



University  
of Victoria

## Board and Board Committee Meetings Monday September 24, 2019 and Tuesday September 25, 2019

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Open Session

Tuesday September 24, 2019

2:00 – 3:00 p.m.

University Centre, Senate and Board Chambers

### AGENDA

**1. Approval of Agenda**

**MOTION:**

*THAT the agenda of the open session of the regular meeting of September 24, 2019 be approved.*

**2. Approval of Summary Record of the Meeting held June 24, 2019 (attached)**

**MOTION:**

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

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

**4. Chair's Remarks**

**5. Correspondence**

**a. University of Victoria Students' Society (UVSS)/Divest UVic (attached)**

**6. President's Report**

**7. External Relations Update**

BOG-Sept24/19-26

### CONSENT

**8. Audit Committee (Ms. Cathy McIntyre)**

**a. PSAS Budget Approval and Government Reporting Entity  
Quarterly Reports – Period Ending June 30, 2019**

BOG-Sept24/19-20

**MOTION:**

*THAT the Board of Governors approve the budget prepared for inclusion in the reporting on the 2019/20 University of Victoria Consolidated financial statements in accordance with the Public Sector Accounting Standards, as per Schedule A.*

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

**a. Short Term Investment Report – to June 30, 2019**

BOG-Sept24/19-08

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

**a. Status Report on Capital Projects**

BOG-Sept24/19-10a

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

**REGULAR**

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

**a. 2019/20 Budget Expenditure Allocation Report**

BOG-Sept24/19-06

**b. Reclassification of International Tuition Fees for Indigenous Students from the United States**

BOG-Sept24/19-30

**MOTION:**

*THAT the Board of Governors approve the proposed additions to the “Regulations for Tuition Fees for Graduate Programs” and “Undergraduate Tuition and Other Fees” sections and that these revisions be published in the January 2020 editions of both the Graduate and Undergraduate Academic Calendars.*

**c. Responsible Investment Update**

BOG-Sept24/19-24a

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

**a. Strategic Framework Implementation Report**

BOG-Sept24/19-32

**b. Annual Academic Staffing, Recruitment and Vacancies Report**

BOG-Sept24/19-04

**c. Equity and Human Rights Annual Report**

BOG-Sept24/19-29

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

**a. Procedures of the Board 2019/20**

BOG-Sept24/19-03

*THAT the Board of Governors approve the Board Procedures, as attached, for the year 2019/20 and the Statement of Responsibilities of the Board of Governors and its Members.*

**14. Other Business**

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

**Adjournment**



**Board and Board Committee Meetings**  
**Monday June 24, 2019**

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University  
of Victoria

Open Session

Monday June 24, 2019 3:30 p.m.

Senate and Board Chambers, University Centre

**DRAFT SUMMARY RECORD**

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

**By Invitation:** Ms. Carmen Charette, Dr. Valerie Kuehne, Ms. Gayle Gorrill, Ms. Ada Saab

**Regrets:** Mr. Pierre-Paul Angelblazer

**1. Approval of Agenda**

**MOTION:** (D. Corbett/D. Zussman)

*THAT the agenda of the open session of the regular meeting of June 24, 2019 be approved.*

**CARRIED**

**2. Approval of Summary Record of the Meeting held May 28, 2019**

**MOTION:** (C. McIntyre/D. Zussman)

*THAT the summary record of the open session of the regular meeting held May 28, 2019 be approved.*

**CARRIED**

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

There was none.

**4. Chair's Remarks**

There were no Chair's remarks.

**5. Correspondence**

There was no correspondence.

**6. President's Report**

President Cassels thanked the Board members for their service, support and advice over the past year. He acknowledged Ida Chong, Pierre-Paul Angelblazer, Andrea Mellor, and Kasari Govender, whose terms on the Board of Governors were ending.

Prof. Cassels also recognized the hard work of Chancellor Shelagh Rogers, who presided over the last Convocation consisting of 10 ceremonies with 3700 graduating students and 6 honorary degrees.

He welcomed the incoming Vice-President Research, Dr. Lisa Kalynchuk, a two time CRC holder who came to the university two years ago from the University of Saskatchewan as the Associate Vice-President Research.

Prof. Cassels reported on two announcements made recently on campus, the announcement of a Canada Research Chairs pilot program, “Dimensions: Equity, Diversity and Inclusion” and that UVic was selected by the province to be the lead institution for distributing over \$9 million in Work Integrated Learning pilot projects in BC to give students meaningful workplace-based learning opportunities.

Finally, Prof. Cassels congratulated Dr. John Borrows for winning the Molson Prize for Research in Social Science and Humanities for his leadership in Indigenous Law and Indigenous legal research.

## **7. External Relations Update**

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

## **CONSENT**

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

#### **a. Collection and Remission of Student Fees for the Graduate Students’ Society (GSS) – Health and Dental Referendum Results**

BOG-Jun24/19-06

##### **MOTION:** (D. Corbett/D. Zussman)

*THAT the Board of Governors collect and remit health and dental fees for the GSS in 2019/20 as outlined in the letter of June 10, 2019 from the Executive Director of the GSS to Gayle Gorrill, Vice-President Finance and Operations.*

**CARRIED**

#### **b. University of Victoria Staff Pension Plan 2018 report to Members and Financial Statements**

BOG-Jun24/19-01

#### **c. University of Victoria Staff Pension Plan Strategic Plan, Triennial Plan Assessment, and Compliance Report**

BOG-Jun24/19-02

#### **d. University of Victoria Staff Pension Plan Investment**

BOG-Jun24/19-03

**Performance Report for the Period Ending March 31, 2019**

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

- a. Annual Report for Research Centres** BOG-Jun24/19-13
- b. Status Report on Capital Projects** BOG-Jun24/19-07a
- c. Due Diligence Reports 2018** BOG-Jun24/19-08

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

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

**CARRIED**

**REGULAR**

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

- a. 2018/19 Year End Management Statements and Budget Review** BOG-Jun24/19-04

Dr. Zussman introduced the year-end statements and budget review. . He commented on the committee's productive conversation regarding the structural deficit and costs of insurance claims going forward.

Gayle Gorrill, Vice-President Finance and Operations provided a presentation. She provided an overview of fund statements and schedules, and reviewed the overall financial results. Ms. Gorrill reported on the general operating fund results, and endowment principal funds. She discussed the general operating budget and budget variance highlights. Ms. Gorrill also summarized central and departmental budget highlights.

- b. Statement of Financial Information for the year ended March 31, 2019** BOG-Jun24/19-05

Dr. Zussman introduced the item.

**MOTION:** (D. Zussman/ M. Callahan)

*THAT the Board of Governors approve the Statement of Financial Information for the year ended March 31, 2019 and that the Chair of the Board of Governors and the Vice-President Finance and Operations be authorized to sign on the Board's behalf.*

**CARRIED**

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

**a. 2019/20 Five Year Capital Plan**

BOG-Jun24/19-09

Ms. Corbett introduced the capital plan and noted that it is submitted to the Ministry on an annual basis.

**MOTION:** (D. Corbett/M. Alexander)

*THAT the Board of Governors approve the 2019/20 Five Year Capital Plan and submit capital priorities to the Ministry on the basis of the Capital Plan.*

**CARRIED**

**b. 2018/2019 University of Victoria Institutional Accountability Plan and Report**

BOG-Jun24/19-12

Ms. Corbett introduced the accountability plan and report to the Ministry showing an alignment between the University of Victoria's high achievements and the Ministry's service plan and mandate letter.

**MOTION:** (D. Corbett/C. McIntyre)

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

*And*

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

**CARRIED**

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

**a. Board Governance Checklist**

Ms. Van Ruyven reported on the editorial changes made to the checklist in response to recent University Act amendments.

**MOTION:** (C. McIntyre/D. Zussman)

*THAT the Board of Governors approve the posting of the updated Board governance checklist, as circulated, on the university's website for 2019/2020 as part of UVic's accountability framework.*

**CARRIED**

**13. Other Business**

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

There being no other business, the meeting adjourned at 3:56 p.m.







**Divest UVic Submission to the September  
24, 2019 Board of Governors Meeting**



I would like to begin by sincerely thanking you for considering the decision you are making today. Members of Divest UVic have spent their summer in meetings with Mr. Coward and his team, being consulted on the policy that is in your hands today. You have been given several options for moving forward with a new sustainable investment strategy, and I strongly urge you to choose the one which ends the hypocrisy of UVic's public priorities and its investments. Negative screening is the only option that Divest UVic endorses and supports, as it is the only ethical investment strategy. Any other option, from Impact Investing to Active Ownership and Proxy Voting, will simply continue the unsustainable, ineffective, unprofitable path that UVic is currently on.

UVic students, faculty and staff are calling on you to do the right thing, to be accountable and to be reasonable. I encourage you to view this as an opportunity to truly change not only the relationship between students and administrators, but to further UVic's reputation and the profitability of their investments. If UVic was to rationally adopt a negative screening approach to their Short Term Investments and Bonds, they would be joining the growing community of thousands of institutional investors that are deciding fossil fuels are becoming an infeasible investment. UVic is a leader in many sectors, often one step ahead of Universities across Canada, and across the world. Adopting an investment strategy that excludes fossil fuels from their portfolio would only further this. UVic has the opportunity to demonstrate to students, faculty, staff, alumni and future donors, that they have the foresight to shift their investments away from a dying industry as the industry's profitability continues to plummet. UVic has the chance to show to students that they are taking action and committing to sustainable investing practices that are long overdue.

We are excited about the result of our collaboration with the UVic Executive thus far, and strongly believe that a successful vote to integrate negative with screening will allow for further collaboration between students and the Board of Governors. Many of us chose to come to UVic because its branding had depicted an institution that prioritizes sustainability and reconciliation with Indigenous peoples, negative screening is a great opportunity to commit to this public image demonstrate to students that they made the right choice when choosing UVic.





University  
of Victoria

**SUBMISSION TO THE UVIC BOARD OF GOVERNORS**

**FOR INFORMATION**

September 9, 2019

**To:** Board of Governors

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

**cc:** President and Vice-Chancellor

**Meeting Date:** September 24, 2019

**Subject:** External Relations Update

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

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

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

**COMMUNICATING THE UVIC MISSION AND STORY**

***Supporting Communications for University Initiatives***

**Website & interactive**

- Throughout 2019 the Internet Strategies team has been conducting campus-wide consultations, focused audience research, and high school workshops to determine and plan for a new *UVic.ca* central website. This summer we have been developing and testing prototypes of the proposed site with several student segments (prospective, current, undergraduate and graduate) as well as many faculty and staff groups. Design research,

especially with mobile access in mind, was conducted with an external design agency, and content is being rewritten with Edge messaging, accessibility and search engine optimization (SEO) in mind. Advances in content management are also being incorporated in partnership with University Systems.

- The project team receives regular guidance and input from a leadership team with cross-campus representation, and the *UVic.ca* central website rebuild continues on schedule for launch in early 2020.

### **Social media**

- In recognition of the growing importance of social media, we are adding a second social media position to the UC+M team. This will permit continued content development and coordination support, while providing for a more strategic approach and allowing for additional measurement of the impact of our social media through regular analytics.

### **Ambassador Toolkit**

- An introductory video suitable for use by university leaders and representatives in meetings and presentations is in the final stages of development. The official release date will be in October for the President's trip to Australia. It is part of the Ambassador Toolkit being developed this fall.

### ***Providing Internal Supports***

#### **DU-IT 2.0**

- We are proceeding with the new, more strategic, priority-driven and customized approach for "DU-IT 2.0" to working with academic, administrative and research units across campus. DU-IT 2.0 will assist units to engage with the UVic Edge strategically and as a "platform," rather than focusing on the delivery of a designated set of centrally produced materials as in DU-IT 1.0, in order to equip them with a Strategic Communications Playbook and the means to communicate effectively with their key audiences on specific goals.

### **Student Recruitment**

- The 2019-20 suite of recruitment materials is complete and student recruiters are now training with the materials. UC+M and Student Recruitment have partnered on an initiative to support recruiters in using advanced storytelling techniques to position UVic in the minds of prospective students and against competing institutions.

## ***Building Profile and Presence***

### **Brand Advertising and Research**

- The 2019/20 Reputation Campaign will launch on October 2. The goal of the campaign is to generate awareness among student influencers in the Lower Mainland that UVic students, researchers and alumni are making a vital impact in Canada and around the world. The campaign themes include engineering, climate, oceans and work-integrated learning.
- An engineering-specific recruitment ad campaign is in the planning stages and will launch in mid-October, aligned with recruitment efforts and visits.

## ***Strengthening connections and engagement with community***

### **Respect and Reconciliation Communications**

- In the spirit of reconciliation and to honour Indian residential school survivors, UVic will again observe [Orange Shirt Day](#) this fall through a partnership between Indigenous Academic and Community Engagement, Equity and Human Rights, UC+M, faculties and the Bookstore have partnered to organize events will start at noon on Sept. 30. T-shirts displaying a design by Kwagiulth and Coast Salish artist and UVic Audain professor Carey Newman are available at \$20 each. Proceeds support the UVic Elders Engagement Fund and the Witness Blanket Project.

## **BUILDING MEANINGFUL PARTNERSHIPS**

### ***Municipal and Community Activities***

- June 21 – 23: UVic was a proud sponsor of the 2019 Victoria Indigenous Cultural Festival.
- July 11: Kevin Murdoch, Mayor of Oak, met with President Cassels to discuss shared priorities.

### ***Provincial Government Activities***

- June 27: Community and Government Relations hosted a roundtable of 21 UVic representatives and 3 representatives from the BC Ministry of Environment and Climate Change Strategy to explore possibilities for partnership and collaboration to leverage UVic expertise on CleanBC.

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

- June 14: UVic hosted Federal Science and Sport Minister, the Honourable Kirsty Duncan and SSHRC President Ted Hewitt for the national announcement of the Canada Research Chairs.
- June 24: UVic hosted the Federal Minister of Crown-Indigenous Relations, the Honourable Carolyn Bennett to announce federal funding of \$9.1 million to support the capital costs of

the National Centre of Indigenous Law which upon completion will house the Indigenous Law Program and the Indigenous Legal Research Unit.

- July 11: President Cassels and the Honourable Catherine McKenna announced the launch of the Federal Government's \$4.7 million Advancing Climate Change Science in Canada Initiative. UVic researcher Dr. Roberta Hamme received \$540,000 in funding to lead a pan-Canadian group to investigate the ocean's role in slowing climate change.
- July 12: Federal Deputy Minister for Accessibility, Yazmin Laroche toured UVic and met with representatives from the Division of Learning, Teaching Support and Innovation and the Centre for Accessible Learning. Ms. Laroche also toured CanAssist.
- July 16: President Cassels joined Canada Health Minister, the Honourable Ginette Petitpas Taylor and Dr. Carrie Bourassa, Scientific Director of the CIHR Institute of Indigenous Peoples' Health to announce \$100 million in funding to develop health research capacity in Indigenous communities. Prior to the announcement, Minister Petitpas Taylor and Dr. Bourassa took part in a roundtable with UVic officials and researchers, as well as Dr. Evan Adams, Chief Medical Officer of First Nations Health Authority.

### **FOSTERING A CULTURE OF PHILANTHROPY**

As of September 5<sup>th</sup>, 2019, \$6.08 million has been raised from 1,213 donors, on a goal of \$18 million from 4,950 donors in the 2019-2020 fiscal year.

#### ***Alumni Relations***

- An alumni engagement survey is being developed and is due to be released in late September. The survey is the follow up to similar surveys conducted in 2009 and 2104 respectively. Results from the survey are expected in late 2019. Past surveys' have indicated that 11% of UVic grads feel "Highly Engaged" with the University (Canadian average is 15%) and 70% feel "somewhat engaged". The primary factor between the 2 categories is their inclination to donate to UVic.
- UVic Alumni Connect online networking continues to grow with a 13% increase in membership (April 4 to August 7). The platform now has 1,255 members.
- After a successful faculty and staff donor breakfast in April, Annual Giving is working with Donor Relations on piloting personalized stewardship videos for leadership level faculty and staff donors.
- We have been working to expand our Monthly Donor Program with a goal of recruiting new monthly donors to create a sustainable source of income for the university. A targeted monthly donor conversion appeal that went out at the beginning of May has currently raised over \$18,000, resulting in 12 new monthly giving club members - 5 who were lapsed monthly donors and 7 who were converted from annual gifts.
- The on campus alumni group is gaining momentum with over 50 alumni meeting for a guided tour of the Phoenix theatre.

## **CELEBRATING SUCCESS AND EXCELLENCE**

### ***Alumni Relations***

Although the summer months are usually quiet in terms of alumni events, there were 23 successful alumni gatherings. In addition to the 30<sup>th</sup> Anniversary of the Engineering Class of 1989, events were also held in Okanagan, Vancouver, Ottawa, and Toronto. These events brought together more than 481 alumni.

### ***Ceremonies***

The Ceremonies team assisted with a number of community and government events on campus and in the communities mentioned above. There were two other events including:

- Two international memoranda of understanding signings for the Early Learning Centre on June 19 and July 16.
- BC Transit text-to-ride announcement on July 25.

## **ENHANCING COMMUNITY THROUGH CULTURAL AND OTHER ACTIVITIES**

### ***Legacy Art Galleries***

Legacy continues a full schedule of exhibitions and programs through the fall including the following highlights as detailed at <http://uvac.uvic.ca/events/index.html>

- *Myfanwy Pavelic: Mirrored Selves Within and Without* continues in two locations: Legacy Maltwood to September 15 and Legacy Downtown to September 21. August events included a curator's talk with Pat Bovey and *Portrait Puppet Making* with UVic Art Educator Connie Morey.
- *The Ground Above Us* continues to September 14 and is an experimental project between artists Farheen HaQ, Charles Campbell and Yuxwelupton Qwal'qaxala (Bradley Dick).
- *We Carry Our Ancestors: Cedar, Baskets and Our Relationships with the Land* will open on September 28.
- *Urban Regalia: Contemporary Fashion* by Sug-ii-t Lukxs. Reception and Artist Talk: Thursday, October 10 from 7 to 9 p.m.
- *Object Biographies: Artists' Lives through their Archives* exhibition in collaboration with UVic Libraries shows the rich holdings of the growing regional artists' archives collection at UVic and a publication launch scheduled for September 26 from 4:30 to 6:30 p.m.

***Farquhar Auditorium***

The Farquhar did its annual equipment maintenance in preparation for a busy season starting in September. Starting in October, the Farquhar will be the home to 15 additional Victoria Symphony concerts and many more rehearsals.

Events at the Farquhar include:

- International Student Welcome on August 29;
- New Student Orientation on September 3;
- The Farquhar presents *Capital City Comedy*, hosted by Mike Delamont on September 21;
- Munro's Books presents Margaret Atwood on September 27 – SOLD OUT; and
- The Farquhar presents Rosanne Cash on September 29.





University  
of Victoria

**SUBMISSION TO THE UVIC BOARD OF GOVERNORS**

**September 09, 2019**

**FOR DECISION**

**To: Audit Committee**

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

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

**cc: President and Vice-Chancellor**

**Meeting Date: September 24, 2019**

**Subject: PSAS BUDGET APPROVAL AND GOVERNMENT REPORTING ENTITY  
QUARTERLY REPORTS - PERIOD ENDING JUNE 30, 2019**

**Basis for Jurisdiction: Committee's Terms of Reference 6.1**

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**Strategic Relevance:**

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

**Recommendation:**

*THAT the Audit Committee recommend to the Board of Governors that the Board of Governors approve the budget prepared for inclusion in the reporting on the 2019/20 University of Victoria Consolidated financial statements in accordance with the Public Sector Accounting Standards, as per Schedule A.*

**Background:**

Since 2003, B.C. universities have been included in the Government Reporting Entity (GRE) in order to facilitate the consolidation of University Financial Statements into the Public Accounts of the Province.

Inclusion in the GRE requires the filing of two quarterly reports within the tight deadlines set by the Office of the Comptroller General. The first report is a quarterly year to date financial report known as Appendix C, while the second report is a forecast providing projections of the university's financial statements for the current year plus three years.

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

As required by Provincial timelines, both reports have been submitted to the Ministry of Advanced Education, Skills and Training. The Ministry has also been provided with a "confirmation" that the Forecast Report and assumptions have been reviewed by the Chair of the Audit Committee.

**Year to Date Financial Report (Appendix C)**

The year to date financial report consists primarily of a Statement of Financial Position and a Statement of Operations together with a number of supplementary schedules designed to identify significant inter-company transactions between the university and other government entities. This detail allows the Province to eliminate any duplication of revenue, expense, assets or liabilities in the consolidated Public Accounts.

The figures reported are actual results for the three-month period ending June 30, 2019 with additional analysis and breakdown of inter-company transactions in excess of \$100,000.

Highlights of the report are as follows:

**Statement of Operations**

- Expenses exceed revenues at June 30, 2019 resulting in reported net loss of \$17.9 million. This compares to a \$19.7 million net loss reported for the three months ended June 30, 2018. Losses result from the fact that the first three months of the fiscal year

are low revenue producing months (i.e., Tuition and Ancillary Operations) while expenses are distributed more evenly throughout the year.

### **Forecast Report**

The Forecast Report consists of a current year forecast plus projections for three additional years presented in the form of a Statement of Operations (revenues and expenses), a Statement of Financial Position (assets, liabilities and equity) and a Statement of Changes in Financial Position (changes in cash and temporary investments) as prescribed by government. The report is submitted in June and updated for any significant change in assumptions in either October or January.

As we are not permitted to forecast a deficit (excluding unrealized gains and losses and before endowment contributions) any deficits must be offset on the "Unallocated Pressures" line of the report.

<b>Key Forecast Amounts</b>	<b>Budget</b>			
<b>(\$ thousands)</b>	<b>Estimate</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>
	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
Total Revenue	(610,663)	(630,069)	(646,063)	(660,898)
Total Expense	605,070	621,905	638,879	656,871
Net (Revenues) Expenses	(5,593)	(8,164)	(7,184)	(4,027)
Unallocated Pressures	-	-	-	-
Operating Net (Income) Loss for Ministry	(5,593)	(8,164)	(7,184)	(4,027)
Endowment Contributions	(10,000)	(10,000)	(10,000)	(10,000)
Net (Income)	(15,593)	(18,164)	(17,184)	(14,027)
Capital Asset Additions	62,640	79,371	181,059	125,296
Debt	(45,733)	(43,633)	(128,490)	(162,087)

Key Assumption Amounts	2019/20	2020/21	2021/22	2022/23
Grant Funding (operating grant only)	201,832	207,904	215,010	219,854
Student FTEs (Government Funded FTE)	16,243	16,393	16,518	16,593
Tuition fee increases – domestic	2.0%	2.0%	2.0%	2.0%
Tuition fee increases – international, grandparented	4.0%	4.0%	4.0%	4.0%
Tuition fee increases – international, new students in 18/19	15%	4.0%	4.0%	4.0%

Key assumptions include:

- Operating grant funding as per 19/20 ministry letter and Ministry commitment for technology expansion over the next 3 years. Domestic and international tuition will increase at the rates noted in the key assumption table above
- Compensation costs in accordance with current collective agreements including progression through the ranks and ranges;
- Future Provincial compensation mandates are expected to be funded by the Province and accordingly are not included in either the revenues or the expenses;
- Routine capital funding will remain consistent with 18/19 ministry funding levels; and
- Research revenue to remain at Fiscal 18/19 levels.

Risks in achieving the projected revenues and expenditures include financial markets risk; enrolment risk particularly with respect to international students, and difficulty in predicting sponsored research and specific purpose revenues and expenses as these are mostly applied for and granted by external agencies.

### **Budget Approval:**

Public Sector Accounting Standards (PSAS) require a Board approved, consolidated, all-funds budget on a PSAS basis to be reported on the audited financial statements. Consistent with the approach that has been used in the past, the Q1 forecast forms the basis for this budget and Schedule A outlines how this forecast translates into the budget figures to be reported on the March 31, 2020 financial statements. Schedule B outlines how this budget compares to the 2019 budget and actual results.

**Attachments:**

Schedule A – Reconciliation of the 2019 Q1 Forecast to the 2020 PSAS Budget

Schedule B – Comparison of the 2019 PSAS Budget to the 2018 PSAS Budget and Actuals

Schedule C – Q1 GRE Reports

Appendix 1 – 2019-20 Budget Statements

## Schedule A

## Reconciliation of the 2019 Q1 Forecast to the 2019/20 Financial Statement Budget

Per PSAB Forecast to Province	Per PSAB Forecast	PSAB Financial Statement Line Items	PSAB Budget (Operating Stmt)
Operating contributions from Provincial Ministries	(210,000)		
Operating contributions from Provincial Crown Corps & Agencies	(10,640)		
less: VIHA and Island medical funding (included in other contributions)	10,600		
	(210,040)	Province of British Columbia grants	(210,040)
Operating contributions from the Federal Government	(63,000)	Government of Canada grants	(63,000)
Operating contributions from other sources	(24,000)	Other government Grants	(17,300)
add: VIHA and Island medical funding (included in other contributions)	(10,600)	Donations, non-government grants and contracts	(17,300)
	(34,600)		(34,600)
Deferred capital contributions from Province	(11,115)		
Deferred capital contributions from Federal Government	(11,296)		
Deferred capital contributions from Other Sources	(4,288)		
	(26,699)	Revenue Recognized Deferred Cap Contributions	(26,699)
Sales of goods and services to Crown Corps & Agencies (including contracts)	(1,400)		
Sales of goods and services to others (contracts and other sales)	-		
Sales of goods and services to others (Ancillary Services)	(67,589)		
	(68,989)	Sales of Services and Products	(68,989)
Domestic Tuition and Mandatory Fees	(105,253)	Student tuition - credit courses	(142,000)
International Tuition and Mandatory Fees	(71,714)	Student tuition - non-credit courses	(34,967)
	(176,967)		(176,967)
Earnings from Government Business Enterprises (GBEs)	(600)	Income from GBE	(600)
Investment earnings (not included in above)	(4,400)	Investment Income	(22,400)
Other revenue (not included above)	(7,368)		
Recognition of endowment investment income	(18,000)		
Realized investment earnings (gains)/losses	-		
	(25,368)	Other Revenue	(7,368)
<b>Total Revenue</b>	<b>(610,663)</b>		<b>(610,663)</b>
<b>Expenses - debits</b>			
Salaries and benefits	391,394	Instruction and non-sponsored research	250,522
Cost of goods sold	12,470	Academic and student support	151,516
Operating costs paid to Provincial Ministries	-	Administrative support	23,130
Operating costs paid to Provincial Crown Corps & Agencies	7,900	Facility operations and maintenance	52,415
Other operating costs (less amortization & debt servicing)	106,388	Sponsored research	112,888
Capital asset amortization expense	46,706	External engagement	14,599
Capital asset write-downs	-		
Grants to Crown Corporations and other Agencies	500		
Grants to third parties (Scholarships)	36,812		
Grants to third parties (Foundations and Other)	-		
Debt service costs (net of sinking fund earnings)	2,100		
Amortization of debt issue costs	-		
Other	800		
<b>Total Expense</b>	<b>605,070</b>		<b>605,070</b>
<b>Note 1</b>			
PSAB requires expenses to be presented by function, which are significantly different than forecast template provided by the Province. In order to determine our budgeted expenses by function, we use total forecasted expenditures, multiplied by the prior year functional allocation of actual expenditures.			
<b>Total forecasted expenditures</b>	605,070		
<b>Expense</b>		<b>Functional Allocation from fiscal 2019 (Actual Results)</b>	
Instruction and non-sponsored research	250,522.41	41%	
Academic and student support	151,516	25%	
Administrative support	23,130	4%	
Facility operations and maintenance	52,415	9%	
Sponsored research	112,888	19%	
External engagement	14,599	2%	
	<b>605,070</b>		

## Schedule B

## Comparison of the 2020 PSAS Budget to the 2019 PSAS Budget and Actuals

	2020 PSAB Budget	2019 PSAB Budget	2019 PSAB Actual	2020 budget vs 2019 actual	As %
<b>Revenue</b>					
Province of British Columbia grants	(210,040)	(195,040)	(203,684)	(6,356)	3%
Government of Canada grants	(63,000)	(61,000)	(66,035)	3,035	-5%
Other government Grants	(17,300)	(19,800)	(15,598)	(1,702)	11%
Student tuition - credit courses	(154,967)	(142,000)	(143,994)	(10,973)	8%
Student tuition - non-credit courses	(22,000)	(21,000)	(21,768)	(232)	1%
Donations, non-government grants and contracts	(17,300)	(17,800)	(17,993)	693	-4%
Sales of Services and Products	(68,989)	(69,870)	(67,648)	(1,341)	2%
Investment Income	(22,400)	(22,400)	(22,426)	26	0%
Income from GBE	(600)	(600)	(1,171)	571	-49%
Other Revenue	(7,368)	(7,500)	(7,612)	244	-3%
Revenue Recognized from Deferred Cap Contribution	(26,699)	(25,210)	(25,182)	(1,517)	6%
	(610,663)	(582,220)	(593,111)	(17,552)	3%
<b>Expenses</b>					
Instruction and non-sponsored research	250,522	235,955	235,817	14,705	6.2%
Academic and student support	151,516	144,995	142,622	8,894	6.2%
Administrative support	23,130	20,645	21,772	1,358	6.2%
Facility operations and maintenance	52,415	52,114	49,338	3,077	6.2%
Sponsored research	112,888	112,200	106,262	6,626	6.2%
External engagement	14,599	13,645	13,742	857	6.2%
	605,070	579,555	569,553	35,517	6.2%

## Schedule C – GRE Reports

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

	Forecast 2019/20	Projections		
		2020/21	2021/22	2022/23
	----- \$thousands -----			
<b>Revenue - (credits)</b>				
Amortization of contributions:				
Operating contributions from Provincial Ministries	(210,000)	(217,000)	(223,000)	(228,000)
Operating contributions from Provincial Crown Corps & Agencies	(10,640)	(10,640)	(10,640)	(10,640)
Operating contributions from the Federal Government	(63,000)	(63,000)	(63,000)	(63,000)
Operating contributions from other sources	(24,000)	(24,000)	(24,000)	(24,000)
Deferred capital contributions from Province	(11,115)	(12,025)	(12,410)	(12,300)
Deferred capital contributions from Federal Government	(11,296)	(12,221)	(12,612)	(12,501)
Deferred capital contributions from Other Sources	(4,288)	(4,639)	(4,788)	(4,745)
Contributed surplus	-	-	-	-
Sales of goods and services to Provincial Ministries (including contracts)				
Sales of goods and services to Crown Corps & Agencies (including contracts)	(1,400)	(1,400)	(1,400)	(1,400)
Sales of goods and services to others (contracts and other)				
Sales of goods and services to others (Ancillary Services)	(67,589)	(68,941)	(70,320)	(71,726)
Domestic Tuition and Mandatory Fees	(105,253)	(107,705)	(110,220)	(112,735)
International Tuition and Mandatory Fees	(71,714)	(76,982)	(82,007)	(87,032)
Recognition of endowment investment income	(18,000)	(19,000)	(20,000)	(21,000)
	-	-	-	-
Realized investment earnings (gains)/losses	-	-	-	-
Earnings from commercial subsidiaries (GBE's)	(600)	(600)	(600)	(600)
Investment Earnings (not included above)	(4,400)	(4,400)	(3,400)	(3,400)
Other revenue (not included above)	(7,368)	(7,516)	(7,666)	(7,819)
<b>Total Revenue</b>	<b>(610,663)</b>	<b>(630,069)</b>	<b>(646,063)</b>	<b>(660,898)</b>
<b>Expenses - debits</b>				
Salaries and benefits	391,394	401,760	413,168	424,895
Cost of goods sold	12,470	12,844	13,230	13,627
Operating costs paid to Provincial Ministries				
Operating costs paid to Provincial Crown Corps & Agencies	7,900	8,000	8,100	8,200
Other operating costs (less amortization & debt servicing)	106,388	109,579	112,867	115,124
Capital asset amortization expense	46,706	49,510	51,167	52,878
Capital asset write-downs				
Grants to Crown corporations and agencies	500	500	500	500
Grants to third parties (Scholarships)	36,812	36,812	36,947	36,947
Grants to third parties (Foundations and Other)				
Debt service costs (net of sinking fund earnings)	2,100	2,100	2,100	3,900
Amortization of debt issue costs				
Other	800	800	800	800
<b>Total Expense</b>	<b>605,070</b>	<b>621,905</b>	<b>638,879</b>	<b>656,871</b>
<b>Net (Revenues)/Expenses before extraordinary items</b>	<b>(5,593)</b>	<b>(8,164)</b>	<b>(7,184)</b>	<b>(4,027)</b>
(Gain) loss on sale of capital assets	-	-	-	-
<b>Net (Revenues)/Expenses</b>	<b>(5,593)</b>	<b>(8,164)</b>	<b>(7,184)</b>	<b>(4,027)</b>
Unallocated Pressures (use in Q1 only)				
<b>Operating Net (Income) Loss (for Ministry)</b>	<b>(5,593)</b>	<b>(8,164)</b>	<b>(7,184)</b>	<b>(4,027)</b>
Endowment (restricted asset) contributions	(10,000)	(10,000)	(10,000)	(10,000)
<b>Net (Income) Loss (PSI)</b>	<b>(15,593)</b>	<b>(18,164)</b>	<b>(17,184)</b>	<b>(14,027)</b>



