-46	6.9	6.9	3.7	3.1
CANADIAN EQUITIES							
BCI	11.3		9-13	23.0		10.0	
Fiera	11.1			23.5		9.6	
Total	22.4	22.0	14-27	24.0	22.9	10.0	10.3
FOREIGN EQUITIES							
BCI	38.1	32.0	20-40	24.4	21.2	10.3	9.4
REAL ESTATE							
BCI	8.7	10.0	5-15	7.3	6.3	6.3	6.0
TOTAL FUND				16.6	14.9	7.6	7.1

BENCHMARKS

In 2019, the benchmarks were:

- Short term: FTSE Canada 91-day T-Bill Index
- Fixed income: FTSE Canada Universe Bond Index
- Canadian equities: Benchmark: S&P/TSX Capped Composite Index
- Foreign equities: MSCI World Ex-Canada Net \$Cdn Index
- Total fund: Composite benchmark

PORTFOLIO HOLDINGS

BALANCED FUND, AS AT DECEMBER 31, 2019

ASSET	MARKET VALUE \$
	Expressed in \$000's
SHORT-TERM INVESTMENTS (0.45%)	
CANADA TREASURY BILLS	2,705
POOLED FUNDS	2,623
CURRENCY HEDGES	2
CANADIAN BONDS (30.44%)	
POOLED BOND FUNDS	362,497
CANADIAN EQUITIES (22.42%)	
CONSUMER DISCRETIONARY	5,165
CONSUMER STAPLES	10,027
ENERGY	15,885
FINANCIALS	41,621
HEALTH CARE	0
INDUSTRIALS	18,933
MATERIALS	12,297
INFORMATION TECHNOLOGY	10,530
TELECOMMUNICATION SERVICES	3,738
UTILITIES	3,482
POOLED FUNDS	145,293
FOREIGN EQUITIES (38.13%)	
POOLED FUNDS	454,064
REAL ESTATE (8.56%)	
POOLED FUNDS	76,505
SEGREGATED FUNDS	25,193
HEDGES	217
TOTAL BALANCED FUND PORTFOLIO	1,190,777
COMBINATION PENSION PLAN	1,112,405
MONEY PURCHASE PENSION PLAN	78,372

Some inconsistencies may exist due to rounding.

A full and detailed listing of portfolio holdings can be obtained at www.uvic.ca/pensions or by contacting Pension Services.

INVESTMENT MANAGERS

BC Investment Management Corporation (BCI)

Manages one-half the Canadian equity portion, and all the foreign equity and real estate portions of the Balanced Fund.

Fiera Capital Corporation

Manages one-half the Canadian equity portion of the Balanced Fund.

Phillips, Hager & North Investment Management Limited (PH&N)

Manages the fixed income portion of the Balanced Fund.

CUSTODIAN

RBC Investor & Treasury Services

Custodian of Plan assets (excluding BCI funds) and benefit payment service.

Effective December 1, 2019

The Northern Trust Company, Canada

INVESTMENT CONSULTANT

Willis TowersWatson

PERFORMANCE MEASUREMENT

RBC Investor & Treasury Services

AUDITOR

Grant Thornton LLP

SERVICE PROVIDERS

Please review your statement and contact Pension Services with any required updates to your information.

Retiring members should contact Pension Services 3-6 months before their retirement date. Individual meetings are available by appointment.

The precise terms of the Plan are provided in the Plan Document, which can be obtained at www.uvic.ca/pensions, or by request from Pension Services. We make every effort to ensure that all information in this report is accurate and complete. Should any discrepancy exist, the Plan Documents, statutes, or regulations shall apply.

Additional information about the University of Victoria Money Purchase Plan can be obtained on Pension Services' website: www.uvic.ca/pensions.

HOW TO REACH PENSION SERVICES:

EMAIL: pensions@uvic.ca

TELEPHONE: (250) 721-7030

PHYSICAL ADDRESS &
COURIER ADDRESS:

Pension Services
University of Victoria
Michael Williams Building
Room B278
3800 Finnerty Road
Victoria, BC V8P 5C2

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Pension Services
University of Victoria
PO Box 1700, STN CSC
Victoria BC V8W 2Y2





Financial Statements

University of Victoria Money
Purchase Pension Plan

December 31, 2019

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Independent Auditor's Report

Grant Thornton LLP

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To the Trustees of the University of Victoria Money Purchase Pension Plan

Opinion

We have audited the financial statements of the University of Victoria Money Purchase Pension Plan, which comprise the statement of financial position as at December 31, 2019, and the statements of changes in net assets available for benefits and changes in obligations for benefits for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the University of Victoria Money Purchase Pension Plan as at December 31, 2019, and its changes in net assets available for benefits and its changes in obligations for benefits for the year then ended in accordance with Canadian accounting standards for pension plans.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the University of Victoria Money Purchase Pension Plan in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

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

In preparing the financial statements, management is responsible for assessing the University of Victoria Money Purchase Pension Plan's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the University of Victoria Money Purchase Pension Plan or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the University of Victoria Money Purchase Pension Plan's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University of Victoria Money Purchase Pension Plan's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the University of Victoria Money Purchase Pension Plan's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the University of Victoria Money Purchase Pension Plan to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Victoria, Canada

April 9, 2020



Chartered Professional Accountants

University of Victoria Money Purchase Pension Plan

Statement of Financial Position

December 31 (expressed in \$000's)	2019	2018
Assets		
Cash	\$ 306	\$ 215
Investments (Note 4)		
Short-term	351	133
Canadian bonds	23,858	21,115
Canadian equities	17,571	13,571
Foreign equities	29,884	23,589
Currency Hedges	-	-
Real estate	6,708	6,515
	<u>78,372</u>	<u>64,923</u>
Receivables		
Accrued interest and dividend income	209	17
Transactions to be settled and other	193	2
	<u>402</u>	<u>19</u>
	<u>79,080</u>	<u>65,157</u>
Liabilities		
Accounts payable and accrued liabilities	<u>470</u>	<u>23</u>
Net assets available for benefits (Note 6)	78,610	65,134
Obligations for benefits	<u>78,610</u>	<u>65,134</u>
Net assets available for benefits less obligations for benefits	<u>\$ -</u>	<u>\$ -</u>

Approved by the Board of Pension Trustees



Chair



Vice-Chair

See accompanying notes to the financial statements.

University of Victoria Money Purchase Pension Plan

Statement of Changes in Net Assets Available for Benefits

Year Ended December 31 (expressed in \$000's) **2019** 2018

Changes in net assets

Net return on investments (Note 5)

Interest income	\$ 685	\$ 646
Mortgage income	-	18
Dividend income	190	179
Net realized and unrealized gain (losses) on investments	9,982	(824)
Investment administration costs	(241)	(260)
	<u>10,616</u>	<u>(241)</u>

Contributions (Note 1)

Members' required	963	923
Members' additional voluntary	46	41
University's required	2,239	2,153
Transfers from other plans	1,599	391
	<u>4,847</u>	<u>3,508</u>

Payments to or on behalf of members

Pensions to retired members or beneficiaries	(842)	(732)
Members' accounts transferred and refunded, and death benefits	(1,087)	(1,935)
	<u>(1,929)</u>	<u>(2,667)</u>

Operating expenses

Office and administrative costs	(37)	(36)
Audit, registration and legal fees	(21)	(7)
	<u>(58)</u>	<u>(43)</u>

Increase in net assets 13,476 557

Net assets available for benefits, beginning of year 65,134 64,577

Net assets available for benefits, end of year \$ 78,610 \$ 65,134

See accompanying notes to the financial statements.

University of Victoria Money Purchase Pension Plan

Statement of Changes in Obligations for Benefits

Year Ended December 31 (expressed in \$000's)	2019	2018
Obligations for benefits, beginning balance	\$ 65,134	\$ 64,577
Net investment returns (losses)	10,558	(284)
Contributions	4,847	3,508
Benefits paid	(842)	(732)
Accounts transferred or refunded	(1,087)	(1,935)
Change in obligations for benefits	13,476	557
Obligations for benefits, ending balance	\$ 78,610	\$ 65,134

See accompanying notes to the financial statements.

University of Victoria Money Purchase Pension Plan

Notes to the Financial Statements

December 31, 2019

1. Description of plan

The following description of the University of Victoria Money Purchase Pension Plan is a summary only. For more complete information, reference should be made to the Trust Agreement.

(a) General

The Plan is a defined contribution pension plan. The Plan covers assistant and associate teaching professors, teaching professors, sessional lecturers, as well as faculty and administrative and academic professional staff holding regular appointments of 50% or more of full-time but less than full time.

(b) Funding policy

In accordance with the Trust Agreement, members are required to contribute 3.0% of their basic salary up to the Canada Pension Plan Year's Maximum Pensionable Earnings ("YMPE") (\$57,400 in 2019), and 5.0% of the basic salary in excess of that amount. The contributions are directed to the members' money purchase contribution accounts.

The University contributes 8.37% of basic salary up to the YMPE, and 10.0% of the basic salary in excess of that amount. The contributions are directed to the members' money purchase contribution accounts.

The total combined member and University contributions to a member's money purchase contribution account in a calendar year are limited to the Income Tax Act (Canada) maximum (\$27,230 in 2019).

Subject to Income Tax Act (Canada) maximums, members may elect to make additional contributions to a voluntary contribution account through payroll deduction or by transfer from other registered vehicles.

(c) Investment options

Members' money purchase contribution accounts and additional voluntary accounts are invested in a balanced fund.

(d) Retirement

All members are eligible for a retirement benefit. Normal retirement is the end of the month in which the member attains age 65. Members may elect early retirement any time after attaining the age of 55, or postpone retirement benefits until December 1st of the calendar year in which the member attains age 71.

University of Victoria Money Purchase Pension Plan

Notes to the Financial Statements

December 31, 2019

1. Description of plan (continued)

(e) Retirement options

At retirement, members can apply the balance in their money purchase contribution accounts to one or a combination of the following forms of benefits:

- External annuity from a life insurance company.
- Transfer to a locked-in retirement account.
- Transfer to a combination of registered retirement income funds and life income funds.
- Variable benefit pension (provided their account balance is at least twice the year's YMPE).

(f) Termination and portability benefits

Upon termination of employment, members may retain the balance in their money purchase contribution account or transfer it to a locked-in retirement account or to another registered pension plan that will accept the transfer.

Active members may transfer pension entitlements from other registered pension plans into a voluntary account in the Plan.

(g) Survivor benefits

A spouse is automatically entitled to the pre-retirement survivor benefit unless they waive that right by completing a Spousal Waiver (Pension Benefits Standards Regulation BC). The survivor benefit for a spouse is 100% of the benefit accrued by the member. The surviving spouse is entitled to any of the options that are available to the member, with the exception that the spouse need not have attained 55 years of age to commence a monthly benefit. A surviving spouse must commence a pension benefit or elect a transfer from the Plan by the later of one year following the member's date of death or the end of the calendar year in which the spouse attains 71 years of age. The survivor benefit for a beneficiary who is not a spouse is the balance accumulated in the Money Purchase Contribution Account ("MPCA") and, if applicable, Voluntary Contribution Account(s), payable in a cash lump sum, less applicable withholding tax.

The survivor benefit for a variable benefit pensioner is the total in the member's Variable Benefit Account.

(h) Income taxes

The Plan is a registered pension plan as defined in the Income Tax Act (Canada) and is not subject to income taxes, but is subject to indirect taxes including British Columbia provincial sales tax (PST) and goods and services tax (GST). The Plan receives a 33% rebate of the GST paid.

University of Victoria Money Purchase Pension Plan

Notes to the Financial Statements

December 31, 2019

2. Statement of compliance with Canadian accounting standards for pension plans

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

3. Summary of significant accounting policies

Accounting standards for pension plans require entities to select accounting policies for accounts that do not relate to its investment portfolio or pension obligations in accordance with either International Financial Reporting Standards ("IFRS") or Canadian Accounting Standards for Private Enterprises ("ASPE"). The Trustees selected IFRS for such accounts on a consistent basis and to the extent that these standards do not conflict with the requirements of the accounting standards for pension plans.

(a) Investments

Investments are stated at fair value. Fair value is determined using market values where available. Fair value for international investments, held by BC Investment Management Corporation are estimated based on preliminary market values supplied by the BC Investment Management Corporation, and any differences between the estimated values and final market values are adjusted in the subsequent period. Where listed market values are not available, estimated values are calculated by discounted cash flows or based on other approved external pricing sources. Price comparison reports are used to compare the prices of the bonds and publicly traded equities held in pooled funds against a secondary source. Real estate investments are valued quarterly by BC Investment Management Corporation's real estate investment managers and, at least once every ten to eighteen months, by accredited independent appraisers to establish current market values. At the end of each quarter BC Investment Management Corporation uses financial statements provided by the external managers and general partners or valuation reports to calculate the share values and the unit values for the externally managed holding corporations and limited partnerships. Investment sales and purchases are recorded on trade date.

(b) Investment income

Investment income is recorded on the accrual basis. Any adjustments to investments due to the fluctuation of market prices are reflected as part of the return on investments in the statement of changes in net assets available for benefits.

(c) Use of estimates

The preparation of financial statements, in conformity with Canadian accounting standards for pension plans, requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of increases and decreases in assets during the period. Actual results could differ from those estimates. Significant areas requiring the use of management estimates relate to the valuation of investments.

University of Victoria Money Purchase Pension Plan

Notes to the Financial Statements

December 31, 2019

3. Summary of significant accounting policies (continued)

(d) Foreign currency translation

Transactions denominated in foreign currencies are translated at the rates of exchange at the date of the transaction. Assets and liabilities denominated in foreign currency are translated into Canadian dollars at the rate of exchange in effect at the statement of financial position date. Unrealized exchange gains or losses on foreign currency are included in the change in fair value of investments.

4. Investments (fair value)

The assets of the Plan are pooled for investment purposes with the Balanced Fund assets of the University of Victoria Combination Pension Plan. At December 31, 2019, 6.58% (2018: 6.25%) of the assets held in the Balanced Fund were in respect of the University of Victoria Money Purchase Pension Plan.

The Plan's investments are recorded at fair value or at amounts that approximate fair value. Fair value is the amount at which the investment could be exchanged in a current financial transaction between willing parties. The investments are categorized according to a hierarchy which gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (Level 1 measurement) and the lowest priority to unobservable inputs (Level 3 measurement). The three levels of the fair value hierarchy are as follows:

Level 1 – Inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the reporting entity has the ability to access at the measurement date.

Level 2 – Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3 – Inputs that are not observable for the asset or liability.

The Plan's proportionate share of investments in the Balanced Fund, categorized according to the fair value hierarchy, is as follows:

University of Victoria Money Purchase Pension Plan

Notes to the Financial Statements

December 31, 2019

4. Investments (fair value) (continued)

(Expressed in \$000's)		2019	2018
Short-term notes	- Level 1	\$ 173	\$ 8
Short-term notes	- Level 2	178	125
Canadian bonds	- Level 1	23,858	21,115
Canadian bonds	- Level 2	-	-
Mortgages	- Level 1	-	-
Canadian equities	- Level 1	8,676	6,685
Canadian equities	- Level 2	8,895	6,886
Foreign equities	- Level 2	29,884	23,589
Currency Hedges	- Level 2	-	-
Real estate	- Level 3	6,708	6,515
		\$ 78,372	\$ 64,923
Fair value hierarchy			
Level 1		32,707	27,808
Level 2		38,957	30,600
Level 3		6,708	6,515
		\$ 78,372	\$ 64,923

The following table summarizes the changes in the fair value of the Plan's financial instruments classified as level 3 investments, this includes hedges that were entered into within the scope of the real estate program which houses all the level 3 investments:

(Expressed in \$000's)		2019	2018
Beginning balance		\$ 6,515	\$ 5,961
Purchases		3,090	-
Sales		(3,610)	-
Realized and unrealized gains		713	554
Ending balance		\$ 6,708	\$ 6,515

Short-term notes consist of Canadian money market securities maturing in 12 months or less and include treasury bills and guaranteed investment certificates. Canadian bonds consist of government and corporate bonds and debentures. Equities consist of publicly traded shares. Real estate investments consists of diversified Canadian and Global income-producing properties. Investments may be segregated or consist of units of pooled investment portfolios of the investment managers.

University of Victoria Money Purchase Pension Plan

Notes to the Financial Statements

December 31, 2019

4. Investments (fair value) (continued)

Currency contracts may be held individually by BC Investment Management Corporation. The contracts are used for defensive purposes in order to protect clients' foreign investments from the impact of an appreciating Canadian dollar (relative to the foreign currency). The manager purchases and sells currencies through the spot market, forward contracts, and/or futures. Unit values are calculated based on the net realized and unrealized gains/losses of the derivative financial instruments.

5. Net return on investments

Net investment returns less operating expenses are distributed to members' accounts at the end of each month.

The Balanced Fund earned a gross return of 16.50% (2018: 0.03%) and a net return of 16.05% (2018: -0.42%). Net investment returns are as follows:

(Expressed in \$000's)	2019	2018
Interest		
Cash and short-term notes	\$ 3	\$ 10
Bonds	682	636
Mortgages	-	18
Dividends		
Canadian equities	190	179
Net realized gains	3,098	1,985
Net unrealized gains (losses)	6,884	(2,809)
	<u>10,857</u>	<u>19</u>
Investment costs:		
Management fees	235	252
Custodial fees	2	3
Other	4	5
	<u>241</u>	<u>260</u>
Total net investment return (loss)	\$ <u>10,616</u>	\$ <u>(241)</u>

University of Victoria Money Purchase Pension Plan

Notes to the Financial Statements

December 31, 2019

6. Net assets available for benefits

The net assets available for benefits as at December 31 are allocated as follows:

(Expressed in \$000's)	<u>2019</u>	<u>2018</u>
Money purchase contribution accounts ("MPCA")	\$ 57,646	\$ 49,894
Additional voluntary contribution accounts ("AVC")	3,009	2,554
Variable benefit accounts ("VBA")	<u>17,955</u>	<u>12,686</u>
	<u>\$ 78,610</u>	<u>\$ 65,134</u>

7. Money purchase contribution accounts ("MPCA")

Each member of the Plan who is not a pensioner has a MPCA, which is reported annually to the member. MPCAs are invested in the Balanced Fund.

University of Victoria Money Purchase Pension Plan

Notes to the Financial Statements

December 31, 2019

8. Variable benefit accounts ("VBA")

Each member of the plan in receipt of a variable benefit pension has a VBA. VBAs are invested in the Balanced Fund.

9. Additional voluntary contribution accounts ("AVC")

Additional voluntary contribution accounts are divided into restricted voluntary accounts ("RVA") and unrestricted voluntary accounts ("UVA"). Transfers from other pension plans that have restrictions imposed by the exporting plans are placed in RVA. Contributions made by members on a voluntary basis and transfers that are unrestricted are placed in UVA. All RVA and UVA are invested in the Balanced Fund as follows:

(Expressed in \$000's)

	<u>2019</u>	<u>2018</u>
Restricted voluntary accounts	\$ 1,095	\$ 943
Unrestricted voluntary accounts	<u>1,914</u>	<u>1,611</u>
	<u>\$ 3,009</u>	<u>\$ 2,554</u>

10. Risk management

The Plan's investments are recorded at fair value. Other financial instruments consist of cash, receivables, and accounts payable and accrued liabilities. The fair value of these financial instruments approximates their carrying values. Fair values of investments are exposed to market risk, liquidity risk and credit risk.

Market risk

Market risk is comprised of currency risk, interest rate risk, and other price risk.

Currency risk: Currency risk relates to the possibility that the investments will change in value due to future fluctuations in US, Euro and other international foreign exchange rates. For example, a 5% strengthening (weakening) of the Canadian dollar against foreign currencies at December 31, 2019 would have decreased (increased) investments held in foreign currencies by approximately \$1.5 million (2018: \$1.2 million).

Currency risk associated with foreign equities may be hedged at the discretion of the Global Equity Manager, BC Investment Management Corporation, in order to protect the value of foreign equity investments from the impact of an appreciating Canadian dollar (relative to the foreign currency).

The Fixed Income Manager may purchase US Treasury Bonds, provided the foreign currency exposure is hedged through the purchase of currency contracts.

University of Victoria Money Purchase Pension Plan

Notes to the Financial Statements

December 31, 2019

10. Risk management (continued)

Interest rate risk: Interest rate risk relates to the possibility that the investments will change in value due to future fluctuations in market interest rates. Duration is an appropriate measure of interest rate risk for fixed-income securities as a rise in interest rates will cause a decrease in the price of fixed income securities – the longer the duration, the greater the effect. At December 31, 2019, the average duration of the fixed income securities in the Balanced Fund was 7.74 years (2018: 7.40 years). Therefore, if nominal interest rates were to increase by 1%, the value of the Balanced Fund fixed income securities would drop by 7.74% (2018: 7.40%).

Other price risk: Other price risk relates to the possibility that the investments will change in value due to future fluctuations in market prices. This risk is reduced by the investment policy provisions approved by the Board of Pension Trustees for a structured asset mix to be followed by the investment managers, the requirement for diversification of investments within each asset class and credit quality constraints on fixed income instruments. Other price risk can be measured in terms of volatility, the standard deviation of change in the value of a financial instrument within a specific time horizon.

	Volatility %
Short-term holdings	+/- 1.5
Bonds and mortgages	+/- 5.4
Canadian equities	+/- 19.5
Foreign equities	+/- 16.1
Real estate	+/- 13.0

Benchmark for investments	% change	Net impact on market value
FTSE TMX Canada 91-day Treasury Bill Index	+/-1.5	\$5
FTSE TMX Canada Universe Bond Index	+/- 5.4	1,288
S&P/TSX Capped Composite Index	+/-19.5	3,426
MSCI World Net Index	+/- 16.1	4,811
Canadian Consumer Price Index plus 4% (real estate)	+/- 13.0	597

Other price risk is managed by diversification of the portfolio, both by investment managers (three) with differing investment styles and mandates and by allocation of equities across a range of sectors and companies. Based on the volatility of the current asset class holdings outlined above, the Balanced Fund has an estimated volatility of 8.8%.

Liquidity risk

Liquidity risk is the risk of being unable to generate sufficient cash or its equivalent in a timely and cost effective manner in order to meet commitments as they come due. The primary liabilities in the Plan are defined contribution entitlements, and operating expenses. Liquidity requirements are managed through income generated by monthly contributions and investing in sufficiently liquid equities, pooled funds and other easily marketable instruments.

University of Victoria Money Purchase Pension Plan

Notes to the Financial Statements

December 31, 2019

10. Risk management (continued)

Credit risk

Credit risk relates to the possibility that a loss may occur from failure of a fixed income security issuer to meet its debt obligations. At December 31, 2019, the maximum risk exposure for this type of investment is \$24.2 million (2018: \$21.2 million).

The Plan limits credit risk by investing only in short term debt rated R1 or higher and other debt rated BBB or higher, as rated by the Dominion Bond Rating Service or equivalent. Debt rated below BBB is only permitted in the case of a high yield bond fund which has been specifically approved for investment by the Board of Pension Trustees.

The following shows the percentage of bond and mortgage holdings in the portfolio by credit rating.

Rating	%
AAA	32.0%
AA	33.9%
A	17.4%
BBB	13.7%
BB and below	1.3%
Unrated	1.7%

11. Capital disclosures

The purpose of the Plan is to provide benefits to plan members. As such, when managing capital, the objective is to preserve assets in a manner that provides the Plan with the ability to continue as a going-concern, to have sufficient assets to meet future obligations for benefits and to have sufficient liquidity to meet all benefit and expense payments.

In accordance with regulatory requirements, the Board of Pension Trustees has established a Statement of Investment Policies and Procedures ("SIP&P") which sets out the investment principles, guidelines and monitoring procedures that are appropriate to the needs and objectives of the Plan. The SIP&P sets out benchmarks and asset allocation ranges that are intended to best secure the obligations for benefits and result in reasonable risk-adjusted return on investment. Individual investment decisions are delegated to investment managers subject to the constraints of the SIP&P and individual manager mandates. As required, the Board of Pension Trustees reviews the SIP&P and manager structure at least annually, and makes such changes to the SIP&P and/or mandates as it deems necessary. With the assistance of an outside consultant, the Board of Pension Trustees and the Pension Services regularly monitor the asset mix of each manager and fund to ensure compliance with the SIP&P and mandates.

University of Victoria Money Purchase Pension Plan

Notes to the Financial Statements

December 31, 2019

11. Capital disclosures (continued)

The benchmark and ranges for the Balanced Fund are as follows:

	Benchmark	Range
Cash and equivalents	0%	0-21%
Universe bonds	36%	20-46%
Canadian equities	22%	14-27%
Foreign equities	32%	20-40%
Real estate	10%	5-15%

12. Subsequent events

Since December 31, 2019, the outbreak of COVID-19 and related global responses have caused material disruptions to businesses around the world, leading to an economic slowdown. Global equity markets have experienced significant volatility and weakness. As of the date that these financial statements were authorized for issue, the fair value of the Plan's investments had declined significantly to the following amounts:

Investments (fair value) (Expressed in \$000's)	Subsequent Measurement	December 31, 2019
Short-term	\$ 188	\$ 351
Canadian bonds	24,816	23,858
Canadian equities	13,912	17,571
Foreign equities	25,976	29,884
Real estate	7,104	6,708
Total	\$ 71,996	\$ 78,372

While governments and central banks have reacted with monetary and fiscal interventions designed to stabilize economic conditions, the duration and extent of the impact of the COVID-19 outbreak, as well as the effectiveness of government and central bank responses, remains unclear at this time.

These subsequent changes in the fair value of the Plan's investments are not reflected in the financial statements as at December 31, 2019. As these values are as of the date of these financial statements, the change in real estate value is a result of purchases and not market changes as real estate is valued quarterly with the next valuation not received as of the date of these financial statements.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

May 11, 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: May 26, 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 approved the awards and recommend their approval by the Board of Governors. Due to a cancellation of the March and April 2020 Senate meetings, some of the awards were approved by Senate by email on April 8, 2020, subsequent to the 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:

- Wayne Robertson, QC Access to Justice Bursary (New-UG)
- Carl Trygve Carlsen Remembrance Award* (New-UG)
- Albert Hung Chao Hong Scholarship in International Business and Entrepreneurship* (Revised-UG)
- Marion (Watson) MacLeod Memorial Scholarship* (Revised-UG)
- L. & G. Butler Scholarship for Students with a Disability* (Revised-UG)
- G. Morley Neal Memorial Bursary* (Revised-UG)
- Costco Canada Undergraduate Bursary* (Revised-UG)
- Wendy Copeland Cooper Award* (New-UG)
- Bit Quill Technologies Scholarship for Women in Computer Science & Software Engineering* (Revised-UG)
- Professor Jim Ellis Memorial Prize in International Law* (Revised-UG)
- Joan Murphy Memorial Bursary* (Revised-UG)
- UVic Graduate Bursary (New-GS)
- Victoria B4B Entrepreneurship Award (Revised-UG)
- Dr. Marion Porath Bursary in Education (New-GS)
- Professor Jim Ellis Memorial Prize in Advanced Taxation* (Revised-UG)
- Professor Jim Ellis Memorial Prize in International Business* (Revised-UG)
- PBC Health Benefits Society Scholarship in Digital Health (New-GS)
- T'lat'laḡuḡ Dr. Trish Rosborough Memorial Scholarship in Indigenous Language Revitalization* (New-GS)
- Mrs. Annie Greskiw Scholarship in Pre-Medical Studies* (Revised-UG)
- David Ritchie Business Grant* (Revised-UG/GS)
- Hutchinson Graduate Scholarship* (New-GS)
- Graeme Jackson Award (New-UG)
- Erich Schwandt Undergraduate Scholarship in Music* (New-UG)
- Erich Schwandt Graduate Scholarship in Music* (New-GS)
- Gildardo & Lucia Garcia-Alvarez Award (New-UG)
- James R. Bullick Memorial Scholarships* (Revised-UG)
- Paulette Lacroix Nursing Informatics Leadership Scholarship (New-GS)
- Sybil Verch Greater Victoria Sports Hall of Fame Award (New-UG)
- Lucy and Margaret Corbet Scholarship* (Revised-UG)
- Joyce Family Foundation Award for Indigenous Students* (Revised-UG)

**Administered by the University of Victoria Foundation*

Planned Further Action:

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

Attachments:

- Memorandum to Senate dated March 18, 2020
- Memorandum to Senate dated April 15, 2020



Date: March 18, 2020
To: Senate
From: Senate Committee on Awards
Re: New and Revised Awards

The Senate Committee on Awards met on February 10, 2020 and Thursday, March 12 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)
- Wayne Robertson, QC Access to Justice Bursary (New – UG)
- Carl Trygve Carlsen Remembrance Award* (New – UG)
- Albert Hung Chao Hong Scholarship in International Business and Entrepreneurship* (Revised – UG)
- Marion (Watson) MacLeod Memorial Scholarship* (Revised – UG)
- L. & G. Butler Scholarship for Students with a Disability* (Revised – UG)
- G. Morley Neal Memorial Bursary* (Revised – UG)
- Costco Canada Undergraduate Entrance Bursary* (Revised – UG)
- Wendy Copeland Cooper Award* (New – UG)
- Bit Quill Technologies Scholarship for Women in Computer Science & Software Engineering* (Revised – UG)
- Professor Jim Ellis Memorial Prize in International Law* (Revised – UG)
- Joan Murphy Memorial Bursary* (Revised – UG)
- UVic Graduate Bursary (New – GS)
- Victoria B4B Entrepreneurship Award (Revised – UG)
- Dr. Marion Porath Bursary in Education (New – GS)
- Professor Jim Ellis Memorial Prize in Advanced Taxation* (Revised – UG)
- Professor Jim Ellis Memorial Prize in International Business* (Revised – UG)
- PBC Health Benefits Society Scholarship in Digital Health (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's 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 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 citizen of Canada.

