



University
of Victoria

Board and Board Committee Meetings Monday September 27 and Tuesday September 28, 2021

Open Session
Tuesday September 28, 2021
12:30 p.m. – 1:30 p.m.
Senate and Board Chambers, Jamie Cassels Centre

DRAFT AGENDA

1. **Approval of Agenda**
MOTION:
THAT the agenda of the open session of the regular meeting of September 28, 2021 be approved.
2. **Approval of Summary Record of the Meeting held June 28, 2021 (attached)**
MOTION:
THAT the summary record of the open session of the regular meeting held June 28, 2021 be approved.
3. **Business Arising from the Summary Record**
4. **Chair's Remarks**
5. **Correspondence**
6. **President's Report**
7. **External Relations Update** BOG-Sep28/21-24

CONSENT

8. **Operations and Facilities Committee (Paul Ramsey)**
 - a. **Status Report on Capital Projects** BOG-Sep28/21-09a

REGULAR

9. **Finance Committee (Carolyn Thoms)**
 - a. **2021/22 Budget Expenditure Allocation Report** BOG-Sep28/21-04
 - b. **Working Capital Investments Report – to June 30, 2021** BOG-Sep28/21-06

10. Operations and Facilities Committee (Paul Ramsey)

a. 2022/23 Five Year Capital Plan

BOG-Sep28/21-17

MOTION:

THAT the Board of Governors approve the 2022/23 Five Year Capital Plan.

b. Information Security Policy IM7800 Revised

BOG-Sep28/21-13

MOTION:

THAT the Board of Governors approve the revised policy IM7800 Information Security, effective immediately.

c. Annual Academic Staffing, Recruitment and Vacancies Report

BOG-Sep28/21-22

11. Audit Committee (Merle Alexander)

a. PSAS Budget Approval and Government Reporting Entity Quarterly Report period ending June 30, 2021

BOG-Sep28/21-16

MOTION:

THAT the Board of Governors approve the budget and associated forecast prepared for inclusion in the reporting on the 2021/22 University of Victoria Consolidated financial statements in accordance with the Public Sector Accounting Standards, as per Schedule A.

12. Executive and Governance Committee (David Zussman)

a. Procedures of the Board 2021/22

BOG-Sep28/21-25

MOTION:

THAT the Board of Governors approve the Board Procedures, as attached for the year 2021/22 and the Statement of Responsibilities of the Board of Governors and its Members.

b. Review and Approval of Board Governance Checklist

BOG-Sep28/21-26

MOTION:

THAT the Board of Governors approve the posting of the updated board governance checklist, as circulated, on the university's website for 2021/22 as part of UVic's accountability framework.

13. Other Business

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

Adjournment



University
of Victoria

Board and Board Committee Meetings Monday June 28, 2021

Open Session

Monday June 28, 2021 4:00 p.m.

Via Videoconference

DRAFT SUMMARY RECORD

Present: Ms. Cathy McIntyre (Chair), Dr. Shailoo Bedi, Dr. Marilyn Callahan, Ms. Katherine Fairley, Dr. Kevin Hall, Dr. Adam Monahan, Dr. Monica Prendergast, Ms. Carolyn Thoms, Mr. Paul Ramsey, Ms. Shelagh Rogers, Ms. Beverly Van Ruyven, Ms. Juliet Watts, Dr. David Zussman, Ms. Carrie Andersen (Secretary)

By Invitation: Mr. Chris Horbachewski, Dr. Lisa Kalynchuk, Ms. Kimberley Kennard, Dr. Valerie Kuehne, Ms. Kristi Simpson

Regrets: Mr. Merle Alexander, Mr. Keith Barbon

1. Approval of Agenda

MOTION: (C. Thoms/A. Monahan)

THAT the agenda of the open session of the regular meeting of June 28, 2021 be approved.

CARRIED

2. Approval of Summary Record of the Meeting held May 26, 2021

MOTION: (C. Thoms/J. Watts)

THAT the summary record of the open session of the regular meeting held May 26, 2021 be approved.

CARRIED

3. Business Arising from the Summary Record

There was none.

4. Chair's Remarks

There were none.

5. Correspondence

a. Letter from the Graduate Students' Society (GSS)

Ms. McIntyre noted the correspondence that had been received.

6. President's Report

Dr. Hall thanked the Board members for their support over the course of the year. He acknowledged the Board members whose terms were ending for their contributions to the university and their service on the Board.

Dr. Hall spoke of the recent Honorary Degrees that were awarded for notable achievements in scholarship, research, teaching, the creative arts and public service.

Dr. Hall spoke of the recent discoveries of the remains of children on the grounds of residential schools. He acknowledged the need to face the realities of Canada's past and present. Dr. Hall said the university is committed to helping to ensure the memory of these children is honoured, to listening carefully to survivors, and to learning from the terrible legacy of residential schools, colonization, and racism. He shared some immediate actions being taken, including a ceremony that was held on June 1. Dr. Hall acknowledged that the university has the responsibility to address its role in perpetuating colonial systems, racism and violence inflicted on Indigenous people. He said that much more reflection, learning and, most importantly, action will take place over the coming weeks and months.

Dr. Hall introduced Rob Hancock, Interim Co-Executive Director of the Indigenous Academic and Community Engagement (IACE).

a. Update on the University's Responses to the Truth and Reconciliation Commission

Dr. Hancock said that the university had been working for several years to respond to the Truth and Reconciliation Commission (TRC) calls to action, and commented on some of the work taking place at the institutional and strategic level. He noted that one important aspect of how the university is responding to the TRC calls to action is found in how members of the university community live up to the values, priorities and commitments expressed in these documents. He recalled a discussion with the Board on this topic earlier in the year at the Indigenous Cultural Acumen Training.

Dr. Hancock acknowledged the recent discoveries on the grounds of residential schools and noted that knowledge of these remains was discussed in the TRC final report. He acknowledged that some members of UVic's Elders Voices were survivors of the Kamloops Indian Residential School, and that many of the other Elders were survivors of residential or day schools. Dr. Hancock reflected on June 1 ceremony and other recent actions and statements by the university. He acknowledged all those who participated, contributed and showed leadership to do this work in a good way.

Dr. Hancock spoke of the statements by the university's leadership and said that they are both reiterating and building on previous commitments made by our university. The statements send a message about the university and its shared values and aspirations and acknowledge the work that needs to be done at both the institutional and personal levels.

Looking ahead, Dr. Hancock acknowledged there is work to be done, collectively and individually. There is a responsibility to continue to talk about why this work is important to the university community. Dr. Hancock commented on some opportunities, including renewal of the Indigenous Plan.

Ms. McIntyre thanked Dr. Hancock for coming to the Board to remind them of the importance of the work ahead and for providing an update on the opportunities moving forward.

- 7. External Relations Update** BOG-Jun29/21-13
Chris Horbachewski, Vice-President External Relations added to the circulated report with regards to Chancellor Rogers' activities. Ms. McIntyre acknowledged Chancellor Rogers for everything she does on behalf of the university.

CONSENT

- 8. Finance Committee (Ms. Carolyn Thoms)**
- a. Collection and Remission of Health and Dental Fees for the Graduate Students' Society (GSS)** BOG-Jun29/21-06
MOTION:
THAT the Board of Governors collect and remit health and dental fees for the GSS in 2021/22 as outlined in the letter of June 14, 2021 from Kyla Turner, Executive Director of the GSS to Kristi Simpson, Acting Vice-President Finance and Operations.
- b. University of Victoria Staff Pension Plan 2020 Report to Members and Financial Statements** BOG-Jun29/21-01
- c. University of Victoria Staff Pension Plan Strategic Plan and Triennial Plan Assessment** BOG-Jun29/21-02
- d. University of Victoria Staff Pension Plan Investment Performance Report for the period ended March 31, 2021** BOG-Jun29/21-03
- 9. Operations and Facilities Committee (Ms. Cathy McIntyre for Mr. Merle Alexander)**
- a. Proposed Changes to the Master of Science in Health Information Science** BOG-Jun29/21-14
MOTION:
THAT the Board of Governors approve the proposed changes to the Master of Science in Health Information Science, as described in the document "Master of Health Informatics/change to program requirements", effective immediately.

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| b. Status Report on Capital Projects | BOG-Jun29/21-11a |
| c. Due Diligence Reports 2020 | BOG-Jun29/21-10 |
| d. Research and Creative Works Strategy Update | BOG-Jun29/21-21 |

Pro Forma Motion: (D. Zussman /A. Monahan)

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

CARRIED

REGULAR

10. Finance Committee (Ms. Carolyn Thoms)

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| a. 2020/21 Year End Management Statements and Budget Review | BOG-Jun29/21-04 |
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Ms. Thoms introduced the management statements and budget review. She commented on overall results and made some observations on differences between funds. Ms. Thoms noted some increased costs to support the university's COVID-19 response.

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| b. Statement of Financial Information for the year ended March 31, 2021 | BOG-Jun29/21-05 |
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Ms. Thoms introduced the report, which is required by the provincial government in accordance with the Financial Information Act.

MOTION: (C. Thoms /J. Watts)

THAT the Board of Governors approve the Statement of Financial Information for the year ended March 31, 2021 and that the Chair of the Board of Governors and the Acting Vice-President Finance and Operations be authorized to sign on the Board's behalf.

CARRIED

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| c. University of Victoria Responsible Investment Report – March 31st, 2021 | BOG-Jun29/21-07 |
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Ms. Thoms introduced the report, noting that it was the first annual report under the university's Responsible Investment Policy. She highlighted investment activity undertaken since approval of the policy and progress towards the university's goals.

11. Operations and Facilities Committee (Ms. Cathy McIntyre for Mr. Merle Alexander)

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| a. 2020/21 University of Victoria Institutional Accountability Plan and Report | BOG-Jun29/21-17 |
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Ms. McIntyre introduced the report.

Valerie Kuehne, Vice-President Academic and Provost noted that the report highlights the achievements of the past year and speaks of the alignment of priorities guided by the Strategic Framework, other institutional plans and the mandate letter from the Ministry of Advanced Education and Skills Training.

MOTION: (M. Callahan/K. Fairley)

THAT the Board of Governors approve the 2020/21 University of Victoria Institutional Accountability Plan and Report

and

THAT the Board of Governors authorize the Board Chair and the President to make additional edits to the 2020/21 University of Victoria Institutional Accountability Plan and Report prior to its submission to the Ministry on July 15, 2021.

CARRIED

b. Annual Report on Research Centres

BOG-Jun29/21-15

Ms. McIntyre stated that the committee had received this annual report for information.

There were no questions from Board members.

12. Other Business

a) Review of action items identified

There were no action items.

b) Any other business

There being no other business, the meeting adjourned at 4:42 p.m.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

September 13, 2021

To: Board of Governors

From: Chris Horbachewski, Vice-President External Relations

cc: Dr. Kevin Hall, President and Vice-Chancellor

Meeting Date: September 28, 2021

Subject: External Relations Update

A handwritten signature in blue ink, appearing to read "C. Horbachewski".

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

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

COMMUNICATING THE UVIC MISSION AND STORY

Internet Strategies

- This summer we have launched three more websites in alignment with the design and standards of the uvic.ca central sites. The Faculty of Social Sciences website , the Student Wellness Centre website , and the UVic Events Calendar now all reflect the uvic.ca design and structure, with additional new functionality also built in.
- The new Research website is scheduled for launch Oct 7.

Internal Communications

- We continue to provide timely and valuable information to our campus community about COVID-19 and the fall return to campus through a dedicated website and email inquiry line, social media and digicasters. Communications planning continues to evolve as we implement provincial health and safety measures prior to the return of faculty, staff and students to campus this fall.
- Significant communications planning, coordination and engagement support for major institutional projects, including the Orange Shirt Day observance on campus Sept 29, launch of UVic's CIFAL centre, Launch of Kwench, United Way workplace campaign, and community university engagement initiatives.

Strategic Marketing

- The Donor Impact Report was completed this summer—a narrative-rich collection of stories highlighting donor impact presented in various formats (print, web-based and a suite of html emails) distributed via various channels such as mail, email and social media.

Other initiatives and projects

- This year's suite of recruitment materials was completed over the summer, in partnership with Student Recruitment.
- Creation of the Research and Creative Works Strategy report is nearing completion.
- Planning and creative direction setting for brand UVic's forthcoming innovation network is underway.

Media Relations and Research Communications

Media placement for significant UVic stories – see media highlights – and communications work continues on priorities such the launch of the first of the innovation hubs downtown at KWENCH, the president's installation, Orange Shirt Day, Impact Chairs, ONC and sustainability, OVPRI Research and Creative Works Strategy (with integrated exposure and reach through social media channels). Work is also under way on Strategic Communications Plan for the coming year for the new RCWS.

Issues communications

Strategic advice, proactive communications and handling of internal and external concerns about COVID-19 and lack of affordable housing for students. Included placement of positive stories about UVic's concern and advocacy about the regional housing and extensive health and safety measures in place for a return to in-person teaching, studying and administrative work.

Provided strategic advice and developed communications to strongly assert the university's no-tolerance approach for large, unruly parties on campus.

BUILDING MEANINGFUL PARTNERSHIPS

Provincial Government

On July 22nd, UVic President and Vice-Chancellor Kevin Hall, and Dean of Engineering and Computer Science Mina Hoorfar joined the Honourable Anne Kang, Minister of Advanced Education, Skills and Training, the Honourable Murray Rankin, Minister of Indigenous Relations and Reconciliation, and Engineering Student Jessica Hubbs to [announce](#) the Province's contribution of \$64.8 million to support the Engineering and Computer Science Expansion.

On August 31st, UVic President Kevin Hall [presented](#) to the Legislative Assembly of British Columbia's all-party Select Standing Committee on Finance and Government Services as part of their consultations for Budget 2022. In his remarks, President Hall highlighted the following areas to help BC build a mission-based, innovation-driven economy that leaves no one behind:

- UVic's to help deliver on the transition to the low carbon economy, and deliver on the Province's commitment to 2,000 additional tech relevant spaces;
- UVic's commitment to respect and reconciliation, and its commitment to do more to help advance policy solutions that will help us implement the Truth and Reconciliation Commission's Calls to Action and implement UNDRIP to help drive student success in post-secondary education; and
- UVic's commitment to work with partners to advance interdisciplinary research in social health and medicine to unlock solutions to challenges such as aging, homelessness, mental health and addictions and poverty.

Federal Government

On August 11th, UVic President and Vice-Chancellor Kevin Hall and Ocean Networks Canada CEO Kate Moran virtually joined the Honourable Bernadette Jordan, Minister of Fisheries, Oceans and the Canadian Coast to announce \$8.7 million federal funding to support ONC's research and ocean observation.

On August 15th, Prime Minister Justin Trudeau visited Governor General Mary Simon and requested a dissolution of Parliament, which was granted by Her Excellency. Election Day will take place on September 20th. CGR has developed a UVic Election Guide that was shared earlier with the Board.

In August, UVic submitted its priorities to the Federal all party, House Standing Committee on Finance as part of their consultations on Budget 2022. UVic highlighted the following areas in its submission:

- Recommendation 1: Call upon the Government of Canada to work with universities to make direct investments in Indigenous-led programs and projects to further truth, reconciliation, research and community-based partnerships.
- Recommendation 2: Call upon the Government of Canada to make additional investments in the Healthy Environment and a Healthy Economy strategy under a new stream accessible to Canada's post-secondary institutions to enable academic research and partnerships that will lead to critical breakthroughs and innovations to address the pressing challenges of climate change.
- Recommendation 3: Call upon the Government of Canada to make significant and sustained investments in a Canadian Blue Economy Strategy, with a particular focus on funding ocean research, science, and innovation, putting Canada at the global forefront of ocean-based climate solutions and helping the world harness oceans as a nature-based solution for climate change mitigation and adaptation.
- Recommendation 4: Call upon the Government of Canada to take an all hands on deck approach, similar to the mandate of the BC Centre for Innovation and Clean Energy on a national scale to help bridge divides and encourage collaboration between industry, governments and academic research towards a net-zero future.
- Recommendation 5: Call upon Government of Canada to continue to make investments in local and regional economic development, including university-led research and community partnerships that will drive local innovation, job creation, talent development and stronger communities.
- NOTE: These consultations have been suspended pending the Election.

Community – University Engagement

In partnership with Her Honour Janet Austin and Government House, Community and Government Relations will be hosting a Women Leading Change in STEM event. Plans are underway for a hybrid event (October 13) that will enable people to attend in person at the Farquhar Auditorium as well as online. The event will welcome community members to learn from and engage with leaders in STEM in hopes to connect, inspire and empower. A coding workshop led by Science Venture will precede the panel discussion (October 6).

The [Students' Dialogue on Democratic Engagement](#), a project led by Community and Government Relations and a Faculty member from the Gustavson School of Business, received the Canada Core Values Award from the [International Association of Public Participation](#) (IAP2), in the category of Extending the Practice through Creativity, Contribution and Innovation in the Field. The project engaged UVic students on democratic engagement and explored how to create more meaningful engagement practices that are truly inclusive, eventually leading to students becoming more engaged and informed citizens. The process used a technique new to the university, deliberative mini to bring together as many points of view as possible (view video [here](#)).

FOSTERING A CULTURE OF PHILANTHROPY

To date (September 10, 2021) we have raised \$10.4 M towards our goal of \$25M from 1,440 donors. This compares to \$10.53M in the same period in 20/21.

- To date we have actively engaged over 2,200 alumni and we are on target to expand programming to engage with more and new alumni, i.e. increase baseline alumni engagement by 7% from 5,700 to 6,100 unique alumni in the 21/22 fiscal year.
- Alumni Relations will launch a new Alumni Signature Event Series this fall, consisting of four premier events held over the course of the year. Similar to a year-long festival, each signature event will occur over a one-day or multi-day period, in addition to the regular alumni engagement programming (or “sessions”) that take place throughout the year.
- As part of the new Alumni Signature Event Series, the relaunch of the Distinguished Alumni Awards occurs on October 1 with the nomination process going live. UVic faculty, volunteers, alumni and the community are all invited to nominate a deserving UVic graduate in one of three categories of awards – the Presidents’ Alumni Awards, Indigenous Community Impact Alumni Awards and the Emerging Alumni Awards. The DAA selection committee will select alumni award winners in the New Year, and alumni award recipients will be recognised and celebrated on April 7, 2022.
- We have developed a new Alumni Relations Strategy for UVIC.
- Outreach and fundraising continues for the Engineering Expansion campaign. To date this fiscal, we have secured a \$1.1M towards the fundraising goal of \$11.2M. We continue to engage with a corporate donor for a significant in kind commitment for energy management that will enable the “living lab” vision of the buildings.

In July, we shared the 2021 Report to Donors by email and mail. We continue to share stories from the report via social media posts. We received incredibly positive feedback from our community on this report. Links: [2021 Donor Impact Report](#) [Report to Donors PDF](#)

ENHANCING COMMUNITY THROUGH CULTURAL AND OTHER ACTIVITIES

Chancellor Activities

President’s Installation Ceremony at First Peoples House: Chancellor Rogers was so pleased and honoured to attend Dr. Kevin Hall’s Installation Ceremony, where he was graciously welcomed to work on this land by Indigenous Elders, leaders and community members.

Chancellor Rogers will be attending the Vikes Breakfast event on September 28th, joining President Hall and Clint Hamilton in celebrating our incredible VIKES

Chancellor Rogers will be attending Orange Shirt Day, to honour the children lost to Residential Schools in Canada, and to facilitate discussion and work towards truth and reconciliation on the UVic campus and

across the country.

Farquhar Auditorium

Reopening

- The Farquhar has re-hired staff and re-opened the UVic Ticket Centre for in-person, phone and online sales. We have several shows available and sales have been especially brisk for the Victoria Symphony's performances in September.
- In September, the Farquhar will again welcome the public into the venue to experience live performances by the Victoria Symphony, the Greater Victoria Youth Orchestra and a number of internal UVic events.
- The Farquhar will continue to offer physically distanced seating for audiences and masks are required while inside the venue. As per PHO orders, proof of vaccination are required to be shown in advance of entry. The Ticket Centre and Farquhar website feature messaging that ensures all that purchase tickets to events are aware of this requirement. We are still working out the details of our procedure for checking vaccination cards before entry into the venue.
- We are in the process of re-hiring 30-40 student casual front of house positions.

Ceremonies & Events

November Convocation planning underway. Both in-person and virtual celebrations/ceremonies being considered. Ceremonies will take place November 10-16.

- Additional ceremonies required to accommodate students and guests in smaller ceremonies - up to three ceremonies a day.
- Graduates, guests and volunteers proof of vaccination required as per PHO event regulations prior to entry into the venue.
- All participants need to wear masks in venue.
- Each graduate may invite a maximum of 2 guests.
- Degrees not handed out on stage.
- No Academic Procession present and no faculty tickets available.
- Webcast the ceremonies.
- Offer a Grad Box to those graduates who do not attend.
- Honorary Degrees may be granted.

In the case of a virtual celebration:

- Graduates invited to attend a future in-person convocation.
- Option to receive a Grad Box, containing parchment (degree/diploma/certificate), printed program, mortarboard and tassel, and alumni gift.
- Survey feedback received from recent graduates indicates an increasing desire for a virtual ceremony. Virtual celebrations may be revised from previous efforts.

Upcoming events

- International Student Welcome Week – August 30 - September 6
- New Student Welcome – September 3, 6 and 7
- Orientation – September 7
- President's Welcome and Installation - September 8
- Indigenous Student Welcome – September 9
- Orange Shirt Day - September 29
- Greater Victoria Regional Arts Awards – October 1
- Women Leading Change in STEM Workshop and Panel – October 6 and 13
- KWENCH Launch - October 7
- Long Service celebration – October
- CIFAL Launch
- VP Research Creative Works Launch - October
- Chancellor's event – November 30

Legacies Art Galleries

Legacy exhibition *TO FISH AS FORMERLY* has travelled to Sidney, BC

This exhibition which was organized by Legacy (curated by Katie Hughes and Dr. Nick Claxton) and showed here Fall 2020, has now travelled to the Shaw Centre of the Salish Sea where it will remain until the end of 2021. As of mid-August over **10,000 visitors** have viewed the exhibition.

New Exhibitions Opening this Fall

Legacy Downtown Gallery

Qw'an Qw'anakwal:

To Come Together

September 29 - December 23, 2021

Curated by Andrea Walsh, Smyth Chair in Arts and Engagement (UVic Anthropology)

Qw'an Qw'anakwal: To Come Together is the 10th anniversary celebration of the Visiting Artist Program hosted by the Department of Anthropology at the University of Victoria. The exhibition features new works by 12 artists and their collaborators from Salish nations on Vancouver Island, who have participated in the Visiting Artist Program since 2010. The exhibition will feature knitting, wool and cedar weaving, carving, drawing, and painting.

Ungasittuq:

Something that is Far Away

A project by Barry Pottle

October 7 - December 23, 2021

Ungasittuq is an exploration of distance, space, acceptance and pushing boundaries. This exhibition aims to build a foundation for contemporary urban Inuit art photography within the broader popular understanding of contemporary Inuit art. Recent photographs by Barry Pottle present a counterpoint and complement to sculpture, drawings, prints by Inuit artists to give a broader understanding of contemporary realities and experience.

Legacy Maltwood Gallery(Mearns Centre in McPherson Library)

Eric Metcalfe - Pop Anthropology

Oct 23, 2021 - Mar 27, 2022

Curated by D.J. Fraser (UVic MA, 2013)

Pop Anthropology is an exhibition of multimedia artist Eric Metcalfe's oeuvre, spanning over sixty years in celebration of the artist's honorary doctorate from UVic (DFA 2021). This exhibition continues the playful and charged work of Metcalfe's life: reimagining images, tropes and stereotypes as poignant and plentiful scraps from which to pull meaning. It honours his early development in Visual Arts at the University of Victoria, as well as his lifetime achievements as a pioneer in performance art in western Canada and co-founder of the Western Front, one of Canada's longest running artist run centres.

First Peoples House Gallery

For Time Immemorial

Continues to- December 4, 2021

Curated by Mel Granley (Metis), Young Canada Works Intern
with lessLIE (Coast Salish artist)

This exhibition focuses on Coast Salish title and relationship to land and how this is communicated through art.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

September 13, 2021

FOR INFORMATION

To: OPERATIONS AND FACILITIES COMMITTEE

From: ACTING VICE-PRESIDENT FINANCE AND OPERATIONS

cc: President and Vice-Chancellor

Meeting Date: September 28, 2021

Subject: STATUS REPORT ON CAPITAL PROJECTS

Basis for Jurisdiction: Committee's Terms of Reference

A handwritten signature in black ink, appearing to read 'K. S. S.', located to the right of the 'From' and 'cc' fields.

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, 2021

1. Student Housing & Dining
2. National Centre for Indigenous Law
3. Engineering Expansion

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

BUDGET STATUS:	Approved Budget April 2020 (in millions)	Forecasted Costs August 2021 (in millions)
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Consulting – C1	\$21.1	\$21.4
Construction – C2	\$194.3	\$194.2
Completion – C3	\$5.7	\$6.2
Contingency – C4	\$4.0	\$3.3
Sub-Total	\$225.1	\$225.1
GST (1.65%)	<u>\$3.7</u>	<u>\$3.7</u>
TOTAL PROJECT COST	\$228.8	\$228.8

- Total commitments to date are \$218.3M or 95.4% of the approved Budget of \$228.8M.

SCHEDULE STATUS:	Original Schedule January 2019	Actual / Forecasted August 2021
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Tender Package 02 – Modular Food Services Facility

Decommission	October 2022	<i>December 2022</i>
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Tender Package 04 – Construction Building One (398 beds, Dining)

Tender	February 2020 & July 2020	May 2020 & July 2021
Construction - Structure	July 2021	July 2021
Construction – Building Envelope	May 2022	<i>May 2022</i>
Construction – Interiors	May 2022	<i>June 2022</i>
Construction – Occupancy	August 2022	<i>August 2022</i>

Tender Package 04 - Building Two (385 Beds, Conference, Classrooms)

Construction - Structure	December 2021	<i>March 2022</i>
Construction – Interiors	October 2022	<i>December 2022</i>
Construction – Building Envelope	January 2023	January 2023
Construction – Occupancy	February 2023	<i>April 2023</i>

Major Risks:

- Schedule risk associated with the opening date of Building One and its alignment with the academic calendar means there is no float available for critical path tasks on the construction schedule. Any impacts such as labour shortages, procurement and material lead times, site coordination, design coordination, occupancy or COVID-19 impacts have potential to impact Building One's opening date of August 31, 2022. To fully assess the financial impact of a schedule delay, an assessment of the project's financial model will be required. For Building Two, the same major schedule risks could push the occupancy beyond the contracted date and leave the University susceptible to delay claims from the construction manager or their sub-trades.

PROJECT:	NATIONAL CENTRE FOR INDIGENOUS LAWS
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Project No: 19-04343
Project Consultants: Two Row Architect
General Contractor: TBD

BUDGET STATUS:	Approved Budget March 2020 (in millions)	Forecasted Costs August 2021 (in millions)
Consulting – C1	\$2.8	\$2.8
Construction – C2	\$18.6	\$20.3
Completion – C3	\$2.55	\$2.8
Contingency – C4	\$0	\$0.8
Sub-Total	\$23.5	\$26.7
GST (1.65%)	\$0.4	\$0.45
Escalation	\$2.8	\$0*
TOTAL PROJECT COSTS	\$27.15	\$27.15**

- **Current estimated costs are higher than the budget. A full review is underway – a verbal update will be provided at the meeting.
- *Escalation is now included in the C4 forecast.
- Renovation and Renewals to the existing building, funded through the Ministry's Major Maintenance and Rehabilitation Program, are not included in this Board report. Funding of \$1.0M has been approved for planning and design work in 2021/22.
- Total commitments to date of \$1.82M in A+E consulting fees for the National Centre for Indigenous Laws addition.

SCHEDULE STATUS:	Original Schedule February 2020	Actual / Forecasted August 2021
Consultant Selection	May 2020	June 2020
Schematic Design	October 2020	January 2021
Design Development	March 2021	May 2021
Construction Documents	September 2021	September 2021
Tender	November 2021	November 2021
Construction Phase	March 2023	March 2023
Commissioning and Warranty	May 2023	May 2023
Fit-up and Move In	July 2023	July 2023
Operation	August 2023	August 2023

Major Risks:

- Construction cost may exceed Approved Budget.
- Building Renewals scope has been defined and impacts to budget and schedule to be determined.
- COVID-19 may have impacts on schedule.
- Current market supply and demand challenges may impact schedule and cost.

PROJECT:	ENGINEERING EXPANSION PROJECT
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Project No: 19-04507
Project Consultants: Dialog Architecture/Engineering
General Contractor: TBD

BUDGET STATUS:	Approved Budget November 2019 (in millions)	Forecasted Costs August 2021 (in millions)
Consulting – C1	\$6.6	\$7.3
Construction – C2	\$69.0	\$71.3
Completion – C3	\$8.4	\$5.5
Contingency – C4	<u>\$4.2</u>	<u>\$4.1</u>
Sub-Total	\$88.2	\$88.2
GST (1.65%)	<u>\$1.4</u>	<u>\$1.4</u>
TOTAL PROJECT COSTS	\$89.6	\$89.6

- Currently in Construction Document (CD) phase.
- Provincial Commitment of \$64.8M; UVic to provide \$24.8M through internal/fundraising.

SCHEDULE STATUS:	Original Schedule November 2019	Actual / Forecasted August 2021
Consultant Selection	October 2019	November 2019
Schematic Design	May 2020	June 2020
Design Development	September 2020	May 2021
Construction Documents	May 2021	<i>January 2022</i>
Tender	July 2021	<i>March 2022</i>
Construction Phase	December 2023	<i>July 2024</i>
Commissioning	December 2023	<i>July 2024</i>
Fit-up and Move In	December 2023	<i>July 2024</i>
Operation	January 2024	<i>August 2024</i>

Major Risks:

- *Academic year: impact of construction on teaching and research.*



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

September 13, 2021

To: Finance Committee

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

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

**Kristi Simpson
Acting Vice-President Finance and Operations**

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

cc: President and Vice-Chancellor

Meeting Date: September 28, 2021

Subject: 2021/22 Budget Expenditure Allocation Report

Basis for Jurisdiction: 6.2 Committee's Terms of Reference

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.

Background:

The attached report has been prepared to provide the Board of Governors more detailed information on the implementation of the 2022 - 2024 Planning and Budget Framework which was approved by the Board of Governors on March 30, 2021.