University of Victoria						
April 1 - June 30, 2019						
Statement of Operations						
Report in '000s		June 30, 2019	June 30, 2018	Difference	%	
<b>REVENUE</b>						
Grants	Direct transfers from the province	-50,806	-49,764	-1,042	2%	
	Direct transfers from Crown corporations or government orgs	-2,342	-2,773	431	-16%	
	Transfers from the federal government	-214	-1,680	1,466	-87%	
		-53,362	-54,217	855	-2%	
Deferred contributions	Recognition of Deferred Capital Contributions provincial	-2,922	-2,722	-200	7%	
	Recognition of Deferred Capital Contributions non provincial oth.	-1,038	-1,030	-8	1%	
	Recognition of Deferred Capital Contributions Federal	-2,715	-2,550	-165	6%	
	Recognition of Deferred Contributions provincial	-3,778	-4,960	1,182	-24%	
	Recognition of Deferred Contributions Federal	-18,317	-18,240	-77	0%	
	Recognition of Deferred Contributions non provincial	-9,300	-6,984	-2,316	33%	
		-38,070	-36,486	-1,584	4%	
Other revenues	Tuition Fees - Domestic	-9,392	-8,296	-1,096	13%	
	Mandatory Fees (related to tuition) - Domestic	-676	-598	-78	13%	
	Tuition Fees - International	-10,539	-8,350	-2,189	26%	
	Mandatory Fees (related to tuition) - International	-913	-703	-210	30%	
	Sinking fund earnings	-74	-49	-25	51%	
	Recognition of debt premium	0	0	0		
	Realized investment Gains/Losses	0	0	0		
	Recognition of Endowment Investment earnings	-1,581	-838	-743	89%	
	Investment earnings	-1,054	-952	-102	11%	
	(Gain) loss on sale of tangible capital assets			0		
	Miscellaneous	-1,391	-354	-1,037	293%	
		-25,620	-20,140	-5,480	27%	
Sales of goods and services	Sales of goods or services to the province (including contracts)			0		
	Sales of goods or services to Crown corps or govt orgs (including contracts)	-745	-764	19	-2%	
	Sales of goods or services to non-related entities (Contracts)			0		
	Sales of goods or services to non-related entities (Ancillary Services)	-12,655	-11,786	-869	7%	
		-13,400	-12,550	-850		
	<b>TOTAL REVENUE</b>	-130,452	-123,393	-7,059	6%	
<b>EXPENSE</b>						
	Salaries and benefits	94,140	88,558	5,582	6%	
	Operating expense	31,245	33,310	-2,065	-6%	
	Asset amortization expense	11,677	11,296	381	3%	
		137,062	133,164	3,898	3%	
Grants	Transfers to Crown corporations or government organizations	0	0	0		
	Grants to third parties (Scholarships)	6,224	5,885	339	6%	
	Grants to third parties (Foundations and Other)			0		
		6,224	5,885	339	6%	
Debt expenses	Debt service costs (gross of sinking fund investment)	1,388	523	865	165%	
	Recognition of debt discount	0	0	0		
		1,388	523	865	165%	
Other Expenses	Cost of goods sold	2,539	2,028	511	25%	
	Expense due to valuation allowance	0	0	0		
	Restructuring exit expenses			0		
	Other miscellaneous expenses			0		
	Purchases from Crown corporations or government orgs	2,542	2,144	398	19%	
	Purchases from Provincial Ministries			0		
		5,081	4,172	909	22%	
	<b>TOTAL EXPENSE</b>	149,755	143,744	6,011	4%	
	<b>(SURPLUS) DEFICIT FOR THE YEAR, BEFORE ENDOWMENT CONTRIBUTIONS</b>	19,303	20,351	-1,048	-5%	
	Endowment Contribution - New Contributions (external sources)	-1,392	-606	-786	130%	
	Endowment Contribution - Transferred to/(from) Restricted Deferred Revenue (capitalization)	-9	0	-9		
	<b>(SURPLUS) DEFICIT FOR THE YEAR</b>	17,902	19,745	-1,843	-9%	
<b>ACCUMULATED (SURPLUS) DEFICIT</b>						
	Opening Accumulated (Surplus), before Accumulated Remeasurement (Gains)/Losses	-803,776	-767,429	-36,347	5%	
	(Surplus) Deficit for the Year	17,902	19,745	-1,843	-9%	
	Prior Period Adjustments (see below)	0	0			
	Other Adjustments to Accumulated (Surplus) Deficit (see below)	0	0			
	Closing Accumulated (Surplus), before Accumulated Remeasurement (Gains)/Losses	-785,874	-747,684	-38,190	5%	
	Opening Accumulated Remeasurement (Gains)/Losses	-22,213	-17,255	-4,958	29%	
	Net Remeasurement (Gains) and Losses for the Year	-1,149	178	-1,327	-746%	
	Closing Accumulated Remeasurement (Gains) and Losses	-23,362	-17,077	-6,285	37%	
	Closing Accumulated (Surplus) Deficit - Combined	-809,236	-764,761	-44,475	6%	





University  
of Victoria

**SUBMISSION TO THE UVIC BOARD OF GOVERNORS**

**September 09, 2019**

**FOR INFORMATION**

**To: FINANCE COMMITTEE**

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

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

**cc: President and Vice-Chancellor**

**Meeting Date: September 24, 2019**

**Subject: SHORT TERM INVESTMENT REPORT – to June 30, 2019**

**Basis for Jurisdiction: Short-Term Investment Policy, FM5200**

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**Strategic Relevance:**

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

**Background:**

The following report covers the portfolio and activity of the short-term investment funds (i.e., those apart from pension, Long-Term Disability Trust, University Student Investment Fund and endowment funds) for the period ended June 30, 2019.

**Reporting Update:**

Short Term Funds–Total Assets (Market Value of Average Monthly Holdings)–June 30, 2019

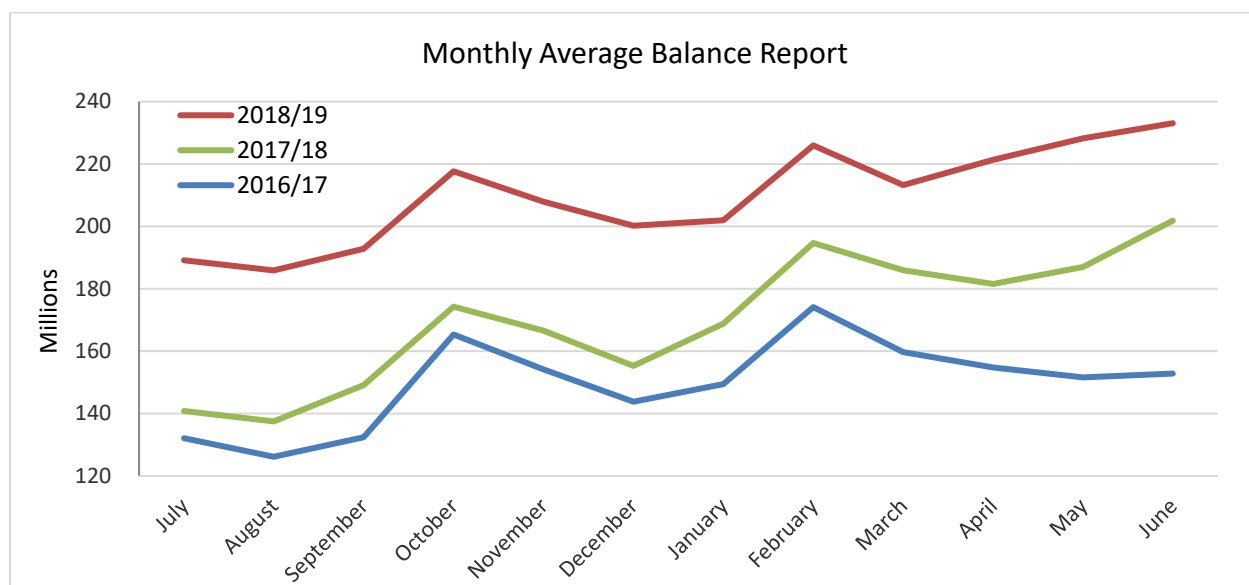
<u>Allocation</u>	<u>Held/Managed</u>	<u>Millions (\$)</u>	<u>(%)</u>
Cash (CAD and USD)	Bank	12.0	5
Money Market	RJ/CAN/CDP	141.8	61
Short Term Bond and Mortgage Fund	PH&N	28.7	12
Mortgage Pension Trust Fund	PH&N	50.6	22
<b>Total Fund</b>		<b>233.1</b>	<b>100</b>

**Report of Monthly Balances in Short-Term Investment Pooled Funds**

Volatility of the monthly balances in the university's short-term pooled (STP) investments is subject to seasonality. The provincial operating grant is received semi-monthly, which coincides with payrolls being run. The cash peaks generally occur in the fall (September/October) and winter (January/February) when tuition revenues are collected. The following Graph #1 illustrates the value of the short-term investment pool and the seasonality of inflows/outflows of the short-term fund levels for the last three years. During the previous twelve months, the STP balance has increased due to unexpended endowment distributions from the prior year.

In 2018, the Foundation updated its endowment distribution process from funding UVic endowment expenses monthly to transferring the upcoming fiscal year's annual budget at the beginning of the fiscal year. In 2019-20 Foundation's budget was \$15.9 million and the cash was transferred to UVic on April 30<sup>th</sup>, 2019.

Graph #1 – Short Term Pooled Fund

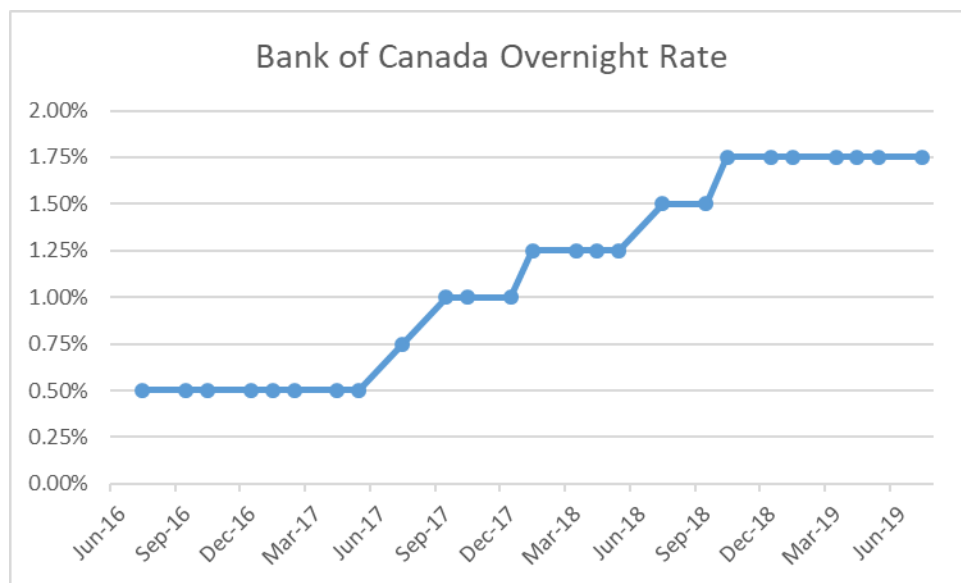


During the next four years, the short-term investment pool will be funding a portion of the new university student residence project. The total cost for the project is \$197M, of which approximately \$29.4M will be funded from internal cash. The balance of the project cash requirements will include \$45.0M that has been committed by the UVic Foundation (which will be paid back upon completion of each building) and \$122.6M in borrowing from the Province. Provincial funds will be drawn from the Province over time in order to fund construction and are therefore not expected to materially affect the balance of the Short Term Pool. The net cash impact of this project is \$30.8M; however there will be larger impacts over the course of the project until the Foundation funding is received. UVic is working with the Province to finalize the most cost effective structure of the loan.

### Short Term Interest Rate Activity

The Bank of Canada (BoC) did not increase the overnight rate during the six months ending June 30, 2019, leaving it at 1.75%. The BoC noted that the degree of monetary policy accommodation is appropriate and added that the economy outlook is clouded by ongoing global trade tensions. Graph #2 illustrates the Bank of Canada overnight rate over the previous 12 months.

Graph #2 – BoC Overnight Rate (1Y)



(Source: Thomson Reuters)

During the second half of 2018, the Canadian Dollar (CAD) has appreciated versus the US Dollar (USD), from \$0.73 to \$0.76 USD/CAD. It has largely remained in the \$0.75-\$0.76 range since then. Stats Canada noted that inflation rose from 1.4% in January to a seven month high in May of 2.4%. This was largely due to higher costs of food and transportation, before settling back at 2.0% at the end of June, as costs slowed for shelter and transportation. The BoC stated that the Consumer Price Index (CPI) which measures inflation is expected to decline temporarily to 1.8% in 2019 before returning to 2% in 2020 and 2021. The BoC also noted:

*Following temporary weakness in late 2018 and early 2019, Canada's economy is returning to growth around potential, as expected. Growth in the second quarter appears to be stronger than predicted due to some temporary factors, including the reversal of weather-*

*related slowdowns in the first quarter and a surge in oil production. Consumption is being supported by a healthy labour market.*

*At the national level, the housing market is stabilizing, although there are still significant adjustments underway in some regions. A material decline in longer-term mortgage rates is supporting housing activity. Exports rebounded in the second quarter and will grow moderately as foreign demand continues to expand. However, ongoing trade conflicts and competitiveness challenges are dampening the outlook for trade and investment. The Bank projects real GDP growth to average 1.3 percent in 2019 and about 2 percent in 2020 and 2021.*

## Investment Yields

Table #1 and #2 below show the yield curve and the one-year implied change at June 30<sup>th</sup>, 2020 compared to June 30<sup>th</sup>, 2019. In contrast to the previous year, the 1, 2, 5, 10, and 30 year rates have all decreased during 2018-19. Since June 30, 2018, interest rates have decreased, with the five year rate falling the greatest amount by 67bps to 1.40%. At this point last year, the forward curve was predicting an increase in rates across each term, but negative economic data has resulted in rates at June 30, 2019 lower than predicted.

Table #1

Government of Canada Yields (%)					
	1 Yr	2 Yr	5 Yr	10 Yr	30 Yr
June 30, 2019	1.69	1.48	1.40	1.47	1.69
Forward Curve for June 30, 2020	1.18	1.31	1.36	1.48	1.68
Implied change (1 year)	-0.51	-0.17	-0.04	+0.01	-0.01

Source: FTSE Global Debt Capital Markets Inc., BondLab

(Source: PH&N)

Table #2

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

(Source: PH&N)

## Performance Review of Short-Term Pool Investments

The bank account earns a variable interest rate dependent on the average balance each month. When the average balance is \$10 million or higher, UVic receives an annual interest rate of 2.30%, based on the RBC prime rate of 3.95% minus 1.65%. If the average bank balance falls below \$10 million, UVic earns 2.25%, based on the RBC prime rate minus 1.70%. Along with other major banks, RBC has kept their prime rate at 3.95% over the six months ending June 30<sup>th</sup>, 2019. The bank account

is used primarily for near term liquidity requirements, as higher interest rates can be earned within other components of the short-term pool.

The Provincial Cash Deposit Program (CDP) continues to be used tactically in conjunction with our existing money market investments. The CDP interest rate is 2.45% based on the CIBC prime rate of 3.95% less 1.50%.

A review of net performance shows that for the six-month period ending June 30<sup>th</sup>, Money Market holdings returned 1.37% compared to the benchmark (FTSE TMX 91-day T-Bill Index) of 0.81%. The one-year return of the mandate was 2.61% and added 104 bps of value relative to the benchmark.

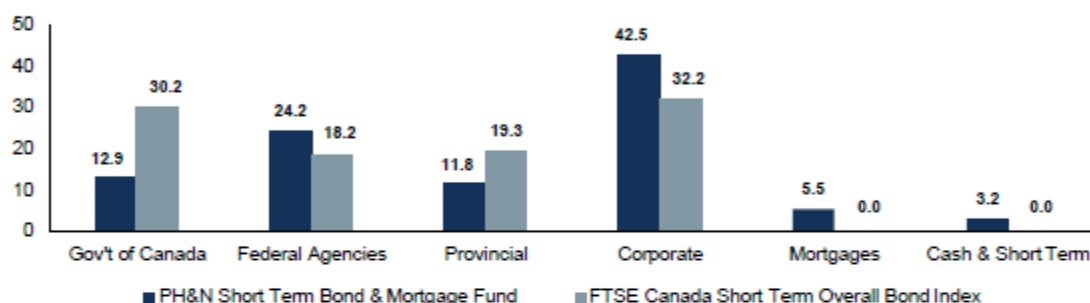
PH&N's Short Term Bond and Mortgage Fund (STBMF) is benchmarked against the FTSE TMX Short Term Bond Index. In the six months ending June 30<sup>th</sup>, the Fund returned 2.36% and underperformed its benchmark by 29 bps. Government of Canada bond yields decreased during the first half due to global trade tensions while central banks kept rates low, encouraging investments in riskier assets driving credit spreads lower. Overall fixed income returns were positive, but the fund trailed the benchmark due to interest rate anticipation strategies and conservative positioning within credit and liquidity strategies. The one-year gross return for the fund was 4.10%, in line with its benchmark. Consistent with the overall market and as per table #3, the yield on the Fund has decreased to 1.91% compared to 2.36% one year ago. Table #3 also shows how the composition of the Short Term Bond and Mortgage Fund compares to its benchmark at June 30<sup>th</sup>, 2019. The most significant difference relative to the benchmark remains the underweight in Government of Canada and Provincial bonds and the overweight in federal agencies and corporate bonds.

Table #3

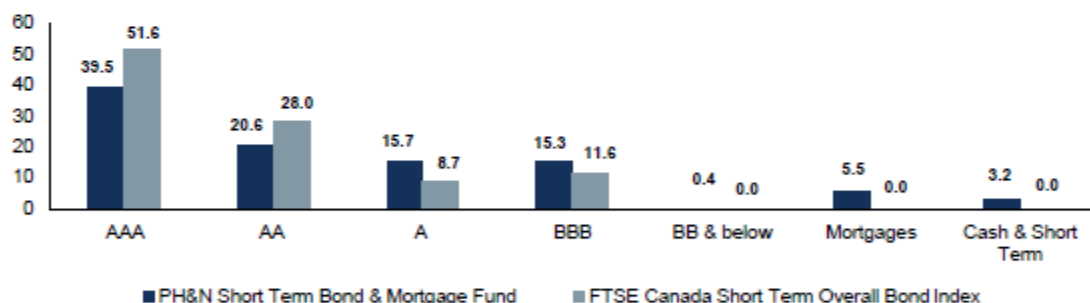
## PH&N Short Term Bond & Mortgage Fund Portfolio Structure as of June 30, 2019

Fund Characteristics			
	Modified Duration (Yrs)	Term to Maturity (Yrs)	Yield to Maturity (%)
PH&N Short Term Bond & Mortgage Fund	2.60	2.78	1.91
FTSE Canada Short Term Overall Bond Index	2.78	2.93	1.81

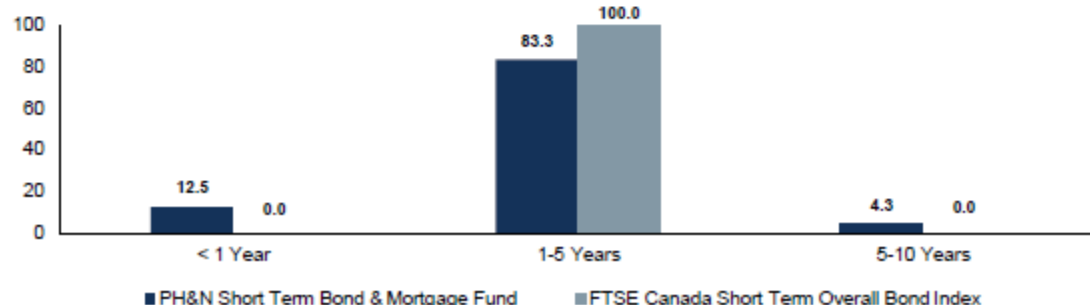
### Issuer Analysis (%)



### Rating Analysis\* (%)



### Maturity Analysis (%)



\* Current ratings based on average across rating agencies (DBRS, Moody's, S&P) where available. Ratings at the time of purchase may differ. Totals may not add to 100% due to rounding.

(Source: PH&N)

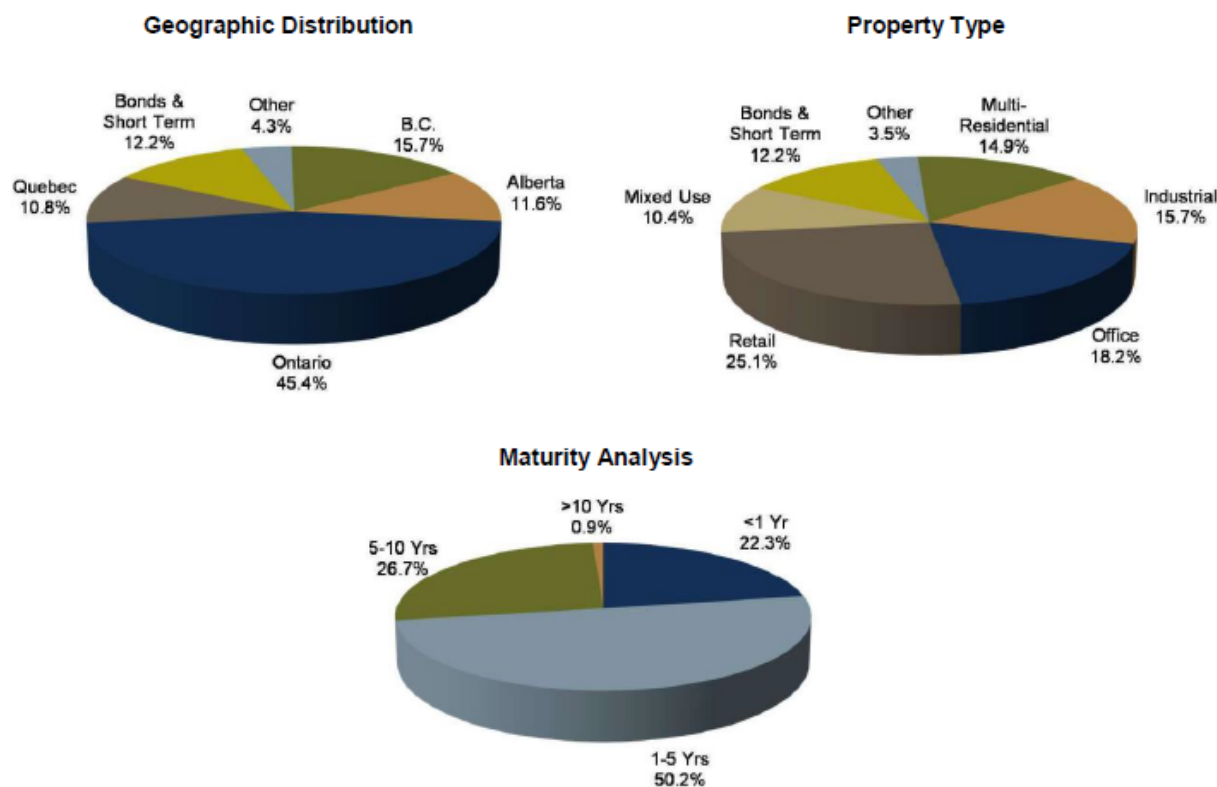
PH&N's Mortgage Pension Trust (MPT) is benchmarked against the FTSE TMX Short Term Overall Bond Index + 1%. In the six months ending June 30<sup>th</sup>, the Fund returned 2.38% and underperformed its benchmark by 76 bps. On a one-year basis, the Fund earned a gross return of 5.03% and was in line with the benchmark. The duration profile is not actively managed since mortgages are relatively illiquid and it is more challenging to buy and sell mortgages quickly than bonds.



Table #4 below details the breakdown of the fund by geographic distribution, property type and maturity.

Table #4

As of June 30, 2019



(Source: PH&N)

#### Bond Market Outlook - PH&N Commentary

- Canadian government bond yields declined over the quarter amid mounting global trade tensions. Meanwhile, dovish central banks inspired a continuation of risk-on sentiment, helping to drive credit spreads lower. Against this backdrop, fixed income returns were positive, and provincial and corporate bonds outperformed similar-term Government of Canada bonds.
- An out-of-benchmark position in short-term real return bonds contributed positively to relative performance due in large part to strong headline inflation numbers witnessed during the quarter.
- Quasi-government bond spreads compressed over the quarter, particularly for provincial bonds. However, this strategy was a neutral contributor to relative performance due to the portfolio's slight overweight positioning.

- *Our slight overweight in corporate bonds contributed positively to relative performance as spreads continued to recover from the credit market weakness of late 2018.*
- *Mortgage spreads tightened through the quarter, following the trend of the broader credit markets, and were positive contributors to relative portfolio performance.*

### Short Term Pool Investment Return Summary and Analysis

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The overall average duration<sup>1</sup> has remained the same over the previous six months, while the average term to maturity has decreased slightly since the end of December, from 1.2 to 1.1 years. Since June 30<sup>th</sup>, 2018 the term to maturity has remained the same at 1.1 years, and the average duration has increased from 0.9 to 1.0. The average term to maturity is slightly lower than the benchmark (1.3), while the average duration is slightly higher than the benchmark (0.9). The overall one-year return of the fund ending June 30<sup>th</sup>, 2019 was 3.26% net of fees, outperforming the benchmark by 0.36%. Appendix 2 outlines how the respective mandates performed relative to their benchmarks over the past year. On a one year basis relative to their benchmarks the Money Market mandate outperformed, the Short Term Bond and Mortgage Fund underperformed, and the Mortgage Pension Trust was in line. On a fund level the performance is outlined in table #5 below.

Table #5

6 Month Total Fund Return	6 Month Benchmark Return	6 Month Over (Under) Performance	1 Year Total Fund Return	1 Year Benchmark Return	1 Year Over (Under) Performance
1.71%	1.75%	-0.05%	3.26%	2.90%	0.36%

The CPI increased 2% over the same period and as a result, all things being equal, the overall purchasing power of the fund increased, outpacing inflation by 1.26%.

A 10 year bull run in equities have valuations stretched and have left many equity investors wondering when a market correction is coming and how large it will be. Over the previous twelve months, the S&P 500 US index saw an 8.1% decline during the second half of 2018, followed by a strong recovery in the first half of 2019. The US index made up the entire decline, and gained further, growing 7.9% over the previous 12 months ending June 30<sup>th</sup>, 2019. In Canada, the S&P/TSX Composite Index has experienced a similar decline during the second half of 2018, but have only experienced a muted rebound compared to the US index, gaining only 0.7% over the previous 12 months ending June 30<sup>th</sup>, 2019. Since the end of the second quarter there has been a spike in volatility in both American and Canadian markets, as increased trade tensions between the US and China, as well as the looming threat of a recession have begun to worry investors.

As mentioned in previous reports, this matters to fixed income investors as bonds continue to decline and as low bond yields have left investors searching for yield. Investors (and savers in

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<sup>1</sup> Duration is a measure of the sensitivity of the price of a bond or other debt instrument to a change in interest rates. The greater (lesser) the duration, the more (less) sensitive the price of a bond is to changes in interest rates.

general) require interest rates to rise to earn a more sustainable ongoing yield. We regularly monitor the S&P/TSX dividend yield compared to the 10 year BoC yield. Yields are what investors earn while they hold an asset. In the past it was unusual to have a 10 year bond yield less than the dividend yield on equities. At the end of June the dividend yield on the S&P/TSX was 3.4% compared to a 10 year Canadian bond yield of 1.5%. This trend has persisted for quite some time and has become the norm. In theory, if yields on bonds are less than yields on equities, then bond investors are encouraged to take on more risk (traditionally investing in equities), reducing the demand for bonds, decreasing prices and raising yields.

Following a period of extremely low interest rates, improving economic conditions have begun a series of key interest rate hikes. After two rate hikes in 2018 from 1.25% to 1.75%, the bank has held steady for all rate announcements since. However, markets are projecting a growing probability that the BoC will announce an interest rate cut prior to calendar year-end.

#### Upcoming Bank of Canada Meetings

Meeting Date	Cut Probability	Hold Probability	Hike Probability
September 4, 2019	7%	93%	0%
October 30, 2019	14%	86%	0%
December 4, 2019	39%	61%	0%

*Source: Bloomberg, August 1, 2019. Based on the current target rate of 1.75%*

The 2018 interest rate hikes led to bond returns lagging in the STBMF, as well as yields going up. In 2019, the reverse has transpired, with greater likelihood of a rate cut, and increased bond returns leading to declining yields in both the STBMF and MPT during the first half of the year.

With the odds of a rate cut slowly increasing, we have seen a slow decrease in GIC rates during 2019. The best predictor of investment performance is yield, and given the current declining yields of the STBMF relative to GIC rates, we are planning to conduct an asset allocation study for the Short Term Pool this fall. The yields of the STBMF and MPT as at June 30, 2019 were 1.91% and 3.08%. The intent of the asset allocation study is to explore whether other asset classes should be included that can provide better risk adjusted returns in combination with the review of the responsible investment policy.

#### Internal Lending

In addition to the short-term pool described earlier in this report, UVic has funded internal projects. As at June 30<sup>th</sup>, 2019 there were seven loans outstanding, with a total principal balance of \$31.6 million, and a weighted interest rate of 4.4%. Interest is received monthly, and is in addition to income earned on the other components of the short-term pool.

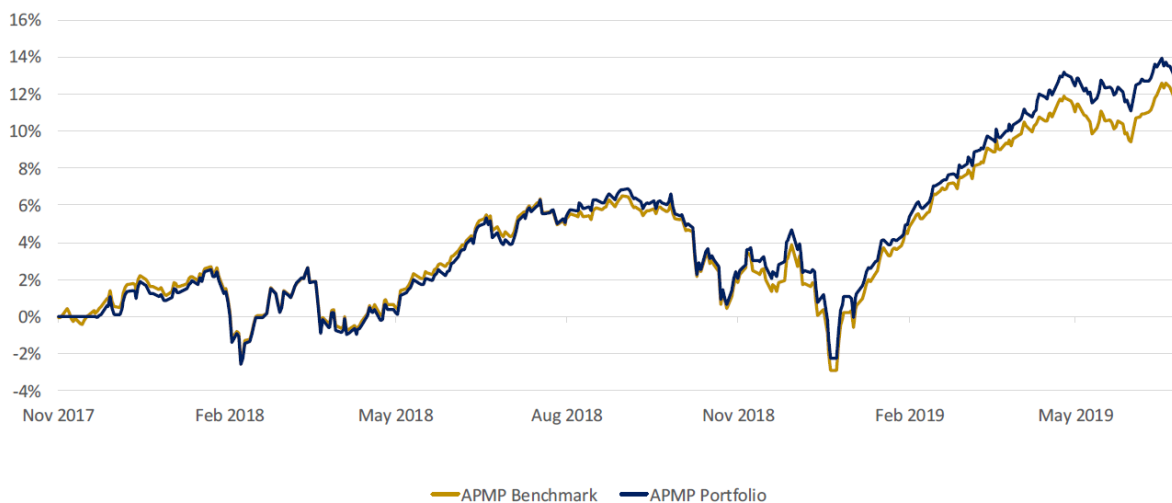
## University Student Investment Fund

The University Student Investment Fund was established on October 31, 2017 with \$267,000 deposited from the Faculty of Business (from donor funding) and \$233,000 from the University of Victoria Operating Account, for an initial total of \$500,000. The Faculty of Business made an additional investment of \$147,300 on June 11, 2018, bringing the total contributions to date to \$647,300. The portfolio currently holds individual company securities as well as index funds. As at June 30<sup>th</sup>, the portfolio included four index funds – a US equity ETF, a Canadian equity ETF, a Canadian universe bond index ETF and a Canadian corporate bond index ETF. Additionally, over the last six month investments have been made in: Electronic Arts Inc., and McDonald's Corp. The market value of the fund as at June 30<sup>th</sup>, 2019 was \$704,661. The fund earned a net return of 12.7% over the previous six months, compared to the benchmark return of 12.1%.

APMP Performance Since Inception

as of Jun 28 2019

APMP Performance vs Benchmark  
Total Cumulative Returns



*The APMP Benchmark is composed of 40% Canadian Bond Index, 30% S&P/TSX Composite Index, and 30% S&P 500 Index.*

## Managing Exchange Rate Risk

As per section 6.01 of the short term investment policy FM 5200 (see below), we manage the exchange rate risk to reduce the risk of significant negative variances in our operating and research budgets in the current fiscal year. This approach was chosen as we are mindful that our internal expertise is to facilitate operational transactions and not to attempt to create value by taking currency positions. In addition, it is important to recognize that budgets are established and modified on an annual basis giving the opportunity for annual adjustments, if appropriate, based on economic circumstances. The policy is as follows:

## 6.01 Currency (or Exchange Rate) Risk Management

The university recognizes that exchange rate risks are incidental to normal business operations. The university does not normally hedge against foreign currency transactions as a matter of general practice.

Where a specific transaction or group of transactions is to occur in a foreign currency and the amount of the transaction exceeds \$50,000 USD, or there is some concern about currency fluctuations, the Vice President Finance and Operations may authorize the purchase of hedging products which are effective in managing risk and make hedging decisions based on the institution's objectives and tolerance for risk, rather than market conditions.

### *Implementation*

After meeting with people in the Library and Systems in April 2019, ~4.6 million U.S. dollars (USD) were purchased in order to mitigate the purchasing power of expected Library and System purchases in 2019-20. The USD was purchased at approximately 1 USD = 1.35. The intent of the policy is to provide budget certainty in the year in which the USD are purchased.

### *US Dollar Savings Account*

After the funds are purchased, they are held in a US Dollar savings account with RBC, earning an interest rate based on 85% of the US 90 Day T-Bill average. The average annualized interest earned during the second half of 2018 was 1.9%. Given the higher absolute rates, we decided to invest a portion of our US cash in short term Bankers Deposit Notes with Raymond James. On May 24<sup>th</sup>, we invested \$2M in a six month Laurentian Bank (R-1 (low)) BDN at a yield of 2.81%.