Wayne Robertson, QC Access to Justice Bursary (New – UG)

One bursary of \$1,000 is awarded to an undergraduate student entering second or third year in the Faculty of Law who has demonstrated a commitment to and enthusiasm for access to justice, through one or more of these actions: course work, clinical or public interest placements, volunteer work (including fundraising), engaging in pro bono work, undertaking new and/or creative access to justice initiatives, developing access to justice technology(ies) and/or

championing access to justice in other ways not already listed. Approval of the recipient will be made by the Senate Committee on Awards upon the recommendation of the Faculty of Law.

Carl Trygve Carlsen Remembrance Award* (New – UG)

Three or more awards, of not more than \$5,000 each, are given to undergraduate students who compete on any Vikes Varsity team at the University of Victoria. Eligible students must meet all U SPORTS eligibility requirements. Award recipients will be selected on the basis of work ethic, commitment and performance criteria by the Director of Athletics and Recreation in consultation with the Varsity Head Coach and the Associate Director, Sport.

Albert Hung Chao Hong Scholarship in International Business and Entrepreneurship* (Revised – UG)

~~Scholarships of at least \$3,000 each, payable over two years, are awarded to academically excellent undergraduate students. One or more scholarships, of at least \$3,000 each, are will be awarded to academically outstanding undergraduate students in entering either the International Business specialization or and one or more scholarships will be awarded to students entering the Entrepreneurship specialization in the Peter B. Gustavson School of Business. To receive scholarship renewals, recipients must maintain a grade point average of 7.0 or better. A student whose grade point average falls between 6.5 and 7.0 may file a written appeal with the Peter B. Gustavson School of Business to seek special consideration for renewal of the scholarship. No renewal is considered if a student's grade point average falls below 6.5. This award may be given to a graduating student.~~

Marion (Watson) MacLeod Memorial Scholarship* (Revised – UG)

One or more scholarships, ~~of no more than totalling \$1,000 each,~~ are awarded to undergraduate students who have been required to upgrade their mathematical background by taking Math 120 (or its equivalent) and subsequently received a grade of B- or higher in Math 101.

L. & G. Butler Scholarship for Students with a Disability* (Revised – UG)

~~One or more scholarships are awarded to academically outstanding entering or continuing undergraduate students with a physical disability who graduated from a Canadian secondary school or attended a university or college in BC prior to attending UVic. Available to applicants from Canadian secondary schools and British Columbia colleges. A brief note identifying disability is required with application form. An award is made annually on the basis of academic performance to a disabled student attending the University of Victoria. The recipient may be a newly admitted or returning student. Students interested in the scholarship should refer to the paragraph on undergraduate scholarship eligibility in the General Regulations.~~

G. Morley Neal Memorial Bursary* (Revised – UG)

~~One or more bursaries are awarded An award is made annually to a undergraduate students, with good academic standing, entering fourth year 4 of a Biology Honours or Major program, who has a good academic standing and is in financial need.~~

Costco Canada Undergraduate Entranee Bursary* (Revised – UG)

One or more bursaries are awarded to full-time undergraduate students from Greater Victoria who are entering or continuing into second or third year in the University of Victoria's Peter B. Gustavson School of Business directly from a secondary school in the Greater Victoria Region. ~~This bursary is renewable for up to three years. To receive bursary renewals, recipients must submit a bursary application each year to verify that they are enrolled full-time, remain in good academic standing and continue to demonstrate financial need.~~ Students may receive this bursary more than once.

Wendy Copeland Cooper Award* (New – UG)

One award of at least \$1,000 is given to an undergraduate student in the School of Nursing. Approval of the recipient will be made by the Senate Committee on Awards upon the recommendation of the School of Nursing. Students registered in at least 4.50 academic units are eligible for this scholarship. Preference will be given to a student who has not previously received this award.

Bit Quill Technologies Scholarship for Women in Computer Science & Software Engineering* (Revised – UG)

Three ~~Two~~ scholarships, of at least \$1,000 each, are awarded to undergraduate women students who are entering second, third or fourth ~~2nd, 3rd, or 4th~~ year in the Bachelor of Science Major or Honours program in Computer Science or the Bachelor of Software Engineering program. Applications for the scholarship should reference volunteer service in the community and/or demonstrated leadership in or outside of the classroom. Selection of the recipients will be made by the Senate Committee on Awards upon the recommendation of the Faculty of Engineering. Applicants must complete the online application by May 31.

Professor Jim Ellis Memorial Prize in International Law* (Revised – UG)

A prize of \$1,000 is awarded to a student in the Faculty of Law achieving the highest standing in the ~~course in~~ International Law course. Approval of the recipient will be made by the Senate Committee on Awards upon the recommendation of the Faculty of Law.

Joan Murphy Memorial Bursary* (Revised – UG)

One or more bursaries are awarded to students entering second or third year, with preference for students who have contributed significantly to the affairs of the University of Victoria Young Liberals Club.

UVic Graduate Bursary (New – GS)

One or more bursaries are awarded to graduate students.

Victoria B4B Entrepreneurship Award (Revised – UG)

One award of \$1,000 to be given to a graduating Bachelor of Commerce student from the Peter B. Gustavson School of Business who has completed the Entrepreneurship Specialization, and demonstrates a strong interest in entrepreneurship and/or small business and ~~Preference is given to a student who has launched, or wishes to launch, a business in the Greater Victoria Area. Students will be nominated by the Entrepreneurship Professors in their final semester (May - August).~~ by the Entrepreneurship professors.

The nomination and selection will be evaluated on the following criteria:

- venture viability;
- likelihood of venture launch;
- student or student team capability and commitment to the venture; and;
- academic performance in the Bachelor of Commerce Entrepreneurship Specialization.

Approval of the recipient will be made by the Senate Committee on Awards upon the recommendation of the Peter B. Gustavson School of Business.

Dr. Marion Porath Bursary in Education (New – GS)

One or more bursaries, totaling \$2,500, are awarded to graduate students in the Faculty of Education.

Professor Jim Ellis Memorial Prize in Advanced Taxation* (Revised – UG)

A prize of \$1,000 is awarded to a student in the Faculty of Law who has demonstrated excellence in the Advanced Taxation course. Approval of the recipient will be made by the Senate Committee on Awards upon the recommendation of the Faculty of Law.

Professor Jim Ellis Memorial Prize in International Business* (Revised – UG)

A prize of \$1,000 ~~\$400, or such higher value as the donor may determine,~~ is awarded to a student in the Faculty of Law who has demonstrated excellence in the International Business and Trade Law course. Approval of the recipient will be made by the Senate Committee on Awards upon the recommendation of the Faculty of Law.

PBC Health Benefits Society Scholarship in Digital Health (New – GS)

A scholarship of \$15,000 is awarded to an academically outstanding Master's student whose research is looking at innovations in digital health, wellbeing and/or cognitive health, and who are working with the Institute on Aging and Lifelong Health. Selection of the recipient will be made by the Faculty of Graduate Studies Graduate Awards Committee upon the recommendation of the Institute on Aging and Lifelong Health.

Respectfully submitted,

2019/2020 Senate Committee on Awards

Annalee Lepp (Chair), Department of Gender Studies

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: April 15, 2020
To: Senate
From: Senate Committee on Awards
Re: New and Revised Awards

The Senate Committee on Awards met on April 09, 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:

- T'lat'laḱuḱ Dr. Trish Rosborough Memorial Scholarship in Indigenous Language Revitalization* (New – GS)
- Mrs. Annie Greskiw Scholarship in Pre-Medical Studies* (Revised – UG)
- David Ritchie Business Grant* (Revised – UG/GS)
- Hutchinson Graduate Scholarship* (New – GS)
- Graeme Jackson Award (New – UG)
- Erich Schwandt Undergraduate Scholarship in Music* (New – UG)
- Erich Schwandt Graduate Scholarship in Music* (New – GS)
- Gildardo & Lucia Garcia-Alvarez Award (New – UG)
- James R. Bullick Memorial Scholarships* (Revised – UG)
- Paulette Lacroix Nursing Informatics Leadership Scholarship (New – GS)
- Sybil Verch Greater Victoria Sports Hall of Fame Award (New – UG)
- Lucy and Margaret Corbet Scholarship* (Revised – UG)
- Joyce Family Foundation Award for Indigenous Students* (Revised – UG)

** Administered by the University Of Victoria Foundation*



Terms for New and Revised Awards

Additions are underlined

Deletions are ~~struck through~~

T'lat'lakul Dr. Trish Rosborough Memorial Scholarship in Indigenous Language Revitalization* (New-GS)

One or more scholarships are awarded to graduate students enrolled in Indigenous Language Revitalization who are developing their own advanced language proficiency and have a strong record of contributing to their/a language community through their work. Preference will be given to student(s) who have participated in a program or are working with the First Peoples Cultural Council (FPCC) and/or the First Nations Education Steering Committee (FNESC) to advance language learning.

Applications must provide evidence of the contributions to Indigenous language work that the applicant has made. Part-time students (enrolled in at least 1.5 units) are eligible for this scholarship.

Recipients will be approved by the Faculty of Graduate Studies Graduate Awards Committee upon the recommendation of the Faculty of Education.

Mrs. Annie Greskiw Scholarship in Pre-Medical Studies* (Revised-UG)

Two scholarships of \$1650 each are awarded to academically outstanding undergraduate students who are proceeding to premedical studies at the year 3 or 4 level at the University of Victoria. Applicants must provide details of their plans for future medical school attendance on the application form.

David Ritchie Business Grant* (Revised – UG/GS)

One or more grants will be awarded annually to either undergraduate students to spend one or two semesters at the University of Victoria in the Peter B. Gustavson School of Business who are enrolled in one or two semesters or graduate students enrolled in to complete the MBA or MGB program at the University of Victoria. Scholarships will be valued in the amount equalling a student's tuition and fees. Grant applicants must be a recipient of the Horatio Alger Scholarship and in good standing with the committee and approved by the UVic Peter B. Gustavson School of Business.

Hutchinson Graduate Scholarship* (New-GS)

Two scholarships, of at least \$2,000 each, are awarded to academically outstanding graduate students in the Department of History who are studying immigration to Western Canada. Preference is for students with demonstrated financial need. Selection of the recipients will be made by the Faculty of Graduate Studies Graduate Awards Committee upon the recommendation of the Department of History.

Graeme Jackson Award (New-UG)

An award is given to a fourth year undergraduate student in the Peter B. Gustavson School of Business who demonstrates a strong entrepreneurial spirit. The recipient must have completed an international exchange with one of the business school's recognized international exchange partners.

The recipient is selected based on nominations received from fellow students, faculty and/or staff. Nomination letters (maximum 500 words) must include or provide examples of:

1. where and when the nominee went on their international exchange;
2. how the nominee has made meaningful connections during their time at UVic;
3. how the nominee demonstrates a passion for life in areas such as work experience, community involvement and/or family;
4. when the nominee helped to positively impact other students; and
5. how the nominee demonstrates a strong entrepreneurial spirit

Applicants must also submit a brief personal statement (max 500 words) that outlines the above nomination criteria. Both the nomination letter and the personal statement must be submitted to the Administrative Director of the Bachelor of Commerce program by May 15. Graduating students 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.

Nominations must be submitted to the Administrative Director of the Bachelor of Commerce program by May 15. Graduating students 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.

Erich Schwandt Undergraduate Scholarship in Music* (New-UG)

One or more scholarships are awarded to entering or continuing academically outstanding undergraduate students in the School of Music.

Erich Schwandt Graduate Scholarship in Music* (New-GS)

One or more scholarships are awarded to academically outstanding graduate students in the School of Music. Approval of recipients will be made by the Faculty of Graduate Studies Graduate Awards Committee upon the recommendation of the School of Music.

Gildardo & Lucia Garcia-Alvarez Award (New-UG)

One award is given to an undergraduate student who competes on the Vikes Men's Varsity Rowing team or the Vikes Women's Varsity Rowing team at the University of Victoria. Eligible students must meet all U SPORTS eligibility requirements. Award recipients will be selected on the basis of work ethic, commitment and performance criteria by the Director of Athletics and Recreation in consultation with the Varsity Head Coaches and the Associate Director, Sport.

James R. Bullick Memorial Scholarships* (Revised-UG)

Two scholarships of \$1600 each are awarded to academically outstanding undergraduate students entering third or fourth year, one of the final two years of undergraduate studies. One scholarship will be awarded in the Faculty of Engineering and one in the Faculty of Social Sciences.

Paulette Lacroix Nursing Informatics Leadership Scholarship (New-GS)

One or more scholarships are awarded to academically outstanding graduate students in Health Information Science or the double degree School of Health Information Science/School of Nursing program who are licensed registered nurses and have demonstrated potential or actual leadership abilities in healthcare nursing practice or administration.

Applicants must submit their CV and a one page statement (maximum 500 words) summarizing their view of Nursing Leadership in the field of Health Informatics.

Approval of the recipient(s) will be made by the Faculty of Graduate Studies Graduate Awards Committee upon the recommendation of the School of Health Information Science.

Sybil Verch Greater Victoria Sports Hall of Fame Award (New-UG)

One award is given to an undergraduate woman student entering UVic from a secondary school in the Greater Victoria region who competes on a Vikes Varsity team.

A cover letter (not to exceed 500 words) and a CV (not to exceed two pages) must be submitted to the Director of Athletics and Recreation by October 31.

The cover letter must include:

- Full legal name, gender, date of birth, name of secondary school attended and year of graduation;
- Career goals and objectives;
- Athletic goals and objectives; and
- Reasons for entering UVic and the benefits that the applicant expects to receive from attending UVic as well their motivation for applying for the Award.

The curriculum vitae must include:

- Applicant's academic and other achievements (a summary of academic, school, sports and community activities and achievements); and
- Two (2) signed letters of references from individuals who are familiar with the applicant's work ethic and academic or sports achievements. The letters must come from two separate individuals, who are not family members, and must include the referee's contact information

Eligible students must meet all U SPORTS eligibility requirements. Award recipients will be selected on the basis of work ethic, commitment and performance criteria by the Director of Athletics & Recreation in consultation with the Associate Director, Sport.

Lucy and Margaret Corbet Scholarship* (Revised-UG)

A scholarship of \$525 is awarded to an academically outstanding undergraduate student who has completed premedical studies at the University of Victoria and is proceeding to medical school in September. Preference is for students with demonstrated financial need. ~~Approval of the winner will be made by the Senate Committee on Awards on the basis of sound academic achievement~~

~~and demonstrated financial need.~~ Candidates must provide written acceptance of their entry into an ~~approved~~ accredited medical school.

Joyce Family Foundation Award for Indigenous Students* (Revised-UG)

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

Respectfully submitted,

2019/2020 Senate Committee on Awards

Annalee Lepp (Chair), Department of Gender Studies

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



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

May 11, 2020

To: Operations and Facilities Committee

From: Valerie Kuehne
Vice-President Academic and Provost



cc: President and Vice-Chancellor

Meeting Date: May 26, 2020

Subject: **Proposal to Establish a Master of Engineering in Biomedical Systems
(Professional, M.Eng.)**

Basis for Jurisdiction: Senate Committee on Planning meeting March 3, 2020
Senate meeting May 1, 2020

Strategic Relevance:

The proposed Master of Engineering in Biomedical Systems (Professional, M.Eng.) fits within the vision of UVic as a research institution that integrates outstanding scholarship with engaged learning through its co-op option.

Previous Consultation:

The proposed Master of Engineering in Biomedical Systems (Professional, M.Eng.) was approved by the Department of Civil Engineering on November 13, 2019 and by discipline faculty on December 3, 2019. Consultation with the University Libraries took place on December 18, 2019. The proposal was approved by the Senate Committee on Planning on March 3, 2020 and by Senate at its meeting on May 1, 2020.

Key biomedical employers in Victoria and Vancouver, as well as other universities and Island Health, have stated their support for a Master of Engineering in Biomedical Systems.

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the proposal to establish a Master of Engineering in Biomedical Systems (Professional, M.Eng.), as described in the document "Master of Engineering in Biomedical Systems", and that this approval be withdrawn should the program not be offered within five years of the granting of approval. Once Senate and the Board of Governors have approved the proposal, the proposal must be approved by the Secretariat of the Ministry of Advanced Education, Skills and Training.

Background:

Biomedical Engineering combines the principles of science and engineering to solve issues in healthcare. Thus, biomedical engineers play key roles in the fields of medical devices and systems. A program focused on biomedical devices and their development would give students a competitive knowledge base and skill set to innovate and lead in industry and healthcare organizations. The proposed Master of Engineering degree is a coursework-based program, which trains students with enhanced knowledge, specialized courses, experiential learning, and hands-on skills through laboratories, for a future career in industry, government or academia. The goal of this Master of Engineering program is to train students with the skills they need to succeed in the medical device industry. This program will provide specialized training in the area of biomedical systems and would be a way for students who majored in different engineering programs as an undergraduate to upgrade their relevant skill set.

The proposed program fits within the vision of UVic as a research institution that integrates outstanding scholarship with engaged learning through its co-op option. This program also aligns with UVic's Strategic Research Plan as it contributes to knowledge and capacity in the targeted areas of "Health and Life Sciences" and "Physical Sciences and Engineering, Mathematics and Computer Science". It also aligns with UVic's new Health Science Initiative, which will create a high-visibility collection of health-based programs and researchers, to enhance UVic's leadership in health science.

The Biomedical Engineering Program currently has several faculty with research directly related to biomedical devices and systems who are suited to teach the courses offered in this program. The Mechanical Engineering department is currently hiring a CRC in Assistive Technologies which offers another professor with the background to teach in this program.

Planned Further Action:

The anticipated launch date for the program is September 2021 with an initial cohort of 15 students increasing to 30 by year three.

Attachment(s): Proposal to Senate dated March 18, 2020 to establish a Master of Engineering in Biomedical Systems (Professional, M.Eng.).



Date: March 18, 2020

To: Senate

From: Senate Committee on Planning

Re: **Proposal to Establish a Master of Engineering in Biomedical Systems (Professional, M.Eng.)**

At its meeting of March 3, 2020, the Senate Committee on Planning considered the proposal to establish a Master of Engineering in Biomedical Systems (Professional, M.Eng.), as described in the document "Master of Engineering in Biomedical Systems".

The following motion is recommended:

Motion: that Senate approve and recommend to the Board of Governors, that it also approve the proposal to establish a Master of Engineering in Biomedical Systems (Professional, M.Eng.), as described in the document "Masters of Engineering in Biomedical Systems".

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

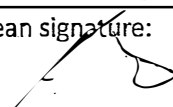
Graham McDonough, Curriculum and Instruction
Patrick Nahirney, Medical Sciences
Sang Nam, Business
Carla Osborne, GSS Representative
Kai Richins, Student Senator
Abdul Roudsari, Health Information Science
Nilanjana Roy, Economics
Dan Russek, Hispanic & Italian Studies
Ada Saab, Associate University Secretary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

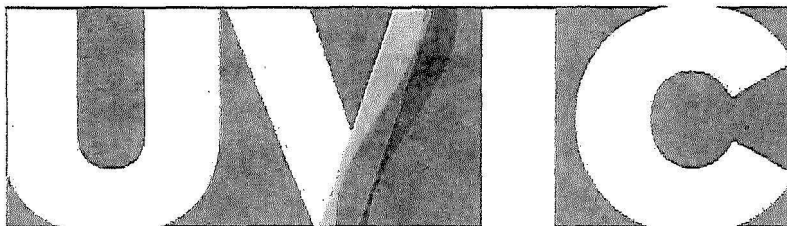


FACULTY OF GRADUATE STUDIES

NEW GRADUATE PROGRAM TEMPLATE

Masters of Engineering in Biomedical Systems

Dean's Name and Date of consultation with AVPAP: Peter Wild October 25 th , 2019	Dean signature Original signed by Peter Wild
Name of contact person: Stephanie Willerth	
Email & phone of contact person: willerth@uvic.ca 250-721-7303	
Date approved by Department: November 13 th , 2019	Original signed by Christopher Kennedy
Date approved by discipline Faculty: December 3 rd , 2019	Dean signature: 
Date approved by Graduate Studies:	Dean signature:
Date of Consultation with Libraries: December 18 th , 2019	University Librarian:
Resource Consultations – Other: (e.g. Co-op, space, Faculty, staff) See internal letters of support	



A. Areas of specialization and evidence of adequate faculty complement to support the new program.

Adding a professional M.Eng. program in Biomedical Systems would build upon the Engineering Faculty's existing area of research strength and it will contribute the Engineering Expansion project being conducted by the University. Additionally, this program contributes to building capacity in health-related expertise within the mandate of the University-wide Health Sciences Initiative. The Faculty of Engineering has 8 Faculty with active research programs strongly linked to or completely focused on Biomedical Systems. These experts include: Dr. Nikolai Dechev, an internationally recognized expert in Assistive Technologies, whose research is focused on prosthetic device development for persons with limb deficiency, the development of clubfoot correction devices for children, and development of scoliosis treatment devices for children with spinal deformity. His efforts with the Victoria Hand Project have brought national and international recognition to UVic for the positive health impact on those suffering limb deficiencies in 8 countries. Dr. Mohsen Akbari, an internationally recognized expert in using microfluidics to engineer tissues and to develop novel treatments for wound assessment and healing. Dr. Joshua Giles, an expert in biomechanics and orthopaedic technologies and their integration to develop novel rehabilitation devices for persons with musculoskeletal disabilities. Dr. Stephanie Willerth, an internationally recognized and award-winning expert in developing engineered neural tissues for drug screening applications. She also serves as the Director of the Biomedical Engineering undergraduate program and directs the Centre for Biomedical Research, which has several researchers conducting health related research including medical devices. Dr. Xiaodai Dong has extensive experience with high capacity, energy efficient wireless communication systems. She's recently applied this to help develop a cloud-based mobile electrocardiogram heart monitor. Dr. Reuven Gordon holds a Canada Research Chair in nanoplasmonics and has applied this expertise to many projects in health technology including cancer detection. Dr. Fayez Gebali is an expert on Hardware security and implementations of crypto systems, parallel algorithms and computing and wireless networks with applications to medical devices. He has also published papers of effectively teaching engineering design. The program proposes the hiring of two teaching professors to provide additional support for this M.Eng. as well as the undergraduate BME program. As well, Mechanical Engineering is in the process of hiring a CRC in Assistive Technologies whose expertise could support this M.Eng.

B. Admission Requirements. Do they differ from Faculty of Graduate Studies requirements? If so, provide details.

Admission requirements will be based on the Faculty of Graduate Studies requirements with the exception of these additions:

- Applicants will hold an undergraduate degree in engineering or applied science.
- Applicants with relevant industrial experience in combination other types of degrees, diplomas or certifications could be considered.

C. Curriculum design (Include draft curriculum in Appendix).

Indicate the program requirements and design, including core and elective courses and total program units. Identify which courses already exist at UVic and any new courses required for the program.

The program will consist of a minimum of 15 units, normally with no less than 12.0 units of graduate course work, and a 3.0 unit design project. Students will complete a core set of four courses, four electives, and a technical project focusing on medical systems/device design. Students can also complete an optional co-op. More information in Appendix.

Does the program include opportunities for experiential learning or other forms of community engagement or research-enriched learning.

- Describe use and anticipated outcomes of practica, Co-op, work terms, or other forms of experiential learning and the unit's plans and support to develop placement opportunities.
- Opportunities for community engaged and research-enriched learning.

The student will have opportunities for experiential learning through course design projects and the 3.0 credit technical project. They will also have the opportunity to gain further skills through an optional co-op term.

The technical project will be performed under the supervision of a Faculty member. Students will have the choice to work in teams or individually and the opportunity to select a topic from a pre-set list provided by Faculty or a topic of their choosing. Faculty projects will be related to their research programs and projects may also be provided by industrial partners. Students choosing their own topics get the opportunity to work on projects with industry partners or projects with potential community impacts.

Does the program design include plans for distance education delivery? If yes, provide details.

Not at the current time.

Identify the learning outcomes.

The goal of the program is to provide the student with knowledge and experience in biomedical systems and biomedical devices. The student will also learn about human physiology on different scales from cells to organ systems and how to apply it to medical device design. As a result of successfully completing this program, the student will be able to:

- Apply the basic principles of human physiology to system design
- Apply the principles of material science for medical device design and implementation
- Apply human factors and ergonomic considerations to medical system design
- Analyze medical devices in the context of a usability process, economic consideration, and risk management
- Use the regulatory process and pathways to develop medical device
- Design medical devices for use by healthcare professionals and the health industry
- Use current innovative technology and techniques in the biomedical device industry

These learning outcomes will be introduced at a basic level through core courses and then further explored in electives.

Identify anticipated times to completion.

The entry point to the program will be September only and the course requirements for the program will be completed in 12-16 months depending on the students desired course load. The optional co-op work term will add an additional 3-4 months to degree completion.

After 3 years of running the program, an evaluation of the workload will be performed, looking at: completion rates, time to completion, course participation, and the grades achieved in the courses, to determine if the 12-16 month program length is appropriate and effective.

Provide the policies on student evaluation, candidacy exams, and oral examinations.

Techniques for evaluating student performance will be decided by the individual course instructors so long as they abide by the University's regulations. Techniques could include assignments, essays, oral or written tests (including midterms), participation in class discussions, seminar presentations, laboratory examinations, "open book" or "take home" examinations, and examinations administered during formal examination periods.

The mandatory Technical Project will be evaluated in a similar style to how current M.Eng. projects are evaluated. The student(s) will be required to perform a literature review on their chosen topic, produce a design/prototype or their chosen solution and compile the information in a formal document. The student(s) will complete the project under the supervision of a Faculty member who will subsequently evaluate the design and written work along with a second member

<p>Plans for integration of teaching and research.</p> <p>There are two research Centres on campus, the Centre for Biomedical Research (CBR) and the Centre for Advanced Materials and Technology (CAMTEC), both of which hold members whose research focuses on medical system development. UVic is also recruiting a Canada Research Chair in Assistive Technologies, which will strengthen the ties of our Biomedical Engineering program with the CanAssist organization on campus. In 2018, CBR hosted the second Biomedical Engineering Partnership day with a successful turnout, indicating a strong interest in this area from the public.</p> <p>A Master's program in Biomedical Systems would expand on this existing knowledge base and create new opportunities for biomedical research on campus with supervised projects and co-op opportunities incorporated into the degree.</p> <p>Describe any international or Indigenous opportunities or perspectives.</p> <p>For the Technical Project, students have the opportunity, if they choose, to decide their own topic. International or Indigenous students can select topics/projects specifically impacting their communities.</p>
<p><i>D. Enrolment plan for the length of the degree and student financial support plan.</i></p> <p>The admissions selection process will be competitive. Not all students who meet the minimum requirements will be admitted. It is expected that around 15 students will be admitted to the program the first year with an increase to 25 by year 3. We would like to eventually offer fellowships to underrepresented groups once the program becomes revenue generating in year 3.</p> <p>We will also screen the applicant pools to promote equity and diversity targets in line with the Faculty's policies. On-line applications will be submitted by following the links from the Faculty of Graduate Studies webpage. The Graduate Admissions and Records Office is the official depository for all applicant documentation. Additional information about graduate studies in the program will be made available at the Faculty of Graduate Studies webpage.</p> <p>Selection of students and the initiation of the admission process will be handled by a newly formed Biomedical Engineering Graduate Committee consisting of the M.Eng. program director, the Mechanical Engineering graduate advisor, and the Mechanical Engineering Chair.</p>
<p><i>E. Resource requirements (include a table of program revenue and expenditures).</i></p> <p>Indicate resources required for new faculty and staff appointments, space and library.</p> <p>Resource requirements addressed by VPAC and Faculty Dean.</p>

Appendix – Draft Curriculum

The program will consist of a minimum of 15 units. This will include 12.0 units of graduate course work, 6.0 units from four mandatory program courses and 6.0 and 6.0 units from four technical elective. A 3.0 unit technical design project, focusing on medical systems/device design, will be completed in the final one or two terms depending on the students desired course load and whether they will participate in an optional co-op.

Table 3: List of Courses Offered in the M.Eng in Biomedical Systems

Core Courses (6.0 units required for program completion)	
New with this program (1.5 units each)	BME 500: Introduction to Medical Device and System Design and Regulation
	BME 501: Biosensors and Imaging for Medical Device Design
Previously existing (1.5 units each)	BME 505: Quantitative Human Physiology
	BME 520: Human Factors and Usability Engineering for Medical Devices
Elective Courses (6.0 units required for program completion)	
Previously Existing (1.5 units each)	BME 510: Bioprinting – 3D printing human body parts
	BME 515: Biomaterials and Tissue Engineering
	BME 550: Microfluidics for Biomedical and Energy Applications
	BME 560: Introduction to Musculoskeletal Mechanics
	ECE 545: Nano technology
	ECE 547: Electronic Devices
	ECE 591: Professional Foundation
	MECH 510: Mechanics and Energy Conversion in Living Cells
	MECH 536: Microfluidics
	MECH 555: Micro-ElectroMechanical Systems
	MECH 576: Introduction to Electron Microscopy

Table 4: Example Course Schedule for M.Eng in Biomedical Systems with 12-Month Course Completion and Co-op

Term 1 (Fall)	Term 2 (Spring)	Term 3 (Summer)	Term 4 (Fall - Optional)
BME 500 (core)	BME 520 (core)	M.Eng Technical Project	Co-op work term
BME 501 (core)	BME 515 (elective)		
BME 505 (core)	BME 550 (elective)		
BME 510 (elective)	BME 560 (elective)		

* One or two electives could be taken in the summer term along with the technical project depending on availability of desired courses

Table 5: Example Course Schedule for M.Eng. in Biomedical Systems with 16-Month Course Completion

Term 1 (Fall)	Term 2 (Spring)	Term 3 (Summer)	Term 4 (Fall)
BME 500 (core)	BME 520 (core)	M.Eng Technical Project	M.Eng Technical Project
BME 501 (core)	BME 515 (elective)	BME 560 (elective)	BME 510 (elective)
BME 505 (core)	BME 550 (elective)		

*Students could take an optional co-op work term in a fifth term.

