



University
of Victoria

Board and Board Committee Meetings Monday March 28 and Tuesday March 29, 2022

Open Session

Tuesday March 29, 2022

11:00 a.m. – 12:00 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 March 29, 2022 be approved.

2. Approval of Summary Record of the Meeting held January 25, 2022 (attached)

MOTION:

THAT the summary record of the open session of the regular meeting held January 25, 2022 be approved.

3. Business Arising from the Summary Record

4. Chair's Remarks

5. Correspondence

a. University of Victoria Students' Society re International Student Tuition Increase 2022 (attached)

b. Graduate Students' Society re Accessibility of UVic Governance Bodies (attached)

c. Victoria Rottweiler Club (attached)

6. President's Report

7. External Relations Update

BOG-Mar29/22-17

CONSENT

8. Operations and Facilities Committee (Paul Ramsey)

a. New and Revised Awards

BOG-Mar29/22-10

MOTION:

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

- *Faculty of Fine Arts Student Community Impact Award* (Revised)*
- *Nash Johnston LLP Scholarship in Evidence (Revised)*
- *Nash Johnston LLP Scholarship in Torts (Revised)*
- *Inuit Women Legal Scholar Award (New)*
- *Environmental Education Impact Award (New)*

- *George Lee Law Corporation Scholarship (New)*
- *Mastercard Award in Cyber Security (New)*
- *Bonnie and Ken Putt Award* (Revised)*
- *Mohamed & Prabha Ibrahim Undergraduate Scholarship in Chemistry* (Revised)*
- *Level Up Award presented by Codename Entertainment* (Revised)*
- *Hilder School of Music Award* (New)*
- *Chaney Award* (Revised)*
- *Speakman Award* (New)*
- *Arthur Whittingham Graduate Travel Scholarship* (New)*
- *Working for a Better World Award (New)*
- *Stephens Family Research Awards in Organic & Sustainable Food Systems (Revised)*
- *Crabtree Indigenous Legal Scholar Award (New)*
- *Presquito Murdoch Indigenous Law Award (New)*
- *Langford-Seaborne Award for Indigenous Students in Humanities* (New)*
- *Langford-Seaborne Award for Indigenous Students in Social Sciences* (New)*
- *Greg and Tanya Kuhn International Student Award (New)*
- *Steven P. Starkovich Promise Scholarship for Students in Physics & Astronomy (New)*
- *Steven P. Starkovich Opportunity Entrance Award for Indigenous Students (New)*
- *Stephen W. Long Award in Business (New)*
- *Dr. Mowafa Househ Entrance Scholarship (Revised)*
- *Iranian Student Undergraduate Memorial Scholarship* (Revised)*
- *Xa7limut (Ha-lay-mut) Jack Campo Indigenous Law Award (New)*
- *Enbridge Scholarship in Engineering and Computer Science (New)*
- *Enbridge Travel Award for Engineering and Computer Science Students (New)*
- *Alice Lough McLaggan Bursary* (New)*
- *Jennifer van Dyk Memorial Women's Field Hockey Award* (Revised)*
- *Beer-Knight Scholarship (New)*
- *Cindy Kung Memorial Award for Women in Health Information Science (New)*
- *Iranian Student Graduate Memorial Scholarship* (Revised)*
- *Audain Travel Award (New)*
- *British Columbia Environment Industry Association Indigenous Award (New)*
- *Eunice Lowe Award for Entrepreneurship Studies* (New)*
- *Jacob Kerr Scholarship (New)*
- *Raincoast Conservation Award (New)*
- *H.D. Sauvan Award* (New)*
- *Joyce Family Foundation Award for Indigenous Students* (Revised)*

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b. Proposal to change the name of the Department of French BOG-Mar29/22-18
MOTION:

THAT the Board of Governors approve the proposal to change the name of the Department of French, as described in the document "Name Change for the Department of French to the Department of French and Francophone Studies", effective September 1, 2022.

c. Proposal to change the credential in French to "French and Francophone Studies" BOG-Mar29/22-05
MOTION:

THAT the Board of Governors approve the proposal to change the credentials in French to "French and Francophone Studies", as described in the memorandum dated January 21, 2022, effective September 1, 2022.

d. Proposal to discontinue the International Child and Youth Care Program Professional Specialization Certificate BOG-Mar29/22-19
MOTION:

THAT the Board of Governors approve the proposal to discontinue the International Child and Youth Care Program Professional Specialization Certificate, as described in the document "International Child and Youth Care program (Professional Specialization Certificate Program)", effective September 1, 2022.

e. Proposal to change the name of the Bachelor of Arts in Health and Community degree to a Bachelor of Arts in Public Health BOG-Mar29/22-23
MOTION:

THAT the Board of Governors approve the proposal to change the name of the Bachelor of Arts in Health and Community degree to a Bachelor of Arts in Public Health degree, as described in the document "BA in Health and Community Services: Major Program Change", effective September 2022.

f. Proposal to discontinue the Graduate Diploma in International Child and Youth Care for Development BOG-Mar29/22-24
MOTION:

THAT the Board of Governors approve the proposal to discontinue the Graduate Diploma in International Child and Youth Care for Development, as described in the document "Graduate Diploma in International Child and Youth Care for Development", effective September 1, 2022.