### **Attachments:**

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

**Appendix 2:** Investment Performance Report - Returns as at June 30, 2019

Appendix 1 - Report of Monthly Balances in Short-Term Investment Pooled Funds<sup>2</sup>

	Policy FM5200	RBC		Money Market (RJ, CDP)			PH&N Short Term Bond & Mortgage Fund		PH&N Universe Bond Fund/ Mortgage Pension Trust		Total Portfolio	
2018	Jul	13,397,264	7%	108,555,812	57%	64%	23,818,073	13%	43,369,766	23%	189,140,915	100%
2018	Aug	12,535,546	7%	106,242,630	57%	64%	23,792,057	13%	43,328,303	23%	185,898,536	100%
2018	Sep	18,290,771	9%	107,140,994	56%	65%	23,844,209	12%	43,545,000	23%	192,820,973	100%
2018	Oct	16,227,407	7%	131,240,863	60%	68%	25,428,780	12%	44,786,611	21%	217,683,661	100%
2018	Nov	17,089,048	8%	119,554,847	57%	66%	25,984,669	12%	45,305,281	22%	207,933,845	100%
2018	Dec	12,940,365	6%	115,335,410	58%	64%	25,823,580	13%	46,111,006	23%	200,210,361	100%
2019	Jan	14,140,905	7%	115,083,544	57%	64%	25,550,358	13%	47,150,289	23%	201,925,095	100%
2019	Feb	12,847,602	6%	137,162,836	61%	66%	28,894,632	13%	47,027,842	21%	225,932,912	100%
2019	Mar	10,066,515	5%	125,362,960	59%	64%	30,749,260	14%	47,063,602	22%	213,242,337	100%
2019	Apr	16,697,945	8%	126,148,120	57%	65%	29,710,948	13%	48,822,763	22%	221,379,777	100%
2019	May	18,995,798	8%	130,545,972	57%	66%	28,551,609	13%	50,166,096	22%	228,259,474	100%
2019	Jun	11,978,003	5%	141,773,127	61%	66%	28,694,983	12%	50,637,968	22%	233,084,081	100%

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<sup>2</sup> Assets are reported on average market monthly holdings

**Appendix 2 - Investment Performance Report - Returns as at June 30, 2019**

## Money Market Funds/Cash Deposit Program

Monthly Return	Monthly FTSE TMX 91-Day T-Bill Index	Monthly Over (Under) Performance	1 Year Fund Return	1 Year FTSE TMX 91-Day T-Bill Index	1 Year Over (Under) Performance
0.22%	0.13%	0.09%	2.61%	1.57%	1.04%

## PH&amp;N – Short Term Bond and Mortgage Fund (Net Returns)

Monthly Return	Monthly FTSE TMX Short Term Bond Index	Monthly Over (Under) Performance	3 Month Return	3 Month FTSE TMX Short Term Bond Index	3 Month Over (Under) Performance	1 Year Return	1 Year FTSE TMX Short Term Bond Index	1 Year Over (Under) Performance
0.09%	0.14%	-0.05%	0.91%	0.91%	0.00%	3.63%	4.01%	-0.38%

## PH&amp;N – Mortgage Pension Trust (Net returns)

Monthly Return	Monthly FTSE TMX Short Term Bond Index +1%	Monthly Over (Under) Performance	3 Month Return	3 Month FTSE TMX Short Term Bond Index +1%	3 Month Over (Under) Performance	1 Year Return	1 Year FTSE TMX Short Term Bond Index +1%	1 Year Over (Under) Performance
0.35%	0.23%	0.12%	1.49%	1.16%	0.32%	5.01%	5.01%	0.00%

## Total Fund Return vs. Benchmark Return – (including bank deposits and based on average monthly balances)

Monthly Total Fund Return	Monthly Benchmark Return	Monthly Over (Under) Performance	3 Month Total Fund Return	3 Month Benchmark Return	3 Month Over (Under) Performance	1 Year Fund Return	1 Year Benchmark Return	1 Year Over (Under) Performance
0.23%	0.16%	0.08%	0.89%	0.70%	0.19%	3.26%	2.90%	0.36%







University  
of Victoria

**SUBMISSION TO THE UVIC BOARD OF GOVERNORS**

**September 09, 2019**

**FOR INFORMATION**

**To:** OPERATIONS AND FACILITIES COMMITTEE

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

**cc:** President and Vice-Chancellor

**Meeting Date:** September 24, 2019

**Subject:** STATUS REPORT ON CAPITAL PROJECTS

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

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

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**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: September 01, 2019

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

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

<b>BUDGET STATUS:</b>	<b>APPROVED BUDGET 01-Sept-2016</b>	<b>FMGT Forecast Costs 01-Sept-2019</b>
<b>Consulting</b>	\$2,888,770	\$2,800,000
<b>Construction</b>	\$13,900,000	\$17,156,000
<b>Completion</b>	\$1,900,000	\$270,000
<b>Contingency</b>	<u>\$780,000</u>	<u>\$0</u>
<b>Sub-Total</b>	\$19,468,770	\$20,226,000
<b>GST (1.65%)</b>	<u>\$321,230</u>	<u>\$334,000</u>
<b>TOTAL PROJECT COSTS</b>	<b>\$19,790,000</b>	<b>\$20,560,000</b>

Total commitments to date are nearing \$20,560,000, representing 100% of the revised forecasted cost of \$20,560,000.

Final projected costs are now greater than budget by \$770K or 3.9%.

Farmer Construction's schedule originally indicated a January 31, 2019 total completion. The last report to the Board anticipated completion June 2019, representing \$410K or 2% over budget. Substantial Completion and hand-over to the University did not take place until August 27, 2019.

The cost overruns are a result of challenges in commissioning the plant. Unforeseen Fortis BC gas supply fluctuations, the additional regulators to correct the issue, and resulting commissioning process delayed project completion. The additional work to achieve completion took much longer than was previously anticipated, contributing to the higher than expected cost overrun.

The original construction tender and contract award required the use of the majority of the contingency such that there was limited contingency available.

The cost over-runs items are mainly due to multiple attempts at commissioning, and are summarized as follows:

- Colliers Project Leaders management fees: \$72,000
- FVB Energy Consultants contract administration fees: \$204,000
- Avalon Consulting commissioning: \$18,000
- CES LEED Commissioning consultant: \$8,000
- Cannepp boiler supplier commissioning: \$135,000
- Farmer Construction unforeseen regulator installations time and materials: \$100,000
- Design coordination and constructability issues: \$79,000
- Safety, IT, controls, mechanical and electrical issues: \$78,000
- Other miscellaneous items: \$50,000
- Facilities Management project administration fee: \$15,000
- UVic personnel training and shop support: \$5,000
- GST: \$6,000

<b>PROJECT:</b>	<b>STUDENT HEALTH &amp; WELLNESS CENTRE</b>
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Project No: 17-03034

Project Consultants: KASIAN Architecture Ltd.

General Contractor: TBD

<b>BUDGET STATUS:</b>	<b>APPROVED BUDGET 27-Nov-2018</b>	<b>FMGT Forecast Costs 01-Sept-2019</b>
<b>Consulting</b>	\$390,000	\$390,000
<b>Construction</b>	\$4,610,000	\$4,210,000
<b>Completion</b>	\$1,000,000	\$1,000,000
<b>Contingency</b>	<u>\$200,000</u>	<u>\$600,000</u>
<b>Sub-Total</b>	\$6,200,000	\$6,200,000
<b>GST (1.65%)</b>	<u>\$100,000</u>	<u>\$100,000</u>
<b>TOTAL PROJECT COSTS</b>	<b>\$6,300,000</b>	<b>\$6,300,000</b>

- Total commitments to date are approximately \$358,956, represents 5.7% of the approved Budget of \$6,300,000.

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

#### Major Risks:

- None at this time

<b>PROJECT:</b>	<b>STUDENT HOUSING &amp; DINING</b>
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Project No: 16-02265  
Project Consultants: Perkins + Will Canada Architects  
Construction Manager: EllisDon-Kinetic

<b>BUDGET STATUS:</b>	<b>Approved Budget 27-Mar-2018</b>	<b>FMGT Forecast Costs 01-Sep-2019</b>
<b>Consulting</b>	\$16,400,000	\$18,084,002
<b>Construction</b>	\$163,700,000	\$170,269,107
<b>Completion</b>	\$6,400,000	\$4,796,733
<b>Contingency</b>	\$7,500,000	\$3,500,000
<b>Sub-Total</b>	\$194,000,000	\$196,649,842
<b>GST (1.65%)</b>	\$3,200,000	\$3,244,722
<b>TOTAL PROJECT COST</b>	<b>\$197,200,000</b>	<b>\$199,894,564</b>

- Total commitments to date are \$30,491,404, or 15.5% of the approved Budget of \$197,200,000.

<b>SCHEDULE STATUS:</b>	<b>Target Date 01-Jan-2019</b>	<b>Actual / Forecasted Date 01-Sep-2019</b>
Schematic Design	<i>Complete</i>	August 2018
Design Development	<i>Complete</i>	March 2019
Construction Documents	November 2019	November 2019

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

Tender	<i>Complete</i>	April 2019	April 2019
Construction Stage		August 2019	September 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	November 2019	November 2019
Construction Stage	January 2021	January 2021

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

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

#### **Major Risks:**

- None at this time.



University  
of Victoria

**SUBMISSION TO THE UVIC BOARD OF GOVERNORS**

**FOR INFORMATION**

**September 11, 2019**

**To:** Finance Committee

**From:** Valerie Kuehne  
Vice-President Academic and Provost

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

Gayle Gorrill  
Vice-President Finance and Operations

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

**cc:** President and Vice-Chancellor

**Meeting Date:** September 24, 2019

**Subject:** 2019/20 Budget Expenditure Allocation Report

**Basis for Jurisdiction:** 6.2 Committee's Terms of Reference

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**Strategic Relevance:**

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

**Background:**

The attached report has been prepared to provide the Board of Governors more detailed information on the implementation of the 2019/20 budget framework which was approved by the Board of Governors on March 26, 2019.

The report outlines the operating expenditure allocations approved by the President. Appendix 1 provides information on the total operating expenditure budget presented by functional area. Appendix 2 gives details of the operating expenditure allocations as distributed to Faculties/Departments.

**Attachment:**

2019/20 Budget Expenditure Allocation Report



## **2019/20 Budget Expenditure Allocation Report**

## 2019/20 BUDGET EXPENDITURE ALLOCATION REPORT

### OVERVIEW

At its March 26, 2019 meeting, the UVic Board of Governors approved the 2019/20 Planning and Budget Framework. The preliminary base operating expenditure budget is \$402M and is outlined in Appendix 1. As outlined in the 2019/20 Planning Budget Framework, total expenditures were projected to increase by \$33.50M<sup>1</sup>. After accounting for \$17.68M in contractual, inflationary and other regulatory requirements<sup>2</sup>, budget available for allocations was projected at \$15.82M. For detailed allocations please see Appendix 2.

The 2019/20 expenditure increase of \$33.50M was used to support both base and non-recurring allocations and is funded by the following sources:

- Base allocations of: \$25.14M from:
  - Provincial grant for compensation costs: \$8.06M;
  - Employer health tax: 4.25M;
  - Provincial grant for Engineering and JD/JID programs: \$2.71;
  - Student fee increase: \$10.0M (2% domestic, 4% continuing (grandparented) international students, 15% new international undergraduate students); and,
  - Departmental revenue: \$0.12M.
- Non-recurring allocations of: \$8.35M from :
  - Reallocated institutional carry forward: \$4.03M;
  - Research Support Fund incremental project grant: \$0.55M; and,
  - Funding not committed to base expenditures: \$3.77M.

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

Year	Status	FTE
2018-19	Final	15,918
2019-20	Initial	16,123
2019-20	Final	16,105

<sup>1</sup> Contractual, inflationary and other regulatory requirements projected at \$17.68M plus \$15.82M for base and non-recurring budget allocations. (2020-2022 Planning and Budget Framework, pp. 26-30)

<sup>2</sup> Compensation (\$11.08M), Employer health tax (\$5.55M), library acquisitions (\$0.56M), maintenance and inflationary (\$0.25M), departmental revenue (\$0.24M). (2020-2022 Planning and Budget Framework, p. 26)



The final FTE increase in 2019/20 over 2018/19 is attributable to the technology related program expansion (125 FTE), targeted health programs (12 FTE), and the Juris Doctor and Juris Indigenarum Doctor Degree program (50 FTE).

**Attachment(s):**

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

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

**University of Victoria**  
**2019-20 Budget Statements**  
**Operating Expenditure Budget - by Function**

Document #BOG-Sept24/19-06  
Appendix 1

	2019-20 Continuing Regular FTE	Salaries & Benefits	Supplies & Other Expenses	2019-20 Preliminary Base Budget
	(000's)	(000's)	(000's)	(000's)
<b>Academic</b>				
Business	102.91	\$ 10,391	\$ 778	\$ 11,169
Education	131.42	\$ 12,049	\$ 617	12,666
Engineering	178.84	\$ 17,767	\$ 961	18,729
Fine Arts	110.07	\$ 10,428	\$ 491	10,919
Human & Social Development	184.83	\$ 17,280	\$ 1,228	18,508
Humanities	204.66	\$ 21,535	\$ 392	21,927
Law	52.97	\$ 5,757	\$ 479	6,236
Science	258.58	\$ 23,952	\$ 828	24,780
Social Sciences	233.67	\$ 22,733	\$ 426	23,159
Medical Sciences	41.80	\$ 3,025	\$ 3,016	6,041
Cooperative Education	67.97	\$ 4,555	\$ 457	5,013
Graduate Studies	9.21	\$ 818	\$ 143	961
<b>Total Academic</b>	<b>1,576.93</b>	<b>\$ 150,292</b>	<b>\$ 9,817</b>	<b>\$ 160,108</b>
<b>Other Academic</b>				
Continuing Studies	174.04	\$ 9,840	\$ 8,913	18,753
Other Academic Projects	236.21	\$ 16,269	\$ 10,880	27,150
<b>Total Other Academic</b>	<b>410.25</b>	<b>\$ 26,109</b>	<b>\$ 19,793</b>	<b>\$ 45,902</b>
<b>Library</b>				
Library Acquisitions	-	\$ -	\$ 8,982	8,982
Library Operations	137.34	\$ 8,825	\$ 505	9,330
<b>Total Library</b>	<b>137.34</b>	<b>\$ 8,825</b>	<b>\$ 9,487</b>	<b>\$ 18,312</b>
<b>Student Awards &amp; Services</b>				
Student Awards	11.48	\$ 641	\$ 16,813	17,454
Student Services	162.22	\$ 11,084	\$ 4,004	15,088
<b>Total Student Awards &amp; Services</b>	<b>173.70</b>	<b>\$ 11,725</b>	<b>\$ 20,817</b>	<b>\$ 32,542</b>
<b>Plant Maintenance</b>				
Utilities	-	\$ -	\$ 6,217	6,217
Other	314.85	\$ 16,876	\$ 6,789	23,665
<b>Total Plant Maintenance</b>	<b>314.85</b>	<b>\$ 16,876</b>	<b>\$ 13,006</b>	<b>\$ 29,882</b>
<b>Administrative and General</b>				
Executive Offices	44.43	\$ 5,033	\$ 507	5,540
Alumni and Development	41.83	\$ 2,936	\$ 253	3,189
Administrative Registrar	81.37	\$ 4,821	\$ 561	5,383
Student Recruitment	30.43	\$ 1,927	\$ 1,055	2,983
Budget and Capital Planning	20.43	\$ 1,754	\$ 103	1,858
Financial Services	67.94	\$ 4,129	\$ 169	4,298
Human Resources	37.63	\$ 3,264	\$ 347	3,611
Chief Information Officer	44.31	\$ 3,430	\$ 173	3,257
Other Expenses	85.32	\$ 6,356	\$ 1,939	8,296
<b>Total Administrative and General</b>	<b>453.69</b>	<b>\$ 33,651</b>	<b>\$ 4,762</b>	<b>\$ 38,413</b>
<b>Compensation, Benefits &amp; Central Budgets</b>	<b>-</b>	<b>\$ 68,916</b>	<b>\$ 7,961</b>	<b>76,878</b>
<b>Total Base Expenditure Budget</b>	<b>3,066.76</b>	<b>\$ 316,394</b>	<b>\$ 85,643</b>	<b>\$ 402,037</b>

Strategic Framework	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Strategic Impact Fund	\$ 150,000	\$ -	\$ 150,000	Cultivate an Extraordinary Academic Environment	Strategic Impact Fund	Supports innovative initiatives that accelerate the implementation of the framework and advance UVic's priorities and strategies.
<b>Total</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ 150,000</b>			
Student Financial Assistance	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Student Awards and Financial Aid - Student Affairs	\$ 62,781	\$ -	\$ 62,781	Cultivate an Extraordinary Academic Environment	Undergraduate & graduate financial assistance	Financial assistance for graduate and undergraduate students (from differential fees), to attract and support a diverse community of talented students
Student Awards and Financial Aid - Student Affairs	250,000	1,000,000	1,250,000	Cultivate an Extraordinary Academic Environment	Undergraduate scholarships	For undergraduate scholarship program enhancements, to attract and support a diverse community of talented students
<b>Total</b>	<b>\$ 312,781</b>	<b>\$ 1,000,000</b>	<b>\$ 1,312,781</b>			
Student Supports	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Office of the Registrar - Student Affairs	14,641	-	14,641	Cultivate an Extraordinary Academic Environment	Student supports and success	To support operating costs of programs and services (from fee increases), attracting and supporting students through enhanced resources
Vikes Athletics & Recreation - Student Affairs	56,118	-	56,118	Cultivate an Extraordinary Academic Environment	Student supports and success	To support operating costs and enhance programs and services (from fee increases), increasing the vibrancy of campus life
Student Recruitment - Student Affairs	180,000	-	180,000	Cultivate an Extraordinary Academic Environment	International supports	International Recruitment Tiering Strategy support, to attract a diverse community of talented international students
Student Awards and Financial Aid - Student Affairs	-	200,000	200,000	Intensify Dynamic Learning	International supports	To support the Work Study Program, which provides paid experiential learning opportunities for students, especially international students
Health Services - Student Affairs	150,000	495,000	645,000	Cultivate an Extraordinary Academic Environment	Student health	Health Services Clinical Operations support - base and one-time funding as contract with Island Health is negotiated
International Student Services - Student Affairs	-	80,000	80,000	Cultivate an Extraordinary Academic Environment	Student supports and success	To fund the International SOS pilot project, a global medical and travel security assistance service that will support students, faculty and staff well-being before and while traveling for university-sponsored
Student Services - Student Affairs	190,000	-	190,000	Cultivate an Extraordinary Academic Environment	Student supports and success	To support Centre for Accessible Learning Accommodated Exam Services and for staff role changes in Student Services, helping to embed practices of accessibility and inclusion into the student academic
Undergraduate Admissions - Student Affairs	-	123,406	123,406	Cultivate an Extraordinary Academic Environment	Student supports and success	Temporary increase in professional staff in Undergraduate Admissions by 2 FTEs
Office of the Registrar - Student Affairs	-	26,594	26,594	Cultivate an Extraordinary Academic Environment	Student supports and success	For systems implementation within the Office of the Registrar
Student Services - Student Affairs	-	109,000	109,000	Cultivate an Extraordinary Academic Environment	Student supports and success	To hire term Student Conduct Officers, creating a more inclusive and safe campus for students
Office of Student Life - Student Affairs	-	150,000	150,000	Cultivate an Extraordinary Academic Environment	Student supports and success	New student orientation support to increase the vibrancy of campus life and embed practices of inclusion so that new students feel welcomed, value and supported
Vikes Athletics & Recreation - Student Affairs	-	80,000	80,000	Cultivate an Extraordinary Academic Environment	Student supports and success	For varsity and championship programs, increasing the vibrancy of campus by supporting student athletics
<b>Total</b>	<b>\$ 590,759</b>	<b>\$ 1,264,000</b>	<b>\$ 1,854,759</b>			
Learning & Teaching Support & Innovation	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Learning & Teaching Support & Innovation	-	55,000	55,000	Intensify Dynamic Learning	Student supports and success	To support Teaching Assistant Consultants (TACs), placing senior graduate students with considerable teaching experience and skill in schools and departments across campus
Learning & Teaching Support & Innovation	64,000	-	64,000	Intensify Dynamic Learning	Supporting faculty and research	To support faculty and researchers through an Administrative Officer position in LTSI
Learning & Teaching Support & Innovation	-	107,000	107,000	Intensify Dynamic Learning	Supporting faculty and research	To support the Centre for Academic Communications in LTSI
Learning & Teaching Support & Innovation	-	23,391	23,391	Intensify Dynamic Learning	Supporting faculty and research	For LTSI operating budget
Experiential Learning Fund	150,000	-	150,000	Cultivate an Extraordinary Academic Environment	Strategic Impact fund	For the Strategic Framework Experiential Learning Fund, which helps support community-based learning opportunities for students
Fellowship - Research enriched teaching	50,000	-	50,000	Cultivate an Extraordinary Academic Environment	Academic and Research support	To fund a fellowship in research-enriched teaching
<b>Total</b>	<b>\$ 264,000</b>	<b>\$ 185,391</b>	<b>\$ 449,391</b>			
Indigenous Academic & Community Engagement	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Experiential Learning	-	74,500	74,500	Foster Respect and Reconciliation	Indigenous supports	Indigenous Experiential Learning coordinator position IACE and COOP
Indigenous Academic & Community Engagement - Events	-	70,800	70,800	Foster Respect and Reconciliation	Indigenous supports	Term events Coordinator position, helping to build a welcoming, inclusive campus environment while increasing the vibrancy of campus life through cultural activities
Indigenous Academic & Community Engagement - Communications	-	70,800	70,800	Foster Respect and Reconciliation	Indigenous supports	To fund a term Communications Coordinator position, enhancing communications with our university community and local partners to advance our Indigenous profile and reputation
Indigenous Academic & Community Engagement - Leadership	100,000	-	100,000	Foster Respect and Reconciliation	Indigenous supports	Associate Director position in IACE to continue to build leadership capacity
LE, NONET	100,000	110,800	210,800	Foster Respect and Reconciliation	Indigenous supports	Additional support for LE, NONET, which provides Indigenous-specific supports and helps to build pathways, ensuring a welcoming, inclusive and supportive campus for Indigenous students
<b>Total</b>	<b>\$ 200,000</b>	<b>\$ 326,900</b>	<b>\$ 526,900</b>			

Faculty & Academic Unit Supports						
Business	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Gustavson School of Business - BCom	240,000	-	240,000	Intensify Dynamic Learning	Meeting student demand	To fund 2.0 FTE faculty positions for the BCom Minor program
Gustavson School of Business - BCom	-	250,000	250,000	Intensify Dynamic Learning	Meeting student demand	Sessional instructor funding to support demand in BCom Minor program
Differential fees	38,983	-	38,983	Operations	Operations	To support programs
<b>Total</b>	<b>\$ 278,983</b>	<b>\$ 250,000</b>	<b>\$ 528,983</b>			
Co-op and Career Services	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Co-op and Career Services (Indigenous)	-	35,000	35,000	Intensify Dynamic Learning	Indigenous supports	To fund 0.5 FTE of an Indigenous Coordinator position (PEA) for 2 years matched by base funding for 0.5 FTE in IACE (year 2 of 2), helping to support experiential learning for Indigenous students
Co-op and Career Services (Engineering)	156,000	-	156,000	Intensify Dynamic Learning	Meeting student demand	To fund co-op coordinators in Engineering in response to student growth, ensuring every student has the opportunity to engage in meaningful co-op placements
<b>Total</b>	<b>\$ 156,000</b>	<b>\$ 35,000</b>	<b>\$ 191,000</b>			
Education	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Education	-	60,000	60,000	Engage Locally and Globally	Supporting faculty and research	Term funding for a Community Liaison Officer, promoting more effective interactions with local communities and partners
Differential fees	3,221	-	3,221	Operations	Operations	To support programs
<b>Total</b>	<b>\$ 3,221</b>	<b>\$ 60,000</b>	<b>\$ 63,221</b>			
Engineering	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Differential fees	7,218	-	7,218	Operations	Operations	To support programs
Engineering	400,000	-	400,000	Intensify Dynamic Learning	Meeting student demand	TA and sessional funding to support student growth in engineering
Engineering	480,000	-	480,000	Intensify Dynamic Learning	Meeting student demand	Research and Teaching Faculty positions to support engineering expansion
Engineering	150,000	-	150,000	Intensify Dynamic Learning	Meeting student demand	Staff positions to support engineering expansion
<b>Total</b>	<b>\$ 1,037,218</b>	<b>\$ -</b>	<b>\$ 1,037,218</b>			
Fine Arts	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Fine Arts	-	23,996	23,996	Intensify Dynamic Learning	Meeting student demand	To enhance administrative support in the Office of the Dean
Fine Arts - Theatre	25,306	63,719	89,025	Intensify Dynamic Learning	Supporting faculty and research	Theatre support positions including bridge funding
Fine Arts - Art History & Visual Studies	-	26,125	26,125	Intensify Dynamic Learning	Supporting faculty and research	To fund a limited term, 0.5 FTE ATP in Art History in support of dual career
Fine Arts - Visual Arts	-	21,247	21,247	Intensify Dynamic Learning	Supporting faculty and research	To fund a limited term, 0.5 FTE ATP in Visual Arts in support of dual career
Fine Arts	-	65,000	65,000	Intensify Dynamic Learning	Meeting student demand	Enrolment funding to support additional course sections
Fine Arts	-	34,589	34,589	Intensify Dynamic Learning	Meeting student demand	Bridge funding to retirement for support positions
<b>Total</b>	<b>\$ 25,306</b>	<b>\$ 234,676</b>	<b>\$ 259,982</b>			
Graduate Studies	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Differential fees	15,546	-	15,546	Operations	Operations	To support programs
Graduate Studies	-	231,000	231,000	Cultivate an Extraordinary Academic Environment	Graduate fellowships	To support graduate fellowships
Graduate Studies	-	300,000	300,000	Cultivate an Extraordinary Academic Environment	Graduate fellowships	To support Strategic Framework graduate scholarships (Presidential Scholarships), helping to attract and support a diverse community of talented graduate students
Graduate Studies	-	30,000	30,000	Foster Respect and Reconciliation	Indigenous fellowships	To fund Graduate Fellowships and Awards strategically supporting Indigenous graduate students
Graduate Studies	69,000	-	69,000	Cultivate an Extraordinary Academic Environment	Graduate fellowships	General support for graduate fellowship program, helping to attract and supported talented graduate students
<b>Total</b>	<b>\$ 84,546</b>	<b>\$ 561,000</b>	<b>\$ 645,546</b>			
Human & Social Development	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose

Human & Social Development - Health Information Science	28,000	-	28,000	Intensify Dynamic Learning	Meeting student demand	To support HINF faculty positions: a stipend (\$8k) for the Associate Dean Research and a 0.2 FTE (\$20k) for research faculty member
Human & Social Development - Health Information Science	80,000	-	80,000	Intensify Dynamic Learning	Meeting student demand	To fund a 0.8 FTE for a research faculty member in HINF to address current teaching and research deficit
<b>Total</b>	<b>\$ 108,000</b>	<b>\$ -</b>	<b>\$ 108,000</b>			
<b>Humanities</b>	<b>Base</b>	<b>Non-Recurring</b>	<b>Total</b>	<b>Key Priority Area</b>	<b>Priority Description</b>	<b>Accountability/Purpose</b>
Humanities - English	6,500	-	6,500	Advance Research Excellence and Impact	Supporting faculty and research	Stipend for the Academic Writing Requirement Program Director
Humanities	-	49,000	49,000	Intensify Dynamic Learning	Supporting faculty and research	Funding for Faculty-wide academic planning
Humanities	-	23,333	23,333	Foster Respect and Reconciliation	Indigenous supports	To support a tri-faculty Indigenous Coordinator (collaboration between Sciences and Social Sciences, Humanities) to increase the success of Indigenous students
Humanities - English	100,000	-	100,000	Intensify Dynamic Learning	Student supports and success	To fund a teaching position (ATP) for the Academic Writing Requirement
<b>Total</b>	<b>\$ 106,500</b>	<b>\$ 72,333</b>	<b>\$ 178,833</b>			
<b>Island Medical Program</b>	<b>Base</b>	<b>Non-Recurring</b>	<b>Total</b>	<b>Key Priority Area</b>	<b>Priority Description</b>	<b>Accountability/Purpose</b>
Island Medical Program	-	100,000	100,000	Intensify Dynamic Learning	Supporting faculty and research	Funds to support faculty start-up
<b>Total</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>			
<b>Law</b>	<b>Base</b>	<b>Non-Recurring</b>	<b>Total</b>	<b>Key Priority Area</b>	<b>Priority Description</b>	<b>Accountability/Purpose</b>
Law (Indigenous)	1,072,005	50,364	1,122,369	Foster Respect and Reconciliation	Indigenous supports	For the Indigenous law program expansion, including faculty and staff positions and operating costs
Differential fees	9,442	-	9,442	Operations	Operations	To support programs
<b>Total</b>	<b>\$ 1,081,447</b>	<b>\$ 50,364</b>	<b>\$ 1,131,811</b>			
<b>Science</b>	<b>Base</b>	<b>Non-Recurring</b>	<b>Total</b>	<b>Key Priority Area</b>	<b>Priority Description</b>	<b>Accountability/Purpose</b>
Science	100,000	-	100,000	Cultivate an Extraordinary Academic Environment	Academic and research support	To support role changes for support staff
Science - Biochemistry & Microbiology, Biology	23,000	50,000	73,000	Intensify Dynamic Learning	Student supports and success	To support Biochemistry summer labs, Biology scientific assist program, and program support in the Dean's Office
Science	-	23,333	23,333	Foster Respect and Reconciliation	Indigenous supports	To support a tri-faculty Indigenous Coordinator (collaboration between Sciences and Social Sciences, Humanities) to increase the success of Indigenous students
Science - Biology, Mathematics & Statistics	-	40,426	40,426	Cultivate an Extraordinary Academic Environment	Academic and research support	Term-funded support positions in Biology and Mathematics
Science - Mathematics & Statistics	100,000	-	100,000	Intensify Dynamic Learning	Meeting student demand	To fund a teaching position (ATP) in Mathematics for the Faculty of Engineering expansion
<b>Total</b>	<b>\$ 223,000</b>	<b>\$ 113,759</b>	<b>\$ 336,759</b>			
<b>Social Science</b>	<b>Base</b>	<b>Non-Recurring</b>	<b>Total</b>	<b>Key Priority Area</b>	<b>Priority Description</b>	<b>Accountability/Purpose</b>
Social Sciences - Environmental Studies	9,000	-	9,000	Cultivate an Extraordinary Academic Environment	Academic and research support	To support staff role changes in Environmental Studies
Social Sciences - Economics	200,000	-	200,000	Intensify Dynamic Learning	International supports	For international initiatives in Economics to support enrolment growth, including additional instructional sections (\$100k) and TA funding (\$100k)
Social Sciences - Economics	15,000	-	15,000	Engage Locally and Globally	International supports	FTE increase for staffing in Economics in response to international student growth
Social Sciences	60,000	-	60,000	Engage Locally and Globally	International supports	To hire an international officer position in Social Sciences
Social Sciences - Sociology	100,000	-	100,000	Intensify Dynamic Learning	Supporting faculty and research	To hire a research faculty position in Sociology (health and gender)
Social Sciences - Psychology	4,800	-	4,800	Intensify Dynamic Learning	Student supports and success	To enhance Psychology tutorials
Social Sciences	-	17,000	17,000	Intensify Dynamic Learning	Supporting faculty and research	Fundraising, including donor meetings, travel, alumni events
Social Sciences	-	23,333	23,333	Foster Respect and Reconciliation	Indigenous supports	To support a tri-faculty Indigenous Coordinator (collaboration between Sciences and Social Sciences, Humanities) to increase the success of Indigenous students
<b>Total</b>	<b>\$ 388,800</b>	<b>\$ 40,333</b>	<b>\$ 429,133</b>			
<b>Library</b>	<b>Base</b>	<b>Non-Recurring</b>	<b>Total</b>	<b>Key Priority Area</b>	<b>Priority Description</b>	<b>Accountability/Purpose</b>
Libraries	-	600,000	600,000	Advance Research Excellence and Impact	Library collections	To support Library collections (acquisitions budget)
Libraries	63,000	-	63,000	Advance Research Excellence and Impact	Supporting faculty and research	To hire a Records Management Archivist
Acquisitions - Inflation and Exchange Rates	410,000	-	410,000	Operations	Operations	To support Library collections
<b>Total</b>	<b>\$ 473,000</b>	<b>\$ 600,000</b>	<b>\$ 1,073,000</b>			