Course Descriptions

Core courses (6.0 units)

BME500: Introduction to Medical Device and System Design and Regulation for Clinical Engineers

This course will provide background to clinical engineering concepts for integrating technology into health care. A focus will be placed on patient/physician interactions with technologies. As well, this course will cover in depth design methodology; recognizing and defining open-ended biomedical engineering problems, problem definition, concept generation, project planning, modelling, analysis, decision making, design synthesis, prototyping and testing. As well students will examine current trends in medical devices from local and global standpoints.

BME501: Biosensors and Imaging for Medical Device Design

Examines the principles of biomedical electronics with emphasis on instruments and systems for biomedical data acquisition, data processing and medical imaging technologies. Topics include techniques applied in medical imaging technologies such as CT, MRI, ultrasound, X-ray, and biosensor technologies.

BME505: Quantitative Human Physiology

Examines the basic structures and processes that make up cells and tissues, including protein synthesis, cellular tissues, and control of cellular processes, using principles from engineering kinetics and transport processes. Includes wet lab exercises.

BME520: Human Factors and Usability Engineering for Medical Devices

This course will cover the regulatory framework and regulatory standards for developing medical devices. It will cover the human factors associated with biomedical device design, including ergonomics and usability. The concept of a usability study and clinical trial will be discussed. Topics on Safety and Risk Assessment and Management will be covered to explain how these devices should be produced through a usability engineering process to maximize safety. Design control concepts such as the Design History File and the Device Master Record will be covered. It will also cover the life cycle of a medical device, by introducing the QMS process (quality management system) used to monitor device performance and allow for the continuous improvement process. Case studies of existing medical devices will be interspersed in the course. The course has a final design project, where students will develop a medical device by applying the various topics covered in the course.

M.Eng. Technical Project (3.0 units)

A significant technical design project in Biomedical Engineering completed under the supervision of a faculty member. This design experience is based on the knowledge and skills acquired in earlier coursework. Projects may originate from faculty members, students, or external sources. It is anticipated that for a 3.0 unit course completed over one term – the student or

team will spend ~18 hours a week on their project. If the project is completed over two terms, the student would spend ~9 hours a week on the project. It is understood that the workload may fluctuate as dictated by the nature of the project, but would not normally exceed these guidelines.

Elective courses (6.0 units)

Students will get the opportunity to choose 2 technical BME electives and 2 general engineering elective

BME electives

BME510: Bioprinting – 3D printing human body parts

This course shows the ways that 3D printing and 3D bioprinting are revolutionizing the available treatments available for medical needs. 3D bioprinting requires collaboration between biomedical engineers, scientists, and critically - clinicians. The clinician identifies the medical need for a 3D printed structure. As this course introduces different projects, a clinician's needs will drive each particular project by identifying the potential advantages of using 3D printing technology to deliver a personalized treatment. During these four modules, the student will learn about how 3D printing has developed into 3D bioprinting. The student will start by learning about 3D printed prosthetics and implants. Next they will be introduced more specifically to 3D bioprinting technologies. This course will encourage thought about ethical considerations and ramifications of these technological advances and the student will complete a design project to at the end of the course to synthesize what they have learned.

BME515: Biomaterials and Tissue Engineering

Introduction to the types of biomaterials and their associated properties. Experimental characterization techniques including microscopy, detection of chemical compositions, protein adsorption and immunoreactivity. Methods for combining biomaterials with cells to engineer tissues.

BME525: Mechanics and Energy Conversion in Living Cells

Provides an engineering introduction to cell architecture, and cell function in health and disease states. Cell components and functions. Families of molecules used by cells. The role of water in cell architecture. Proteins - the machine systems of cells. Thermodynamics of metabolic processes. Mechanical analyses of cytoskeleton, cell membranes. Cell movement and forces. Cellular mechanotransduction. Readings in bio-inspired engineering systems, biotechnology, molecular diagnostics, tissue regeneration, stem cells and cancer.

BME550: Microfluidics for Biomedical and Energy Applications

"Microfluidics for Biomedical and Energy Applications" is an interdisciplinary senior and graduate level course, which introduces the students to the design and development of miniaturized systems for a wide range of biomedical applications from medical diagnostics to drug discovery and regenerative medicine as well as energy applications from fluid sample analysis (e.g. oil analysis) to CO₂ transport in microporous media). The main focus is to understand the fundamentals and basic concepts underlying the heat and mass transport in micro scales, microfabrication strategies, and flow control in microfluidic systems. This course will cover the following topics: 1) Transport phenomena in microscale; 2) Fundamentals of microfabrication techniques for microfluidic devices; 3) Flow control in microfluidic systems; 4) Recent advances in designing microscale diagnostics and analytical systems; 5) A brief overview of the applications of microfluidic systems in biology and the concept of organ-on-chip; and 6) A brief overview of the use of microscale technologies for energy applications. The course is highly interactive, emphasizing teamwork, student presentation, and class discussion.

BME560: Introduction to Musculoskeletal Mechanics

This course will explore fundamental engineering principles applied to the human musculoskeletal (MSk) system. In addition to establishing an understanding of basic MSk anatomy and nomenclature, students will study the biomechanical effects of muscle, bone, tendons, and ligaments on the overall human MSk system. Biomechanical kinematic and force analysis will also be studied using first principles and spatial transformations. Throughout the course, technologies commonly used to assess MSk variables will be discussed.

Engineering Electives

MECH 576: Introduction to Electron Microscopy

Introduction to Scanning Electron Microscopes, Transmission Electron Microscopes and associated methods of microscopy; phase contrast imaging, diffraction contrast imaging, Z-contrast imaging and analytical electron microscopy; methods for producing microscopy specimens.

MECH 555: Micro-ElectroMechanical Systems

Principles of Micro-ElectroMechanical Systems (MEMS). Covers theory, design and fabrication. Topics include: scaling law principles, micro-mechanical structures for micro-sensing and micro-actuations, electrostatic devices, micro-thermal devices, piezoresistive devices, piezoelectric devices, micro-magnetic devices, micro-fluidics, micro-optics, microassembly and packaging. Case studies of actual MEMS devices, their operation and their micro-fabrication are discussed.

MECH 536: Microfluidics

Fundamentals of liquid flow, capillarity, two-phase flow, species transport, ionic transport, electroosmosis, electrophoresis and other electrokinetic phenomena in microstructures. Overview of experimental, computational and microfabrication methods. Applications to lab-on-chip processing and fuel cell technologies.

ECE 547: Electronic Devices

Study of the operation of bipolar and field-effect devices in VLSI design. Study of photonic and opto-electronic devices used in transmission, modulation, demodulation and receivers. Principles, construction and design of lasers and their applications. Study of display devices, thin-film devices, imaging devices, transducers and micromachines and their interfacing. Sensor arrays and related system design. Students are required to complete a project.

ECE 591: Professional Foundation

Professional engineering practice and ethics. Canadian labour market research. Cultural intelligence and the diversified workplace. Leadership and management styles. Resumes and interviews. Technical and business communication for engineers. Safety-aware engineering design. Occupational health and safety in the workplace. Understanding professional competencies and engaging in reflective learning.

ECE 545: Nano technology

Nanoscale materials and devices. Techniques and tools of nanostructure fabrication and characterization. Properties of low-dimensional materials. Semiconductor nanostructures, metallic nanoparticles, carbon nanotubes, organic molecules, quantum dots. Applications including nanoelectronics and molecular devices, biotechnology, nanoscale computation, nanomechanical devices and nanophotonics. Students are required to complete a project.

Stage 1 Review for New Degree Proposals

The Stage 1 Review is to determine the need for the program and how it fits with other programs currently offered by the BC public post-secondary education system. It applies to BC publicly funded post-secondary institutions as a means to ensure public resources are spent effectively.

Submission format:

- To facilitate the Stage 1 Review, institutions must complete this template to ensure that all necessary information is provided for the DQAB review.
- Supporting letters, surveys and other documentary evidence should be included as an appendix.
- Use "n/a" or "non-applicable" for a criterion that does not apply and add a brief rationale.
- The submission is expected to be concise and should not exceed 12 pages or 4,000 words, excluding appendices.
- Attached to the template are the submission guidelines for each standard. The submission guidelines detail suggested evidence the institution may provide to demonstrate the program meets each criterion.

INSTITUTION: University of Victoria	PSIPS PROPOSAL #:
PROPOSED DEGREE: Master of Engineering in Biomedical Systems (Professional, M.Eng.)	

Stage 1 Review for New Degree Proposals

Summary Description of Degree Program: (1 page maximum)

Medical devices and their associated systems encompass all apparatus, appliances, materials, and software used in medical practice. These devices include anything that interacts with a patient during any stage of care including prevention, diagnosis, monitoring and treatment. The medical device industry is rapidly evolving with new technologies and regulatory approval practices. Biomedical Engineering combines the principles of science and engineering to solving issues in healthcare. Thus, biomedical engineers play key roles in the fields of medical devices and systems. A program focused on biomedical devices and development would give students a competitive knowledge base and skill set to innovate and lead in industry and healthcare organizations. The proposed M.Eng. degree is a coursework-based program, which trains students with enhanced knowledge, specialized courses, experiential learning, and hands-on skills through laboratories, for a future career in industry, government or academia. The goal of this M.Eng. program is to train students with the skills they need to succeed in the medical device industry. As part of their program, each student will complete a design project focused on medical device and system design, as well as completing courses in human factors and usability, regulatory factors, and human physiology. In addition, several elective courses are available to allow students to further specialize their knowledge. This specialized program will be housed in the Department of Mechanical Engineering which currently delivers a traditional M.Eng. program only used in special circumstances to ~9 students in the past three years. This program will provide additional skills desired by employers looking to hire talent for the growing biotechnology and biomedical device industry both in B.C. and Canada in general as indicated by both survey data and our letters of support. We anticipate launching this program in September 2021 and starting with an initial cohort of 15 students that will grow to 30 by year 3.

The program will consist of a minimum of 15 units, normally with not less than 12.0 units of graduate course work, and a 3.0 unit design project. Students will complete a core set of four courses, four electives, and a technical project focusing on medical systems/device design. Students can also complete an optional co-op.

The goal of the program is to provide the student with knowledge and experience in biomedical systems and biomedical devices. The student will also learn about human physiology on different scales from cells to organ systems and how to apply it to medical device design. As a result of successfully completing this program, the student will be able to:

- Apply the basic principles of human physiology to system design
- Apply the principles of material science for medical device design and implementation
- Apply human factors and ergonomic considerations to medical system design
- Analyze medical devices in the context of a usability process, economic consideration, and risk management
- Use the regulatory process and pathways to develop medical device
- Design medical devices for use by healthcare professionals and the health industry
- Use current innovative technology and techniques in the biomedical device industry

These learning outcomes will be introduced at a basic level through core courses and then further explored in electives.

Stage 1 Review for New Degree Proposals

INSTITUTIONAL MANDATE / CAPACITY

STANDARD: *The institution must establish that it has the mandate and capacity to offer the proposed degree program.*

CRITERIA:	COMMENTS:
A. Mandate	
How does the proposed program fit within the mandate of the institution?	<ul style="list-style-type: none"> This program fits with the vision of UVic as a research institution that integrates outstanding scholarship with engaged learning through its co-op option. This program will train the next generation of biomedical engineers – leading to better health outcomes for Canadians.
How does the proposed program support the current academic and strategic plan of the institution?	<ul style="list-style-type: none"> This program aligns with UVic's strategic research plan as it contributes to knowledge and capacity in the targeted areas of "Health and Life Sciences" and "Physical Sciences and Engineering, Mathematics and Computer Science" UVic's Engineering department in a 2017 priorities report state they are interested in establishing new programs, specifically professional masters programs, to expand the student population. It also aligns with UVic's new Health Science Initiative, which will create a high-visibility collection of health-based programs and researchers, to enhance UVic's leadership in health science.
For applied degrees offered under the <i>College and Institute Act</i> : <ul style="list-style-type: none"> Does the proposal lead to a specific occupation? Does the proposal provide a diploma exit, if appropriate? 	<ul style="list-style-type: none">
B. Capacity	
To what extent does the program build on the institution's existing infrastructure, resources and experience from offering programs in related fields?	<ul style="list-style-type: none"> The biomedical engineering program currently has several faculty with research directly related to biomedical devices and systems who could teach the courses offered in this program. The Mechanical Engineering department is currently hiring a CRC in Assistive Technologies which offers another professor with the background to teach for this program.
To what extent has the institution assessed the resources required and identified funding sources needed to implement the program?	<ul style="list-style-type: none"> A budget has been developed for the proposed program that indicates a net zero cost for the first year of the program (10 international students and 5 domestic students) and revenue generate for consecutive years (25 students)

Stage 1 Review for New Degree Proposals

SOCIAL AND ECONOMIC BENEFIT

STANDARD: *The institution must demonstrate that the proposed program will serve the social and economic needs of British Columbians.*

CRITERIA:	COMMENTS:
A. Priority of Program Focus	
Is the program focus primarily on meeting social benefit(s) or economic benefit(s)?	<ul style="list-style-type: none"> Both Social and Economic benefits will result from this program
B. Social Benefit	
What social, cultural, regional, community, environmental, institutional and/or intellectual benefits would the proposed program provide?	<ul style="list-style-type: none"> This program will train biomedical engineering professionals who will contribute to the growing biomedical device industry in Canada. Their work will promote better outcomes for Canadians.
How would the proposed program advance social goods or government priorities?	<ul style="list-style-type: none"> This program will enhance the quality of Canadian healthcare, leading to better outcomes for Canadians.
C. Economic Benefit	
What direct and/or indirect economic, industrial or labour market benefits would the program offer the student, community, region or province?	<ul style="list-style-type: none"> This program will provide highly trained personal to support the growing biotechnology industry in B.C. and the rest of Canada.
How would the proposed program support economic growth and/or government economic priorities?	<ul style="list-style-type: none"> This program supports the activities of the Digital Supercluster, the Creative Destruction Labs Health Stream, and the Centre for Commercialization of Regenerative Medicine.
What labour market needs would the proposed program meet for the province? (Please include no more than 5 applicable National Occupational Classification (NOC) codes.)	<ul style="list-style-type: none"> NOC code 2148: Other Engineers, Engineering
Do potential employers require a degree for graduates to gain employment in the field?	<ul style="list-style-type: none"> Companies hiring biomedical engineers, particularly in R&D, often list a Master's degree as a preferred or required qualification. In their letters of support, two of BC's largest medical device companies, Starfish Medical and StemCell Technologies, indicated they would like to hire graduates from this proposed program
If the main employer will be government or another public agency, what support does the program have from relevant ministry/public employers?	<ul style="list-style-type: none"> We do have a support letter from Island Health with regards to our program as well as other
D. Consultation	
What feedback from relevant community groups, employer groups, and professional	<ul style="list-style-type: none"> Key biomedical employers in Victoria and Vancouver have stated their support of such a program. We also have support letters

Stage 1 Review for New Degree Proposals

organizations was incorporated into the proposed program?	<p>from other Universities and Island Health.</p> <ul style="list-style-type: none"> One of the courses to be offered in this program was collaboratively created and is taught in partnership with Starfish Medical, a medical device development company in Victoria.
If the program relates to a regulated profession, what feedback did the regulatory or licensing bodies and the responsible Ministry provide?	<ul style="list-style-type: none"> While Engineering is a regulated profession at the undergraduate level, graduate programs are not subject to accreditation.

SYSTEM COORDINATION / PROGRAM DUPLICATION

STANDARD: *The institution must establish that the proposed program fills a need within the post-secondary system and that there is no unnecessary duplication with existing programs.*

CRITERIA:	COMMENTS:
A. System Context	
What differentiates the proposed program from all other related programs in the province? Please provide a list of Classification of Instructional Programs (CIP) codes for related programs.	<ul style="list-style-type: none"> What sets this program apart from other biomedical engineering M.Eng. programs is it specializes in biomedical systems. This program will build on UVic's relationships with local industry in order to give students a unique learning opportunity UBC offers an M.Eng. program in biomedical engineering. The program requires 30 total credits, 10 of which are required courses including a 6 credit project. The remaining 20 credits are decided by the student. Courses can be taken in life sciences and applied sciences related to biomedical engineering. SFU offers M.Eng. programs but non-specific to biomedical engineering. CIP codes: 14.0501(bioengineering and biomedical engineering), 15.0401(biomedical engineering technology), 14.4501(biological/Biosystems engineering), 41.0301(bioprocess engineering)
B. Consultation	
To what extent has the institution consulted other institutions in British Columbia offering similar programs and responded to their feedback?	<ul style="list-style-type: none"> UBC and U of T offer M.Eng programs in biomedical engineering. Each institution indicated through a letter of support that they believe this program should be established at Uvic. They also indicated that they have excessive demand for these programs.
C. Rationale for Duplication	
If programs with similar learning objectives are currently available in the region or online within the province, what is the rationale for establishing another program?	<ul style="list-style-type: none"> In 2018, UBC had 102 applicants to their Biomedical Engineering M.Eng. program but could only accept 15 students. This shows a huge demand for such programs in BC and an established program at UVic could allow more admissions to BC M.Eng. programs.

Stage 1 Review for New Degree Proposals

D. Collaboration

To what extent has the institution explored appropriate ways to collaborate and/or share resources with other institutions offering related programs?

- We are in talks with the University of British Columbia about sharing courses that would benefit both programs.

STUDENT DEMAND AND OUTCOMES

STANDARD: *The institution must demonstrate that the proposed degree program will have sufficient ongoing student interest and provide benefit to students.*

CRITERIA:

COMMENTS:

A. Student Demand

How robust is the demonstrated potential student demand to sustain the proposed program?

- A recent survey of our undergraduate Biomedical Engineering alumni indicated that ~34% of our graduates pursued higher education (graduate or medical school), suggesting a large internal demand for such a program.
- In 2018, UBC had 102 applicants to their biomedical engineering but could only accept 15 students. This shows a huge demand for such programs in BC and an established program at UVic could allow more admissions to BC M.Eng. programs.

B. Benefit to Students

To what extent will students be able to transfer to and from other post-secondary institutions in the province?

- Students who have completed undergraduate degrees from any institution in Canada in engineering or applied sciences could apply for admission to this program.
- Graduate students at other institutions can apply to transfer their course credits in accordance with the policies established by the UVic Faculty of Graduate Studies.

What opportunities are available to program graduates for further study in the field or in professional fields?

- Graduates from this program could potentially pursue a Ph.D. or medical degrees.

What added value will the proposed program offer graduates in terms of employment opportunities?

- This program will provide specialized training in the area of biomedical systems and would be a way for students who majored in a different type of engineering as an undergraduate to upgrade their relevant skill set.

Stage 1 Review for New Degree Proposals

Submission Guidelines

The submission guidelines detail suggested evidence the institution may provide to demonstrate the program meets each criterion.

SUMMARY DESCRIPTION OF DEGREE PROGRAM

- One page maximum executive summary description of the proposed degree program. Include number of program credits, expected time to completion, program concentrations, delivery methods, targeted students, learning outcomes, and employment prospects.

INSTITUTIONAL MANDATE / CAPACITY

STANDARD: *The institution must establish that it has the mandate and capacity to offer the proposed degree program.*

Submission Guidelines

- Describe how this program fits within the mandate of the institution.
- Indicate how the program supports the current academic and strategic plan of the institution.
- Describe whether the institution has had successful past performance in related program areas over the past three years and provide supporting evidence, such as student outcome surveys or other relevant information that demonstrate satisfaction of students, employers, graduates and receiving institutions.
- Describe the possible impact the program may have on existing programs, resources, services and capacity at the institution. Identify plans for reallocating internal resources.
- Provide an enrolment plan for the program, identifying the projected number of students (full-time and part-time), minimum viable enrolment, and anticipated number of credentials awarded each year.
- Provide the timeframe required to implement the program and the anticipated launch date.

SOCIAL AND ECONOMIC BENEFIT

STANDARD: *The institution must demonstrate that the proposed program will serve the social and economic needs of British Columbians.*

Submission Guidelines

- Prioritize whether the degree primarily provides social benefits or economic benefits.
- Describe the potential social, cultural, regional, community, environmental, institutional and intellectual benefits of the program. Provide references to documents that support these statements. If the program advances one or more social goals, policies and/or government priorities, provide details.
- Describe the direct and indirect economic or industrial benefits of the proposed degree program to the student, the community, region or province. If the program advances one or more economic goals, policies and/or government priorities, provide details.
- Provide evidence of consultation with applicable community groups, employer groups and professional organizations as well as the findings resulting from such consultations.
- Provide evidence that potential employers require a degree to gain employment in the field.
- Describe the labour market demand for the credential. Provide supportable evidence, such as relevant statistical/census employment data relevant to the field, dated employment ads, current employer letters of support, labour force projections from government, industry and professional associations, and employer surveys.
 - Labour market analyses should use the National Occupational Classification (NOC) codes of Human Resources and Skills Development Canada whenever possible to specify relevant occupation

Stage 1 Review for New Degree Proposals

destinations of program graduates. Please identify no more than the top five occupation destinations for graduates of the program.

- If the main employer is the provincial or federal government, provide evidence of the relevant ministry's or department's support for the program.
- Describe the potential earnings for graduates and provide evidence such as student outcome surveys.
- Indicate whether the proposed degree is preparatory to work in a regulated field. If this is a regulated field, state whether the proposed degree represents a change in the "entry to Practice" standard and provide evidence of consultation with and support from pertinent regulatory/licensing bodies.

SYSTEM COORDINATION / PROGRAM DUPLICATION

STANDARD: *The institution must establish whether the proposed program fills a need within the post-secondary system and that there is no unnecessary duplication with existing programs.*

Submission Guidelines

- Identify degree programs with similar learning objectives offered by other post-secondary institutions in British Columbia and briefly explain how or whether this degree will differ from the others.
- Describe the consultation that has occurred with other institutions in British Columbia offering similar programs.
- If there are programs with similar learning objectives or outcomes available in the province, explain why an apparent duplication in programming is warranted (e.g.: demand for graduates exceeds system capacity; the program is unavailable online or within reasonable commuting distance; etc.).
- Outline any plans for collaboration and/or sharing resources and identify the prospective collaborating institutions/organizations.
- Provide documentary evidence such as letters of support.

STUDENT DEMAND AND OUTCOMES

STANDARD: *The institution must demonstrate that the proposed degree program will have sufficient ongoing student interest and provide benefit to students.*

Submission Guidelines

- Provide evidence of student demand for the program, such as:
 - The results of a survey indicating current student demand for the program. If a survey is used, describe the survey instrument used and questions posed.
 - Student waitlists of comparable programs offered in British Columbia.
- Describe what plans and/or arrangements are in place to establish articulation agreements with other post-secondary institutions in the province. Provide a website link to the institution policy on admissions and transfer.
- If relevant, provide anticipated enrolment figures from other institutions that may have students wishing to articulate into the proposed program.
- Describe the opportunities that graduates of the program have for progression to further study in this field or in professional fields. Provide evidence of consultation with graduate/professional post-secondary programs.
- If non-degree and/or degree programs in the same field are offered at this institution, explain:
 - The expected added value for students taking this proposed degree program (e.g., promotion or employment opportunities) and provide evidence that these anticipated benefits are justified.



Institute of Biomaterials
& Biomedical Engineering
UNIVERSITY OF TORONTO

Re: Letter of Support for University of Victoria M. Eng program

Dear Dr. Willerth,

I am pleased to support your innovative proposal to offer a Master of Engineering (M.Eng.) in Biomedical Systems at the University of Victoria on behalf of the Institute of Biomaterials and Biomedical Engineering at the University of Toronto. As the Director of the Institute, we are pleased to see the University of Victoria expand their offerings in Biomedical Engineering to include a graduate program. The field of Biomedical Engineering and its associated industries have been growing at rapid pace, creating a demand for trained engineers in this profession.

Here at the University of Toronto, our M.Eng. program is quite popular and we would anticipate similar demand for such a program on the West Coast of Canada. We wish Dr. Willerth the best of luck in implementing this program.

Sincerely,

Original signed by Warren Chan

Warren Chan, PhD
Professor
November 11, 2019



THE UNIVERSITY OF BRITISH COLUMBIA

School of Biomedical Engineering
Faculty of Applied Science and Faculty of Medicine
The University of British Columbia
2222 Health Sciences Mall
Vancouver, BC Canada V6T 1Z3
bme.ubc.ca

November 19 2019

Dr. Stephanie Willerth
Professor and Program Director
Biomedical Engineering Program, Department of Mechanical Engineering
University of Victoria
British Columbia, Canada

Dear Dr. Willerth,

On behalf of the School of Biomedical Engineering at the University of British Columbia, please accept this letter indicating our support of the Master's of Engineering in Biomedical System's proposed as part of expanding the Biomedical Engineering Program at the University of Victoria to include graduate studies.

As the founding Director of the University of British Columbia's School of Biomedical Engineering, I am keen to support the biotechnology and biomedical engineering ecosystem in British Columbia. This program at University of Victoria provides a unique graduate training opportunity in Biomedical Systems that will be a key addition to the province.

On behalf of the School I wish Dr. Willerth the best of luck in launching this program.

Sincerely,

Original signed by Peter Zandstra

Peter Zandstra PhD, FRSC, PEng
Canada Research Chair in Stem Cell Engineering
Director and Professor, School of Biomedical Engineering
Director, Michael Smith Laboratories



November 20, 2019

Dr. Stephanie Willerth
Professor and Program Director
Biomedical Engineering Program, Department of Mechanical Engineering
University of Victoria
British Columbia, Canada

Master's of Engineering in Biomedical Systems - Letter of Support

Dear Dr. Willerth,

On behalf of 4M BioTech Ltd., Please accept this letter in support of the Master's of Engineering in Biomedical System's proposed as part of the Biomedical Engineering Program at the University of Victoria.

4M Biotech is a startup company based in Victoria, BC. focusing on development of technology that lies at the interface of cellular biology, biomaterials, and mechanical engineering, in order to address current grand challenges in global health.

Our team has grown in the past few months to include 10 full time and part time employees and we have firsthand experience with the difficulties involved in hiring the right talent in Victoria. I believe this program would allow local students to remain at UVic while earning a professional Master degree. This would give students additional expertise in areas associated with biomedical devices and systems including hands on experience with professional training. Also, the co-op program will allow employers to hire knowledgeable students on a temporary basis, while providing the relevant experience for the students to become even more prepared for the industry.

I believe this program would solve some of the problems associated with hiring talent with knowledge and hands on experience with biomedical systems and I look forward to the successful launch of this program.

Sincerely,

Original signed by Shapoor Shayegani

Shapoor Shayegani, MD. MSc.
CEO, 4M BioTech
250-891-4748
shapoor@4mbiotech.com

November 13, 2019

Dr. Stephanie Willerth
Professor and Program Director
Biomedical Engineering Program, Department of Mechanical Engineering
University of Victoria
British Columbia, Canada

Master's of Engineering in Biomedical Systems - Letter of Support

Dear Dr. Willerth,

On behalf of Eupraxia Pharmaceuticals, Please accept this letter in support of the Master's of Engineering in Biomedical System's proposed as part of the Biomedical Engineering Program at the University of Victoria.

Eupraxia Pharmaceuticals is a clinical stage biotechnology company that develops novel sustained release delivery systems for the optimal delivery of drugs. As a company that specializes in polymer based delivery systems, Eupraxia always spans the space between a drug and a device. We are always looking for great people who can look at a problem from many different angles and come up with innovative solutions. University of Victoria is a great institution and we have hired many co-ops and recent graduates from their programs into Eupraxia. A Master's program in Biomedical Systems will be particularly interesting to us, as it would provide great training for students on how to create novel drug/device solutions for unmet medical needs.

We at Eupraxia think the creation of a Master's of Engineering in Biomedical Systems will be a great addition to the breadth of the University of Victoria.

Sincerely,

Original signed by Amanda Malone

Amanda Malone
Chief Scientific Officer
Eupraxia Pharmaceuticals
amalone@eupraxiapharma.com
604-445-5692



Suite 580 - 1285 West Broadway
Vancouver, BC V6H 3X8
T 604.669.9909 • F 604.669.9912
www.lifesciencesbc.ca

November 13, 2019

Dr. Stephanie Willerth
Professor and Program Director
Biomedical Engineering Program, Department of Mechanical Engineering
University of Victoria
British Columbia, Canada

Master of Engineering in Biomedical Systems

Letter of Support

Dear Dr. Willerth,

On behalf of LifeSciences BC, I write in support of the proposed Master of Engineering graduate degree as part of the Biomedical Engineering program, at the University of Victoria.