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:

2021/22 Budget Expenditure Allocation Report



2021/22 Budget Expenditure Allocation Report

2021/22 BUDGET EXPENDITURE ALLOCATION REPORT

OVERVIEW

At its March 30, 2021 meeting, the UVic Board of Governors approved the 2022 - 2024 Planning and Budget Framework. The preliminary base operating expenditure budget is \$449.6M and is outlined in Appendix 1. As explained in the 2022 - 2024 Planning and Budget Framework, total expenditures were projected to increase by \$28.8M¹. After accounting for \$11M in contractual, inflationary and other regulatory requirements², budget available for allocations was projected at \$17.8M. For detailed allocations please see Appendix 2.

The 2021/22 expenditure increase of \$28.8M was used to support both base and non-recurring allocations and is funded by the following sources:

- Base allocations of: \$18.1M from:
 - Provincial grant for compensation costs: \$7.3M;
 - Provincial grant for Engineering, JD/JID and Nurse Practitioner programs: \$2.5;
 - Student fee increase: \$8.1M (2% domestic, 3.75% undergraduate international); and,
 - Departmental revenue: \$0.2M.
- Non-recurring allocations of: \$10.7M from :
 - Reallocated institutional carry forward: \$1.7M;
 - Enrolment contingency base funding, allocated each year for non-recurring items: \$9M.

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

Year	Status	FTE
2019-20	Final	16,105
2020-21	Final	16,265
2021-22	Initial	16,425
2021-22	Final	16,418

The FTE increase in 2021/22 over 2020/21 is attributable to the technology related program expansion (125 FTE), targeted health programs (3 FTE), and Juris Doctor & Juris Indigenarum Doctor degree program (25 FTE).

¹ Contractual, inflationary and other regulatory requirements are projected at \$11.0M plus \$17.8M for base and non-recurring budget allocations. (2022-2024 Planning and Budget Framework, pp. 25-30)

² Compensation (\$9M), LMS, software, licensing, bandwidth, video streaming (\$0.8M), library acquisitions (\$0.6M), maintenance and inflationary (\$0.4M), departmental revenue (\$0.2M). (2022-2024 Planning and Budget Framework, p. 26)

Attachments:

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.

		FTE	Salaries & Benefits	Supplies & Other	Total
Academic	Business	99.11	\$ 11,545	\$ 2,611	\$ 14,156
	Cooperative Education	70.71	5,041	457	5,499
	Education	134.83	13,080	587	13,668
	Engineering	211.69	21,990	971	22,961
	Fine Arts	113.88	11,357	423	11,780
	Graduate Studies	9.09	685	293	978
	Human and Social Development	193.71	19,017	1,729	20,746
	Humanities	213.08	24,008	469	24,477
	Law	58.56	6,699	1,153	7,853
	Medical Sciences	44.20	4,096	4,702	8,798
	Science	265.24	26,178	841	27,019
	Social Sciences	245.03	25,013	450	25,463
Academic Total		1,659.13	\$ 168,709	\$ 14,689	\$ 183,398
Other Academic	Continuing Studies	174.87	10,426	9,653	20,079
	Other Academic Projects	247.86	19,567	12,938	32,505
Other Academic Total		422.73	\$ 29,993	\$ 22,591	\$ 52,584
Library	Library Acquisitions			10,162	10,162
	Library Operations	138.31	9,621	538	10,158
Library Total		138.31	\$ 9,621	\$ 10,700	\$ 20,321
Student Awards & Services	Student Awards	11.48	675	17,247	17,922
	Student Services	173.86	12,909	3,746	16,655
Student Awards & Services Total		185.34	\$ 13,584	\$ 20,993	\$ 34,577
Plant Maintenance	Maintenance	326.69	18,731	6,569	25,300
	Utilities			6,282	6,282
Plant Maintenance Total		326.69	\$ 18,731	\$ 12,850	\$ 31,581
Administrative and General	Administrative Registrar	86.37	5,461	454	5,914
	Alumni and Development	45.92	3,595	535	4,130
	Budget and Capital Planning	22.27	1,967	103	2,070
	Chief Information Officer	43.42	3,667	-89	3,578
	Executive Offices	50.93	5,863	497	6,360
	Financial Services	67.05	4,322	175	4,497
	Human Resources	41.76	3,863	347	4,210
	Other Expenses	93.05	7,398	2,175	9,573
	Student Recruitment	29.78	2,032	1,486	3,518
Administrative and General Total		480.55	\$ 38,166	\$ 5,685	\$ 43,851
Central Other	Compensation, Benefits & Central Budget	0.00	65,592	17,735	83,327
Central Other Total		0.00	\$ 65,592	\$ 17,735	\$ 83,327
Grand Total		3,212.75	\$ 344,395	\$ 105,243	\$ 449,639

ACADEMIC RELATED ALLOCATIONS						
Strategic Framework	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Community engagement investments	-	238,410	238,410	Engage Locally and Globally	Community engagement	One-time funding to support the Strategic Initiatives Fund which supports a series of initiatives to highlight UVic's community engagement, research and innovation experience
Equity and Human Rights investments	-	83,000	83,000	Cultivate an Extraordinary Academic Environment	Equity, diversity and inclusion	Support for Equity and Human Rights Project coordinator position
Equity and Human Rights investments	59,500	-	59,500	Cultivate an Extraordinary Academic Environment	Equity, diversity and inclusion	0.50 FTE Project Manager staff position
Equity and Human Rights investments	45,794	-	45,794	Cultivate an Extraordinary Academic Environment	Equity, diversity and inclusion	Funding for staffing, EDI project implementation and events
Equity and Human Rights investments	71,400	-	71,400	Cultivate an Extraordinary Academic Environment	Equity, diversity and inclusion	1.0 FTE Researcher staff position and funding for technology platform fees and demographic data collection
Indigenous investments	269,591	100,000	369,591	Foster Respect and Reconciliation	Indigenous support	Establish 1.0 FTE associate vice-president Indigenous and 1.0 FTE administrative support position; one-time support for project manager
Indigenous investments	-	200,000	200,000	Foster Respect and Reconciliation	Indigenous support	Support for indigenous research
Indigenous investments	72,000	-	72,000	Foster Respect and Reconciliation	Indigenous support	Graduate fellowships for indigenous students
International investments	-	100,000	100,000	Engage Locally and Globally	International initiatives	Support for Special Advisor International Project Coordinator position
Research investments	80,000	-	80,000	Advance Research Excellence and Impact	Faculty and research support	Establish 1.0 FTE Kwench program coordinator position
Research investments	-	110,000	110,000	Advance Research Excellence and Impact	Faculty and research support	Global Rankings manager position
Research investments	200,000	200,000	400,000	Advance Research Excellence and Impact	Fellowships	Ongoing support for Aspiration postdoc fellowships and one-time support for Aspiration Equity fellows
Research investments	-	600,000	600,000	Advance Research Excellence and Impact	Faculty and research support	Support for the Research Opportunities Fund
Research investments	-	100,000	100,000	Promote Sustainable Futures	Climate & sustainability action plan	One-time funding to support the new Climate and Sustainability Action Plan
Research investments	201,715	-	201,715	Advance Research Excellence and Impact	Faculty and research support	Vancouver Island Innovation Network - 1.0 FTE Associate Director position and 1.0 FTE Programs Coordinator position at the UVic Innovation Centre
Strategic Planning Investments	-	268,590	268,590	Cultivate an Extraordinary Academic Environment	Operations	Support to extend Communications Advisor position; support for the strategic planning process (term positions and consultants)
Strategic Framework Total	1,000,000	2,000,000	3,000,000			
Student and Faculty Support	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Indigenous Student Recruitment and Retention	450,000	-	450,000	Foster Respect and Reconciliation	Indigenous support	Support for implementing SEM recruitment and retention goals (includes 5.0 FTE new staff positions)
International Student Services	-	276,892	276,892	Engage Locally and Globally	International initiatives	3.0 FTE limited-term staff positions
Office of the Registrar & Athletics and Recreation	-	750,000	750,000	Cultivate an Extraordinary Academic Environment	Undergraduate scholarships	Enhanced entrance scholarship program and student athlete scholarships
Office of the Registrar - differential fees	15,592	-	15,592	Cultivate an Extraordinary Academic Environment	Undergraduate & graduate financial assistance	To attract and support a diverse community of talented students
University Health Services	290,557	354,443	645,000	Cultivate an Extraordinary Academic Environment	Student health services	Student Wellness Centre & Clinical Health operations: 2.0 FTE nurses, 1.0 FTE counsellor, and one-time support
Student and Faculty Support Total	306,149	354,443	660,592			
Learning & Teaching Support & Innovation	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Centre for Academic Communication	-	24,000	24,000	Intensify Dynamic Learning	Learning and teaching supports	Tutors in the Centre for Academic Communication
Centre for Academic Communication	30,850	-	30,850	Intensify Dynamic Learning	Learning and teaching supports	0.5 FTE English as an Additional Language (EAL) Specialist position
Learning & Teaching Support & Innovation	-	35,000	35,000	Intensify Dynamic Learning	Learning and teaching supports	0.6 FTE limited-term Community Engaged Learning Assistant Coordinator position
Learning & Teaching Support & Innovation	-	84,000	84,000	Intensify Dynamic Learning	Learning and teaching supports	Co-op student positions
Learning & Teaching Support & Innovation	-	33,840	33,840	Intensify Dynamic Learning	Learning and teaching supports	0.5 FTE limited-term International Learning Coordinator position

Learning & Teaching Support & Innovation	-	23,400	23,400	Intensify Dynamic Learning	Learning and teaching supports	Support for new faculty orientation and the Provost's Engaged Scholarship awards
Learning & Teaching Support & Innovation	-	240,000	240,000	Intensify Dynamic Learning	Learning and teaching supports	LTSI curriculum grants program: anti-racism, decolonization
Math & Stats Assistance Centre	30,850	-	30,850	Intensify Dynamic Learning	Learning and teaching supports	Math & Stats Coordinator 0.5 FTE increase to 1.0 FTE
Teaching Assistant Consultant Program	-	55,000	55,000	Intensify Dynamic Learning	Learning and teaching supports	Operational support at similar levels to previous years
Technology Integrated Learning (TIL)	68,500	-	68,500	Intensify Dynamic Learning	Learning and teaching supports	1.0 FTE Learning Experience Design (LED) Specialist position
Learning & Teaching Support & Innovation Total	130,200	495,240	625,440			
Indigenous Academic & Community Engagement	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Indigenous Academic & Community Engagement	-	77,314	77,314	Foster Respect and Reconciliation	Indigenous support	1.0 FTE limited-term Communications Officer position
Indigenous Academic & Community Engagement	-	30,000	30,000	Foster Respect and Reconciliation	Indigenous support	Community engagement meetings
Indigenous Academic & Community Engagement	108,000	-	108,000	Foster Respect and Reconciliation	Indigenous support	Salaries for Elders in Residence program
Indigenous Academic & Community Engagement	-	125,000	125,000	Foster Respect and Reconciliation	Indigenous support	Indigenous Plan renewal
Indigenous Academic & Community Engagement	-	37,570	37,570	Foster Respect and Reconciliation	Indigenous support	Indigenous Recognition Ceremonies
Indigenous Academic & Community Engagement	-	55,000	55,000	Foster Respect and Reconciliation	Indigenous support	Mini-University summer camp
Indigenous Academic & Community Engagement	-	32,990	32,990	Foster Respect and Reconciliation	Indigenous support	Elders programming
LE, NONET	-	82,246	82,246	Foster Respect and Reconciliation	Indigenous support	1.0 FTE limited term first-year coordinator position
Indigenous Academic & Community Engagement Total	108,000	440,120	548,120			
Business	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Differential fees	40,558	-	40,558	Operations	Operations	To support programs
Business Total	40,558	-	40,558			
Co-op and Career Services	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Co-op and Career Services	52,000	-	52,000	Intensify Dynamic Learning	Meeting enrolment demand	1.0 FTE clerical support position for Engineering and Computer Science co-op
Co-op and Career Services	-	142,235	142,235	Intensify Dynamic Learning	Meeting enrolment demand	2.0 FTE limited-term positions for the establishment of a Co-op Accessibility program
Co-op and Career Services Total	52,000	142,235	194,235			
Education	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Differential fees	3,352	-	3,352	Operations	Operations	To support programs
Education Total	3,352	-	3,352			
Engineering	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Differential fees	7,509	-	7,509	Operations	Operations	To support programs
Engineering program expansion	400,000	-	400,000	Intensify Dynamic Learning	Meeting student demand	TA and sessional funding and faculty recruitment costs
Engineering program expansion	992,300	-	992,300	Intensify Dynamic Learning	Meeting student demand	To support expansion: 4.0 faculty FTEs, 2.0 staff FTEs and TA funding support
Engineering Total	1,399,809	-	1,399,809			
Fine Arts	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Fine Arts	10,592	-	10,592	Cultivate an Extraordinary Academic Environment	Faculty and research support	Convert Research and Scholarship Coordinator position from term to continuing (0.33 FTE)
Fine Arts Total	10,592	-	10,592			
Graduate Studies	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Differential fees	15,814	-	15,814	Operations	Operations	To support programs
Fellowships	-	300,000	300,000	Cultivate an Extraordinary Academic Environment	Graduate student support	Graduate fellowships and awards
Scholarships	-	100,000	100,000	Cultivate an Extraordinary Academic Environment	Graduate student support	President's research scholarships
Graduate Studies Total	15,814	400,000	415,814			

Human & Social Development	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Nurse Practitioner Program	303,875	-	303,875	Intensify Dynamic Learning	Meeting student demand	1.0 FTE ATP faculty position, 1.0 FTE faculty research position, 1.0 FTE support staff and program operation costs
School of Health Information Science	50,000	-	50,000	Intensify Dynamic Learning	Meeting enrolment demand	1.0 FTE Administrative Assistant position
School of Health Information Science	95,200	-	95,200	Intensify Dynamic Learning	Meeting enrolment demand	1.0 FTE faculty position
Social Dimension of Health programs	9,000	-	9,000	Intensify Dynamic Learning	Meeting enrolment demand	0.5 FTE Program Assistant support
Human & Social Development Total	458,075	-	458,075			
Humanities	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Humanities	25,000	-	25,000	Cultivate an Extraordinary Academic Environment	Faculty and research support	0.5 FTE Grant Facilitator position
Humanities	58,000	-	58,000	Intensify Dynamic Learning	Communications and engagement	1.0 FTE support staff for the UNI 101 program
Humanities Total	83,000	-	83,000			
Law	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Differential fees	9,824	-	9,824	Operations	Operations	To support programs
Indigenous Law Program	539,132	-	539,132	Foster Respect and Reconciliation	Indigenous supports	Indigenous Law program expansion
Law	20,000	-	20,000	Cultivate an Extraordinary Academic Environment	Faculty and research support	CAP Director research support
Law Total	568,955	-	568,955			
Science	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
General Faculty	30,000	-	30,000	Cultivate an Extraordinary Academic Environment	Faculty and research support	0.33 FTE Grant Facilitator position
General Faculty	-	100,000	100,000	Foster Respect and Reconciliation	Indigenous support	Start-up support for hiring Indigenous faculty
Proteomics Centre	130,000	-	130,000	Cultivate an Extraordinary Academic Environment	Faculty and research support	1.0 FTE for the Associate Director position in the Proteomics Centre
Science Total	160,000	100,000	260,000			
Social Sciences	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Psychology	113,050	-	113,050	Cultivate an Extraordinary Academic Environment	University health initiative	1.0 FTE faculty ATP position for clinical psychology to address enrolment pressures
Social Sciences Total	113,050	-	113,050			
Library	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Library Acquisitions - Inflation and Exchange Rates	550,000	-	550,000	Operations	Operations	Library collections
Library Operations	107,100	-	107,100	Cultivate an Extraordinary Academic Environment	University health initiative	1.0 FTE Health librarian position
Library Total	657,100	-	657,100			
Vice-President Academic and Provost	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Differential fees	12,563	-	12,563	Operations	Operations	To provide academic support
Operational support	10,000	-	10,000	Operations	Operations	To provide academic support
Special Advisor International	90,000	-	90,000	Engage Locally and Globally	Communications and engagement	1.0 FTE Communications Officer position
Special Advisor International	-	20,000	20,000	Engage Locally and Globally	International initiatives	Support for international trips/missions
Special Advisor International	-	150,000	150,000	Engage Locally and Globally	International initiatives	Special Advisor International
Special Advisor International	-	100,000	100,000	Intensify Dynamic Learning	International initiatives	UVic Collective Impact fund
Vice-President Academic and Provost	15,000	-	15,000	Cultivate an Extraordinary Academic Environment	University health initiative	Interdisciplinary programming
Vice-President Academic and Provost	-	500,000	500,000	Advance Research Excellence and Impact	Faculty and research support	Research start-up funding for new faculty members
Vice-President Academic and Provost	150,000	200,000	350,000	Cultivate an Extraordinary Academic Environment	Faculty and department support	1.0 FTE faculty position (spousal support); 1.0 FTE limited term faculty position (spousal support); 1.0 FTE limited term faculty relations staff position
Vice-President Academic and Provost	-	50,000	50,000	Cultivate an Extraordinary Academic Environment	University health initiative	Health Programs advisor
Vice-President Academic and Provost Total	277,563	1,020,000	1,297,563			

NON-ACADEMIC RELATED ALLOCATIONS

Vice-President Finance and Operations	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Differential fees	20,414	-	20,414	Operations	Operations	To provide infrastructure support
Vice-President Finance and Operations Total	20,414	-	20,414			
Budget and Capital Planning	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Budget Office	89,017	-	89,017	Cultivate an Extraordinary Academic Environment	Faculty and department support	1.0 FTE Financial Planning Analyst staff position
Campus Planning and Sustainability	-	144,043	144,043	Cultivate an Extraordinary Academic Environment	Communications and engagement	One-time funding to extend Communications and Engagement Coordinator position and support for plan implementation
Campus Planning and Sustainability	-	100,000	100,000	Foster Respect and Reconciliation	Indigenous initiatives	Campus greenway indigenous welcome
Budget and Capital Planning Total	89,017	244,043	333,060			
Campus Security	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Campus alerts	-	20,000	20,000	Cultivate an Extraordinary Academic Environment	Faculty and department support	Replace aging UVic emergency alerts in-house application with cloud service
Campus Security Total	-	20,000	20,000			
Facilities Management	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Facilities inflationary costs	85,000	-	85,000	Operations	Operations	To support contract inflationary costs and increase facility maintenance
Maintenance programs: irrigation backflow prevention	150,000	-	150,000	Cultivate an Extraordinary Academic Environment	Faculty and department support	Funding to design and implement an inspection and maintenance program for backflow preventers and code compliance
Maintenance programs: roof inspection, purchasing	-	120,000	120,000	Cultivate an Extraordinary Academic Environment	Faculty and department support	One-time funding to support roof inspection and maintenance, centralized purchasing and inventory management
Regulatory requirements: safety and utility equipment	175,000	-	175,000	Cultivate an Extraordinary Academic Environment	Faculty and department support	Funding for fire alarm and emergency power generation equipment and heating and ventilation equipment, elevators and firefighting equipment
Facilities Management Total	410,000	120,000	530,000			
Financial Services	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Financial Services	-	60,000	60,000	Cultivate an Extraordinary Academic Environment	Faculty and department support	One time funding to procure online ticketing system
Financial Services Total	-	60,000	60,000			
Human Resources	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Institutional Equity, Diversity and Inclusion strategy	93,000	-	93,000	Cultivate an Extraordinary Academic Environment	Equity, diversity and inclusion	1.0 FTE staff position to support equity, diversity and inclusion analytics
Human Resources Total	93,000	-	93,000			
University Insurance	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Insurance inflationary costs	100,000	-	100,000	Operations	Operations	To support annual inflationary costs on institutional insurance
University Insurance Total	100,000	-	100,000			
University Systems	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Cybersecurity program enhancements	257,000	-	257,000	Cultivate an Extraordinary Academic Environment	Systems support	Funding for endpoint protection cost increase and next generation firewall and Security and Event Management (SIEM) implementations
Data Centre Services	95,000	-	95,000	Cultivate an Extraordinary Academic Environment	Information system infrastructure	1.0 FTE Operations Analyst staff position
Data Centre Services	106,000	-	106,000	Advance Research Excellence and Impact	Systems support	1.0 FTE Senior Advanced Research Computing Software Development team lead staff position

Institutional information technology projects	-	602,469	602,469	Intensify Dynamic Learning	Systems support	One-time funding to support: student projects (70%), research related projects (13%), and administrative projects (17%)
Online teaching, learning and working	790,845	-	790,845	Cultivate an Extraordinary Academic Environment	Systems support	LMS, software, licensing, bandwidth, videostreaming
Systems inflationary costs	180,750	-	180,750	Operations	Operations	To support annual inflationary costs on institutional licensing
University Systems Total	1,429,595	602,469	2,032,064			

Vice-President Research and Innovation	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Research Partnerships and Knowledge Mobilization	305,110	-	305,110	Advance Research Excellence and Impact	Faculty and research support	1.0 FTE Associate Director Research Communications position, 1.0 FTE Industry Liaison Officer position, and funding to regularize the Event and Outreach Coordinator position
Vice-President Research Office	-	140,000	140,000	Advance Research Excellence and Impact	University health initiative	Continued support for UVic health initiative. Funding will support health-related applications, new research projects seed funding, core health research facilities, and creating new partnerships
Vice-President Research Office	-	500,000	500,000	Advance Research Excellence and Impact	Building research connections	Funding supports for the Strategic Research and Creative Works Plan, which includes: the creation of an Institute for Advanced Studies, support for early career researchers and Indigenous faculty and funding for research centres and new clusters, audacity grants
Vice-President Research Office	-	300,000	300,000	Advance Research Excellence and Impact	Building research connections	Continued investment in the Building Connections Fund
Vice-President Research and Innovation Total	305,110	940,000	1,245,110			

Vice-President External Relations	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Alumni Relations	84,856	-	84,856	Engage Locally and Globally	Alumni relations	1.0 FTE Alumni Relations Manager position
Community and Government Relations	-	80,000	80,000	Engage Locally and Globally	Government relations	One-time funding to contract with an Ottawa-based government relations firm
Communications and Marketing	95,632	-	95,632	Cultivate an Extraordinary Academic Environment	University communication plan	1.0 FTE Information Architect & User Experience Specialist position
Communications and Marketing	92,865	-	92,865	Cultivate an Extraordinary Academic Environment	University communication plan	1.0 FTE Project Manager position
Communications and Marketing	-	550,000	550,000	Cultivate an Extraordinary Academic Environment	University communication plan	One-time funding for advertising and creative asset development costs
Communications and Marketing	-	105,450	105,450	Cultivate an Extraordinary Academic Environment	University communication plan	Sharpening our Edge Communications and Marketing Plan - one-time funding for essential tools and software
Communications and Marketing	-	73,566	73,566	Cultivate an Extraordinary Academic Environment	University communication plan	One-time funding for Communications Officer backfill
Communications and Marketing	-	74,182	74,182	Cultivate an Extraordinary Academic Environment	University communication plan	1.0 FTE Digital Media Content Specialist term position
Communications and Marketing	-	61,590	61,590	Engage Locally and Globally	Community engagement	One-time funding to support the Strategic Initiatives Fund which supports a series of initiatives to highlight UVic's community engagement, research and innovation experience
Fundraising	95,100	8,215	103,315	Promote Sustainable Futures	Fund development plan	Base top-up for staff positions: Director, Principal Gifts & Campaigns and Director, Faculty Development, base funding for operating costs and one-time funding for re-evaluated positions
Fundraising	115,000	51,000	166,000	Promote Sustainable Futures	Fund development plan	Base and one-time funding to support the Annual Giving Program fund
Fundraising	-	70,000	70,000	Promote Sustainable Futures	Fund development plan	One-time funding to support Annual Giving campaign consultant costs
Fundraising	-	50,000	50,000	Promote Sustainable Futures	Fund development plan	One-time funding to support philanthropic and advancement professional development for Deans and UVic leadership
Fundraising	84,856	-	84,856	Promote Sustainable Futures	Fund development plan	1.0 FTE Communication Manager staff position
UVic Legacy Art Galleries	48,995	-	48,995	Foster Respect and Reconciliation	Indigenous support	0.80 FTE Curator of Indigenous Art and Engagment staff position
Vice-President External Relations Total	617,304	1,124,003	1,741,307			

University Secretary	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Equity and Human Rights	43,456	-	43,456	Cultivate an Extraordinary Academic Environment	Equity, diversity and inclusion	Funding for staffing, project implementation and events
Equity and Human Rights	-	89,250	89,250	Cultivate an Extraordinary Academic Environment	Equity, diversity and inclusion	Advancing Equity, Diversity and Inclusion faculty and staff training
University Secretary Total	43,456	89,250	132,706			
Institutional Capital	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability/Purpose
Capital	-	1,500,000	1,500,000	Cultivate an Extraordinary Academic Environment	Capital infrastructure	Routine Capital functional improvements
Capital	-	2,000,000	2,000,000	Cultivate an Extraordinary Academic Environment	Capital infrastructure	Classroom Infrastructure renewal funding
Institutional Capital Total	-	3,500,000	3,500,000			



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

September 13, 2021

FOR INFORMATION

To: FINANCE COMMITTEE

From: ACTING VICE-PRESIDENT FINANCE AND OPERATIONS

A handwritten signature in black ink, appearing to be 'K. S. S.', located to the right of the 'From:' line.

cc: President and Vice-Chancellor

Meeting Date: September 28, 2021

Subject: WORKING CAPITAL INVESTMENTS REPORT – To June 30, 2021

Basis for Jurisdiction: Working Capital Investments Policy, FM5200

Question for the Board:

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 5.5 - 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 university has a [working capital investment policy](#) which provides guidance to management and UVic's external investment manager with respect to the investment of university cash (excluding pensions, Long-Term Disability (LTD) Trust, University Student Investment Fund and endowment fund). Semi-annually, a report is provided to the Board which outlines available cash for investment, current investments as compared to policy, performance of the investments and market commentary.

This report is for the period ended June 30, 2021.

Current Asset Mix and Cash Balances

The following table outlines the total assets (Market Value of Average Monthly Holdings) of the working capital fund as at June 30, 2021 compared to policy.

Table #1 – Working Capital Investments – Asset Range, Target, and Holdings

	Range	Target	\$ Total	% Total
Liquidity				
Cash			27,103,000	8%
Money Market			144,337,000	43%
Liquidity Total	35% - 75%	55%	171,440,000	51%
Yield				
FFF Short Term Bond Fund			80,447,000	24%
Mortgage Pension Trust			57,560,000	17%
Internal Loan			25,888,000	8%
Yield Total	0% - 60%	40%	163,895,000	49%
Return Seeking				
Raven Indigenous Impact Fund LP			143,000	0%
BlackRock Global Renewable Power III			722,000	0%
Return Seeking Total	0% - 10%	5%	865,000	0%
Working Capital Investments Total			336,200,000	100%

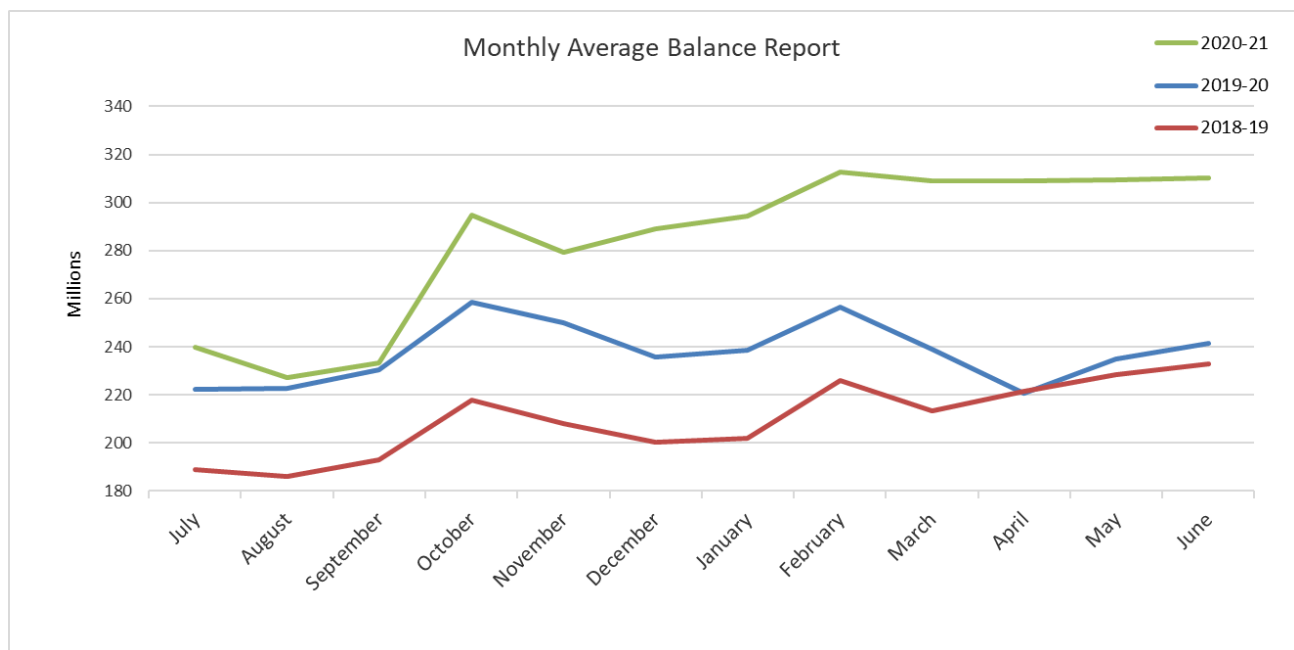
As at the end of June, we remain in our policy allocation ranges for the overall fund. As a result of low short term yields in GIC investments, the liquidity portion of the fund was positioned below its target allocation. This provided for a higher allocation to the yield portion of the fund to take

advantage of the higher returns yield assets provided compared to GICs. Appendix 1 has monthly asset allocation detail.

The amount of available cash for investment within the working capital fund is subject to seasonality. The provincial operating grant is received bi-monthly, which coincides with payrolls being run which largely offset each other. Cash peaks generally occur in the fall (September/October) and winter (January/February) when tuition revenues are collected, as well as in the spring (April/May) when the Foundation provides the university cash for the annual endowment distribution.

The following Graph #1 illustrates fluctuations in the working capital investment pool for the last three years. In October and December cash balances increased due to borrowing in advance for anticipated construction costs for the Student Housing and Dining Project each quarter, as well as research grant funding received in December. Additionally, the cash balance has not increased during Q2 2021 as it has in prior years, largely due to ancillary revenue still being below pre COVID levels.