VP Academic & Provost	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
VP Academic & Provost	220,000	-	220,000	Cultivate an Extraordinary Academic Environment	Academic and Research support	To hire a Vice-Provost, allowing for greater focus on Strategic Framework and academic priorities to support students, faculty and staff
VP Academic & Provost	60,000	-	60,000	Cultivate an Extraordinary Academic Environment	Academic and Research support	To hire a staff position to support the Vice-Provost
VP Academic & Provost	600,000	-	600,000	Cultivate an Extraordinary Academic Environment	Academic and Research support	To fund up to four Strategic Framework Impact Chairs, helping us to attract a recruit exceptional faculty who will be leaders in advancing Strategic Framework priorities
VP Academic & Provost	100,000	-	100,000	Engage Locally and Globally	International supports	To support international leadership
VP Academic & Provost	-	100,000	100,000	Engage Locally and Globally	Reputational advancement	Term funding to support global reputation and rankings project
VP Academic & Provost	-	50,000	50,000	Cultivate an Extraordinary Academic Environment	Supporting faculty and research	To support the Health Sciences Initiative, a joint activity with VPRE that aims to enhance the quality and raise the profile of health research, health programs and related activities
VP Academic & Provost	-	180,000	180,000	Intensify Dynamic Learning	Supporting faculty and research	To support faculty start-up funds
VP Academic & Provost	-	120,000	120,000	Promote Sustainable Futures	Supporting faculty and research	To support searches for senior academic leaders
VP Academic & Provost	-	250,000	250,000	Cultivate an Extraordinary Academic Environment	Supporting faculty and research	To support Academic Equipment Funding, helping to ensure departments have the resources needed for research-enriched and hands-on learning
VP Academic & Provost	255,000	-	255,000	Advance Research Excellence and Impact	Academic and Research support	Sustainability funding for the Canada Research Chair Program, to advance research excellence and impact
Differential fees	12,075	-	12,075	Operations	Operations	To provide academic support
<b>Total</b>	<b>\$ 1,247,075</b>	<b>\$ 700,000</b>	<b>\$ 1,947,075</b>			

## Non-academic related allocations

Appendix 2

VP Finance and Operations	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Differential fees	\$ 19,621	\$ -	\$ 19,621	Operations	Operations	To provide infrastructure support.
<b>Total</b>	<b>\$ 19,621</b>	<b>\$ -</b>	<b>\$ 19,621</b>			
Budget and Capital Planning	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Staffing requirements	-	50,000	50,000	Operations	Operations	Funding for Budget Director retirement/transition
Community engagement & staffing requirements	\$ -	\$ 30,822	\$ 30,822	Operations	Operations	Funding for community engagement & Project Coordinator
<b>Total</b>	<b>\$ -</b>	<b>\$ 80,822</b>	<b>\$ 80,822</b>	<b>Operations</b>	<b>Operations</b>	
University Systems	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Inflationary costs	170,000	-	170,000	Operations	Operations	To support annual inflationary costs on institutional licensing
Hardware and Software	131,473	-	131,473	Advance Research Excellence and Impact	Software and hardware licencing including cyber security	Licensing maintenance fees and mandatory requirements
Hardware and Software	174,278	-	174,278	Cultivate an Extraordinary Academic Environment	Software and hardware licencing including cyber security	Licensing maintenance fees and mandatory requirements
Systems Infrastructure	283,800	-	283,800	Advance Research Excellence and Impact	Information system infrastructure	Funding for IT hardware replacement
Systems Infrastructure	376,200	30,000	406,200	Cultivate an Extraordinary Academic Environment	Information system infrastructure	Funding for IT hardware replacement
Research Infrastructure	-	157,446	157,446	Advance Research Excellence and Impact	Research data storage	To support research storage infrastructure
Research Computing	90,000	-	90,000	Advance Research Excellence and Impact	Supporting faculty and research	1 FTE Senior Advanced Research Computing Specialist
<b>Total</b>	<b>\$ 1,225,750</b>	<b>\$ 187,446</b>	<b>\$ 1,413,196</b>			

Human Resources	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Organizational restructuring support	-	86,143	86,143	Cultivate an Extraordinary Academic Environment	Faculty and department support	To support institutional organizational restructuring 1 FTE
Collective bargaining support	-	150,000	150,000	Cultivate an Extraordinary Academic Environment	Supporting faculty and research	One-time funding support
Retirement planning initiative	-	70,000	70,000	Cultivate an Extraordinary Academic Environment	Faculty and department support	Continued support for Retirement Planning program
Leadership Development	-	33,000	33,000	Cultivate an Extraordinary Academic Environment	Faculty and department support	Support for the Leading for Engagement Program
<b>Total</b>	<b>\$ -</b>	<b>\$ 339,143</b>	<b>\$ 339,143</b>			
Facilities Management	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Inflationary costs	\$ 75,000	\$ -	\$ 75,000	Operations	Operations	To support contract inflationary costs and increase facility maintenance
<b>Total</b>	<b>\$ 75,000</b>	<b>\$ -</b>	<b>\$ 75,000</b>			
General Counsel	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Employee Training	-	30,000	30,000	Cultivate an Extraordinary Academic Environment	Faculty and department support	Privacy, personal information and records management
Organizational restructuring support	13,000	-	13,000	Cultivate an Extraordinary Academic Environment	Faculty and department support	To support organizational restructuring
Staffing requirements	-	25,104	25,104	Cultivate an Extraordinary Academic Environment	Faculty and department support	Funding for General Counsel admin support 0.4 FTE
<b>Total</b>	<b>\$ 13,000</b>	<b>\$ 55,104</b>	<b>\$ 68,104</b>			
VP External Relations	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Advancement Services	297,782	93,423	391,205	Promote Sustainable Futures	Fund development plan	Support for 5 year development plan
Communications & Marketing	-	539,050	539,050	Engage Locally and Globally	University web renewal	Funding to support the University Communication Plan Sharpening our Edge Tier 1
Communications & Marketing	121,031	507,000	628,031	Engage Locally and Globally	University communication plan	Funding to support the University Communication Plan Sharpening our Edge Tier 2
Community and Government Relations	-	75,000	75,000	Engage Locally and Globally	Supporting faculty and research	Support to execute major University Plans
Advancement Services		200,000	200,000	Promote Sustainable Futures	Fund development plan	Support for 5 year development plan.
Legacy Art Gallery	69,100	-	69,100	Engage Locally and Globally	Legacy gallery support	Funding support for Academic and Community Programmer position
<b>Total</b>	<b>\$ 487,913</b>	<b>\$ 1,414,473</b>	<b>\$ 1,902,386</b>			

VP Research Services	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Research Services	\$ 107,166	\$ -	\$ 107,166	Advance Research Excellence and Impact	Research infrastructure	To fund two positions: Research Agreements Facilitator & Research Administration Information System Liaison
Reputational Advancement	-	200,000	200,000	Advance Research Excellence and Impact	Building research connections	Building Research Connections
Research Services	-	200,000	200,000	Advance Research Excellence and Impact	Health Initiative support	Health Initiative support
University Patents	-	250,000	250,000	Advance Research Excellence and Impact	Intellectual property support	Intellectual Property
Animal Care Unit	-	171,477	171,477	Advance Research Excellence and Impact	Supporting faculty and research	Animal Care equipment
Coast Capital Savings Innovation Centre	-	50,000	50,000	Advance Research Excellence and Impact	Supporting faculty and research	To support operating budget for CCSIC
Research Support Fund	-	250,000	250,000	Advance Research Excellence and Impact	Faculty research support fund	Funding to support internal research
Research Services	120,000	-	120,000	Cultivate an Extraordinary Academic Environment	Academic and Research support	To support operations
<b>Total</b>	<b>\$ 227,166</b>	<b>\$ 1,121,477</b>	<b>\$ 1,348,643</b>			
University Secretary	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Equity and Human Rights	\$ -	\$ 30,000	\$ 30,000	Foster Respect and Reconciliation	Education, policy implementation and hiring support	Funding to recruit an Associate Director position
Policy compliance	88,688	-	88,688	Cultivate an Extraordinary Academic Environment	Academic and Research support	Funding to establish a Policy Officer position
Equity and Human Rights	-	60,000	60,000	Foster Respect and Reconciliation	Education, policy implementation and hiring support	Sexual Violence awareness campaign design
Equity and Human Rights	-	50,000	50,000	Foster Respect and Reconciliation	Education, policy implementation and hiring support	3 year EQHR Education and Training plan
<b>Total</b>	<b>\$ 88,688</b>	<b>\$ 140,000</b>	<b>\$ 228,688</b>			







University  
of Victoria

**SUBMISSION TO THE UVIC BOARD OF GOVERNORS**

**FOR DECISION**

September 9, 2019

**To:** Board of Governors

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

Handwritten signatures in blue ink. The top signature is 'Valerie Kuehne' and the bottom signature is 'Gayle Gorrill'.

**cc:** President and Vice-Chancellor

**Meeting Date:** September 24, 2019

**Subject:** Reclassification of International Tuition Fees for Indigenous Students from the United States

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**Basis for Jurisdiction:**

Strategic Framework (Strategy 1.2, 1.4, 4 and 6)  
Strategic Enrolment Management Plan  
Indigenous Plan

**Strategic Relevance:**

This proposal is part of the university's ongoing work to honour the Truth and Reconciliation Commission's Calls to Action, and aligns with multiple strategic priorities including the Strategic Framework, Strategic Enrolment Management (SEM) Plan, and Indigenous Plan. This initiative is intended to reduce obstacles and increase accessibility to higher education for Indigenous students and well as foster respectful partnerships with Indigenous communities and partner organizations.

**Previous Consultation:**

Preliminary consultation was done in spring 2019 and included the University Executive, Office of Indigenous Academic and Community Engagement (IACE), University of British Columbia (UBC) and Vancouver Island University (VIU). Consultation with Tuition Fees and International Student Services took place in August 2019. The proposal was reviewed and endorsed at the September 4, 2019 meeting of the Tuition Committee.

**Recommendation:**

That the Board of Governors approve the proposed additions to the “Regulations for Tuition Fees for Graduate Programs” and “Undergraduate Tuition and Other Fees” sections (included below) and that these revisions be published in the January 2020 editions of both the Graduate and Undergraduate Academic Calendars.

**Background:**

The Jay Treaty, signed in 1794 between Great Britain and the United States, provides for Indigenous peoples born in the United States and Canada to freely cross borders for the purpose of employment, study, retirement, investing, and/or immigration; and to engage in trade or commerce with one another as done before the national border was created. The term “Sixties Scoop” refers to the mass removal of Indigenous children from their families into the child welfare system. Despite the name, the Sixties Scoop began in the late 1950s and persisted into the 1980s.

This initiative aligns with the university’s Strategic Framework, and the SEM Plan’s commitment to increase Indigenous representation on campus and will facilitate the development and implementation of an admission plan for Indigenous students. Specifically, the proposal supports SEM Goal 6: “by 2029, Indigenous students will comprise at least 10% of the overall student population at UVic.”

**Rationale:**

The proposal recommends a tuition structure that respects and acknowledges Indigenous heritage and territories irrespective of the Canada/US border. Under this proposed structure, any Indigenous students from the United States whose ancestral lands include Canada will no longer be given an international tuition fee classification. Rather, as members of an Indigenous nation, they will be assessed domestic tuition fees. Similarly, children of Canadian Indigenous people who were adopted internationally via the Sixties Scoop will be eligible for a domestic tuition fee assessment.

An implementation plan has been developed and is being refined in consultation with the Office of the Registrar and IACE.

**Planned Further Action:**

Updates will be made to the Graduate and Undergraduate Academic Calendars to reflect this new procedure:

*For the Graduate Academic Calendar, the entry will read as follows:*

Indigenous students from the United States who are affiliated with an Indigenous nation that is bisected by the Canada/U.S. border and children of Canadian Indigenous people who were adopted internationally via the Sixties Scoop may be eligible for domestic tuition fee assessment. In order for this assessment to be applied, students must provide a written statement of eligibility to Graduate Admissions and Records Office. Domestic tuition fees will be assessed beginning in the term in which the written statement is provided.

*For the Undergraduate Academic Calendar, the entry will read as follows:*

Indigenous students from the United States who are affiliated with an Indigenous nation that is bisected by the Canada/U.S. border and children of Canadian Indigenous people who were adopted internationally via the Sixties Scoop may be eligible for domestic tuition fee assessment. In order for this assessment to be applied, students must provide a written statement of eligibility to Student Support Services in the Office of the Registrar. Domestic tuition fees will be assessed beginning in the term in which the written statement is provided.

A recruitment strategy and communications plan will be developed in order to support implementation, in consultation with the IACE, the Indigenous Student Recruitment Officer, and the Office of the Registrar.





University  
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**SUBMISSION TO THE UVIC BOARD OF GOVERNORS**

**September 11, 2019**

**FOR INFORMATION**

**To: FINANCE COMMITTEE**

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

A handwritten signature in dark ink, appearing to read "G. Smith" or similar, written in a cursive style.

**cc: President and Vice-Chancellor**

**Meeting Date: September 24th, 2019**

**Subject: RESPONSIBLE INVESTMENT UPDATE**

**Basis for Jurisdiction:** Committee's Terms of Reference  
Short-Term Investment Policy, FM5200  
Policy on Social Responsibility and UVic Investments, FM5215

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**Previous Consultation:**

Board of Governors, including: #BOG-Apr01/14-05; #BOG-May27/14-16; #BOG-Sept30/14-24;  
#BOG-Jan26/16-28; #BOG-Mar26/19; #BOG-May28/19-06; #BOG-Jun24/19-16

**Strategic Relevance:**

*Strategy 5.2 - Review and renew our approach to sustainability in every domain (research, education, community engagement and campus operations) to move toward a comprehensive and integrated approach.*

*Strategy 5.4 - Ensure that students have opportunities to engage with issues, principles and practices that support social and environmental sustainability, and to develop the knowledge and ethical orientation to contribute to a just, socially responsible and sustainable future.*

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

## **Background**

At its meeting on May 28, 2019, the Board of Governors received a report on Responsible Investment. The BOG also received correspondence from Divest UVic, a student group who are requesting that the university divest from investments in fossil fuel. At the meeting, there was a request to have open dialogue with the University of Victoria Foundation. There was also a request for the BOG to receive information and education so that they would be better informed for future discussions.

At its meeting on June 24th, 2019, the BOG again received a report on Responsible Investment. The purpose of that document was to provide an update on discussions with students and discussions with the University of Victoria Foundation, as well as to obtain input from the BOG with respect to the approach and timing of future discussions and education.

The purpose of this document is to provide information on UVic and UVic Foundation activities relative to meeting with UVSS representatives and resulting actions.

## **Update on Activities**

*Meetings with the representatives from the University of Victoria Students Society (UVSS) and other campus members*

This summer there have been six meetings with management and representatives from the UVSS. The major activity so far has been sharing information, which has included:

- outlining the governance structures of UVic and the UVic Foundation and the process to engage them;
- outlining alternative investments practices (i.e., responsible investing, screening, impact investing) and considering how other post-secondary institutions are implementing these practices; and
- consulting with the UVSS with respect to updating the University Of Victoria policy on Socially Responsible Investing.

A meeting was also held with the UVSS representatives, the Chair of the University Of Victoria Foundation Board and the University Secretary at the request of the UVSS. At that meeting there was a productive discussion.

The University of Victoria President, Vice-President Finance and Operations and Vice President of External Relations met with UVic faculty members Astrid Brousselle, Christopher Kennedy and Matthew Murphy with regards to divestment for sustainable futures and had a good exchange of ideas.

On August 29th, 2019, UVic held a panel discussion on 'Climate Smart Finance: Financial sector levers for advancing a low-carbon economy' hosted by the Pacific Institute for Climate Solutions (PICS) and the Centre for Social and Sustainable Innovation (CSSI) at Gustavson School of Business. This panel of financial experts discussed the critical role the financial sector can – and must – play to support the transition to a low-carbon economy and referenced frequently the Final Report of the Expert Panel on Sustainable Finance - Mobilizing Finance for Sustainable Growth that can be found at the following link (<https://www.canada.ca/en/environment-climate-change/services/climate-change/expert-panel-sustainable-finance.html>).

### *Foundation Update*

With permission of the Foundation Board Chair, the following information about the Foundation activities are provided. The University of Victoria Foundation met in August and discussed the Foundation's responsible investment practices.

As a result of the Foundation's August meeting, the Foundation has committed to:

- enhance its external stakeholder communications by enhancing Responsible Investing information in the annual report and on the website to:
  - provide information and examples of how our investment managers incorporate Environmental Social and Governance (ESG) approaches, including on the website, what ESG is not (e.g., negative or positive screening, Socially Responsible Investing);
  - include a timeline of key responsible investment milestones; and
  - remove the reference to the Fossil Fuel Free Fund as a pilot project and feature the Fund more prominently on its website so it can be more easily referenced by UVic development officers.
- consider opportunities to engage the University Of Victoria Foundation stakeholders.

### **Next Steps:**

Incorporate the feedback from September to reflect the Board discussion in creating the joint education session in November.







University  
of Victoria

**SUBMISSION TO THE UVIC BOARD OF GOVERNORS**

**FOR INFORMATION**

Sept. 11, 2019

**To:** Operations and Facilities Committee

**From:** Jamie Cassels, President and Vice-Chancellor

**cc:** Valerie S. Kuehne, Vice-President Academic and Provost  
Tony Eder, Executive Director, Academic Resource Planning

**Meeting Date:** September 24, 2019

**Subject:** Strategic Framework Implementation Report

**Basis for Jurisdiction:** University Act, Section 27(1)  
Board Procedures, Section 8.1

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**Strategic relevance:**

The University of Victoria's Strategic Framework 2018-2023 articulates our shared understanding of our vision, values and priorities. It serves as a guide to our entire university's future, outlining six strategic areas where we should focus our efforts: 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.

**Background:**

After eight months of consultation with more than 2,500 people, the Board of Governors approved the Strategic Framework on May 29, 2018 (BOG-May29/18-22). It officially launched on Sept. 19, 2018.

Implementation of the framework is coordinated through the university's Integrated Planning Committee—comprised of vice-presidents and associate vice-presidents from all portfolios—to ensure a focused and collaborative approach. The committee sets institutional planning priorities and allocates resources across the university in a manner that is closely aligned with the priorities and goals of the framework.

The report honours our commitment to taking an accountable and transparent approach to implementing the framework. It is also an opportunity to celebrate our progress over the past year while identifying opportunities for further progress towards achieving our goals and vision.

**Summary:**

The graphs and examples included in the first annual Strategic Framework Implementation Report demonstrate the progress we have made in the past year towards achieving our vision and goals. This progress would have not been possible without the work of dedicated faculty and staff across the entire university in every portfolio. The examples chosen for inclusion in the report were generated through the Integrated Planning process and they reflect many of our collective accomplishments and successes, but the report is not a comprehensive account of all of the university's achievements over the past year.

The report builds upon the strength of UVic's people and its collegial, inclusive and collaborative culture. Guided by the framework, UVic will continue to deliver on our commitments to our people, partners and local and global communities, and we will continue to hold ourselves accountable in a collaborative and transparent manner.

**Planned Further Action:**

- Share the annual implementation report with Senate at the 4 October meeting.
- Make the report available to the community as a downloadable PDF and online dashboard at [www.uvic.ca/strategicframework](http://www.uvic.ca/strategicframework)

**Attachment:**

Strategic Framework Implementation Report 2018/19

# STRATEGIC FRAMEWORK IMPLEMENTATION REPORT 2018/19





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# Message from the president

It's my pleasure to present the first report on the implementation of the University of Victoria Strategic Framework 2018-2023 to the campus community.

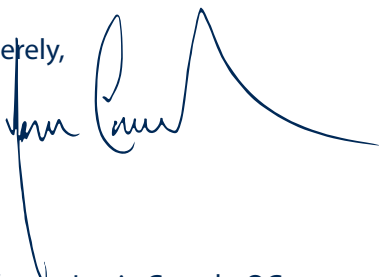
Our framework was built through university-wide consultation and reflects the feedback and exchange of ideas that we had during the planning process. The framework resonates authentically with our history, values and strengths, but it's also a springboard to some ambitious and high-reaching goals for our future. It maps our directions, describes how we will align and coordinate our efforts to achieve maximum impact, and enhances our readiness to seize new opportunities.

This report honours our commitment to taking an accountable and transparent approach to implementation through the provision of annual progress reports to Senate, the Board of Governors and the UVic community. What's more, the following pages provide us with a great chance to highlight some of our collective accomplishments and successes in the first year of implementing the framework. As you scan through the metrics included in this report, you will see how we've excelled over the past year and also places where there are opportunities for further progress.

People are at the heart of UVic. The work of our talented faculty and staff is critical to realizing our vision to be the Canadian research university that best integrates outstanding scholarship, engaged learning and real-life involvement to contribute to a better future for people and the planet. I want to take this opportunity to thank you for your contributions to a highly successful first year for the framework. Only by working together can we achieve our goals and deliver on our commitments.

I hope you continue to think big, to innovate, and to collaborate with colleagues from across campus to help bring our vision and the framework to life.

Sincerely,

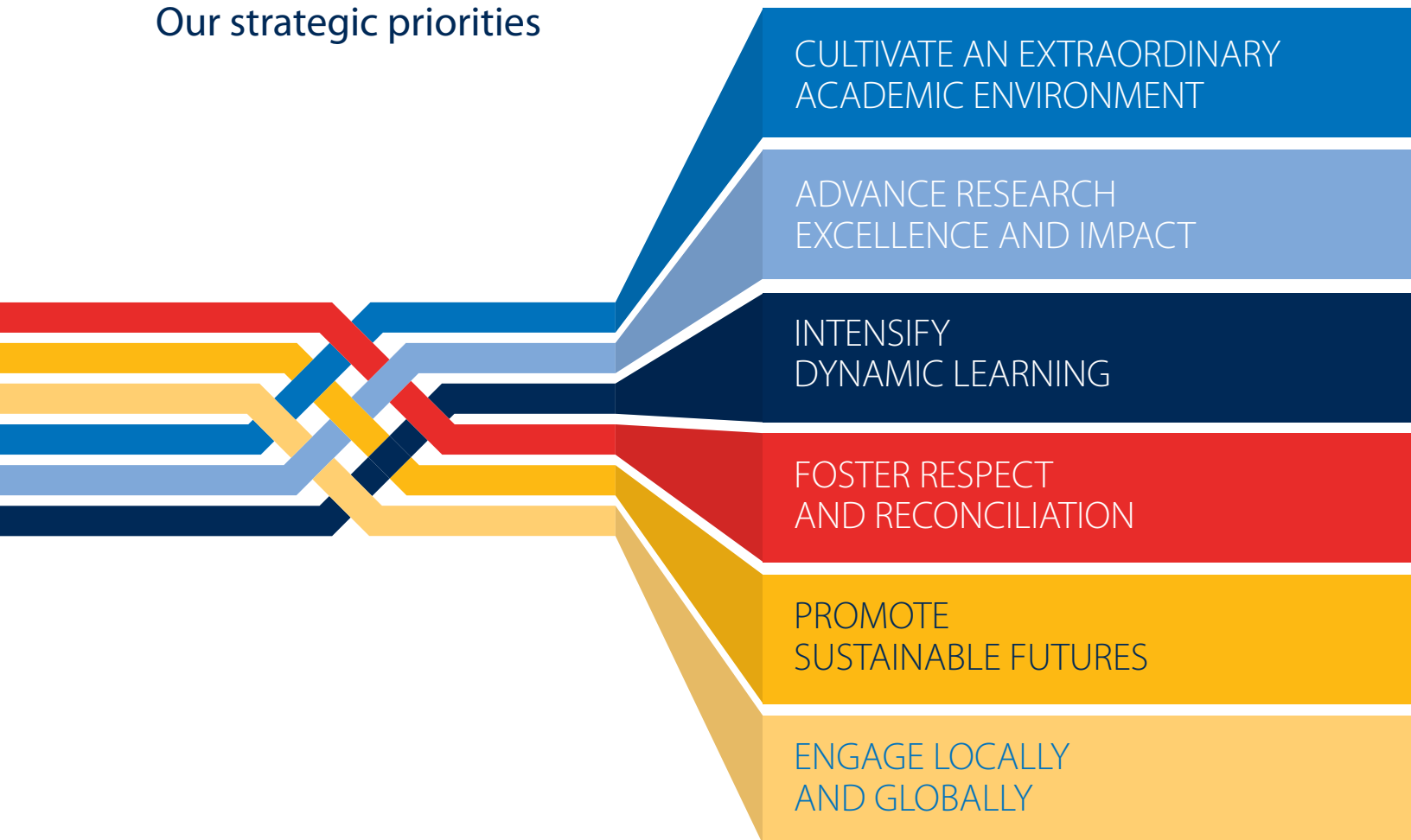
A handwritten signature in blue ink, appearing to read 'Jamie Cassels', with a long, sweeping underline that extends to the right.

Professor Jamie Cassels, QC  
President and Vice Chancellor  
University of Victoria

# Background

The [University of Victoria's Strategic Framework 2018-2023](#) establishes the vision and direction of the university over the next five years. It outlines six key areas where we as an institution should focus our priorities, goals and efforts. While each area is articulated separately in the Strategic Framework, they all weave together to create a unified guide to our future.

## Our strategic priorities



## Embedding the Strategic Framework

In the first year of implementation, significant effort and emphasis has been placed on embedding the Strategic Framework across the entire university. All vice-president portfolios have hosted Strategic Framework-themed retreats and events, including the Academic Leadership Retreat, Strategic Framework Forum and Connect U. The priorities and strategies have also been incorporated into existing institutional planning processes, including Integrated Planning, Executive annual reviews, academic resource planning, and Strategic Enrolment Management.

To help kick-start implementation of the Strategic Framework, a series of strategic investments were made to enhance research impact and build partnerships, experiential learning, research-enriched teaching, graduate student support and more.

# Highlights from 2018/19

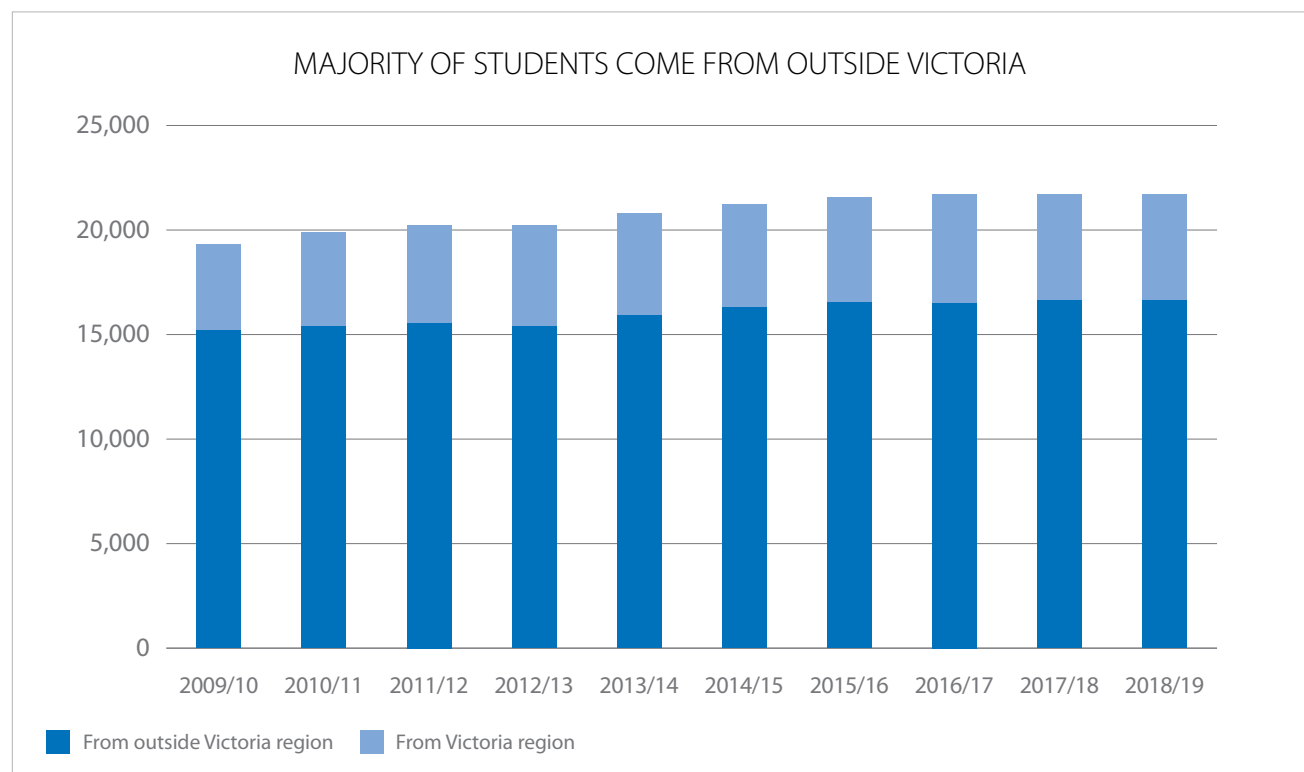
At the University of Victoria, we are deeply committed to contributing to a better future for people, places and the planet. The following graphs and examples, while far from a comprehensive account, demonstrate the progress we have made in the past year towards achieving our mission and goals, guided by our Strategic Framework and six strategic priorities.

Visit [uvic.ca/strategicframework](https://uvic.ca/strategicframework) for the online report, which includes additional metrics.

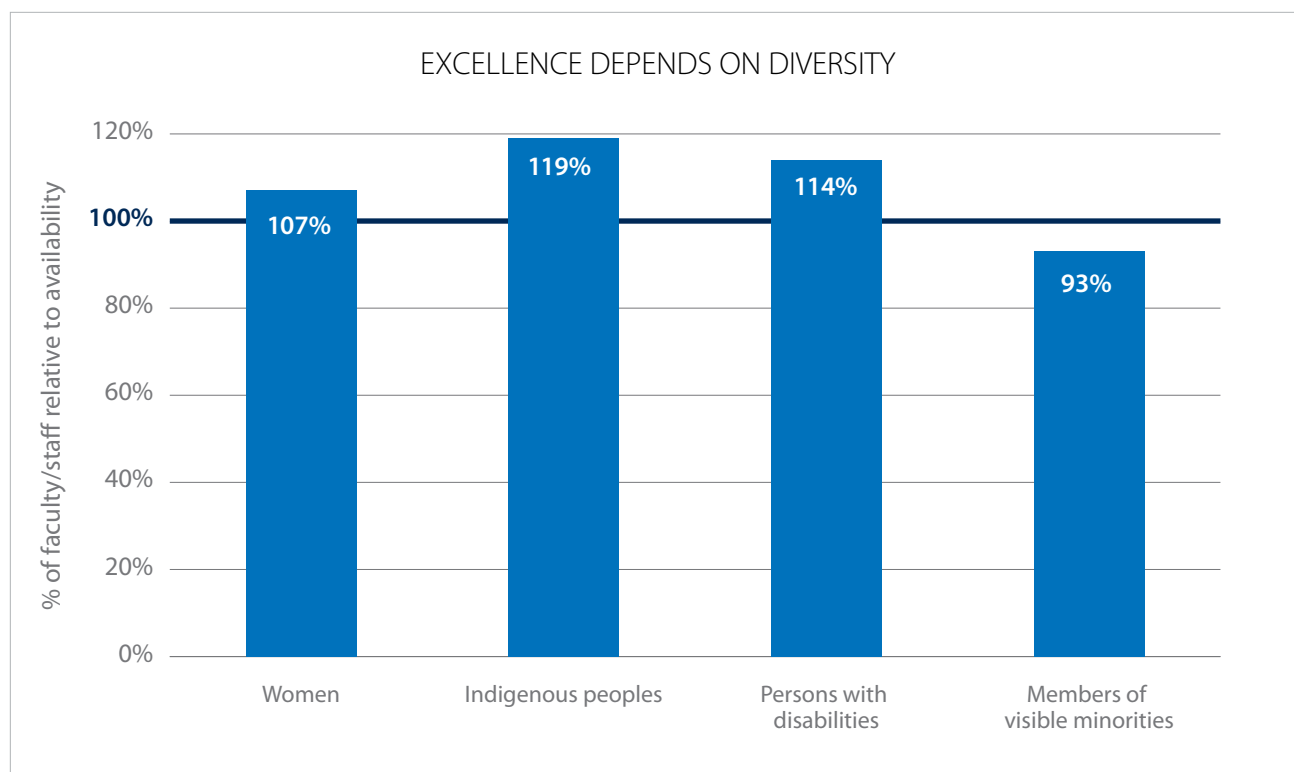
## CULTIVATE AN EXTRAORDINARY ACADEMIC ENVIRONMENT

**Our goal is to be recognized internationally as a university of choice for talented students, faculty and staff.**

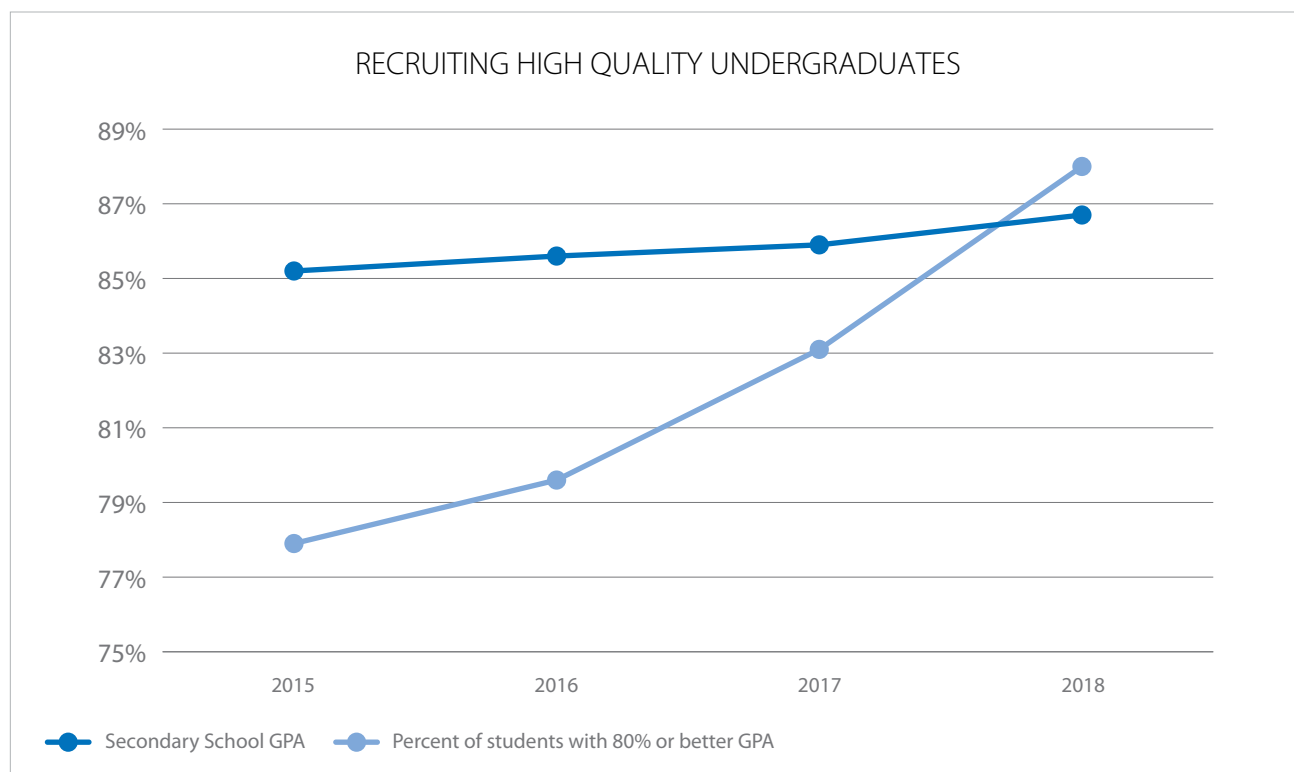
People make our university. That's why our institutional plans, including the recently launched Strategic Enrolment Management Plan, are positioning us to attract, support and develop a diverse community of talented students, faculty and staff. Through equity initiatives, we are building a better and more inclusive campus for everyone.