9. Finance Committee (Carolyn Thoms)

a. University Of Victoria Staff Pension Plan Statement of Investment Policies and Procedures

BOG-Mar29/22-09

MOTION:

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

b. Collection and Remission of Student Fees – Graduate Students’ Society

BOG-Mar29/22-06

MOTION:

THAT the Board of Governors collect and remit fees for the GSS in 2022/23 as outlined in the letter of March 14, 2022 from the Executive Director of the GSS to Kristi Simpson, Acting Vice-President Finance and Operations, subject to confirmation of approval of the fees at the GSS Semi-Annual General Meeting on March 22nd, 2022.

c. Collection and Remission of Student Fees for the University of Victoria Students’ Society (UVSS)

BOG-Mar29/22-30

MOTION:

THAT the Board of Governors collect and remit the fees as approved by the UVSS members and as outlined in the letter of March 15, 2022 from the Director of Finance and Operations of the UVSS to Jim Dunsdon, Associate Vice-President Student Affairs.

d. Status Report on Capital Projects

BOG-Mar29/22-13a

e. 2021 Policy Annual Report

BOG-Mar29/22-01

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

REGULAR

10. Finance Committee (Carolyn Thoms)

a. Planning and Budget Framework 2023-2025

BOG-Mar29/22-04

MOTION:

THAT the Board of Governors approve the Planning and Budget Framework 2023–2025, including the tuition and fee increases contained therein, and authorize the President to develop and implement the detailed operating budget for the 2022/23 fiscal year.

11. Operations and Facilities Committee (Paul Ramsey)

a. Renewal of Term Raincoast Chair in Applied Conservation Science

BOG-Mar29/22-20

MOTION:

THAT the Board of Governors approve the renewal of the Raincoast Chair in Applied Conservation Science in the Department of Geography, Faculty of Social Sciences for a second five-year term from June 30, 2022 to June 30, 2027.

b. Enrolment Projections for 2022/23

BOG-Mar29/22-11

MOTION:

THAT the Board of Governors approve a recommended enrolment level of 18,548 FTE for the 2022/23 academic year, subject to revisions in the event of new information regarding mandated growth, funding levels, application rates, and world events.

12. Other Business

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

Adjournment



University
of Victoria

Board and Board Committee Meetings Monday January 24 and Tuesday January 25, 2022

Open Session

Tuesday January 25, 2022 11:00 a.m.

Via Videoconference

DRAFT SUMMARY RECORD

Present: David Zussman (Chair), Merle Alexander, Keith Barbon, Shailoo Bedi, Josh Blair, Marion Buller, David Foster, Jonathan Granirer, Kevin Hall, Adam Monahan, Monica Prendergast, Beverly Van Ruyven, Carrie Andersen (Secretary)

By Invitation: Chris Horbachewski, Lisa Kalynchuk, Kimberley Kennard, Valerie Kuehne, Kristi Simpson, Robina Thomas

Regrets: Marilyn Callahan, Paul Ramsey, Carolyn Thoms

1. Approval of Agenda

MOTION: (A. Monahan/J. Blair)

THAT the agenda of the open session of the regular meeting of January 25, 2022 be approved.

CARRIED

2. Approval of Summary Record of the Meeting held November 23, 2021

MOTION: (B. Van Ruyven/M. Alexander)

THAT the summary record of the open session of the regular meeting held November 23, 2021 be approved.

CARRIED

3. Business Arising from the Summary Record

There was none.

4. Chair's Remarks

D. Zussman provided a territorial acknowledgment and welcomed Chancellor Marion Buller to her first Open Session with the Board of Governors.

5. Correspondence

There was none.

6. President's Report

Kevin Hall, President and Vice-Chancellor welcomed the Chancellor and noted this would be the final meeting for Valerie Kuehne, Vice-President Academic and Provost who would be ending her extended term on February 28, 2022. He thanked V. Kuehne for her 23 years of service to the leadership at UVic.

K. Hall noted that Elizabeth Croft will begin her term as Vice-President Academic and Provost on July 1, 2022 and that Susan Lewis will be the Acting Vice-President Academic and Provost in the interim. He stated that a search for the Vice-President Finance and Operations will begin in February as Gayle Gorrill has stepped down from the position. Kristi Simpson will continue as the Acting Vice-President Finance and Operations until the search has been completed.

K. Hall provided an update on COVID-19 and the return to campus with the development of continuity plans.

The current strategic framework ends in 2023 and consultation is underway for a new strategic plan for the university. K. Hall noted an upcoming Town Hall on February 10, 2022.

K. Hall mentioned new chair positions at the university and noted that a number of members of the UVic family received the Order of Canada, including David Zussman, Chair of the Board of Governors.