LifeSciences BC is a not-for-profit Association with a mission to build a world-class life sciences cluster in British Columbia; that contributes to the economic and societal wellbeing of the Province through a collaborative effort supported by industry, academia and government.

In our effort as an Association we work vigorously, with our stakeholders to develop, nurture and grow a globally competitive life science sector. It is well within our mandate to advocate, encourage and support the facilitation of critical growth by ensuring skilled and talented STEM graduates, are educated and hired locally, regionally and provincially. Without well educated and skill-specific graduates, our sector will not flourish.

The increasingly integrated and complex relationships between technology and the life sciences, has created a need for Master of Biomedical Engineering graduates who can fill the expanding talent gap, while developing and delivering new tools for better patient outcomes. At LifeSciences BC we believe



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Vancouver, BC V6H 3X8

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www.lifesciencesbc.ca

that the graduate level learning provided by this program, will amplify sector growth as well as, offering significant employment opportunities for this highly sought-after graduate. UVic's specialized Master's program in medical devices, the first of its kind offered in B.C., will further position British Columbia as a serious competitor in globally emerging world-class, life science cluster.

We sincerely wish Dr. Willerth, every success inaugurating this new and substantially valuable program at the University of Victoria.

Sincerely,

Original signed by Wendy Hurlburt

Wendy Hurlburt,

President and CEO

LifeSciences BC



StarFish Medical
455 Boleskine Rd. Victoria, British Columbia

14 November 2019

Dr. Stephanie Willerth
Professor and Program Director
Biomedical Engineering Program, Department of Mechanical Engineering
University of Victoria, British Columbia, Canada

Master's of Engineering in Biomedical Systems - Letter of Support

Dear Dr. Willerth,

On behalf of StarFish Medical, please accept this letter in support of the Master's of Engineering in Biomedical Systems proposed as part of the Biomedical Engineering Program at the University of Victoria.

StarFish Medical is Canada's largest medical device design, development and contract manufacturing company. We help medtech innovators throughout North America overcome challenging technology obstacles to create breakthrough products that improve health and save lives.

StarFish has a long history of hiring strongly capable Biomedical Engineers who have contributed significantly to the success of our clients and ourselves. This need continues and so we welcome the news that the University of Victoria is proposing to extend their training of suitable students to M. Eng level. We expect that the additional breadth of experience, knowledge and skills that they will acquire on the course will enable them to contribute at a higher level sooner. We will be keen supporters of the course, including taking on students for co-op terms. We anticipate that ultimately, StarFish will gain by the hiring of graduates for full time positions and so enable further progress in the biomedical device industry in BC and beyond.

We wish you and the Biomedical Engineering program success in launching this new program.

Sincerely,

Original signed by John Walmsley

John Walmsley FlntP PPhys CPhys
Executive Vice President, Strategic Relationships
jwalmsley@starfishmedical.com | (250) 940 2401

November 26th, 2019

Dr. Stephanie Willerth
Professor and Program Director
Biomedical Engineering Program, Department of Mechanical Engineering
University of Victoria
British Columbia, Canada

Re: New Master of Engineering in Biomedical Systems program proposal

Dear Dr. Willerth.

I write to you on behalf of STEMCELL Technologies in support of the new Master of Engineering in Biomedical Systems program, proposed as part of the Biomedical Engineering Program at the University of Victoria.

STEMCELL Technologies Inc. is a Canadian biotechnology company that develops specialty cell culture media, cell isolation systems, and accessory products for life science research. STEMCELL supports the advancement of scientific research around the world with our catalogue of more than 2500 cell biology research tools designed to streamline research protocols, reduce experimental variability, and improve the accuracy of results. Our Research and Development team collaborates with many academic and industry partners to develop, produce, and distribute products specific to a multitude of specific biomedical research fields. STEMCELL's products are developed and manufactured in our ISO 13485-certified Vancouver facility, with 96% of our revenues derived from export sales.

STEMCELL currently employs several of your recent graduates from the undergraduate program in BioMedical Engineering at the University of Victoria. We first interacted with them while they were students, during their respective co-op terms at STEMCELL – STEMCELL is currently one of the largest co-op employers in the region. Your proposed expansion of the Biomedical Engineering program to provide students with additional training options through a M.Eng. in BioMedical Systems program fits very well with STEMCELL's need to hire individuals with advanced training that extends beyond their undergraduate engineering training to include more advanced concepts in BioMedical Engineering.

Furthermore, opportunities for our existing staff to upgrade their existing skill set through this program are of significant interest to STEMCELL. After reviewing your well-considered proposal, it is clear to me that your course based program could serve to enable our existing staff to upgrade their background knowledge while continuing their work at STEMCELL – I would therefore like to encourage you incorporate the requirements of extension education into the design of the program.

I currently serve on the industry advisory board for your undergraduate program in BioMedical Engineering. From this work I have gained an appreciation for the high quality of your faculty and program. I believe your faculty has much to offer students in a course work M.Eng. program, and I feel that such a program could significantly enhance STEMCELL's ability to recruit the highest quality talent.

For all these reasons, your proposal has STEMCELL's wholehearted support!

Sincerely,

Original signed by Eric Jervis

Eric Jervis, PhD
Senior Principal Scientist
BioEngineering Team Lead

cc: Sharon Louis, PhD – Vice President, R&D



12 Dec 2019

Dr. Stephanie Willerth
Professor and Program Director
Biomedical Engineering Program, Department of Mechanical Engineering
University of Victoria
British Columbia, Canada

Master's of Engineering in Biomedical Systems - Letter of Support

Dear Dr. Willerth,

On behalf of Island Health Biomedical Engineering, please accept this letter in support of the Master's of Engineering in Biomedical System's proposed as part of the Biomedical Engineering Program at the University of Victoria.

Island Health will benefit in the future from graduates of the program to support medical technology initiatives at our organization. Note that the minimum qualifications for Biomedical Engineers currently at Island Health is a Master's level of education.

The Biomedical Engineering Department at Island Health has supported the undergrad and post graduate program over the years by offering Co op employment positions and I am a member of the UVIC Biomedical Engineering Advisory Board.

I would like to see at least one course or part of a course to review aspects and knowledge pertaining to the field of Clinical Engineering, which is the field in which I work at the hospital.

Sincerely,

Original signed by Martin Poulin

Martin Poulin, M.Eng., P.Eng., FCMBES
Director, Biomedical Engineering
Island Health



MEMORANDUM

Nov 25th, 2019

Dr. Stephanie Willerth
Professor and Director of Biomedical Engineering Program,
Department of Mechanical Engineering
University of Victoria

Regarding: Letter of Support for Master's in Engineering in Biomedical Systems

Dear Dr. Willerth:

On behalf of the Department of Mechanical Engineering, I am pleased to provide a letter of support and strong recommendation for your proposal to offer of a new Master of Engineering degree in Biomedical Systems, at the University of Victoria. The Biomedical Engineering Program at UVic is growing, and has attracted many excellent undergraduate students since its start in 2012. As articulated in your proposal, many of the graduates are seeking more advanced degrees, and this new Master's of Engineering in Biomedical Systems (BME MEng) is a great fit to achieve that purpose. As well this BME MEng will provide the much needed, highly qualified talent needed to support the growing bio-technology and biomedical industry in British Columbia.

Mechanical Engineering is excited to see this new MEng program launch. We are a key supporter of this initiative as the home department hosting the MEng, and providing administrative support. There is a great synergy between Mechanical Engineering and this MEng, for graduate students and faculty. The newly developed courses will enhance and enrich the graduate course offerings available to students, providing a higher quality of graduate education overall. This degree will also likely attract many domestic students outside of BC, and international students from the Mechanical Engineering discipline. Given the high quality of the proposed program, I am certain that MEng graduates will have a big impact in the life sciences community and the biomedical industry. This will serve to enhance the reputation of the Faculty of Engineering, and the University of Victoria.

Yours Truly,

Original signed by Nick Dechev

Nick Dechev,
Acting Chair, Department of Mechanical Engineering
Email: meng.chair@uvic.ca



Faculty of Engineering | Electrical and Computer Engineering
Engineering Office Wing Room 448 PO Box 1700 STN CSC Victoria BC V8W 2Y2 Canada
T 250-721-6036 | ecesece@uvic.ca |

MEMORANDUM

DATE: November 5, 2019
TO: Professor Stephanie Willerth, Professor and Program Director
Biomedical Engineering Program, Department of Mechanical Engineering
University of Victoria
FROM: Michael McGuire, Associate Professor and Chair,
Department of Electrical and Computer Engineering
RE: Support for Masters of Engineering in Biomedical Systems

Dear Professor Willerth,

On behalf of the Department of Electrical and Computer Engineering, please accept this letter in support of the formation and offering of a new Master of Engineering in Biomedical Systems that is being proposed as part of the Biomedical Engineering Program at the University of Victoria.

The Department of Electrical and Computer Engineering supports the formation of this M.Eng. program in Biomedical Systems as it will have a positive impact on the Faculty of Engineering. This program will also help solidify our Faculty's leadership position in Biomedical Engineering in British Columbia and Canada. Our department has been consulted on the proposed program and its curriculum and believe that this program will fill an important gap in our graduate degree portfolio.

I wish you the best of luck in this endeavor.

Yours truly,

Original signed by Michael McGuire

Dr. Michael McGuire
Chair, Department of Electrical and Computer Engineering,
Faculty of Engineering
University of Victoria



Dr. Sudhakar Ganti, Chair and Associate Professor,
Faculty of Engineering | Department of Computer Science
Engineering & Computer Science Building PO Box 1700 STN CSC Victoria BC V8W 2Y2 Canada
T 250-472-5704 | F 250-472-5708 | chair@csc.uvic.ca

5 November 2019

Dr. Stephanie Willerth
Professor and Program Director
Biomedical Engineering Program, Department of Mechanical Engineering
University of Victoria
British Columbia, Canada

Subject: Master's of Engineering in Biomedical Systems - Letter of Support

Dear Dr. Willerth,

On behalf of Department of Computer Science, please accept this letter in support of the formation and offering of a new Master of Engineering in Biomedical Systems that is being proposed as part of the Biomedical Engineering Program at the University of Victoria.

The Computer Science Department supports the formation of this M.Eng. program in Biomedical Systems as it will have a positive impact on the Faculty of Engineering and it supports the Faculty-wide Engineering Expansion. We have been consulted on the proposed program and its curriculum and believe that this program fills an important gap in our portfolio.

I wish you the best of luck in this endeavour.

Sincerely,

Original signed by Sudhakar Ganti

Dr. Sudhakar Ganti
Chair, Department of Computer Science,
University of Victoria.
Email: chair@csc.uvic.ca



University
of Victoria

Faculty of Engineering | Department of Civil Engineering
ECS Building Room 304 PO Box 1700 STN CSC Victoria BC V8W 2Y2 Canada
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5 November, 2019

Dr. Stephanie Willerth
Professor and Program Director
Biomedical Engineering Program, Department of Mechanical Engineering
University of Victoria
British Columbia, Canada

Dear Dr. Willerth,

Letter of Support for Master's of Engineering in Biomedical Systems

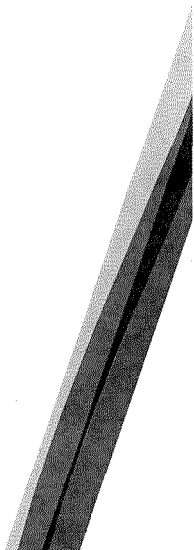
The Department of Civil Engineering is pleased to support the formation and offering of a new Master of Engineering degree in Biomedical Systems at the University of Victoria. Over the past decade, you and your colleagues have developed a highly successful undergraduate program in Biomedical Engineering, which is unique within western Canada. Adding an MEng. degree in Biomedical Systems is a natural next step, which will further strengthen education on this important topic within the Province.

Civil Engineering has been consulted on the proposed program and its curriculum, and believe that this program is an excellent addition to the portfolio of programs offered by the Faculty.

I wish you continued success.

Original signed by Christopher Kennedy

Dr. Christopher Kennedy, FCAE
Professor and Chair,
Department of Civil Engineering,
University of Victoria





University
of Victoria

Faculty of Science, Office of the Dean
P.O. Box 1700 STN CSC
Victoria, BC V8W 2Y2
T | 250-721-7062 W | uvic.ca/science t | @uvicscience

MEMO

Date: November 15, 2019

To: Stephanie Willerth, Professor, Department of Mechanical Engineering;
Acting Director, Biomedical Engineering Program

From: Robin Hicks, Acting Dean, Faculty of Science

Re: MEng in Biomedical Systems

I have reviewed your proposal for the Professional Masters' Degree in Biomedical Systems, and I like what I see. The new program builds on what appears to be successful BEng in Biomedical Engineering, and the demand for the proposed MEng is apparent. The program dovetails nicely with UVic's Health Sciences Initiative and overall the package is well prepared and presented.

The Faculty of Science offers its support for the proposed MEng program in Biomedical Systems.

Original signed by Robin Hicks

Robin Hicks





FACULTY OF MEDICINE



University
of Victoria

Island Medical Program

The University of British Columbia
Faculty of Medicine MD
Undergraduate Program
delivered in collaboration with
the University of Victoria

November 12, 2019

Dear Dr. Willerth,

Re: Letter of Support for Master's of Engineering in Biomedical Systems

As the Regional Associate Dean of the Island Medical Program, I am pleased to support your proposal to offer of a new Master of Engineering degree in Biomedical Systems at the University of Victoria. We are keen to grow the health sciences here at the University and this program will build upon our existing strength in the Island Medical Program along with the Faculty of Engineering's highly successful undergraduate program in Biomedical Engineering, which was the first of its kind in Western Canada. This M.Eng. degree in Biomedical Systems could also be of interest to our medical students to enable them to get a 1-year Masters before starting their medical education.

Thank you for consulting with me on the proposed program and its curriculum. This program would be an excellent addition to the health related academic programs offered by the University of Victoria and I reiterate my support for this M.Eng. program.

Sincerely,

Original signed by Bruce Wright

Bruce J. Wright, MD, CCFP, FCFP
Regional Associate Dean, Vancouver Island
Faculty of Medicine, University of British Columbia
Head, Division of Medical Sciences
University of Victoria
email: brucewri@uvic.ca

Carolyn Swayze - FGS Coordinator

From: Stephanie Willerth <willerth@uvic.ca>
Sent: December 19, 2019 2:52 PM
To: Carolyn Swayze - FGS Coordinator
Subject: Fwd: Consultation re M.Eng. in Biomedical Devices
Attachments: MinistryTemplateMeng_BME_R1.docx; UVicTemplateMEng_BME_R2.docx

FYI

----- Forwarded message -----

From: **Stephanie Willerth** <willerth@uvic.ca>
Date: Wed, Dec 18, 2019 at 12:58 PM
Subject: Consultation re M.Eng. in Biomedical Devices
To: Kenneth Cooley <kcooley@uvic.ca>

Hi Kenneth,

Please find attached our proposal for an M.Eng. in Biomedical Devices. It has been approved at the Department (Mechanical) and Faculty levels and we wanted to consult with the libraries re offering this program.

Let me know if you have any questions or if you want to meet to discuss.

Stephanie

--

Stephanie Willerth, Ph.D., P.Eng.
Canada Research Chair in Biomedical Engineering
Acting Director of the Biomedical Engineering program and the Centre for Biomedical Research
Member of the International Collaboration on Repair Discoveries (ICORD)
Department of Mechanical Engineering
Division of Medical Sciences
University of Victoria

Email: willerth@uvic.ca
Telephone: (250) 721-7303

--

Stephanie Willerth, Ph.D., P.Eng.
Canada Research Chair in Biomedical Engineering
Acting Director of the Biomedical Engineering program and the Centre for Biomedical Research
Member of the International Collaboration on Repair Discoveries (ICORD)
Department of Mechanical Engineering
Division of Medical Sciences

University of Victoria

Email: willerth@uvic.ca

Telephone: (250) 721-7303



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

May 11, 2020

To: Operations and Facilities Committee

From: Valerie Kuehne
Vice-President Academic and Provost



cc: President and Vice-Chancellor

Meeting Date: May 26, 2020

Subject: **Proposal to Discontinue the Major and Minor in Italian Studies and of the Undergraduate Certificate in Language and Cultural Proficiency: Italian**

Basis for Jurisdiction: Senate Committee on Planning meeting March 3, 2020
Senate meeting May 1, 2020

Previous Consultation: The proposal to discontinue the Major and Minor in Italian and of the Undergraduate Certificate in Language and Cultural Proficiency: Italian, was approved by the Faculty of Humanities on February 11, 2020, by the Senate Committee on Planning on March 3, 2020 and by Senate at its meeting on May 1, 2020.

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the proposal to discontinue the Major in Italian Studies, as described in the document “Discontinuance of the Major and Minor in Italian and of the Undergraduate Certificate in Language and Cultural Proficiency: Italian”, effective immediately.

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the proposal to discontinue the Minor in Italian Studies, as described in the document “Discontinuance of the Major and Minor in Italian and of the Undergraduate Certificate in Language and Cultural Proficiency: Italian”, effective immediately.

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the proposal to discontinue the Undergraduate Certificate in Language and Cultural Proficiency: Italian, as described in the document “Discontinuance of the Major and Minor in Italian and of the Undergraduate Certificate in Language and Cultural Proficiency: Italian”, effective immediately.

Background:

The Major and Minor programs in Italian Studies, and the Undergraduate Certificate in Language and Cultural Proficiency: Italian, were suspended in September 2017 due to low enrolments, on the suggestion of the Dean’s office, upon the vote of the department, and with the approval of Dr. Nancy Wright, Associate Vice President Academic Planning. Dr. Wright informed the Department that two years after the suspension the programs would have to be discontinued, if conditions had not improved.

Students will be unable to obtain a credential in Italian at UVic if the programs are discontinued, however students will be able to study Italian at a basic undergraduate level.

The needs of students who were enrolled in the programs at the time of suspension have been addressed.

Attachment(s): Proposal to Senate dated March 18, 2020 to discontinue the Major and Minor in Italian and of the Undergraduate Certificate in Language and Cultural Proficiency: Italian.



Date: March 18, 2020

To: Senate

From: Senate Committee on Planning

Re: **Proposal to Discontinue the Major and Minor in Italian Studies and of the Undergraduate Certificate in Language and Cultural Proficiency: Italian**

At its meeting of March 3, 2020, the Senate Committee on Planning considered the proposal to discontinue the Major and Minor in Italian Studies and of the Undergraduate Certificate in Language and Cultural Proficiency: Italian, as described in the document "Discontinuance of the Major and Minor in Italian and of the Undergraduate Certificate in Language and Cultural Proficiency: Italian".

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 Major in Italian Studies, as described in the document "Discontinuance of the Major and Minor in Italian and of the Undergraduate Certificate in Language and Cultural Proficiency: Italian".

And

Motion: that Senate approve and recommend to the Board of Governors that it also approve the proposal to discontinue the Minor in Italian Studies, as described in the document "Discontinuance of the Major and Minor in Italian and of the Undergraduate Certificate in Language and Cultural Proficiency: Italian".

And

Motion: that Senate approve and recommend to the Board of Governors that it also approve the proposal to discontinue the Undergraduate Certificate in Language and Cultural Proficiency: Italian, as described in the document "Discontinuance of the Major and Minor in Italian and of the Undergraduate Certificate in Language and Cultural Proficiency: Italian".

Respectfully submitted,

2019-2020 Senate Committee on Planning

Susan Lewis, (Chair), AVPAP	Graham McDonough, Curriculum & Instruction
Gillian Calder, Law	Patrick Nahirney, Medical Sciences
David Capson, Graduate Studies	Sang Nam, Business
Jo-Anne Clarke, Continuing Studies	Carla Osborne, GSS Representative
Merwan Engineer, Economics	Kai Richins, Student Senator
Mauricio Garcia-Barrera, Psychology	Abdul Roudsari, Health Information Science
Andrea Giles, Co-op Education	Nilanjana Roy, Economics
Rishi Gupta, Civil Engineering	Dan Russek, Hispanic & Italian Studies

Robin Hicks, Chemistry
Lisa Kalynchuk, VP Research
Valerie S. Kuehne, VPAC
Adam Con, Fine Arts
Sandra Duggan, Secretary, VPAC

Ada Saab, Associate University Secretary
Ralf St. Clair, Education
Nicole Greengoe, Office of the Registrar
Cindy Holder, Humanities

STANDARD TEMPLATE FOR PROGRAM CHANGE – UNDERGRADUATE

*Discontinuance of the Major and Minor in Italian and of
the Undergraduate Certificate in Language and Cultural
Proficiency: Italian*

Dean's Name and Date of consultation with AVPAP: Chris Goto-Jones	Dean signature: Original signed by Lisa Surridge
Name of contact person: Pablo Restrepo Gautier	
Email & phone of contact person: restrepo@uvic.ca ext. 7413	
Date approved by Department:	Chair/Director signature: Original signed by Pablo Restrepo Gautier
Date approved by Faculty: February 11	Dean signature: Original signed by Lisa Surridge
Date approved by Senate Committee on Planning	AVPAP signature:
Resource Commitments N/A	Signature of line authority



Discontinuance of the Major and Minor in Italian and of the Undergraduate Certificate in Language and Cultural Proficiency: Italian

A. Identification of the change

Name, Location, Academic units (Faculties, departments, or schools)	Italian Studies (Major, Minor) Language and Cultural Proficiency: Italian (Certificate) Department of Hispanic and Italian Studies, Faculty of Humanities.
Anticipated implementation date of change	September 2020
Name, title, phone number and e-mail address of contact person	Dr. Pablo Restrepo Gautier, Chair of Hispanic and Italian Studies, restrepo@uvic.ca .

B. History and context of the program indicating value and impact of the program change

Include a description of how the proposed change relates to similar programs in your unit and comparable programs outside UVIC. Provide a rationale for the change and describe the impact on students. How does the proposed change align with unit/Faculty/UVIC strategic plans and priorities?

1. Similar programs in the Department

- a. The Department has the following similar programs: The Spanish Major and Minor and the Undergraduate Certificate in Language and Cultural Proficiency (Spanish). These programs have healthy enrolments with sufficient faculty members to offer them.

2. Rationale for discontinuance

- a. The programs were suspended in September 2017 due to low enrolments, on the suggestion of the Dean's office, upon the vote of the Department, and with the approval of Dr. Nancy Wright, AVP Academic Planning. Dr. Wright informed the Department that two years after the suspension, the programs would have to be discontinued if conditions had not improved. There is no indication that they have. Although beginner Italian courses at the 100-level show healthy enrolments, enrolments drop sharply in the second year. A number of faculty from the Italian side of the department have retired, and there is not sufficient enrollment to justify rehiring.

3. Impact on students

- a. Students will be unable to obtain any credential in Italian at UVic if the programs are discontinued. Students will be able to study Italian at a basic undergraduate level. The needs of students who were enrolled in the programs at the time of suspension have been addressed.

4. Alignment with unit/Faculty/UVic strategic plans and priorities

- a. Discontinuance does not align the Department priorities and seems to go against the University's internationalization strategic priority.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

May 11, 2020

To: Operations and Facilities Committee

From: Valerie Kuehne
Vice-President Academic and Provost

cc: President and Vice-Chancellor

Meeting Date: May 26, 2020

Subject: **Proposal to Discontinue the Course-only Option in the Master of Arts in English**

Basis for Jurisdiction: Senate Committee on Planning meeting March 3, 2020
Senate meeting May 1, 2020

Strategic Relevance:

The Department of English is in the process of reforming its graduate program and curriculum to better support in-time completion rates and the University's strategic vision for research strength. The Course-only Master of Arts does not fit these visions.

Previous Consultation:

The Department of English first voted unanimously to delete the Course-only Master of Arts in February 2019. After further consultation with the Humanities Associate Deans, a new motion was put forward to change the status to make the Course-only Master of Arts an extraordinary-circumstance, permission-based option rather than to delete it. On October 7, 2019, the Graduate Executive Council determined that a department may not offer a degree path to which a student cannot apply. On October 29, 2019, the Department of English then voted unanimously to delete the Course-only Master of Arts. The proposal was passed by the Senate Committee on Planning on March 3, 2020 and by Senate at its meeting on May 1, 2020.

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the proposal to discontinue the Course-only Master of Arts in English, as described in the document "ENGL MA – Deletion of the Course-only MA", effective immediately.

Background:

The Course-only Master of Arts in English option was introduced in September 2013. However, it has not attracted many students since its launch. To date, 16 Master of Arts students have graduated with a course-only Master of Arts in English, and 2 Master of Arts students (out of 35) are currently enrolled. No students applying for September 2020 have requested a course-only option.

Though the Master of Arts in English Project-based and Course-only options are approved one-year programs, it is in fact impossible to complete the course-only option in 12 months. Further, the Department is in the process of reforming its graduate program and curriculum to better support in-time completion rates and the University's strategic vision for-research strength. The Course-only Master of Arts does not fit these visions.

Attachment(s): Proposal to Senate dated March 18, 2020 to discontinue the Course-only Master of Arts in English.



Date: March 18, 2020

To: Senate

From: Senate Committee on Planning

Re: **Proposal to Discontinue the Course-only Option in the Master of Arts in English Program**

At its meeting of March 3, 2020, the Senate Committee on Planning considered the proposal to discontinue the Course-only Option in the Master of Arts in English Program, as described in the document "ENGL MA – Deletion of the Course-only MA".

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 Course-only Option in the Master of Arts in English program, as described in the document "ENGL MA – Deletion of the Course-only MA".

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

Nicole Greengoe, Office of the Registrar

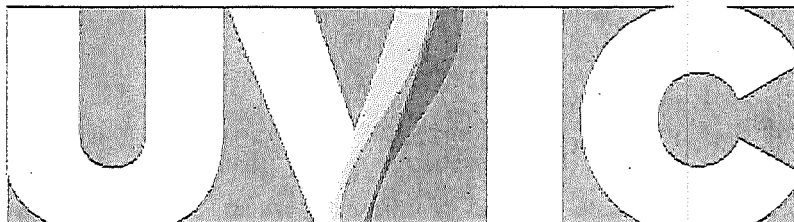
Cindy Holder, Humanities

UNIVERSITY OF VICTORIA

PROGRAM CHANGE – GRADUATE

ENGL MA – DELETION OF THE COURSE-ONLY MA

Dean's Name and Date of consultation with AVPAP:	Dean signature:
Name of contact person: Adrienne Williams Boyarin (ENGL Grad Advisor)	Original signed by Adrienne Williams Boyarin
Email & phone of contact person: <u>abovarin@uvic.ca</u> (250) 721-7260	
Date approved by Department: 29 October 2019	Chair/Director signature: Original signed by Michael Nowlin
Date approved by Faculty: <i>UAS 11 Feb. 2020</i>	Original signed by Lisa Surridge
Date approved by Graduate Studies:	Dean signature:
Date approved by Senate Committee on Planning	AVPAP signature:
Resource Commitments NONE	Signature of line authority



ENGL MA – DELETION OF THE COURSE-ONLY MA

PROPOSAL

A. Identification of the change

Name, Location, Academic units (Faculties, departments, or schools)	Course-Only MA, Department of English MA Program, Faculty of Humanities — Proposal to Discontinue the Course-Only MA
Anticipated implementation date of change	September 2020
Name, title, phone number and e-mail address of contact person	Adrienne Williams Boyarin, Associate Professor and English Graduate Program Advisor, aboyarin@uvic.ca

B. History and context and impact of the program change

Provide a rationale for the change and describe the impact on students.

The Department of English's Course-only MA option was introduced in September 2013. It requires 15.0 units of coursework, including ENGL 500 (Textual Studies and Methods of Research). The Course-only MA, however, has not attracted many students: since its launch, 16 MA students have graduated with a course-only MA in ENGL, and 2 MA students (out of 35) are currently enrolled. No students applying for September 2020 have requested a course-only option.

Because FGS (as of September 2019) no longer funds course-only degree programs, and in line with increasing budgetary dependence on external research awards, the maintenance of a Course-only MA path is no longer a viable option for ENGL. In addition, though the ENGL Project-based and Course-only MAs are approved one-year programs, it is in fact impossible to complete the course-only option in 12 months: even if a student takes more than our recommended 4.5 units (i.e., three graduate seminars) in each term of the Winter Session, we do not consistently offer enough Summer Session courses to allow a one-year completion. Further, the Department is in the process of reforming of its graduate program and curriculum to better support in-time completion rates and the University's strategic vision for research strength. The Course-only MA does not fit these visions.

The Department of English first voted unanimously to delete the Course-only MA in February 2019. After further consultation with the HUMS Associate Deans, however, I brought a new motion to change the status of, rather than delete, the option. In April 2019, therefore, the Department again voted unanimously to make the Course-only MA an extraordinary-circumstance, permission-based option (e.g.,

for students who have been on extended medical leaves or who work full time outside of the university), and the HUMS Curriculum Committee then approved that proposal (in September 2019). After taking the proposal to the FGS GEC (7 October 2019), despite the HUMS consultation and approval, I was advised that a department may not offer a degree path to which a student cannot apply (i.e., departments should not maintain “ghost programs” that are mentioned in the *Calendar* as possible options but to which no student may directly apply at the time of admission). Further, I learned from the FGS GEC that there is no need for such department-based procedures in any case, since FGS already has a mechanism to support such students in special circumstances through the approval of SPARR degrees. This information was thus returned to ENGL so that the proposal could be revised (or returned) to a proposal for full deletion.