**Figure 1:** The majority of our students come from outside of the Greater Victoria Region. The student housing project currently underway will provide 620 additional beds for students and help make UVic a more welcoming place for new students.



**Figure 2:** The diversity of our faculty and staff is strong when adjusted relative to availability. We recognize that workplace availability is an indication of direction and not a goal, as availability is based on historical inequities. We actively encourage applications from members of groups experiencing barriers to equity so that we can increase the diversity of our faculty and staff populations.



**Figure 3:** By 2024, we aim to increase the percentage of first-time enrolling students who have an entering average of 80% or higher from 79% to 89%.



We launched our **Strategic Enrolment Management (SEM) Plan** in April 2019. The plan will guide university recruitment, retention and student success initiatives for the next 5-10 years. In the context of remaining about the same size, our commitments include recruiting the very best undergraduate students, diversifying our international undergraduate student population by geographic location and program of study, increasing our enrolment of Indigenous students, and increasing under-represented populations on our campus. We also aim to increase the proportion of graduate students.

UVic students and faculty continue to receive **prestigious external awards**. For the past four years, at least one UVic student has been among the 10 national recipients of the 3M National Student Fellowship—Canada's top leadership award for students. Last year was the first time that three of the awards have gone to students from a single university, with three UVic students receiving fellowships. In the past year, UVic faculty members received a 3M National Teaching Fellowship, two E.W.R. Steacie Memorial Fellowships, one Pierre Elliot Trudeau Foundation Fellowship, and one Molson Prize.

UVic remains strongly committed to an **inclusive and safe campus**, and for the eighth time in as many years, UVic has been recognized as one of Canada's Best Diversity Employers. Knowing that institutional and cultural change is challenging, gradual and ongoing, UVic continuously implements concrete actions that engage with intersectional understandings of inequity, discrimination and exclusion, integrated through our Office of Equity and Human Rights. We continue to implement the Employment Equity Plan, including expanding training opportunities for search committees.

A major achievement of the past year is the implementation of **sexualized violence prevention programs**. Training has been offered to over 1,600 faculty and staff on this important issue, and several in-person and online workshops have been offered to students on topics like bystander intervention. Work continues to further embed training and shift the campus increasingly towards violence prevention.

Work is underway to create a new **Health and Wellness Centre** to integrate physical health and counselling for students. The on-campus facility will advance UVic's holistic model of student health and wellness by providing educational, collaborative and shared support spaces.

As a destination university in one of the most constrained rental markets in Canada, there is high demand for additional student housing. Work is underway on UVic's largest construction project—a \$197 million expansion of our on-campus **student housing and dining facilities**. The project will provide 782 beds (620 net new) and will make campus a more welcoming, accessible and inclusive space for students.

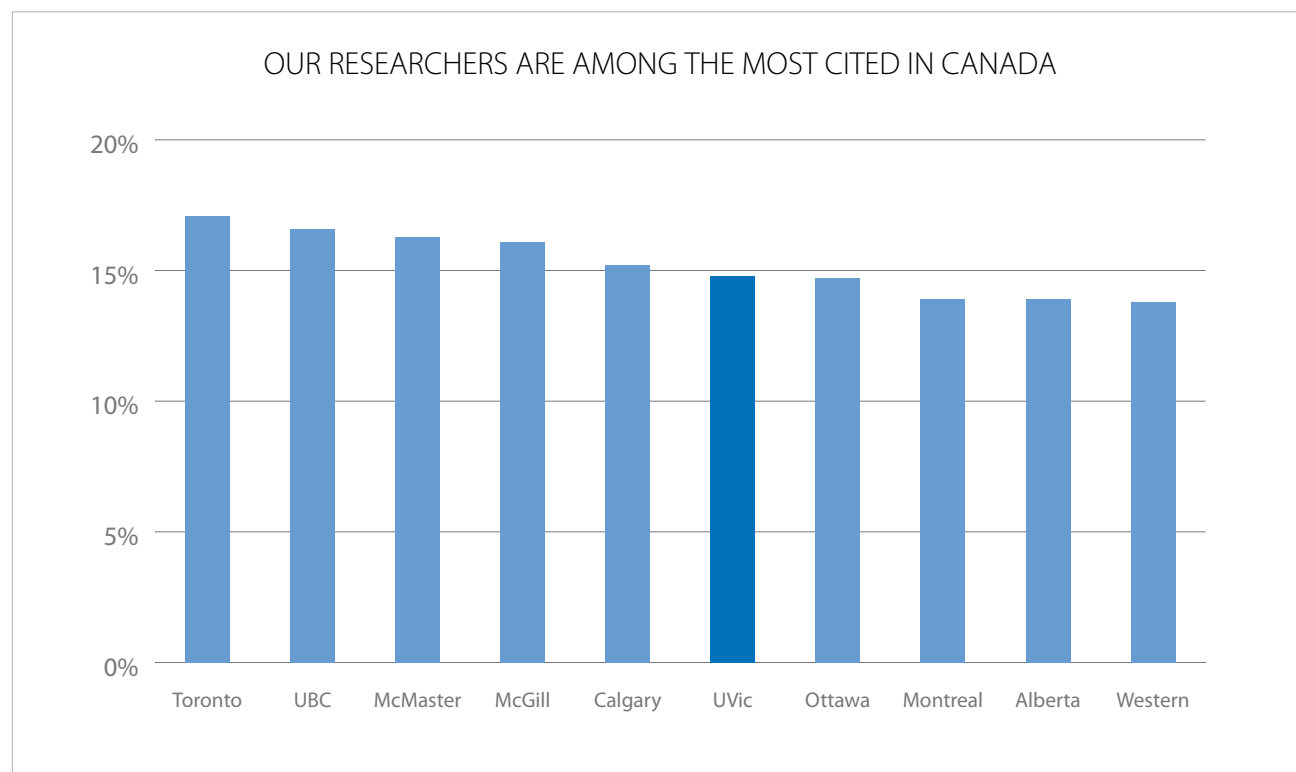
## ADVANCE RESEARCH EXCELLENCE AND IMPACT

Our goal is to excel in diverse forms of research and creative activity and heighten our place in the top tier of the world's research universities.

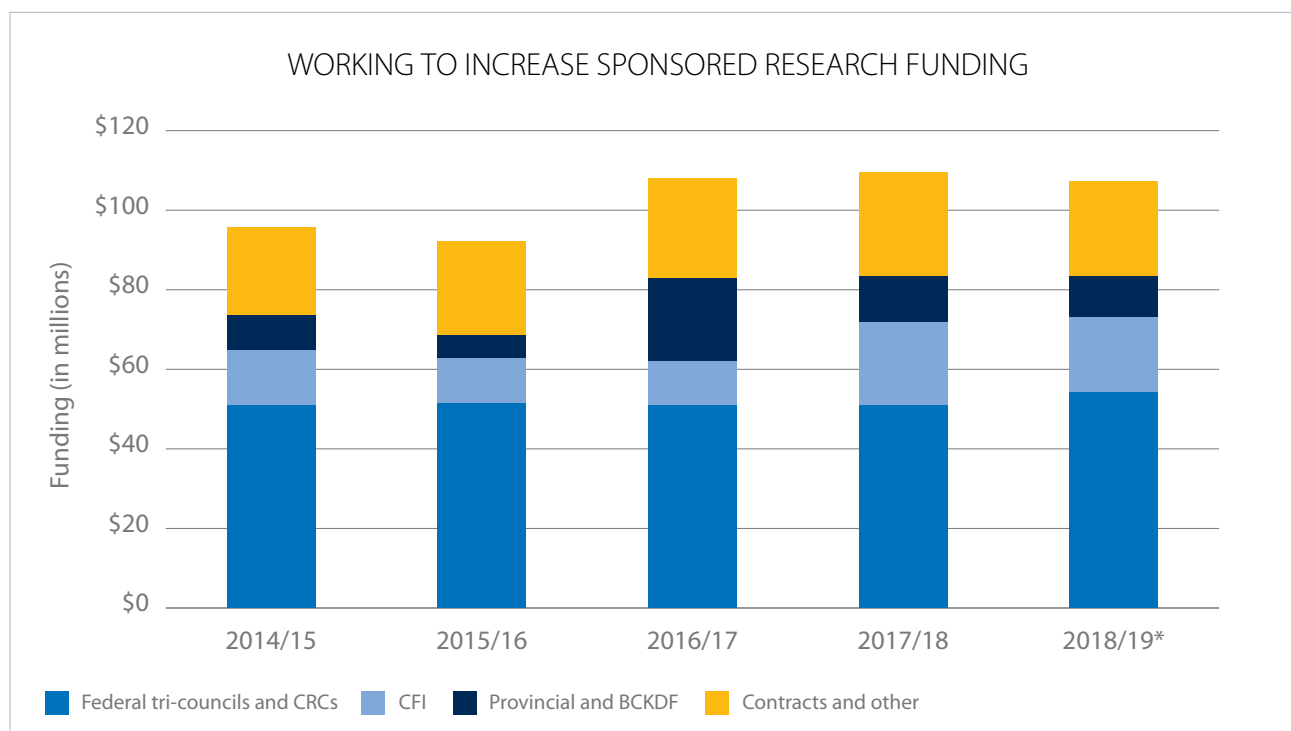
We are consistently selected by ReSearch Infosource as one of Canada's Research Universities of the Year, and work is ongoing to improve our international rankings. Our investments in capital projects, faculty positions and university-wide initiatives will foster high-quality collaborations and stimulate external research grants.



**Figure 4:** UVic is ranked as one of Canada's leading universities, consistently outperforming our peers—especially for our size—according to rankings like QS and Leiden.



**Figure 5:** The 2019 Leiden Rankings rates the percentage of publications among 10% most cited in the field for 2014-17. We are outperforming larger Canadian universities for citation impact—an “unexpectedly strong showing” according to Higher Education Strategy Associates.



**Figure 6:** UVic has an approximately \$110 million a year research enterprise. While our sponsored research funding has decreased since last year, we are still seeing an upwards trend in monies received. In 2019, the federal government announced five-year funding of \$292.7 million for TRIUMF—the largest single investment in TRIUMF to date. \* Final figures are not available at the time of publication, so best estimates are provided.

UVic’s \$9.5 million **Ocean-Climate Building** at the Queenswood Campus officially opened in January, thanks in part to significant government funding. The complex provides physical space for collaborations among one of Canada’s largest concentrations of climate and ocean researchers. UVic hosts four research and knowledge-sharing institutes focused on ocean and climate: Ocean Networks Canada, the Pacific Climate Impacts Consortium, the Institute for Integrated Energy Systems, and the Pacific Institute for Climate Solutions.

A \$1.2 million investment will fund four **Strategic Framework Impact Chairs**—designed to recruit exceptional new faculty who will lead the way in priority areas identified in the framework for five years. There will also be 10 **University of Victoria President’s Chairs**—the university’s highest internal honour—to recognize current faculty who excel in research, teaching and engagement and who will help to advance all framework priorities. Additionally, we created **17 new faculty positions** in engineering, law, business, social sciences, science, humanities, and human and social development.

UVic now holds 41 **Canada Research Chairs** in the areas of health sciences, engineering, natural sciences, social sciences and humanities. We were one of only 10 universities to achieve the “Fully Satisfies” rating on equity, inclusion and diversity associated with the Canada Research Chairs programs. In 2018, we also welcomed a Canada 150 Research Chair in Materials Science.

According to recent QS rankings, UVic is third among all Canadian universities in citation impact per faculty member, and we are 97th in the world across all fields. Nationally, Maclean’s ranks us as tied in first place for **citation impact** among Canadian universities. In 2019, Leiden reported that UVic-based researchers wrote a higher proportion of top-performing papers based on international collaborations than any other university in North America. In the nine years the Leiden rankings have been released, UVic has claimed this spot eight times.

Starting this year, more than \$700,000 in **new graduate fellowships**, President's Scholarships and Indigenous Fellowships will be awarded, allowing UVic to recruit and retain talented graduate students. A new \$150,000 initiative will fund up to 10 awards focusing on research-enriched teaching annually, providing financial support and professional training for graduate students and Post-Doctoral Fellows.

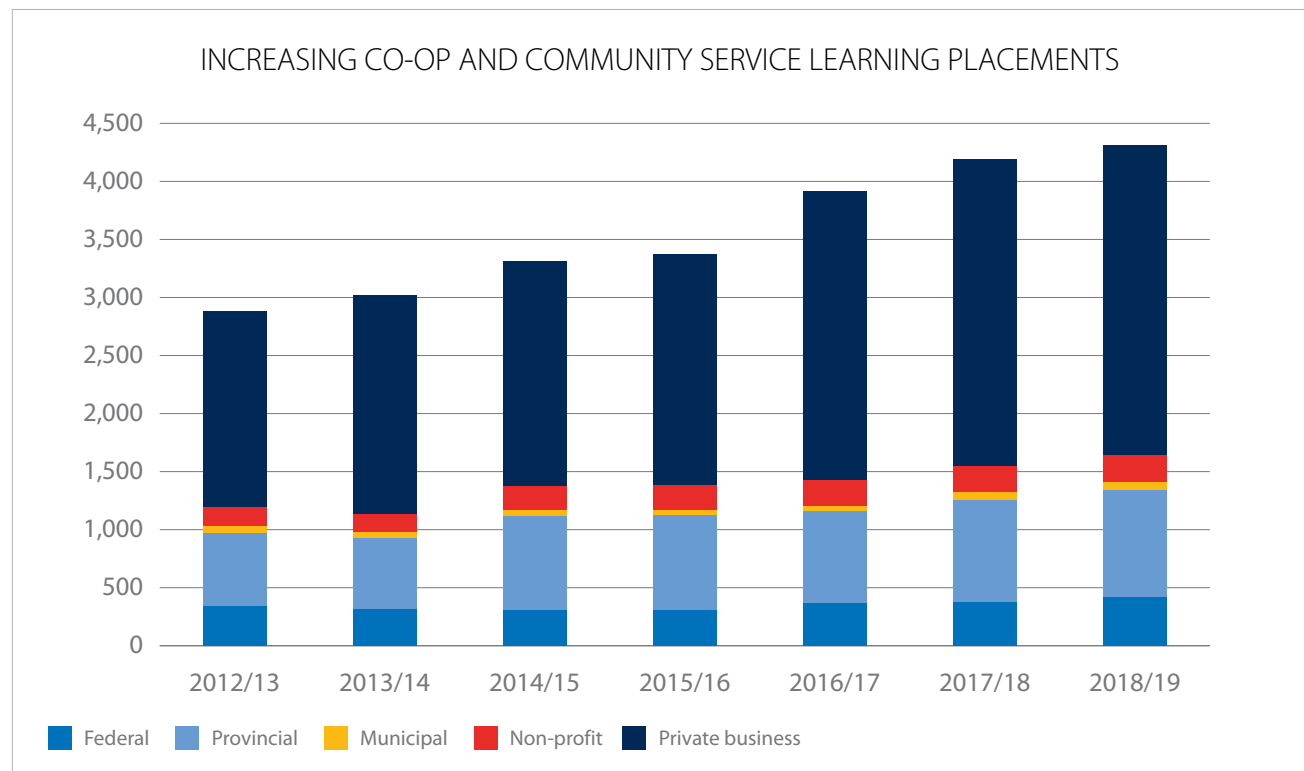
Consultative work is underway to enhance the quality and raise the profile of health research and academic programs at UVic. The new **Health Sciences Initiative** will develop a set of strategies for enhancing the quality and raising the profile of health research, health programs and related activities at the university.

## INTENSIFY DYNAMIC LEARNING

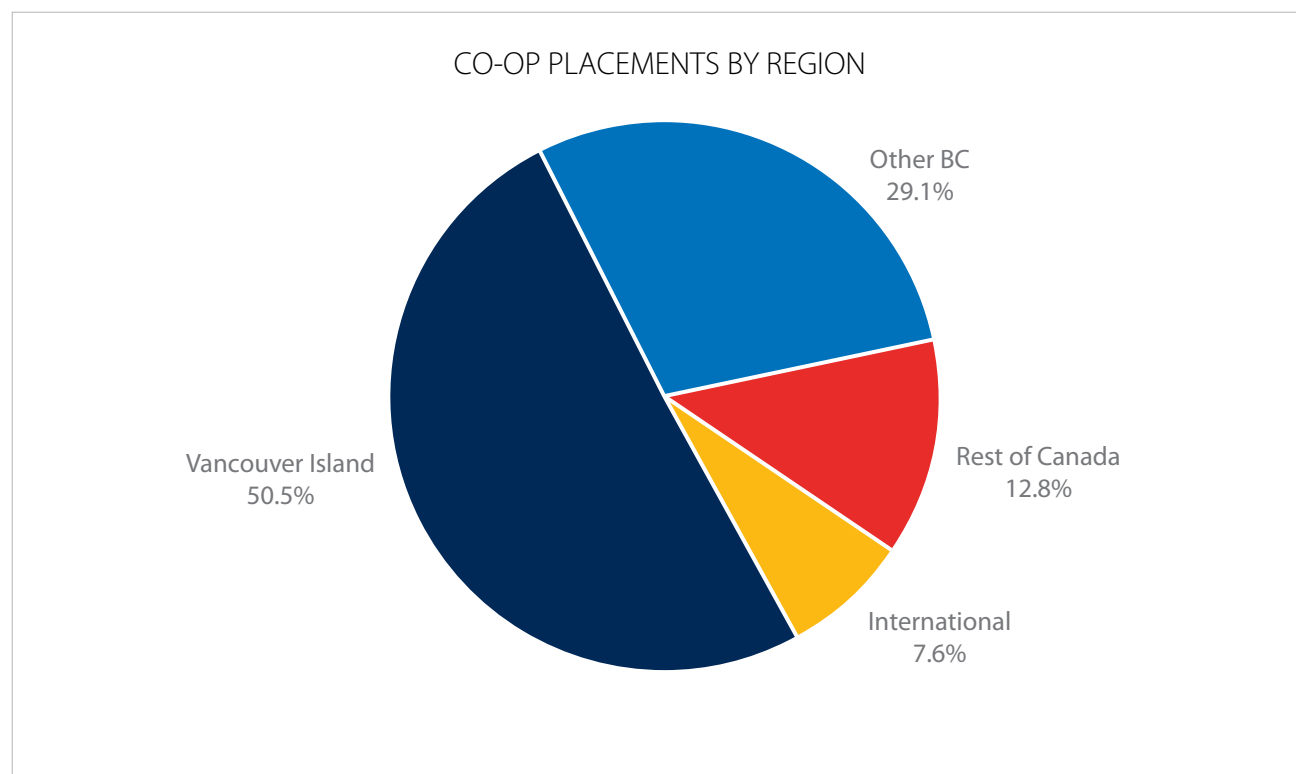
**Our goal is to be Canada's leader in research-enriched and experiential learning.**

In order to ensure every student has the opportunity to engage in dynamic learning, we have made substantial investments directly in the faculties, strengthened our supports in experiential learning and community engagements, and explored new international opportunities. Our co-op program remains one of Canada's largest and best established.

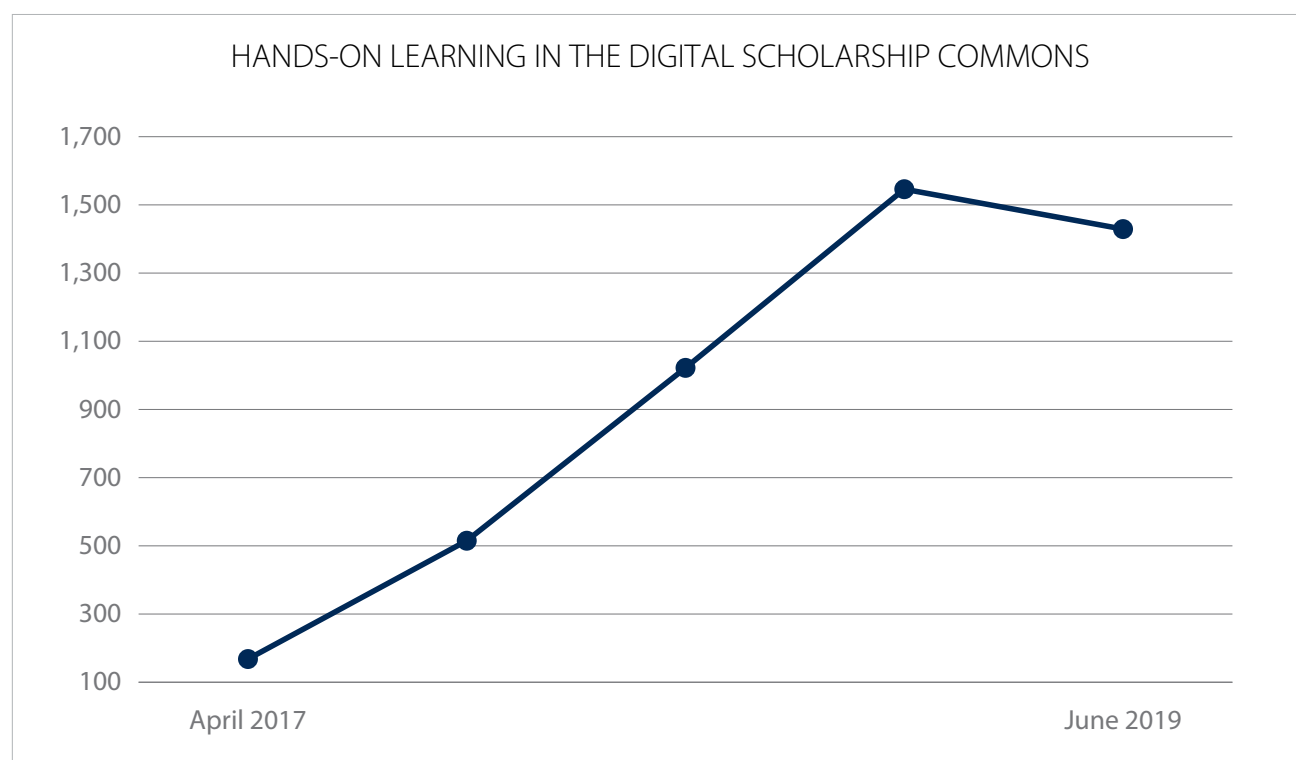
Last year, our **co-operative education program** created more than 4,000 domestic and international job placements for students across a wide range of employers, including government, non-profits and private businesses. Nearly three in four UVic co-op students receive an offer of employment before they graduate.



**Figure 7:** We continue to increase domestic and international co-op placements. The recent surge in placements can be partly attributed to higher engineering cohort numbers, as well as employer outreach and student engagement. Over 40% of UVic students participate in co-op.



**Figure 8:** British Columbia remains the most popular location for work-term placements, representing nearly 80% of all placements. International placements occur in 41 countries.



**Figure 9:** Since opening in April 2017, the Digital Scholarship Commons in the UVic Libraries has held over 300 workshops for more than 4,600 participants. The interdisciplinary space is open to students, faculty, staff and community members.

More than 6,500 students participate in community-engaged learning at UVic each year, and we offer over 1,300 community engagement initiatives in 85 countries. A new \$500,000 annual **Experiential Learning Fund** investment will enhance opportunities for students to participate in experiential learning with not-for-profit organizations and NGOs. Funding includes wage subsidies for co-op placements and travel subsidies for students engaged in opportunities outside of Victoria.

Recently, UVic was selected by the province to be the lead institution for distributing over \$9 million in **Work Integrated Learning** pilot projects in BC—to give students meaningful workplace-based learning opportunities.

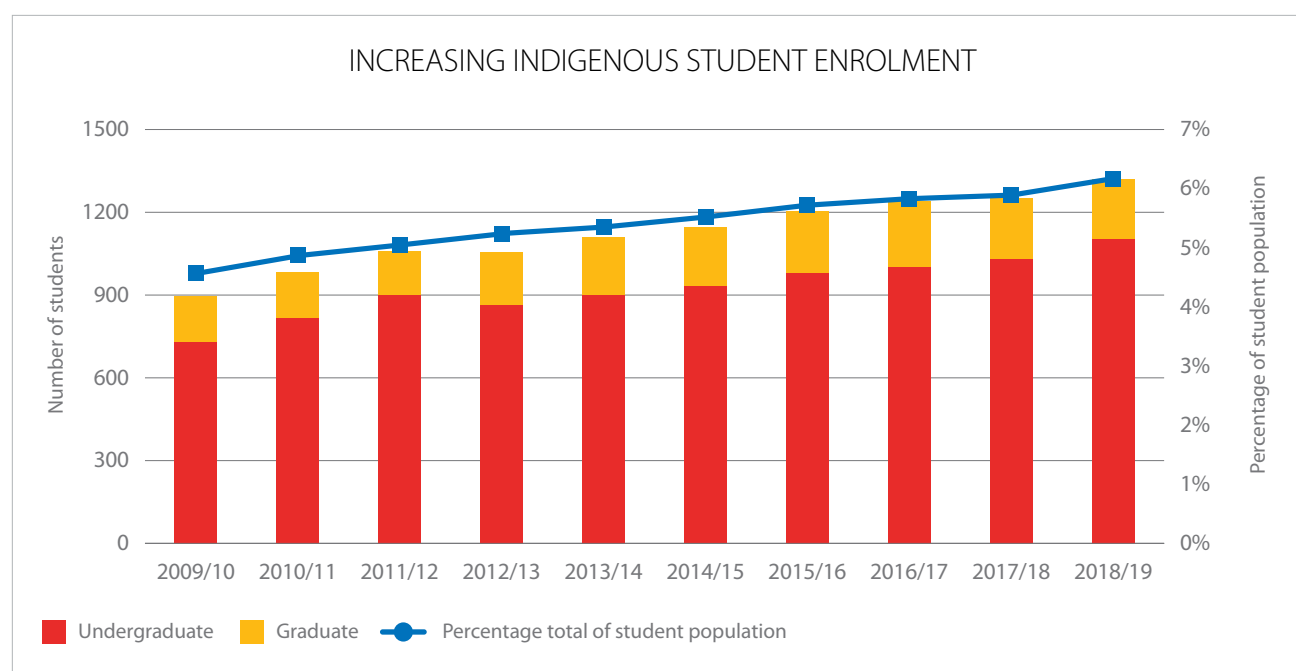
To meet student demand, UVic is investing in an **expansion to the engineering and computer science programs**, including new faculty and staff positions. Over the next year, we will finalize plans and work on securing capital funding to build an addition to the Engineering/Computer Science Building on campus.

We continue to develop and evolve high-quality **academic programs** that align with our strengths and directions. In the past year, we launched a new Indigenous law program, Certificate in Indigenous Language Proficiency and an Indigenous Studies Major. Our new Master of Engineering in Applied Data Science prepares students and professionals for high-demand careers that tackle large and complex data sets, and work is underway to deliver a Master of Engineering in Industrial Ecology.

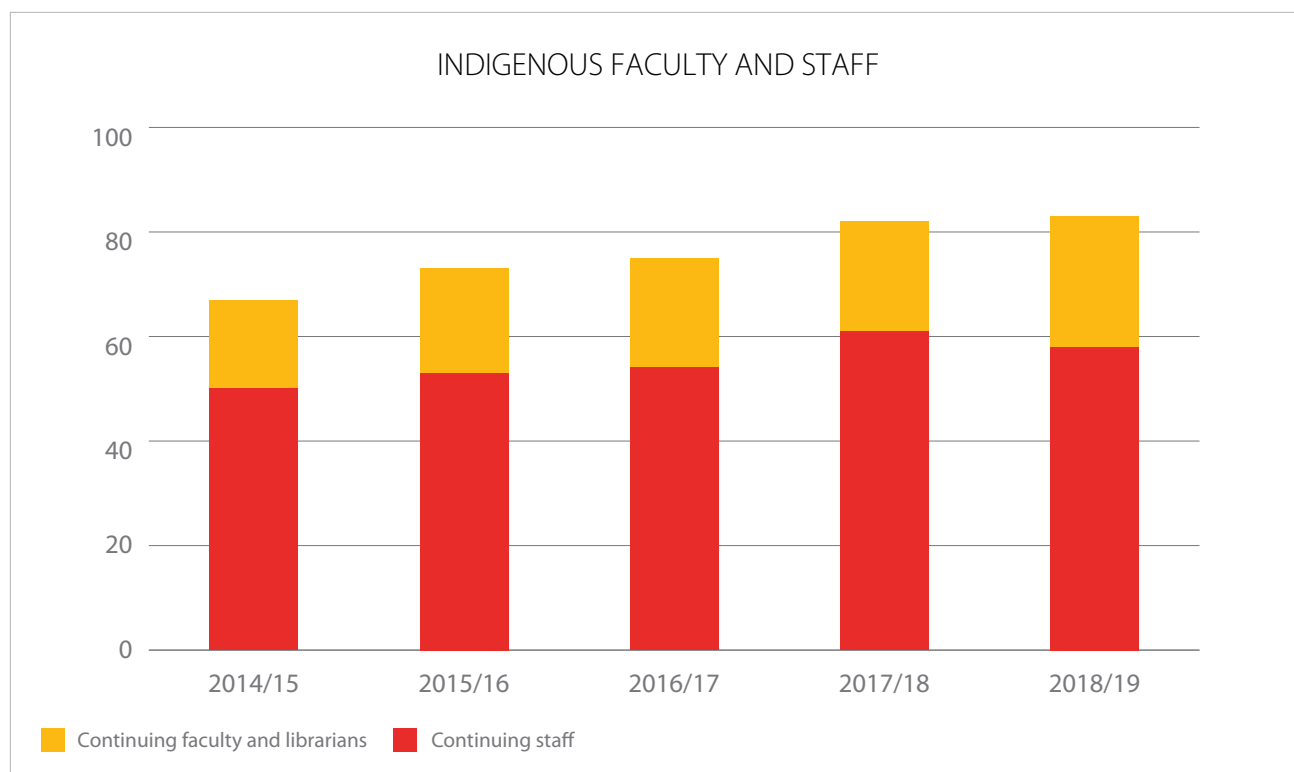
## FOSTER RESPECT AND RECONCILIATION

**Our goal is to be a global leader in creating opportunities for Indigenous students and advancing reconciliation.**

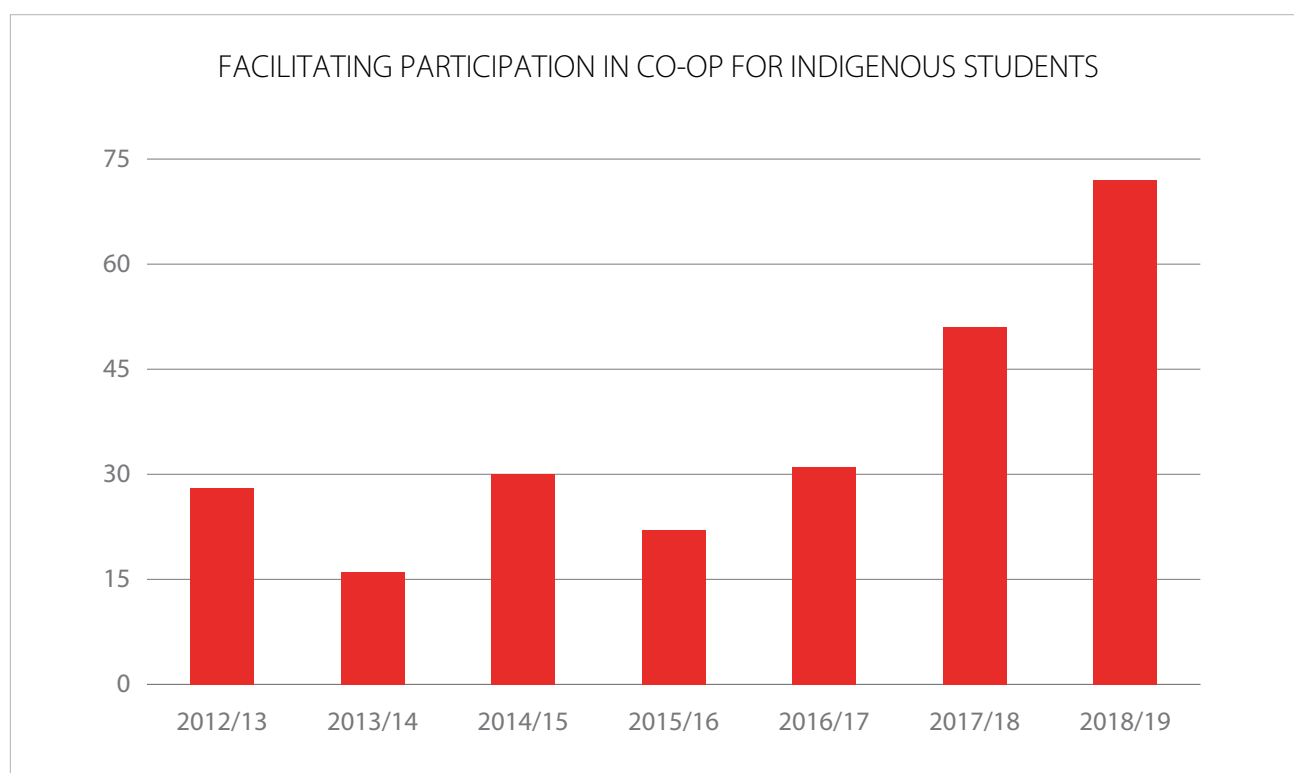
Launching the world's first Indigenous law degree program and hosting the National Building Reconciliation Forum are just two of the significant steps UVic has taken this year towards becoming a global leader in creating opportunities for Indigenous students and advancing reconciliation.