Graph #1 – Working Capital Investments



The Board has approved an internal loan from the working capital fund to support the Student Housing and Dining Project. The total budget for the project is \$228.8M, of which approximately \$56.6M will be funded from the working capital fund. The balance of the project's cash requirements will be met through a \$45.0M loan from the UVic Foundation and \$122.6M in borrowing from the Province. Provincial funds will be used as the first source to fund project construction and therefore the project will have little impact on the working capital fund balance

until October 2021 when the provincial borrowing limit is expected to be reached. The working capital investment pool will fund the remainder of construction costs in the following years with the Foundation providing two loans of \$22.5M at the completion of each building (one in 2022 and the other in 2023). UVic has worked with the Province's Debt Management Branch to ensure the most cost effective structure for both construction financing and long term debt. Long term rates have been locked in at rates that are lower than those used for the financial model for the project.

As at June 30, 2021, UVic has borrowed \$87.1M from the Province.

June 30, 2021 - Performance by Asset Class

Liquidity

Within the liquidity category there are two main pools of investments.

1) Cash

The bank account earns a variable interest rate dependent on the average balance each month. When the average balance is \$10M or higher, UVic receives the RBC prime rate of 2.45% minus 1.65%, currently 0.80%. If the average bank balance falls below \$10M, UVic receives prime minus 1.70%, currently 0.75%. Along with other major banks, RBC lowered their prime rate from 3.45% to 2.45% during March, 2020 in response to the Bank of Canada interest rate cuts, but has remained flat since then. The bank account is used primarily for near term liquidity requirements, as higher interest rates can be earned within other components of the working capital investments. As at June 30th, 2021, there was a balance of \$26.0M in the bank, a higher balance than usual due to limited GIC investment opportunities and IPS constraints (no more than 30% of liquidity assets held with a single issuer).

2) Money Market Holdings

a) Credit Union GICs

The university invests in short term (one year or less) GICs held at Canadian credit unions all of which either offer guarantees on deposits or provide at least an R-1 Low credit rating. As at June 30th, 2021, UVic held 16 GICs totaling \$90.7M, all held in BC, Alberta, or nationally based credit unions.

b) Cash Deposit Program

The Provincial Cash Deposit Program (CDP) continues to be used tactically in conjunction with our existing money market investments. The CDP interest rate is based on the CIBC prime rate of 2.45% less 1.50% which is currently 0.95%. As at June 30th, 2021, UVic held \$51.7M with the program.

A review of net performance shows that for the six-month period ending June 30th, Money Market holdings returned 0.56% compared to the benchmark (FTSE TMX 91-day T-Bill Index) of 0.06%. The one-year return was 1.47% and added 1.32% of value relative to the benchmark.

Yield

Within the yield category there are three main pools of investments:

1) Internal lending - UVic funded internal capital projects.

As at June 30th, 2021 there were seven loans outstanding, with a total principal balance of \$25.9M, and a weighted interest rate of 4.5%. In order to support ancillary operations during COVID-19, principal and interest payments from ancillary operations, with the exception of parking services, were waived for 2020/21. Principal and interest payments resumed in 2021/22 and are included into the revised budget for the year.

2) PH&N Fossil Fuel Free Short Term Bond Fund

As noted in the previous report, holdings were transferred from PH&N's Short Term Bond and Mortgage Fund (STBMF) to the PH&N Fossil Fuel Free Short Term Bond Fund (FFF STBF) on February 2, 2021. The FFF STBF is benchmarked against the FTSE TMX Short Term Bond Index. As at June 30th, 2021, along with the STBMF holdings from Jan. 1 to Feb. 1, the combined holdings of the STBMF and the FFF STBF returned -0.48% over the previous six months, but have outperformed the benchmark by 0.03% over the same time period. The global economic recovery continued at a solid pace over the quarter as accelerated vaccine rollouts globally allowed for lockdown restrictions to ease. This led to increased short term yields, a decrease in longer term yields, and credit spreads¹ remaining relatively unchanged. The portfolio finished the quarter modestly ahead of the benchmark, thanks to a combination of credit and liquidity strategies. Overall, the portfolio's risk budget remained focused on credit and liquidity strategies over interest rate anticipation strategies. Consistent with the overall market and as per table #2, the yield on the Fund has decreased to 0.89% compared to 1.09% one year ago making it more challenging to rely on the yield of our investments to earn our required rate of return. Table #2 also shows how the composition of the FFF STBF compares to its benchmark at June 30th, 2021. The most significant difference relative to the benchmark remains the underweight in Government of Canada and Federal agencies and the overweight in cash equivalents.

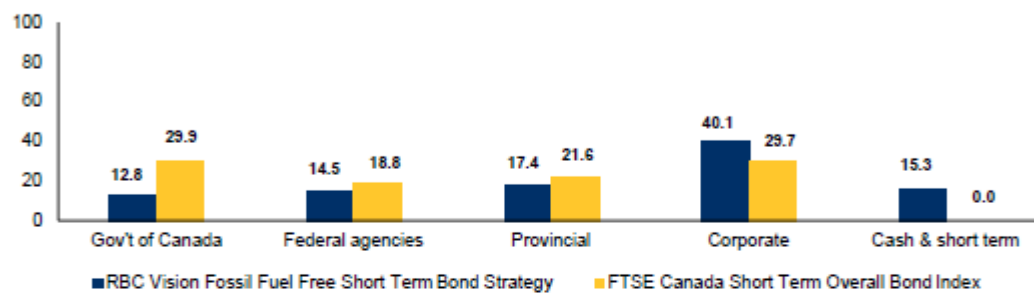
¹ Credit spread is the difference between the yield (return) of two different debt instruments with the same maturity but different credit ratings. In other words, the spread is the difference in returns due to different credit qualities.

Table #2

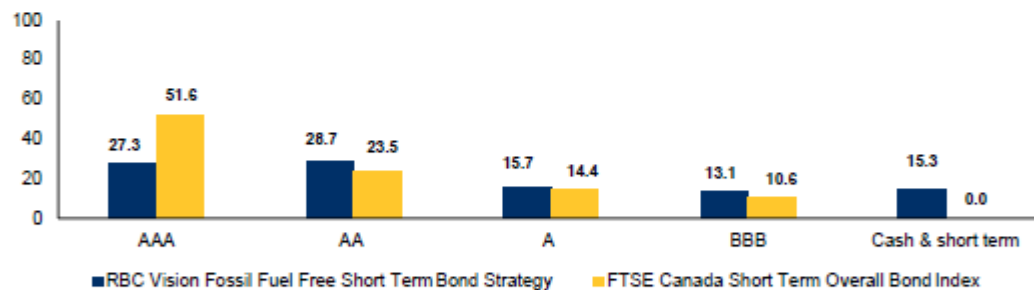
RBC Vision Fossil Fuel Free Short Term Bond Strategy Portfolio Structure as of June 30, 2021

Strategy Characteristics			
	Modified Duration (Yrs)	Term to Maturity (Yrs)	Yield to Maturity (%)
RBC Vision Fossil Fuel Free Short Term Bond Strategy	2.50	2.67	0.89
FTSE Canada Short Term Overall Bond Index	2.81	2.92	0.91

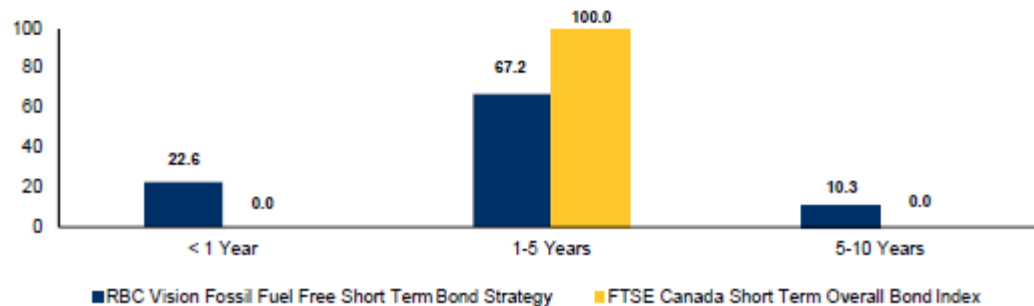
Issuer Analysis (%)



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. This information is derived from a representative account of this strategy.

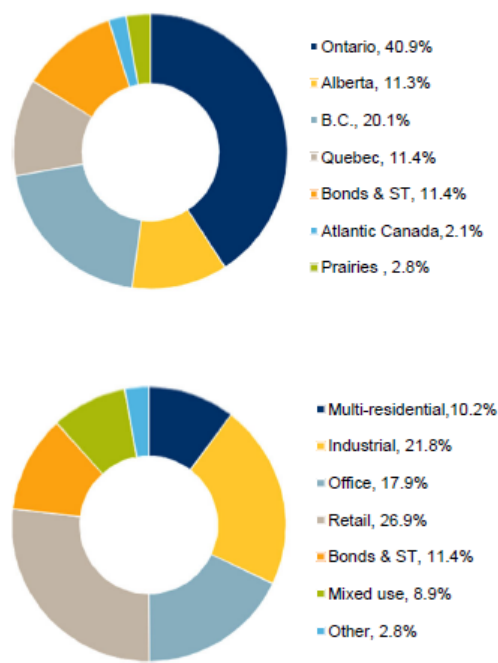
(Source: PH&N)

3) PH&N Mortgage Pension Trust

PH&N’s Mortgage Pension Trust (MPT) is benchmarked against the FTSE TMX Short Term Overall Bond Index + 1%. For the six months ending June 30th, the Fund returned 0.65%, ahead of its benchmark by 0.67%. On a one-year basis, the Fund earned a gross return of 4.51% and outperformed its benchmark by 2.83%. This outperformance is due to a focus on high quality industrial and multi-residential commercial mortgages. These two asset classes have performed the best throughout the pandemic.

Graph #2 details the breakdown of the fund by geographic distribution and property type.

Graph #2



(Source: PH&N)

Return Seeking

Within the return seeking category there have been two investments made to date.

1) Raven Indigenous Impact Fund LP

As at June 30th UVic has invested \$174,060 out of a total commitment of \$500,000. The net return for the previous six months is -7.11%; largely due to the catch up of management fees

which is expected for a fund of this type. However, from an overall fund perspective, since inception the fund has returned a gross IRR of 7.5% and invested in seven Indigenous led businesses to date. We expect that our commitments will be fully invested by Q2 2022.

2) BlackRock Global Renewable Power Infrastructure III

As at June 30th UVic has invested \$831,094 US dollars (USD) out of a total commitment of \$7,500,000 USD. The net return for the previous six months is -15.74%; largely due to the catch up of management fees since inception of the fund. This was also expected. To date, the fund has secured investment opportunities and funded eight investments, representing 38% of total investor committed, but not yet called capital. We expect to be fully invested by the end of 2022.

June 30, 2021 Total Fund Return Summary and Analysis

The overall one-year return of the fund was 2.05% net of fees, outperforming the relative benchmark by 0.08% as outlined in Table #3. The relative benchmark was updated in 2020 with the investment policy and establishment of the three asset classes – liquidity, yield, and return seeking. A benchmark relative to the Canadian Consumer Price Index was established for each asset class. This return is also in line with the long term annualized target return for the fund of 2.1% as determined by our recent asset mix study. Further detailed returns are outlined in Appendix 2.

The fact that inflation is in line with the fund return is notable and is being monitored closely. It is a widely held belief that the average inflation rate of 3.4% over the last quarter is transitory and will revert back to the Bank of Canada (BoC) 2% target.

Table #3

6 Month Total Fund Return	6 Month Benchmark Return	6 Month Over (Under) Performance to Benchmark	1 Year Total Fund Return	1 Year Benchmark Return	1 Year Over (Under) Performance to Benchmark
0.34%	1.47%	-1.13%	2.05%	1.97%	0.08%

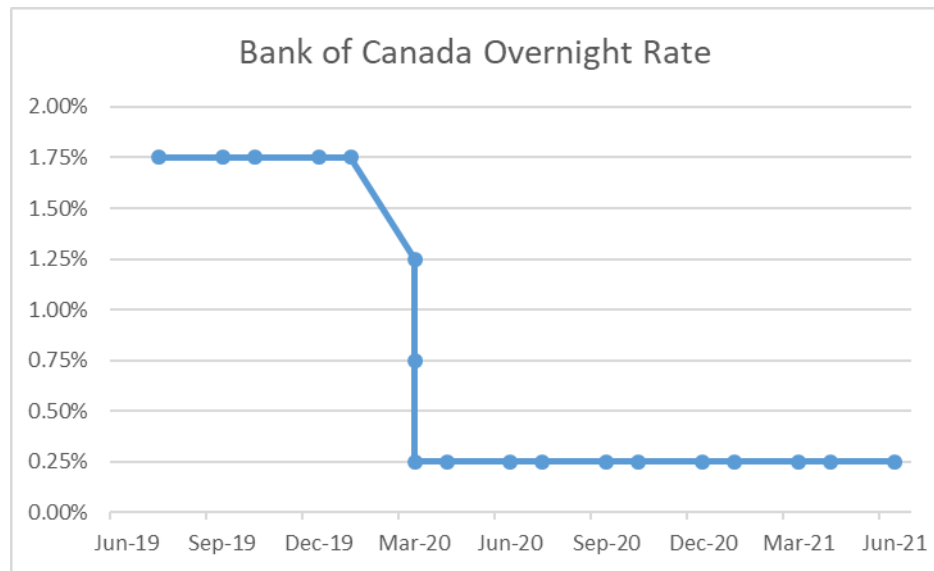
This overall performance mostly reflects outperformance by the Money Market mandate and the Mortgage Pension Trust. The Money Market mandate outperformed due to having locked in higher interest rates ahead of falling interest rates this year while the Mortgage Pension Trust outperformed due to continued spread compression over the past quarter and investments in the best reward for risk opportunities. However, on a six month basis, the fund underperformed largely due to higher than normal inflation over the past quarter as well as increasing yields resulting in lower returns in the FFF STBF.

Market Commentary and Outlook

After a brief decline in the markets in early 2020 due to fears from the COVID-19 virus, continued economic stimulus and vaccine roll outs have helped push the resurgence of both US and Canadian markets passed their pre-pandemic highs. The US market has seen gains in the S&P 500 US index of 37.9% over the 12 month period ended June 30, 2021, while the Canadian market has also seen gains, growing 33.9% over the previous twelve months.

Good economic news typically pushes interest rates up which in turn decreases bond returns. Interest rates have a significant impact on the fund. After three successive rate cuts during early 2020 in response to market volatility from the COVID-19 pandemic, the BoC has held rates steady over the past 11 interest rate announcements as outlined in graph #3.

Graph #3 – BoC Overnight Rate (1Y)



(Source: Bank of Canada)

At this time, there is a low probability of additional cuts as outlined in Table #5 below.

Table #5

2021 Meeting Dates	% Chance of Hike By	Implied Rate Hike from Current Level
September 8 th	-1.6%	0 basis points
October 27 th	4.1%	1 basis point
December 8 th	4.2%	2 basis points

Source: Bloomberg, Aug 27th

Interest rates changes are unlikely and previous cuts have led to the overall portfolio yield to decline from 1.6% to 1.2%. A general rule of fixed income investing is the yield on the portfolio is the most likely return over the average maturity of the investments. As a result, we are considering investment options to improve risk adjusted returns to meet our investment objective of beyond the 2% inflation target and to further our responsible investment goals.

The Canadian dollar has seen strong appreciation against the US over the first half of 2021; starting at \$0.78 as at Jan 1, 2021, rising to \$0.83 by late May, before falling slightly to \$0.81 as at June 30th, 2021. This increase was largely due to higher oil and other commodity prices. Stats Canada noted that inflation increased from 0.7% to 3.1% between December and June. The BoC noted that this sizeable increase was due to three factors – gas prices rising from very low levels a year ago, other prices that had fallen last year with plummeting demand are now recovering with the reopening of the economy and the release of pent-up demand, and supply constraints, including shipping bottlenecks and the global shortage of semiconductors, pushing up the prices of goods such as motor vehicles. CPI inflation is expected to remain above 3% for the remainder of 2021, but is expected to ease by the start of 2022.

Responsible Investment Update

The [Responsible Investment Policy](#) requires that “a report on responsible investment activities and their related goals” will be submitted at least annually to the Board of Governors and the university community. The first annual report (based on March 31 holdings) was reviewed by the Board in June as a draft and will be published by September 30th, along with the UVic Foundation. Going forward the intent is to publish it annually in June. We have also updated the treasury investments website with our entire holdings list, and will update on an annual basis.

The Working Capital Investment Policy requires semi-annual reporting; therefore, these reports will include updates on responsible investment policy initiatives, a list of total impact investment holdings, and information on new impact investments.

1. Working Groups

As noted in previous reports, to provide administration guidance and advice on the implementation of the policy, two working groups, made up of internal experts, were formed.

i) [Decarbonisation Working Group](#)

The work of the Decarbonisation Working Group over the past six months resulted in the following:

- Decision to report carbon based on Weighted Average Carbon Intensity and Total Emissions in the university's Responsible Investment Report;
- The creation of qualitative metrics to evaluate GICs; and
- The transition from PH&N's Short Term Bond and Mortgage Fund to RBC's Fossil Fuel Free Short Term Bond Fund.

ii) [Thematic Impact Working Group](#)

The work of the Thematic Impact Working Group over the past six months has led to the following:

- The reporting of IRIS+ impact metrics in the university's Responsible Investment Report; and
- The review of a potential investment with Active Impact's Fund II.

2. Engagement

As previously noted, UVic is a member of the [University Network for Engagement](#) (UNIE) led by the Shareholder Association for Research and Education (SHARE). UNIE has focused their engagement on the following issues:

- Reduce emissions in line with Paris commitments;
- Shift lending and capital expenditures to reduce financed emissions;
- Implement responsible climate lobbying policies and practices;
- Incorporate climate risk in business strategy and board oversight; and
- Work towards a just transition that doesn't leave workers or communities behind.

To date, UNIE represents 12 Canadian universities and has engaged with ten companies, including two in our portfolio (CIBC and Bank of Nova Scotia). They have made significant or positive progress with seven out of the ten firms to date. A detailed list of firms, engagement goals, and progress to date is outlined in Appendix 3.

3. UNPRI Update

During 2020, UVic became a signatory for PRI and in May we submitted our first Transparency Report. Due to complications in the reporting system as a result of an upgrade to evaluate climate disclosures, PRI will not be providing assessment scores this year. The newly added climate section includes questions evaluating the physical and transitioning risks and opportunities of climate change, carbon footprinting and scenario analysis. PRI expects the issues to be resolved during next year's reporting cycle. We will report to the Board our on the assessment once scores are made available.

4. Responsible Investment Holdings at June 30th, 2021



New Responsible Investment Holdings

i) Active Impact Investments Fund II – Return Seeking – Venture Capital - \$0.5 million

Active Impact Investments is a certified Benefit Corporation (BCorp) based in Vancouver BC. It manages early-stage venture funds that invest in companies trying to solve environmental challenges by identifying start-ups that can achieve venture scale and impact.

The Active Impact Fund II is a \$50M CAD close-ended fund with a holding period of ten years and an annual performance target of 20% net internal rate of return. The fund will invest domestically in clean energy & transportation, circular & sharing economy, sustainable food & water systems, and smart infrastructure. The fund targets 12-18 investments and will provide quarterly valuation reports and an annual impact report with IRIS+ metrics, which are aligned with the UN Social Development Goals.

UVic made a capital commitment of \$500,000. Our first capital call of \$25,628 was sent to Active Impact in mid-July, 2021.

5. Green Bond Market Values

As part of the recent Responsible Investment Policy update, an effort has been made to invest in green bonds within the Working Capital Investment portfolio. Green bonds are a type of bond designed to raise funds to invest in environmental or climate change mitigation projects. Green bond issuers commit to provide investors with detailed on-going information on the projects and infrastructure supported with the green bond proceeds. As at June 30th, 2021, the working capital investments held four green bond

funds, all held in the Fossil Fuel Free Short Term Bond Fund. A list of holdings is detailed in Table #8.

Table #8 – Green Bonds held in Fossil Fuel Free Short Term Bond Fund

Issuer	% of FFF STBF	Sector
BROOKFIELD PPTY FIN ULC	0.14%	Real Estate
BROOKFIELD PPTY FIN ULC	0.02%	Real Estate
IVANHOE CAMBRIDGE II	0.12%	Real Estate
ONT PWR GENERATION	0.46%	Energy

Note - % of Fund as at Jun. 30, 2021

6. Impact GICs – Liquidity – \$8.6 million

As at June 30, 2021, the Working Capital Investment portfolio has four impact GICs totaling \$8.6M, representing 2.8% of the total fund. The four GICs are with two credit unions, and have a focus on local community services, housing and farming. Details of these investments are available in Appendix 4.

University Student Investment Fund

The University Student Investment Fund was established on October 31, 2017. Contributions to this fund totaled \$647,300 including funds from donors (\$414,300) through the Faculty of Business and \$233,000 from the university. The portfolio currently holds individual company securities as well as index funds – a US equity ETF, a Canadian equity ETF, a Canadian universe bond index ETF, and a Canadian short term bond index ETF. The market value of the fund as at June 30th, 2021 was \$860,000. The fund earned a net return of 5.6% over the previous six months, compared to the benchmark return of 7.1%.

Managing Exchange Rate Risk

As per section 6.01 of the working capital investments policy FM 5200 below, we manage exchange rates to reduce the risk of significant negative variances in our operating and research budgets in the current fiscal year. This approach was chosen as 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 outlines that the focus should be on transactions greater than \$50,000 US. Generally transactions of this size occur within Systems, the library and sometimes research areas.

For the current fiscal year, to support the budgets within the Library and Systems, \$5.3M USD was purchased at approximately 1 USD = 1.25.

Attachments:

Appendix 1: Report of Monthly Balances in Working Capital Investment Pooled Funds

Appendix 2: Investment Performance Report - Returns as at December 31, 2020

Appendix 3: UNIE Engagement Update

Appendix 4: Impact GIC Reports

Appendix 1 - Report of Monthly Balances in Working Capital Investment Pooled Funds²

Policy FM5200

Liquidity (35 - 75% of Portfolio - Target 55%)						
	Bank (CAD)	Bank (USD in CAD)	Raymond James / Canaccord / CDP	Total Money Market	% of Total Portfolio	
Jan-21	13,609,313	1,318,752	135,529,654	150,457,720	47%	
Feb-21	36,376,846	1,206,640	133,841,852	171,425,338	50%	
Mar-21	38,364,861	630,072	131,316,818	170,311,751	51%	
Apr-21	33,085,322	2,571,082	135,141,049	170,797,453	51%	
May-21	21,168,375	4,593,782	145,285,091	171,047,248	51%	
Jun-21	21,530,999	5,571,590	144,337,390	171,439,979	51%	
Yield (0 - 60% of Portfolio - Target 40%)						
	PH&N STBMF	PH&N FFF STBF	PH&N MPT	Internal Loan	Total Yield	% of Total Portfolio
Jan-21	86,543,007		57,356,237	26,753,972	170,653,215	53%
Feb-21	2,887,634	80,829,478	57,387,212	26,698,676	167,803,000	49%
Mar-21		80,197,301	56,834,362	26,647,254	163,678,917	49%
Apr-21		80,178,320	57,141,276	26,394,711	163,714,306	49%
May-21		80,325,266	57,290,776	26,141,507	163,757,549	49%
Jun-21		80,446,594	57,560,143	25,887,640	163,894,377	49%
Return Seeking (0 - 10% of Portfolio - Target 5%)						
	Blackrock GRP III	Raven Indigenous LP		Total Return Seeking	% of Total Portfolio	
Jan-21	-	130,382		130,382	0%	
Feb-21	621,154	130,382		751,535	0%	
Mar-21	902,253	159,057		1,061,311	0%	
Apr-21	694,314	141,107		835,421	0%	
May-21	649,876	141,107		790,983	0%	
Jun-21	721,862	143,438		865,300	0%	

² Assets are reported on average market monthly holdings

Appendix 2 - Investment Performance Report - Returns as at June 30, 2021

	3 Month Return	3 Month Benchmark	3 Month Over (Under) Performance	6 Month Return	6 Month Benchmark	6 Month Over (Under) Performance	1 Year Return	1 Year Benchmark	1 Year Over (Under) Performance
Liquidity									
Cash ¹	0.20%	N/A	N/A	0.40%	N/A	N/A	0.80%	N/A	N/A
Money Market	0.25%	0.03%	0.22%	0.56%	0.06%	0.51%	1.47%	0.15%	1.32%
Liquidity Total	0.24%	0.84%	-0.60%	0.53%	1.20%	-0.66%	1.37%	1.42%	-0.04%
Yield									
STBMF/FFF STBF	0.13%	0.07%	0.06%	-0.48%	-0.51%	0.03%	1.15%	0.68%	0.47%
Mortgage Pension Trust	0.94%	0.32%	0.61%	0.65%	-0.01%	0.67%	4.51%	1.68%	2.83%
Internal Loan ¹	1.11%	N/A	N/A	2.23%	N/A	N/A	4.46%	N/A	N/A
Yield Total	0.57%	1.09%	-0.52%	0.36%	1.70%	-1.34%	2.97%	2.42%	0.55%
Return Seeking									
Raven Indigenous Impact Fund LP ²	-15.15%	1.59%	-16.74%	N/A	N/A	N/A	N/A	N/A	N/A
BlackRock Global Renewable Power III ³	-3.76%	1.59%	-5.35%	N/A	N/A	N/A	N/A	N/A	N/A
Return Seeking Total	-5.68%	1.59%	-7.27%	N/A	N/A	N/A	N/A	N/A	N/A
Working Capital Investments Total⁴	0.32%	0.98%	-0.65%	0.34%	1.47%	-1.13%	2.05%	1.97%	0.08%

Note 1 - There are currently no benchmarks for cash holdings and internal loans

Note 2 - Fund returns begin in March 2021

Note 3 - Fund returns begin in April 2021

Note 4 - Benchmark for the Working Capital Investments is the weighted relative benchmarks for each asset class

Appendix 3: UNIE Engagement Update

Company	Engagement Goal	Status
Bank of Nova Scotia (Scotiabank) ¹	Sustainable Finance	Blue
CITIGROUP INC	Sustainable Finance	Grey
Canadian Imperial Bank of Commerce ¹	Sustainable Finance	Blue
Caterpillar Inc	Reducing Greenhouse Gas Emissions	Blue
Duke Energy Corp	Reducing Greenhouse Gas Emissions	Green
EXXON Mobil Corp	Political Spending & Oversight	Blue
JP Morgan Chase & Co	Sustainable Finance	Blue
Loblaw Companies Ltd	Reducing Greenhouse Gas Emissions	Grey
Metro Inc	Reducing Greenhouse Gas Emissions	Grey
Nextera Energy Inc	Reducing Greenhouse Gas Emissions	Green

Status Key:

Green: Company has made significant progress against one or more engagement outcomes

Blue: Company is engaging in positive dialogue on engagement outcomes

Grey: Engagement with company is ongoing / Response pending

Red: Company has experienced a significant negative event related to the engagement topic

Note 1 - The University of Victoria is currently only invested in Bank of Nova Scotia and Canadian Imperial Bank of Commerce

Appendix 4: Impact GIC Reports

Investment Details – Sunshine Coast Credit Union

The University of Victoria is supporting socially responsible investing with a deposit in an IMPACT GIC through the [Cash Management Group at Canaccord Genuity](#). The University's deposit of \$2 million and a subsequent \$2 million was placed with Sunshine Coast Credit union – a local credit union based on BC's coast.

[IMPACT GICs](#) are Guaranteed Investment Certificates (GIC) that are aligned to fund one or more of the United Nations Sustainable Development Goals (SDGs) through loans in communities across Canada. This is known as the positive screening process.

UVIC's investment is supporting 4 of the 17 SDGs:

- #2 – Zero Hunger
- #3 – Good Health and Well-Being
- #10 – Reduced Inequalities
- #12 – Responsible Consumption and Production



Source: United Nations, [Sustainable Development Goals](#)

IMPACT GICs also go through a negative screening process to ensure funds are lent out in a sustainable way. Negative screening encompasses 10 categories of activities that must be avoided such as *fossil fuels*, *fast fashion*, and *institutions with poor human rights* for example.

Investment Details – Aldergrove Credit Union

The University of Victoria is supporting socially responsible investing with a deposit in an IMPACT GIC through the [Cash Management Group at Canaccord Genuity](#). The University's deposits of \$2 million and \$2.5 million were placed with Aldergrove Credit Union – a credit union based in the heart of the Fraser Valley.

UVIC's investment is supporting the SDGs in one featured IMPACT GIC loan story with [Myers Organic Farms](#):

Myers Organic Farms is a family-run certified organic produce farm in the heart of the Fraser Valley in British Columbia. When Bob and Marlene Myers started their organic farm 25 years ago,

in 1995 with just two acres, they never imagined that it would blossom to a successful, full-time operation. Today, their 120-acre agriculture farm offers over 30 varieties of vegetables, blueberries, and employs over 25 families, along with their own children, Brock and Nicole, and granddaughter Mila. Bob and Marlene's philosophy is simple: Give the consumer, healthy, fresh, quality organic produce while preserving the soil for future generations.

Myers Organic Farms supplies wholesale and retail outlets across Canada and the United States with healthy, organic and sustainable produce. Their operations contribute to the Sustainable Development Goals of Zero Hunger and Responsible Consumption and Production.

[IMPACT GICs](#) are Guaranteed Investment Certificates (GIC) that are aligned to fund one or more of the United Nations Sustainable Development Goals (SDGs) through loans in communities across Canada. This is known as the positive screening process.

UVIC's investment is supporting 2 of the 17 SDGs:

- #2 – Zero Hunger
- #12 – Responsible Consumption and Production



Source: [United Nations](#)

IMPACT GICs also go through a negative screening process to ensure funds are lent out in a sustainable way. Negative screening encompasses 10 categories of activities that must be avoided such as *fossil fuels*, *fast fashion*, and *institutions with poor human rights* for example.

[Rhiza Capital](#), a market-leading consultant firm passionate about supporting impactful investing, will confirm IMPACT GIC loan activity and provide reports to investors. Reports will be provided quarterly to include total loans, allocations, and at least one 'loan story'. The loan story will detail how the financial institution's lending has made a positive impact in one of the eligible areas mentioned above. This will include the receiving organization's name, industry, and activity.





University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

September 13, 2021

To: OPERATIONS AND FACILITIES COMMITTEE

From: ACTING VICE-PRESIDENT FINANCE AND OPERATIONS

cc: President and Vice-Chancellor

Meeting Date: September 28, 2021

Subject: 2022/23 Five Year Capital Plan

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.

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the 2022/23 Five Year Capital Plan.

Background:

The university has a rolling five-year capital plan that is updated annually to ensure it reflects institutional priorities and to update for progress made against the previous plan. The capital plan reflects the academic priorities of the university as articulated in its Strategic Framework, its Planning and Budget Framework, the Indigenous Plan, the Campus Plan and our Institutional Accountability Plan and Report to the Ministry of Advanced Education, Skills and Training (the Ministry). The Plan provides direction on capital required to support these priorities and is a tool to communicate to the campus community and the Ministry. The Ministry uses this report to better understand university priorities and funding requirements and to develop its own fiscal plan.