There were no questions for K. Hall.

- 7. External Relations Update** BOG-Jan25/22-21
Chris Horbachewski, Vice-President External Relations introduced the report and provided highlights on Winterfest and the results of Giving Tuesday. There were no questions for C. Horbachewski.

CONSENT

- 8. Finance Committee (Carolyn Thoms)**
- a. University of Victoria Staff Pension Plan Investment Performance Report for the Period Ended September 30, 2021** BOG-Jan25/22-16
- 9. Operations and Facilities Committee (Paul Ramsey)**
- a. New and Revised Awards** BOG-Jan25/22-23
MOTION:
THAT the Board of Governors approve new and revised undergraduate and graduate awards set out in the attached documents and listed below:
- Commerce Student Society Community Engagement Award (New)
 - Betty Moyls Memorial Award (Revised)
 - Mina Hoorfar Award for Indigenous Students in Engineering and Computer Science (New)
 - Mina Hoorfar Award for Women in Engineering and Computer Science (New)

- President's Entrance Scholarship (Revised)
- University of Victoria Entrance Scholarship (Revised)
- Active Earth Engineering Award for Indigenous Students in STEM (New)
- International Student Support Award (New)
- Faculty of Fine Arts Indigenous Annual Student Award (Revised)
- Nelson Family Award (Revised)
- Philip MacIntyre Memorial Scholarship in Nursing* (New)
- Denis & Pat Protti Scholarship* (Revised)
- Judy Payne Memorial Award (New)
- Kari Moore Award (New)
- Christopher Foundation Graduate Scholarship in the Visual Arts (New)
- Mosaic Forest Management Award in Indigenous Language Revitalization (New)
- Sanjeev Singh Parmar Memorial Scholarship* (Revised)
- Robertson Wiens Mathematics Bursary* (Revised)
- Phoenix Award (Revised)
- Louise and Peter Fothergill-Payne Travel Scholarship* (Revised)
- UVic Student Bursary* (New)
- Peter Corless Mechanical Engineering Award* (New)
- Robyn Kathleen Addison Scholarship in Environmental Studies (New)
- Ethel Dent Banks & Margaret Maunsell Award (Revised)
- Darlene Scott Scholarship* (Revised)
- Agamemnon Kasapi and Family Scholarship* (Revised)
- Faculty of Education Student Leadership Award* (Revised)
- Faculty Association Memorial Award (New)
- Cora Arenas and Carol Artemiw Award for Second-Year Women in Engineering and Computer Science (Revised)
- TED Fund* (New)
- UVic Business Class of 2009 Scholarship Award (Revised)
- Alec Maclean Annual Award in Economics (New)
- Micqualyn Scholarship* (Revised)
- Doreen Moser Scholarship* (New)
- Martin Bonham and Lloyd Howard Travel to Italy Award* (New)
- Edwards, Kenny & Bray Award for BIPOC Students in Law (New)
- Indigenous Perspectives Camp 25th Anniversary Award (Revised)
- UVic STEM Class of 2009 Award (New)

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b. Proposal to discontinue the Professional Specialization Certificate in Teaching French Immersion

BOG-Jan25/22-24

MOTION:

THAT the Board of Governors approve the proposal to discontinue the Professional Specialization Certificate in Teaching French Immersion, as described in the document "Proposal to discontinue the Professional Specialization Certificate in French Immersion".

c. Proposal to discontinue the Diploma in Child and Youth Care in Indigenous Communities

BOG-Jan25/22-25

MOTION:

THAT the Board of Governors approve the proposal to discontinue the Diploma in Child and Youth Care in Indigenous Communities, as described in the document "Child and Youth Care in Indigenous Communities (Diploma)-Delete from Calendar".

d. Proposed name change to the Master in Arts in Child and Youth Care

BOG-Jan25/22-26

MOTION:

THAT the Board of Governors approve the proposed name change to the Master of Arts in Child and Youth Care, as described in the document "School of Child and Youth Care MA Program Renewal & Name Change: Child, Youth, Family & Community Studies".

e. Proposal to change the name of the Master of Management program

BOG-Jan25/22-30

MOTION:

THAT the Board of Governors approve the proposal to change the name of the Master of Management program, as described in the document "Master in Management: Name Change".

f. Proposal to establish an Honours Option for the Bachelor of Science Combined Biochemistry and Chemistry Degree program

BOG-Jan25/22-32

MOTION:

THAT the Board of Governors approve the proposal to establish an Honours Option for the Bachelor of Science Combined Biochemistry and Chemistry Degree program as described in the document "Biochemistry and Chemistry (Bachelor of Science – Combined Honours)", and that this approval be withdrawn should the program not be offered within five years of the granting of approval.

- g. Proposal to establish an Honours Option for the Bachelor of Science Combined Microbiology and Chemistry Degree program** BOG-Jan25/22-33

MOTION:

THAT the Board of Governors approve the proposal to establish an Honours Option for the Bachelor of Science Combined Microbiology and Chemistry Degree program as described in the document “Microbiology and Chemistry (Bachelor of Science – Combined Honours)”, and that this approval be withdrawn should the program not be offered within five years of the granting of approval.