The Department of English thus voted unanimously (again) to delete the Course-only MA on 29 October 2019.

C. Does the proposed change have an impact on current policies (admissions, student evaluation, supervision, oral examinations)? If yes, provide details.

The option to choose a Course-Only MA will need to be removed from the ENGL MA applications by GARO, and students in special circumstances who may request the possibility of a course-only degree in the future may need to be counselled regarding SPARR options.

D. Provide evidence of consultation with related programs and UVic Departments/Faculties participating or affected by the program change (emails/letters of support in an appendix).

Attached are:

- 1) Minutes of the Meeting of the Department of English, 29 October 2019;
- 2) Email from FGS Dean David Capson summarizing feedback of 7 October 2019 GEC recommendations;
- 3) an email exchange with Carolyn Swayze and AVPAP Susan Lewis regarding GR-ENGL Cycle 3 curriculum changes;
- 4) an email exchange with Carolyn Swayze regarding Cycle 3 guidelines on FGS review of this and other proposals.

MINUTES OF THE MEETING OF THE DEPARTMENT OF ENGLISH

Tuesday 29 October, 2019 at 2:30 pm in Clearihue A203

1. TERRITORIAL ACKNOWLEDGEMENT

We acknowledge and respect the Lekwungen people on whose territory the University of Victoria stands and the Songhees, Esquimalt, and WSÁNEĆ peoples whose historical relationships with the land continue to this day.

2. TIME OF ADJOURNMENT

3:40 pm

Lincoln/ Kuchar

CARRIED

3. APPROVAL OF AGENDA

Ross/ Murray

CARRIED

4. ADOPTION OF THE MINUTES OF THE MEETING OF 1 October 2019

Ross/ Williams Boyarin

CARRIED

5. BUSINESS ARISING FROM THE MINUTES OF 1 October 2019

None.

6. CHAIR'S REMARKS AND DEAN'S REMARKS

7. MOTIONS FROM THE GRADUATE COMMITTEE

MOTION 1

THAT the Department delete the Course-only MA degree path.

Rationale: This is the third motion on this matter: in February 2019, the department voted unanimously to suspend and delete the Course-only MA (and it was suspended at that time). The basic rationale was that, as of September 2019, FGS no longer funds course-only degree programs, and the course-only option—because of current program requirements in relation to number of course offerings—is impossible to complete in a 12-month period. In April 2019, however, in response to consultation with the HUMS Associate Deans, the Graduate Committee introduced a revised motion to change the status of, rather than delete, this degree path, so that it would remain an option for already-enrolled MA students by special permission, similar to our non-CSPT Thesis path. The department voted unanimously in support of the revised motion, and, in September 2019, the change was approved by the HUMS Curriculum Committee.

When the change then came before the FGS Graduate Executive Council (GEC) on 7 October 2019, however, the GEC returned it to the department for procedural reasons: a department may not offer a degree path to which students cannot apply; further, such “ghost programs” are unnecessary

to accommodate graduate students who need or want special arrangements, since FGS already has a mechanism to support such students through the approval of SPAR degrees (i.e., degrees by special arrangement). For students who may need special permission to complete a course-only degree—as discussed in the April 2019 department meeting—the Graduate Advisor may apply to FGS for a SPAR designation and indicate the department’s support. There is thus no need for the department to duplicate this process in the Calendar, nor through internal committee work. The GEC was supportive of the department’s will overall and fully expects to approve this change in Cycle 2 (i.e., to go into effect in September 2020). The Graduate Committee thus, once again, recommends deletion of the Course-only MA path.

CARRIED unanimously

MOTION 2

THAT the Department delete the Thesis-based MA degree path for non-CSPT students.

Rationale: The Graduate Advisor’s FGS Graduate Executive Council (GEC) consultation on 7 October 2019—mentioned in the rationale for Graduate Committee Motion 1 above—revealed that our currently calendared option of a Thesis-based MA by special permission is out of line with policy in that it creates a degree by permission but not by admission, i.e., what the GEC called a “ghost program.” From the FGS perspective, this path should not be in the Calendar because students cannot actually apply to a Thesis-based MA except through CSPT. While students admitted to the CSPT Program must complete a Thesis-based MA, all non-CSPT students are currently discouraged from a thesis path, which is available only by permission of the Graduate Committee, after review of a thesis proposal and with supervisor support (see *Graduate Handbook* 4.5.1–4.5.2). Only 6 non-CSPT students have chosen to pursue a Thesis-based MA in the past 10 years, and 5 of those completed their degrees by 2013. Going forward, any students who wish, with a supervisor’s support, to pursue a non-CSPT Thesis-based MA may do so through an FGS SPAR designation, a process that will involve considerably less work than the current departmental arrangement. The Graduate Committee therefore recommends this motion as a Calendar cleanup measure and a reflection of current practice.

CARRIED unanimously

MOTION 3

THAT the Department discontinue the MA Concentrations in NCS and MEMS.

Rationale The Graduate Committee recommends the discontinuation of MA Concentrations, both NCS and MEMS, because concentrations are no longer sustainable within our graduate program’s size and budget. In the wake of the FGS reform of graduate program budgets and graduate student funding (effective September 2019), our program has settled on a size that we can (just) maintain and afford: an incoming cohort of a maximum of 18 students per year (15 MA, 3 PhD), with 9–10 graduate seminars per year (4 in each Winter session term and 1–2 in summer) plus one section of the mandatory ENGL 500. Because our program is an GARO- and FGS-designated one-year program that can only offer one-year of funding for MA students, it is also incumbent on us to run a program that

can in fact be completed in a 12-month period. With our size and constraints, it is often not possible—and not fair in terms of workload and equitable distribution of teaching and supervision opportunities—to sustain concentrations that require 3 courses each (4.5 units) in a 12-month period, nor is it fair to NCS and MEMS colleagues who consequently have more supervisions than others and are frequently asked to teach Directed Readings to sustain concentration requirements. *Without* the concentrations, we will be able to offer a wide variety of courses each year, from a wider variety of colleagues who want to teach graduate seminars, while students specializing in NCS- or MEMS-related research will continue to benefit from courses are offered in these areas as well as faculty supervision in these areas. Discontinuing the concentrations does not discontinue our department's strengths in NCS and MEMS (which we may continue to use in recruitment). *Please see the appended tables for current information on NCS and MEMS admission, enrolment, and graduation stats.*

NCS

Year	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
total MA applicants					64	58	54	61	63	58
Applied for NCS Concentration					5	10	6	9	6	8
Came to UVic					2	4	2	2	0	2
Graduated with NCS concentration*					0	2	0	2	0	

MEMS

Year	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
total MA applicants	101	81	83	62	64	58	54	61	63	58
Applied for MEMS Concentration			7	8	6	9	4	10	8	7
Came to UVic			4	4	3	5	3	5	5	2
Graduated with MEMS concentration*			2	3	2	5	3	4	2	

*Indicates the number of applicants who came to UVic for that year and finished their degree with the concentration.

CARRIED with 1 abstention

8. OTHER BUSINESS


None.

Meeting: Department of English (29 October 2019)

MOTION TO ADJOURN

The meeting was adjourned at 4:11 p.m.

Ross/Fulton

From: **Adrienne Williams Boyarin - English Graduate Advisor** englgradad@uvic.ca 
Subject: **Fw: English Course Only Proposal**
Date: January 30, 2020 at 1:41 PM
To: Adrienne Williams Boyarin aboyarin@uvic.ca



Dr. Adrienne Williams Boyarin
Associate Professor of English
English Graduate Program Advisor
University of Victoria
PO Box 1700 STN CSC
Victoria, BC V8W 2Y2
Ph. 250.721.7260 | Fax 250.721.6498
Editor, *Early Middle English*: <https://arc-humanities.org/our-series/journals/eme/>

From: English Graduate Secretary
Sent: October 9, 2019 1:35 PM
To: James Wigginton, Curriculum and Calendar Manager; Adrienne Williams Boyarin - English Graduate Advisor
Subject: RE: English Course Only Proposal

Hi James,

I withdrew and resubmitted it after taking out the course-only section of the rationale. It's now going to Adrienne who has a pretty busy day but I'm Cc-ing her so she knows it will be in her Action List.

Best,
Dailyn

From: James Wigginton, Curriculum and Calendar Manager <calmgr@uvic.ca>
Sent: October 9, 2019 1:23 PM
To: English Graduate Secretary <englgradsec@uvic.ca>
Subject: RE: English Course Only Proposal

Hi Dailyn,

There is an issue with the Kuali workflow for the GR-ENGL-GI proposal. Please can you withdraw it and then resubmit it. The proposal will then proceed back through workflow for re-approval.

Also, should the rationale be updated now that this major change is not happening in cycle 1?

Please let me know if you have any questions.

James



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

May 11, 2020

To: Operations and Facilities Committee

From: Valerie Kuehne
Vice-President Academic and Provost



cc: President and Vice-Chancellor

Meeting Date: May 26, 2020

Subject: **Proposal to Discontinue the Non-CSPT Thesis-based Master of Arts in English**

Basis for Jurisdiction: Senate Committee on Planning meeting March 3, 2020
Senate meeting May 1, 2020

Previous Consultation:

The Department of English voted to delete the Thesis-based Master of Arts for non-CSPT students on October 29, 2019, and the Humanities Faculty Council voted to approve this change on February 11, 2020. The proposal was passed by the Senate Committee on Planning on March 3, 2020 and by Senate at its meeting on May 1, 2020.

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the proposal to discontinue the Non-CSPT Thesis-based Master of Arts in English, as described in the document “ENGL – Deletion of the Non-CSPT Thesis-based MA”, effective immediately.

Background:

The Department of English began its Master of Arts program with a Thesis-based Master of Arts. This option takes significantly longer to complete than the Project-based Master of Arts program and is not necessary for students’ career or academic goals as admissions to PhD programs do not require a Master of Arts thesis, nor do SSHRC applications.

In addition, though the Master of Arts in English is an approved one-year program and can only fund Master of Arts students for one year, it is normally expected that Thesis-based students will take a full two years to complete the degree. The thesis option is not in line with the Department’s efforts to reform its graduate program to better support in-time completion rates.

Perhaps most significantly, the by-permission-only status that the Thesis-based Master of Arts has for non-CSPT students is at odds with Faculty of Graduate Studies Graduate Executive Council guidance that a department may not offer a degree path to which a student cannot apply (i.e., departments should not maintain “ghost programs” that are mentioned in the Calendar as possible options but to which no student may directly apply at the time of admission).

Attachment(s): Proposal to Senate dated March 18, 2020 to discontinue the Non-CSPT Thesis-based Master of Arts in English.



Date: March 18, 2020

To: Senate

From: Senate Committee on Planning

Re: **Proposal to Discontinue the Non-CSPT Thesis-based Master of Arts in English**

At its meeting of March 3, 2020, the Senate Committee on Planning considered the proposal to discontinue the non-CSPT Thesis-based Master of Arts in English, as described in the document "ENGL – Deletion of the Non-CSPT Thesis-Based MA".

The following motion is recommended:

Motion: that Senate approve and recommend to the Board of Governors that is also approve, the proposal to discontinue the non-CSPT thesis-based Master of Arts in English, as described in the document "ENGL - Deletion of the Non-CSPT Thesis-Based MA".

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

Nicole Greengoe, Office of the Registrar

Cindy Holder, Humanities

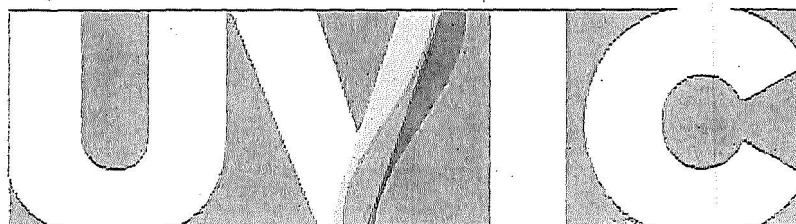


UNIVERSITY OF VICTORIA

PROGRAM CHANGE – GRADUATE

ENGL – DELETION OF THE Non-CSPT THESIS-BASED MA

Dean's Name and Date of consultation with AVPAP:	Dean signature:
Name of contact person: Adrienne Williams Boyarin (ENGL Grad Advisor)	Original signed by Adrienne Williams Boyarin
Email & phone of contact person: <u>abovarin@uvic.ca</u> (250) 721-7260	
Date approved by Department: 29 October 2019	Original signed by Michael Nowlin
Date approved by Faculty: 11 Feb. 2020	Original signed by Lisa Surridge
Date approved by Graduate Studies:	Dean signature:
Date approved by Senate Committee on Planning	AVPAP signature:
Resource Commitments NONE	Signature of line authority



ENGL – DELETION OF THE Non-CSPT THESIS-BASED MA

PROPOSAL

A. Identification of the change

Name, Location, Academic units (Faculties, departments, or schools)	Thesis-based MA for non-CSPT students, Department of English MA Program, Faculty of Humanities — Proposal to Discontinue the Thesis-based MA for students who are not pursuing the Concentration in Cultural, Social, and Political Thought
Anticipated implementation date of change	September 2020
Name, title, phone number and e-mail address of contact person	Adrienne Williams Boyarin, Associate Professor and English Graduate Program Advisor, aboyarin@uvic.ca

B. History and context and impact of the program change

Provide a rationale for the change and describe the impact on students.

While the Department of English began its MA Program (in the 1970s) with a Thesis-based MA, the option takes significantly longer to complete than the Project-based MA program and is not necessary for students' career or academic goals: admissions to PhD programs do not require an MA thesis, nor do SSHRC applications. Currently, the Thesis-based MA requires 7.5 units of coursework, including ENGL 500 (Textual Studies and Methods of Research), and 7.5 thesis units (ENGL 599), but ENGL actively discourages the thesis option and, in practice, only permits it for CSPT students, because the CSPT Program requires a thesis for its MA. Our Graduate Handbook and Calendar entries note that a non-CSPT thesis requires the permission of the ENGL Graduate Committee (after review of proposals and with supervisorial support), and, **since 2013, only ONE non-CSPT student has applied for and pursued a Thesis-based MA.** This student is set for April 2020 completion.

In addition, though the ENGL MA is an approved one-year program and can only fund MA students for one year, it is normally expected that Thesis-based students will take a full two years to complete the degree (indeed, the current non-CSPT student is in her third year). The thesis option is not in line with the Department's efforts to reform its graduate program to better support in-time completion rates.

Perhaps most significantly, the by-permission-only status that the Thesis-based MA has for non-CSPT students is at odds with FGS GEC guidance: when ENGL voted last year to make its Course-only MA an extraordinary permission-based option, the GEC (on 7 October 2019) advised that a department may not offer a degree path to which a student cannot apply (i.e., departments should not maintain "ghost

programs” that are mentioned in the *Calendar* as possible options but to which no student may directly apply at the time of admission) and the proposal was returned for revision. At the same time, I learned from the FGS GEC that there is no need for such department-based procedures in any case, since FGS already has a mechanism to support students needing an alternative degree path through the approval of SPARR degrees. These procedures were thus discussed with the ENGL Chair and Graduate Committee and deemed to affect our Thesis-based options as well. The Department supported a motion to remove the non-CSPT MA thesis as a long overdue Calendar clean-up measure.

The Department of English thus voted unanimously to delete the Thesis-based MA for non-CSPT students on 29 October 2019, and the HUMS Faculty Council voted to approve this change on 11 February 2020.

C. Does the proposed change have an impact on current policies (admissions, student evaluation, supervision, oral examinations)? If yes, provide details.

Any suggestion of a non-CSPT MA thesis option may need to be removed from the ENGL MA applications by GARO (GAR0 to be consulted). Students in special circumstances (or their supervisors) who may request the possibility of a non-CSPT MA thesis in the future may need to be counselled regarding SPARR options.

D. Provide evidence of consultation with related programs and UVic Departments/Faculties participating or affected by the program change (emails/letters of support in an appendix).

Attached are:

- 1) Minutes of the Meeting of the Department of English, 29 October 2019;
- 2) Email from FGS Dean David Capson summarizing feedback of 7 October 2019 GEC recommendations;
- 3) an email exchange with Carolyn Swayze and AVPAP Susan Lewis regarding GR-ENGL Cycle 3 curriculum changes;
- 4) an email exchange with Carolyn Swayze regarding Cycle 3 guidelines on FGS review of this and other proposals.

MINUTES OF THE MEETING OF THE DEPARTMENT OF ENGLISH

Tuesday 29 October, 2019 at 2:30 pm in Clearihue A203

1. TERRITORIAL ACKNOWLEDGEMENT

We acknowledge and respect the Lekwungen people on whose territory the University of Victoria stands and the Songhees, Esquimalt, and WSÁNEĆ peoples whose historical relationships with the land continue to this day.

2. TIME OF ADJOURNMENT

3:40 pm

Lincoln/ Kuchar

CARRIED

3. APPROVAL OF AGENDA

Ross/ Murray

CARRIED

4. ADOPTION OF THE MINUTES OF THE MEETING OF 1 October 2019

Ross/ Williams Boyarin

CARRIED

5. BUSINESS ARISING FROM THE MINUTES OF 1 October 2019

None.

6. CHAIR'S REMARKS AND DEAN'S REMARKS

7. MOTIONS FROM THE GRADUATE COMMITTEE

MOTION 1

THAT the Department delete the Course-only MA degree path.

Rationale: This is the third motion on this matter: in February 2019, the department voted unanimously to suspend and delete the Course-only MA (and it was suspended at that time). The basic rationale was that, as of September 2019, FGS no longer funds course-only degree programs, and the course-only option—because of current program requirements in relation to number of course offerings—is impossible to complete in a 12-month period. In April 2019, however, in response to consultation with the HUMS Associate Deans, the Graduate Committee introduced a revised motion to change the status of, rather than delete, this degree path, so that it would remain an option for already-enrolled MA students by special permission, similar to our non-CSPT Thesis path. The department voted unanimously in support of the revised motion, and, in September 2019, the change was approved by the HUMS Curriculum Committee.

When the change then came before the FGS Graduate Executive Council (GEC) on 7 October 2019, however, the GEC returned it to the department for procedural reasons: a department may not offer a degree path to which students cannot apply; further, such “ghost programs” are unnecessary

to accommodate graduate students who need or want special arrangements, since FGS already has a mechanism to support such students through the approval of SPAR degrees (i.e., degrees by special arrangement). For students who may need special permission to complete a course-only degree—as discussed in the April 2019 department meeting—the Graduate Advisor may apply to FGS for a SPAR designation and indicate the department’s support. There is thus no need for the department to duplicate this process in the Calendar, nor through internal committee work. The GEC was supportive of the department’s will overall and fully expects to approve this change in Cycle 2 (i.e., to go into effect in September 2020). The Graduate Committee thus, once again, recommends deletion of the Course-only MA path.

CARRIED unanimously

MOTION 2

THAT the Department delete the Thesis-based MA degree path for non-CSPT students.

Rationale: The Graduate Advisor’s FGS Graduate Executive Council (GEC) consultation on 7 October 2019—mentioned in the rationale for Graduate Committee Motion 1 above—revealed that our currently calendared option of a Thesis-based MA by special permission is out of line with policy in that it creates a degree by permission but not by admission, i.e., what the GEC called a “ghost program.” From the FGS perspective, this path should not be in the Calendar because students cannot actually apply to a Thesis-based MA except through CSPT. While students admitted to the CSPT Program must complete a Thesis-based MA, all non-CSPT students are currently discouraged from a thesis path, which is available only by permission of the Graduate Committee, after review of a thesis proposal and with supervisor support (see *Graduate Handbook* 4.5.1–4.5.2). Only 6 non-CSPT students have chosen to pursue a Thesis-based MA in the past 10 years, and 5 of those completed their degrees by 2013. Going forward, any students who wish, with a supervisor’s support, to pursue a non-CSPT Thesis-based MA may do so through an FGS SPAR designation, a process that will involve considerably less work than the current departmental arrangement. The Graduate Committee therefore recommends this motion as a Calendar cleanup measure and a reflection of current practice.

CARRIED unanimously

MOTION 3

THAT the Department discontinue the MA Concentrations in NCS and MEMS.

Rationale The Graduate Committee recommends the discontinuation of MA Concentrations, both NCS and MEMS, because concentrations are no longer sustainable within our graduate program’s size and budget. In the wake of the FGS reform of graduate program budgets and graduate student funding (effective September 2019), our program has settled on a size that we can (just) maintain and afford: an incoming cohort of a maximum of 18 students per year (15 MA, 3 PhD), with 9–10 graduate seminars per year (4 in each Winter session term and 1–2 in summer) plus one section of the mandatory ENGL 500. Because our program is an GARO- and FGS-designated one-year program that can only offer one-year of funding for MA students, it is also incumbent on us to run a program that

can in fact be completed in a 12-month period. With our size and constraints, it is often not possible—and not fair in terms of workload and equitable distribution of teaching and supervision opportunities—to sustain concentrations that require 3 courses each (4.5 units) in a 12-month period, nor is it fair to NCS and MEMS colleagues who consequently have more supervisions than others and are frequently asked to teach Directed Readings to sustain concentration requirements. *Without* the concentrations, we will be able to offer a wide variety of courses each year, from a wider variety of colleagues who want to teach graduate seminars, while students specializing in NCS- or MEMS-related research will continue to benefit from courses are offered in these areas as well as faculty supervision in these areas. Discontinuing the concentrations does not discontinue our department's strengths in NCS and MEMS (which we may continue to use in recruitment). *Please see the appended tables for current information on NCS and MEMS admission, enrolment, and graduation stats.*

NCS

Year	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
total MA applicants					64	58	54	61	63	58
Applied for NCS Concentration					5	10	6	9	6	8
Came to UVic					2	4	2	2	0	2
Graduated with NCS concentration*					0	2	0	2	0	

MEMS

Year	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
total MA applicants	101	81	83	62	64	58	54	61	63	58
Applied for MEMS Concentration			7	8	6	9	4	10	8	7
Came to UVic			4	4	3	5	3	5	5	2
Graduated with MEMS concentration*			2	3	2	5	3	4	2	

*Indicates the number of applicants who came to UVic for that year and finished their degree with the concentration.

CARRIED with 1 abstention

8. OTHER BUSINESS


None.

Meeting: Department of English (29 October 2019)

MOTION TO ADJOURN

The meeting was adjourned at 4:11 p.m.

Ross/Fulton

From: **Adrienne Williams Boyarin - English Graduate Advisor** englgradad@uvic.ca 
Subject: Fw: Cycle 2 Calendar Changes
Date: January 30, 2020 at 1:41 PM
To: Adrienne Williams Boyarin aboyarin@uvic.ca



Dr. Adrienne Williams Boyarin
Associate Professor of English
English Graduate Program Advisor
University of Victoria
PO Box 1700 STN CSC
Victoria, BC V8W 2Y2
Ph. 250.721.7260 | Fax 250.721.6498
Editor, *Early Middle English*: <https://arc-humanities.org/our-series/journals/eme/>

From: Carolyn Swayze - FGS Coordinator
Sent: January 22, 2020 1:23 PM
To: Adrienne Williams Boyarin - English Graduate Advisor
Cc: Alison Grootenboer - English Graduate Secretary; Dailyn Ramirez - English Assistant to the Chair; Lisa Surridge - Humanities Associate Dean, Academic
Subject: RE: Cycle 2 Calendar Changes

Thanks Adrienne! January 31st for the memos to propose the significant changes you have noted is perfect. I will ensure these are placed on the February 10 GEC agenda and we will again ask that attend the meeting to introduce the changes. The meeting starts at 1:30 pm, but someone will follow up regarding your arrival time as we have some general business to attend to at the start of the meeting.

You can put these items in Kuali now for cycle 3 if you want to (Lisa should weigh in). I don't need them in Kuali for my review until end of April so there is no rush from my end.

I am still waiting on the revised version of GR-ENGL-REQ for Cycle 2 which reversal of the deletion of MEMS and NCS concentrations. I believe that there are other changes to that submission that should continue in this Cycle and the deletion of the concentrations will move to Cycle 3.

Thanks and let me know if you have other questions.

Best,

Carolyn



Carolyn Swayze
Coordinator of Information, Research & Communication



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SUBMISSION TO THE UVIC BOARD OF GOVERNORS

May 11, 2020

FOR INFORMATION

To: OPERATIONS AND FACILITIES COMMITTEE

From: VICE-PRESIDENT FINANCE AND OPERATIONS

cc: President and Vice-Chancellor

Meeting Date: May 26, 2020

Subject: STATUS REPORT ON CAPITAL PROJECTS

Basis for Jurisdiction: Committee's Terms of Reference

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

Strategic Relevance:

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

Previous Consultation:

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

Background:

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

Attachment(s):

VPFO/FMGT Project Updates: May 01, 2020

1. Student Health & Wellness Centre
2. Student Housing
3. National Centre for Indigenous Law

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-May-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>\$200,000</u>
Sub-Total	\$6,200,000	\$5,800,000
GST (1.65%)	<u>\$100,000</u>	<u>\$100,000</u>
TOTAL PROJECT COSTS	\$6,300,000	\$5,900,000

- Total commitments to date of approximately \$5,376,000 represents 85% of the approved budget of \$6,300,000.

SCHEDULE STATUS:	Target Date 27-Nov-2018	Actual / Forecasted Date 01-May-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	June 2020
Commissioning and Warranty	February 2020	June 2020
Fit-up and Move In	March 2020	July 2020
Operation	May 2020	July 2020

Major Risks:

- COVID 19 pandemic has impacted schedule due to requirements for on-site distancing (reduced construction staff), implementation of exposure control plan/ enhanced hygiene measures, potential supply chains issues and site turn-over procedures. Progress continues with revised completion schedule.
- The overall forecast cost has increased by \$100K compared to the last reporting as a result of increased costs related to COVID and exterior water egress issues. The forecast remains below approved budget.

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 28-Apr-2020	FMGT Forecast Costs 06-May-2020
Consulting	\$21,000,000	\$21,008,116
Construction	\$196,890,000	\$194,212,753
Completion	\$3,200,000	\$5,737,436
Contingency	\$4,000,000	\$4,000,000
Sub-Total	\$225,090,000	\$224,958,305
GST (1.65%)	\$3,710,000	\$3,71,812
TOTAL PROJECT COST	\$228,800,000	\$228,670,117

- Total commitments to date are \$84,299,930, or 36.8% of the approved Budget of \$228,800,000.

SCHEDULE STATUS:	Target Date 01-Jan-2019	Actual / Forecasted Date 06-May-2020
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Construction Documents	<i>Complete</i>	November 2019	December 2019
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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:

- The COVID-19 pandemic has potential to impact project schedule for labour shortages, material lead times (Europe and China) and compromised logistics networks. Building One's schedule is closely aligned with the academic calendar. To fully assess the financial impact of a schedule delay, an assessment of the project's financial model is required.

PROJECT:	National Centre for Indigenous Law
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Project No: F04343

Project Consultants: TBD

General Contractor: TBD

BUDGET STATUS:	APPROVED BUDGET 27-Feb-2020	FMGT Forecast Costs 30-Apr-2020
Consulting	\$3,355,000	\$3,355,000
Construction	\$20,433,800	\$20,433,800
Completion	\$2,791,717	\$2,791,717
Contingency	<u>\$1,288,440</u>	<u>\$1,288,440</u>
Sub-Total	\$27,057,240	\$27,057,240
GST (1.65%)	<u>\$446,444</u>	<u>\$446,444</u>
Escalation – C4	<u>\$1,619,099</u>	<u>\$1,619,099</u>
TOTAL PROJECT COSTS	\$29,934,500	\$29,934,500

- Total commitments to date of approximately \$4,500 (Consulting) represents a negligible percentage of the approved budget of \$29,934,500.
- Budget numbers based on cost estimate by external cost consultants as at December 6, 2019.

SCHEDULE STATUS:	Target Date 30-Apr-2020	Actual / Forecasted Date 30-Apr-2020
Consultant Selection	May 2020	May 2020
Schematic Design	October 2020	October 2020
Design Development	March 2021	March 2021
Construction Documents	September 2021	September 2021
Tender	November 2021	November 2021
Construction Phase	June 2023	June 2023
Commissioning and Warranty	September 2023	September 2023
Fit-up and Move In	September 2023	September 2023
Operation	September 2023	September 2023

Major Risks:

- Tree removals required for the expansion. We may encounter community resistance.
- COVID-19 may have impacts on schedule.



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SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

May 11, 2020

To: Operations and Facilities Committee

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

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

cc: President and Vice-Chancellor

Meeting Date: May 26, 2020

Subject: Annual Report on Non-Academic Misconduct Allegations and Resolutions

Basis for Jurisdiction: University Act (s. 27)

Procedures of the Board of Governors (Section 8.1)

Strategic Framework (Strategy 1.2)

Resolution of Non-Academic Misconduct Allegations Policy (AC1300)

Strategic Relevance:

Section 40 of the Resolution of Non-Academic Misconduct Allegations Policy (AC1300)—approved by the Senate and the Board of Governors in 2011 and renewed and updated in 2017—requires the Office of the Associate Vice-President Student Affairs to provide an annual report to Senate and the Board of Governors. As outlined in our Strategic Framework, UVic is committed to cultivating an extraordinary academic environment that is welcoming and supportive of all members of our university.

Previous Consultation:

Senate meeting on May 1, 2020.