The Board would typically review and approve the full capital plan prior to submission to the province; however, once a request for plan submission was received from the Province, a full update of the plan was not possible for the June Board meeting deadline; work was still underway to finalize costing and scope for the two new projects – student housing and Mearns Centre for Learning.

The attached 2022/23 Five Year Capital Plan was submitted to the Ministry in draft in July indicating that Board approval would be sought in September and that a revised final plan will then be submitted to the Ministry in its final, Board approved form.

Next Steps:

- Resubmit in final form to the Ministry.

Attachment:

2022/23 Five-Year Capital Plan

2022/23

FIVE-YEAR CAPITAL PLAN



University of Victoria Student Wellness Centre

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A. EXECUTIVE SUMMARY and PRIORITIES

The University of Victoria's success is built on the provision of high-quality education and outstanding student experience, excellence in research and the conscious integration of research and teaching, within a diverse and welcoming environment. The university's five-year capital plan reflects the academic priorities of the university as articulated in its [Strategic Framework](#), [Planning and Budget Framework](#), [Indigenous Plan](#), [Campus Plan](#) and our [Institutional Accountability Plan](#) and Report to the Ministry of Advanced Education, Skills and Training (AEST). One of the six key areas of our Strategic Framework is to cultivate an extraordinary academic environment that allows for the creation, dissemination and mobilization of knowledge. Our Capital Plan is a key planning document that outlines the university's infrastructure needs, which are a vital component required to achieve this key goal.

Our top priorities include providing an exceptional student experience, both curricular and co-curricular, meeting existing and anticipated program demand, advancing research excellence, and fostering respect and reconciliation. The university's five-year capital requirements for 2022/23 to deliver on these priorities include:

1. Murray and Anne Fraser Building Interiors Modernization and Seismic Upgrade

The renewal of the Fraser Building which houses UVic's Faculty of Law is estimated at \$68.8M. The quality of our academic programs is impacted by the condition of the facilities in which they are provided. In order to address pedagogical needs and provide the experience our students require to be ready for the job market, the university has developed a program of building renewal which addresses both deferred maintenance and seismic needs across campus. Some components of this renewal will be undertaken in conjunction with the addition to the Fraser Building for the National Centre for Indigenous Laws. The extent of renewal will largely be driven by funding available but will be focused on those improvements that would most benefit from being undertaken at the same time.

2. An addition to the Business and Economics Building:

Student demand for Business programs, including entrepreneurship and innovation, has been very strong. UVic's Peter B. Gustavson School of Business has expanded to meet this demand by creating two additional cohorts and expanding its BCom Minor program. UVic's capital priority, to accommodate this growth, is therefore an expansion to the existing Business and Economics building. This expansion project is estimated at \$32.4M.

3. Mearns Centre for Learning - McPherson Library Interiors Modernization and Seismic Upgrade

The Mearns Centre for Learning - McPherson Library is one of the oldest buildings on campus. The main library was completed in two phases (1963, 1974) and remains the busiest building on campus with between 1.4 and 2 million annual visits by students, faculty, staff, and community members. In 2017, the university developed plans to seismically upgrade the

structure. In addition to life safety improvements, interior spaces also require renewal to provide innovative and contemporary spaces that facilitate new directions in teaching, research, and community learning. Interior renovations will also improve spaces for university and community engagement, increase graduate student study and research space, and address the needs of the university art collections. Similar to the renewal of the Fraser Building, if funding is available, these projects could occur simultaneously in order to minimize disruption to library services. The seismic and interior improvements for the building are estimated at \$112.5M.

4. Seismic Upgrading Program

The university has had for many years a seismic upgrade program. The program includes the completion of detailed seismic upgrade plans in order to be shovel ready when capital funding is available. With this program in place seismic upgrades have been completed for the Campus Security Building, Saunders Building and the MacLaurin D wing. Seismic upgrading of the Farquhar Auditorium and the Petch Building, valued at \$32.5M (2021) are the next major upgrade projects planned for construction.

5. Campus Active Transportation Improvement Program

The Active Transportation Improvement Program will enhance active transportation infrastructure through the renewal and upgrading of current pathways, sidewalks and roads as outlined in the university's Campus Cycling Plan and Campus Greenway. The program includes renewal and safety improvements to 2.1KMs of pathways and 3.5KMs of roadways. Once implemented, this project will not only improve pedestrian and cycling access on campus but also as regional connections through the municipalities of Saanich and Oak Bay. Upgraded amenities are a key strategy in achieving our goal of 70% of all trips to campus utilizing transit, cycling, walking or carpooling.

The project also includes landscape renewal and improvements to reflect the traditional territories of Indigenous communities. This will include opportunities for Indigenous artwork and interpretive panels that share the both the history of and connections to the land that continue to this day. The projected budget for the Active Transportation Improvement Program is estimated at \$19.9M.

6. Student Housing

Additional student housing is required to continue to help address the acute regional need for increased rental housing and meet student demand for on campus living. Living on campus nurtures a strong sense of belonging in the UVic community and supports student success and retention. The university's current student housing project under construction will address first-year student housing needs; however, additional student housing is required as the regional vacancy rate remains extremely low and housing costs continue to increase. UVic will continue to experience excess demand for on-campus accommodation, particularly for upper-

year undergraduate and graduate students. The university has commenced planning for additional student housing to meet this demand.

Facilities planning is continuous in order to address changes in student program demand and support services, as well as evolving research and teaching requirements to ensure they reflect societal need. To address these changing needs, the university undertakes planning activities that inform future capital requirements, both major capital and annual routine capital. Over the next few years this work will include reviewing space needs for the Faculty of Science and other emerging academic needs. As well, work will be undertaken to plan for future expansion requirements beyond five years that takes into account our [Strategic Framework](#) goal to *promote more collaboration, partnerships and interdisciplinary approaches*. This goal leads to thinking about and planning for more flexible, multipurpose shared space.

B. BACKGROUND

University facilities and infrastructure are a critical component of providing an extraordinary academic environment, for delivering on our commitment to making a vital impact and providing a hands-on experience, integrated with research-inspired teaching. The annual renewal of our five-year capital plan is an important process that ensures that over the longer term, our physical assets will continue to support the realization of our institutional priorities and goals.

The Ministry of Advanced Education, Skills and Training (AEST) provides guidance in the development of capital priorities, both through the articulation of provincial goals and priorities and through the development of post-secondary space and deferred maintenance standards/benchmarks. Provincial goals as well as priorities as articulated in our mandate letter, align with university priorities, and include supporting growth in academic programs that help to build a strong sustainable economy, increasing affordable housing, fighting climate change through reducing carbon emissions, enhancing climate resiliency, incorporating wood first building design, lasting and meaningful reconciliation, and the renewal of existing infrastructure. With respect to deferred maintenance, AEST funded and implemented a province-wide system to assess levels of deferred maintenance. For overall space, AEST standards outline the total campus space that an institution should have, based on programs offered, enrolment levels, number of faculty and staff, library volumes, etc. University inventory is then compared to this standard to assess an overall space gap or shortfall. Capital planning reflects institutional needs, priorities and goals within this space gap context, and projects are developed that address these institutional needs and goals, influenced by provincial government objectives and priorities.

The university, based on the AEST space standards, has a gap of 24,466 net assignable square metres (NASM). This is approximately 12.5% below standard, as outlined in Appendix 1. Using this overall institutional assessment as a starting point, planning work is undertaken to confirm the priority projects for addressing the space pressures that result from the gaps in academic and administration office space, student and central service space¹, and laboratories, as noted in Appendix 1. These space

¹ Student and central services includes: food services, bookstore, AV/TV, data centre, student computer labs, health, student lounge space, student office and support space and general assembly such as galleries auditorium etc.

pressures are a consequence of overall student growth and from realignments in programs due to student demand.

UVic responds to changing student and societal demands by adding capacity (new student FTEs) in programs aligned with the provincial labour market outlook, including the most in-demand jobs. Student demand for Business, including entrepreneurship and innovation, has been very strong. UVic's Peter B. Gustavson School of Business has expanded by creating two additional cohorts. A program of requirements has also been developed to address the needs of the Faculty of Business and based on this planning, it has been determined that their needs can be addressed through an addition to the Business and Economic Building.

The Mearns Centre for Learning - McPherson Library is one of the oldest buildings on campus and acts as an academic, research and social hub for the campus community. Located adjacent to the main quadrangle, the Library building defines the heart of the campus. The Library is in need of significant seismic upgrades and interior renewals to continue serving the campus community for decades to come. The university has completed a seismic upgrading plan for the building and has also commenced planning interior renovations which will transform and elevate the current user experience and extend the on-site services that the library and its campus partners provide to students, faculty, and the community.

In addition to addressing academic priorities, another priority in the Strategic Framework is to expand on-campus housing to address student demand and housing pressures in the community. With approval from the Government of British Columbia for borrowing, in 2019 UVic was able to respond to some of this demand through the construction of UVic's largest capital project to date: 783 total beds (621 net new) as part of our Student Housing and Dining Project. With this project under construction, the university has now begun planning for additional student housing to address continued on campus demand and further support solutions to ease pressures on the region's exceedingly tight rental housing market.

In 2007, the university started the process to assess campus renewal needs. Since that time renewals have been undertaken in six of UVic's oldest buildings including Elliot, Cunningham, MacLaurin, University Centre, Cornett and Clearihue. As well, the McKinnon building was partially renewed after the move of the Athletics and Recreation Department to Centre for Athletics Recreation and Special Abilities (CARSA) in 2016. While these projects addressed some deferred maintenance, overall the university's infrastructure continues to age.

As noted above, the AEST funded an assessment of the university's deferred maintenance. This assessment work included looking at all academic buildings on campus to determine each building's physical condition using an industry standard index called the Facilities Condition Index (FCI). An FCI number below 10 indicates that the buildings are generally in good condition and an FCI rating between 10 and 30 is considered poor. The VFA data is reviewed and updated annually, taking into account further aging of the buildings, pricing changes and any projects undertaken to address deferred maintenance. While government has increased annual funding available to address deferred maintenance through the Routine Capital Program, the university's FCI continues to increase. UVic's current FCI (January 2021) is 44%, with the value of the work required over the next five years

(excluding seismic) estimated at \$581M (excluding housing)². Given the magnitude of these infrastructure needs, and the fact that these values will continue to grow over time, deferred maintenance continues to be a top priority.

With all the above, it is critical that capital planning efforts over the next five years address expansion for academic program requirements (Faculty of Business, renewal requirements to address current pedagogical needs (Fraser and the Library), as well as deferred maintenance in order to continue to address building renewal and seismic projects. As housing costs in the region continue to increase, additional student housing also remains a priority of the university. The capital projects and projects in planning outlined in this document reflect the institutional priorities as articulated in our Indigenous Plan, our Campus Plan, our Strategic Research Plan and our Planning and Budget Framework. All of these plans support the university's overall key strategic priorities as articulated in its strategic framework:

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

In addressing the above goals, the university's Sustainability Action Plan: Campus Operations, provides the following guidance that will inform specific project planning:

- Institutional greenhouse gas emissions reduction of 30%³ by 2021 (achieved) and 40% by 2030;
- Reduce campus electricity consumption intensity by 18%³ by 2021;
- Reduce campus natural gas consumption intensity by 30%³ by 2021; and
- All new building projects and major building additions will provide for a high-performance building envelope and passive design strategies to promote energy efficiency, climate resilience and greenhouse gas emissions reductions.

Capital priorities are further reflected in annual fund raising goals and priorities established by the university as appropriate.

C. PLANNING ASSUMPTIONS

The university experienced significant student growth from early 2000 to 2010. This growth was largely a result of substantial investments by the provincial government to increase post-secondary access in British Columbia. In recent years, the rate of growth has moderated, with domestic student enrolment growing modestly and international student enrolment growing more significantly, though over a

² Student housing has a current 10 year deferred maintenance plan to undertake \$82M in projects. Progress has been made towards this plan. In 2020, 3 buildings with significant deferred maintenance will be removed as part of the Student Housing and Dining Project. As a result a new deferred maintenance plan needs to be developed to prioritize future work.

³ Baseline of 2010

much smaller enrolment base. This growth is not expected to continue and overall, and as part of its Strategic Enrolment Management Plan. Over the next five years, the university is expected to remain about the same size. Enrolment, however, is not distributed uniformly across the university – programs that have felt and will continue to feel the strongest pressure from rising international numbers and domestic shifts and realignments are Engineering and Computer Science, Business, and Economics. These areas of growth reflect student demand, institutional priorities and alignment with provincial government priorities. The capital priorities outlined in this document have been developed to address the academic space pressures resulting from this growth as well as addressing growing deferred maintenance needs.

The university also strives to implement other plans and policies through capital investments in buildings and infrastructure. The Campus Plan sets out the long-term vision for the campus, including complementary goals and guiding principles. Capital projects within this Five-Year Plan are developed within this overall long-term framework. Key objectives include densifying the campus, animating Ring Road and broad support for transit and active transportation. The university's goal is to support sustainable transportation choices that result in 70% of trips to and from campus being made by sustainable modes. In 2019, the university completed a Campus Cycling Plan and Campus Greenway Plan; these plans highlight the need to support investment in active transportation and public realm enhancements in support of the university's strategic priorities to reduced greenhouse gas emissions and to support a dynamic, inclusive and welcoming campus environment.

The university is deeply committed to reconciliation with Indigenous communities. The university's capital projects present opportunities to reflect Indigenous ways of knowing and being through building and landscape design, story-telling and artwork. Capital projects also present pathways to developing a campus environment that contributes toward reconciliation and fosters a campus that supports Indigenous and non-Indigenous peoples in transforming Canadian society in support of future generations.

UVic's Sustainability Action Plan guides sustainability and climate action in campus operations. For new buildings and major additions, the Plan supports innovation and carbon reduction strategies in capital projects including strategies for building electrification and superior envelope efficiency. The university also strives to support the BC Wood First Act in developing new structures utilizing mass timber products from British Columbia.

In support of equitable, diverse and inclusive facilities, the university standards include inclusive washroom facilities in capital projects and to ensure new buildings are accessible to all abilities. This work includes certification of new buildings and additions with the Rick Hansen Foundation Accessibility Certification Program.

D. PROJECT DETAILS

Capital projects fit into three categories: recently completed, currently under construction or in planning. While the focus of the five-year capital plan is projects in planning, the following section also outlines information on recently completed and current projects, in order to provide a comprehensive picture as well as to provide continuity between approved plans.

a) Successfully Completed Projects

During 2020-21 the university completed the new [Student Wellness Centre](#). The new Centre addressed significant space pressures and delivery challenges with respect to the provision of appropriate Health Services for students. The Centre allows the university to provide critical health and wellness services that respond to the overall physical and mental health needs of students. The Centre is located in the former Technology Enterprise Facility (TEF), and creates a wellness hub with its close proximity to CARSA.

The following projects were supported by the Government of British Columbia through their routine capital program, the funding of which has increased to ~\$15M per year, including the university's required contribution of 25%.

The university completed multi-year phased seismic upgrade to the MacLaurin Building D-Wing. The MacLaurin Building is one of the university's oldest structures and required extensive exterior and interior work to stabilize the structure and re-inforce building footings. As part of this project, we were also able to upgrade the buildings ventilation system. The university adopted a phased approach to accommodate the university's academic calendar and maintain partial operations.

b) Projects Currently under Construction

Projects either currently under construction or approved to move to construction are as follows:

i) Student Housing and Dining Project

UVic is a destination university with over 75% of our students coming from outside of Victoria. A comprehensive student housing demand study found an immediate need for, at a minimum, a 600-bed expansion. In 2019 an expansion of 621 net new beds was approved to move to construction. Overall, the Student Housing and Dining Project will provide 783 total spaces for students living off-campus.

This expansion will be achieved through the construction of two new separate buildings. The first building, located along Ring Road, will contain 418 beds and a new dining facility. This location necessitated the removal of the current Margaret Newton and Emily Carr Buildings in June 2020, both of which had significant deferred maintenance. The second building, located on the former Cadboro Commons site, will contain 364 new beds, two new classrooms, Indigenous student support space and institutional conference and meeting space. Construction has been accelerated through the utilization of a temporary modular dining solution installed on Parking Lot B. The first building along Ring Road is expected to be complete in summer 2022, with the second building complete in late spring 2023. The project will be built to Passive House standards which will allow for reduced overall greenhouse gas emissions once the project is complete.

The approved project budget is \$228.8M and is funded from incremental housing and food revenue and a \$5.2M contribution from the Province towards Passive House certification.

ii) National Centre for Indigenous Laws

The National Centre for Indigenous Laws will house UVic's new dual degree program in Common Law and Indigenous Legal Orders (JD/JID), that welcomed its first cohort of students in Fall 2018. This addition to the Fraser Building will serve as a National Centre for critical engagement for research and education in Indigenous laws. This program, funded by the Government of British Columbia for 96 FTE JD/JID students, will have transformational effects in communities across Canada, realizing the Truth and Reconciliation Commission's (TRC) hope that reconciliation will inspire Indigenous and non-Indigenous peoples to transform Canadian society, so that our children and grandchildren can live together in dignity, peace, and prosperity on these lands we now share. This project is a key step towards UVic's goal of being a global leader in creating better opportunities for Indigenous students, entering respectful educational and research partnerships with Indigenous communities, and directly responding to the TRC's Call to Action #50. As well as the addition, the project includes renovations to the Fraser building for office and student gathering spaces. The current budget for the addition is \$27.1M, funded from contributions from the federal and provincial governments of \$9.1M and \$13.0M respectively and a \$5M donation from the Law Foundation of British Columbia. The project is currently experiencing significant cost escalation given the heated construction market. A review of the budget, as well as value engineering work is currently underway.

iii) Addition to the Engineering and Computer Science Building and High Bay Research and Structures Laboratory:

Thanks to significant support from the government, UVic will be welcoming an additional 500 FTE undergraduate students to our Engineering and Computer Science programs by 2022/23. An addition to the Engineering and Computer Science Building (ECSB) and an adjacent High Bay Research and Structures Building will provide the space required to support this expansion and the Civil Engineering program. The addition will provide office, teaching and research space required to mount a world class teaching and research program. The current budget for the addition to the ECSB and the High Bay Laboratory is \$89.6M. AEST will be contributing \$64.8M toward the project with the \$24.8M balance supported by the university and external fundraising. The project is currently in the construction documentation phase and expected to be tendered in January 2022.

iv) Child Care Centre at the Queenswood Campus

In response to the increased demand for child care, the university began to explore options for a new purpose-built child care centre in 2019. Following a comprehensive review of the university's Campus Plan and operational needs, the Queenswood Campus was identified as an ideal site for a new child care centre due to its proximity to the university campus and the opportunity to repurpose an aging and vacant structure on the site. The university will

fund the deconstruction of the former Queenswood Retreat Centre which was built in 1965 and has been vacant since 2010. An area of the existing building will be retained and renovated into a new child care centre to accommodate 37 children ranging in age from 18 months to 5 years. The Child Care BC New Spaces Fund is providing \$1.48M in funding for the renovation with the university funding the balance of project costs.

c) Capital Projects in Planning

This section outlines the priority capital projects for the university for the coming five years. Ministry guidelines classify major capital projects into three categories:

- I. New priority requests, which include new buildings or additions to current buildings;
- II. Whole asset replacement and renewal projects, which are those projects where 50% or more of the asset is renovated; and
- III. Student Housing.

With this categorization, some projects that would be considered major capital by the university given their size (over \$5.0M) are now categorized as Major Maintenance and Rehabilitation (MMR). MMR projects are those projects, with no dollar limit, where the renovation is less than 50% of the asset value. These projects have a separate Ministry funding process from whole asset replacement and renewal, and are therefore not considered part of the five-year capital plan process. In order to provide a complete picture of significant capital priorities on campus, current university priorities with respect to MMR greater than \$5.0M have been included below in their own section.

The following, in priority order, are the major capital projects for the campus:

i. Murray and Anne Fraser Building Interiors Modernization and Seismic Upgrading (category II – whole asset replacement and renewal)

The university is planning for the renewal of the Fraser Building to be completed in conjunction with the construction of the National Centre for Indigenous Laws as it is an addition to the Fraser Building. The project ensures the long-term preservation of a key institutional building and significantly improves life safety through seismic upgrades and life safety systems. Safety improvements include fire safety systems, seismic bracing and electrical substation upcharge. The project will also result in upgrades to HVAC systems which will reduce GHG emissions. It is anticipated that the renewed HVAC equipment will reduce carbon emissions by 231 tCO₂e/yr. Interior improvements are planned to address functional deficiencies and programmatic gaps to better support the Faculty of Law.

Project Funding

The projected budget for the Fraser Renewal is estimated at \$68.8M and is expected to be funded primarily from AEST.

ii. Addition to Business and Economics Building (category I – new priority)

Much like the demand for Computer Science and Engineering, student demand for Business, including entrepreneurship and innovation, has been very strong. UVic's Peter B. Gustavson School of Business has expanded by creating two additional cohorts and expanding its BCom minor program. Similar to Engineering students, Business graduates are in high demand.

This project includes an addition to the current Business and Economics (BEC) Building (on the north side of the building) to provide for additional capacity to address program growth and will provide incremental space for classroom and seminar spaces, academic offices and student support spaces. The preliminary planning for the building expansion indicates that the addition will be ~4,000 gross square metres.

Project Funding

The estimated cost for expansion is approximately \$32.4M. This project addresses one of the space priorities noted above, which includes incremental space for the Faculty of Business. It is expected to be funded through a combination of philanthropic sources, AEST and university funding. Project timing will be dependent upon securing philanthropic and Ministry funding.

iii. Mearns Centre for Learning Interiors Modernization and Seismic Upgrading (category II – whole asset replacement and renewal)

The Mearns Centre for Learning - McPherson Library is one of the oldest buildings on campus. The main library was completed in two phases (1963, 1974) and remains the busiest building on campus with between 1.4 and 2 million annual visits by students, faculty, staff, and community members. The library provides access to core learning and research materials and acts as a central nexus of campus academic life and community. The Mearns Centre for Learning - McPherson Library is a key enabler of innovation in teaching and research, and provides physical and virtual sites that build connections between a diverse range of people within the university as well as with community partners, and is ideally positioned to provide open, engaged, and enduring access to knowledge.

In 2017, the university developed plans to seismically upgrade the structure. In addition to life safety improvements, interior spaces also require renewal to provide innovative and contemporary spaces that facilitate new directions in teaching, research, and community learning. Interior renovations will also improve spaces for university and community engagement, increase graduate student research and study space, and address the needs

of the university art collections. Depending on the availability of funding, these projects could occur simultaneously or be phased in order to minimize disruption to library services.

The renovation of the Mearns Centre for Learning - McPherson Library will transform and elevate the current user experience and extend the on-site services that the library and its campus partners provide to students, faculty, and the community. The programmatic changes to the existing structure will enable the extension of learning and research services that are in heavy demand and provide more opportunities for the types of collaboration and intellectual exploration that often result in innovative solutions to the benefit of society.

Project Funding

The estimated total project cost is \$112.5M. This project addresses significant deferred maintenance and presents an opportunity to support innovation in dynamic learning. It is expected to be funded through a combination of sources including Provincial, Federal and university funding. Project timing and phasing will be dependent upon securing government funding.

iv. Petch Building and Jamie Cassels Centre Farquhar Auditorium Seismic Upgrade (category II – whole asset replacement and renewal)

The Petch Building was completed in 1986 and contains the Department of Biochemistry and Microbiology and the Centre for Biomedical Research. The seismic upgrade project includes interior and exterior re-enforcement of the building structure.

The 1,200 seat Jamie Cassels Centre Farquhar Auditorium is the premiere performing arts space on campus. The facility was completed in 1972 and hosts a variety of campus events including convocation as well as community events such as the Victoria Symphony. This project includes improvements to the structural performance of the roof structure while minimizing impacts on the acoustic qualities of the performance venue.

Project Funding:

This project is estimated at \$32.5M and will be funded through the routine capital funding envelope from the Province and/or another government infrastructure grant program.

Detailed cost estimates for Clearihue and Elliot Lecture Theatres have not yet been completed. These projects are expected to be funded primarily from AEST and will not proceed without this funding.

v. Campus Active Transportation Improvement Program (category II – whole asset replacement and renewal)

The Active Transportation Improvement Program will enhance active transportation infrastructure through the renewal and upgrading of sidewalks, pathways and roads as outlined in the university's Campus Cycling Plan and Campus Greenway. Once implemented, this project will improve pedestrian and cycling access on and through campus by renewing and upgrading 2.1KMs of pathways and 3.5KMs of roadways. Upgraded amenities are a key strategy in achieving our goal of 70% of all trips to campus utilizing transit, cycling, walking or carpooling.

Project Funding

The projected budget for the Active Transportation Improvement Program is estimated at \$19.9M and is expected to be through a combination of Federal, Provincial and university funding.

vi. Student Housing (category III)

The university is committed to achieving a model of on-campus housing that would house a minimum of 25% of full-time graduate & undergraduate enrolment.

Living on campus contributes to institutional goals related to the UVic student experience with areas of focus including successful transition to the university, supportive academic and social programming and fostering a strong sense of belonging in the UVic community. Planning for the next phase of on-campus student housing expansion will continue to help address student demand as well as the acute regional need for increased rental housing. The university is currently constructing 621 net new beds on campus; however, additional housing is needed with a focus on graduate and upper year undergraduate students. In 2020, the Victoria vacancy rate for bachelor, 1 and 2 bedroom rental units was very low, ranging from 2.1-2.5% depending on unit type⁴. Housing availability and affordability within the Victoria area remains a challenge for students. UVic will continue to experience excess demand for on-campus accommodation and is planning for additional student housing to meet this demand. The university is planning for a minimum of 500 new housing beds.

Project Funding

Building type, site selection, and high-level costing will be determined in order to support a future funding strategy.

⁴ CMHC Rental Market Survey 2020 –City of Victoria Zones 1-4

E. PLANNING ACTIVITIES

In order to ensure that institutional infrastructure and future five-year capital plans continue to reflect institutional needs and priorities, each year planning activities are undertaken to inform future capital development and planning. Over the next couple of years such planning activities are expected to include:

a) Academic and Non-Academic Support Needs

The current Five-Year Capital Plan has a number of expansion priorities that address needs within specific faculties to generally address space pressures resulting from student enrolment growth and other academic priorities. As we begin construction on two new major capital projects (Engineering and Law) it is important that planning for future capital requirements is started, as the timeline from project vision to project completion is often significant.

One of the strategies in our Strategic Framework is to promote more collaboration, partnerships and interdisciplinary approaches to scholarship. This goal leads to thinking about and planning for more flexible, multipurpose shared space. Most of the current buildings on campus, however, are discipline-based and have therefore been built to address particular needs. While this approach ensures that infrastructure for specific programs are addressed, current space planning and configurations generally don't support well the above strategy and may not, in some cases, be an efficient allocation of space.

In order to address this strategy we need to consider and plan space differently. In developing the next large expansion, project planning should include broad space type requirements that can be used across faculties and /or departments, and that can be built to provide for future flexibility. Planning should also consider that some of our current buildings were never intended to accommodate many of the current research requirements and trying to renovate to address these needs can be extremely costly. As a result, it may be better to build newer facilities and convert current spaces to other purposes.

In developing capital expansion based on space types, consideration can still be made for how these spaces can support future academic priorities and needs. The current Capital Plan is based on planning undertaken five years ago that analyzed overall space needs. This work indicated that the need was most acute for the Faculties of Engineering, Science, Social Sciences and Business. The current plan provides for additions to support Engineering and Business, and work over the last two years has provided some incremental space in the coming year for Social Sciences and Science. Given this, an updated needs assessment should be undertaken that can inform the overall space type planning process. This work can also consider specific needs such as regulatory requirements related to the storage of the university's art collection, requirements for student common space, and space to support indigenous and other institutional priorities.

b) Net Zero Campus Operations

While the primary purpose of the District Energy Plant project was to replace our aging heating infrastructure, its completion, along with the installation of associated energy transfer station installations, has improved the overall efficiency of our district energy system. The new plant is still powered by natural gas, and natural gas consumption accounts for over 90% of UVic's GHG emissions. In order to contribute to climate solutions, the university needs to explore less carbon-intensive energy sources. This year, in conjunction with the development of a new Climate and Sustainability Action Plan, these energy sources will be explored, including the potential use of bio-solids. While more sustainable energy sources will be explored, it is expected that the district energy plant will continue to play a critical role in heating the campus for the foreseeable future.

c) Future Parking Considerations

With the return of students, faculty and staff to campus, and ongoing capital project construction, parking demand is expected to return to at or near capacity in 2021/2022. The university's Campus Plan identifies locations for additional parking capacity that will be provided in the form of parking structure(s). Parking structures are significantly more costly than surface lots. Requirement for future parking structures will be influenced by growth of the campus as well as use of existing surface parking lots as future development sites. The university continues to monitor parking demand and employ transportation demand management measures accordingly. In 2021, the university completed a Parkade Feasibility Study that provides a recommended parking structure location and parking demand monitoring metrics to inform future capital decision making.

F. SUMMARY

UVic's Five-Year Capital Plan reflects the academic priorities of the university. As demonstrated in our own Planning and Budget Framework, our Institutional Accountability Plan and Report to AEST, our top priorities are to support all students; meet existing and anticipated program demand; and ensure our programs are of the highest quality. In order to support these institutional priorities, capital planning efforts over the next five years will need to address both academic program and student housing space (in progress) pressures through some expansion, as well as deferred maintenance requirements through renewal and seismic projects.

The above plan outlines the projects required or in process to support these important institutional goals. The top priority new projects are an addition to the Business and Economics building, new student housing, a campus building renewal program and a renewal of campus active transportation infrastructure.

APPENDIX 1: Space Inventory Compared to Standards

TABLE 1
UNIVERSITY OF VICTORIA
Summary Comparison of 2020 BC Space Standards and 2020 Space Inventory
For Formula Areas

Space Category Number	Space Category Name	BC Space Standards Formula	Nov 1, 2020 Age Adjusted* Inventory	NASM Surplus	NASM Shortfall	Inventory as a Percentage of BC Standards
1	Classrooms	17,394	15,678		1,716	90.1%
2	Undergraduate Labs	21,842	22,234	392		101.8%
3	Research Labs	24,535	21,424		3,111	87.3%
4	Academic Offices	47,620	34,482		13,138	72.4%
10	Administrative Offices	21,691	18,787		2,904	86.6%
5	Library Stack/Study/Service	20,363	19,379		984	95.2%
6	Recreation/Athletics	12,072	13,413	1,341		111.1%
7, 8, 11-15	Student and Central Services	27,205	21,410		5,795	78.7%
9	Maintenance Space	3,313	4,762	1,449		143.7%
				3,183	27,649	
TOTAL NASM		196,035	171,569		24,466	87.5%

*Inventory adjusted for age by excluding 2 percent of the BC System buildings that are over 45 years old — Huts A, B, E, F, Q, R, V, and Y were excluded from UVic's inventory.