- h. Proposal to establish a Master in Nursing Nurse Practitioner Post-degree Stream** BOG-Jan25/22-34

MOTION:

THAT the Board of Governors approve the proposal to establish a Master of Nursing Nurse Practitioner Post-degree Stream, as described in the document “Master in Nursing, Nurse Practitioner Post-Degree Stream”, and that this approval be withdrawn should the program not be offered within five years of the granting of approval.

- i. Status Report on Capital Projects** BOG-Jan25/22-18a

Pro Forma Motion: (K. Hall/A. Monahan)

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

CARRIED

REGULAR

10. Audit Committee (Merle Alexander)

- a. Revised Internal Audit Policy GV0220** BOG-Jan25/22-06

M. Alexander stated that the revisions to the policy were to bring the language up to date.

MOTION: (M. Alexander/J. Blair)

THAT the Board of Governors approve the revised Internal Audit Policy GV0220, effective immediately.

CARRIED

11. Other Business

- a) Review of action items identified
There were none.

b) Any other business

There being no other business, the meeting adjourned at 11:16 a.m.

From: [Joshua Fassnacht - UVSS Director of International Student Relations](#)
To: [Kim Kennard - Board Coordinator and Executive Assistant](#)
Subject: Letter to Board of Governors - International Student Tuition (2022)
Date: January 20, 2022 3:42:51 PM
Attachments: [Letter to BOG - International Tuition \(2022\).pdf](#)

Good afternoon, Kim!

I hope that the beginning of this new semester has treated you well.

My name is Joshua Fassnacht, and I am the Director of International Student Relations at the University of Victoria Students' Society. I represent and provide support to the international student body here at UVic as an international student myself.

I am writing to the University of Victoria's Board of Directors asking that the attached letter regarding UVic's international student tuition hikes is read thoroughly and acted upon. It has been a long, difficult time of late for everybody due to the pandemic, but international students have specifically received some of the greatest hardships, uncertainties, and financial barriers that are unfortunately crippling for many of this school's beloved students.

We the students ask that you please (1) freeze international tuition for the upcoming year, and (2) limit the annual tuition increase to 2% for international students for at least the next two years.

This is the second consecutive year that the international student body along with the UVSS has asked UVic to hear its students' struggles and provide the kind of support that is expected of the school. The Board of Governors is to be invested in the stewardship of the University of Victoria. We have invested our faith in you and it is based on that trust that we urge you to consider the asks highlighted in front of you.

Cordially,

Joshua Fassnacht (he/him)

Director of International Student Relations | University of Victoria Students' Society

Unceded, unsundered territories of the Lekwungen and W̱SÁNEĆ peoples

E: internationalrep@uvss.ca | **W:** www.uvss.ca

UVSS - Run by students, for students.

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International Student Relations

1 January 2022

Re: International Student Tuition Increase 2022

To the Chair and Members of UVic's Board of Governors,

I am writing to you on behalf of over 4,000 international undergraduate students who have taken the step to study at the University of Victoria. These students have had to work through many unprecedented struggles and hindrances that are highly burdensome to the international student due to the COVID-19 pandemic (lost jobs, reduced hours, cut wages, blocked travel, limited supports).

We ask that you to please (1) freeze international tuition for the upcoming year, and (2) limit the annual tuition increase to 2% for international students for at least the next two years.

Freezing tuition this year is a way for the University of Victoria to show international students that it genuinely cares about them and that it is a place where folks around the world can feel supported and get the most out of their education. Freezing tuition will reinforce the close knit community that UVic intends to be and provide the relief that students have been needing. The reduced increases thereafter is compatible with the economic recovery rate projected by leading global organizations, enabling students to better afford their education in future years and inviting even more international students that would otherwise attend the University of Victoria.

Over the last 11 years, international tuition at UVic has increased by over 151%¹. This is much greater than the inflation rate and coping with another increase in tuition this year would simply not be possible for many international students or their families.

It is a common misconception that most international students are wealthy or well off, but this is not always the case and this is a harmful narrative. For example, international students continue to be much more likely to use the UVSS' Food Bank and Free Store than domestic students. This has only been exaggerated by the pandemic and has exposed the economic strain felt by the community. The Canadian dollar was the 10th strongest dollar in the world during 2021 and most international students end up paying more money than the listed tuition and housing costs as well as the international MSP fee that is double that of the domestic cost. It also persists to be an issue that the University of Victoria still continues

¹ "Tuition Fee Estimate - Undergrad - University of Victoria." UVic.ca. Accessed January 01, 2022.
<https://www.uvic.ca/undergraduate/finances/tuition-costs/tuition-fee-estimate.php?residency=I&level=UG&program=36>.

to not provide enough accessible scholarships and bursaries for those with high financial struggles.