Background:

Policy AC1300 broadly addresses student conduct incidents such as:

- theft, vandalism, or tampering with emergency equipment
- unauthorized entry or presence in a university building
- fraud, misuse or impersonation
- disruptive or dangerous behaviours
- high-risk alcohol and/or drug use
- non-compliance with university policy
- failure to follow previous sanctions
- assisting in non-academic misconduct
- illegal activities by a student occurring on university property or in connection with a university activity

The policy was developed and implemented to respond to student non-academic misconduct in a clear and transparent manner with consistent response mechanisms. Generally, policy jurisdiction applies to student conduct issues that occur on university property; it applies to off-campus conduct only when the behaviour is directly connected to university operations or where students are formally representing the university. The policy does not govern issues of academic integrity or academic appeals, issues of student conduct administered under the Sexualized Violence Prevention and Response Policy (GV0245), or issues governed by previously existing university policies including the Discrimination and Harassment Policy (GV0205).

The annual report details non-academic misconduct allegations reviewed under the policy over the past five years and the results of the review. The report includes the trends observed by the Office of Student Life.

Summary:

There were a total of 72 allegations made in 2019/20. The most common allegation remains disruptive or dangerous behaviour, with 28 allegations. An increase in vandalism and unauthorized presence in residence was an emerging trend, with 10 allegations. There was also an increase in the number of allegations regarding theft, damage or destruction of property over the past few years, from two allegations in 2017/18 to 11 in 2019/20. It is worth noting that 38 per cent of conduct cases reviewed under Policy AC1300 involved alcohol and/or substance use as a significant contributing factor.

A focus of 2019/20 has been on further developing processes for students to engage with the Office of Student Life and participate in voluntary resolution processes where appropriate. Additional responses to emerging trends are outlined in the annual report.

Attachment(s):

- 2019-20 Annual Report on Non-Academic Misconduct Allegations and Resolutions



2019-20

**Annual Report on Non-Academic Misconduct Allegations
and Resolutions**

April 2020

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INTRODUCTION

The university Resolution of Non-Academic Misconduct Allegations Policy (hereinafter referred to as 'Policy AC1300') was approved by the Senate and the Board of Governors in May 2011, came into effect in August 2011, and was renewed and updated in August 2017.

Policy AC1300 requires annual reporting to Senate and the Board of Governors detailing the nature of non-academic misconduct allegations, types of offenses, sanctions assigned to students found responsible for violating the policy, and appeals.

2019/20 Trends Identified in Student Non-Academic Misconduct:

Conduct trends observed by the Office of Student Life in the 2019/20 reporting year include the following, as defined in Policy AC1300:

- Disruptive and dangerous behavior (28 allegations);
- Unauthorized Entry or Presence (10 allegations), including entering or remaining in a university property contrary to express instructions by a university staff member; and
- Theft, damage, or destruction to university property (11 allegations)

As noted above, an increase in vandalism and unauthorized presence in residence was an emerging trend in 2019/20. There were 10 allegations of unauthorized presence on campus in 2019/20 compared to 3 allegations in the previous year. All 10 allegations of unauthorized presence occurred in the Residence Complex.

The Office of Student Life has observed an increase in the number of allegations regarding theft, damage or destruction of property over the last few years. In 2016/17, there were 2 allegations of theft, damage or destruction of property, and in 2017/18, 4 allegations. In 2018/19 and 2019/20 there were 10 and 11 allegations respectively. All of the allegations reported in the 2019/20 occurred in the Residence Complex. This is of concern, because of the increase in security and facilities cost needed to prevent, replace and fix damages. The Office of Student Life is currently working with Residence Services and Campus Security Services to strategize approaches for education, prevention and intervention for issues related to theft, damage and destruction of property in residence for the 2020/21 academic year.

It is also relevant to note that 38 per cent of conduct cases reviewed under Policy AC1300 involved alcohol and/or substance use as a significant contributing factor to the conduct concerns identified. In response to this trend, the Office of Student Life has begun the development of educational awareness tools, specific to creating opportunities for students to engage in learning and reflection on their relationship with alcohol and substance use as it impacts their personal and academic student experience.

An additional trend observed is in the increase of Respondent students expressing interest in collaborating with the university to take accountability for their conduct in allegations of non-academic misconduct. 12 investigations in 2019/20 involved a voluntary resolution process, as compared to 8 in 2018/19. A focus of the 2019/20 year has been on further developing processes for students to engage with the Office of Student Life and participate in voluntary resolution processes where appropriate. A voluntary resolution process can occur when a Respondent student takes accountability for an incident on campus and it is determined, based on a number of factors including the level of impact of the incident, that it is appropriate for the

student and the Office of Student Life to collaboratively reach appropriate outcomes or sanctions.

(I) BACKGROUND

Purpose and Scope of Policy AC1300

Policy AC1300 was designed to broadly address student conduct incidents that arise from time to time such as:

- theft, vandalism, or tampering with emergency equipment;
- unauthorized entry or presence in a university building;
- fraud, misuse or impersonation
- disruptive or dangerous behaviours;
- high-risk alcohol and/or drug use;
- non-compliance with university policy;
- failure to follow previous sanctions;
- assisting in non-academic misconduct; and
- illegal activities by a student occurring on university property or in connection with a university activity.

Policy AC1300 was developed and implemented to respond to student non-academic misconduct in a clear, predictable, and transparent manner with consistent response mechanisms. Generally, policy jurisdiction applies to student conduct issues that occur on university property and off-campus conduct only when the behaviour is directly connected to university operations or where students are formally representing the university. The policy does not govern issues of academic integrity or academic appeals, issues of student conduct administered under the Sexualized Violence Prevention and Response Policy (GV0245), or issues that are governed by previously existing university policies including the Discrimination and Harassment Policy (GV0205).

The policy and its associated procedures include processes that are intended to facilitate fair and consistent decisions when resolving student misconduct allegations while supporting the clarification of what constitutes non-academic student misconduct at the university. Further, the policy and associated procedures:

- encourage the informal resolution of issues whenever appropriate;
- describe how a member of the university community can submit an allegation;
- set out investigative processes for formal allegations;
- describe possible sanctions for confirmed misconduct;
- provide criteria for determining any sanction(s) for confirmed misconduct (after an investigation);
- provide protocols around how to communicate decisions to the respondent and complainant; and
- provide processes to appeal decisions and sanctions.

(II) ALLEGATIONS SUBMITTED AND REVIEWED UNDER POLICY AC1300

How Sanctions are Determined when Misconduct is Confirmed

Where misconduct has been confirmed after an investigation, whenever possible, the sanctions applied are not intended to be punitive. Rather, whenever possible, the misconduct resolution process primarily focuses on assigning sanctions with educational outcomes that are designed to help support student's personal growth and development and to help the student understand the impact of their actions.

Decisions on appropriate sanctions for confirmed misconduct are made based on numerous considerations including:

- (a) the seriousness and impact of the Respondent's conduct on the University Community, a University Activity or the university's reputation or property;
- (b) whether the incident is isolated;
- (c) whether the incident was inadvertent or deliberate;
- (d) whether other university policies were violated;
- (e) related financial costs; and
- (f) any other mitigating factors.

When sanctions are applied against students found responsible for misconduct, the goal is to help the respondent student to understand the full impact of their actions while helping the student to take steps to repair the harm done where appropriate, implement positive change, and restore relationships and community whenever possible. Where appropriate and possible, Respondent participation and accountability are taken into account when determining appropriate sanctions

Sanctions are not predetermined, but rather are reflective of the individual circumstances of the Respondent student and the specifics of a given case.

It is important to note that in some circumstances, it is appropriate for the university to impose punitive sanctions up to and including time-limited or permanent suspension from the university.

Table 1 - Summary of Non-Academic Misconduct Allegations

Table 1 contains information on the types of allegations submitted, investigated and resolved under Policy AC1300 since April 2015. It is important to note that a student may be investigated under Policy AC1300 for multiple allegations. With the renewal of Policy AC1300 in 2017, new categories of non-academic misconduct were introduced, which were not tracked in previous year. Dashes (-) in the table below indicate that the category was not applicable or tracked during that year.

Categories of Non-Academic Misconduct Allegations	Number of Allegations Received				
	<i>April 2015 –</i>	<i>April 2016 –</i>	<i>April 2017 –</i>	<i>April 2018 –</i>	<i>April 2019 –</i>
	<i>March-16</i>	<i>March-17</i>	<i>March-18</i>	<i>March-19</i>	<i>March-20</i>
High-risk alcohol or drug use	2	2	3	1	4
Disruptive or dangerous behaviour (includes verbal or communicated threats and physical assaults)	5	12	25	18	28
Theft, damage, or destruction to university property	1	2	4	10	11
Violation of previously imposed sanction or restriction	0	2	1	1	2
Unauthorized entry or presence	-	-	5	3	10
Fraud, Misuse or Impersonation	-	-	0	4	4
Submission of False, Frivolous or Vexatious Allegations	-	-	0	0	0
Illegal activities	-	-	0	0	0
Non-Compliance with University Policy	-	-	0	1	3
Assisting in Non-Academic Misconduct	-	-	0	0	0
Allegations not investigated	-	3	12	4	10
Totals	19	27	51	42	72

Table 2 - Summary of Non-Academic Misconduct Outcomes

Table 2 contains summary information on the outcomes or resolutions reached under Policy AC1300.ⁱ

Outcome/Resolution	Number of Sanctions Assigned			
	<i>Apr 2016 - Mar 2017</i>	<i>Apr 2017 - Mar 2018</i>	<i>Apr 2018 - Mar 2019</i>	<i>Apr 2019 - Mar 2020</i>
A. Sanctions				
Written Warning	22	20	20	17
Apology	6	4	9	3
Participation in an Alternative Dispute Resolution Process (e.g., restorative justice, mediation, facilitated dialogue, etc.)	4	2	0	0

ⁱ In accordance with Policy AC1300, sanctions may be applied independently or in combination for any confirmed violation of the policy.

Outcome/Resolution	Number of Sanctions Assigned			
	Apr 2016 - Mar 2017	Apr 2017 - Mar 2018	Apr 2018 - Mar 2019	Apr 2019 - Mar 2020
Limitation of Specified University Privileges	1	0	0	0
Restitution:				
(a) <i>Reflection Assignment</i>	9	17	6	7
(b) <i>Community Service Hours</i>	2	1	1	0
(c) <i>Financial Re-payment</i>	0	0	4	2
Participation in Training/Workshops	10	10	1	0 ⁱⁱ
Student Conduct Accountability Plan Development	-	2	3	0
Behavioural Agreement	-	-	2	4
Restricted Access (e.g., evicted from Residence, restricted access to segments of university property or university activity)	11	8	6	12
Notice of Trespass	0	0	-	-
No contact	5	1	1	0
On-going meetings with Office of Student Life	2	4	3	0
Residence Probation	-	7	2	0
Time-limited Suspension from University	0	2	0	1
Permanent Suspension from University	0	1	0	0
Total sanctions	70	81	58	46ⁱⁱⁱ
B. Other outcomes				
No Finding (<i>allegation dismissed due to insufficient information</i>)	0	2	2	2
Investigation discontinued	-	-	4	0
Student found not responsible for non-academic misconduct	3	2	2	1
Allegation(s) still under investigation	2	3	5	11
Student withdrew from university prior to conclusion of investigation	0	0	-	2

ⁱⁱ A decrease in Participation in Training/Workshops as a sanction can be as well as the discontinuation of sexualized violence investigations under Policy AC1300, which often assigned sexualized violence training as an outcome of an investigation. In addition, the program the university used for alcohol awareness was discontinued. The Office of Student Life is working on developing a workshop internally for use in these files moving forward.

ⁱⁱⁱ A lower number of total sanctions can be attributed to the high amount of on-going investigations (11) that have not yet reached the decision/sanctioning stage.

Outcome/Resolution	Number of Sanctions Assigned			
	<i>Apr 2016 - Mar 2017</i>	<i>Apr 2017 - Mar 2018</i>	<i>Apr 2018 - Mar 2019</i>	<i>Apr 2019 - Mar 2020</i>
<i>Total other outcomes</i>	<i>5</i>	<i>7</i>	<i>13</i>	<i>16</i>

Table 3: Appeals under Policy AC1300

Under Policy AC1300, the following appeal options are available:

Available Appeal Options	Appeals Submitted April 2016 – March 2017	Appeals Submitted April 2017 – March 2018	Appeals Submitted April 2018 – March 2019	Appeals Submitted April 2019 – March 2020
Appeal by complainant of the Office of Student Life's decision to not investigate a non-academic misconduct allegation	0	0	0	0
Appeal submitted deemed not to meet appeal grounds established in policy	1	0	0	0
Appeal of minor sanctions imposed for confirmed non-academic misconduct	0	4	0	0
Appeal of major sanction imposed by the President to the Senate Committee on Appeals	1	0	1	0
<i>Total appeals</i>	<i>2</i>	<i>4</i>	<i>1</i>	<i>0</i>

(III) Response to Trends

In response to the identified trends outlined in this report, the OSL plans to:

- Develop educational and awareness tools to remove the need to rely on external programs and to ensure the content is in line with the university context and student development. In particular and as noted above, OSL is focusing, to start, on developing a tool focused on student's relationship with alcohol and substance use as it impacts their personal and academic student experience;

- Work with Residence Services and Campus Security to strategize approaches for education, prevention and intervention for issues related to theft, damage and destruction of property in residence;
- Work with Residence Services to identify opportunities for early intervention and prevention strategies for all conduct issues;
- Work with Legal Services to identify appropriate sanctions for respondents who participate in continued or repeated low level conduct; and
- Further identify opportunities and processes for voluntary resolution.




University
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SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

May 14, 2020

To: Operations and Facilities Committee

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

cc: President and Vice-Chancellor

Meeting Date: May 26, 2020

Subject: Enrolment Projections for 2020/21

Basis for Jurisdiction: University Act, s. 27

Strategic Relevance:

Enrolment projections set the overall parameters for the university to actively recruit and retain a diverse community of talented students. Using these projections, the university will develop effective, data-driven student recruitment and retention goals that align with both the Strategic Framework and our Strategic Enrolment Management Plan.

Previous Consultation:

Provided to Senate on January 24, 2020 for its meeting on February 7, 2020. This item was deferred from the March 31, 2020 Board of Governors meeting given the high level of uncertainty in the early phases of the pandemic.

Recommendation:

*THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve a recommended enrolment level of **18,320 FTE** for the 2020/21 academic year, subject to revisions in the event of new information regarding mandated growth, funding levels, application rates, and current world events, consistent with the motion approved by Senate at its meeting on February 7, 2020 and subsequent information from the Ministry of Advanced Education, Skills and Training.*

Background:

Under the University Act, the Board of Governors determines the level of student enrolments upon recommendation from Senate. This memorandum recommends a level of enrolment that will be subject to review throughout the year in light of changing information regarding application rates, funding levels and other factors—the biggest being the impact of COVID-19.

Current enrolment projections show that summer enrolments are up from last year. For the fall term, our largest in terms of enrolment, there remains considerable uncertainty particularly since as a destination university so many of our students travel to attend. In an environment where the university is directed by government and health authorities to offer the majority of its programming online, students may elect to study closer to home both in Canada and their home countries. Our overall targets and recommended enrolment levels remain the same, and while those targets and levels may be challenging to achieve given current events, they remain our accountability to government.

For the year 2019/20, the University of Victoria was funded by the Ministry of Advanced Education, Skills and Training (AEST) to enrol **16,105 FTE students**, which included the second year of the expansion of student spaces in engineering and computer science programs and the first year of the expansion of the nurse practitioner spaces.

For 2020/21, the engineering, computer science and the JD/JID expansions will enter their third year, and the nurse practitioner expansion will enter its second year. An additional 125 FTE in engineering and computer science, 25 FTE for JD/JID, and 15 FTE for nursing are anticipated, bringing **AEST's total enrolment target for UVic to 16,270 FTE.**

Because international enrolments are not included in the AEST's target, UVic's total enrolment levels will be higher. The international enrolment plan called for 2,050 international undergraduate FTE in 2019/20. UVic achieved this level and actual enrolments are just over 2,400 FTE. As this enrolment level is expected to persist for at least three years, and Faculties and departments have been resourced to support that enrolment, UVic is assuming that this international undergraduate enrolment level will be maintained at 2,050 FTE. Therefore, **the overall enrolment recommendation for 2020/21 will be set at 18,320 FTE.** The recommended enrolment level for international undergraduates does not necessarily represent UVic's long-term desired enrolment and will be aligned with our Strategic Framework, Strategic Enrolment Management Plan and International Plan.

Attachment(s):

Memorandum to Senate dated January 24, 2020.

Office of the Vice-President Academic and Provost

Michael Williams Building
University of Victoria
T 250-721-7013 | F 250-721-7216
provasst@uvic.ca | uvic.ca/vpac

DATE: January 24, 2020

TO: Carrie Andersen, University Secretary and Secretary of Senate

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

RE: Enrolment projections

Summary

This memo recommends a level of enrolment for the coming year (2020/21), with the enrolment level subject to review throughout the year in light of changing information regarding application rates, summer session enrolments, funding levels and other factors.

For the year 2019/20, the University of Victoria was funded by the Ministry of Advanced Education, Skills and Training (AEST) to enrol **16,105 FTE** students, which included the second year of the expansion of student spaces in engineering and computer science programs and the first year of the expansion of the nurse practitioner spaces.

For 2020/21, the engineering, computer science and the JD/JID expansions will enter their third year, and the nurse practitioner expansion will enter its second year. An additional 125 FTE in engineering and computer science, 25 FTE for JD/JID, and 15 FTE for nursing are anticipated, bringing **AEST's total enrolment target for UVic to 16,270 FTE**.

Because international enrolments are not included in the AEST's target, UVic's total enrolment levels will be higher. The international enrolment plan called for 2,050 international undergraduate FTE in 2019/20. UVic achieved this level and actual enrolments are just over 2,400 FTE. As this enrolment level is expected to persist for at least three years, and Faculties and departments have been resourced to support that enrolment, UVic is assuming that this international undergraduate enrolment level will be maintained at 2,050 FTE. Therefore, **the overall enrolment recommendation for 2020/21 will be set at 18,320 FTE**. The recommended enrolment level for international undergraduates does not necessarily represent UVic's long-term desired enrolment and will be aligned with our Strategic Framework, Strategic Enrolment Management Plan and International Plan.

Background

Under the *University Act*, the Board of Governors determines the level of student enrolments upon recommendation from Senate.



The university's operating grant from the province is based on a specified enrolment expectation. The enrolment projections and the funded levels set by government are defined in terms of annualized full-time equivalent (FTE) students, which are calculated by dividing the total unit course registrations of students by the full-time unit course requirements of the program of their registration. The enrolment level is an annual target met through counting FTEs in the summer session, the winter session, and the TRU/Open Learning courses delivered by UVic. FTEs are closely related to EETs (equivalent enrolments taught), which are calculated by dividing the total unit course registrations of students by 15—this measure is used for internal enrolment monitoring purposes.

Report on 2019/20 targets

The fall interim enrolment report to AEST shows that 2019/20 funded enrolment accountabilities (which do not include international students) will all be met. UVic's projected enrolment are expected to be 105% above the overall target—16,912 FTE on a target of 16,105 FTE. UVic has exceeded both undergraduate (103%) and graduate (115%) enrolment targets set by AEST.

Growing international undergraduate population has been a strategic priority for the university, and UVic has realized that goal with a 3.8% increase in international undergraduate students this year. International students now account for 14.5% of all undergraduate and 34% of all graduate students. Overall, international students comprise 17% of the student population.

Each Faculty has undergraduate enrolment targets (EETs) and graduate enrolment targets (FTEs) for which they have been resourced. These internal, Faculty-specific targets are reviewed annually and adjustments to the targets and associated resourcing are made based on student demand and approved plans.

AEST target comparison (FTE)

	AEST-funded 2019/20 target	Projected 2019/20 total	Variance from AEST target
Domestic undergraduate	13,783	14,239	456
Graduate	2,322	2,673	351
Total funded	16,105	16,912	807

FTE enrolments by year (includes international students)

	2010 /11	2011 /12	2012 /13	2013 /14	2014 /15	2015 /16	2016 /17	2017 /18	2018 /19	2019/20 projection	10-yr %Chg
Undergraduate	14,828	14,815	14,726	15,065	15,381	15,772	16,190	16,172	16,397	16,661	12.4
Graduate	2,678	2,808	2,847	2,952	2,986	3,002	2,911	2,865	2,732	2,673	-0.2
Total	17,506	17,623	17,573	18,017	18,367	18,774	19,101	19,037	19,129	19,334	10.4

Internal enrolment-level comparison (FTE)

	Projected 2019/20 total	UVic internal 2019/20 target	Variance from internal target
Domestic undergraduates	14,239	13,783	456
International undergraduates	2,422	2,050*	372
Subtotal undergraduates	16,661	15,833	828
Graduates	2,673	2,322	351
Total students	19,334	18,155	1,179

**University of Victoria internal enrolment level*

Under the leadership of the Provost, a Strategic Enrolment Management initiative is being implemented across the university, which will help ensure enrolment goals—including size, composition and quality—are refined and subject to continual assessment and improvement. While UVic’s direction is to remain approximately the same size, strategic growth and a changing enrolment profile will occur over the next five to 10 years. Enhancing retention, and therefore student success, will continue to be a key enrolment management strategy.

From an enrolment perspective, enhancing quality will be achieved by offering competitive entrance scholarships, increasing applications and admissions of high-calibre undergraduates, and enhancing retention rates and timely graduation for all students. This will also facilitate meeting AEST’s domestic undergraduate target. Internationalization will be achieved by diversifying enrolments and increasing retention rates of international students, and also by providing ongoing pathways between the Division of Continuing Studies and our academic programs as well as by increasing opportunities for international student exchange experiences.

With a substantial growth in post-secondary capacity across the province over the past decade and a declining domestic youth population, the student recruitment environment continues to be competitive. With the goal of being a university of choice, the recruitment of outstanding students from diverse backgrounds and areas continues to be a high priority. Included in that priority, and congruent with our Strategic Enrolment Management Plan, is our ongoing commitment to increase Indigenous enrolment at both the undergraduate and graduate levels.

Recommended enrolment levels for 2020/21

The list below shows expected enrolment levels for both AEST-funded enrolment accountabilities and UVic’s internal enrolment expectations for 2020/21. It is proposed that a recommended enrolment level of **18,320 FTE** be approved, which includes an expansion of 125 undergraduate FTE for computer science and engineering, 25 for JD/JID and 15 for nurse practitioner student spaces. Faculty plans have been developed to accommodate at least this level of enrolment. Admission standards will vary by program, depending upon levels of student interest and demand but, as in past years, will be well above the Senate-approved standards (which are 67% for high school graduates and 60% for college transfers).

Summary of 2020/21 enrolment recommendations:

AEST-funded undergraduate FTEs	13,933
AEST-funded graduate FTE	2,337
Total AEST-funded FTE for 2020/21	16,270
Planned international enrolments	2,050
Recommended enrolment level for 2020/21	18,320

Recommendation to Senate

*THAT Senate approve, and recommend to the Board of Governors that it also approve, a recommended enrolment level of **18,320 FTE** for the 2020/21 academic year, subject to revisions in the event of new information regarding mandated growth, funding levels and/or application rates.*



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

May 11, 2020

To: Operations and Facilities Committee

From: Lisa Kalynchuk, Vice-President Research

cc: President and Vice-Chancellor

Meeting Date: May 26, 2020

Subject: Annual Report on Research Centres

A handwritten signature in blue ink, likely belonging to Lisa Kalynchuk.

Basis for Jurisdiction: Establishment and Review of Research Centres RH8300

Strategic Relevance: The requirement for reporting to Senate and Board of Governors on research centre activity is articulated in the *Establishment and Review of Research Centres RH8300* policy, and the accompanying *Guidelines for the Review of Research Centres*.

Previous Consultation: Senate – May 1, 2020

Background: An annual report of the establishment, renewal and closure of UVic-approved research centres is provided to Senate and Board members for their information, in accordance with governance requirements.

Summary: The 2019-2020 annual report is appended for the information of Board members (Attachment A), along with the approval authorities (Attachment B) and list and description of current centres (Attachment C).

Other Developments: Some new developments not included in the formal report are noted here. First, we were very pleased to recruit Dr. Tim Naimi of the Boston University School of Medicine as the next Director of the Canadian Institute for Substance Use Research (CISUR). Dr. Naimi brings extensive research and clinical experience as a public health physician to this role and is very familiar with CISUR and its operations, thanks to a recent sabbatical leave spent at CISUR. He is expected to begin his duties in late August, travel restrictions permitting.

We also completed the reappointment of Dr. Scott Hofer as Director of the Institute on Aging and Lifelong Health, and we have recruited three new Canada Research Chairs to bolster our international reputation in research on healthy aging.

The appointment of Dr. Alexandre Brolo as Director of the Centre for Advanced Materials and Related Technologies has been extended to the end of this calendar year to permit us to complete the standard reappointment procedures in the fall term. These procedures were postponed due to COVID-19 related restrictions on campus activities, but we expect that Dr. Brolo will be ratified for a new five-year term. This Centre provides infrastructure and support to thirty faculty members at UVic, including Dr. Ian Manners, a Canada 150 Research Chair who is one of the top materials science experts in the world.

Finally, we have established a new component of the Centre for Global Studies that will build on our strengths in the European Studies program. This affiliation will support the growing reputation and external funding success for researchers who specialize in research within and about the European Union. Recent events hosted at UVic on this topic included an international conference on “Democracy and its Futures” and a follow up symposium on “Constitution in the Age of Populism”.

Planned Further Action: Continue to report on an annual basis to the May or June BOG meeting.

Attachment(s): A – Annual Report to Board 2019-2020
B – Approval Authorities for Research Centre
C – Background Information on Research Centres

ANNUAL REPORT TO BOARD 2019/20**Establishment, renewal and closure of UVic-approved research centres**

The purpose of this annual report is to provide Senate with information about the establishment, renewal and closure of UVic-approved centres.

ESTABLISHMENT OF NEW RESEARCH CENTRES

There were no new research centres established in the 2019-20 academic year.

REVIEW OF EXISTING CENTRES**Inter-institutional**

No inter-institutional research centres were reviewed in the 2019-20 academic year.

Multi-faculty**Centre For Global Studies (CFGS)**

A review of the centre was scheduled to take place in December 2019. This review was unexpectedly delayed as a panel member sent regrets for the on-site visit on short notice. The review was then rescheduled for May 2020, but due to COVID-19, this review was cancelled. A request for a 6-month extension of the centre's approval status was submitted to the Senate Committee on Planning in January 2020, and is awaiting approval by Senate. A second extension request will be submitted once the first is approved. This will allow for a potential on-site evaluation in the fall of 2020.

Inter-faculty

No inter-faculty research centres were reviewed in the 2019-20 academic year.

Intra-faculty**Astronomy Research Centre (ARC)**

The Centre was reviewed in April 2018, with the review panel recommending re-approval for a second 5-year term ending March 31, 2023.

MAJOR CHANGES TO EXISTING RESEARCH CENTRES

No major changes to existing research centres occurred in the 2019-20 academic year.

DISESTABLISHMENT / CLOSURE OF EXISTING RESEARCH CENTRES

No closures of existing research centres occurred in the 2019-20 academic year.

UVIC-APPROVED RESEARCH CENTRES

Approval levels for establishment, renewal and closure (as required by policy/procedures RH8300)

ACTIONS					
Establishment of new centres	Dean(s)	VPR	SCP	Senate	BOG
Inter-institutional	consult	recommend	recommend	recommend	approve
Multi-faculty	consult	recommend	recommend	approve	information
Inter-faculty	recommend	approve	information	information	information
Intra-faculty	approve	information		information	information
Renewal/closure/disestablishment of existing centres					
Inter-institutional	consult	recommend	recommend	recommend	approve
Pacific Institute for Climate Solutions (PICS)					
Multi-faculty	consult	recommend	recommend	approve	information
Canadian Institute for Substance Use Research (CISUR)					
Centre for Advanced Materials and Related Technology (CAMTEC)					
Centre for Asia Pacific Initiatives (CAPI)					
Centre for Biomedical Research (CFBR)					
Centre for Global Studies (CFGs)					
Centre for Indigenous Research and Community-Led Engagement (CIRCLE)					
Centre for Studies in Religion and Society (CSRS)					
Centre for Youth and Society (CFYS)					
Institute for Integrated Energy Systems (IESVic)					
Institute on Aging and Lifelong Health (IALH)					
Inter-faculty	recommend	approve	information	information	information
None at present					
Intra-faculty	approve	information		information	information
Astronomy Research Centre (ARC)					
Institute for Applied Data Analytics (Matrix Institute)					
Centre for Forest Biology (FORB)					
Centre for Social and Sustainable Innovation (CSSI)					
Victoria Subatomic Physics and Accelerator research centre (VISPA)					

BACKGROUND INFORMATION ON UVIC-APPROVED RESEARCH CENTRES

UVic Research centres are organizations made up of **a group of faculty members who collaborate on an area of research**. Their work provides added value over and above their individual research programs. UVic encourages the establishment of research centres that will enhance and facilitate disciplinary and interdisciplinary research collaboration, knowledge transfer and training. At UVic, the guidelines for establishing a Research Centre are listed in the policy on [Establishment and Review of Research Centres \(and Associated Procedures\)](#) RH8300, and include:

- a) Promote and facilitate collaborative and/or interdisciplinary research and enhancement of research networking capacity and infrastructure.
- b) Increase and effectively manage the resources and research support for its members and the wider university community.
- c) Provide education and training in research and related skills, especially for graduate and undergraduate students and thereby enhance the academic programs of their constituent academic units.
- d) Contribute to the university's strategic educational and research missions and to support synergies between research, teaching and learning.
- e) Transfer and mobilize knowledge gained through research for the benefit of society, via a variety of mechanisms as appropriate.
- f) Enhance the reputation of its members, the constituent academic units, and the university through the quality of its work.