Institutional Planning and Analysis
May 31, 2021

Note: The above referenced table has been developed based on full campus occupancy during the year and does not take into account reduced occupancy as a result of the COVID-19 pandemic.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

September 15, 2021

To: Operations & Facilities Committee

From: Acting Vice-President Finance & Operations

cc: President and Vice-Chancellor

Meeting Date: September 28, 2021

Subject: Information Security Policy IM7800 Revised

Basis for Jurisdiction: Committee Terms of Reference

A handwritten signature in black ink, likely of the Acting Vice-President Finance & Operations.

Strategic Relevance:

Information systems play a critical role in UVic's ability to deliver on its academic mission. It is important that the systems be effective and also that the data within these systems is protected. Cybersecurity is a significant risk that has broad implications, such as financial and reputational impacts, for the university.

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

Recommendation:

THAT the Operations & Facilities Committee recommend to the Board of Governors that the Board of Governors approve the revised policy IM7800 Information Security, effective immediately.

Previous Consultation:

- Board of Governors – May 26, 2015: Information Security Review (#BOG-May26/15-22)
- Audit Committee May 31, 2016: Distributed IT Impact and Risk (#BOG-May31/16-12)
- Audit Committee and Board of Governors January 31, 2017 Cybersecurity Update (#BOG-Jan30/17-28)
- Audit Committee and Board of Governors May 31, 2017 Cybersecurity Update (#BOG-May30/17-30)
- Audit Committee and Board of Governors Sep 26, 2017 Annual Report on Cybersecurity (#BOG-Sept26/17-27)
- Audit Committee and Board of Governors Jan 30, 2018 Annual Report on Cybersecurity (#BOG-Jan30/18-33)
- Audit Committee and Board of Governors Nov 27, 2019 Annual Report on Cybersecurity (#BOG-Nov27/18-08)
- Audit Committee – Sep 15, 2020: Cybersecurity and Information Technology Update (#BOG-Sep29/20-13)
- Audit Committee and Board of Governors Jan 26, 2021: Annual Report on Cybersecurity (#BOG-Jan26/21-10)
- Operations & Facilities Committee and Board of Governors May 26, 2021

Background:

The Information Security Policy (IM7800) and Associated Procedures defines authorities, responsibilities, and accountabilities for information systems and information security. At the May 2021 Operations and Facilities Committee, the Board was provided a draft revised IM7800 policy for initial feedback that was developed based on comprehensive feedback from a cross portfolio stakeholder committee, with external expertise provided by KMPG.

Since May there has been broad consultation with the university community on the policy and associated procedures. Feedback received from this consultation has been incorporated. As well as campus consultation, we engaged external legal counsel, Dolden, Wallace, Folick LLP (Dolden), to also review the policy. No significant revisions were suggested by external counsel.

The major goals of the revisions to this policy are to better align the information security policy to UVic's risk management framework, and to clarify roles and accountabilities for information security, as required to address internal audit recommendations for decentralized IT. The following changes have been made to achieve these goals:

- 1) New *Preamble* and *Purpose* sections that describes the purpose of the policy, defines what information security means, and also links to the university's Risk Appetite Statements. Information security is about managing risk to the confidentiality, integrity, and availability of information; technical controls are only one way to manage these risks.
- 2) Added responsibility for *Risk Owner* to accept significant changes in risk to information systems.
- 3) *Scope* throughout the policy has been expanded to include cloud services.
- 4) *Administrative Authority* has been left intact, but when an administrative authority chooses to offer information systems, they become an *information system owner* and gain additional responsibilities that are now described in the policy. If they do not want these additional responsibilities, such as managing the risk associated with information systems they choose to provide, then they can use institutional information systems instead.
- 5) Added a new statement, 12.00, that states: *Where an Administrative Authority wishes to use or develop a non-institutional information system that will interface or integrate with institutional information systems, permission must first be received from the Vice-President, Finance and Operations, in consultation with the Associate Vice-President & Chief Information Officer. The Vice-President, Finance & Operations will also consult with other executives where needed.*
- 6) Clarified responsibilities of *Providers*.
- 7) Clarified roles of *VPFO, AVP & CIO*, and added *CISO* role responsibilities.
- 8) Amended the *Compliance* section to include individual expectations for compliance and potential repercussions and contractual implications of breaches by third parties.

As well as the above policy changes, the following procedural changes have also been made:

- 1) A new procedure was added regarding cloud services: *Procedures for the Secure Adoption and Operation of Cloud Services*.
- 2) A new procedure was added regarding security threat and risk assessments: *Security Threat and Risk Assessment Procedures*.
- 3) The *Guidelines for the Secure Destruction and Deletion of University Records and Information* were in both this policy and the Record Management Policy. They have been removed from this policy and will remain in the Record Management Policy.
- 4) The language in the procedures was also updated for consistency with the policy changes.

The associated procedures have been included here to provide the Board a comprehensive view of the changes and the policy environment however only the policy requires Board approval. The Vice President Finance & Operations is the procedural authority.

Cybersecurity is one of the top risks at UVic, as it is in most other organizations today because of the potential for significant financial liabilities, significant disruptions to research and teaching, and reputational impacts in the event of an information breach. The revisions to this policy and associated procedures will strengthen our cybersecurity environment.

Attachment(s): Revised Information Security Policy and Associated Procedures
IM7800



**University
of Victoria**

Information Security Policy

University Policy No: IM7800

Classification: Information Management

Approving Authority: Board of Governors

Effective Date: September 2021

Supersedes: July 2018

Last Editorial Change:

Mandated Review: September 2028

Associated Procedures:

[Procedures for Responding to an Information Security Incident](#)

[Procedures for Addressing Security Vulnerabilities of University Electronic Information Resources and Information Systems](#)

[University Information Security Classification Procedures](#)

[Procedures for Responding to the Loss or Theft of a Mobile Computing Device](#)

[Payment Card Acceptance Procedures](#)

[Procedures for the Secure Adoption and Operation of Cloud Services](#)

[Security Threat and Risk Assessment Procedures](#)

Preamble

- 1.00 Information is vital to the University of Victoria (UVic) and is used in every aspect of the university's business. Without timely access to accurate information, the university would be unable to fulfil its responsibilities to internal and external stakeholders. Increasingly, the university is reliant on electronic information and the controls over information systems and devices.
- 2.00 With increasing reliance on electronic information and information systems comes a corresponding requirement for the security of that information. The university must be able to rely on the three key aspects of information security:
 - (a) confidentiality (sensitive information can be accessed only by those authorized to do so);
 - (b) integrity (information is accurate and up-to-date, and has not been deliberately or inadvertently modified from a previously approved version); and
 - (c) availability (information can be accessed when needed and in a timely manner).
- 3.00 The amount and type of risk that the university is ordinarily prepared to take in order to meet its objectives is described in the university's [Risk Appetite Statement\(s\)](#). The university must manage information security according to Risk Appetite and applicable policy. Loss of confidentiality, integrity, or availability of information can result in adverse consequences for the university.

Purpose

- 4.00 This policy, along with associated procedures and standards referenced below, provides guidance on how members of the university community will manage information security in accordance with other university policies, procedures, and standards designed to protect and safeguard information against unauthorized use, disclosure, modification, damage, or loss:
- 1) In accordance with the value and sensitivity of the resource and asset to be protected.
 - 2) As required by the *Freedom of Information and Protection of Privacy Act* and other relevant legislation.
 - 3) At a level congruent with the university's Risk Appetite.

Definitions

- 5.00 For the purposes of policy IM7800, the following definitions apply:

"administrative authority" means individuals with administrative responsibility for Units including but not limited to: Vice-Presidents, Associate Vice-Presidents, Executive Directors, Deans, Chairs, Directors, Chief Information Officer, and other Unit heads.

"information" means any electronic communication or electronic representation (i.e. digitization) of knowledge such as facts, data, or opinions in any medium or form, including textual, numerical, graphic, cartographic, narrative, or audiovisual and includes Records.

"information security" means the protection of information and information systems from unauthorized access, use, disclosure, disruption, modification, or destruction to provide confidentiality, integrity, and availability for the information they contain.

"information security standards" refer to the UVic Information Security Standards published and maintained by University Systems that apply to all UVic information systems; they are designed to protect the confidentiality, integrity, and availability of university information.

"information system" means the technologies, assets, infrastructure, equipment, and facilities owned by, explicitly controlled by, in the custody of the university, or contractually provided by a third-party that access, store, or transmit information (e.g. cloud services providers).

"information system owner" is the Administrative Authority responsible for the overall procurement, development, integration, modification, operation, maintenance, and retirement of an information system.

"institutional information system" means an information system that is provided by University Systems for use by the university community including, but not limited to, systems that provide infrastructure services, such as the campus network and internet connectivity, systems that manage campus reporting, student information, learning management, human resource information, financial information, and systems that

contain primary records of information such as identity and access management systems.

"provider" means technical staff, work units or external service providers/vendors who design, manage, and operate information systems (e.g. project managers, system designers, software developers, business analysts, systems analysts, application administrators, cloud tenant administrators, cloud service providers, network administrators, or system administrators).

"risk owner" means the Vice-President identified to oversee the management of a risk.

"security incident" means a situation where security is known or assumed to have been threatened, including but not limited to: loss of information or records confidentiality, disruption of data or system integrity, or disruption or denial of availability.

"unit" means a group of users linked by a common interest or purpose, including but not limited to: faculties, departments, divisions, schools, offices, and centres.

"university community" means:

- (a) credit and non-credit students, including distance students and continuing education students;
- (b) employees (faculty, librarians, and staff);
- (c) any person holding a university appointment whether or not that person is an employee;
- (d) post-doctoral fellows;
- (e) all persons who are employed under contracts with university faculty members as the employer and who provide research or administrative services directly supporting faculty members' research activities;
- (f) visiting researchers;
- (g) anyone contractually required to abide by university policies;
- (h) anyone volunteering with a university program or activity;
- (i) members of the Board of Governors and Senate;
- (j) separately incorporated organizations operating on campus; and
- (k) anyone who ordinarily resides in campus because of their relationship with the university.

"user" means any member of the university community that uses or accesses information systems

Scope

- 6.00 This policy applies to all users and units. It applies to all UVic information, information systems, activities, and all assets owned, leased, controlled, under the custody of UVic, or contractually provided by a third-party, that are used by any user.
- 7.00 This policy also applies to information sharing arrangements with external parties. External service providers or parties must be bound by the relevant information-handling

aspects of this policy and associated procedures (e.g. Information Security Classification).

Policy

Statements of Intent

- 8.00 Protecting the university's electronic information, information systems and infrastructure is a responsibility shared by all members of the university community.
- 9.00 Information and information systems will be adequately protected throughout their lifecycles according to their Information Security Classification and level of acceptable risk.
- 10.00 Risks for information systems will be minimized. Significant new risks or changes to risk in information systems must be accepted by an appropriate Risk Owner.
- 11.00 To optimize system security, administrative efficacy, and best use of available university resources, it is expected that units will preferentially use institutional information systems, where available.
- 12.00 Where an Administrative Authority wishes to use or develop a non-institutional information system they must ensure it handles information in a manner that is compliant with all applicable legislation and policies, including IM7800 and GV0235, in consultation with the Procedural Officer(s) for the applicable policies.
- 13.00 Where an Administrative Authority wishes to use or develop a non-institutional information system that will interface or integrate with institutional information systems, permission must first be received from the Vice-President, Finance and Operations, in consultation with the Associate Vice-President & Chief Information Officer. The Vice-President, Finance & Operations will also consult with other executives where needed.
- 14.00 Users are expected to follow this information security policy, associated procedures and standards.

Roles and Responsibilities

Users

- 15.00 Users must:
 - (a) use information and information systems in a manner that protects information in accordance with UVic policy, and associated procedures, and relevant standards;
 - (b) agree to the policy on Acceptable Use of Electronic Information Resources (IM7200) to obtain credentials to access information systems and to continue to abide by this policy when accessing information systems;

- (c) report security incidents and violations of this policy to the Information Security Office.

Providers

16.00 Providers are responsible for developing and maintaining security controls for systems within their responsibilities in accordance to university policies, procedures and standards. Providers must:

- a) analyze threats, risks and adequacy of security controls in order to provide recommendations to Administrative Authorities;
- b) communicate changes in security risk to Administrative Authorities;
- c) at minimum follow the university information security standards, or exceed them consistent with the level of acceptable risk established by Administrative Authorities;
- d) implement and document user access and privileged account controls including authorizing, renewing, retiring, and revoking access in a timely manner;
- e) provide training and system documentation to users and appropriate University Systems personnel;
- f) establish and test contingency plans, data back-ups, and recovery processes;
- g) report security incidents to Administrative Authorities and the Information Security Office immediately upon discovery;
- h) assist in the investigation and resolution of security incidents in a timely manner, preserving evidence where required; and
- i) provide training and information necessary to support this policy.

Administrative Authorities

17.00 Administrative Authorities are responsible for the security of information and information systems within their unit. In some cases, they may also be defined as the information systems owner. Administrative Authorities must:

- (a) identify and communicate the purpose and provider(s) of the information systems within their responsibilities to University Systems;
- (b) ensure that providers develop and maintain security controls;
- (c) ensure that providers fulfill their responsibilities under this policy;
- (d) ensure that information is protected according to its University Information Security Classification and information security standards;
- (e) ensure that security incidents are identified and resolved for the systems they manage;
- (f) manage unit-specific information security risks in accordance with the university's risk management policies; and
- (g) work with University Systems and Risk Owners to communicate and manage changes in risk.

Associate Vice-President University Systems and Chief Information Officer

18.00 The Associate Vice-President University Systems and Chief Information Officer (AVP & CIO) oversees the security of information systems for the university. The role of AVP & CIO will:

- (a) coordinate the implementation, administration, and support of this policy;
- (b) provide policies, procedures and standards;
- (c) act as the Administrative Authority for institutional information systems;
- (d) provide direction on compliance with the policy to university leaders and Administrative Authorities;
- (e) manage cross-institutional information security risks in accordance with the university's risk management policies; and
- (f) responsible for the investigation of security incidents and violations of this policy, including providing guidance and direction to Administrative Authorities and Providers during security incidents.

Chief Information Security Officer and Information Security Office

19.00 Under the direction of the CIO, the Chief Information Security Officer (CISO) leads the Information Security Office to coordinate and manage the information security program for the university. The role of CISO will:

- (a) establish and maintain security objectives, strategies, and plans for the information security program;
- (b) develop information security policy, procedures, standards and guidelines;
- (c) create awareness about the university community's responsibilities within this policy;
- (d) monitor for, initiate, assess, and respond to information security threats, risks, and exposures;
- (e) support Administrative Authorities to establish acceptable levels of information security risk; and
- (f) provide advice and direction to Providers in developing and maintaining security controls for information systems.

General Counsel, Chief Privacy Officer, University Secretary, and University Archivist

20.00 The General Counsel, Chief Privacy Officer and the University Secretary, in conjunction with the University Archivist, will:

- (a) create awareness across the university community about members' responsibilities within this policy; and
- (b) establish processes for compliance with information security policy, procedures and university information security standards through the Records Management and Protection of Privacy policies and procedures.

21.00 *Vice-President Finance and Operations*

The Vice-President Finance and Operations is responsible to oversee and enforce this policy. This authority is delegated from the Board of Governors.

Board of Governors

22.00 The Board is the authority and approval body for the university's Information Security Policy. The Board also plays a role to ensure that information security retains an appropriate focus within the organization.

Compliance

- 23.00 Non-compliance of this policy and its associated procedures will be reported to the Information Security Office. Users who have breached this policy, other university policies or laws may face repercussions, including loss of access to institutional information systems, and discipline, in accordance with the relevant collective agreement and/or university policies and procedures.
- 24.00 The university reserves the right to rescind access to institutional information systems where necessary to protect the security of institutional information systems or to avoid further breach of a university policy or law, on an interim basis without advance notice to the user. Users whose access has been rescinded will be informed at the earliest practical opportunity of the reasons for that action.
- 25.00 Breaches by third parties, such as service providers and vendors, may be considered cause for the termination of the contractual arrangement with the university.
- 26.00 Where suspected violations of this policy involve personal information, as defined in the *Freedom of Information and Protection of Privacy Act*, the Chief Privacy Officer will be informed and asked to review and recommend appropriate action.

Review

- 27.00 This policy, and any subsequent recommended changes to this policy, must be approved by the Board of Governors. The Board (or a delegated authority) will review this policy for ongoing appropriateness.

Authorities and Officers

- 28.00 The authorities and officers for this policy are:
- i. Approving Authority: Board of Governors
 - ii. Designated Executive Officer: Vice-President Finance and Operations
 - iii. Procedural Authorities: *Refer to individual procedures*
 - iv. Procedural Officers: *Refer to individual procedures*

Relevant Legislation

[*Freedom of Information and Protection of Privacy Act*, RSBC 1996 c 165](#)

Related Policies and Documents

Associated Procedures:

- Procedures for Responding to an Information Security Incident
- Procedures for Addressing Security Vulnerabilities of University Electronic Information Resources and Information Systems
- University Information Security Classification Procedures
- Procedures for Responding to the Loss or Theft of a Mobile Computing Device
- Payment Card Acceptance Procedures
- Procedures for the Secure Adoption and Operation of Cloud Services
- Security Threat and Risk Assessment Procedures

[Acceptable Use of Electronic Information Resources Policy \(IM7200\)](#)
[Directory of Records](#)

[Enterprise Risk Management Policy \(GV0225\)](#)

[Information Security Standards](#)

[Key and Access Card Control Policy \(BP3125\)](#)

[Protection of Privacy Policy \(GV0235\)](#)

[Purchasing Policy \(FM5105\)](#)

[Records Management Policy \(IM7700\)](#)

[Technical Approval Process](#)



Procedures for Responding to an Information Security Incident

Procedural Authority: Vice-President, Finance and Operations

Procedural Officers: Chief Information Officer, General Counsel, Chief Information Security Officer

Parent Policy: [Information Security Policy](#) (IM7800)

Effective Date: September 2021

Supersedes: December 2010

Last Editorial Change:

Purpose

- 1.00 The purpose of this document is to set out response procedures to be followed when an information security incident occurs at the university.

Definitions

- 2.00 The definitions contained within the university's Information Security and Protection of Privacy policies apply to these procedures.

Examples of security incidents include, but are not limited to:

- Unauthorized use of your username and password to access university information systems, e.g. impersonating you in emails to others, downloading student information from the student information system, changing student grades or marks in the learning management system.
- Installation of unwanted or disruptive software on university computing devices, e.g. software that encrypts files and demands a ransom.
- Defacement of a public university website, or unauthorized alteration of publicly posted information.
- Disruption of access to university information systems, e.g. denial of service attack against a university online resource.

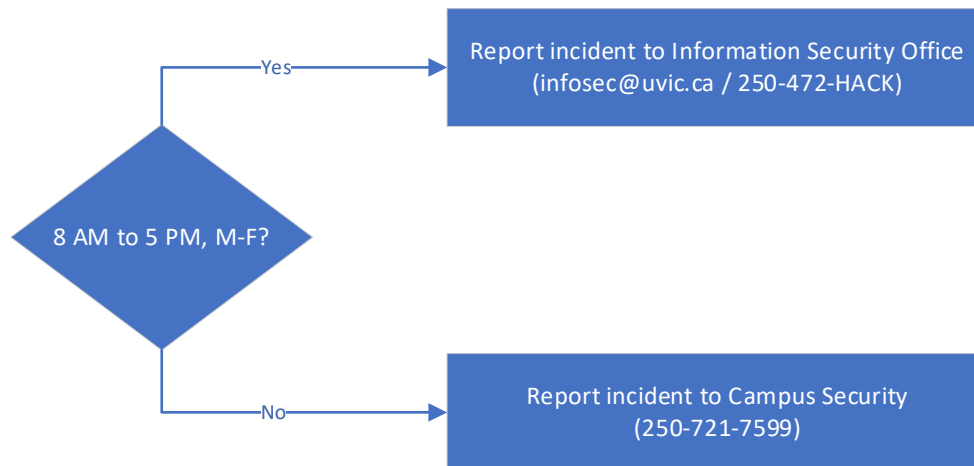
Procedures

- 3.00 There are several stages of activity when responding to an information security incident: identification and reporting, containment, eradication, recovery, follow-up, and correction. While the stages are listed sequentially, activities from various stages may overlap depending on the nature of the incident.
- 4.00 It is essential to respond to information security incidents in a timely manner. This can make the difference between a major and minor incident and whether or not there is a data breach. Wherever possible, response personnel will be empowered to act quickly to reduce the impact of information security incidents.
- 5.00 Incidents may occur in any unit at the university. Regardless of where an incident occurs, the Information Security Office is responsible for coordinating the response and

providers and administrative authorities are expected to follow the direction of the Information Security Office.

- 5.01 External incident response vendors may be engaged by General Counsel as required; the Information Security Office will coordinate these resources as well.

Identification and Reporting



- 6.00 Any member of the university community, as well as external third parties, may report information security incidents.
- 6.01 Information security incidents must be immediately reported to the university's Information Security Office:
- a) Incidents reported to the Computer Help Desk or Desktop Support Services will be internally escalated to the Information Security Office.
 - b) Report incidents directly to the Information Security Office via email to infosec@uvic.ca or voicemail to 250-472-HACK (4225).
 - c) Outside of 8 AM to 5 PM on weekdays when the university is open, contact Campus Security via their 24-hour number: 250-721-7599.
- 6.02 The Information Security Office may request additional information in order to effectively respond; this information must be provided as quickly as possible.
- 7.00 The Information Security Office will conduct an initial assessment in order to determine the severity of the information security incident. An incident's severity will determine future actions surrounding the incident, including notification requirements or the necessity to assemble a response team or activate the university's Emergency Operations Centre (EOC).

The incident's severity will be determined based on factors such as the:

- (a) sensitivity and criticality of the information or information systems involved;

- (b) operational impact on the university or a unit;
- (c) magnitude of the service disruption;
- (d) threat potential;
- (e) expanse or scope of the incident;
- (f) impact to the university's reputation; or
- (g) other adverse impacts on the university, individuals, or third-parties.

The severity of an incident may not be initially apparent and so actions may change at any point during the response as new information is learned.

8.00 Where and when it appears to the Chief Information Security Officer that there has been a significant information security incident, the Chief Information Security Officer will inform the Associate Vice-President University Systems & Chief Information Officer and General Counsel.

8.01 The Chief Information Officer will inform the requisite administrative authority (or designate) of the information security incident and may notify the Vice-President Finance and Operations as appropriate.

8.02 Where the information security incident does or may involve the unauthorized disclosure of personal information, the Chief Information Security Officer will inform the Chief Privacy Officer.

8.03 General Counsel will determine if external legal counsel/breach coach is required and provide direction regarding the creation and handling of legal advice related to the incident, including any reports created.

8.04 General Counsel will facilitate the use of external incident response vendors as required.

9.00 The Chief Information Security Officer may, if warranted, assemble a response team that includes the following individuals (or their designates):

- (a) the Chief Information Security Officer
- (b) the Manager, Information Security Office;
- (c) the Associate Vice-President University Systems & Chief Information Officer; and
- (d) the administrative authority responsible for the information or information systems involved.

Based on the nature of the incident, regardless of severity, the response team may also include the following individuals (or their designates):

- (a) Chief Privacy Officer;
- (b) Associate Vice-President Human Resources;
- (c) General Counsel;
- (d) Associate Vice-President Faculty Relations and Academic Administration;
- (e) Executive Director, University Communications + Marketing;
- (f) Director, Campus Security;
- (g) Manager, Emergency Planning;
- (h) Manager, Risk, Insurance & Continuity Planning;

- (i) Manager, Computer Help Desk;
- (j) other administrative authorities; and/or
- (k) other subject matter experts.

The above individuals may be notified of the incident before their active participation is required on the response team.

- 10.00 For a major information security incident that may potentially disrupt the university's programs and activities, the Associate Vice-President University Systems & Chief Information Officer and General Counsel will consult the Director, Campus Security regarding the activation of the EOC.
- 11.00 For a major information security incident that may necessitate insurance claims or reporting, the Chief Information Security Officer will inform the Manager, Risk, Insurance & Continuity Planning.

Containment

- 12.00 The Chief Information Security Officer (or designate), with the cooperation of the administrative authority and/or provider responsible for the information resource, will take steps to require that requisite unit(s) makes reasonable efforts to contain the incident by, for example:
 - (a) stopping the unauthorized practice;
 - (b) recovering the information or records that were improperly collected, used, disclosed, or disposed of;
 - (c) shutting down affected systems;
 - (d) revoking access;
 - (e) changing computer access codes;
 - (f) blocking network access; or
 - (g) correcting weaknesses in physical security.
- 13.00 Where a unit is not able to take the steps recommended, a request will be submitted to the Associate Vice-President University Systems & Chief Information Officer to approve further investigation and action.
 - 13.01 In instances where the Chief Information Security Officer (or designate) assesses that the incident is significant, and time is of the essence, the Chief Information Security Officer (or designate) may implement temporary security measures in order to mitigate any risks related to the incident until the incident has been addressed. In certain cases, such temporary security measures may be implemented prior to notifying the administrative authority or provider in the affected unit(s) in order to mitigate risks associated with the incident. In cases where action will impair the ability of the unit or person to fulfill their responsibilities, the approval of the Associate Vice-President & Chief Information Officer will be required before taking this step.

Eradication

- 14.00 After an information security incident has been contained, the administrative authority or provider responsible for the information or information systems involved will take action to eliminate the problem or mitigate vulnerabilities that may allow a reoccurrence of the incident and provide timely and regular reporting of their actions to the Information Security Office.

Recovery

- 15.00 After an information security incident has been eradicated, the administrative authority or provider responsible for the information and information systems involved will attempt to fully-restore the information systems by, for example:

- (a) restoring information or information systems from backups;
- (b) validating that the information is complete and accurate or that an information system is operating correctly; or
- (c) performing additional monitoring.

Follow-up and Correction

- 16.00 Once action has been taken to mitigate the risks associated with the incident, upon the recommendation of the response team (where formed), the Chief Information Security Officer will determine whether further investigation of the incident is necessary. The response team will conduct any further investigation.

- 17.00 Once all investigations are complete, the response team will provide a report of the incident to the appropriate administrative authorities which may include:

- (a) a summary of the incident;
- (b) corrective actions taken;
- (c) recommendations made for additional safeguards;
- (d) follow-up actions required; and
- (e) lessons learned.

Related Policies and Documents

Information Security Policy (IM7800)

- [Procedures for Responding to an Information Security Incident](#)
- [Procedures for Responding to the Loss or Theft of a Computing or Storage Device](#)
- [Payment Card Acceptance Procedures](#)
- [University Information Security Classification Procedures](#)
- [Procedures for Addressing Security Vulnerabilities of University Information Resources and Information Systems](#)
- [Procedures for the Secure Adoption and Operation of Cloud Services](#)
- [Security Threat and Risk Assessment Procedures](#)

Protection of Privacy Policy (GV0235)

- Procedures for Responding to a Privacy Incident or Breach
- Procedures for the Management of University Surveillance Systems
- Procedures for the Disclosure of Student Personal Information in Emergency or Compelling Circumstances
- Procedures for the Management of Personal Information
- University Information Security Classification Procedures
- Procedures for Responding to the Loss or Theft of a Mobile Computing Device

[Records Management Policy \(IM7700\)](#)

- Procedures for Access to and Correction of Information
 - Procedures for the Management of University Records
 - Guidelines for the Secure Destruction and Deletion of University Records and Information
-



University
of Victoria

Procedures for Addressing Security Vulnerabilities of Electronic University Information and Information Systems

Procedural Authority: Vice-President Finance and
Operations

Effective Date: September 2021

Procedural Officers: Chief Information Officer, General
Counsel, Chief Information Security Officer

Supersedes: June 2017

Parent Policy: [Information Security Policy \(IM7800\)](#)

Last Editorial Change:

Purpose

- 1.00 The purpose of these procedures is to help prevent security incidents by setting out a process to identify and mitigate potential vulnerabilities that may threaten electronic university information or information systems' security.

Definitions

- 2.00 The definitions contained within the university's Information Security policy (IM7800) apply to these procedures.

"vulnerability" means an identified security weakness in university information or an information system that could lead to a security incident.

Procedures

Prevention

- 3.00 In accordance with the university's [Information Security Standards](#), providers are responsible for monitoring for vulnerabilities using vendor notifications or industry publications and addressing them within the specified time frames in accordance with their identified criticality. If patches are available, they must be applied within the specific time frame; if patches are not available, risk mitigation workarounds must be applied instead.
- 3.01 University Systems or the Information Security Office may also share vulnerability information and directions regarding remediation and providers are expected to follow these directions.

Vulnerability Identification and Reporting

- 4.00 In accordance with the Information Security policy (IM7800), the university monitors its network and connected information systems for potential security exposures and takes pre-emptive action to prevent security incidents before such incidents occur. This includes conducting assessments of electronic information and information systems to identify potential vulnerabilities that may threaten such resources. The monitoring or assessment may unintentionally reveal personal information.
- 4.01 Potential vulnerabilities may be:

- (a) recognized by the Information Security Office as part of regular network and information system monitoring, assessment, or maintenance;
- (b) communicated by a vendor or trusted third party;
- (c) reported to the Information Security Office when a provider, administrative authority (or designate), or other individual becomes aware of a vulnerability;
- (d) reported as part of the Information Security Office's Vulnerability Disclosure process:
<https://www.uvic.ca/systems/support/informationsecurity/vulnerabilitydisclosure/index.php>

Preliminary Assessment

5.00 Where the Information Security Office becomes aware of a vulnerability to information or in an information system, the Information Security Office will conduct an initial assessment to determine the potential impact of the vulnerability.

5.01 The potential impact of the vulnerability will be assessed based on factors including but not limited to the:

- (a) sensitivity and criticality of the information or information systems involved;
- (b) likelihood of the vulnerability causing a security incident;
- (c) operational impact to the university or a unit;
- (d) operational impact on other information or information systems;
- (e) threat potential; and
- (f) other potential impacts on the university, individuals, or third parties.

Notification and Implementation of Corrective Actions

6.00 Where the Information Security Office reasonably believes that a vulnerability threatens university information or an information system, the Information Security Office will create a report with recommendations detailing actions and timelines required for addressing the vulnerability and will provide the report to the Administrative Authority responsible for the Unit and/or Provider of the vulnerable system(s) and to the Chief Information Security Officer.