**Figure 10:** Since 2009/10, Indigenous student enrolment has grown from 884 to 1,341—an increase of 52% over 10 years. As part of the SEM Plan, we are committed to doubling Indigenous enrolment over the next 10 years across all faculties.



**Figure 11:** UVic surveys all new employees in order to track the university's progress towards achieving an equitable workforce. Of those surveyed, 83 continuing faculty and staff have self-declared as Indigenous. We are working to increase the number of Indigenous faculty, staff and leaders at UVic by developing recruitment strategies across the university.



**Figure 12:** We have worked to increase support and opportunities for Indigenous students, including one-to-one support and culturally relevant co-op opportunities. In 2018/19, we expanded our award-winning International Indigenous Co-operative Education Program—the only one of its kind in the world.

In 2018, Elders, national and provincial leaders, scholars and members of the university community gathered to launch the **world's first Indigenous law program**. Graduates of UVic's joint degree program in Canadian Common Law (JD) and Indigenous Legal Orders (JID) will be able to pursue a career in common law enhanced with a deep understanding of Indigenous legal knowledge. In 2019, the federal government committed to providing \$9.1 million in funding to help us build a new national centre for Indigenous law and reconciliation, which will house the program as well as the Indigenous Law Research Unit.

UVic welcomed 250 participants to the highly successful fourth **National Building Reconciliation Forum** in 2018, in partnership with Universities Canada. The annual gathering explored how universities, government and Indigenous communities can work together to answer the Truth and Reconciliation Commission's Calls to Action.

Since the launch of our Indigenous Plan, UVic has created or expanded several pathway opportunities for students, including the **Indigenous Youth 3C Challenge**—a non-credit entrepreneurship program to encourage Indigenous youth to engage in the economy on their own terms—and **Indigenous Student Mini-University**—a week-long summer camp that gives BC youth a taste of university life.

Indigenous students have accessed 19 new **awards and scholarships** funded by donors since fall 2017. Coupled with Faculty of Graduate Studies funding, this totals more than \$1.8 million in new financial support for Indigenous students.

In the past two years, we appointed five **Indigenous faculty members** to newly funded tenure-track positions in humanities, law, nursing and public administration, and we created a Department of Indigenous Education in the Faculty of Education. We also hired 20 **Indigenous staff members** across the university.

Our **Indigenous Cultural Acumen Training** expanded in 2018/19, offering a total of 22 sessions to 637 participants across campus.

The **Indigenous Community Engagement Council** met for the first time in April 2019. The council will advise the UVic President on matters related to Indigenous education and research, the educational goals and aspirations of Indigenous communities, and the promotion of mutual understanding and respect between the university and local Indigenous communities. The council, which includes Indigenous community leaders from around Greater Victoria, will meet biannually to support UVic in the implementation of the Strategic Framework and Indigenous Plan.

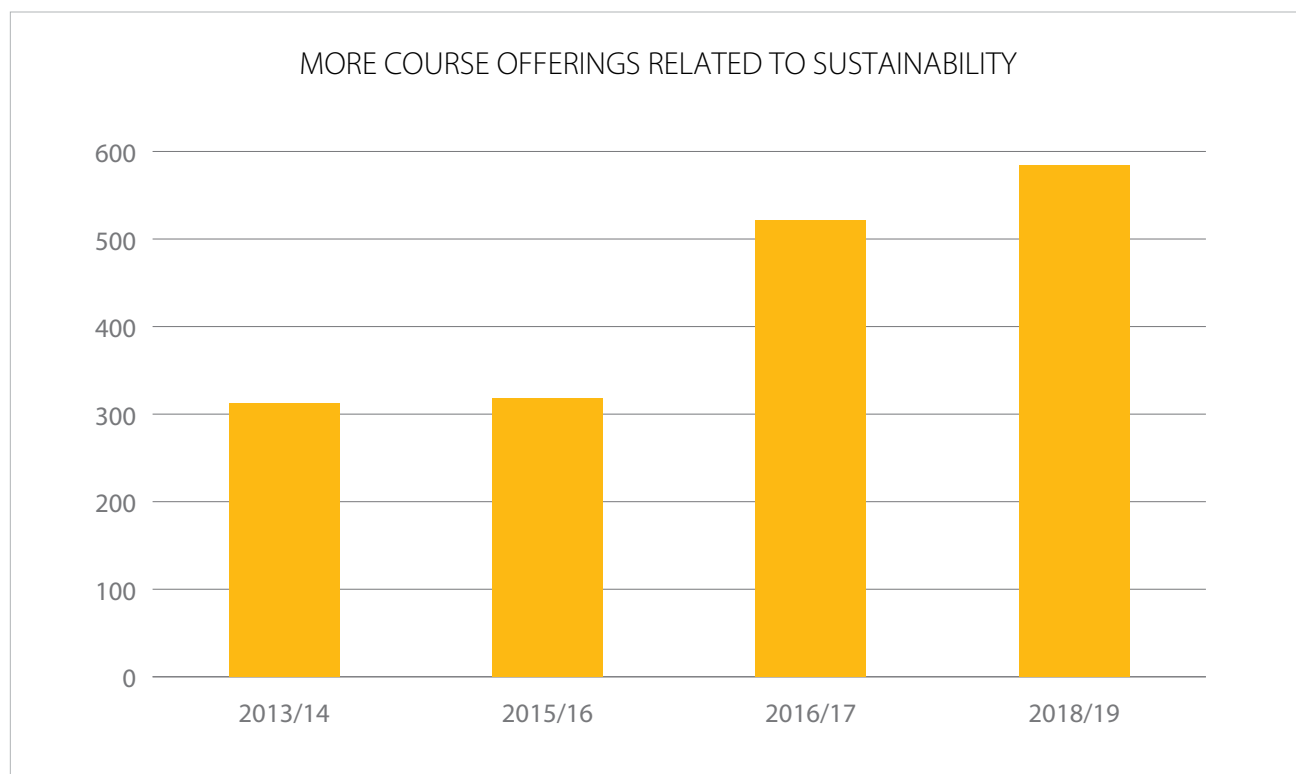
Consultation with Indigenous leaders and Elders is currently occurring for several new **capital projects**, including the Campus Greenway, student housing and dining facilities, and national centre for Indigenous law and reconciliation.

## PROMOTE SUSTAINABLE FUTURES

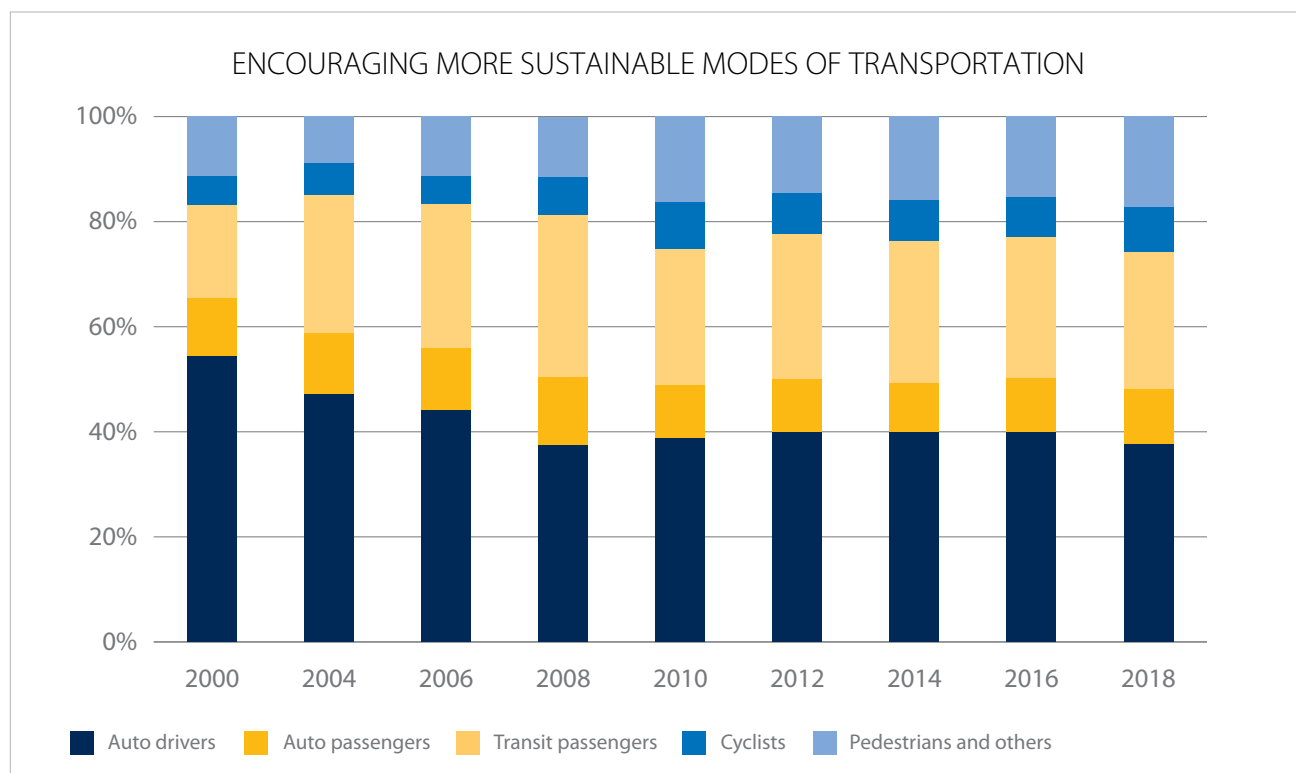
**Our goal is to be a global leader in environmental, social and institutional sustainability.**

Our faculty and staff are passionate about tackling real issues related to climate change and the environment, as well as promoting sustainability through research, partnerships and campus operations. We continue to be recognized as one of Canada's Greenest Employers, and STARS ranks us in the top 100 of the world's greenest employers for doctoral institutions—9th in North America.

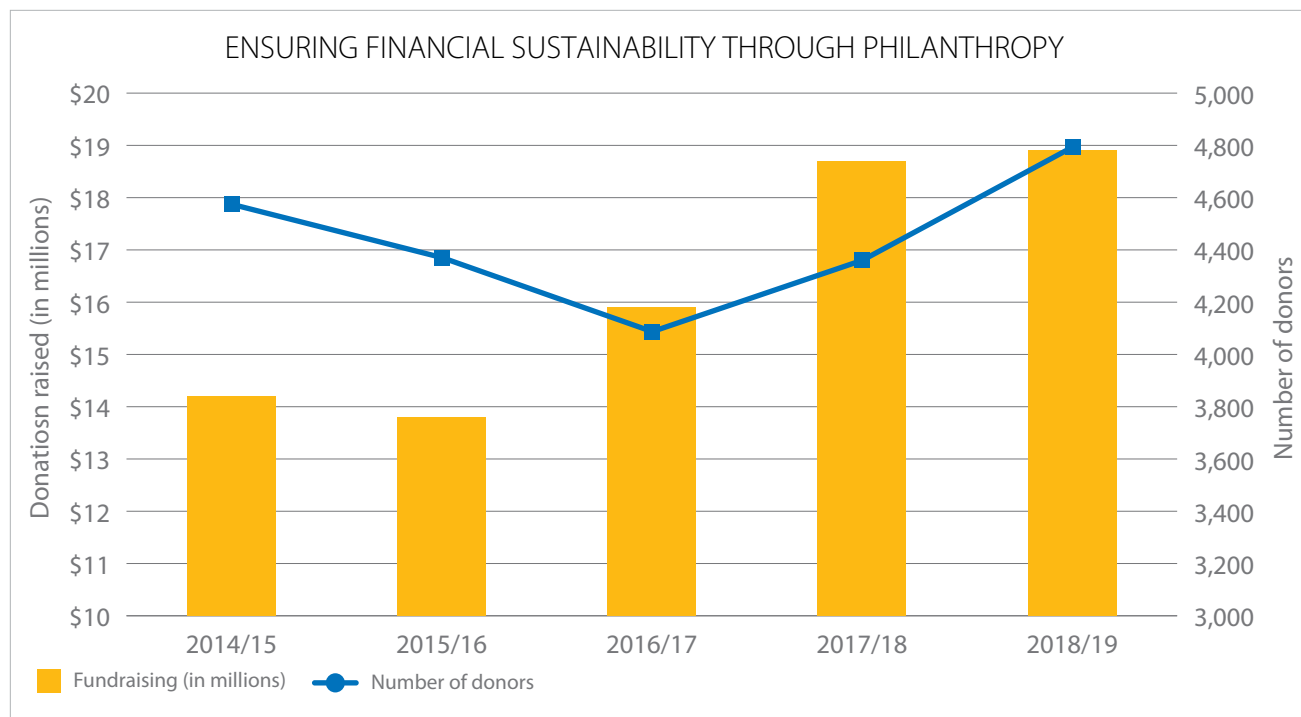




**Figure 13:** We continue to ensure that our students have opportunities to engage with issues, principles and practices that support social and environmental sustainability. In 2018/19, nearly 600 courses were offered in various disciplines. Note that data is not collected every year.



**Figure 14:** Since 2000, we have seen a decrease in the overall percentage of automobile drivers to and from campus. Our new Campus Cycling Plan provides a strategy on increasing cycling transportation, including improvements to the bicycle network, bicycle parking, end-of-trip facilities and access to campus.



**Figure 15:** Every year we set ambitious goals to increase funds raised from donors, helping to ensure our financial stability. This year, we raised nearly \$19 million from 4,795 donors.

Over 130 faculty and researchers across 30 academic departments are engaged in **sustainability research**, including the School of Environmental Studies, the School of Earth and Ocean Sciences, the Department of Geography, and the Centre for Social and Sustainable Innovation in the Gustavson School of Business. In 2018/19, we offered nearly 600 **undergraduate and graduate courses** that included sustainability themes in various disciplines.

Over the coming three years, we will review, renew, expand and recommit to the **Campus Sustainability Action Plan** and continue to carry out campus development, operations, academics and research according to the highest standards of sustainability.

Our first **Campus Cycling Plan**—designed to create a more bicycle-friendly campus—was approved in 2018 following significant campus-wide consultation. The plan is an important step towards our goal of increasing sustainable modes of transportation to and from campus. For this, we received the New and Emerging Planning Initiatives merit award from The Canadian Institute of Planners.

The new high-efficiency **District Energy Plant** will be the backbone of campus heating when it comes online this year. With its new natural gas boilers, it is expected to result in about a 10% reduction in energy use and greenhouse gas emissions. All nine buildings constructed on campus in the past 12 years have been LEED Gold certified.

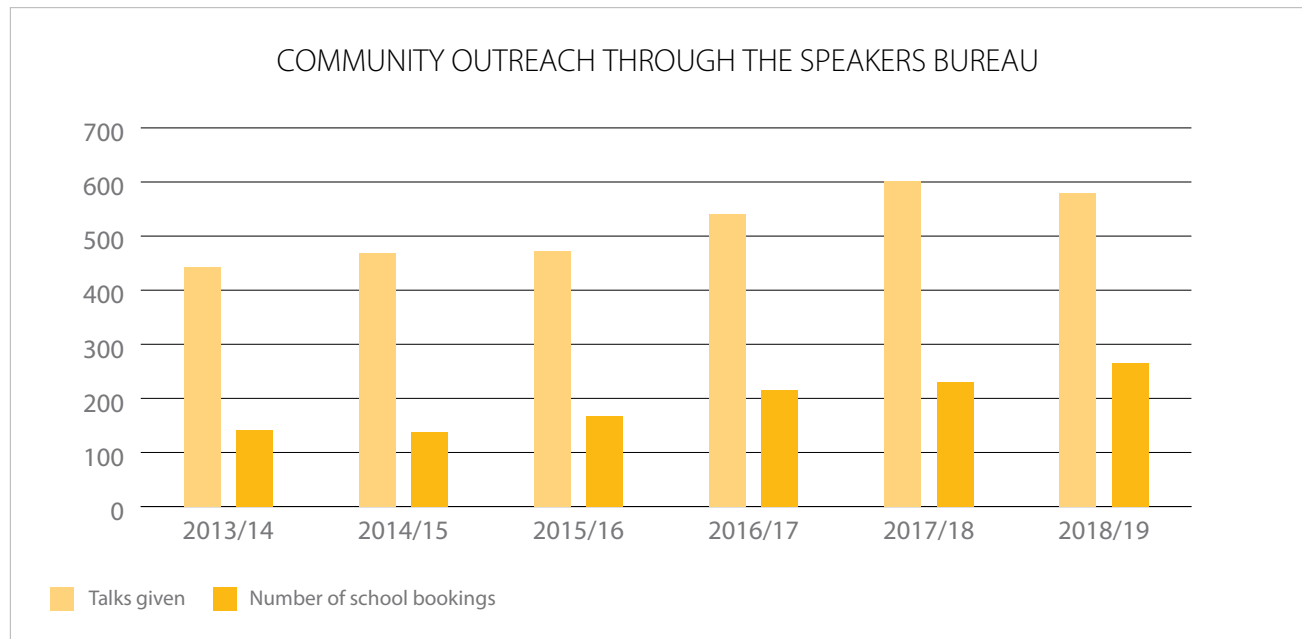
Design and construction for the new student housing and dining project is targeting both LEED Gold and **Passive House** standards—a rigorous world standard for sustainability and first for UVic, using up to 80% less energy than standard buildings. It is anticipated to be one of the largest Passive House buildings in Canada.

Our **five-year development plan** is advancing the culture of philanthropy on campus and in the community, helping to ensure the financial sustainability of the university. This year, we raised nearly \$19 million from 4,795 donors—surpassing our fiscal goal of \$16 million. We continue to build valuable relationships with new donors to grow and diversify our resources through philanthropic efforts.

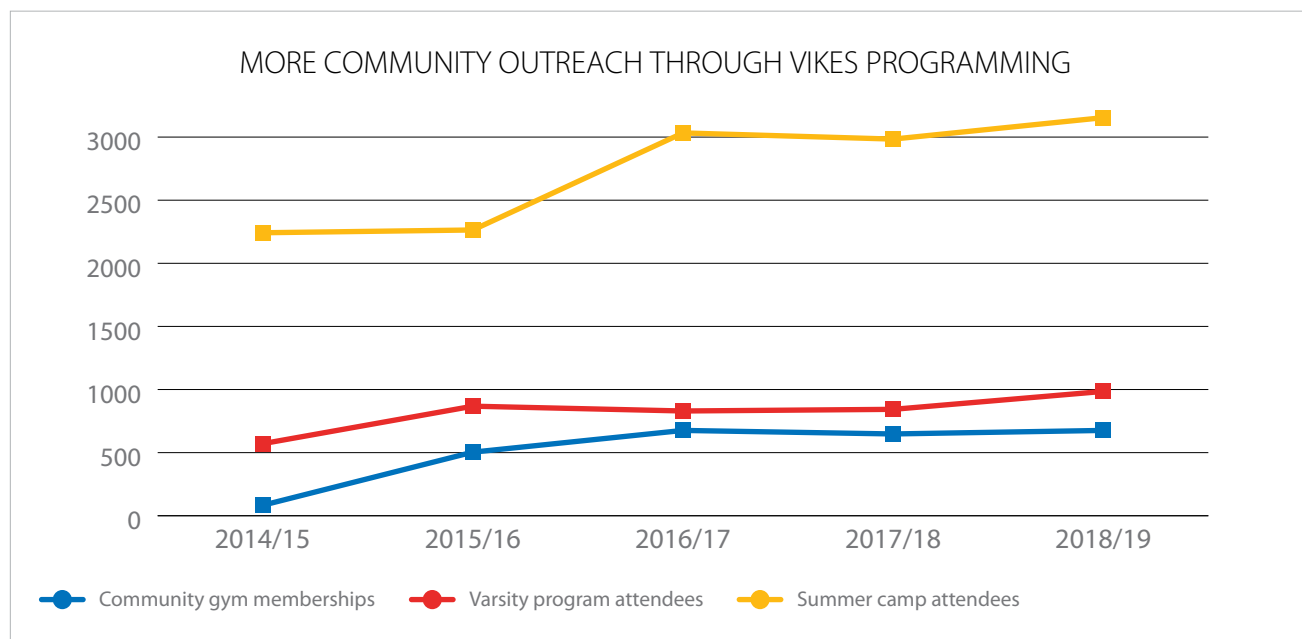
## ENGAGE LOCALLY AND GLOBALLY

Our goal is to be a preferred partner and leader in local and global engagement.

UVic researchers, faculty, staff and students continue to foster strategic relationships and mobilize knowledge, locally and globally. We have strengthened our connections to the community through on- and off-campus initiatives and are working to enhance our reputation, building off and on the tremendous success of our faculty and alumni and using The UVic Edge to position ourselves to the world.



**Figure 16:** Over the past six years, in addition to increasing Speakers Bureau talks and bookings, we have also increased the number of people reached, from 14,000 in 2013/14 to 19,000 in 2018/19.



**Figure 17:** Through Vikes Athletics and Recreation programming, we are making more connections with community members. In five years, our community gym memberships have grown by 714% (in large part thanks to CARSA), our Vikes youth summer camps by 41%, and our varsity programs (which include varsity-run training programs, clinics, camps and tournaments) by 73%.

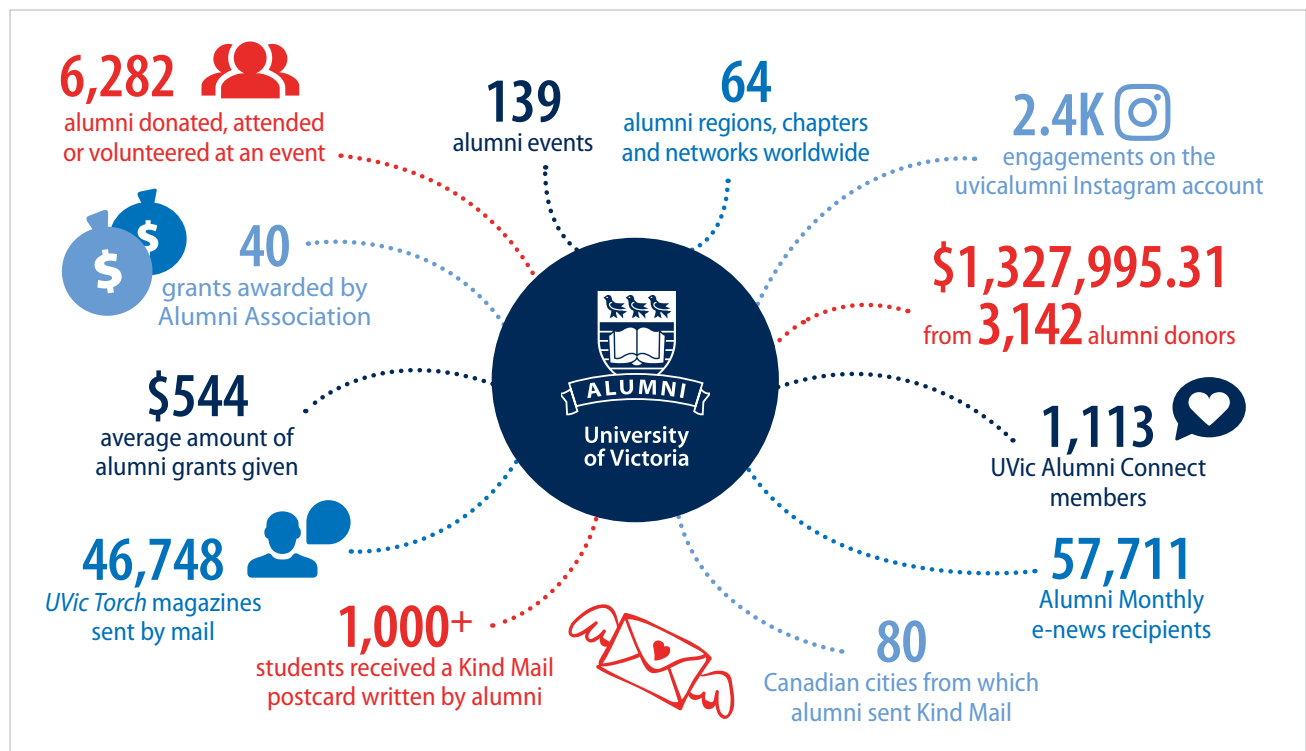


Figure 18: There are 128,726 UVic alumni living in 131 countries, from Argentina to Zimbabwe, and we engage with them in various ways. Strategic alumni engagement leads to strengthened connections with communities and businesses.

During the 2018/19 **Speakers Bureau** season, volunteers gave 580 talks in Greater Victoria, reaching approximately 19,000 people. Nearly half of those talks were in K-12, the highest total proportion ever for this group. Measured by number of bookings and audience size, the last five years have been the most successful in the program's 38-year history.

New structures, processes, people and resources are already being put in place to help advance community-university engagement at UVic. We are developing a **Community University Engagement Action Plan** and in the coming months we anticipate opportunities to engage the campus further, including campus conversations and possibly workshops.

The Faculty of Fine Arts offers over 150 **community events** a year, from concerts and theatre performances to readings and exhibits. This year, our Farquhar Auditorium celebrated 40 years of being an important cultural centre on campus for our broader community. Thanks to innovative programming, promotional efforts and new branding, we saw an overall increase in presenting series attendance and a 35% increase in revenue.

The recently published **Communications and Marketing Plan** includes strategies to further communicate our strengths and build our reputation nationally and internationally. We are currently working on a complete redesign of the UVic website, set to launch in early 2020, which will improve the online experience for all of our audiences—including prospective students, donors and partners.

We have seen increases in several **international student mobility initiatives** since implementing our International Plan. In 2018, we increased the number of outbound international student exchanges by 9% and inbound student exchanges by 17%. Thanks to 18 new partnerships with international institutions to support faculty and student exchanges for teaching and research, we now have 216 active agreements. We also offered 27 international field schools.

UVic grants about 5,000 degrees per year, and our **alumni** continue to have an impact locally and globally. UVic writing alumna Esi Edugyan won the 2018 Scotiabank Giller Prize and is one of only three authors to twice win the prize. *The Globe and Mail* named her 2018 Artist of the Year. Increasing the engagement of our alumni strengthens our connections with communities and creates lifelong ambassadors.

## A final thought

In our first year implementing the Strategic Framework, we have made great progress toward achieving many of our goals. Guided by the framework, UVic will continue to deliver on our commitments to our people, partners and local and global communities. If we can accomplish all of this together in one year, imagine what we can do in five.

Visit [uvic.ca/strategicframework](https://uvic.ca/strategicframework) for the online report, which includes additional metrics.






University  
of Victoria

**SUBMISSION TO THE UVIC BOARD OF GOVERNORS**

**FOR INFORMATION**

September 9, 2019

**To:** Operations and Facilities Committee

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

**cc:** President and Vice-Chancellor

**Meeting Date:** September 24, 2019

**Subject:** **Annual Academic Staffing, Recruitment and Vacancies Report**

**Basis for Jurisdiction:** University Act, Section 27 (g)  
Strategic Framework (Strategy 1.1 & 1.2)  
Procedures of the Board (Section 11)  
Collective Agreement

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**Strategic relevance:**

The university remains dedicated to recruiting and supporting a diverse community of talented faculty and librarians. Competitive offers of employment—along with our beautiful Pacific coast location and inclusive and collegial culture—attracts and inspires exceptional faculty, and our enhanced resources and programs make UVic the place where they want to continue to learn, work, engage and discover.

We continue to embed practices of equity, diversity, accessibility and inclusion throughout the university community. Through the Employment Equity Plan, we actively encourage applications from members of groups experiencing barriers to equity.

**Background:**

Under the University Act, the Board has the power to appoint faculty members and senior academic administrators. Appointments are governed by a number of UVic policies and are delegated to the university executive under Section 11 of the Board Procedures.

At UVic, academic appointments and reappointments for full-time faculty and librarians are governed by the Collective Agreement and approved by the Vice-President Academic and Provost under the Board delegations procedures. The Operations and Facilities Committee receives an annual staffing report that provides an overview of all continuing faculty and librarian appointments.

The allocation of faculty and librarian full-time equivalents (FTEs) and annual recruiting is overseen by the Office of the Vice-President Academic and Provost within a planning framework that integrates the Strategic Framework, academic and unit planning, Strategic Enrolment Management, faculty staffing, and budget plans.

**Summary:**

This report provides an overview of UVic's full-time faculty and librarian complement—including new hires, vacancies, resignations and retirements—as of June 30, 2019. For context, it also includes historical data. The report does not include sessional or limited-term faculty, who are not subject to the Faculty Association Collective Agreement.

At UVic, there are currently 914.5 FTE faculty and librarian positions. Of that total, 838 are filled positions. There are currently 29.7 active recruitments underway and 16.6 vacant positions available for recruitment. The remainder of vacancies are unavailable for reasons such as bridge positions for research chairs, returns from excluded administrative positions, and other university commitments. In the past year, 10 faculty and librarians resigned and 42 retired or reduced their hours in anticipation of retirement.

New this year, the report also includes equity and diversity information, working towards our Strategic Framework goal of building a more diverse community of faculty and staff.

**Attachment:**

Academic Staffing, Recruitment and Vacancies Report 2018/19



# Academic Staffing, Recruitment and Vacancies Report

2018/19



## Introduction

This report is an overview of the full-time faculty and librarian complement at the University of Victoria (UVic), including new hires, vacancies, resignations and retirements. It does not include sessional or limited-term faculty.

The report provides current and historical data as of **June 30, 2019**.

## Cultivating an extraordinary academic environment

Guided by our Strategic Framework, UVic continues to develop targeted initiatives to recruit and support a diverse and talented community of faculty, librarians and researchers. Our inclusive and collegial culture and our dedication to excellence and service make UVic the place where people want to learn, work, engage and discover.

UVic is committed to attracting and retaining faculty of the highest national and international calibre and supporting their career development. Over the past five years, faculty renewal hiring has been strong, and our resignation rate is less than 1% per year.

## Faculty and librarian budgeted FTEs

There are currently 914.5 full-time equivalent (FTE) faculty and librarian positions at the university. Of those, 838 FTE are filled budgeted positions—an increase of six FTEs from the previous year.

Filled FTEs, excluding limited-term or vacant positions

Rank	2009 /10	2010 /11	2011 /12	2012 /13	2013 /14	2014 /15	2015 /16	2016 /17	2017 /18	2018 /19
Full professor	276	268	288	276	268	291	297	323	322	305
Associate prof.	252	250	286	310	300	292	270	273	270	266
Assistant prof.	190	202	157	130	136	121	140	109	110	135
Lecturer	6	9	2	5	4	0	1	1	2	1
Teaching prof.*	67	72	70	71	75	77	79	82	85	90
Artist-in-Res.	4	4	4	4	4	4	4	4	4	4
Academic admin		8	6	6	7	9	8	9	7	6
Librarian**			30	30	30	31	33	34	32	31
<b>TOTAL</b>	<b>795</b>	<b>813</b>	<b>843</b>	<b>832</b>	<b>824</b>	<b>823</b>	<b>831</b>	<b>833</b>	<b>832</b>	<b>838</b>

\*Senior instructor prior to 2012/13. Includes Assistant, Associate and Full Teaching Professors.

\*\*Librarian FTEs were reported to the Board for the first time in 2011/12.

Note that numbers are rounded to the nearest FTE position.