UVic currently has 16 research centres, 11 of which report to the Vice-President Research (currently delegated to the Associate Vice-President Research) and the rest reporting to a Dean or Deans.

The administrative requirements, approval and renewal processes, breadth of activities, and other aspects of Research Centres occur along a continuum that is proportionate to the breadth of their academic constituencies. This proportionality is primarily based on the location of the majority of the membership and activities of the centre and approximately parallels a department-faculty-university structure. Information about the UVic-approved research centres is listed under their categories below. More information can be found on the Research website:

<https://www.uvic.ca/research/learnabout/home/centres/index.php>

INTER-INSTITUTIONAL - membership and activities between multiple universities

Pacific Institute for Climate Solutions (PICS)

Date of establishment: 11 March 2008

Name of Director: Dr. Sybil Seitzinger

The mission of PICS is to partner with governments, the private sector, other researchers and civil society, in order to undertake research on, monitor, and assess the potential impacts of climate change and to assess, develop and promote viable mitigation and adaptation options to better inform climate change policies and actions.

MULTI-FACULTY - membership and activities normally between 3 or more faculties

Canadian Institute for Substance Use Research (CISUR) (formerly CARBC)

Date of establishment: 1 April 2003

Name of Acting Director: Dr. Tim Stockwell

CISUR's mandate involves the study of psychoactive substance use, with particular attention to the exploration of ways to minimize negative impacts on individuals and society. Substance use, like other human behaviours, is influenced by multiple factors: personal, social and environmental. Effectively addressing the negative impacts requires understanding the various factors that influence substance use and that contribute to the differential impact of that use (positive or negative).

Centre for Advanced Materials and Related Technology (CAMTEC)

Date of establishment: 1 November 1992

Name of Director: Dr. Alexandre Brolo

CAMTEC is a research centre committed to interdisciplinary work on advanced materials and technology. CAMTEC's objectives are to carry out fundamental and applied research in advanced materials, to train technical and academic personnel in these areas, and to disseminate the knowledge gained from the research through scientific publications, conferences, workshops and seminars.

Centre for Asia Pacific Initiatives (CAPI)

Date of establishment: 1 April 1989

Name of Director: Dr. Victor V. Ramraj

The Centre's primary mandate is to conduct and facilitate research on policy issues related to the Asia-Pacific region. In addition, the Centre serves as a regional research facility to the University and to the larger community.

Centre for Biomedical Research (CFBR)

Date of establishment: 1 January 2002

Name of Acting Director: Dr. Stephanie Willerth

The Centre for Biomedical Research (CBR) is a collaborative group of scientists and clinicians who are investigating a number of important biomedical problems. The CBR is a multidisciplinary unit with an emphasis on genetics, molecular biology, and biotechnology. The centre was created to promote interdisciplinary basic and translational biomedical research.

Centre for Global Studies (CFGS)

Date of establishment: 1 July 2000

Name of Director: Dr. Oliver Schmidtke

CFGS is committed to fostering reflection on the complex array of social forces associated with an increasingly interconnected world characterized by new forms of economic activity, artistic production, politics, media, nationalism, ethnicity, spirituality and community that increasingly transcend local, national and regional boundaries.

Centre for Indigenous Research and Community-Led Engagement (CIRCLE)

Date of establishment: 1 June 2008

Name of Acting Director: Dr. Jeff Corntassel

The mandate of CIRCLE involves providing opportunities for collaborative Indigenous research development and implementation as well as capacity development and support for diverse Indigenous and allied research partners. The centre also facilitates and supports the development, implementation and utilization of Indigenous research that is interdisciplinary, inter-institutional, and community-led.

Centre for Studies in Religion and Society (CSRS)

Date of establishment: 1 April 1991

Name of Director: Dr. Paul Bramadat

The Centre for Studies in Religion and Society (CSRS) is a leading centre in Canada for scholarly interdisciplinary research on topics at the intersection of religion and public life. We host several national public policy research networks, sponsor visiting fellowships for senior and junior scholars and members of the community, and produce a dynamic annual program of public lectures and seminars.

Centre for Youth and Society (CFYS)

Date of establishment: 1 April 2002

Name of Director: Dr. Fred Grouzet

Youth & Society aims to promote the well-being of youth from diverse social, economic, and ethnic backgrounds, across developmental transitions, and in evolving societal circumstances. The core mandate of the Centre is to promote research and action that contribute to the well-being of youth.

Institute on Aging and Lifelong Health (IALH)

Date of establishment: 1 May 1993

Name of Director: Dr. Scott Hofer

The Centre's mandate is to promote and conduct basic and applied research throughout the lifespan. Research is conducted in partnership with seniors, their families, organizations, health care providers, and the government. The research conducted includes needs assessments and social surveys, experimental research, program evaluations, development of clinical diagnostic tools, and social policy research; some of which is conducted using the Survey Research Centre.

Institute for Integrated Energy Systems (IESVic)

Date of establishment: 1 February 1994

Name of Director: Dr. Andrew Rowe

The Institute for Integrated Energy Systems at the University of Victoria (IESVic) is unique in its big picture approach to sustainable energy research. Collaboration between mechanical engineers, economists and environmental scientists is the norm rather than the exception. Students get hands-on experience, examining entire sustainable energy systems – from harnessing, storing and converting energy sources to delivering end-user services.

INTER-FACULTY - membership and activities normally between 2 faculties

None at present.

INTRA-FACULTY - membership and activities normally within a single department, a non-departmentalized Faculty, or between departments in a single faculty

[Astronomy Research Centre \(ARC\)](#)

Date of establishment: 1 April 2015

Faculty: Science

Name of Director: Dr. Kim Venn

ARC brings together world-renowned researchers with the expertise to answer many basic questions about our universe. UVic scientists work closely with colleagues at the nearby [NRC Herzberg](#) Astronomy and Astrophysics centre and at the [TRIUMF Laboratory](#) in Vancouver to form one of the largest concentrations of astronomy talent in Canada. Members are engaged in research ranging from observational planetary and stellar astrophysics, to computational astrophysics and cosmology, and observational galactic and extra-galactic astronomy. ARC is also involved in the development of some of the next-generation astronomical facilities, including the Thirty Meter Telescope, and leading edge technologies such as high contrast imaging and adaptive optics.

[Centre for Forest Biology \(FORB\)](#)

Date of establishment: 10 December 1990

Faculty: Science

Name of Director: Dr. Peter Constabel

The Centre for Forest Biology carries out fundamental and applied research in forest biology, and trains graduate students and postdoctoral fellows. Research projects emphasize the adaptations of trees and their interactions with the environment. The Centre is now embarking on a major research and training initiative, the NSERC CREATE Program in Forests and Climate Change, which supports graduate students for research on the interaction of trees and forests with climate change, including carbon sequestration.

[Centre for Social and Sustainable Innovation \(CSSI\)](#)

Date of establishment: January 2011

Faculty: Business

Name of Director: Dr. Monika Winn

The Centre for Social and Sustainable Innovation (CSSI) is powered by the constantly charging battery of action, ideas and research housed at the Peter B. Gustavson School of Business. Our goal is to open a door to the array of resources that help students, faculty and staff incorporate all kinds of sustainability into their studies, careers and lives. Business leaders can learn how our research affects their industries, enlist students for creative sustainability solutions, and speak to our classes about their field experiences.

[Institute for Applied Data Analytics \(Matrix Institute\)](#)

Date of establishment: April 2018

Faculty: Engineering

Name of Director: Dr. Ted Darcie & Dr. Margaret-Anne Storey

The Institute for Applied Data Analytics (known as the Matrix Institute) is a new research centre that is looking to coordinate, expand research capacity, and enhance the UVic brand as a world-class destination for research and teaching in leading-edge Data Science. The Institutes plans to engage a broad spectrum of experts from diverse disciplines, including law, business, science, healthcare and social sciences to address vital social and public policy issues related to security, privacy, economics, environment and the impact of data-driven technology on society.

Victoria Subatomic Physics and Accelerator research centre (VISPA)

Date of establishment: January 2011

Faculty: Science

Name of Director: Dr. Randall Sobie

The Victoria Subatomic Physics and Accelerator (VISPA) Research Centre brings together people with the skills and expertise to investigate the fundamental constituents of the Universe. VISPA members work together on leading international particle physics experiments, share computing and laboratory resources, jointly support and manage technical staff, provide a natural home for adjunct faculty from other institutions, and support high quality graduate and post-doctoral training.



University
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SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

May 11, 2020

To: Board of Governors

From: Lisa Kalynchuk, Vice-President Research

A handwritten signature in blue ink, likely belonging to Lisa Kalynchuk.

cc: President and Vice-Chancellor

Meeting Date: May 26, 2020

Subject: Health Sciences Initiative Update

Basis for Jurisdiction: Strategic Framework
Strategic Research Plan
Strategic Enrolment Management Plan
Indigenous Plan
International Plan

Strategic Relevance:

The Health Sciences Initiative aligns with key aspects of the Strategic Framework and the Strategic Research Plan, particularly in the areas of defining strategic research priorities and investing in areas of research strength that present opportunities for growth, maximum impact and further global prominence.

With respect to the Strategic Enrolment Management Plan, the initiative focuses on the recruitment of high-quality graduate students and proposes to explore undergraduate interdisciplinary health programming opportunities. It also aligns with the global reputation and rankings project, the Indigenous Plan, and the International Plan.

Previous Consultation:

Internal	External
<u>November-December 2018</u> <ul style="list-style-type: none"> • Survey of UVic faculty members • Division of Medical Science 	<u>January 2019</u> <ul style="list-style-type: none"> • University of Saskatchewan • University of British Columbia • Island Health • BC SUPPORT Unit • Michael Smith Foundation for Health Research • University of Northern BC
<u>January-February 2019</u> <ul style="list-style-type: none"> • Deans' Council • Council of Centre Directors • Faculty of Human & Social Development • First town hall 	
<u>March-June 2019</u> <ul style="list-style-type: none"> • Deans' Council • Centre for Indigenous Research & Community-Led Engagement • Faculty of Science • Faculty of Fine Arts • Second and third town halls 	<u>February-March 2019</u> <ul style="list-style-type: none"> • Simon Fraser University • BC Ministry of Health • Northern Ontario School of Medicine
<u>January 2020</u> <ul style="list-style-type: none"> • Council of Centre Directors • Deans' Council 	

Background:

The Health Sciences Initiative began in 2018 as a joint activity of the Offices of the Vice-President Academic and Provost (VPAC) and the Vice-President Research (VPRE). Following initial planning, development and consultation with senior leaders, Lisa Kalynchuk (Vice-President Research) and Tony Eder (Executive Director, Academic Resource Planning) formed an advisory group to advance the work. Members of the advisory group included faculty and thought leaders from various areas across campus (see p. 2 of attachment), selected for their expertise and institutional experience with health research and programming.

After eight months of internal and external consultations, a concept paper (attached) was released to the campus community in November 2019. The paper summarizes the project and outlines short-, medium- and long-term recommendations and strategies to achieve the primary goal of enhancing the quality and raising the profile of health-related research, academic programs, and related activities at UVic. On the advisory group's recommendation, the methodology of the initiative includes four pillars: Research, Programs, Structures, and Space/Infrastructure. This memo provides a summary of the first two pillars.

Summary:

Under the umbrella theme of "Advancing lifelong health for all," the advisory group identified four signature research areas where UVic has the strength, capacity and aspiration to deliver research outcomes that are internationally important and competitive: Healthy Aging, Indigenous Health, Mental Health, and Translational Medicine. There are approximately 200 faculty members currently engaged in health-related research and teaching who contribute a breadth of expertise to each of those four signature areas.

High-quality research undertaken within each signature area could take and use many different approaches and tools, including advanced data analytics, arts, biomedical technologies, health humanities, health systems and policy evaluation, neuroscience, novel materials, proteomics, and social and environmental determinants. This is shown in the outer ring of the visual in Figure 1 of the attachment.

In addition to research, the initiative aims to strengthen and support existing academic programming in health-related fields while also identifying new and unique interdisciplinary opportunities. These could include new health sciences degrees with streams of study in areas of strength and demand, or government priorities such as occupational therapy and physical therapy. These new programs will help UVic attract, recruit and create pathways to success for talented students, including international and Indigenous students.

The activities enabled by the Health Sciences Initiative may be even more relevant now than they were a few months ago as universities adjust to reflect the new reality of the global response to the COVID-19 pandemic.

Planned Further Action:

In response to COVID-19 and its numerous impacts on the higher education and health care systems, and health research in general, further rollout of the Health Sciences Initiative is temporarily paused. The next steps previously outlined (i.e., development of the implementation plan and additional stakeholder engagement) will be resumed as soon as possible. The primary requirements for resumption of the Health Sciences Initiative rollout include confirmation and availability of the allocated budget, and the ability to effectively engage with the advisory group, campus community and other stakeholders given the present need for physical distancing.

Communication

VPRE and VPAC continue to keep the campus updated on this initiative through the central communication channels, including *The Ring* newspaper and e-newsletters. An article was published in *The Torch* alumni magazine in autumn 2019. More information about the initiative, including the concept paper, is available at uvic.ca/healthsciences.

Attachment(s):

- Health Sciences Initiative Concept Paper - November 2019

Advancing Lifelong Health for All

A concept paper created through the University of Victoria
Health Sciences Initiative

November 2019



University
of Victoria



Introduction

The Health Sciences Initiative (HSI) is a joint activity of the Offices of the Vice-President Academic and Provost and the Vice-President Research at the University of Victoria (UVic). The primary goal of the initiative is to enhance the quality and raise the profile of health-related research, academic programs and related activities at UVic.

This initiative is particularly timely because UVic currently suffers from a lack of external recognition in the context of its research enterprise. A clear example of this is the fact that our international rankings and reputation do not currently reflect the strength of our research outcomes. Although many of our faculty and students do important work and publish extensively, we are not known nationally or internationally for having research strengths in particular areas and this hurts our external reputation. To overcome this challenge, we need to be intentional about developing and raising our profile in a few priority areas where we have the capacity and expertise to do so. One such area is health.

Why is health an area of focus? There are several compelling reasons. Many of the toughest global challenges we face are related to some aspect of health or wellbeing, so having a strong research and programmatic presence in this area will ensure that UVic is contributing to global issues in a meaningful way. Health-related activities are also prestigious: All the top universities in the world have strong health enterprises across a broad range of fields, from medicine and biosciences to health ethics, environmental health, philosophy of health and disease to addressing mental health through the arts. The presence of such activities is a strong focus for attracting excellent faculty and students. And finally, health research brings in considerable resources that can benefit the entire university. The average CIHR five-year project scheme grant is almost five times larger than the average five-year NSERC Discovery grant. Building capacity in health research will significantly enhance UVic's Tri-Agency revenues, which not only benefits our researchers, but also provides indirect benefits to the institution through increased funding envelopes for the Canada Foundation for Innovation (CFI), the Canada Research Chairs (CRC) program, the Research Support Fund (e.g. indirect costs) and graduate student scholarships in all areas of research.

This concept paper includes a set of recommendations and ideas outlining our intention to move forward. It is both a roadmap and the start of a conversation about where we can go, and importantly, how and when we can get there.

Some of the strategies proposed in this paper will be relatively easy to implement, whereas others will require more thought and careful planning. Achieving high-quality outcomes and impacts from this initiative will require a sustained, collective effort and an institutional desire to deliver on our outstanding potential in this globally relevant area of activity.

Alignment with university goals

The HSI is an important start for elevating our place in the top tier of the world's research universities and being Canada's leader in research-enriched and experiential learning. It will position UVic as a centre for high-impact health research and programming.

UVic has approximately 200 faculty members currently engaged in health-related research and teaching, with existing strengths in aging, cancer, health informatics, healthy equity, mental health, neuroscience, social dimensions of health and substance use—as well as many other emerging areas of excellence. As the HSI has unfolded, we have considered how we can both bring together and invest in such expertise to achieve maximum impact and further advance our global prominence.

UVic's Strategic Framework identifies six strategic priorities for the university: cultivate an extraordinary academic environment; advance research excellence and impact; intensify dynamic learning; foster

respect and reconciliation; promote sustainable futures; and engage locally and globally. The HSI includes activities that will help UVic deliver on each of these priorities, thereby contributing to our high-reaching institutional goals.

The expected outcomes from this initiative include 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 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.

Background and consultation

Following initial planning, development and consultation with senior leaders, an advisory group was formed in fall 2018 to advance the work. Members of the advisory group included faculty and thought leaders from various areas across campus, selected for their expertise and institutional experience with health research and programming:

- Dr. Lisa Kalynchuk* - Associate Vice-President Research (co-chair)
- Tony Eder - Executive Director, Academic Resource Planning (co-chair)
- Dr. Alexandre Brolo - Professor, Department of Chemistry and Director, Centre for Advanced Material and Related Technology
- Dr. Caroline Cameron - Professor, Department of Biochemistry and Microbiology
- Dr. Nikolai Dechev - Acting Chair and Associate Professor, Department of Mechanical Engineering
- Dr. Chris Goto-Jones - Dean, Faculty of Humanities
- Dr. Scott Hofer - Professor, Department of Psychology and Director, Institute on Aging and Lifelong Health
- Dr. Francis Lau - Professor, School of Health Information Science
- Dr. Charlotte Loppie - Professor, School of Public Health and Social Policy
- Dr. Michael Masson** - Associate Dean Research, Faculty of Social Sciences
- Dr. Ryan Rhodes - Professor, School of Exercise Science, Physical and Health Education
- Robin Syme - Director, CanAssist
- Dr. Karen Urbanoski - Assistant Professor, School of Public Health and Social Policy
- Jennifer Vornbrock - Executive Director, Community and Government Relations
- Dr. Bruce Wright - Head, Division of Medical Sciences

**Dr. Kalynchuk was appointed Vice-President Research, effective July 1, 2019*

***Dr. Masson was appointed Acting Associate Vice-President Research, effective August 1, 2019*

The committee was supported by Andrea Knittig, Sally Lin, Ased Said, Lindsay Gagel and Dr. Kaitlyn Roland.

Through bi-weekly meetings and a highly consultative process—which included three town halls; two discussions with deans, associate deans and research centre directors; meetings with department chairs and school directors; a faculty survey; and conversations and site visits with partner institutions—the advisory group developed a set of evidence-based recommendations and strategies for health-related activities at UVic, as described in this concept paper. See [Appendix A](#) for a visual showing the timeline and scope of these consultations.

The consultations revealed an appetite for aspirational goals that can position UVic to achieve prominence in signature areas of research and education while supporting excellence across broad areas of activity. We will achieve this by investing in people, activities and spaces to create the right conditions for success. This includes supporting faculty and trainees doing research, providing more pre- and post-

award grant support, investing in research clusters and novel ideas, planning for new state-of-the-art facilities, and seeking alternative sources of revenue. We can diversify our research income by taking advantage of opportunities from national and international granting agencies, foundations, industry and external partnerships, and being intentional about the way we approach donors for support.

Although UVic has longstanding and widespread expertise in health-related research and programming, existing silos are seen as a barrier to the kind of collaboration required to produce impactful outcomes. UVic has a greater potential for interdisciplinary interactions and partnerships, and disciplines themselves need amplified space to support research and academic excellence. Excellence will emerge when we combine multiple skills and types of expertise to tackle major health challenges. We will explore opportunities to break down historic silos to enhance interdisciplinary and innovative health research.

The consultations also highlighted the importance of recognizing success, and identifying research outcomes that extend beyond traditional metrics—such as publications—to include activities and products that enhance social justice, promote health equity, inform policy-making and improve patient care. Other valued outcomes include new technologies and intellectual property, industry partnerships, trainee success and new connections with external communities.

Finally, we heard that partner institutions are eager to work with us to achieve outcomes that will benefit British Columbia and beyond. There are exciting opportunities ahead for us to collaborate with the other research-intensive universities in BC, and the provincial government is eager to see us do so. The BC Digital Technology Supercluster provides a key opportunity to leverage research funds and advance new ideas in collaboration with industry, as precision health is an important foundational area for investment within the supercluster. Health authorities across the province are keen to increase research capacity and to facilitate clinical and translational research efforts that will improve patient care. Importantly, our partnership opportunities are not limited to health research: we heard from our consultations that our current partnership with the University of British Columbia (UBC) to deliver the Island Medical Program (IMP) could be a model for new health sciences programming in the near future, and there may be ways to integrate some MD students and medical residents into UVic graduate programs. In sum, we heard that we have a lot to offer our partners and we can benefit from nurturing and growing these relationships in ways that support our goals and aspirations.

Methodology

The advisory group recommendations are organized within four pillars:

1. Research
2. Programs
3. Structures
4. Space and infrastructure

The pillars are interwoven together to advance the overall goal of the Health Sciences Initiative while also aligning with UVic's Strategic Framework, Strategic Research Plan, Indigenous Plan, International Plan, Strategic Enrolment Management Plan, and the Global Reputation and Rankings Project. The recommendations contained within each pillar are separated into three timelines: short-term (1-2 years from now); medium-term (3-5 years); and long-term (6-10 years)—recognizing the need for flexibility in our implementation and consultations when necessary.

The research pillar

The research pillar focuses on our high-quality research to consider how we can build a cohesive health identity and enhance the research performance and reputation of the university. Potential outcomes include better support for faculty and researchers, improved grant success, attracting alternative

research revenues and the diversification of funding opportunities, and increased external recognition and appreciation of the high-quality outcomes produced by our researchers.

This pillar also recognizes and values what we heard on diverse outputs, such as publications, new technologies, intellectual property, industry and community partnerships, trainee success, policy changes, enhanced patient care, social justice and health equity.

Under the umbrella theme of “**Advancing lifelong health for all**”—defined as the combination of diverse approaches and tools to optimize individual and community health and wellness across the lifespan—we have identified four signature areas where UVic has the strength, capacity, and aspiration to deliver research outcomes that are internationally relevant and competitive. These are also areas where UVic can build and strengthen external partnerships to meet the health needs of British Columbians and beyond. The four signature areas are shown in the middle ring of our research visual (*Figure 1*) and defined below.

Healthy Aging: To understand the intrinsic capacity of individuals and relevant environmental characteristics that enable health and well-being with advanced age. A key support for this research area is UVic’s Institute on Aging and Lifelong Health (IALH).

Indigenous Health: To partner with Indigenous Peoples to build on their strengths and support well-being. This signature area will be defined in consultation with community elders and other leaders, UVic Indigenous scholars, and external stakeholders such as the First Nations Health Authority (FNHA). UVic’s Centre for Indigenous Research and Community-Led Engagement (CIRCLE) will be a focal point for this area. A new centre on Indigenous Art and Reconciliation is in the planning stage.

Mental Health: To promote psychological, emotional and societal well-being so that individuals can cope with the stresses of life. This area includes research on mental disorders, coping strategies, substance use, marginalized populations, social justice and health equity. UVic’s Canadian Institute for Substance Use Research (CISUR) is an important asset to our engagement in this area.

Translational Medicine: To understand the pathways that shape disease development and implement novel therapeutic strategies for preventing and treating diseases. The Proteomics Centre and the Centre for Advanced Materials and Related Technologies (CAMTEC) provide key platforms for research in this area. Strategic reorganization of UVic’s Centre for Biomedical Research (CBR) will further support this research.

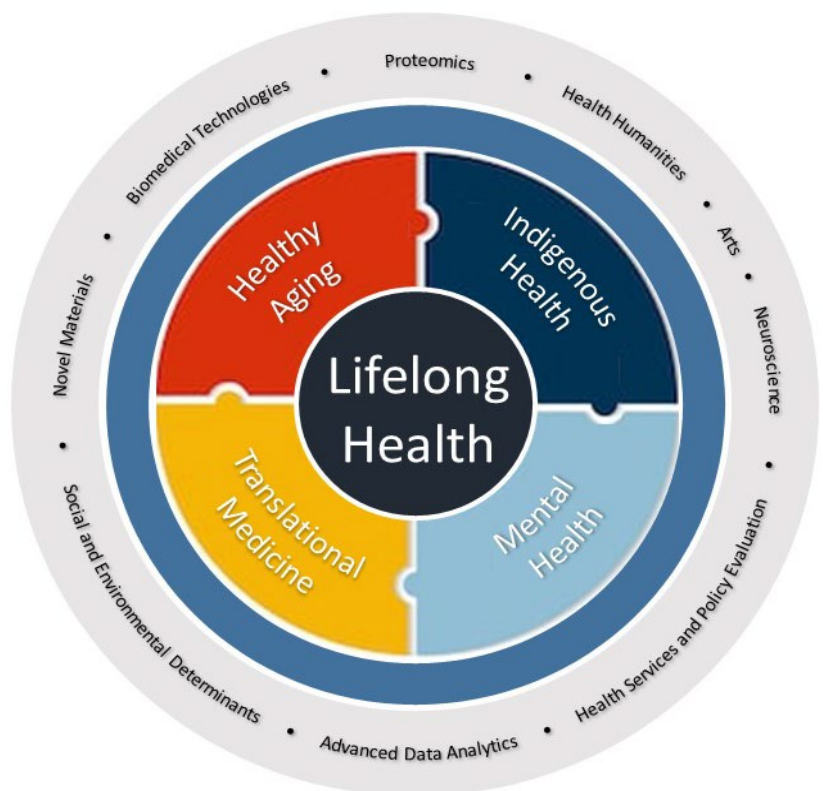


Figure 1: The four signature areas of the research pillar with the approaches and tools that support each area.

Percentage of UVic Researchers in HSI Signature Areas

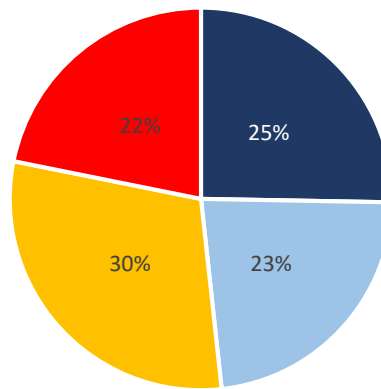


Figure 2: Faculty research interests in HSI signature areas, determined through individual interviews (n=145) with UVic's Health Research Officer between April and Sept. 2019.

■ Indigenous Health ■ Mental Health ■ Translational Medicine ■ Healthy Aging

UVic faculty are spread across each of the four signature research areas, as shown in *Figure 2* above. Importantly, our faculty bring a breadth of expertise to each of these signature areas, and future hires could further bolster this scope. Because of this range, the advisory group recognized that high-quality research undertaken within each signature area could take many different approaches. It is the richness of understanding enabled by the combination of these approaches that will propel UVic health research to international prominence. Therefore, our research visual includes an outer ring, which depicts the wide variety of tools and approaches available at UVic to support each of the signature areas. The tools and approaches are defined in the following ways:

- **Advanced data analytics:** examination of data or content using sophisticated techniques and tools to discover deeper insights, make predictions or generate recommendations.
- **Arts:** the interaction between creative or fine arts (including visual arts, music and performing arts) and human health and well-being.
- **Biomedical technologies:** application of technology and engineering to biological systems and medicine, with a focus on problems related to human health and disease.
- **Health humanities:** application of humanities disciplines to advance discourse about dimensions of human health and well-being.
- **Health systems and policy evaluation:** comprehensive study of health systems, health policies, development and implementation processes that shape quality, efficiency and health equity.
- **Neuroscience:** interdisciplinary study of the brain and nervous system and ways in which components of the nervous system affect behavior.
- **Novel materials:** discovery of new physical matter, substances or devices to improve human health and well-being.
- **Proteomics:** large-scale study of proteins, their functions and their role in disease and wellness.
- **Social and environmental determinants:** range of personal, social, political, economic, cultural and environmental factors that shape broad patterns of health and well-being.

The program pillar

The program pillar aims to strengthen and support existing health programs while also identifying new interdisciplinary and collaboration opportunities. This will help UVic attract, recruit and create pathways to success for talented students. As shown in *Figure 3*, drivers for this pillar include:

- Social responsibility
- Program demand at UVic
- Presence of other interdisciplinary programs in BC
- Labour market demand
- Ministry of Health workforce planning
- Ministry of Advanced Education, Skills and Training interest

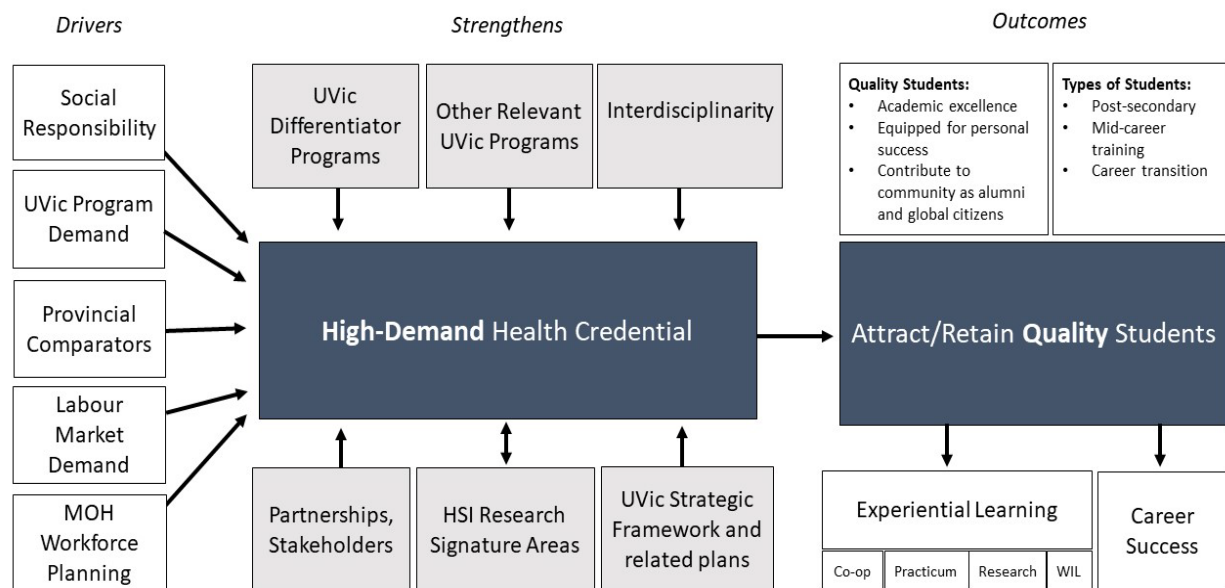


Figure 3: The drivers, strengths and outcomes of the program pillar.