This is the second consecutive year that we have sent a letter to the Board of Governors regarding international student tuition and these concerns have continued to be brushed aside. Below are testimonials from students who have written about their struggles and echo the importance of the financial support that international students have been asking for. They describe how difficult it will be for them to continue their education at UVic due to financial insecurity, and the Board of Governors is to be invested in the stewardship of UVic. We have invested our faith in you and it is based on that trust that we urge you to consider the asks highlighted in front of you today.

Sincerely,

Joshua Fassnacht

Director of International Student Relations | University of Victoria Students' Society
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UVSS - Run by students, for students.

“As an international student, the strain that my studies place on my parents looms over me every single day. Often, my classmates speak about their own fees and are shocked to find out that what they pay to attend UVIC for a whole year is about half of what I pay each term. With housing both on and off campus being scarce and therefore pricey, jobs being hard to find as international students, and the fact that international tuition is quite high, many international students face difficulties with paying for their studies. This can even lead to many having to drop out. We need UVIC to lend us a helping hand and show that the university cares about international students.”

- **Ariana Chacon,
Political Science**

I am Dhruvi Raichada and I am from India. I'm currently in my second year of the business program. Paying international student fees has been super stressful on my family and I. I am currently working various jobs (keeping in mind that I can only work for 20hrs off campus) along with my full course load. My father is a jeweler and due to the current situation in India, his business isn't working well. He recently had gotten sick due to Covid along with my mother. This caused him to stay home more. A reduction in fee would be a great help (even if it's for a temporary period of time)."

- **Dhruvi Raichada, Economics
& Business**

“As an international student working hard on my degree, I agree with the UVSS in, if not decreasing, at least not increasing international students. We already have to work hard to

survive in a foreign country without our families supporting us throughout, and additional tuition only makes it harder for us to survive.”

- **Jigyasa Chaudhary,
Software Engineering**

“British Columbia, Victoria specially is one of the most expensive cities to live in, in addition to that, there is currently a housing crisis which has led students to seek shelters. Increasing tuition fees along with these living conditions has made going to Uvic impossible. Putting a stop to this will guarantee that at least most students will be able to afford university and have their basic needs met.”

- **Yasi Afshari,
Psychology**

“Being an international student myself, it’s understandable as to why we pay way more than the domestic students. Whatsoever, what I think is really unfair is to increase the tuition fee during a pandemic. Most of our families back home struggle to earn. Unfortunately, due to Covid the job situation is extremely unstable in Saudi Arabia. My mom runs a salon to pay for my education, but due to the current situation, it’s hard to keep it going. Currently, I have three part time jobs just so I could afford my housing & other expenses. I cannot fathom the struggle international students might go through due to Covid. Therefore, on behalf of every international student, I humbly request you to consider not increasing the tuition fee this year.”

- **Shilpa Parveen,
Psychology**

“Tuition fee has been one of the biggest financial burdens during Covid. It has caused immense mental pressure and led me to a serious financial debt. Freezing international student tuition would help me get back on my feet and at the same time it would help me to focus more on my studies.”

- **Atanu Kundu,
Biochemistry**

“As an international student it is a dream to pursue an education in Canada however, it isn’t feasible financially during a pandemic. If the university chooses to not have a tuition hike, then I’d save about \$320-\$500 per term equivalent to at least Rs.20,000. That money can be used towards medical expenses that my family is facing right now. Safe to say, I won’t have to work 30hrs and stress about academics or give up sleep.”

- **Siddharth Pathak,
Computer Science**

“International students should be able to complete their studies without worrying that UVic will increase tuition dramatically each year.”

- **Kayla Kalhous,
Engineering**

“International tuition fees are so high for us ! That is unfair for us to deal with. Decreasing the tuition fee is good for all of the international students, and I believe more international students will join UVic in the future. I feel like I can’t even afford books anymore! Knowledge has become too expensive!”

- **Yufei Mai, Geography**

"It is extremely important to us and other international students to lower the international student tuition!"

- **Gazelle Raha,
Psychology**

"The tuition becomes higher each year, and due to COVID-19, it is hard for international students to accept another increase in tuition."

- **Shiyu Zeng,
Engineering**

"Please stop the annual tuition increase. There are already so many extra financial burdens on specifically international students who are trying to make it here in Canada."

- **Udbhav Agarwal,
Computer Science**

"Life is getting hard with the ever increasing fee. Please help us. Thank you."

- **Agam Kamran,
Computer Science**

"Please freeze or reduce the increase in tuition fees. The higher and higher the tuition fee the higher the pressure is on both my academic and daily living."

- **Jing Qian, Undeclared**

"Please reduce the tuition hikes. The tuition cost is already too high and hard for many international students to manage. It should not continue increasing so unreasonably."

- **Priya Priya, Computer
Science**

"I can understand that the international student should pay more than the local people, but that is too much. Most importantly, the tuition fee keeps increasing dramatically every year. This is so unfair!"

- **Daming Wang, Computer Science**

"The rise in tuition fees has squeezed living costs while various other prices have risen as well."