6.01 The Administrative Authority or Provider of the vulnerable system(s) is responsible for reporting its response to and implementation of the recommended actions (or reasonable alternate actions) to the Chief Information Security Officer and the Information Security Office.

- i. Failure to acknowledge receipt of the report and submit an acceptable response plan may lead to escalation up to and including the Vice-President responsible for the unit.

6.02 In instances where the Chief Information Security Officer (or designate) assesses that the vulnerability is significant, and time is of the essence, the Chief Information Security Officer (or designate) may implement temporary security measures in order to mitigate any risks related to the vulnerability until the vulnerability has been addressed. In certain cases, such temporary security measures may be implemented prior to notifying the Administrative Authority or Provider of the vulnerable system(s) in order to mitigate risks associated with the

vulnerability. In cases where action will impair the ability of the unit or person to fulfill their responsibilities, the approval of the Chief Information Officer will be required before taking this step.

- 7.00 Where the Chief Information Security Officer (or designate) assesses that the vulnerability is significant and remediation actions taken by the Administrative Authority or Provider are not commencing in a timely or appropriate manner, the Chief Information Security Officer (or designate) may take temporary security measures to mitigate any risks until the vulnerability has been addressed. Such measures may include but are not limited to: temporarily shutting down affected systems, or blocking or revoking access.

Follow-up and Correction

- 8.00 Once action has been taken to mitigate the risks associated with the vulnerability, the Chief Information Security Officer (or designate) will determine whether further investigation or monitoring of the vulnerability is necessary, and will provide a report to the Administrative Authority and/or Provider of the vulnerable system(s).

Related Policies and Documents

[Information Security Policy \(IM7800\)](#)

- [Procedures for Responding to an Information Security Incident](#)
- [Procedures for Responding to the Loss or Theft of a Mobile Computing or Storage Device](#)

[Protection of Privacy Policy \(GV0235\)](#)

- Procedures for Responding to a Privacy Incident or Breach

[Records Management Policy \(IM7700\)](#)

- Procedures for the Management of University Records
 - Guidelines for the Secure Destruction and Deletion of University Records and Information
-



University Information Security Classification Procedures

Procedural Authority: Vice-President Finance and Operations

Procedural Officers: Chief Information Officer, Chief Privacy Officer, General Counsel, Chief Information Security Officer

Parent Policies: [Information Security Policy \(IM7800\)](#)
[Protection of Privacy Policy \(GV0235\)](#)

Effective Date: September 2021

Supersedes: January 2015

Last Editorial Change:

Purpose

- 1.00 The purpose of these procedures is to set out the minimum standards necessary for classifying various types of university information resources so that reasonable security arrangements can be applied to such information.

Definitions

- 2.00 The definitions contained within the university's Information Security ([IM7800](#)) and Protection of Privacy ([GV0235](#)) policies apply to these procedures:

Note: Refer to the Procedures for the Management of University Records and the Directory of Records for information on the functional classification of university records. Refer to the Procedures for the Access to and Correction of Personal Information for information regarding freedom of information access requests.

See section 8.00 for definitions of security classification levels.

Procedures

Assigning an Information Security Classification Level

- 3.00 Information resources must be assigned a security classification by the Administrative Authority at the level appropriate for that resource, in accordance with the classification levels set out in section 8.00.
- 3.01 The security classification level of the information resource establishes the extent and type of security arrangements that must be implemented in order to protect the information resource.
- 3.02 Prior to assigning a security classification level, units must be aware of relevant legislative requirements and regulatory obligations, and relevant university policies, procedures, and standards. Units may also refer to industry standards and best practices for further direction where applicable if they meet or exceed university standards.

- 4.00 Administrative authorities must classify and manage the information resources for which they are responsible based on a reasonable understanding of the overall value of the information resource. Where appropriate, administrative authorities should collaborate with providers and University Archives to classify and manage the information resources for which they are responsible.
- 5.00 Administrative authorities must require that users in their units manage information resources according to the assigned security classification.
- 6.00 Security classification levels are applied to broad information types or categories, rather than individual records.
- 7.00 Where it is unclear which security classification level is most appropriate or when dealing with large volumes of information, units should employ the highest appropriate classification level.
 - 7.01 Where an information system or record contains information that is classified as public and information classified at a higher level, the combined information must be managed at the higher confidentiality level.
 - 7.02 In deciding which security classification level is most appropriate, units will take into account the volume of information and should consider employing a higher classification level for large volumes of information. An increase in risk due to volume may necessitate using a higher security classification level.

Information Classification Levels

8.00 University information resources are classified according to the classification levels in the following chart.

	Highly Confidential	Confidential	Internal	Public
Definition	Information resource is so sensitive or critical that it is entitled to extraordinary protections, as defined in section 9.00.	Information resource is considered to be highly sensitive business or personal information, or a critical system. It is intended for a very specific use and may not be disclosed except to those who have explicit authorization to review such information, even within a workgroup or unit.	Information that is intended for use within the university or within a specific workgroup, unit or group of individuals with a legitimate need-to-know. Internal information is not approved for general circulation outside the workgroup or unit.	Information that has been approved for distribution to the public by the information owner or administrative authority or through some other valid authority such as legislation or policy.
Legal Requirement	Protection of information where it is required by law or regulation (e.g. FIPPA or PCI-DSS), or as determined by contractual obligation.	The university has a contractual or legal obligation to protect the information.	The university has a contractual obligation to protect the information.	Information may be mandated by legislation (e.g. FIPPA) to be public information.
Reputational Risk	Critical loss of trust/credibility. Significant media attention. Business unit will be subject to special training and processes.	Significant loss of trust/credibility. Guaranteed to generate media attention and increased scrutiny.	Potential for lost trust/credibility, and financial liability for breach of contract. May generate some media attention and result in increased scrutiny.	No impact on reputation.
Operational Risk	Risk will render the business unit unable to achieve its overall objectives or mandate.	Significant impact on business unit's ability to achieve its objectives.	Moderately impacts business unit's ability to achieve its objectives.	Little or no impact on the business unit's ability to achieve its objectives.
Financial Risk	Major revenue loss, or impact on business unit budget, including research funding, or fines.	Significant revenue loss, or impact on business unit budget, including research funding, or fines.	Moderate negative financial impact for the business unit.	Impact is within normal operating budget margin fluctuations.

Disclosure Risk	Highly adverse negative impact on the university, individuals, or affiliates, including identity theft.	Moderately adverse negative impact on the university, individuals, or affiliates, including identity theft.	Possible adverse impact on the university, individuals, or affiliates.	Disclosure of public information requires no further authorization and may be freely disseminated without potential harm to the university or its affiliates.
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8.01 **Prohibited Information:** In addition to the above classification levels, certain information may be deemed by industry regulations, legislation, or other mechanism to be prohibited. Such information may not be collected or stored by the university in any form.

Security Arrangements for Classification

9.00 After an information security classification has been applied, reasonable security arrangements are required that correspond to the assigned classification level. The following table sets out appropriate safeguards for each level of information.

	Highly Confidential	Confidential	Internal	Public
Access	<ul style="list-style-type: none"> Access is limited to specific named individuals or positions. Principles of least-privilege and need-to-know must be applied Access must be revoked immediately when users leave the university or the custodial unit. 	<ul style="list-style-type: none"> Access is limited to individuals in a specific function, group, or role. Principles of least-privilege and need-to-know must be applied Access must be revoked as soon as reasonably possible when users leave the university or the custodial unit. 	<ul style="list-style-type: none"> Access is limited to employees and other authorized users for business-related purposes. Access must be revoked as soon as reasonably possible when users leave the university or the custodial unit. 	<ul style="list-style-type: none"> No access restrictions
Transmission	<ul style="list-style-type: none"> Encryption required for all networks (e.g. wireless, Internet, and internal networks). Avoid emailing if at all possible use secure file sharing methods instead (e.g. departmental shared drive, UVic SharePoint site, UVic Teams site); if email is unavoidable, must use uvic.ca email system and put 	<ul style="list-style-type: none"> Encryption required for public networks (e.g. wireless, Internet). Encryption strongly recommended on trusted, internal networks. If emailing, must use uvic.ca email system and put data inside password protected email attachments. 	<ul style="list-style-type: none"> Encryption strongly recommended on public networks (e.g. wireless, Internet). If emailing, must use uvic.ca email system. 	<ul style="list-style-type: none"> No special handling required.

	<p>data inside password protected email attachments, share the password via a secure secondary channel (e.g. phone call).</p> <ul style="list-style-type: none"> • Double envelope mailings for hardcopy records. 	<ul style="list-style-type: none"> • If emailing, must use uvic.ca email system and password protect attachments, share the password via a secure secondary channel (e.g. phone call). • Clearly marked "confidential" on sealed mailings. 		
Storage	<ul style="list-style-type: none"> • Stored within a controlled-access system (e.g., password protected file or file system, locked file cabinet, alarmed area). Additional controls implemented as necessary to comply with relevant legislation or other requirements. • Encryption mandatory in all environments. • Implement "clean desk" policy. 	<ul style="list-style-type: none"> • Stored within a controlled-access system (e.g., password protected file or file system, locked file cabinet, alarmed area). • Encryption mandatory on mobile devices and workstations, and strongly-recommended in all environments. • Implement "clean desk" policy. 	<ul style="list-style-type: none"> • Stored within a controlled-access system (e.g., password protected file or file system, locked file cabinet). • Encryption strongly recommended in all environments. 	<ul style="list-style-type: none"> • Stored within a system that ensures only authorized personnel can alter the information.
Destruction	<ul style="list-style-type: none"> • Shredded or securely erased in accordance with the university's Guidelines for the Secure Destruction of Information 	<ul style="list-style-type: none"> • Shredded or securely erased in accordance with the university's Guidelines for the Secure Destruction of Information 	<ul style="list-style-type: none"> • Shredded or erased in accordance with the university's Guidelines for the Secure Destruction of Information 	<ul style="list-style-type: none"> • Recycle

Relevant Legislation

[*Freedom of Information and Protection of Privacy Act, RSBC 1996 c 165*](#)

Related Policies and Documents

[Information Security Policy \(IM7800\)](#)

[Procedures for Responding to an Information Security Incident](#)

[Protection of Privacy Policy \(GV0235\)](#)

[Procedures for Responding to a Privacy Incident or Privacy Breach](#)

[Procedures for the Management of Personal Information](#)

[Procedures for the Management of University Surveillance Systems](#)

[Records Management Policy \(IM7700\)](#)

[Procedures for the Access to and Correction of Information](#)

[Procedures for the Management of University Records](#)

[Guidelines for the Secure Destruction and Deletion of University Records and Information](#)

[Acceptable Use of Electronic Information Resources \(IM7200\)](#)

Appendix A: Information Classification Requirements

The following chart provides examples of the types of information and their required security classification.

	Information
Public	<ul style="list-style-type: none"> • Annual reports • Advertising and media releases • Product and service information • Employee directory listings • Academic calendar • Published research presentations or papers • Job postings • Training manuals • Open-session Board and Senate minutes • Name of degree, diploma, and certificate recipients • Campus maps
Internal	<ul style="list-style-type: none"> • Budget information • Personal pager or cell phone numbers • Select unit procedures • Student number (V-number) • Student grades (including test scores, assignments, and class grades) • Employee V-number
Confidential	<p><i>Enrolled and Prospective Student Data</i></p> <ul style="list-style-type: none"> • Social Insurance Number • Driver's Licence Number • Student financials (bank accounts, wire transfers, payment history, financial aid/grants) • Biometric identifiers, including finger and voice prints, and full face images • Personal vehicle information (serial numbers, licence plate number) • Access device numbers (ISO number, building access code, keys, etc.) • Reference letters • Information protected by non-disclosure agreements • Any other unique identifying number, characteristic, or codes • Payment guarantor's and beneficiary information • Student contact or class lists • Enrolment status of an individual • Biometric identifiers, including finger, face, and voice prints, and full face images <p><i>Employee Information</i></p> <ul style="list-style-type: none"> • Social Insurance Number • Personnel files • Personal vehicle information (serial numbers, licence plate number)

	<ul style="list-style-type: none"> • Accounting information (tax records, employee payroll, staff loans, etc.) • Access device numbers (ISO number, building access code, keys, etc.) • Biometric identifiers, including finger, face, and voice prints, and full face images • Information protected by non-disclosure agreements • Personal financial information, including non-UVic income level and sources • Insurance benefit, payment guarantor's, and beneficiary information • Pension records • Employee demographic information • Any other unique identifying number, characteristic, or code • Home/personal address, phone number, cell number, email address <p><i>Donor/Alumni Information</i></p> <ul style="list-style-type: none"> • Donor's name • Social Insurance Number • Personal financial information • Donor profile (personal & family history) • Bank account numbers, amount donated • Telephone/fax numbers, email address • Information protected by non-disclosure agreements • Any other unique identifying number, characteristic, or code <p><i>Research Information</i></p> <ul style="list-style-type: none"> • Research information (Granting Agency Agreements, other IRB Governance) • Sensitive research data <p><i>Business/Vendor Data</i></p> <ul style="list-style-type: none"> • Contract information (between UVic and a third party) • Access device numbers (building access code, etc.) • Biometric identifiers • Certificate/licence numbers, device IDs and serial numbers, email, URLs, IP addresses <p><i>Other Institutional Data</i></p> <ul style="list-style-type: none"> • Confidential information in contracts • Physical plant detail • Critical infrastructure detail • User account passwords
Highly-Confidential	<ul style="list-style-type: none"> • Legal suits • Closed or <i>in camera</i> Board of Governors or Senate documents • Academic concessions • Appeals and grievances • Criminal records checks • Health, disability, or counselling information • Harassment and discrimination reports

	<ul style="list-style-type: none"> • Authentication credentials • Personally identifiable research information
Prohibited	<i>Credit Card Data / Payment Card Industry Data Security Standard (PCI DSS)</i> <i>(when taken as part of a financial transaction)</i> <ul style="list-style-type: none"> • Service code • ISO number • CVC2, CVV2, or CID value • PIN or PIN block • Contents of a credit card's magnetic stripe (specifically "Track 2" data)

DRAFT

Procedures for Responding to the Loss or Theft of a Computing or Storage Device

Procedural Authorities: Vice-President Finance and Operations; General Counsel

Procedural Officer: Chief Information Officer; Chief Privacy Officer; Chief Information Security Officer

Parent Policies: [Information Security Policy \(IM7800\)](#)
[Protection of Privacy Policy \(GV0235\)](#)
[Records Management Policy \(IM7700\)](#)

Effective Date: September 2021

Supersedes: December 2010

Last Editorial Change:

Purpose

- 1.00 The purpose of this document is to set out response procedures in the event of the loss or theft of a university computing or storage device in order to protect the information contained on the device or storage.

Definitions

- 2.00 The definitions contained within the university's Protection of Privacy ([GV0235](#)) and Information Security ([IM7800](#)) policies apply to these procedures.

"computing device" means any device that provides computing or information storage and retrieval including but not limited to: computers, tablets, smart phones, and media including flash drives, compact disks (CD), digital video disks (DVD), and portable hard drives.

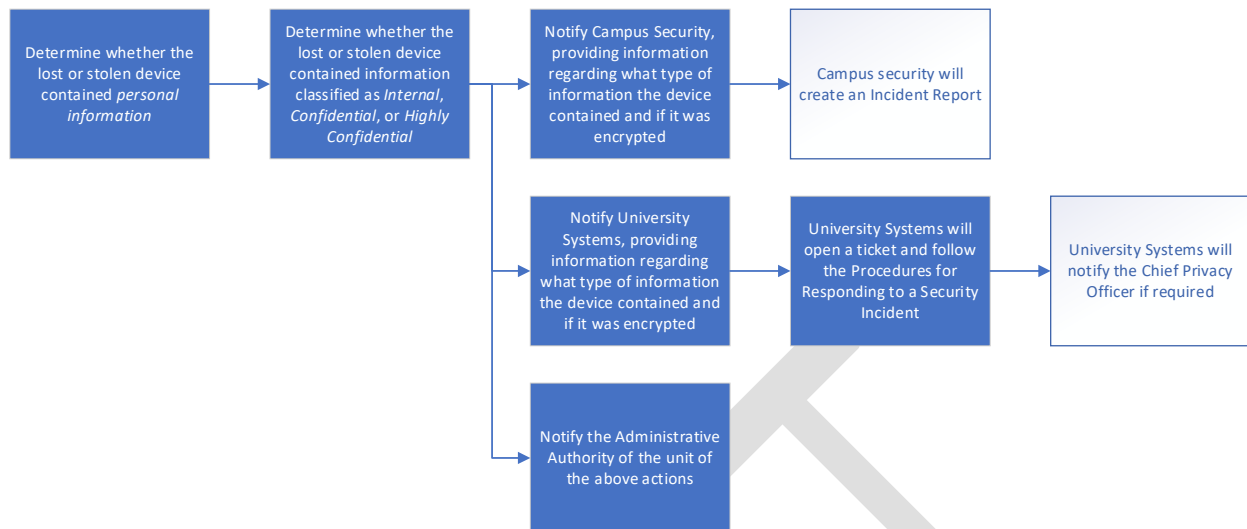
Procedures

User Responsibility

- 3.00 Users of university computing devices are expected to make reasonable security arrangements to protect such devices from loss or theft and to protect information stored on such devices.

Identification and Reporting

- 4.00 Loss or theft of a university computing device must be immediately reported to Campus Security, University Systems, and to the unit's administrative authority.
- 4.01 When reporting the loss or theft, users are expected to inform Campus Security and University Systems whether the computing device:
- i. contains personal information, or information classified as Internal, Confidential, or Highly Confidential under the university's Information Security Classification procedure; and
 - ii. is encrypted according to the university's Information Security Standards.
- 5.00 Campus Security will conduct an initial assessment and create an incident report.



6.00 Campus Security will inform the Information Security Office in a timely manner if the lost or stolen computing device contains:

- (a) personal information; or
- (b) Internal, Confidential, or Highly-Confidential information (as defined in the University Information Security Classification procedures)

so that the Information Security Office can quickly respond (as defined in the Procedures for Responding to an Information Security Incident).

7.00 Where the Information Security Office confirms that the lost or stolen computing device contains personal information, the Information Security Office shall immediately contact the Chief Privacy Officer.

Response

8.00 In cases where personal information is contained on a lost or stolen computing device, the Chief Privacy Officer, where warranted, will follow the Procedures for Responding to a Privacy Incident or Privacy Breach.

9.00 Where the information contained on the computing device is non-personal and Internal, Confidential, or Highly Confidential, the Information Security Office, where warranted, will follow the Procedures for Responding to an Information Security Incident.

Related Policies and Documents

[Protection of Privacy Policy \(GV0235\)](#)

- Procedures for Responding to a Privacy Incident or Privacy Breach

[Records Management Policy \(IM7700\)](#)

- Procedures for Access to and Correction of Information
- Procedures for the Management of University Records

- Guidelines for the Secure Destruction and Deletion of University Records and Information

[Information Security Policy \(IM7800\)](#)

- [University Information Security Classification Procedures](#)
- [Procedures for Responding to an Information Security Incident](#)

DRAFT

Payment Card Acceptance Procedures

Procedural Authority: Vice-President Finance and Operations

Procedural Officer: Executive Director, Financial Services

Parent Policy: [Information Security Policy \(IM7800\)](#)

Effective Date: September 2021

Supersedes: June 2012

Last Editorial Change:

Purpose

- 1.00 The acceptance of payment cards provides a convenient way to process the sale of certain goods and services at the University of Victoria. Card acceptance also presents security and privacy risks that must be understood by all units accepting payment cards.
- 2.00 The Payment Card Industry (PCI) has established a rigorous set of security standards for the collection, storage, and transmission of cardholder data designed to provide for the security of data by protecting the privacy of personal information and safeguarding the cardholder's bank accounts and assets. All university units must meet the requirements for security.
 - 2.01 Implementation of PCI security controls is also part of the university's [Information Security Standards](#).
- 3.00 The purpose of this procedure is to establish responsibilities and expectations of university units who accept payment cards.

Definitions

- 4.00 For the purposes of these procedures, the following definitions apply.

"cardholder" means an individual with a payment card.

"merchant" means a unit that has applied for and been assigned an account(s) with the university's payment processor for the processing of payment card transactions.

"payment card" means a credit card, debit card, and other media that is presented by individuals for the purpose of making payments.

"payment processor" means the third party service provider that Financial Services has engaged to process payment card transactions on behalf of university merchants.

"PCI-DSS" means Payment Card Industry-Data Security Standards, which were created by major credit card companies to safeguard cardholder information. Visa, Mastercard, American Express, and other credit card associations mandate that merchants and

service providers meet certain minimum standards for security when they accept, process, transmit, and store cardholder data. Merchants are required to demonstrate compliance on a periodic basis.

"unit" means academic or administrative areas at the university, including but not limited to: faculties, departments, divisions, offices, schools, centres, and other related agencies, and the University Club of Victoria.

Scope

5.00 These procedures apply to all units which process university payment card transactions in any form and which may include:

- (a) websites (eCommerce);
- (b) PIN entry devices (PEDs);
- (c) departmental information systems; and
- (d) manual entry by staff from information provided by cardholders (fax, telephone, forms).

Procedures

6.00 The processing of payment card transactions must be carried out using the university's approved third party payment processor. Units may not enter into separate banking and/or payment processing arrangements without the approval of Financial Services.

7.00 All applications for merchant accounts are to be submitted to Financial Services.

8.00 Units looking to implement new systems or replace existing systems that will process payment cards or exchange information with systems that process payment cards must consult with Financial Services (Director, Treasury Services) and University Systems prior to proceeding to ensure these systems comply with standards required by our payment card processing agreements.

8.01 Systems that do not comply with required standards will not be permitted to process payment cards until they are brought into compliance and approved by Financial Services (Director, Treasury Services)

9.00 Units that process payment card transactions must implement and maintain PCI-DSS compliant processes and procedures identified by Financial Services and University Systems, at the expense of the unit.

10.00 Units must implement mechanisms, based on recommendations from University Systems and compliant with PCI requirements and security standards, to manage how cardholder data is securely received, stored, and transmitted and protected from unauthorized access. Cardholder data must not be transmitted by email, voicemail, or end-user messaging technologies, as these methods are not secure. PIN entry devices (PEDs) must be stored in a secure location.

- 10.01 Online payment forms should include mechanisms to reduce the probability of supporting fraudulent activities such as unauthorized third parties testing the validity of stolen payment card information.
- 11.00 Units are responsible for safeguarding the confidentiality of cardholder data and personal information relating to the sale or purchase of goods or services, and for ensuring compliance with information privacy legislation and the university [Protection of Privacy Policy](#).
- 12.00 Hardcopy and electronic information collected about cardholders must be maintained in a secure manner and access must be restricted to individuals who have a valid business need to know.
- 13.00 The collection of cardholder data should be kept to a minimum. Data such as the primary account number (PAN), card validation codes, and personal identification numbers (PIN) must never be stored.
- 14.00 Information collected about cardholders, including payment information, must only be used for the purpose for which it was given.
- 15.00 Units are responsible for retaining appropriate transaction records for audit purposes for a period of seven years. For the retention rule for accounts receivable, see Directory of Records FM155-20.
- 16.00 Units with an active merchant account may be subject to periodic security audits (internal or external), at the expense of the department. Financial Services is responsible for engaging third party vendors to provide PCI-DSS compliance services.
- 17.00 Units found to have inadequate security (non PCI-DSS compliant) may have their merchant account privileges suspended by the Vice-President Finance and Operations in accordance with the Procedures for Addressing Security Vulnerabilities of Electronic University Information and Information Systems.
- 18.00 Units must fully comply with the terms of the merchant agreement between the university and its payment processor. Units may not process payment card transactions for another merchant, person, or entity. Any questions regarding the terms of the university merchant agreement should be directed to Financial Services.
- 19.00 Merchants are responsible for developing training materials and training their employees on an ongoing basis as per current PCI standard requirements.

Relevant Legislation

[Freedom of Information and Protection of Privacy Act, RSBC 1996 c 165](#)
[Personal Information Protection Act, SBC 2003 c 63](#)

Related Policies and Documents

Federal Department of Finance – Code of Conduct for the Credit and Debit Card Industry in
Canada

Payment Card Industry Data Security Standards

Global Payments Merchant Agreement

[Signing Authority Policy \(FM5100\)](#)

[Information Security Policy \(IM7800\)](#)

[Protection of Privacy Policy \(GV0235\)](#)

DRAFT

Procedures for the Secure Adoption and Operation of Cloud Services

Procedural Authority: Vice-President Finance and Operations

Procedural Officers: Chief Information Officer; Chief Information Security Officer

Parent Policy: [Information Security Policy \(IM7800\)](#)

Effective Date: September 2021

Supersedes: New

Last Editorial Change:

Purpose

- 1.00 The purpose of this procedure is to describe the process that must be followed whenever a unit wishes to use a cloud service provider.
- 2.00 When university information is provided to a third party, the university relies on their attestations that they will handle university data appropriately. This is to both minimize the risk of a security incident and to be able to assure the campus community that the transfer of information complies with the requirements of relevant legislation and university policies.
- 3.00 If a third party is unwilling to provide attestations to the university's satisfaction, the residual risks must be reviewed and approved by the appropriate vice-president.

Definitions

- 4.00 The definitions contained within the university's Information Security ([IM7800](#)) policy apply to these procedures.

Procedures

User Responsibility

- 5.00 The administrative authority of the unit that wishes to transfer custody of information to a cloud service provider is responsible for determining the information security classification of this information.
 - 5.01 Note that even information classified as "public" must be protected to ensure it cannot be altered by unauthorized individuals.
- 6.00 Administrative authorities must complete a Privacy Impact Assessment in consultation with the Chief Privacy Officer and a Security Risk and Threat Assessment in consultation with Systems before moving information to a cloud service provider.
- 7.00 The administrative authority of the unit that wishes to transfer custody of information to a cloud service provider is responsible for ensuring that the contract with the cloud service provider contains the Cloud Security Schedule.

- 7.01 If the cloud service provider requests revisions to the Cloud Security Schedule, the administrative authority must ensure that University Systems reviews proposed changes or alternative contractual language to mitigate information security risks.
- 7.02 If information security risks cannot be fully mitigated to University Systems' satisfaction, the Chief Information Security Officer will draft a Risk Memo that will document residual risks and must be reviewed and approved by the appropriate vice-president before the contract can be signed.
- 8.00 Cloud service implementations at UVic must meet or exceed [UVic information security standards for cloud security](#). Certifications of compliance with or assessments against a set of accepted cloud security standards (e.g. ISO 27017, ISO 27018, NIST 800-53, CSA Cloud Control Matrix Level 2, FedRAMP Moderate, Government of Canada PBMM Security Control Profile) are preferred.

Related Policies and Documents

[Purchasing Services Policy \(FM5105\)](#)

[Protection of Privacy Policy \(GV0235\)](#)

[Records Management Policy \(IM7700\)](#)

- Procedures for Access to and Correction of Information
- Procedures for the Management of University Records
- Guidelines for the Secure Destruction and Deletion of University Records and Information

[Information Security Policy \(IM7800\)](#)

- [University Information Security Classification Procedures](#)

Security Threat and Risk Assessment Procedures

Procedural Authority: Vice-President Finance
and Operations

Procedural Officers: Chief Information Officer;
Chief Information Security Officer

Effective Date: September 2021

Supersedes: New

Last Editorial Change:

Parent Policy: [Information Security Policy \(IM7800\)](#)

Purpose

- 1.00 The purpose of this procedure is to describe the process that must be followed when implementing a new information system or making a substantial change, e.g. upgrade, to an existing information system that will:
- (a) handle information classified as confidential or highly confidential, or
 - (b) interface or integrate with an institutional information system
- in order to assess and mitigate information security risks before the system is used to handle university information. New may mean new information system to the university, new use of an existing information system by a unit, or new use of an existing information system by new unit.

Definitions

The definitions contained within the university's Information Security ([IM7800](#)) policy apply to these procedures.

"security threat and risk assessment" (STRA) means the overall activity of identifying, assessing, and reporting security risks for an information system; they are a snapshot in time and raise the system security risks in an organization to a level at which risk-based decisions can occur effectively; and they document risk ratings and planned treatments.

Procedures

- 2.00 A STRA can be requested at any time but must be completed for new or significantly modified information systems during planning, development, and implementation.
- 3.00 A review and updated STRA must be conducted throughout the life of an existing information system for any significant or material change that would affect the security and must include any previously identified risk.
- 3.01 A STRA should be reviewed and updated prior to contract renewal of an existing system.
- 4.00 A review schedule must be maintained to ensure that STRAs are periodically conducted throughout the life of an information system.

- 5.00 A simple or a comprehensive STRA may be used depending on the appropriateness commensurate to the information system being accessed with the goal of achieving reasonable security.
- 6.00 Administrative Authorities and Providers are responsible for ensuring STRAs are conducted for information systems under their custody or control and updated as required per 4.00. The Information Security Office can guide or, when requested and subject to resource availability, conduct the STRA and make recommendations:
<https://www.uvic.ca/systems/services/informationsecurity/security/index.php>
- 6.01 The Province of British Columbia has a Security and Risk Assessment process that can be a good guide for great public sector entities to model around:
<https://www2.gov.bc.ca/gov/content/governments/services-for-government/information-management-technology/information-security/security-threat-and-risk-assessment>
- 7.00 To determine the reasonableness of an information system's security, each risk must consider the likelihood which a threat may leverage a weakness, the potential impact, and acknowledge what this could mean to the university (scope of impact).
- 8.00 For each risk identified, a planned treatment or acceptance must be documented. Risk treatment or acceptance will be conducted as appropriate in accordance with this policy and other university policies (e.g. GV0224 Risk Management Policy).




University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

September 15, 2021

To: Operations and Facilities Committee

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

cc: President and Vice-Chancellor

Meeting Date: September 28, 2021

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

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

Strategic Relevance: As per the Strategic Framework, the university remains dedicated to recruiting, supporting and developing a diverse community of talented faculty and librarians. Competitive offers of employment—along with our commitment to provide an extraordinary environment for teaching, research and creative activity—attracts and inspires exceptional faculty. Our enhanced resources and programs make UVic the place where people want to learn, work, engage and discover.

We continue to embed practices of equity, diversity, accessibility and inclusion throughout the university community so that all members can achieve their highest potential. 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 July 31, 2021. For context, it also includes historical data. This report does not include sessional or limited-term faculty, who are not subject to the Faculty Association Collective Agreement.

There are currently 966.7 FTE faculty and librarian positions at UVic. Of that total, 896 FTE are filled positions. Last year, we hired 48 new continuing faculty and librarians. There are currently 25.75 FTE active recruitments in progress and 15.33 FTE 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, two faculty resigned and 36 retired or reduced their hours in anticipation of retirement.