We heard during our consultations that we should emphasize what makes UVic different from other institutions and build on those strengths. Strong health programs currently exist in the Faculties of Science, Social Sciences, Human and Social Development and the Division of Medical Sciences. Differentiating programs within those faculties include biomedical engineering (BEng), chemistry for medical science (BSc), health information science (BSc, MSc, PhD), medical physics (MSc, PhD) and social dimensions of health (MA, MSc, PhD). A list of UVic's health-related programs is provided in [Appendix B](#).

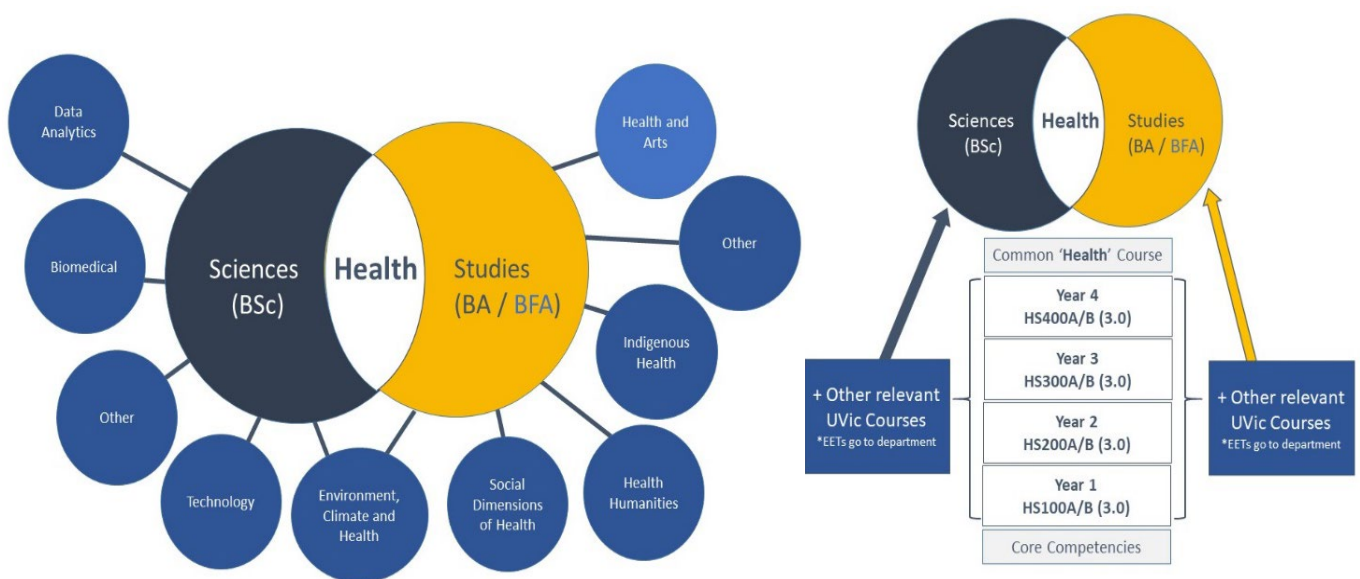
UVic's additional strengths include Indigenous-focused programs and streams as well as experiential learning opportunities such as co-op, practica, work-integrated learning (WIL) and honours research. Our undergraduate and graduate programs already provide pathways to post-graduate studies, medical education, professional education and post-graduate employment in the health fields—and we see potential for even more.

Expansions are currently underway in health information science, nurse practitioner and advanced nurse leadership, biomedical engineering, and direct-entry kinesiology. Opportunities may exist to provide graduate-level occupational therapy and physical therapy programs either in collaboration with UBC or independently. Building on our disciplinary strengths, we see benefits to creating interdisciplinary, health-related bachelor's degrees with streams of study in areas of strength and demand. Several Canadian universities have created such interdisciplinary programs in recent years, which have attracted

excellent students who want to tackle hard questions, interact with students from diverse backgrounds, think across boundaries, and begin careers that may not be clearly defined (i.e. entrepreneurship, combining health and art, thought leadership and health inequities). Undoubtedly there will be students who enter these programs as a pathway to health professions, but we can also provide an option to students who pursue an interdisciplinary health education to expand their career possibilities in other areas.

Enrolment in interdisciplinary health programs across the country is strong. Health sciences (HSc) programs at Simon Fraser University (SFU) are exceeding current enrolment targets and could accommodate more students if their budget model allowed. At McMaster University, where the HSc program offers a traditional pathway to a professional degree, hundreds of students apply each year for a handful of spaces and the average entering grade exceeds 95%. A similar program at Dalhousie is a strong magnet for out-of-province and international students. UBC does not currently offer interdisciplinary HSc programming. At UVic, we see an opportunity for a relatively small interdisciplinary health program that capitalizes on current strengths. For example, a Health Sciences BSc could include separate streams in data analytics; biomedical technology; and environment, climate and health. A BA/BFA could include environment, climate and health; social dimensions of health; health humanities; Indigenous health; and health and arts. The Office of Global Engagement provided information to suggest that health sciences programming at UVic would be attractive to international and indigenous students. UVic has drawn significant interest worldwide through the creation of our Indigenous law JD/JID program and, on a smaller scale, new high-quality interdisciplinary programming related to health could enhance our profile and attract attention.

Building on our disciplinary and interdisciplinary strengths and convening working groups across units, we can start small with current capacity and gauge interest over time towards establishing a BSc/BA/BFA program specific to health. New working groups could assess how the proposed programs would fit within the post-secondary landscape, taking into account our existing programs and unique characteristics, potential student outcomes, career trajectories and market outlook, environmental scan context, and laddering opportunities. *Figures 4 and 5* below depict how new health programming could be organized at UVic, with a common health course each year serving as the connection between BSc-



Figures 4 and 5: One option for a new interdisciplinary health program. Other possible streams include health psychology, mental health, comparative health, aging, food/water security, substance use, lifespan, and global health.

and BA/BFA-specific streams. The University of Saskatchewan recently used the concept of a single, unifying core health course in each year of study (*Figure 5*) to organize new program options in Health Studies and have reported excellent success with this approach. Student satisfaction has been high, as this provides a way to ensure a common understanding of the complexities of “health” among the students while providing the opportunity for specialization in particular streams of interest. The advisory group noted considerable interest in such an approach at UVic, while recognizing the need to avoid duplication with existing programs.

The structures pillar

Structures refer to organizational frameworks within which academic activities occur. At UVic, we typically think of our structures in terms of departments, faculties and research centres.

Structures are important because they are catalysts for organizing activities, and they signal to external stakeholders areas where we have capacity and strength. For example, UVic’s Canadian Institute for Substance Use Research (CISUR) signals to people inside and outside of UVic that we have research capacity and activity in substance use research. It also signals that we value this area. Similarly, our School of Health Information Science signals that we are contributing to the social, environmental and economic needs of the province by graduating students with expertise in this area. Our structures help define our identity, because potential students, faculty recruits and external partners make assumptions about our health enterprise based on the structures we maintain. It is therefore important that we think carefully about our structures, so that we derive maximum benefit from them and use them to enhance our position.

One way to approach this issue is to consider how best to capitalize on our existing structures. We can raise UVic’s health profile by enhancing collaboration between clusters of activity, research centres and academic programs—collaborations that are founded on new and strengthened relationships between faculty members, academic units and research centres.

Clusters

Research clusters refer to informal groups of researchers with complementary expertise who work together to achieve a better and richer understanding of a common set of research questions than they could attain working individually. Clusters can be formed even with limited resources and are adaptable over time, enabling faculty to work together to make quick progress on a specific topic of interest. Clusters could evolve from teams assembled to work across disciplines and/or apply for research grants, or teams that pursue specific questions within the broader mandates of existing research centres. Emerging clusters could also act as building blocks for future centres.

Opportunities for clusters have been identified in a number of different areas: aging, proteomics (and ‘omics more broadly), neuroscience, materials science and global health. We have recently allocated four Canada Research Chair (CRC) positions to the general research area of aging, to create a new cluster of activity, galvanize the Institute on Aging and Lifelong Health, and create stronger academic links

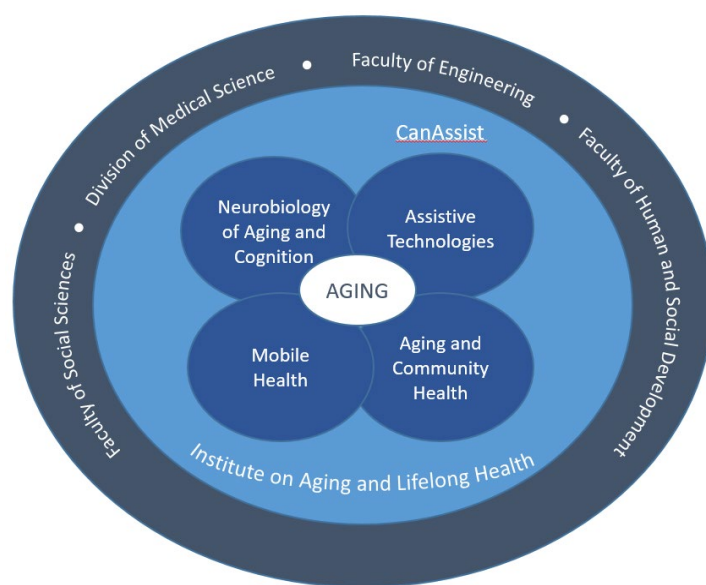


Figure 6: Identified opportunities for health research clusters. Research on aging also happens in the Faculties of Education, Fine Arts, Humanities, and Science.

between CanAssist and UVic. This cluster is shown in the center of *Figure 6* above. These recruitments are ongoing, but early indications are quite promising, with two of the four CRCs filled with faculty from other Canadian universities who already hold significant health-related funding. These CRCs will provide a framework for people to come together around the healthy aging signature research area, which spans many faculties at UVic.

We have also invested in translational proteomics research through chairs and other avenues. We have an existing strong group of faculty in this area who make use of infrastructure at the UVic-Genome Canada supported Pan Canadian Proteomics Centre and who link productively with researchers at the BC Cancer Agency. We recently recruited a new Leading Edge Endowment Fund Chair in this area and a Tier II CRC search is ongoing.

We can work toward similar outcomes for other potential clusters.

Research centres

Our faculty survey revealed widespread support for research centres and identified our centres as drivers of interdisciplinarity on campus. The advisory group agreed that research centres are very important at UVic and that it is important to increase faculty engagement and support for centres so they can flourish. Strong research centres will help us raise our external profile and build our health-research reputation at UVic.

UVic's Centre for Biomedical Research (CBR) was recently reviewed by an external panel, which recommended significant changes to enable the centre to contribute to the Health Sciences Initiative in a meaningful way. Discussions are underway. One possibility is that the CBR could re-invent itself as a "Centre for Translational Research," which would provide direct support to the translational medicine signature area of research. UBC has signaled interest in a partnership in this kind of centre.

We see several opportunities for our existing structures to benefit from enhanced and new relationships with external partners:

- Island Health: Clinical Research Institute Partnership (housed in our Division of Medical Sciences—resourcing, funding, structure and governance to be determined)
- BC Cancer Agency
- UBC: proteomics, healthy aging, translational medicine
- SFU: stem cell research
- Health authorities in British Columbia (including the First Nations Health Authority and Provincial Health Services Authority)
- Within UVic (e.g. data commons, civic hub, digital supercluster)

Many UVic faculty would like to better engage with our research centres. This would also help our centres raise their external profiles and encourage interdisciplinary research. Our centres should bring together people to discuss new ideas, form collaborations and receive support to advance those collaborations.

During our consultations, we learned that it can be difficult for faculty to engage with centres because there is a concern that this will take them away from their academic units and diminish research capacity within those units. Some faculty also believe that they will not benefit from engaging in a centre so they prioritize their time elsewhere. Some of these issues reflect cultural challenges and some reflect financial challenges. We recognize the need to address these challenges and will engage deans and other leaders on campus to determine how best to overcome them.

Academic units

We see an opportunity to create a new structure to signal our educational strengths in health and to provide a higher external profile for health research. We can start a dialogue on effective interdisciplinary programming to determine where to situate health programs to best attract a diverse community of talented students and build on our external reputation. This includes exploring opportunities to align existing programs where appropriate, and determining whether our current structures are effective in delivering high-quality academic programming as outlined in our institutional plans. Many potential students believe that UVic lacks health-related programs because our current programs are not located in units that are typically associated with “health” programs. This means that we may be losing high-quality students to other institutions. It also means that many of our students require significant help identifying the health programs they are most interested in.

The advisory group discussed several options for a new academic architecture at UVic to support our health programs. The advisory group concluded that this was an important conversation to carry forward once planning for new interdisciplinary programming has evolved.

The space and infrastructure pillar

To be nationally competitive as a health sciences institution, we heard that we need state-of-the-art spaces tailored to our research and educational strengths. The Health Sciences Initiative will look to create opportunities for collaboration, promote the sharing of resources, and establish platforms for research while aligning activities across faculties and units.

We are already widely recognized for our proteomics facility and Centre for Advanced Materials and Related Technology (CAMTEC), where there is a strong approach to platforms and industry collaboration. We have the potential to be a leader in data science, provided we support research platforms like metadata repositories, data commons and biobanks. We also hope to further develop infrastructure partnerships with groups such as Population Data BC and the Health Data Coalition.

While remaining about the same size, UVic continues to develop and evolve high-quality academic and research programs that align with our strengths and directions and that are responsive to student interest, emerging priorities and social need. Some ways that we can support our students and researchers in these key areas of growth include updating more laboratory spaces to level-two biosafety, creating community and clinical research space, and increasing graduate student workspaces. Additional shared spaces for research centres and labs could promote interdisciplinary collaboration and foster opportunities for spontaneous collaboration. More classroom and faculty office spaces would likely be needed to support new pedagogical approaches and grow opportunities within physical and occupational therapy, health information science and kinesiology.

Depending on growth, we recommend consultations to explore the types of space required for research and programs, rather than for whom or for what program. By focusing on flexible, modular spaces, we can bring together researchers and graduate students from across disciplines who share similar approaches to research—allowing our experts and learners to work together toward solutions to some of today’s greatest health challenges.

The advisory group heard that purpose-built space for our research centres would help foster interdisciplinary research. We heard that our centres currently provide the best opportunities on campus for cross-discipline research, but most of our centres require more and/or different types of spaces. Often, building new health-related research space is more cost effective than retrofitting existing space, and we heard advocacy for modern, state-of-the-art space to successfully recruit outstanding new faculty members who have trained at top universities around the world.

Any major infrastructure project would require campus-wide and community consultations, internal assessments and resource requirements. We would also need to consider animal care, biosafety and equipment requirements. All projects would need to conform to the latest version of our Campus Plan and our vision for the future physical space of campus and be included in our Capital Plan with the Ministry of AEST.

An important consideration for such a proposed capital project would be to build a fundraising case in support of a donor campaign. The case would describe how donors could help support UVic to achieve the purposes of the Health Sciences Initiative and provide the case for new space, and it would inspire the external community with stories about our achievements and our potential to deliver even more in the future. Other universities in Canada have recently transformed their health missions with new buildings and spaces and we have the potential to do the same at UVic.

Recommendations and strategies

The advisory group proposes the following recommendations and strategies to realize the potential of the Health Sciences Initiative, listed by pillar and timeline. The implementation of these recommendations will require flexibility as many medium- and long-term ideas may need to roll out over an extended period, as appropriate, and may be resource dependent if they are of significant impact.

Pillar	Timeframe	Strategies
All	Ongoing	<ul style="list-style-type: none"> Consider hiring a Special Advisor, Health, to lead the next steps in the HSI; this would start as a term position and have a joint reporting relationship to the VPR and VPAC Create small advisory groups for individual pillar-specific activities (e.g. implementation committee, research group, program curriculum group) Highlight our health research and programs on UVic websites where appropriate (e.g. Research, undergraduate and graduate program pages, etc.), bolstering our online profile both internally and externally
Research	Short term (1-2 years)	<ul style="list-style-type: none"> Create an internal peer-review process for health-related grant applications Hire a grants officer to specialize in pre-award support for health-related applications Ensure UVic is well represented on national grant review committees Lobby CIHR to invest more funding in medium-sized universities Provide internal seed money for highly-rated grants that are not funded to encourage more applications, for bridge funding, and for new interdisciplinary research activities or clusters Review human and animal ethics processes to streamline approvals while ensuring compliance with regulatory requirements Organize a university-wide Health Expo to showcase activity, stimulate collaboration and information sharing, and celebrate success

		<ul style="list-style-type: none"> Engage Indigenous faculty, students and community to develop the Indigenous Health signature area Pursue meaningful partnerships with external stakeholders Position UVic to lead provincial initiatives in key areas of strength Enhance translational proteomics partnership with UBC Create targeted communications to enhance awareness of UVic's health research, including online tactics (e.g. social media) and press releases
	Medium term (3-5 years)	<ul style="list-style-type: none"> In collaboration, VPAC and VPR to consider strategic recruitments of new faculty into signature areas Identify new ways to create research chairs (e.g. through partnerships, donors) Increase start-up packages to be more competitive and give new faculty more opportunities to establish their research programs Facilitate knowledge mobilization through meaningful partnerships Review metrics on how we evaluate and reward success at UVic and build a culture valuing all forms of research outputs and outcomes
	Long term (5-10 years)	<ul style="list-style-type: none"> Leverage partnerships to facilitate knowledge transfer with the community Ensure alignment of strengths in health research and health programs
Programs	Short term (1-2 years)	<ul style="list-style-type: none"> Work with existing academic programs to further promote our health strengths as an institution Develop and implement communication plans for health programs, including online tactics (e.g. targeted social media advertising) Consider alignments with research pillar Implement planned expansions (e.g. health information science, biomedical engineering, kinesiology, nurse practitioner) Form BSc/BA health programming planning group Appoint leadership (to develop space, budget, curriculum, etc.) for new BSc/BA health program Hire a program advisor to support and guide students through existing health programs Continue incremental increases in budget for graduate student funding Develop a plan to enhance graduate student funding from multiple sources (e.g. UVic, BC Graduate Scholarships, donors, etc.) Develop community partnerships through co-op (e.g. FNHA, VIHA, PHSA, BC Cancer Agency, etc.) Work with government on physical and occupational therapy opportunities at UVic, both academic and clinical

		<ul style="list-style-type: none"> • Work with Ministries on supporting health human resourcing needs through program expansions (e.g. nurse practitioner) • Explore UVic graduate program opportunities for nursing and IMP MD students
	Medium term (3-5 years)	<ul style="list-style-type: none"> • Develop BSc/BA program proposal(s) and seek appropriate consultation and approvals through Senate Committee on Planning, Senate, Board of Governors, and Province of BC • Launch BSc/BA health programs • Hire two to four faculty members associated with BSc/BA health program, depending on growth • Develop more community partnerships through co-op • Launch new graduate programs aligned with research pillar • Seek donor funds for graduate student fellowships in health sciences
	Long term (5-10 years)	<ul style="list-style-type: none"> • Scale BSc/BA and graduate health programs
Structures	Short term (1-2 years)	<ul style="list-style-type: none"> • Complete strategic re-organization of the Centre for Biomedical Research • Continue conversation with UBC about a Translational Medicine Centre that would build bridges with UBC Medicine and Island Health in proteomics and other areas of strength • Identify ways to encourage faculty to engage with research centres and ensure research centres are financially sustainable (e.g. advancing interdisciplinarity)
	Medium term (3-5 years)	<ul style="list-style-type: none"> • Develop a Translational Medicine Research Centre or Clinical Innovation Hub to bolster research links with Island Health • Create and/or support more research clusters • Consider options for a new faculty structure to house interdisciplinary health programs and research
Space and Infrastructure	Short term (1-2 years)	<ul style="list-style-type: none"> • Start a conversation on creating new shared platforms and spaces for research • Support existing research platforms through central funding • Begin conversation on the types of new shared spaces required in the future
	Medium term (3-5 years)	<ul style="list-style-type: none"> • Build and invest in new shared infrastructure platforms • Start a fundraising campaign for capital and research support
	Long term (5-10 years)	<ul style="list-style-type: none"> • Implement a capital plan to increase research and meeting spaces • Initiate a range of capital projects to transform health research and programming. Explore government and private funding opportunities. For example: <ul style="list-style-type: none"> ○ Expansion/extension of the Medical Sciences Building for more lab space for biomedical engineering, to bring proteomics infrastructure onto campus from the

		<p>Vancouver Island Tech Park, to expand 'omics lab space, to enhance public health research</p> <ul style="list-style-type: none"> ○ Purpose-built spaces for research centres ○ Space for new physical and occupational therapy programming and clinic to combine student training with community outreach ○ Shared space within a new interdisciplinary research building
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Measures of Success

How will we know that the Health Sciences Initiative is successful? Our primary measures will be based on the following:

- Recruitment and retention of talented faculty and students
- Academic/industry positions secured by post-doctoral trainees
- Student success and employability after graduation
- Improved university rankings and reputation
- New research collaborations and partnerships
- Increased funding, grants and fellowships
- Expanded space for interdisciplinary research and learning

If successful, we will recruit and retain outstanding faculty as well as undergraduate, graduate and post-doctoral trainees interested in health research and programs. Students could enter from high school or be mid-career professionals looking to enhance their training or transition careers. Having modern facilities and labs will be crucial for attracting more first-choice faculty and the very best students.

Student success can be measured by academic excellence, satisfaction rates, post-graduation employment rates, and contributions to the community as alumni and global citizens. During their time at UVic, we want to ensure that every student has the opportunity to engage in research and experiential learning, which includes everything from community practicums to international co-op placements.

Our success should have a measurable impact in our national and international rankings and reputation. Executing a strategic communications plan will help establish us as a leader in health research and as the university of choice for faculty and students.

We will be successful if external communities begin to recognize our areas of strength and value our outcomes. Our four signature areas of research should be known outside UVic and we should increasingly be consulted by government, foundations, think tanks and funding agencies looking for evidence and input within these areas. UVic should be known as a place where health research and programs not only exist, but excel.

Community-engaged research is increasingly viewed as the keystone to translational medicine and improving the health of Canadians. The Health Sciences Initiative will create a shift toward valuing the collective—building relationships with various communities and patient partners, building collaborative and interdisciplinary activities and research teams on campus, advocating for services and policy, and implementing changes in practice. This will also build support for a range of research outputs, from publications to artistic contributions.

And finally, we have a specific goal to increase CIHR funding from <1% of the national total (\$6M currently) to about 3% (\$30M). We also want to identify and take advantage of other funding

opportunities for health-related research (e.g. National Institutes of Health, Michael Smith Foundation for Health Research, Foundations, industry, external partnerships, donors, etc.).

Conclusion

We must carefully consider how we can use and build upon our health-related research and program strengths across the university and with our strategic partners in order to achieve maximum impact. We see this concept paper as the *beginning* of a transformative journey for health research and programming at UVic, which is one reason why this document is heavy on the “why” and the “what” but a bit light on the “how.” The “how” will require ongoing conversations and a collective effort. We will create opportunities for members of the UVic community to discuss and inform the next steps, including the setting of priorities, pace of work and sequencing of activity. And, we will rely on the community to work with us to advance next steps. To that end, we invite you to consider how you can help ensure the success of this initiative.

UVic is poised to become a national leader in health research and programming—advancing our goal of being the Canadian research university that best integrates outstanding scholarship, engaged learning and real-life involvement to contribute to a healthier and more equitable future for everyone. This is what we mean by “**advancing lifelong health for all.**”

Contact

We welcome feedback on the HSI. Please email your thoughts to hsi2018@uvic.ca. The initiative is a joint activity of the Offices of the Vice-President Academic and Provost and the Vice-President Research.

Appendix A: Timeline

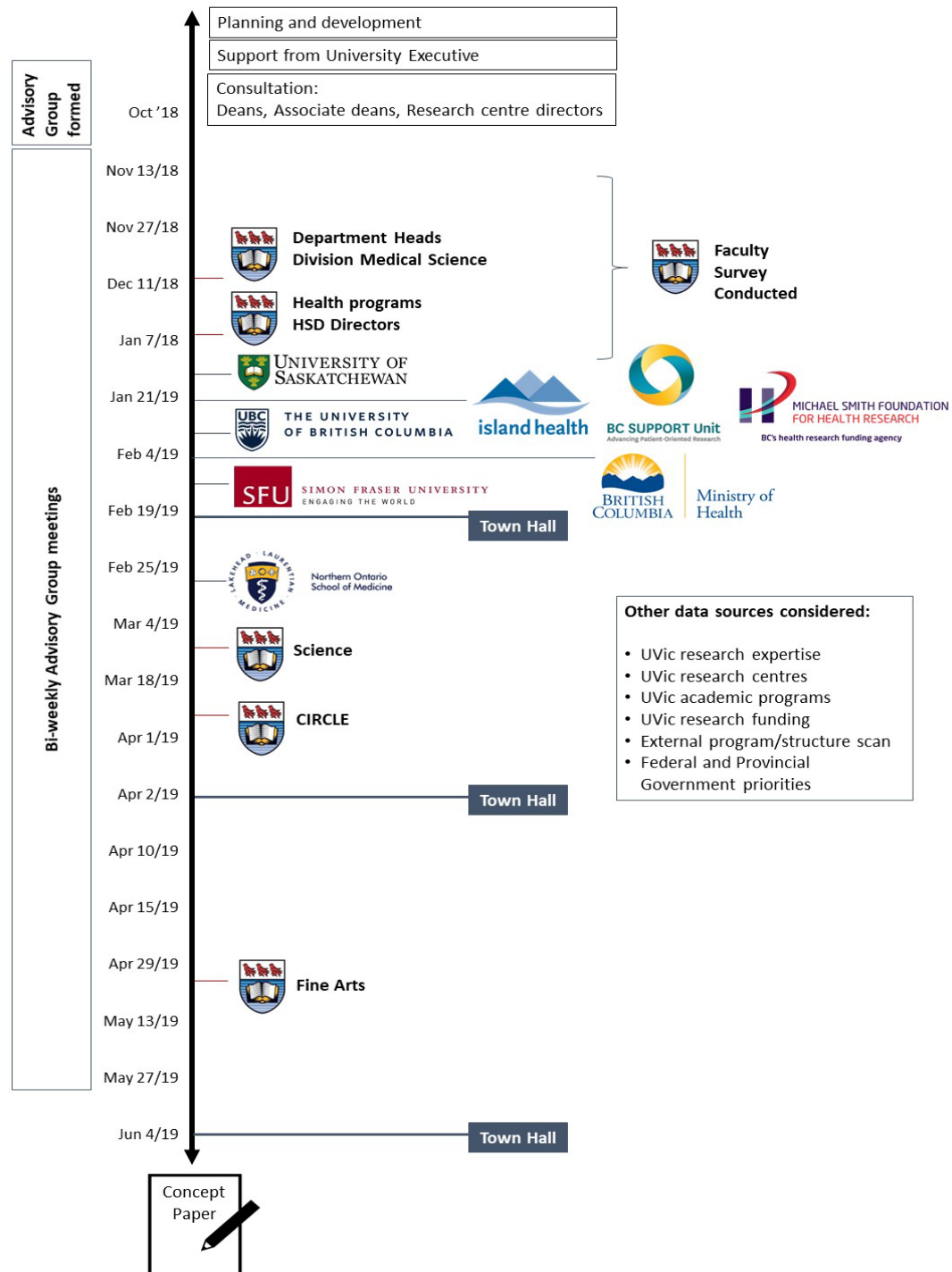


Figure 7: The project timeline and consultations thus far, leading up to the delivery of this concept paper.

Appendix B: Health programs at UVic

Students at UVic already enrol in a range of high-quality undergraduate and graduate health programs in the Faculties of Science, Social Sciences, Education, and Human and Social Development and the Division of Medical Sciences, including:

- Biochemistry and Microbiology
- Biology
- Biomedical Engineering
- Chemistry
- Chemistry for Medical Science
- Child and Youth Care
- Exercise Science
- Health Information Science
- Kinesiology
- Medical Physics
- Microbiology
- Neuroscience
- Nursing
- Physics
- Psychology
- Public Health
- Social Dimensions of Health
- Social Work