- **Changjie Guo, Economics**

"Due to the pandemic, we are having a lot of trouble, so hopefully the university can consider lowering the tuition fee to alleviate our financial pressure."

- **Yuchao Xin, Music & Computer
Science**

"(1) freeze international tuition for the upcoming year, and (2) limit the annual tuition increase to 2% for international students for at least the next two years."

- **Siyi Liu, Computer
Science**

“(1) freeze international tuition for the upcoming year, and (2) limit the annual tuition increase to 2% for international students for at least the next two years.”

- **Qirui Du, Geography**

“During the pandemic, the cost of living went up and prices went up. If tuition fees also rise, it will undoubtedly put more pressure on me and my family.”

- **Chuanyi Yang,
Commerce**

“I support freezing tuition for the coming year. I hope the university will understand our troubles and stop raising tuition fees. High tuition are putting enormous pressure on families and individuals”

- **Chun Zai, AHV**

“(1) freeze international tuition for the upcoming year, and (2) limit the annual tuition increase to 2% for international students for at least the next two years.”

- **Xi Wang, Economics**

“It’s very unfair for international students to pay this much for their courses. Please help us and freeze the tuition and put a limit on increasing.”

- **Yufei Chen, Engineering**



To:

Dr. David Zussman, Chair, University of Victoria Board of Governors

Dr. Kevin Hall, Chair, University of Victoria Senate

CC:

Carrie Andersen, University Secretary

Ada Saab, Associate University Secretary

February 15, 2022

Dear Dr. David Zussman and Dr. Kevin Hall,

We are writing to you regarding accessibility of UVic's governance bodies, the Board of Governors and Senate, to distance students who do not reside in Greater Victoria.

Prior to the COVID-19 pandemic, around one-third of graduate students at UVic were registered as distance students. In 2020, distance students became the majority as most classes were shifted online due to the COVID-19 pandemic. In fall 2021, UVic returned most classes to in-person delivery. Distance students represented approximately 38% of graduate students in the fall 2021 semester. This number may stay similar or increase slightly over time as some graduate programs are redesigned to attract students who want or need to study in their home communities (a recent example of this being the MA in Child, Youth, Family and Community Studies).

Student representative positions on the UVic Board of Governors and Senate have not traditionally been accessible to distance students who do not live locally. Meetings were held in person without a remote attendance option, and those students who could not attend in person were effectively excluded from seeking election.

Due to the pandemic, the Board of Governors and Senate have temporarily become more accessible to some distance students, as those who are located outside Canada as a result of border closures and travel disruptions have been allowed to attend remotely. The pandemic has resulted in an increase in distance students interested in participating in university governance. However, we understand that without changes to the Board of Governors and Senate rules, remote participation for distance students will again be refused when the pandemic is over.

As the use of technology has evolved, exclusion of distance students located outside Greater Victoria from university governance can no longer be justified. The *University Act*, which governs elections to the Board of Governors and Senate, does not set any limits on which students can be elected to these bodies. If distance students have the same rights as other students under the *University Act* to be elected to and serve on the Board of Governors and Senate, their exclusion based on place of residence is unfair and *ultra vires*.

The UVic Graduate Students' Society calls on you to support changes to the Board of Governors and Senate rules that will ensure distance students living outside Greater Victoria have the same ability to serve on University governance bodies as on-campus and local students.

Sincerely,

David Foster, GSS Chair, on behalf of the GSS Board of Directors

From: [VICTORIA ROTTWEILER CLUB](#)
To: [Kim Kennard - Board Coordinator and Executive Assistant](#);
Subject: Fwd: Victoria Rottweiler Club - training field for service dogs located at 9865 West Saanich Road, North Saanich, BC
February 25, 2022 11:42:38 AM
Date: [VRC Certificate of Incorporation.pdf](#)
Attachments: [Notice to Vacate - December 2021.pdf](#)
[Victoria Rottweiler Club - 2022 liability insurance binder.pdf](#)
[Victoria Rottweiler Club - UVic.pdf](#)

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

Dear University Board of Governors,
Please find below communication we sent to the University of Victoria's property manager, Ms. Bonnie Brewer. She phoned on February 18th and advised she would look into the situation but we have not received any further communication.

We are in desperate need for a training field as we have been given a vacate notice for the end of February for the training field we have used to train service dogs on for the past 23 years which is located on crown land. It is not known at this point if our job site trailer we use to store dog training equipment in is located on crown land or on University of Victoria property. We have appealed to the government to rescind the Notice to Vacate as they have twice in the past but the government has made no response to us.

In September 2018, we were issued a Notice to Vacate by Department of Fisheries & Oceans. At that time, we appealed to the Federal Government and to U-Vic Board of Governors. Mr. Uwe Bartley (U-Vic) contacted us and advised that if we were required to vacate the training field that U-Vic would make available the field at the back end of the parking lot and advised we could leave the job site trailer (used to store dog training equipment) where it is currently located as it is on U-Vic property or we could relocate the job site trailer to the back field. The Federal Government rescinded the Notice to Vacate so no changes were made to the VRC's training field location. We are hopeful this opportunity can be made available to us.