This report includes equity and diversity information, working towards our Strategic Framework goal of building a more equitable workforce and inclusive community.

While academic staffing levels in the past year have not been notably impacted by the COVID-19 pandemic, we will continue to monitor and indicate any impacts in next year's report.

Attachment: Academic Staffing, Recruitment and Vacancies Report 2020/21

Academic Staffing, Recruitment and Vacancies Report

2020/21



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 to the end of July 31, 2021. Of particular note, it provides for a full year of faculty complement information during the COVID-19 pandemic. Last year, we speculated that faculty and librarian hiring and retirements might be impacted by predominantly online instruction in the 2020/21 academic year and other challenges associated with the pandemic (e.g., international travel and quarantine). However, faculty hiring and retirements continued at a historically consistent pace.

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 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 and librarians 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 966.7 full-time equivalent (FTE) faculty and librarian positions at the university. Of those, 896 FTE are filled budgeted positions—an increase of 36 FTEs from the previous year.

Filled FTEs, excluding limited-term or vacant positions

Rank	2011 /12	2012 /13	2013 /14	2014 /15	2015 /16	2016 /17	2017 /18	2018 /19	2019 /20	2020 /21
Full professor	288	276	268	291	297	323	322	305	321	340
Associate prof.	286	310	300	292	270	273	270	266	255	252
Assistant prof.	157	130	136	121	140	109	110	135	150	159
Lecturer	2	5	4	0	1	1	2	1	1	1
Teaching prof.*	70	71	75	77	79	82	85	90	99	109
Artist-in-Res.**	4	4	4	4	4	4	4	4	0	0
Academic admin.**	6	6	7	9	8	9	7	6	0	0
Librarian	30	30	30	31	33	34	32	31	34	35
TOTAL	843	832	824	823	831	833	832	838	860	896

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

**Artist-in-Residence and Academic Administrator ranks were disestablished in 2019/20 and faculty members were shifted to regular ranks.

Note that numbers are rounded to the nearest FTE position.



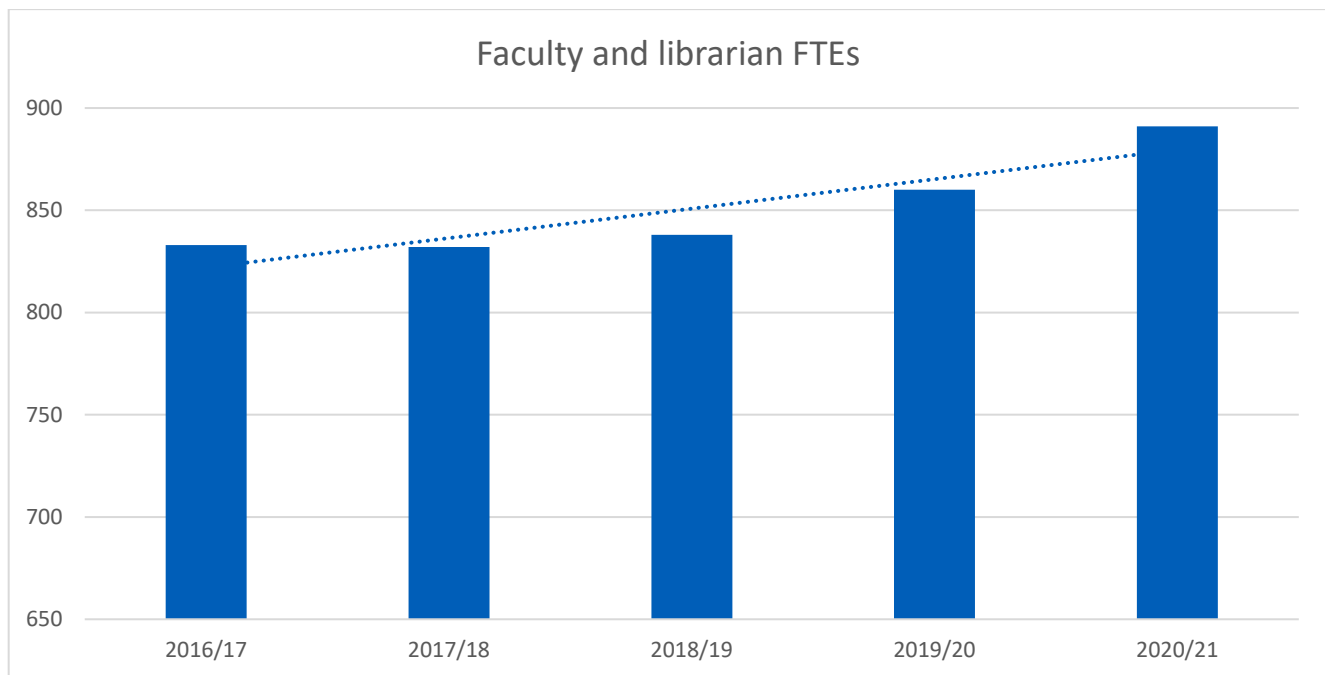


Figure 1: Filled FTE faculty and librarian positions over the past five years, excluding limited-term or vacant positions.

Vacancies

Although there are currently 61.91 vacant FTE positions, there are only 15.33 FTE 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 25.75 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 and librarians. Embedding practices of equity, diversity, accessibility and inclusion throughout the university will help people feel welcomed, valued and supported to achieve their highest potential.

UVic's 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, 30 have self-declared as Indigenous—an increase of 43% in five years.

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



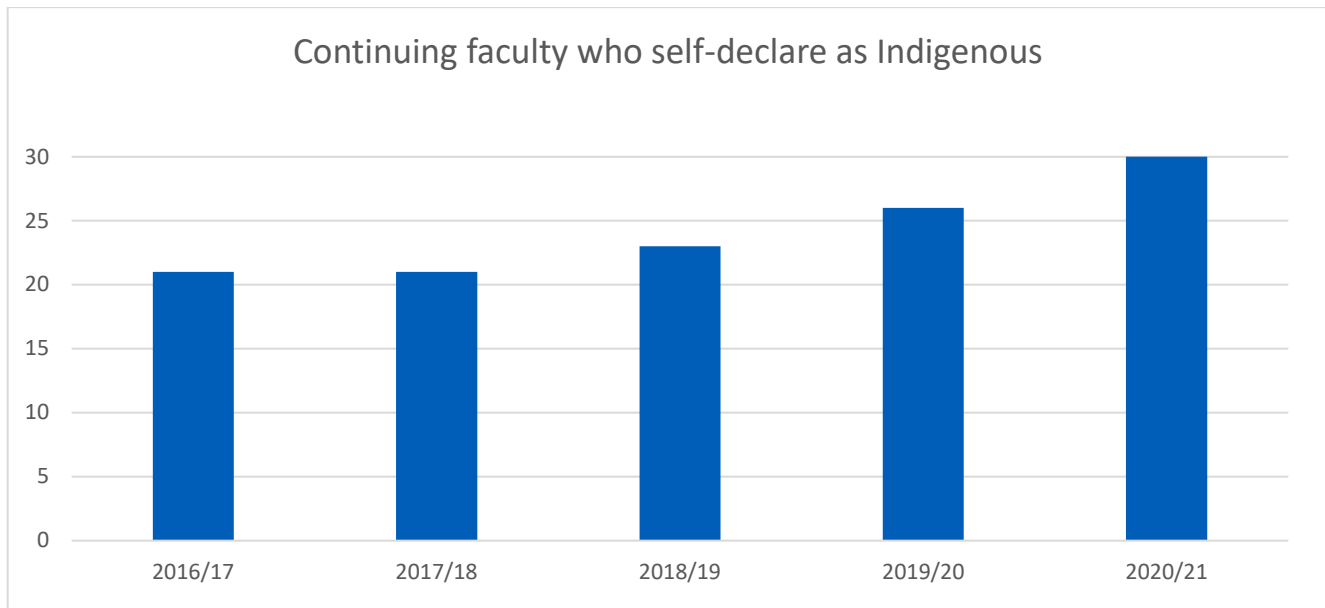


Figure 2: UVic has 30 continuing faculty members who self-declare as Indigenous.

Additionally, 103 faculty identified as a visible minority and 28 identified as having a disability or disabilities.

New faculty and librarian headcount

In 2020/21, we hired 48 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	2011 /12	2012 /13	2013 /14	2014 /15	2015 /16	2016 /17	2017 /18	2018 /19	2019 /20	2020 /21
Full professor	2	1	4	5	4	2	8	2	1	3
Associate prof.	2	1	0	1	1	3	4	6	7	3
Assistant prof.	17	2	18	16	23	28	23	30	32	28
Lecturer	2	3	1	1	0	1	0	0	1	0
Teaching Prof.*	2	6	7	6	9	5	10	10	14	13
Academic admin	0	0	1	1	0	0	0	0	0	0
Librarian	1	0	3	3	3	2	2	1	3	1
Total	26	13	34	33	40	41	47	49	58	48

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



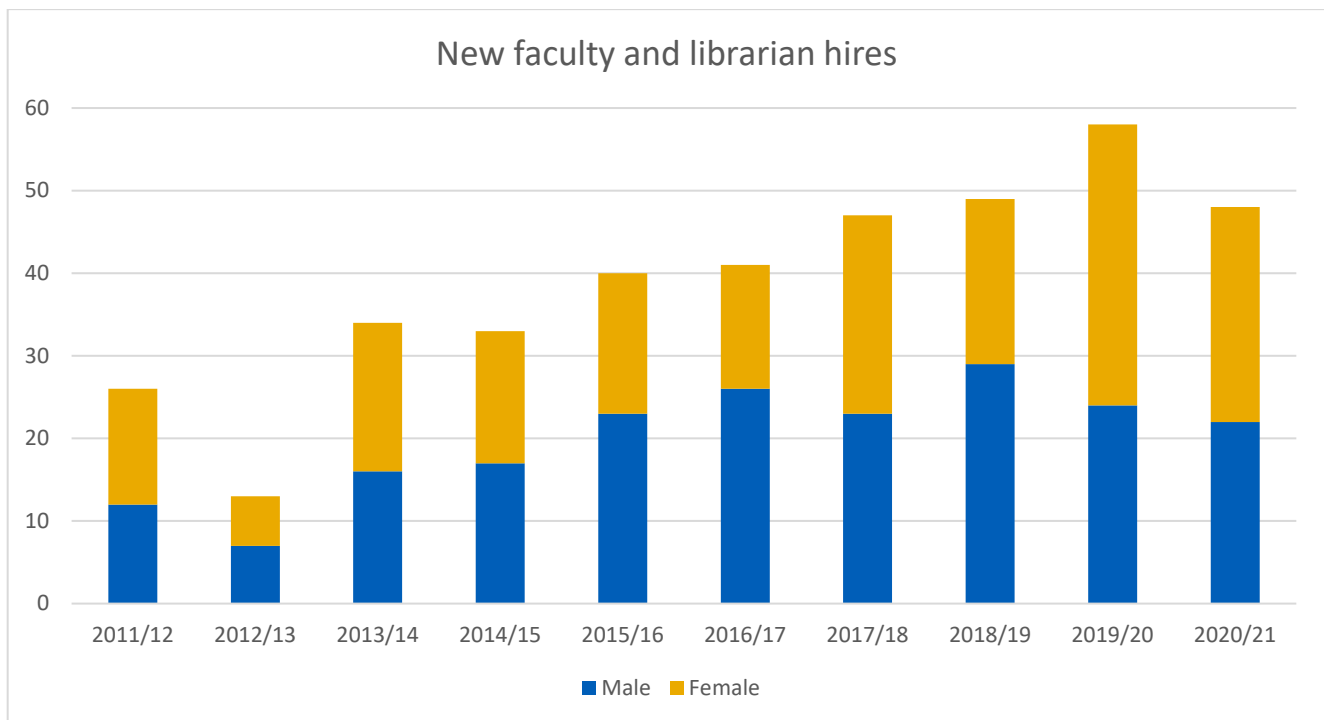


Figure 3: Of the 48 total faculty and librarians hired in 2020/21, 22 identified as male and 26 as female. The new hires support enrolment growth in engineering, law, business and other priority areas.

Faculty promotions

In 2020/21, 20 faculty members were promoted to the rank of full professor and 12 were promoted to the rank of associate professor.

Promotions

Rank	2011/ 12	2012/ 13	2013/ 14	2014/ 15	2015/ 16	2016/ 17	2017/ 18	2018/ 19	2019/ 20	2020/ 21
Full professor	12	10	14	15	17	25	20	15	16	20
Associate prof.	30	29	26	30	26	16	17	13	7	12
Assistant prof.	0	1	0	0	0	0	0	0	0	0
TOTAL	42	40	40	45	43	41	37	28	23	32

Faculty and librarian resignations and departures

UVic goes to great lengths to retain our faculty and librarians, and our number of resignations is extremely low. The five-year average rate of faculty and librarian resignation is less than 1%. This year, we had only two resignations—the lowest number in over 10 years.

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

Rank	2011/ 12	2012/ 13	2013/ 14	2014/ 15	2015/ 16	2016/ 17	2017/ 18	2018/ 19	2019/ 20	2020/ 21
Full professor	2	0	1	1	3	3	0	4	0	0
Associate prof.	6	2	3	0	1	3	2	2	2	0
Assistant prof.	5	1	7	2	1	5	5	3	1	1
Teaching prof.*	1	3	0	1	0	2	0	1	1	1
Lecturer	1	0	0	0	0	0	0	0	0	0
Academic admin.	0	0	0	0	0	1	0	0	0	0
Librarian	1	1	0	0	0	0	0	0	0	0
Total	16	7	11	4	5	14	7	10	4	2

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

Terminations and deaths

Rank	2011/ 12	2012/ 13	2013/ 14	2014/ 15	2015/ 16	2016/ 17	2017/ 18	2018/ 19	2019/ 20	2020/ 21
All ranks	2	0	0	1	2	0	2	0	0	0

Retirements

In 2020/21, 36 faculty and librarians retired or indicated an upcoming retirement date. Most retirees were 65 years or older. There were 11 faculty members who chose to reduce their hours in anticipation of retirement.

Retirements and reduced hours

Type	2011/ 12	2012/ 13	2013/ 14	2014/ 15	2015/ 16	2016/ 17	2017/ 18	2018/ 19	2019/ 20	2020/ 21
Retirement at age 65 or later	11	8	14	21	20	11	28	19	14	20
Retirement before age 65	2	3	5	8	8	9	7	8	4	5
Reduced FTE	5	6	7	8	6	5	11	15	11	11
Total retirees	13	11	19	29	28	20	35	27	18	25

Based on our Faculty Recruitment and Retention Survey, 15 faculty members who are 65 years of age or older have indicated that they will retire on or before June 30, 2022. We anticipate having a total of 135 faculty and librarians 65 or older in the 2021/22 academic year.



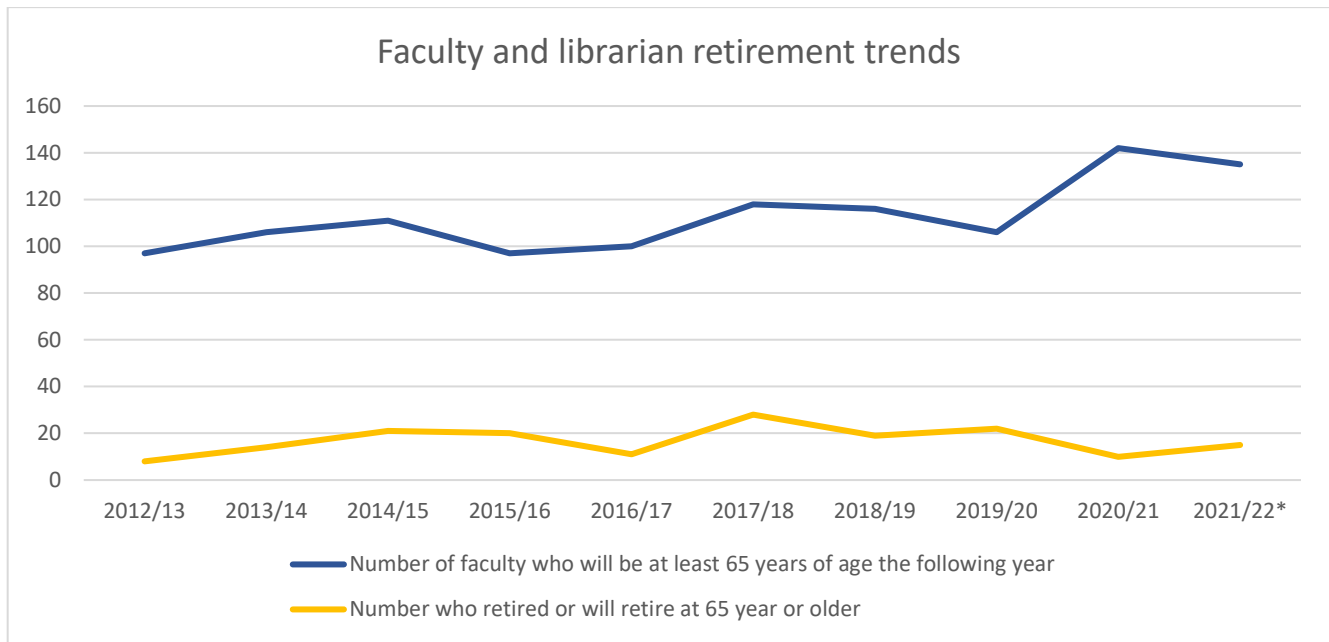


Figure 4: As of July 31, 2021, 15 faculty and librarians 65 or older have indicated that they will retire as of June 30, 2022.

*We anticipate having a total of 135 members 65 or older.

Investing in our future

The university remains dedicated to recruiting and supporting a diverse community of talented faculty and librarians. Building on our dual commitment to excellence in teaching and research, we will continue to implement recruitment, onboarding and retention strategies to ensure faculty and librarians are well supported to achieve their full potential.

For example, in 2020, new chair positions were established to advance the priorities of the Strategic Framework: five Strategic Framework Impact Chair positions to recruit new faculty, and 10 President's Chair positions to recognize and support current faculty who excel in research, teaching and engagement. To date, three faculty have been appointed Impact Chairs and four have been appointed President's Chairs.

We also continue to hire faculty to support enrolment growth in engineering and computer science, law, nursing and other areas of strategic priority. Priorities are set through the Strategic Framework, strategic enrolment management, the Ministry of Advanced Education and Skills Training, and other institutional plans at Uvic.






University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

September 13, 2021

FOR DECISION

To: Audit Committee

From: ACTING VICE-PRESIDENT FINANCE AND OPERATIONS 

cc: President and Vice-Chancellor

Meeting Date: September 28, 2021

Subject: PSAS Budget Approval and Government Reporting Entity Quarterly Report
– period ending June 30, 2021

Basis for Jurisdiction: Committee's Terms of Reference 6.1

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 and associated forecast prepared for inclusion in the reporting on the 2021/22 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 tight deadlines set by the Office of the Comptroller General. These quarterly reports follow the Public Sector Accounting Standards (PSAS) basis of accounting supplemented with Treasury Board regulations 257/2010 and 198/2011.

The two required reports are the:

- 1) quarterly year to date financial report (actual results) known as Appendix C; and
- 2) forecast report which provides projections of the university's financial statements for the current fiscal year plus the next three years.

The first quarterly reports, as at June 30, 2020, were due to the Province in mid-July. The first quarter forecast report also includes the PSAS budget, based on this report. Given the summer deadline, our practice has been to review these reports with the chair of the audit committee, submit to the government per their deadline (noting they are subject to audit committee approval), then seek approval by the audit committee at its September meeting.

Year to Date Financial Report

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 to the Province are actual results for the three-month period ending June 30, 2021 with additional analysis and breakdown of inter-company transactions in excess of \$100,000. As noted above, this report was submitted to government in July.

The following table compares the results of Q1 2021 with the result of Q1 of the prior year:

Summary of Consolidated Statement of Operations				
For the three month period ending June 30				
<i>(in thousands of dollars)</i>				
	June 2021	June 2020	Variance	%
Revenue				
Government Grants	85,233	82,805	2,428	2.9%
Tuition	25,107	19,158	5,949	31.1%
Donations, non government grants and contracts	8,389	8,464	(75)	-0.9%
Sales of services and products	5,728	3,937	1,791	45.5%
Investment income	2,492	2,324	168	7.2%
Other revenue	1,256	742	514	69.3%
Revenue recognized from deferred capital contributions	6,903	7,150	(247)	-3.5%
Total Revenue	135,108	124,580	10,528	8.5%
Expense				
Salaries and benefits	100,920	93,456	7,464	8.0%
Supplies and services	24,808	30,545	(5,737)	-18.8%
Equipment rental and maintenance	4,917	4,474	443	9.9%
Scholarships, fellowships and bursaries	7,186	7,902	(716)	-9.1%
Other operating expenses	2,414	2,103	311	14.8%
Interest on long term debt	464	480	(16)	-3.3%
Depreciation	11,873	11,993	(120)	-1.0%
Total Expense	152,582	150,953	1,629	1.1%
Operating surplus (deficit) before restricted funding	(17,474)	(26,373)	8,899	-33.7%
Net restricted endowment contributions	1,768	5,512	(3,744)	-67.9%
Operating surplus (deficit)	(15,706)	(20,861)	5,155	-24.7%

Highlights of the report are as follows:

- Expenses exceed revenues at June 30, 2021 resulting in reported net deficit of \$17.5M before endowment contributions. This compares to a deficit of \$26.4M for the three months ended June 30, 2020. Deficits are expected for Q1 as 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.
- The deficit is less than last year, due mainly to increased revenues of \$10.5M reflecting increased governments grants, tuition and ancillary sales revenues (which increased in all areas, except for decrease in food services) during this period while expenditures only increased \$1.7M.

The Q1 result reflects a slow returning of activity levels with associated revenue. This early result provides some confidence with respect to the forecast below which shows a small surplus for the year.

Forecast Report

The required Forecast Report consists of a current year forecast plus projections for the next three years - to fiscal 2024/25 for this submission. The report consists 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 Q1 forecast, initially submitted in July, is updated for any significant change in assumptions for quarter 2 (October) and also in quarter 3 (December).

The following Table 1 summarizes the updated consolidated forecast for 2021/22 and the coming 3 years:

Table 1 (in thousands)	Forecast/ Budget Estimate 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25
Summary - Statement of Operations				
Total Revenue	(627,432)	(659,273)	(681,677)	(705,662)
Total Expenses	625,712	658,101	680,218	702,254
Net (Revenue) Expense	(1,720)	(1,172)	(1,459)	(3,408)
Unallocated Pressures	--	--	--	--
Operating Net (Income) Loss for Ministry	(1,720)	(1,172)	(1,459)	(3,408)
Endowment Contributions	16,000	16,000	16,000	16,000
Net (Income) Loss	(17,720)	(17,172)	(17,459)	(19,408)
Other Key Financial Items				
Capital Asset Additions	\$172,591	\$154,157	\$88,532	\$49,353
Debt	\$164,457	\$162,081	\$153,667	\$148,880

Forecasts as at June 30 provide for a small surplus this year. The Board may recall that the Province approved the university running a small deficit for 2021/22. This deficit was based on continued losses for ancillary operations and potentially reduced enrolment based on conservative assumptions with respect to the longevity of COVID and its impacts. This approval is no longer required based on the above forecast.

Table 2 Key Assumption Summary	2021/22	2022/23	2023/24	2024/25
Grant Funding (operating grant only - thousands)	\$225,440	\$233,332	\$240,108	\$247,081
Student FTEs (Government Funded)	16,418	16,493	16,493	16,493
Tuition fee increases – domestic and graduate international	2.0%	2.0%	2.0%	2.0%
Tuition fee increases – international undergraduate	3.75%	3.75%	3.75%	3.75%
Ancillary Losses	\$1.9M	N/A - Recover to 2019/20 level	N/A	N/A

Key assumptions include:

- Operating grant funding as per 21/22 interim ministry letter and Ministry commitment for technology expansion, JD/JID and nurse practitioner expansion;
- Incremental costs to respond to implications of COVID-19 continue into 2021/22. It is expected that incremental costs in future years will be minimal and/or will be considered as part of the annual budget allocation process from available resources;
- International enrolment will be consistent with levels in 2020/21;
- Compensation costs in accordance with current collective agreements including progression through the ranks and ranges;
- Ancillary and other revenue generating units will incur net losses for 2021/22 with recovery occurring over the next two years. These areas will break even or better by 2022/23; and
- Provincial compensation mandates commencing in 2022/23 are expected to be funded by the Province.

Financial Risk:

As this quarter 2 forecast is being completed in advance of the term drop deadline, there is a risk that tuition losses could be larger than currently anticipated and are significantly higher than in a typical year. This uncertainty is due to limited data on which to forecast student behavior in a mainly online environment.

Ancillary, continuing studies and athletics and recreation revenues are equally difficult to predict; however, more certainty exists in some units than for the Q1 forecast as students, for example, commit to student housing. Overall, actual ancillary results could be materially different than the projection.

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 B outlines how this forecast translates into the budget figures to be reported on the March 31, 2022 financial statements. Schedule C outlines how this budget compares to the prior year budget and actual results.

The total budgeted revenue under PSAS is \$627.4M with expenditures budgeted at \$625.7M reflecting the above forecasted surplus of \$1.7M.

Attachments:

Schedule A – 2021/22 Q1 GRE Forecast

Schedule B – Reconciliation of the 2021/22 Q1 Forecast to Financial Statement Budget

Schedule C - Comparison of the 2022 PSAS Budget to the 2021 PSAS Budget and Actuals

Schedule A – 2021/22 Q1 GRE Forecast

Please report all debits as positive numbers and credits as negative numbers	Forecast	Projections		
	2021/22	2022/23	2023/24	2024/25
----- \$thousands -----				
Revenue - (credits)				
Amortization of contributions:				
Operating contributions from Provincial Ministries	(238,000)	(234,000)	(245,000)	(259,000)
Operating contributions from Provincial Crown Corps & Agencies	(9,189)	(9,189)	(9,189)	(9,189)
Operating contributions from the Federal Government	(69,000)	(70,380)	(71,788)	(73,223)
Operating contributions from other sources	(28,000)	(28,000)	(28,000)	(28,000)
Deferred capital contributions from Province	(12,497)	(12,334)	(13,008)	(12,916)
Deferred capital contributions from Federal Government	(10,817)	(10,677)	(11,260)	(11,180)
Deferred capital contributions from Other Sources	(4,300)	(4,244)	(4,476)	(4,444)
Contributed surplus	-	-	-	-
Sales of goods and services to Provincial Ministries (including contracts)	-	-	-	-
Sales of goods and services to Crown Corps & Agencies (including contracts)	(2,000)	(2,000)	(2,000)	(2,000)
Sales of goods and services to others (contracts and other)	-	-	-	-
Sales of goods and services to others (Ancillary Services)	(39,599)	(60,359)	(62,602)	(64,926)
Domestic Tuition and Mandatory Fees	(109,043)	(116,151)	(118,635)	(121,172)
International Tuition and Mandatory Fees	(78,887)	(85,456)	(88,548)	(91,746)
Recognition of endowment investment income	(15,000)	(15,500)	(16,000)	(16,500)
Realized investment earnings (gains)/losses	-	-	-	-
Earnings from commercial subsidiaries (GBE's)	-	-	-	-
Investment Earnings (not included above)	(5,000)	(4,700)	(4,700)	(4,700)
Other revenue (not included above)	(6,100)	(6,283)	(6,471)	(6,666)
Total Revenue	(627,432)	(659,273)	(681,677)	(705,662)
Expenses - debits				
Salaries and benefits	423,177	442,379	457,747	473,793
Cost of goods sold	10,042	13,054	13,507	13,975
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)	90,000	97,200	100,116	103,119
Capital asset amortization expense	47,493	49,068	50,848	51,767
Capital asset write-downs	-	-	-	-
Grants to Crown corporations and agencies	500	500	500	500
Grants to third parties (Scholarships)	43,700	45,000	45,000	45,000
Grants to third parties (Foundations and Other)	-	-	-	-
Debt service costs (net of sinking fund earnings)	2,100	2,100	3,600	5,100
Amortization of debt issue costs	-	-	-	-
Other	800	800	800	800
Total Expense	625,712	658,101	680,218	702,254
Net (Revenues)/Expenses before extraordinary items	(1,720)	(1,172)	(1,459)	(3,408)
(Gain) loss on sale of capital assets	-	-	-	-
Net (Revenues)/Expenses	(1,720)	(1,172)	(1,459)	(3,408)
Unallocated Pressures (use in Q1 only)	-	-	-	-
Operating Net (Income) Loss (for Ministry)	(1,720)	(1,172)	(1,459)	(3,408)
Endowment (restricted asset) contributions	(16,000)	(16,000)	(16,000)	(16,000)
Net (Income) Loss (PSI)	(17,720)	(17,172)	(17,459)	(19,408)

Schedule B – Reconciliation of the 2021/22 Q1 Forecast to Financial Statement Budget

Per PSAB Forecast to Province	Per PSAB Forecast	PSAB Financial Statement Line Items	PSAB Budget (Operating Statement)
Operating contributions from Provincial Ministries	(238,000)		
Operating contributions from Provincial Crown Corps & Agencies	(9,189)		
less: VIHA and Island medical funding (included in other contributions)	10,600		
	(236,589)	Province of British Columbia grants	(236,589)
Operating contributions from the Federal Government	(69,000)	Government of Canada grants	(69,000)
Operating contributions from other sources	(28,000)	Other government Grants	(19,300)
add: VIHA and Island medical funding (included in other contributions)	(10,600)	Donations, non-government grants and contracts	(19,300)
	(38,600)		(38,600)
Deferred capital contributions from Province	(12,497)		
Deferred capital contributions from Federal Government	(10,817)		
Deferred capital contributions from Other Sources	(4,300)		
	(27,614)	Revenue Recognized from Deferred Cap Contributions	(27,614)
Sales of goods and services to Crown Corps & Agencies (including contracts)	(2,000)		
Sales of goods and services to others (contracts and other sales)	-		
Sales of goods and services to others (Ancillary Services)	(39,599)		
	(41,599)	Sales of Services and Products	(41,599)
Domestic Tuition and Mandatory Fees	(109,043)	Student tuition - credit courses	(174,700)
International Tuition and Mandatory Fees	(78,887)	Student tuition - non-credit courses	(13,230)
	(187,930)		(187,930)
Earnings from Government Business Enterprises (GBEs)	-	Income from GBE	-
Investment earnings (not included in above)	(5,000)	Investment Income	(20,000)
Other revenue (not included above)	(6,100)		
Recognition of endowment investment income	(15,000)		
Realized investment earnings (gains)/losses	-		
	(21,100)	Other Revenue	(6,100)
Total Revenue	(627,432)		(627,432)
Expenses - debits			
Salaries and benefits	423,177	Instruction and non-sponsored research	258,591
Cost of goods sold	10,042	Academic and student support	152,625
Operating costs paid to Provincial Ministries	-	Administrative support	27,972
Operating costs paid to Provincial Crown Corps & Agencies	7,900	Facility operations and maintenance	57,631
Other operating costs (less amortization & debt servicing)	90,000	Sponsored research	114,992
Capital asset amortization expense	47,493	External engagement	13,901
Capital asset write-downs	-		
Grants to Crown Corporations and other Agencies	500		
Grants to third parties (Scholarships)	43,700		
Grants to third parties (Foundations and Other)	-		
Debt service costs (net of sinking fund earnings)	2,100		
Amortization of debt issue costs	-		
Other	800		
Total Expense	625,712		625,712
Note 1			
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.			
Total forecasted expenditures	625,712		
Expense		Functional Allocation	
Instruction and non-sponsored research	258,591	41%	
Academic and student support	152,625	24%	
Administrative support	27,972	4%	
Facility operations and maintenance	57,631	9%	
Sponsored research	114,992	18%	
External engagement	13,901	2%	
	625,712		

Schedule C

Comparison of the 2022 PSAS Budget to the 2021 PSAS Budget and Actuals

	2022 PSAB Budget	2021 PSAB Budget	2021 PSAB Actual	2022 budget vs 2021 actual	As %
Revenue					
Province of British Columbia grants	(236,589)	(221,000)	(237,562)	973	0%
Government of Canada grants	(69,000)	(67,000)	(70,278)	1,278	-2%
Other government Grants	(19,300)	(17,800)	(15,512)	(3,788)	24%
Student tuition - credit courses	(174,700)	(142,447)	(163,543)	(11,157)	7%
Student tuition - non-credit courses	(13,230)	(22,000)	(10,172)	(3,058)	30%
Donations, non-government grants and contracts	(19,300)	(17,800)	(17,387)	(1,913)	11%
Sales of Services and Products	(41,599)	(32,230)	(30,331)	(11,268)	37%
Investment Income	(20,000)	(23,400)	(23,458)	3,458	-15%
(Income)/Loss from GBE	-	(600)	43	(43)	-100%
Other Revenue	(6,100)	(7,368)	(5,732)	(368)	6%
Revenue Recognized from Deferred Cap Contribution	(27,614)	(27,886)	(27,427)	(187)	1%
Loss on disposal of capital assets		-	1,489	(1,489)	-100%
	(627,432)	(579,531)	(599,870)	(27,562)	5%
Expenses					
Instruction and non-sponsored research	258,591	255,410	245,874	12,717	5.2%
Academic and student support	152,625	144,042	145,119	7,506	5.2%
Administrative support	27,972	23,783	26,596	1,376	5.2%
Facility operations and maintenance	57,631	56,956	54,797	2,834	5.2%
Sponsored research	114,992	114,180	109,337	5,655	5.2%
External engagement	13,901	13,268	13,217	684	5.2%
	625,712	607,639	594,940	30,772	5.2%



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

September 13, 2021

To: Executive and Governance Committee

From: David Zussman, Chair, Board of Governors
Carrie Andersen, University Secretary

cc: President and Vice-Chancellor

Two handwritten signatures in blue ink. The top signature is of David Zussman, and the bottom signature is of Carrie Andersen.