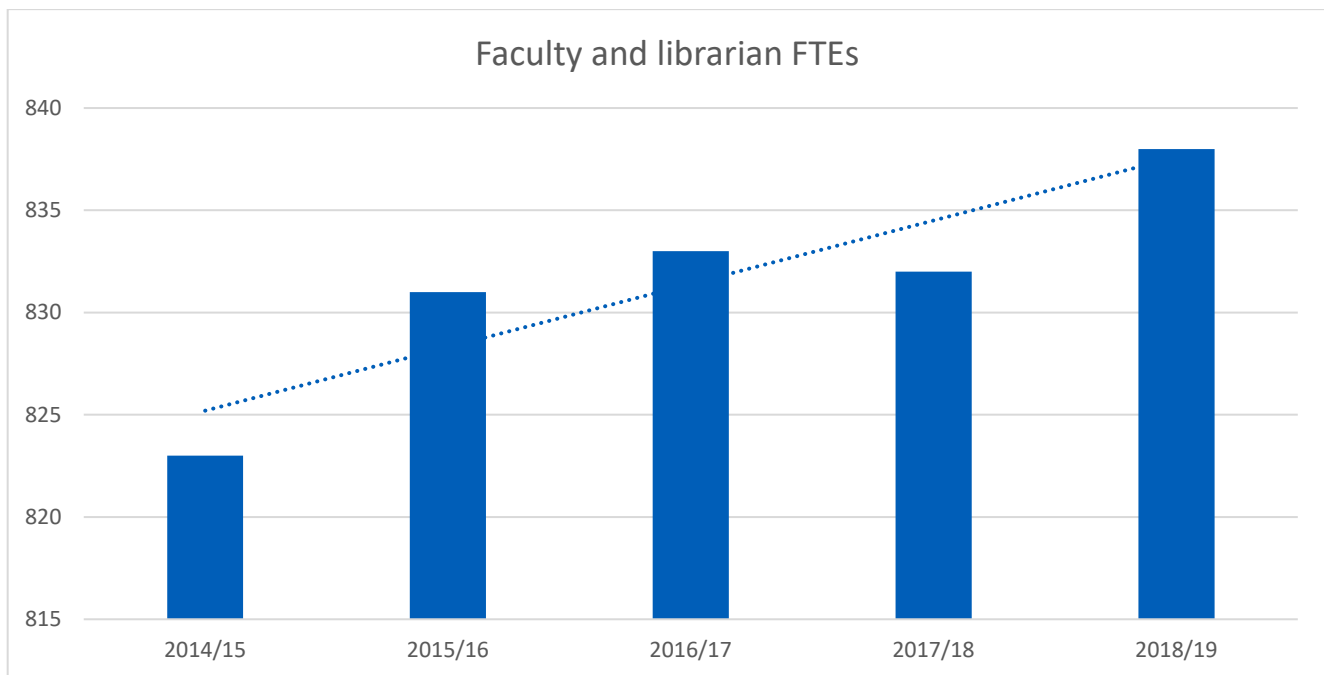


Figure 1: Filled FTE faculty and librarian positions over the past five years, excluding limited-term or vacant positions.

## Vacancies

Although there are currently 75.3 vacant FTE positions, there are only 16.6 vacancies available for recruitment. Reasons for the discrepancy include: bridged positions for research chairs (including CRCs), returns from excluded administrative positions, vacant positions already filled by faculty pending immigration approval, and other commitments by the university.

There are 29.7 FTE active recruitments in progress for existing and anticipated vacancies.

## Equity and diversity

We continue to implement the Employment Equity Plan, actively encouraging applications from members of groups experiencing barriers to equity so that we can increase the diversity of our faculty.

The Equity and Human Rights Office sends all new employees a survey in order to track the university's progress towards achieving an equitable workforce. Of continuing faculty surveyed, 23 have self-declared as Indigenous—an increase of 35% in five years. There are 182 faculty members who have not declared as Indigenous or non-Indigenous.

As indicated in our Strategic Framework, we aim to increase the number of Indigenous faculty and leaders at Uvic by developing priority recruitment strategies across the university.



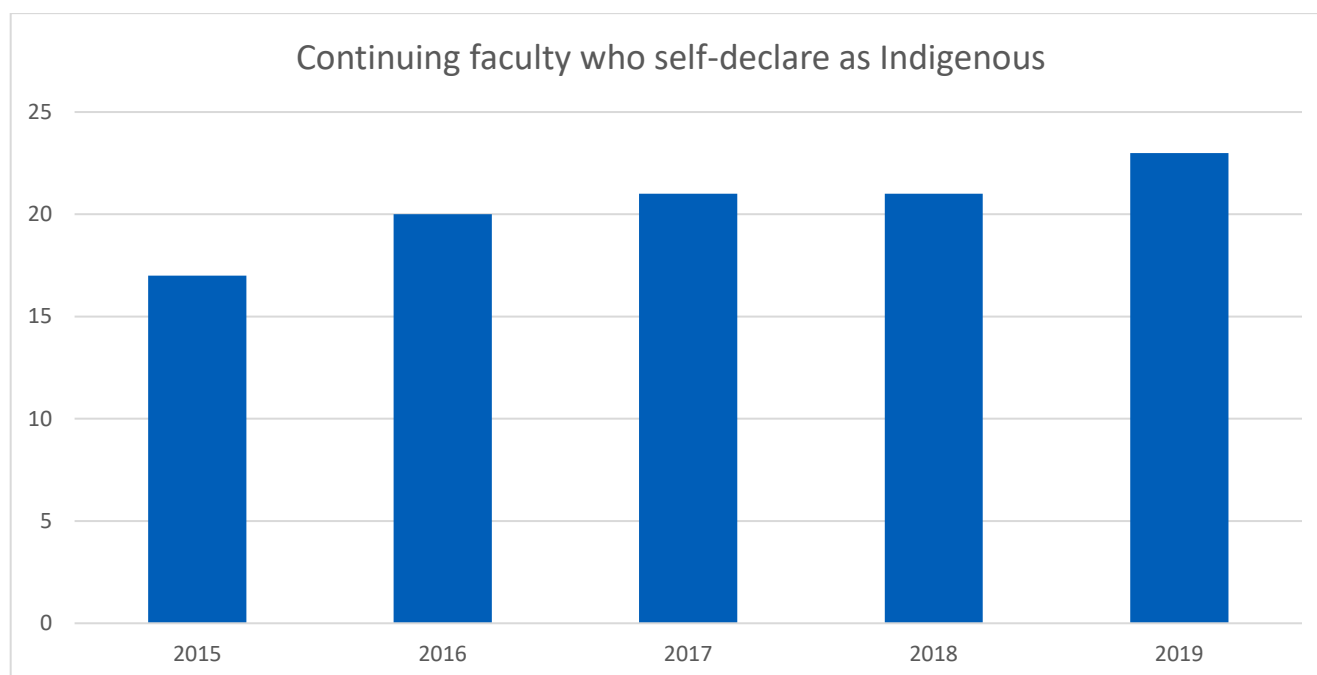


Figure 2: UVic currently has 23 continuing faculty members who self-declare as Indigenous. The total number of continuing faculty who self-declare as Indigenous has increased by 35% over a five-year period.

Additionally, 102 faculty identified as a visible minority, with 185 not reporting, and 29 identified as having a disability or disabilities, with 578 not reporting. We continue to embed practices of equity, diversity, accessibility and inclusion throughout the university so that all members feel welcomed, valued and supported to achieve their highest potential.

### New faculty and librarian headcount

In 2018/19, we hired 49 new continuing faculty and librarians. Consistent with previous years, most new hires were at the assistant professor level.

#### New FTEs, excluding limited-term appointments

Rank	2009 /10	2010 /11	2011 /12	2012 /13	2013 /14	2014 /15	2015 /16	2016 /17	2017 /18	2018 /19
Full professor	2	2	2	1	4	5	4	2	8	2
Associate prof.	3	5	2	1	0	1	1	3	4	6
Assistant prof.	17	17	17	2	18	16	23	28	23	30
Lecturer	3	3	2	3	1	1	0	1	0	0
Teaching prof.*	7	5	2	6	7	6	9	5	10	10
Academic admin	2	0	0	0	1	1	0	0	0	0
Librarian	0	0	1	0	3	3	3	2	2	1
<b>TOTAL</b>	<b>34</b>	<b>32</b>	<b>26</b>	<b>13</b>	<b>34</b>	<b>33</b>	<b>40</b>	<b>41</b>	<b>47</b>	<b>49</b>

\*Senior instructor prior to 2012/13. Includes Assistant, Associate and Full Teaching Professors.



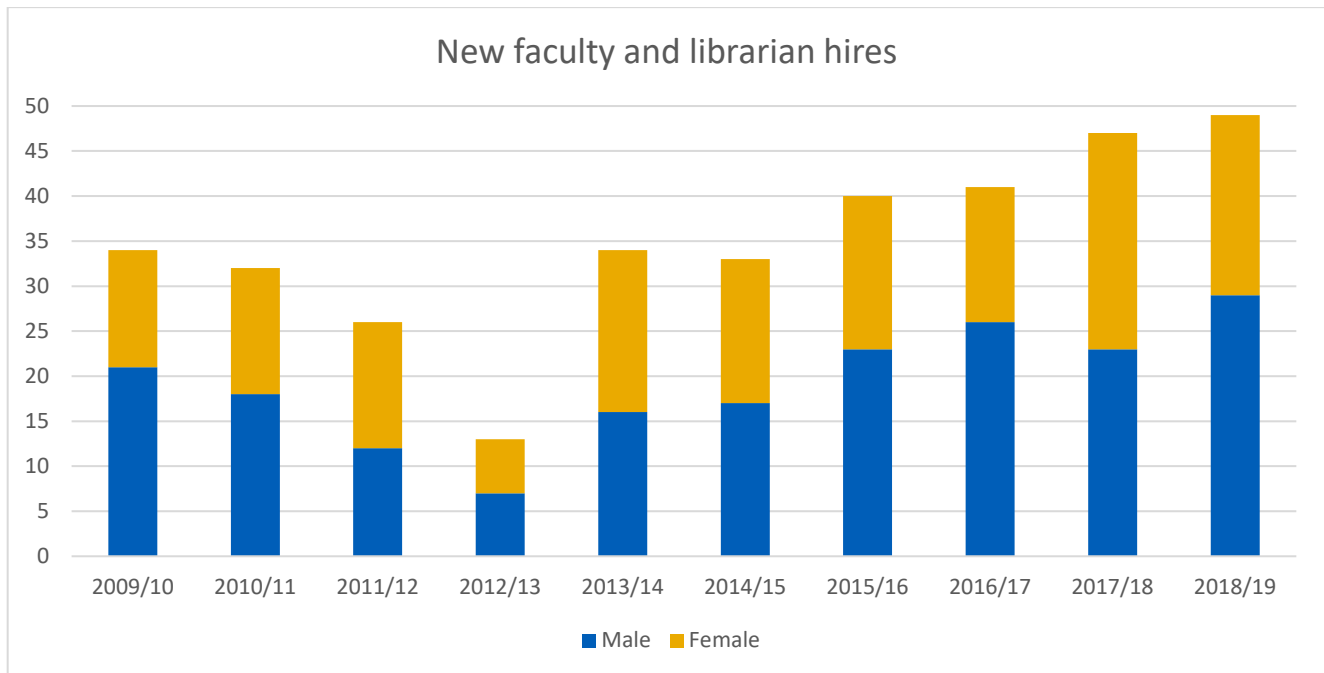


Figure 3: Of the 49 total faculty and librarians hired in 2018/19, 29 identified as male and 20 as female. The new hires support enrolment growth in engineering, law, business and other priority areas.

## Faculty promotions

In 2018/19, 15 faculty were promoted to the rank of full professor, and 13 faculty were promoted to the rank of associate professor.

### Promotions

Rank	2009 /10	2010 /11	2011 /12	2012 /13	2013 /14	2014 /15	2015 /16	2016 /17	2017 /18	2018 /19*
Full professor	9	14	12	10	14	15	17	25	20	15
Associate prof.	29	8	30	29	26	30	26	16	17	13
<b>TOTAL</b>	<b>38</b>	<b>22</b>	<b>42</b>	<b>40</b>	<b>40</b>	<b>45</b>	<b>43</b>	<b>41</b>	<b>37</b>	<b>28</b>

\*Partial total for the year.

## Faculty and librarian resignations and departures

UVic goes to great lengths to retain our faculty, and our number of resignations is extremely low. The five-year average rate of faculty resignation is less than 1%.

Retention packages are negotiated on a case-by-case basis, and the majority of retention efforts are successful. For those that are not successful, the primary reasons for departure are health and family circumstances, followed by other employment opportunities.



## Resignations

<b>Rank</b>	<b>2009 /10</b>	<b>2010 /11</b>	<b>2011 /12</b>	<b>2012 /13</b>	<b>2013 /14</b>	<b>2014 /15</b>	<b>2015 /16</b>	<b>2016 /17</b>	<b>2017 /18</b>	<b>2018 /19</b>
Full professor	3	3	2	0	1	1	3	3	0	4
Associate prof.	1	1	6	2	3	0	1	3	2	2
Assistant prof.	4	7	5	1	7	2	1	5	5	3
Lecturer	0	0	1	0	0	0	0	0	0	0
Teaching prof.*	0	0	1	3		1	0	2	0	1
Academic admin	0	0	0	0	0	0	0	1	0	0
Librarian	1	1	1	1	0	0	0	0	0	0
<b>TOTAL</b>	<b>9</b>	<b>12</b>	<b>16</b>	<b>7</b>	<b>11</b>	<b>4</b>	<b>5</b>	<b>14</b>	<b>7</b>	<b>10</b>

\*Senior instructor prior to 2012/13. Includes Assistant, Associate and Full Teaching Professors.

## Terminations and deaths

<b>Rank</b>	<b>2009 /10</b>	<b>2010 /11</b>	<b>2011 /12</b>	<b>2012 /13</b>	<b>2013 /14</b>	<b>2014 /15</b>	<b>2015 /16</b>	<b>2016 /17</b>	<b>2017 /18</b>	<b>2018 /19</b>
All ranks	2	1	2	0	0	1	2	0	2	0

## Retirements

In 2018/19, 42 faculty and librarians retired or indicated an upcoming retirement date. Most retirees were 65 years or older. There were 15 faculty members who chose to reduce their hours in anticipation of retirement.

## Retirements and reduced hours

<b>Type</b>	<b>2009 /10</b>	<b>2010 /11</b>	<b>2011 /12</b>	<b>2012 /13</b>	<b>2013 /14</b>	<b>2014 /15</b>	<b>2015 /16</b>	<b>2016 /17</b>	<b>2017 /18</b>	<b>2018 /19</b>
Retirement at age 65 or older	8	10	11	8	14	21	20	11	28	19
Retirement before age 65	4	2	2	3	5	8	8	9	7	8
Reduced FTE	1	5	5	6	7	8	6	5	11	15
<b>TOTAL RETIREES</b>	<b>12</b>	<b>12</b>	<b>13</b>	<b>11</b>	<b>19</b>	<b>29</b>	<b>28</b>	<b>20</b>	<b>35</b>	<b>27</b>

Based on our Faculty Recruitment and Retention Survey, 22 faculty members who are 65 years of age or older have indicated that they will retire on or before June 30, 2020. We anticipate having a total of 106 faculty and librarians 65 or older.



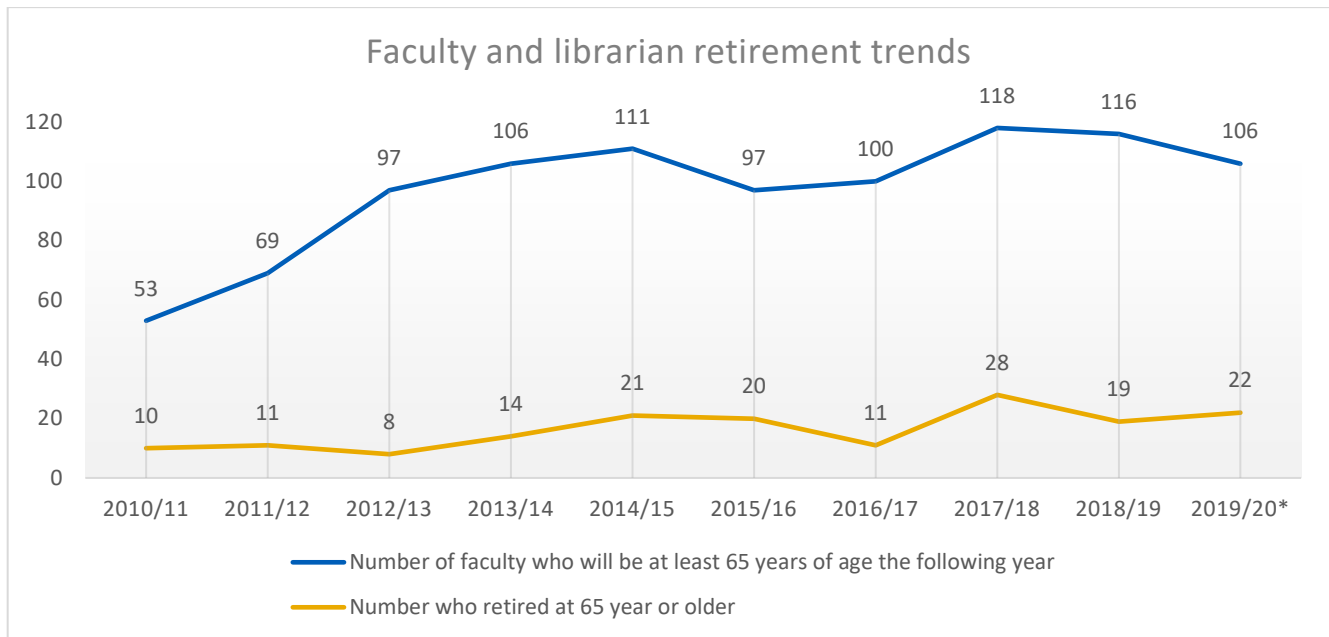


Figure 4: As of July 31, 2019, 22 faculty and librarians 65 or older have indicated that they will retire as of June 30, 2020. \*We anticipate having a total of 106 members 65 or older.

## Investing in our future

The university remains dedicated to recruiting and supporting a diverse community of talented faculty and librarians. We are hiring faculty to support enrolment growth in engineering, law, business and other areas. Additionally, and in order to recruit exceptional new faculty who will lead the way in advancing Strategic Framework priorities, we are creating four Strategic Framework Impact Chairs. To recognize and support current faculty, we are establishing 10 Strategic Framework President's Chairs.

Our latest Planning and Budget Framework includes more investments in academic areas than in past years, building on our dual commitment to excellence in teaching and research and in support of faculty, students and staff.









University  
of Victoria

**SUBMISSION TO THE UVIC BOARD OF GOVERNORS**

**FOR INFORMATION**

September 9, 2019

**To:** Operations and Facilities Committee

**From:** Carrie Andersen, University Secretary

**cc:** President and Vice-Chancellor

**Meeting Date:** September 24, 2019

**Subject:** Equity and Human Rights Annual Report

**Basis for Jurisdiction:** University Act, s.27  
British Columbia Sexual Violence and Misconduct Policy Act  
University Policies GV0205 & GV0245  
Board Procedures, s.8

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**Strategic Relevance:** Equity, diversity and inclusion are prominent amongst UVic's values and foundational elements of our goal to be an extraordinary academic environment. Related strategies include:

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

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

**Background:** The purpose of the Equity and Human Rights (EQHR) annual report is to inform the Board of Governors, the Executive Council, and the university community of the annual activities of EQHR to advance these strategies and implement university policies. The report also responds to the legislative requirement that the university president of the post-secondary institution report to the governing body on the implementation of the post-secondary institution's sexual misconduct policy (Sexual Violence and Misconduct Policy Act, section 6(2)).

**Summary:** This 2018-2019 EQHR annual report provides an overview of the period May 2018 through August 2019. It highlights the work and direction of the office in proactive education and training, case resolution and policy implementation. This reporting period marks a transition in EQHR's reporting period. Future reports will span the period September – August.

EQHR provides a leadership and coordinating function, building and fostering partnerships across the university community, with campus groups and constituencies, with senior leaders, and liaising with experts and groups on and off campus. In this way EQHR is harnessing the expertise of its small team and embedding principles in every corner of the campus.

Highlights in support of these goals includes:

#### Communication and Education

- Over 50 training sessions on unconscious bias in support of inclusive and fair hiring practices (mandatory for all CRC search committees, and available upon request to any unit on campus and to any preferential or limited hire search).
- Our Canada Research Chairs EDI Action Plan was considered by the CRC secretariat to “fully satisfy” their EDI requirements.
- A new initiative to Embed Equity at UVic: a focus on shared practices or common activities that will establish a baseline of equity practice across UVic.
- Over the course of the year, over 40 workshops including “equity, diversity, inclusion in the workplace”, “creating an inclusive, respectful, and welcoming classroom”, and “rooting out bullying, harassment, and discrimination in the workplace”.
- New anti-racism education training designed around three intersectional modules to meet people where they are at: Awareness, Intervener, and Change-Maker.
- New Enhancing Conflict Competencies course targeted at UVic faculty.
- New student-facing sexualized violence education program that will be presented in person and online.
- Translation of essential consent materials into seven languages.

## Policy response

- 136 individuals visited EQHR expressing concerns\_of varying natures under the Discrimination and Harassment Policy (increase from 72).
- Investigated 14 formal complaints under the Discrimination and Harassment Policy (increase from three).
- Four environmental assessments addressing unit-wide concerns.
- 57 Disclosures under the Sexualized Violence Prevention and Response Policy (increase from 28).
- 10 Formal Reports under the Sexualized Violence Prevention and Response Policy.

EQHR will continue to build on the successes and learn from the challenges of 2018-2019. They are in the process of establishing the unit's annual service plan for next year and we have identified the following high-level priorities:

- Strengthen our education and training program through developing an intersectional education plan.
- Continue to strengthen strategic partnerships.
- Strengthen the use of all forms of alternative dispute resolution.
- Develop new and creative communications strategies for embedding equity, diversity, and inclusion.

**Planned Further Action:** EQHR will provide a report annually in September.

**Attachment(s):** EQHR Annual Report

This annual report (May 2018 – August 2019) provides an overview of the new initiatives, priorities, and ongoing response work undertaken by the EQHR. It is organized into four sections:

1. Proactive education and training
2. Case resolution
3. Policy review
4. Looking ahead

Building an environment on the foundation of equity, diversity, inclusion, and freedom from sexualized violence, discrimination, and harassment takes the entire university community. EQHR provides a leadership and coordinating function, building and fostering partnerships across the university community, with campus groups and constituencies, with senior leaders, and liaising with experts and groups on and off campus. In this way we are harnessing the expertise of our small team and embedding principles in every corner of the campus. The Executive Director, EQHR meets regularly with the senior executive, President and Vice-Presidents, and sets priorities for projects and programs for the year to come. A Vice-President is often a sponsor of major projects, such as the ongoing work to design principles and guidelines for universal washrooms at UVic where the Vice-President Finance is the project sponsor and the VPFO team is fully and actively engaged in the project work. In many of the projects and programs highlighted in this report, a senior leader, President, Vice-President, or Associate Vice-President, is acting as a key university partner and stakeholder to advance the initiative.

*Our team works with compassion and integrity, engaging with a human-centred and trauma-informed approach to all that we do. We aim to be flexible and dynamic.*

*We believe that our campus should represent the diversity of our larger communities and that every person should be treated equitably, valued and supported to achieve their highest potential. We partner across UVic and the greater community to embed practices of these fundamental values throughout all aspects of UVic.*

*We are an access point, a resource, and a policy navigator for all UVic community members. We provide education, advice, support and consultation to reduce barriers in order to achieve respect, consent, equity, inclusion and belonging with a focus on social justice and institutional accountability.*

## Section 1: Proactive Education and Training

### “to promote a culture of consent, respect and fairness”

EQHR works across the university to educate and train teams, committees, classes, individuals and groups. To this end, our work is organized around four goals:

- Achieving equity and inclusion in all aspects of the employment experience for faculty and staff
- Delivery of human rights education and training
- Delivery of sexualized violence education and prevention strategies
- Events and opportunities to inform the university community and promote, consent, respect and fairness

### Achieving equity and inclusion in all aspects of the employment experience for faculty and staff

From the representation data collected from the staff, UVic develops equity hiring goals and reports annually on the diversity data for the university as a whole and for faculty and staff. EQHR is working with partners in Research Services, Faculty Relations and Human Resources to rethink our approach to equity data collection and use. This includes thinking more broadly about intersectional and disaggregated data and bringing in new data categories. The work also includes considering the use of qualitative “climate” data through focus groups and qualitative surveys.

Data from August 31, 2019		
UVic Representation--Continuing Faculty/Staff		
Designated Group	Number	Representation
Women	1853	57.9%
Indigenous	85	3.6%
Persons with a disability	106	4.5%
Member of a visible minority	302	11.3%
Participation rate for all UVic employees:	87.4%	
Number who took survey	2,334	
Total number of employees (surveyed)	2,669	
Total employees from "Gender" table	3,199	

*Representation for Indigenous peoples, persons with disabilities and members of visible minorities reflects self-identification, and is reported out of those people who have taken UVic's self-identification survey. We use this number to avoid making assumptions about the identity of those who did not take the survey.*

## Bias free hiring

EQHR offered 53 training sessions, for individuals, search committees and units on the negative impacts of unconscious bias and on creating more inclusive processes to support effective, fair hiring. New topics included effective approaches for preferential and limited hiring (mandatory for all CRC search committees, and available upon request to any unit on campus and to any preferential or limited hire search). In addition, materials for search committees were developed and put online for ease of access. This training and other important work formed part of the Canada Research Chairs EDI Action Plan, which was considered by the CRC secretariat to “fully satisfy” their EDI requirements.

## Expand. Engage. Encourage: Embedding Equity at UVic

At UVic, we each have responsibility and a role to play in creating an equitable, diverse and inclusive community. Work over the previous year showed that while the Employment Equity Plan provided an essential philosophical and ethical orientation to equity in employment, the description of equity activities and methods for monitoring progress were limited. Through consultation with campus partners, EQHR developed a streamlined articulation of key activities that advance equity. This core of common activities will establish a baseline of equity practice across the institution in support of the equity, diversity and inclusion priorities in the Strategic Framework. Focusing on shared practices will provide focus for the work, for resource development, and for reporting and monitoring. These practices will supersede existing commitments in the EEP, though we hope that existing initiatives that supplement this core work will continue. The new activities are a baseline, and the creativity of the university community in meeting and expanding on these activities is welcomed.



## Delivery of human rights education and training

Proactive education measures that are strategic, coordinated and well planned are essential to educate the broad campus community on issues of equity, diversity, anti-racism, conflict resolution, inclusion and human rights. We approach such a proactive human rights education through an intersectional and anti-oppressive lens. We offer many workshops and trainings in this area. Over the course of the year, over 40 workshops including “equity, diversity and inclusion in the workplace”, “creating an inclusive, respectful, and welcoming classroom”, and “rooting out bullying, harassment, and discrimination in the workplace.”

## Anti-Racism Education

EQHR has developed a collaborative anti-racism education initiative with various university partners to combat racism and create educational events and programs that directly address the societal and systemic attitudes and behaviors that perpetuate racial discrimination and other intersecting social inequities. This initiative is designed around three intersectional modules: Awareness, Intervener, and Change-Maker. The key objectives are to support UVic staff, faculty and students: to understand anti-racism as a UVic value where as university members, we should embed practices of equity, diversity, dialogue and inclusion in ways that make other members of the community feel welcomed, valued, and supported to achieve their highest potential. Since November 2018, EQHR has been offering a workshop on engaging racism and its intersections: A courageous conversation to more than 276 community members. This workshop has shown the growing interest in an intersectional anti-racism education training on campus. The Associate Vice-President Student Affairs will be piloting the program with this unit, including unit leaders, throughout the Fall and Spring semesters.



## Enhancing Conflict Competencies: Developing attitudes, process and skills

A newly developed course, *enhancing conflict competencies: developing attitudes, process and skills*, has begun to be offered to UVic faculty from different departments. This course is designed for faculty looking for ways to develop enhanced conflict competencies (attitude, process and skills). Faculty in this course develop: increased self-awareness about personal conflict handling styles and behaviours; conflict resolution and associated communication skills (curiosity, listening, and emotional awareness/management) to enhance approaches to collaborative conflict engagement; process awareness and skills to facilitate more efficient, focused and organized conflict resolution discussions; and a collegial attitude towards conflict engagement and resolution in the workplace/department/faculty. The Associate Vice-President Faculty Relations and Academic Administration has championed this program and supported its inclusion in ongoing training opportunities for academic leaders.



## Delivery of sexualized violence education and prevention strategies

### Tools for Change

EQHR, with support of campus partners, led the creation of student-facing, in-person and online, educational programs called “Tools for Change”. The program is intended for first year students and those with little knowledge around the topic of sexualized violence, consent, and trauma-informed response. The programs are interactive in design (images, videos, dynamic exercises, and dialogue) and focus on practical skill-building. Both the in-person workshop and online learning module orient students to the supports available on campus, and provide practical skills and advice associated with asking for consent and engaging in a range of prevention strategies. Moving forward, the online program will be embedded in New Student Orientation’s pre-arrival program and will be mandatory for students living in

Residence. The in-person program will be run approximately eight times each semester and will be facilitated by trained student-staff. This program will become a part of a suite of programs alongside “Bringing in the Bystander”, and will be maintained by the Office of Student Life.

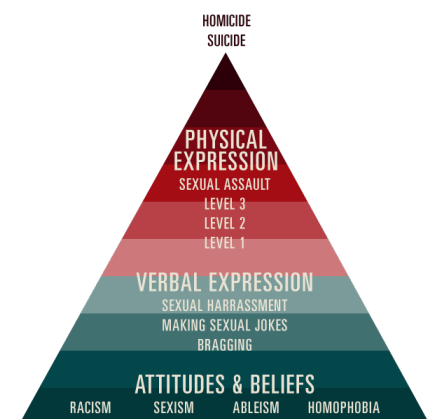


### Culture and Consent

The Culture and Consent working group, partners with key units on campus that are responsible for the international student experience (e.g., International Student Services and Continuing Studies), so as to devise a strategy to reach international students with information, education, and support in relation to sexualized violence. To date, that working group has successfully created a dedicated international student webpage on UVic’s main sexualized violence prevention website ([uvic.ca/svp](http://uvic.ca/svp)) and have translated the tailored materials into seven languages. Moving forward, the committee will consider tailored education (either online or in-person), keeping in mind the diversity of programs and students who come to UVic who are both degree and non-degree seeking.

### Awareness and Impact

The new campaign “*Consent. It Starts with a Conversation*” adds to an existing suite of educational and promotional materials. For faculty and staff, EQHR has developed a user-friendly “quick-guide”. The quick-guide provides succinct information about how to prevent and respond to sexualized violence, with a special focus on confidentiality. Forty-six workshops (on top of those reported in the last annual report) were delivered over the reporting period. These workshops have included close to 1200 people.





In 2018, EQHR once more collaborated with the Office of Student Life, the University of Victoria Students' Society and the Anti-Violence Project to hold UVic's annual **Sexualized Violence Awareness Week**.

## Events to promote consent, respect and fairness

### 5 Days of Action: EQHR's Signature Week of Events

UVic's second annual **Five Days of Action: 365 Days of Commitment** occurs November 4-8, 2019. This week long event is organized around calls to action to tackle racism, sexism, homophobia, transphobia, ableism, classism, sexualized violence and religious intolerance on campus. The timing of this event shifted between last reporting period and this one. The previous event was held in March 2018. Details of the results from the 2<sup>nd</sup> event will appear in the next annual report. Other key events organized and supported by EQHR include the National Day of Remembrance and Action on Violence against Women (NDRAVAW) December 5th 2018; and Orange Shirt Day, organized in partnership with the Office of Indigenous Academic and Community Engagement, and University Communications and Marketing, along with other campus units and departments.

## Section 2: Case Resolution

### "coordinate and implement fair, transparent, and timely resolution options for incidents brought forward under the policies"

EQHR provides an impartial complaint resolution services to all UVic community members. This includes responding appropriately to concerns and complaints of discrimination and harassment and disclosure and reports of sexualized violence. Our work in response to issues brought forward is governed by the Discrimination and Harassment (GV0205) and Sexualized Violence Prevention and Response (GV0245) policies.

#### Discrimination and Harassment Policy (GV0205)

Individuals seek advice and counsel from EQHR based on their interpretation of the policy through the lens of an experience they endured. Due to the unique nature of each person's story, we always begin with a confidential consultation. A confidential consultation may involve advice and assistance in navigating the university's systems, recording concerns, or support for having a difficult conversation or managing a conflict.

Staff in EQHR, where appropriate, first attempt to resolve complaints with informal resolution. Informal resolution can include the use of a form of alternative dispute resolution such as mediation, accommodation, communication that the behavior is unwanted, or education for the respondent, the complainant or an entire unit. Often several of these methods are employed.

Between May 2018 and September 2019, EQHR met with 136 individuals expressing concerns of varying natures under the Discrimination and Harassment policy (in the previous year, 72 individuals brought forward concerns). In an effort to capture new metrics about the work carried out by our office, in April 2019 we began tracking hours of time spent working with people during this range of informal processes. Between April 1, 2019 and September 1, 2019 we logged 31 “Complete” informal files and over 83 hours of time spent with people. On average we spent approximately 3 hours on each case now complete. As of September 1<sup>st</sup> 2019, there remain 16 files open.

The office was engaged in navigating 14 formal complaints this reporting period. Formal resolution involves a full investigation, usually by an external investigator, into whether the policy has been violated. It results in findings and may lead to disciplinary processes. Over the reporting period, 14 formal investigations were undertaken, of these five resulted in finding that the Discrimination and Harassment policy was breached. This was a significant increase over the previous period where three formal investigations were completed.

Formal Reports: May 2018 – August 2019					
	Faculty	Staff	Grad Student	UG Student	Total
Complainant	2	4	2	6	14
Respondent	6	6	1	1	14

## Types of incidents

The large majority of both informal and informal complains were of personal harassment, including workplace bullying and harassment, abusive and demeaning behaviour, and differential treatment. In a large majority of complaints, the respondent (or the person said to be causing harm) was in a position of power over the complainant – whether that be a professor/student, tenured/non-tenured faculty supervisor/employee relationship. Many of these complainants expressed fear of retaliation for coming forward with their concerns. Student complainants often expressed fear of having to take future classes with the respondent. Staff and faculty often expressed fear around losing job progression opportunities and/or appearing to be a “trouble maker” by their peers. Student complainants often complete informal resolutions – typically concluding with educational conversations with the respondent. Staff and faculty complainants often are seeking advice and for their experience to be documented.