In 2021, VRC participated in a program with the University of Victoria, Faculty of Human and Social Development Practicum Placement where a student completed her practicum working with handicapped individuals at the VRC, their service dogs and the dog trainers. VRC is funded by donations and volunteers. No individual receives any financial compensation for the training and placement of service dogs. We would be most happy to welcome another student from U-Vic in the future.

Thank you very much for considering our request.

Kind regards,
Jane Mitchelmore
Director, Victoria Rottweiler Club
1-250-888-0106

From: "VICTORIA ROTTWEILER CLUB" <victoriarottweilerclub@shaw.ca>
To: "Bonnie Brewer" <info@uvicproperties.ca>
Sent: Thursday, February 17, 2022 1:23:22 PM
Subject: Victoria Rottweiler Club - training field for service dogs located at 9865 West Saanich Road, North Saanich, BC

Dear Ms. Brewer,

We are writing appealing to the University of Victoria to allow Victoria Rottweiler Club (VRC) to use the

back field located at 9865 West Saanich Road as a training field for service dogs in the event our appeal to the federal government to retain our current training field is not successful.

In the past 24 years, there have been three occasions when the Department of Fisheries & Oceans (DFO) has issued a Notice to Vacate to VRC stating they would be developing the land and twice the VRC has received communication from the Assistant Deputy Minister of Human Resources & Corporate Services advising the Notice to Vacate had been issued in error.

On December 14, 2021, VRC was issued a Notice to Vacate for February 28, 2022 and we have not been able to receive any response from the Federal Government where we have asked for the Notice to Vacate to be rescinded as it has been twice in the past. Both Elizabeth May and David Anderson have been advocating for us. Elizabeth May's office has contacted the DFO on our behalf and has not received any response to her emails sent to them in January 2022.

In 2021, VRC participated in a program with the University of Victoria, Faculty of Human and Social Development Practicum Placement where a student completed her practicum working with handicapped individuals at the VRC, their service dogs and the dog trainers. VRC is funded by donations and volunteers. No individual receives any financial compensation for the training and placement of service dogs.

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For background information on the VRC, we are a registered nonprofit society with the Province of British Columbia and its purpose is for volunteers to train service dogs and then place the dogs in homes requiring a service dog. The dogs are donated by breeders. Members of VRC donate their time to train the service dogs and then assist the new homes with how to interact with their service dog. We believe the service dogs we train and place are an asset to the communities and to society. In some cases, the service dog allows a handicapped individual to live independently.

The VRC carries \$5 million liability insurance (copy of Certificate of Insurance attached). The insurance agent advised today that U-Vic can be added to the policy as an insured if U-Vic requires this.

The VRC's training field is located on crown land that was provided to the VRC in 1997 for the purpose of training service dogs. In the past 24 years, the VRC has trained, titled and placed more than 250 service dogs from Police Dogs, Border Patrol Dogs, Drug Detection Dogs, Search & Rescue Dogs, Emotional Support Dogs, Post Traumatic Stress Disorder Support Dogs, Diabetic Alert Dogs, Guide Dogs, Allergy Detection Dogs, Autism Service Dogs, Hearing Dogs, Mobility Assistance Dogs, Therapy Dogs and Psychiatric Service Dogs. Demand has recently significantly increased for Autism Service Dogs for children. It is now becoming well-known the Autism Service Dog is often successful in being the bridge for the autistic child to communicate with his/her family members.

There are currently two Rottweilers being trained at VRC who will be going to special needs children, one who is an Aboriginal child.

We have several members who specialize in the training of service dogs for autistic children. Often these autistic children will refuse to speak or communicate and their service dog creates the bridge where the child will start to speak to their dog. We have had 100% success in placing Autism Service Dogs with autistic children and in all cases the parents have let us know their child's behaviour significantly improved once an Autism Service Dog entered their homes and the child becomes inseparable with the dog.

We believe service dogs are of great benefit and are an asset to society. The benefits of the service dog are widely documented and published.

I currently own two licensed Service Dogs. One Rottweiler is trained in scent detection (this dog has also obtained title of International Police Dog, Level 3 - highest level available), and the other Rottweiler is trained in Therapy; however, due to COVID my Therapy Dog has not been active since March 2020 as she worked with the elderly in Extended Care facilities. There is much excitement when a Service Dog visits and people who normally will not get out of bed as they see no purpose will be up and dressed, sitting in their wheel chairs wanting to pet the Service Dog. Such joy and happiness is seen on so many faces. My Service Dogs are allowed by all airlines to sit on the floor in front of my seat if I fly somewhere with either of them.

VRC had a test for working dogs scheduled at its training field for March 6, 2022 but has cancelled the test because we could not receive a response from government after writing numerous letters and therefore might not have a field to have the dogs tested on.