Meeting Date: September 28, 2021

Subject: Procedures of the Board 2021/22

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

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 2021/22 and the Statement of Responsibilities of the Board of Governors and its Members.

Background:

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

One substantive change is proposed to the Board procedures following a discussion among Board members during the 2020/21 Board year, where there was consensus to remove this outdated section:

3.17 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.

Board members regularly propose questions for consideration by the Presidents and Vice-Presidents that are addressed during the closed meeting, as well as during committee meetings. There is generally a robust discussion during the President's Report, and questions that arise between meetings can be directed to the University Secretary for consideration during the next Board meetings. Providing questions in advance allows the President or appropriate Vice-President with time to gather appropriate information to respond.

In addition to the above noted change, a clarification is proposed to section 3.4 and an editorial change is proposed to section 3.6.

No changes to the Statement of Responsibilities are proposed.

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



University
of Victoria

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 closed or "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 agendas, 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 The Board Chair may recess the open session for a brief period or adjourn the open session and reconvene the Board in closed session in the event the Board is prevented from conducting its business in open session.
- 3.15 Attendance by proxy or vote by proxy is not permitted.

- 3.16 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.

~~3.17 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.~~

- 3.18 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.

- 3.19 With the consent of the Chair, staff members as designated by the President may be invited to attend meetings of the Board.

- 3.20 The Chair may invite individuals to attend meetings of the Board.

- 3.21 At the discretion of the Chair, a resolution may be voted upon by ballot conducted by 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.

- 3.22 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 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): _____




University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

September 13, 2021

To: Executive and Governance Committee

From: Carrie Andersen, University Secretary 

cc: President and Vice-Chancellor

Meeting Date: September 28, 2021

Subject: Review and Approval of Board Governance Checklist

Basis for Jurisdiction: University Act, s. 27

Recommendation:

THAT the Executive and Governance Committee recommend to the Board of Governors that the Board of Governors approve the posting of the updated board governance checklist, as circulated, on the university's website for 2021/22 as part of UVic's accountability framework.

Background:

The Board Governance Checklist was first developed in 2005/06 and is posted on the university's website. Since then, the Executive and Governance Committee has reviewed the checklist annually in light of the results of the board evaluation. The committee revises it if and as appropriate and recommends it for reposting on the university's website as part of the university's accountability framework.

Attached is the version of the checklist that was reviewed by the Board of Governors in June 2020 and approved for posting. No changes are recommended at this time. Over the course of 2021/22 a more robust review of the checklist is proposed.

Attachment(s): Board Governance Checklist



University
of Victoria

UNIVERSITY OF VICTORIA BOARD GOVERNANCE CHECKLIST

The University of Victoria is governed by British Columbia's *University Act*. Recognizing that universities flourish best and serve society most effectively when they have strong academic direction and autonomy, *The Act* provides for bicameral governance. The Board of Governors is responsible for the University's management, administration and business affairs; the Senate, for its academic governance. This special governance model – long characteristic of universities in Canada and elsewhere – fosters the development of academic programs and research of high quality within the context of sound fiscal and administrative management.

The University of Victoria strives to achieve high standards in governance, as it does in its educational and research activities, its service to the community, and its management and business practices. Consistent with its commitment to account for its performance to government, students, donors, its community, other stakeholders and society at large, this sets out the Board governance practices to which the University has committed itself and by which its performance in this aspect of its governance should be measured.

The checklist comprises three elements:

- A. A list of practice guidelines (in italics). These include items from the *Orientation for B.C. Public Post-Secondary Institution Board Members* published by the Ministry of Advanced Education in June 2016 and the *Best Practice Guidelines* for public sector organizations issued in 2005 by British Columbia's Board Resourcing and Development Office. They also include several practices identified by the Association of Governing Boards (R.T. Ingram, *Effective Trusteeship: A Guide for Board Members of Public Colleges and Universities*, Association of Governing Boards, 2004) as integral to the effectiveness of public university boards, practices identified by the Office of the Auditor General of British Columbia in *Report 2: May 2012 – Crown Agency Governance* – and others to which we at the University of Victoria have committed ourselves, by virtue of our aspiration to lead amongst Canadian universities and to be a university of choice for outstanding students, faculty and staff from British Columbia, Canada and the world.
- B. A symbol next to each guideline indicates that: the University's existing practice is in alignment with the guideline (✓); action will be taken to bring the practice in question into alignment with the guideline (*); or that: the University's practice differs from the guideline, for reasons which are explained (◇).

As reviewed by the Board of Governors and approved for posting on June 29, 2020

- C. A summary description of the existing practice (where it is in alignment with the guideline or deliberately varies from it) or of the steps being taken to improve upon the existing practice (where the latter should but does not yet fully meet the guideline).

1. Board Composition and Succession

- a) *“The Board identifies and recommends to government new candidates based on an understanding of the competencies required and the government selects candidates to fill the existing competency gaps.” (Source OAG of BC, Report 2:May 2012 – Report on Crown Agency Governance, p. 49)*

√ As outlined below, the Board of Governors makes recommendations to government based on an understanding of the competencies required and identifies individuals for recommendation whose appointment will equip the Board with the required skills and experience.

- b) *“The board is made up of individuals who, collectively, have the required competencies and personal attributes to carry out their responsibilities effectively.” (Source: BC BRDO, Best Practice Guidelines, p. 12)*

√ The Board of Governors is composed, consistent with the *University Act*, of 15 members: the chancellor; the president; 2 faculty members elected by the faculty members; 8 persons appointed by the Lieutenant Governor in Council, 2 from among persons nominated by the alumni association; 2 students elected by the students; and one person elected by and from the employees of the university who are not faculty members. Elections of the representatives of the faculty, students and staff are conducted in accordance with the Act and the university’s regulations. Appointments are made consistent with the Act and the Crown Agencies and Board Resourcing Office’s *Appointment Guidelines* for Governing Boards and other Public Sector Organizations. These election and appointment processes combine to provide the Board with the collective knowledge, competencies, experience and attributes it needs to govern the University effectively.

- c) *“Unless specified otherwise in the governing legislation, board members are independent from management and have no material interest in the organization.” (Source: BC BRDO, Best Practice Guidelines, p. 12)*

◇ As noted above, the *University Act*, by which the University of Victoria is governed, specifies that the membership of the board is to include the president and elected representatives of the faculty, students and staff.

Their presence and participation greatly enhances the knowledge and experience of university affairs – and the diversity of perspectives – on the Board, thereby contributing to its performance. Any potential conflict of interest arising from the presence of employees on the Board (which is a standard feature of Canadian university governance) is addressed by the University's *Statement of the Responsibilities of the Board of Governors and its Members*, and the Board's Procedures on Conflict of Interest. The latter provide that Board members must make full disclosure of all real, potential and apparent conflicts of interest (annually and as they emerge) and must not take part in discussions or votes on such matters.

- d) *"The board has a committee that develops director selection criteria and identifies and evaluates potential candidates."* (Source: BC BRDO, *Best Practice Guidelines*, p. 12)

✓ In accordance with the Board's Procedures, its Executive and Governance Committee "review[s] 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".

- e) *"The board has a competency matrix that is updated annually and when vacancies arise. The competency matrix is used to identify competency "gaps" on the board and direct the search for new candidates."* (Source: BC BRDO, *Best Practice Guidelines*, p. 12)

✓ The Executive and Governance Committee has developed and uses such a matrix.

- f) *"The board has a board succession plan to recommend to Government the orderly turnover of directors."* (Source: BC BRDO, *Best Practice Guidelines*, p. 12)

✓ The competency matrix is regularly reviewed and updated, so that the Executive and Governance Committee can identify successors whose appointment will equip the Board with the skills and experience it needs.

- g) *"The board publishes the name, appointment term and a comprehensive biography of each director."* (Source: BC BRDO, *Best Practice Guidelines*, p. 12)

✓ This information is published annually in the University's newspaper, *The Ring*, and is available on the Board page of the University's web site.

2. Board Responsibilities

- a) *"The board publishes a charter that details its roles and responsibilities and the governance processes used to fulfill them."* (Source: BC BRDO, *Best Practice Guidelines*, p. 12)

✓ The *University Act*, which sets out the Board's powers, responsibilities and statutory requirements, is accessible through the Board page of the University's web site. The Board's Procedures are also published there.

- b) *The board and its members understand and appreciate the special roles of universities in society and the particular mission of the University of Victoria.*

✓ The Board has a sound grasp of the roles of universities in general and of the mission of the University of Victoria, in particular.

- c) *The board understands and respects the role of the university senate in the governance of the university.*

✓ The Board has a productive relationship with the University's Senate. Its understanding of the University's mission and academic governance -- and of developments in higher education at large -- is fostered by annual retreats conducted jointly with the Senate and by regular educational presentations. Information concerning the role and responsibilities of the Senate and academic governance at large has been included in orientation and other materials. Opportunities for Board members from outside the university to learn about ongoing learning, teaching, research and related creative and other activities are provided through visits to different parts of the campus, scheduled over the course of the year.

- d) *"The board understands and respects the academic culture and institutional norms.... It respects the chief executive and his or her office with regard to communication with the faculty and other internal constituencies."* (Source: R. Ingram, *Effective Trusteeship*, Association of Governing Boards, Washington, D.C.: 2004, p. 55)

✓ The Board respects the academic culture and entrusts communication with the faculty and other internal constituencies to the President and the Provost.

- e) *"The board has a good record of balancing its responsibility to hold the institution accountable with its responsibility to advocate for its needs in serving current and future generations." (Source: R. Ingram, Effective Trusteeship, Association of Governing Boards, Washington, D.C.: 2004, p. 58)*

✓ The Board has a strong record of ensuring that the University is accountable. Through its website, the University of Victoria makes available reports and data, which provide a public accounting of its accomplishments and progress in fulfilling its mission.

- f) *The board distinguishes between strategy and policy, on one hand, and management and administration, on the other. It does not involve itself in the day-to-day management of the institution.*

✓ The Board's Statement of the Responsibilities of the Board of Governors and its Members requires that matters of policy (Board responsibility) be distinguished from matters of administration (President's responsibility).

3. Board Meetings and Activities

- a) *"[The university's] chief executive and board leaders work hard to keep [board member] focused on long-term strategy, priorities, and goals. [The board uses] 'consent agendas' (groupings of required approvals on operational matters). Also, by emphasizing discussion over 'presentation', our board members are more engaged, more stimulated and motivated, more knowledgeable about the key issues, and more willing and able to serve as effective advocates." (Source: R. Ingram, Effective Trusteeship, Association of Governing Boards, Washington, D.C.: 2004, p. 58)*

✓ As noted above, the Board distinguishes between strategy and policy, on one hand, and management and administration, on the other. Consent agendas for Board meetings have long been used for efficiency. Consent agendas are used for committees, when appropriate. Board meetings are organized so as to provide opportunity for discussion. Opportunities to enlist Board members' knowledge and expertise in consideration of strategic issues facing the institution will continue in 2019/20.

- b) *The number, length and organization of Board meetings enable it to carry out its work effectively and efficiently.*

✓ The *University Act* calls for the Board to meet as often as is necessary to transact its business and at least once every three months. By tradition, the UVic Board meets six times per year.

Our most recent annual evaluation confirmed that the number, timing, length, agendas and conduct of Board meetings enable it to carry out its work effectively and efficiently. Continued attention will be devoted to structuring agendas and dockets so as to focus on key items while ensuring that all necessary business is completed.

4. Committees

- a) *“The Board has committees that address the Finance, Governance, Human Resources and Compensation, and Audit functions, as well as any other committees relevant to board operations.”* (Source: BC BRDO, *Best Practice Guidelines*, p. 15)

√ Since 2010/11, the Board has had the following committees: Executive and Governance Committee; Finance Committee; Operations and Facilities Committee; Audit Committee; Compensation and Review Committee.

- b) *“Each board committee has written terms of reference that are available publicly and that outline its composition and responsibilities.”* (Source: BC BRDO, *Best Practice Guidelines*, p. 15)

√ The committees’ terms of reference are contained in the Board’s Procedures, which are published on the Board page of the University’s web site.

- c) *“Each committee keeps informed about emerging best practices in corporate governance relevant to its functions.”* (Source: BC BRDO, *Best Practice Guidelines*, p. 15)

√ Committees keep apprised of best practices in their areas. Pertinent articles and publications from sources such as the Association of Universities and Colleges of Canada, the Association of Governing Boards and *The Chronicle of Higher Education* will be circulated to Board members.

- d) *“Every board task force and working group established to address special board needs has written terms of reference outlining its composition, responsibilities, working procedures and termination date.”* (Source: BC BRDO, *Best Practice Guidelines*, p. 15)

√ Such terms of reference are prepared when special task forces or groups are established.

5. Audit Committee

- a) *“Audit Committee members are financially literate and at least one member has accounting or related financial management expertise.”* (Source: BC BRDO, *Best Practice Guidelines*, p. 20)

✓ The Audit Committee’s terms of reference state that, “The majority of members of the Committee shall be financially literate, being defined as having the ability to read and understand financial statements of the breadth and complexity comparable to 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 judgment”. The Committee’s membership accords with this standard.

- b) *“Members of the Audit Committee are independent from the external auditors.”* (Source: BC BRDO, *Best Practice Guidelines*, p. 20)

✓ Members of the Audit Committee are independent from the external auditors.

- c) *“The Audit Committee has written terms of reference that set out its roles and responsibilities.”* (Source: BC BRDO, *Best Practice Guidelines*, p. 20)

✓ The Audit Committee has written terms of reference, setting out its roles and responsibilities, which are published on the University’s web site.

- d) *“The Audit Committee annually reviews its terms of reference and assesses its effectiveness in meeting the needs of the board of directors.”* (Source: BC BRDO, *Best Practice Guidelines*, p. 20)

✓ The Audit Committee’s terms of reference specify that it shall “annually review its mandate and make any recommendation for updating it to the Executive and Governance Committee of the Board”. The terms of reference also require that: (i) Committee members annually assess the effectiveness of the Committee against its mandate and report the results of the assessment to the Executive and Governance Committee of the Board. (This is done through the annual Board and Board committee evaluation process).

- e) *“The external auditor reports directly to the Audit Committee, not to management.”* (Source: BC BRDO, *Best Practice Guidelines*, p. 20)

✓ The Audit Committee's terms of reference include the following:

- 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.
- 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.
- The Committee reviews the external auditors' audit plan—discuss and approve audit scope, staffing, locations, reliance upon management and internal audit, and general audit approach.
- 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 Canadian Institute of Chartered Accountants.
- The Committee considers the external auditors' judgments about the quality and appropriateness of the accounting principles as applied in the financial reporting.
- The Committee meets in executive session with the external auditor.

f) *"The Audit Committee has an auditor independence policy or reviews and pre-approves all non-audit services to be provided to the organization or its subsidiaries by the external auditor."* (Source: BC BRDO, *Best Practice Guidelines*, p. 20)

✓ An auditor independence policy is in place.

g) *"The Audit Committee periodically reviews the need for an internal audit function."* (Source: BC BRDO, *Best Practice Guidelines*, p. 20)

✓ The University of Victoria has had an internal audit function since 1981.

h) *"If the organization has an internal audit function:*

i. *the internal audit group reports functionally to the Audit Committee and administratively to the Chief Executive Officer;"*

◇ The internal auditor reports to the Audit Committee and, for administrative purposes, to the Vice-President Finance and Operations. The reporting relationship to the Vice-President Finance and Operations was reviewed in the course of an external validation of the Internal Audit function conducted by KPMG in 2008 and was deemed to be appropriate.

ii) *“The Audit Committee oversees the work of the internal audit group.”*
(Source: BC BRDO, *Best Practice Guidelines*, p. 20)

√ The Audit Committee’s terms of reference include the following:

- The Committee reviews the mandate and objectives of the internal audit function.
- 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.
- The Committee reviews the budget, staffing and resources of the Internal Audit function and makes recommendations to the Vice President Finance and Operations.
- The Committee reviews the internal auditor’s audit plan including discussion and approval of audit scope, staffing, locations, timing and general audit approach.
- The Committee reviews audit reports and discusses the results of the internal audit work plan.
- The Committee meets in executive session with the internal auditor.

i) *“The Audit Committee meets from time to time with the external and internal auditors without management present.”* (Source: BC BRDO, *Best Practice Guidelines*, p. 20)

√ The Audit Committee holds *in camera* sessions with the internal auditor and with the external auditors at each meeting.

j) *“The Audit committee reviews any proposed changes to the position of the organization’s chief financial officer.”* (Source: BC BRDO, *Best Practice Guidelines*, p. 20)

√ The Audit Committee’s terms of reference provide for it to “review any significant proposed changes in the position description of the university’s chief financial officer, the Vice-President Finance and Operations.”

- k) *"The Audit Committee has the authority to engage independent counsel and other advisors, with prior approval from the board chair."* (Source: BC BRDO, *Best Practice Guidelines*, p. 20)

√ The Audit Committee's terms of reference give it "authority to conduct any investigation appropriate to fulfilling its responsibilities" and provide that it "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".

6. The Board Chair

- a) *"The position of chair and CEO are separate."* (Source: BC BRDO, *Best Practice Guidelines*, p. 22)

√ The position of Board Chair and University President are separate.

- b) *"The board chooses its own chair on the basis of merit and leadership abilities; neither the govern[ment] nor anyone else does so, either directly or indirectly. Moreover, [the board's] bylaws do not require [] that the incumbent vice chair of the board will succeed the incumbent chair...The board [has] flexibility and responsibility to choose its own leaders."* (Source: R. Ingram, *Effective Trusteeship*, Association of Governing Boards, Washington, D.C.: 2004, p. 54)

√ The Board elects its own Chair annually. Section 19.2(1) of the *University Act* requires that the Chair be elected from among the 8 members of the Board appointed by the Lieutenant Governor in Council under section 19(1) (d).

- c) *"The board publishes a position description that sets out in detail the responsibilities of the chair."* (Source: BC BRDO, *Best Practice Guidelines*, p. 22)

√ The role and responsibilities of the Board Chair are set forth in the Board's Procedures, which are published on the Board page of the University's web site. A detailed Board Chair Position Description has also been developed.

- d) *"The chair and responsible Minister communicate regularly to build their working relationship."* (Source: BC BRDO, *Best Practice Guidelines*, p. 22)

◇ The University's Board Chair communicates and meets with the Minister as needed, as well as welcoming and introducing him or her at events on campus.

- e) *"The Board Chair provides leadership to ensure the Board can effectively govern a post-secondary institution. The Board Chair guides Board activities, and works closely with the President to cultivate an effective relationship between the Board and institution management."* (Source: *Orientation Manual for BC Public PSE Board Members*, p.6)

√ This expectation is set out in the Board Chair Position Description and fulfillment assessed and confirmed through an annual Chair evaluation process.

7. Individual Directors

- a) *"The board publishes a charter or similar document for directors that details the expectations of individual board members."* (Source: BC BRDO, *Best Practice Guidelines*, p. 24)

√ The Board has approved a *Statement of the Responsibilities of the Board of Governors and its Members*.

- a) *"In carrying out their Board duties, members must consider their:*
- *Fiduciary duty to act in the best interest of the organization.*
 - *Requirement to represent the interests of the institution as a whole, rather than the interests of individual constituents.*
 - *Commitment to maintaining high ethical standards and integrity in decision-making.*
 - *Commitment to respectful communication and interaction with other Board members and institution management.*
 - *Compliance with the Code of Conduct for the institution....*
 - *Commitment to effective governance"*

(Source: *Orientation Manual for BC Public PSE Board Members*, p.7)

√ These expectations are reflected in the *Statement of the Responsibilities of the Board of Governors and its Members*.

- b) *"The board develops and publishes minimum attendance expectations for directors and makes public the directors' attendance records."* (Source: BC BRDO, *Best Practice Guidelines*, p. 24)

◇ 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 a resolution of the Board.

- d) *“As part of public sector transparency, the organization annually discloses the amount of compensation paid to each individual director for the preceding year.”* (Source: BC BRDO, *Best Practice Guidelines*, p. 24)

◇ Consistent with practice at other major Canadian universities, members of the Board are not compensated for their service. (Reimbursement is provided for expenses incurred in attending Board meetings.)

- e) *“Board members must abide by individual Board policies about who will be the spokesperson for the Board. Boards should speak with one voice. Once debate in the boardroom is over and a decision is made, that decision stands as a united position of the Board. It is very important that Board members respect issues of confidentiality and not disclose information they learn at Board meetings which has been imparted in confidence.”*

(Source: *Orientation Manual for BC Public PSE Board Members*, p.7)

√ These expectations are reflected in the *Statement of the Responsibilities of the Board of Governors and its Members*.

8. The Chief Executive Officer or President

- a) *“The board has a job description that sets out in detail the responsibilities of the CEO.”* (Source: BC BRDO, *Best Practice Guidelines*, p. 26)

√ There is a detailed position description for the President.

- b) *“The board annually establishes performance expectations for the CEO.”* (Source: BC BRDO, *Best Practice Guidelines*, p. 26)

√ The Procedures for the Annual Review of the President provide for the establishment of annual goals. The report of an examination of university board governance in British Columbia conducted by the Office of the Auditor General in 2013, in which the University of Victoria was included, stated that:

We found that the [UVic] Board approves the President’s goals on an annual basis.

Subsequent to this, the Board, through its Compensation and Review Committee, performs a mid-year and end-of-year review of the President's performance before submitting a final report to the Board.

Establishing and agreeing to annual goals and evaluating the President's performance are important practices. They support the President's motivation and development, as well as the performance of the university in achieving its strategic goals. For universities, this accountability mechanism is particularly important given that the President is a voting board member under the Act as well as the Board's one employee. The evaluation helps ensure proper separation between the Board and management. (Source: BC OAG, University Board Governance Examinations, February 2014, p. 27, www.bcauditor.com)

- c) *"The board annually assesses the CEO's performance against the position description and the performance expectations." (Source: BC BRDO, Best Practice Guidelines, p. 26)*

√ In accordance with the Procedures for the Annual Review of the President, the Board Chair and the Compensation and Review Committee review the President's accomplishments relative to six general criteria and to the prior year's goals. In the process, input is sought from all Board members.

- d) *The "Board[is]responsible for setting and disclosing appropriate compensation for Presidents and senior executives at the institution within the parameters of the compensation framework set by Government."*

√ The Board of Governors sets compensation in accordance with the approved Executive Compensation Plan and the framework established by government and posts an executive compensation disclosure report annually.

- e) *"The directors regularly meet together without management present." (Source: BC BRDO, Best Practice Guidelines, p. 26)*

◇ As noted above, in accordance with the *University Act*, by which the University of Victoria is governed, the President is a member of the Board of Governors. This provision, typical of universities and necessary for their effective governance, would render meetings without management inappropriate. (The President of course absents them self from any Board or committee meeting dealing with their appointment, review or terms of employment.)

9. Corporate Secretary

- a) *“The board has a position description that sets out in detail the responsibilities of the corporate secretary.”* (Source: BC BRDO, *Best Practice Guidelines*, p. 27)

√ There is a detailed position description for the University Secretary.

10. Code of Conduct and Ethics

- a) *“The board has adopted a Code of Conduct and Ethics that is consistent with The Standards of Ethical Conduct for Public Sector Organizations.”* (Source: BC BRDO, *Best Practice Guidelines*, p. 28)
- b) *“The organization publishes its Code of Conduct and Ethics.”* (Source: BC BRDO, *Best Practice Guidelines*, p. 28)

√ The Board’s Procedures include sections on Duties, Conflict of Interest and Confidentiality. They specify that “Board members must annually sign a statement disclosing any real or apparent conflicts of interest and acknowledging that they have read and understood the Board procedures on conflict of interest”. The *Statement of the Responsibilities of the Board of Governors and its Members* also outlines expectations with respect to ethics.

11. Orientation and Professional Development

- a) *The board has a comprehensive orientation program for new directors.* (Source: BC BRDO, *Best Practice Guidelines*, p. 30)
- √ New board members receive extensive briefing materials and a thorough in-person orientation.
- b) *The board has a culture that encourages new directors to participate fully and effectively in board activities as soon as possible.* (Source: BC BRDO, *Best Practice Guidelines*, p. 30)
- √ New Board members are encouraged and expected to participate fully as soon as possible.
- c) *The board provides ongoing educational opportunities for directors to learn about the organization, its sector and its corporate governance practices, and maintains a policy encouraging directors to take advantage of these opportunities.* (Source: BC BRDO, *Best Practice Guidelines*, p. 30)

√ Ongoing educational opportunities include: visits to academic and other units and/or other opportunities to interact with members of the campus community; presentations to the Board concerning major initiatives at the university; an annual one-day retreat, held jointly with the Senate, on an issue of strategic importance to the university; participation by Board officers in meetings of the Canadian University Boards Association; and subscription to electronic university news services.

12. Board, Committee and Director Assessment

- a) *The board annually assesses its performance and the performance of each of its committees against their respective charters or terms of reference. (Source: BC BRDO, Best Practice Guidelines, p. 32)*
- b) *The board annually assesses the performance of the chair against the chair's position description. (Source: BC BRDO, Best Practice Guidelines, p. 32)*
- c) *The board annually assesses the performance of individual directors against the directors' Charter of Expectations. (Source: BC BRDO, Best Practice Guidelines, p. 32)*

√ In 2005/06, mechanisms were put in place for annual assessment of Board and Board committee procedures and practices and of the effectiveness of the Chair. Annual Board member self-assessment is also practiced. The report of the examination of university board governance in BC conducted by the Office of the Auditor General in 2013 stated that:

We found that the [UVic] Board has a strong evaluation process covering key areas such as board effectiveness, committee effectiveness, roles and responsibilities of the Board and management, as well as several other areas pertaining to board operations. The evaluation process also included individual member self-assessments covering areas pertaining to the member's understanding of the organization, his/her governance role and contributions to the Board, as well as several other important areas. Regular evaluations support the continued growth and effectiveness of the Board. (Source: BC OAG, University Board Governance Examinations, February 2014, p. 28, www.bcauditor.com)

13. Communications Strategy

- a) *An appropriate communication strategy is in place that meets the needs of all stakeholders, employees and Government and reflects a public sector organization's requirement for transparency and accountability. (Source: BC BRDO, Best Practice Guidelines, p. 32)*

✓ Appropriate mechanisms are in place for communicating Board decisions and for obtaining input into those decisions. Additional steps to communicate the composition, role and activities of the Board took place in 2015/16 and continue.

- b) *The board chair is the authorized spokesperson for the board and the CEO is the primary spokesperson for the organization. (Source: BC BRDO, Best Practice Guidelines, p. 32)*

✓ The only person authorized to speak for the Board is the Chair or his or her express delegate. The President is the primary spokesperson for the organization.

14. Review and Approval of Institutional Accountability Report

- a) *The Board fulfills its oversight responsibility for UVic's accountability reporting. (Source: BC OAG, University Board Governance Examinations, February 2014, p. 28, www.bcauditor.com)*

✓ The Board reviews and approves the institutional accountability plan annually.

15. Oversight of Risk Management

- a) *The Board oversees a risk management framework. (Source: BC OAG, University Board Governance Examinations, February 2014, p. 28, www.bcauditor.com)*

✓ The report of the examination of university board governance in BC conducted by the Office of the Auditor General in 2013 stated that:

We found that the Board oversees management's progress in identifying, ranking, and preparing mitigation strategies for risks. Risks are presented to the relevant board committee and eventually to the audit committee and the Board as a whole.

Risk management is an important control supporting the achievement of UVic's objectives. (Source: BC OAG, University Board Governance Examinations, February 2014, p. 27, www.bcauditor.com)

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