## Advice on unit-level environmental concerns

Over the past three years, we have seen an increase in requests for unit-level Environmental Assessments. In the period June 2018 to September 2019, EQHR supported the completion of four Environmental Assessments.

Environmental Assessments involve an independent review of a unit designed to identify the specific strengths and challenges faced by that unit and to make recommendations that will generate options with the goal of identifying strategies to enhance and improve the environment of the unit (e.g., through facilitation and education).

## Sexualized Violence Prevention and Response Policy (GV0245)

During this reporting period there were a total of 57<sup>1</sup> disclosures. When looking to break survivors and alleged respondents down into statistical categories it should be noted that in some cases a survivor may not know the identity or position of the person alleged to have breached the policy, or know but be unwilling to share that information with university staff (which is their right). In some instances, the alleged respondent may hold multiple roles on campus. When it is clear in what role the person was acting at the time of the incident (e.g., as a staff member rather than as a faculty member or as a student rather than as a staff member) they are recorded in both alleged respondent categories. Further, in some cases there may be more than one respondent involved in an incident. It is for this reason the numerical counts for alleged respondents will not always equal 57. In the previous reporting period 28 disclosures were received.

Disclosures May 2018 – August 2019					
	Student	Staff	Faculty	"Other"	Total
<b>Survivors</b>	45	9	1	2	57
<b>Alleged Respondents</b>	28	9	4	16	58

## Policy Jurisdiction

The policy and its procedures apply to all members of the university community. The university has jurisdiction when the incident occurred in one or more of the following circumstances:

- 1) On property controlled by the university;
- 2) When the respondent is/was in a position of power or influence over the survivor's academic or employment status at UVic;
- 3) At an event or activity sponsored or under the auspices of UVic.

Jurisdiction			
	Yes	No	Unknown
<b>Totals</b>	35	21	1
<b>*Historical?</b>	1	1	7

*\* A historical disclosure is one that happened more than two years ago. Of the 11 disclosures made during this period we did not know the date of the incident and so they are listed as unknown as to whether they are historical.*

## Formal Reports

Between May 1<sup>st</sup>, 2018 and August 31<sup>st</sup>, 2018 one formal report was made under the Sexualized Violence Prevention and Response Policy which led to a completed investigation with findings. Between September 1<sup>st</sup>, 2018 and August 31<sup>st</sup>, 2019 nine reports were made. Of these, one did not proceed to a full investigation (for reasons of the survivor), four resulted in a community accountability process (agreed on by the survivor, respondent, and university). The other four reports led to completed investigations.

<sup>1</sup> May 2018 to August 2018: 11 disclosures; September 2018 to August 2019: 46 disclosures.

## Types of incidents

Some of the incidents recorded can be described as unwanted sexualized attention including sexualized looks, comments, jokes, and come-ons. Despite being non-physical in nature these incidents were, in some cases, extremely harmful. This was especially the case when the survivor expressed concern and/or fear that the alleged respondent held a position of power over their academic, professional and/or personal success and/or where the behaviour was aggressive and persistent. Other survivors described incidents that would constitute sexual assault level 1 under the criminal code, which is defined as unwanted touching or other non-consensual bodily contact for sexual purposes (without a weapon or bodily harm). All incidents involving students identified alcohol use, and in some cases heavy alcohol use, as a contributing factor. In some of the cases involving staff and faculty, alcohol also played a contributing role.

## Types of supports offered and requested

Each person who came to the office for either/or a confidential consultation or to make a formal disclosure were given information on the options available to them both in terms of support and policy process. These supports included referring students to Office of Student Life case management for those students with complex and on-going support needs (often involving mental health concerns), Human Resources consultant support for similarly situated staff members, counselling and/or health services. Some survivors wanted support for specific needs including assignment extensions as well as Requests for Academic Concessions (RAC). Some were referred to the Anti-Violence Project and/or the Victoria Sexual Assault Centre and/or police services. In some cases, survivors had strong support networks already in place and were looking for specific information for how to address their circumstances informally (e.g., advice on how to set boundaries with individuals, how to have difficult conversations with individuals, education for individuals or departments, and/or facilitated conversations). Some explored formal policy options (investigation and sanctions) and chose to proceed while others decided to forgo formal process for informal resolution. To date none of these disclosures required an emergency health or safety response.

## Section 3: Policy Review

### Sexualized Violence Prevention and Response (GV0245)

The Sexualized Violence Prevention and Response policy was implemented May 2017. Equity and Human Rights hired consultant Pauline Kelly-Brandes to conduct a one year policy implementation review in September 2018. The implementation review report identified positive progress in the policy's implementation, most notable, the high commitment to ensuring implementation, and the creation of a robust and effective system of response and support to survivors and those impacted by sexualized violence. The reviewer noted that those involved in the policy's implementation emphatically endorsed the principles of being survivor-centred and trauma-informed. She also noted that the new policy and procedures were generally found to provide clear structures for prevention and response. As well, everyone interviewed was highly appreciative of the dedication

and volume of work accomplished by the EQHR team. Survivors/complainants reported positive experiences in the support and the personal attention they received from the Sexualized Violence Education and Prevention Coordinator. The reviewer made several recommendations to strengthen the work underway. The highlights included strengthening collaboration, increasing role clarity, and continuing to centralize the access 'portal' for students, staff, and faculty.

## **Discrimination and Harassment Policy (GV0205)**

The policy has served the university community well for several years, and is due for review based on the regular UVic policy review schedule. The review will focus on modernizing the policy language in the Policy on Human Rights, Equity and Fairness as well as a careful assessment of the procedures for informal and formal complaints and investigations. The review will include appropriate consultation with the university community.

## Section 4: Looking Ahead

We will continue to build on the successes and learn from the challenges of 2018-2019. We are in the process of establishing our annual service plan for next year and we have identified the following high-level priorities:

- Strengthen our education and training program through developing an intersectional education plan
- Continue to strengthen strategic partnerships
- Strengthen the use of all forms of alternative dispute resolution
- Develop new and creative communications strategies for embedding equity, diversity, and inclusion

We look forward to working with you to achieve them in 2019-2020.





University  
of Victoria

**SUBMISSION TO THE UVIC BOARD OF GOVERNORS**

**FOR DECISION**

September 9, 2019

**To:** Executive and Governance Committee

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

**cc:** President and Vice-Chancellor

**Meeting Date:** September 24, 2019

**Subject:** Procedures of the Board 2019/20

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

A handwritten signature in cursive script, reading "Bevan Van Ruyven".

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**Recommendation:**

*THAT the Executive and Governance Committee recommend to the Board of Governors that the Board of Governors approve the Board Procedures, as attached, for the year 2019/20 and the Statement of Responsibilities of the Board of Governors and its Members.*

**Background:**

The Board's Procedures require that the Executive and Governance Committee review the Procedures annually (along with the Statement of the Responsibilities of the Board and its Members) and bring them forward for approval at the first statutory meeting in the fall.

No changes to the Board's Procedures or Statement of Responsibilities are proposed.

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





University  
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## Procedures of the Board

The Board of Governors is constituted as described in Part VI, Sections 18 to 34 of the University Act (R.S. Chap 468). Section 26 (1-3) provides details for meetings of the Board.

### 1. ELECTION OF CHAIR AND VICE CHAIR

- 1.1 The Chair of the Board shall be elected annually, from among the members appointed by the Lieutenant Governor in Council, at the last statutory meeting before the summer recess.
- 1.2 The Vice-Chair of the Board shall be elected annually, from among the members appointed by the Lieutenant Governor in Council, at the last meeting before the summer recess. The Vice-Chair becomes Acting Chair in the absence of the Chair.
- 1.3 Upon request of at least one (1) Board Member at the meeting, the elections referred to in 1.1 and 1.2 will be held by secret ballot.

### 2. CHAIR

- 2.1 The Chair shall recommend to the Board the committees necessary for the effective functioning of the Board. (See Section 27(2)(c) University Act.)
- 2.2 The Chair shall appoint the chairs and the Board members on each committee of the Board annually one month before the first fall meeting. The Chair will consider Board members areas of interest and the need for broad representation when making these appointments.
- 2.3 In the event of the Chair resigning or being unable to fulfill the duties of Chair, the Vice-Chair will assume the role of Chair.
- 2.4 Upon the Vice-Chair becoming Chair under 2.3 the Board shall hold an election for a Chair and Vice-Chair as soon as it is practical to do so.

### 3. MEETINGS

- 3.1 Meetings of the Board will be held in accordance with Section 26(1) of the University Act.
- 3.2 The time and place of meetings will be established by the Chair.

- 3.3 The Secretary shall prepare the agenda of Board meetings. In the preparation of the agenda, the Secretary will consult with the Chair and the President.
- 3.4 Meetings of the Board shall be open except for those items which the Chair or the Board shall determine to consider in "in camera" meetings.
- 3.5 The agenda for Board meetings will close at noon fifteen (15) days before the Board meets.
- 3.6 The draft Board agenda, Committee agenda, and documents will be delivered to Board members one week before the Board Committee meetings. The final Board agenda shall be tabled at the Board meeting.
- 3.7 Board materials for consideration in the closed session must be treated with confidentiality until the Board determines otherwise.
- 3.8 The draft open agenda along with the date of the committee meetings will be published seven (7) days prior to the meeting of the Board of Governors. Copies of the draft open agenda and open session docket will be sent to the Library, the presidents for the Faculty Association, unions, and students' societies when the agenda is published.
- 3.9 No cameras, recording devices or electronic communications equipment shall be used without the prior consent of the Chair.
- 3.10 Eight members of the Board shall constitute a quorum for transactions of the Board. (See Section 26(2) University Act)
- 3.11 The chair of a Board committee will report on the committee's activities and present its recommendations to the Board.
- 3.12 The Board Chair has the same right of voting as the other members of the Board, and, in the case of an equality of votes for and against a motion, the question is resolved in the negative, and the Chair shall so declare. (See Section 26(3) University Act)
- 3.13 The Chair will formally announce the outcome of each vote and this outcome will be recorded in the summary record. Any member of the Board may ask that the vote count or the member's individual vote or abstention be recorded in the summary record.
- 3.14 Attendance by proxy or vote by proxy is not permitted.
- 3.15 No motions or issues for discussion may be brought forward at a regular Board or Board committee meeting unless the matter is on the agenda.

A member must give notice of motion or an outline of the discussion topic in writing not less than fifteen (15) days prior to a future Board meeting. Such notice will be given to the Secretary of the Board. The Secretary in consultation with the Chair of the Board shall refer the motion to the appropriate Board Committee. Matters brought before the Board will be referred to the appropriate Board Committee prior to full discussion at a Board meeting, unless the Board determines otherwise.

Emergent matters may be raised by Board members in consultation with the Chair. Unless agreed to otherwise such items will normally be discussed at the closed session of the Board. Board members may raise policy items for discussion during a committee meeting.

- 3.16 At the end of each closed session of the Board, a question period limited to 10 minutes will be scheduled. A member of the Board may deliver a written question to the Secretary before any Board meeting addressed to either the President or the Vice-Presidents relating to issues within the Board's mandate. The intent and purpose of the Question Period is to provide information to Board members, and should not be generally used as an opportunity to solicit opinions, to pose highly speculative questions, or to request information which is readily available through other sources or deals with operational matters. Each question should be capable of standing on its own, and supplementary questions should only be posed during the Question Period once the respondent has replied to the original question.
- 3.17 Normally all matters coming to the Board from the University administration will be presented to the Board by the President. In exceptional circumstances other senior members of the University administration may approach the Chair to bring forward matters for consideration. At the discretion of the Chair, such matters may be added to an agenda.
- 3.18 With the consent of the Chair, staff members as designated by the President may be invited to attend meetings of the Board.
- 3.19 The Chair may invite individuals to attend meetings of the Board.
- 3.20 At the discretion of the Chair, a resolution may be voted upon by ballot conducted by fax or e-mail. In this case, to be adopted, a resolution must receive affirmative votes of at least a majority of those eligible to vote. A resolution adopted by this method will be deemed to have been passed at a validly constituted meeting of the Board and will be reported at its next scheduled meeting.
- 3.21 Under exceptional circumstances and only with the consent of the chair – and subject to logistical constraints – a board member may participate in a meeting by telephone, videoconference or other secure means of communication that enables him or her to communicate with other participants in the meeting simultaneously and instantaneously.

A member participating in a meeting by such means will be deemed to be present at the meeting.

#### **4. DUTIES**

- 4.1 Members of the Board of Governors must carry out their functions with integrity, independence, good faith, and prudence of a reasonable individual.
- 4.2 Each member of the Board has a duty with other Board members to act in the best interests of the University (See Section 19.1 University Act). Each member, no matter how he or she comes to be a member, has a responsibility only to the University. This is a public responsibility because the University is a public body. Any member, once appointed or elected, must function as a member of the Board and not as a spokesperson for a constituency.
- 4.3 The responsibilities of members of the Board of Governors are described in the Statement of the Responsibilities of the Board of Governors and its Members.
- 4.4 The Board may, upon a resolution passed by the vote of at least 2/3 majority of the members of the board, recommend that the Lieutenant Governor in Council remove a member of the Board from office for cause.

#### **5. CONFLICT OF INTEREST AND CONFIDENTIALITY**

- 5.1 The Board of Governors of the University has a variety of functions to perform under the University Act. The composition of this Board is complex, and it is possible that conflict of duty or interest may arise in the case of any member of the Board.

A conflict of interest arises when a Board member exercises an official power or performs an official duty or function and at the same time, knows that in the performance of this duty or function or in the exercise of power there is the opportunity to further a private interest. Further, there is an apparent conflict of interest when there is a reasonable perception that the Board member's ability to exercise an official power or perform an official duty or function will be or was affected by a private interest.

- 5.2 A Board member must make full disclosure of all real, potential and apparent conflicts of interest annually. If the Board member becomes aware during the year of a conflict of interest or an apparent conflict of interest, she or he must declare that conflict immediately in writing.

5.3 After disclosing the conflict, the Board member

- i) may seek the Chair's permission to address the matter briefly, before absenting himself or herself from the discussion and the vote;
- ii) must not take part in the discussion of the matter or vote on any questions in respect of the matter. However, the member may be counted in the quorum present for the meeting;
- iii) if the meeting is open, may remain in the room, but shall not take part in that portion of the meeting during which the matter giving rise to the conflict of interest is under discussion, and shall leave the room prior to any vote on the matter giving rise to the conflict;
- iv) must, if the meeting is closed, leave the meeting and not return until all discussion and voting with respect to the matter giving rise to the conflict is completed;
- v) must not attempt, in any way or at any time, to influence the discussion or the voting of the Board on any question relating to the matter giving rise to the conflict of interest.

5.4 With the exception of matters potentially affecting a Board member's terms of employment, voting on matters which will have an effect on a broad group (students, staff, faculty) by a member of that group is in general not a conflict of interest. For example, student members of the Board may vote on issues dealing with tuition fees. If a Board member is in doubt about whether he or she or another member of the Board is or may be in conflict of interest, the Board member should discuss the matter with the Chair. The Chair may rule a member to be in conflict of interest with an issue before the Board.

5.5 A Board member is expected to maintain the confidentiality of Board deliberations both in committee and during closed meetings and of documents considered in the closed meetings forever. Documents to be considered in the open session are released in conformity with paragraphs 3.7 and 3.8.

5.6 A Board member who breaches confidentiality or the Board's trust with regard to conflict of interest shall be subject to sanction by the Chair up to and including a request for the member's resignation. Other sanctions may include the member being excluded from the committee meetings and receiving Board documents in conformity with the public release of those documents for the remainder of the academic year.

5.7 The ruling of the Chair on a conflict of interest or breach of confidentiality may be appealed to the Board of Governors. A majority vote of the Board members can overturn the decision of the Chair.

- 5.8 Board members must annually sign a statement disclosing any real, potential or apparent conflicts of interest and acknowledging that they have read and understood the Board procedures on conflict of interest.

## **6. EXECUTIVE AND GOVERNANCE COMMITTEE**

- 6.1 The Executive and Governance Committee shall consist of the Chair of the Board as Chair, Vice-Chair, Chancellor, President, the Chairs of each of the standing committees of the Board, and one elected member appointed by the Board Chair.
- 6.2 The Executive and Governance Committee shall have such powers as given to it by the Board of Governors and shall report back to the Board on the action taken in the exercise of such powers.
- 6.3 The Executive and Governance Committee in consultation with the Compensation and Review Committee will consider and act upon recommendations regarding performance reviews, remuneration and terms of employment of the Vice-Presidents and the President of the University.
- 6.4 If matters arise between meetings which require Board attention, the Chair may call a meeting of the Executive and Governance Committee to deal with such matters. The Chair will then report to the Board at its next scheduled meeting. Normally, if such a meeting is called, members of the Board of Governors not on the Executive and Governance Committee shall be invited to attend if available, and shall receive the same materials as members of the Executive and Governance Committee.
- 6.5 The Executive and Governance Committee shall review the Procedures of the Board and the document on Responsibilities of the Board of Governors and its members prior to the first statutory meeting in the fall and bring them forward for approval.
- 6.6 The Executive and Governance Committee shall recommend to the Board an appropriate evaluation process for the Board and its committees, orientation process for new members, and undertake such other corporate governance initiatives as the Chair or Board deem desirable.
- 6.7 The Executive and Governance Committee shall review the needs assessment for potential governors, taking into consideration the Board's short-term needs and long-term plans and shall advise the President and Chair on the criteria for new governors and potential candidates for recommendation to the government.
- 6.8 The Committee makes recommendations to the Board of nominations for appointment to those external bodies where the appointments require the approval of the Board of Governors.

- 6.9 The Executive and Governance Committee considers and makes recommendations to the Board on matters related to the university's controlled entities.

## **7. FINANCE COMMITTEE**

- 7.1 This Committee is charged with consideration of all matters regarding finance at the University.
- 7.2 This Committee shall deal with matters pertaining to the final agreements on remuneration and terms of employment of faculty and staff within the University as related to budget; to fees for university activities as defined by Section 27(1) of the University Act; to approval of the budget framework; to amendments to the pension plans; to decisions regarding the use of University funds for major capital projects.
- 7.3 Motions resulting from deliberations of this Committee will be brought forward by the Chair to the Board for further consideration. The Committee shall consider which items on its agenda should be placed on the closed agenda and shall so inform the Secretary.

## **8. OPERATIONS AND FACILITIES COMMITTEE**

- 8.1 The Committee examines issues and policies which affect students and student services, excluding purely academic issues and policies; policies dealing with personnel (e.g. equity, evolution of faculty staffing), research administration, and administrative procedures, as well as planning.
- 8.2 This Committee will deal with decisions regarding new buildings including the program of requirements, the appointment of the prime consultant, the preliminary design, the working drawings and the tender when within the budget for the building. (Note: Approval of the Finance Committee is required for the use of University funds for major capital projects.)
- 8.3 This Committee considers for approval the appointment, reappointment, and removal of the following officers of the University upon the recommendation of the President: the Vice Presidents and University Secretary. The Committee shall receive annually reports on staffing that give an overview of all other appointments.
- 8.4 Motions and reports resulting from deliberations of this Committee will be brought forward by the Chair to the Board for further consideration. The Committee shall consider which items on its agenda should be placed on the closed agenda and shall so inform the Secretary.

## **9. AUDIT COMMITTEE**

### **9.1 Membership**

- 9.1.1 The members of the Audit Committee shall be independent, i.e., have no material direct or indirect association with the organization, which could be reasonably perceived to interfere with the exercise of the member's independent judgment.
- 9.1.2 The Committee shall consist of the Chair or Vice-Chair of the Board, at least three order-in-council members of the Board and other individuals as appointed by the Board; at least one member shall also serve on the Finance Committee.
- 9.1.3 The President, Vice-President Finance and Operations, Executive Director of Financial Services and the Director of Internal Audit shall normally be invited to attend Audit Committee meetings.
- 9.1.4 Financial literacy is a prerequisite for service on the Audit Committee. The majority of members of the Committee shall be capable of reading and understanding financial statements of the breadth and complexity of those of the university, and at least one member of the Committee shall have accounting or related financial management expertise. All committee members should possess an inquiring attitude, objectivity, independence and sound judgement.
- 9.1.5 Before appointing members to the Audit Committee under 2.2, the Chair of the Board will consult the Chair of the Committee concerning the performance of Committee members and the qualifications of potential new Committee members.

### **9.2 Mandate**

- 9.2.1 The Committee's primary responsibilities and authorities are to assist the Board oversight of:
  - The integrity of the University's financial reporting process and system of internal controls regarding financial reporting and accounting compliance;
  - The qualifications and independence of the University's external auditors;
  - The performance of the external auditors and the internal auditor;
  - The University's compliance with legal, statutory and regulatory requirements;
  - The university's enterprise risk management process;



- The procedures in place for the receipt, retention and treatment of complaints received by the University regarding accounting, internal accounting controls or audit matters; and
- The selection and hiring of the external auditors.

9.2.2 The Committee has the authority to conduct any investigation appropriate to fulfilling its responsibilities, and it has direct access to the internal and external auditors, as well as, the management of the University.

9.2.3 The Committee may request the Board of Governors to retain special legal, accounting, consulting or other experts the Committee deems necessary in the performance of its duties.

9.2.4 The Committee provides effective liaison between the Board of Governors, University management and the University's internal and external auditors in all matters dealing with the audit of the University's financial activities.

9.2.5 The Committee reviews any significant proposed changes in the position description of the University's chief financial officer, the Vice-President Finance and Operations.

### 9.3 Meetings

9.3.1 The Committee shall meet a minimum of 3 times a year, or more frequently as circumstances dictate. The Committee Chair shall prepare and/or approve an agenda in advance of each meeting. The Committee should meet privately in in camera session at least annually with management, the internal auditor, the external auditors, and as a committee to discuss any matters that the Committee believes should be discussed.

### 9.4 Responsibilities and Duties

#### **Review Procedures**

9.4.1 The Committee periodically reviews the effectiveness of the university's enterprise risk management process and annually reviews and provides feedback on the university's risk register. The results of these reviews are reported to the Board.

9.4.2 Annually, in consultation with the management and the external auditors, the Committee considers the integrity of the financial reporting processes and controls. It discusses significant financial risk exposures and the steps management has taken to monitor, control and report such exposures. It

reviews significant findings prepared by the external auditors together with management's responses.

- 9.4.3 The Committee reviews and recommends to the Board the University's annual audited financial statements and related documents prior to filing or distribution. The review should include discussions with management and the external auditors of significant issues regarding accounting principles, practices, and significant management estimates and judgements.

#### **External Auditors**

- 9.4.4 The Committee reviews the independence and performance of the external auditors and recommends to the Board the appointment of the external auditors or approval of any discharge of auditors when circumstances warrant on a cycle approved by the Board.
- 9.4.5 On an annual basis, the Committee reviews and discusses with the external auditors all significant relationships they have with the University that could impair the auditors' independence. This review should include a review of non-audit services performed by the external auditors.
- 9.4.6 The Committee reviews the external auditors' audit plan—discusses and approves audit scope, staffing, locations, reliance upon management and internal audit, and general audit approach.
- 9.4.7 Prior to releasing the year-end financial statements, the Committee discusses the results of the audit with the external auditors. It also discusses certain matters required to be communicated to the Committee in accordance with the standards established by the Chartered Professional Accountants of Canada.
- 9.4.8 The Committee considers the external auditors' judgments about the quality and appropriateness of the accounting principles as applied in the financial reporting.
- 9.4.9 The Committee meets in in camera session with the external auditor.

#### **Internal Audit**

- 9.4.10 The Committee reviews the mandate and objectives of the internal audit function.
- 9.4.11 The Committee approves the appointment and reviews the compensation of the chief auditor within the parameters set for Excluded Management and Confidential Staff approved by the Board.

- 9.4.12 The Committee reviews the budget, staffing and resources of the Internal Audit function and makes recommendations to the Vice President Finance and Operations.
- 9.4.13 The Committee approves the internal auditor's audit plan for the year including audit scope, staffing, locations, timing and general audit approach.
- 9.4.14 The Committee reviews audit reports and discusses the results of the internal audit work plan.
- 9.4.15 The Committee meets in in camera session with the internal auditor.

#### **Legal Compliance**

- 9.4.16 On at least an annual basis, the Committee reviews with the University's legal counsel any legal matters that could have a significant impact on the financial statements, compliance with applicable laws and regulations, and inquiries received from regulators or governmental agencies.

#### **Other Audit Committee Responsibilities**

- 9.4.17 The members annually assess the effectiveness of the Committee, against its mandate and report the results of the assessment to Executive and Governance Committee of the Board.
- 9.4.18 The Committee ensures its members receive appropriate financial orientation and training to enhance financial literacy in order to carry out their oversight responsibilities.

The Committee performs any other activities consistent with this mandate, rules and regulations, and governing laws, as the Committee or the Board deems necessary or appropriate. It maintains summary records of meetings and periodically reports to the Board on significant results of the foregoing activities. It annually reviews its mandate and makes any recommendation for updating it to the Executive and Governance Committee of the Board.

### **10. COMPENSATION AND REVIEW COMMITTEE**

- 10.1 The Compensation and Review Committee deals with matters pertaining to performance reviews, remuneration and terms of employment of senior administrators (to be determined by the Committee) and matters relating to the mandates for negotiations and discussions with employee groups and unions.
- 10.2 Its members shall be independent of management, shall not be employees, and shall have knowledge and experience of human resource management.

10.3 The Committee shall consist of the Chair of the Board and four additional Order-in-Council members of the Board appointed by the Chair and shall be chaired by the Chair of the Board or designate.

10.4 This Committee makes recommendations to the Executive and Governance Committee or the Board of Governors, on matters of policy, on matters that require action by the Board of Governors, and on any other issues that the Chair determines should be reported to the Board of Governors.

## **11. APPOINTMENTS**

The Board delegates its authority to make appointments to the appropriate Vice-President or the President. This delegation includes the approval of new appointments of regular faculty within the approved budget and plan of the unit and according to the policies of the Board on terms of appointment including the faculty collective agreement; recommendations for reappointments, promotion, and tenure in accordance with the policies of the Board; and all academic and senior administrators except those listed in paragraphs 8.3 and 9.4.11.

## **12. ATTENDANCE AT COMMITTEE MEETINGS**

The Chair, the Vice-Chair, the Chancellor and the President serve in an ex-officio capacity on the following Board committees: Executive and Governance, Finance, and Operations and Facilities. Any member of the Board is welcome to attend, and may participate with the consent of the chair of the committee in a meeting of the following committees: Finance Committee, and University Operations and Facilities Committee. Agendas of these committees will be distributed to all members of the Board.

## **13. APPEALS TO THE BOARD OF GOVERNORS**

In those instances under the University Act and University policies where an appeal to the Board is allowed, the appeal must be filed within 90 days of the date of receipt of the decision being appealed. Any panel or person appointed by the Board of Governors to hear the appeal shall determine its own procedures which must be in accordance with the principles of natural justice and administrative fairness.

If and when an appeal under Section 60(3) of the University Act comes to the Board of Governors, the President should, as a matter of course, withdraw from any such case that is being considered by the Board except in capacity as a witness.



## Statement of the Responsibilities of the Board of Governors and its Members

The Board of Governors of the University of Victoria is responsible, under the *University Act* (RSBC 1996, c. 468) for the management, administration and control of the property, revenue, business and affairs of the university. Its specific powers are set out in Section 27. Broadly speaking, its key functions – many of which are carried out in consultation with the University's Senate – include:

- Approving the university's mission and strategic plan.
- Approving and monitoring the execution of policy with respect to the goals expressed in the above.
- Appointing and supporting the president, approving his or her annual goals, and reviewing his or her performance.
- Establishing procedures for the appointment of senior academic administrators, faculty and staff and approving executive appointments.
- Approving, upon the recommendation of the Senate, the establishment of faculties, departments and academic programmes.
- Approving enrolment targets upon the recommendation of the Senate.
- Approving the budgets for operational and capital expenditure.
- Entering into collective and other agreements on behalf of the university.
- Maintaining the university's real property and other assets.
- Setting tuition and other fees.
- Ensuring that the university is well managed and accountable.
- Overseeing the university's compliance with legal, statutory and regulatory requirements.
- Interpreting the needs of society and the larger community to the university.
- Advocating for the university and protecting and defending its autonomy.

The Board of Governor's fifteen members are each responsible for contributing to its efforts to fulfill these functions in a manner that enables the University of Victoria to fulfill its mission and serve, to the fullest possible extent, current and future generations.

Section 19.1 of the University Act provides that "(t)he members of the board of a university must act in the best interests of the university." Whether appointed or elected, Board members must:

- Carry out their functions with integrity, independence, good faith and the prudence of a reasonable individual.
- Act, individually and collectively, in the best interests of the university as a whole. Each member, no matter how he or she comes to be a member, has a responsibility only to the university, and must give the university's best interests priority over personal or competing interests. This is a public responsibility because the university is a public body.

Any member, once appointed or elected, must function as a member of the Board and not as a spokesperson for a constituency.

- Appreciate the roles of universities in society, the particular mission of the University of Victoria, and the Senate's role in the governance of the latter.
- Distinguish between matters of policy (Board responsibility) and matters of administration (President's responsibility). (Matters of policy may be defined as: general rules or principles, or a statement of direction or intent, which provide guidance to the President and senior academic administrators in reaching decisions with respect to the particular matters entrusted to their care.)
- Hold the university accountable, while acting as ambassadors for it.

More specifically, individual members of the Board of Governors accept responsibility for:

### ***Preparation***

Board members should make every effort to understand the University, including the *University Act* and the Board's responsibilities and procedures, as well as to familiarize themselves with trends in governance and in post-secondary education. They should devote adequate time to preparation for Board meetings and deliberations.

### ***Attendance and participation***

Board members are expected to attend and participate in meetings of the Board and of the committees to which they are assigned by the Board Chair. Under the *University Act* (s. 22(2)), a member who does not attend at least half of the regular meetings of the Board in any year is deemed to have vacated his or her seat, unless excused by resolution of the Board. If a member is unable to attend a meeting, they should inform themselves of what occurred at the meeting.

Board members are expected to participate actively in meetings. Laptops and other electronic devices are to be used during meetings only for Board-related purposes.

### ***Exercise of due diligence***

Board members must act with integrity, independence and the good faith of a reasonable individual to promote the best interests of the university, bringing due care, diligence and competence to that task. (Due diligence is defined as: the duty of Board members to exercise such degree of skill and diligence as would amount to the reasonable care that an ordinary person might be expected to take in the circumstances on his or her own behalf.)

### ***Confidentiality***

Board members are expected to maintain the confidentiality of Board deliberations both in committee and during closed meetings and of documents considered in closed meetings forever. A Board member who breaches confidentiality shall be subject to sanction by the Chair up to and including a request for the member's resignation.

### ***Security***

In order to protect confidentiality, Board members are required to keep and dispose of confidential Board materials in a secure manner.

Board members must dispose of confidential paper records securely or return them to the University Secretary's Office for disposition. Likewise, members who keep Board records on computers, laptops or other electronic devices must keep these records secure. This involves measures such as using a complex password, taking steps to protect the physical security of the device, and ensuring that the records cannot be viewed by others when using the device in a public space. In order to minimize the risk of unauthorized access, Board members' copies of Board documents should be deleted after each meeting. Board members needing to review Board documents subsequent to meetings may access the official Board documents, which are held by the University Secretary's office.

If a computer, laptop or other electronic device containing confidential Board materials is lost or stolen, the Board member must inform Campus Security promptly.

Board members travelling across international borders should be aware that electronic devices may be subject to search.

### ***Ethics and Conflict of Interest***

Board members must act in the best interests of the university and must avoid putting themselves in a position of conflict of interest. Members must make full disclosure of all real, potential and apparent conflicts of interest annually. If a Board member becomes aware during the year of a conflict of interest or an apparent conflict of interest, he or she must declare that conflict of interest immediately in writing and must conduct him or herself in accordance with the sections of the Board's Procedures on Conflict of Interest.

Board members must ***not***:

- assist any person or any organization in its dealings with the university, when such intervention may result in real, potential, or apparent preferential treatment to that person or organization by the university.
- use, for personal benefit or advantage, any information acquired in the exercise of their office that is not otherwise generally available to the public.
- use, directly or indirectly, any facilities or services of the University, nor allow them to be used, for purposes other than those expressly approved by the university.

If a Board member becomes aware of any unethical or illegal behaviour associated with the activities of the Board, he or she must report it to the Board Chair or Secretary.

***Communication***

Board members must recognize that the *only* spokesperson to the media for Board matters is the Chair of the Board of Governors or the Chair's express delegate.

The only spokesperson for the senior administration to the media on Board matters is the President or the President's express delegate.

Board members are expected to communicate promptly and clearly to the Chair of the Board and the President any significant concern or complaint and to let them deal with it. They should refer any request for information from a member of the university community to the Board Chair or the Board Secretary.

Once the Board takes a decision after a fair and objective hearing of different opinions on an issue before it, Board members are expected to stand united in that decision in public.

***Evaluation***

Board members are expected to set an example by assessing on a periodic basis the performance of the Board and their own performance as part of the governance process.

***Attestation and Signature***

I acknowledge that I have read and understood the responsibilities of the University of Victoria Board of Governors and its members.

Dated the \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

Signature: \_\_\_\_\_

Name (Please print): \_\_\_\_\_