Thank you very much for your time and for considering VRC's appeal for VRC members to train service dogs on U-Vic property.

Victoria Rottweiler Club
BC Society's Registered Nonprofit Incorporation Number: S0047026
Jane Mitchelmore, Director
1-250-888-0106



VICTORIA ROTTWEILER CLUB

A registered nonprofit society with the Province of British Columbia
749 Falkirk Avenue, North Saanich, BC V8L 5H2
victoriarottweilerclub@shaw.ca 1-250-888-0106

February 17, 2022

Ms. Bonnie Brewer
info@uvicproperties.ca

Dear Ms. Brewer:

RE: Victoria Rottweiler Club - training field for service dogs
Training Field - 9865 West Saanich Road, North Saanich, BC

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Victoria Rottweiler Club

BC Society's Registered Nonprofit Incorporation Number: S0047026

Jane Mitchelmore, Director

1-250-888-0106

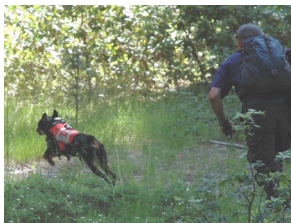
Following are some pictures of Rottweilers trained at our club which show the type of work the Service Dog is capable of performing. The Rottweiler is a working breed so is athletic, powerful with great endurance and the breed can work well under virtually any condition.



Air Scent and HRD certified (Search & Rescue) - trained at VRC



Search & Rescue (SAR) - trained at the VRC



SAR dog working a mission - trained at VRC



SAR dog - trained at VRC



Cadaver Dog - trained at VRC - this dog is trained to locate decomposing human flesh



Police Dog trained at VRC



A second Police Dog - trained at VRC



Service Dog placed with a Fire Department - trained at VRC



Therapy Dog working at a hospital - trained at VRC



Service Dog - VRC has trained and placed 3 Rottweilers the past 24 years to one home where the individual is paralyzed on one side of her body and lives alone. The Service Dogs are trained to perform functions - ie carry objects, pick up objects

bringing clothes to owner, carrying firewood, sorting recycling, picking up objects from the floor, assisting with daily living



SOCIETY ACT

CERTIFICATE OF INCORPORATION

I Hereby Certify that

VICTORIA ROTTWEILER CLUB

has this day been incorporated under the *Society Act*

Issued under my hand at Victoria, British Columbia

on January 06, 2000



JOHN S. POWELL
Registrar of Companies
PROVINCE OF BRITISH COLUMBIA
CANADA

CERTIFICATE OF INSURANCE


**This certificate is issued as a matter of information only and confers no rights upon the certificate holder and imposes no liability on the insurer.
This certificate does not amend, extend or alter the coverage afforded by the policies below.**

INSURED'S FULL NAME AND MAILING ADDRESS	BROKER'S FULL NAME AND MAILING ADDRESS
Western Canadian Dog Clubs &/or Victoria Rottweiler Club 749 Falkirk Avenue North Saanich, BC V8L 5H2	Westland Insurance Group Ltd. 715 West 16th Avenue Vancouver, BC
	BROKER'S CLIENT ID: 1599401
	POSTAL CODE V5Z 1S8

COVERAGES

This is to certify that the policies of insurance listed below have been issued to the insured named above for the policy period indicated notwithstanding any requirement, term or condition of any contract or other document with respect to which this certificate may be issued or may pertain. The insurance afforded by the policies described herein is subject to all terms, exclusions and conditions of such policies.

LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS

TYPE OF INSURANCE	INSURANCE COMPANY AND POLICY NUMBER	EFFECTIVE DATE (YYYY/MM/DD)	EXPIRY DATE (YYYY/MM/DD)	LIMITS OF LIABILITY (Canadian dollars unless indicated otherwise)	
COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS MADE OR <input checked="" type="checkbox"/> OCCURRENCE <input checked="" type="checkbox"/> PRODUCTS AND/OR COMPLETED OPERATIONS <input checked="" type="checkbox"/> CONTINGENT EMPLOYER'S LIABILITY <input checked="" type="checkbox"/> CROSS LIABILITY <input checked="" type="checkbox"/> TENANTS LIABILITY <input checked="" type="checkbox"/> NON-OWNED AUTOMOBILES <input checked="" type="checkbox"/> BODILY INJURY & PROPERTY DAMAGE LIABILITY <input type="checkbox"/> POLLUTION LIABILITY EXTENSION	Westland Insurance Company Limited WIP1333960	2022/02/17	2022/12/31	EACH OCCURRENCE GENERAL AGGREGATE PRODUCTS-COMP/OP AGG PERSONAL INJURY TENANTS LEGAL LIABILITY MED EXP (Any one person) NON-OWNED AUTO OPTIONAL POLLUTION LIABILITY EXTENSION DEDUCTIBLE (Aggregate)	\$5,000,000 \$5,000,000 \$5,000,000 \$5,000,000 \$1,000,000 \$ \$5,000,000 \$ \$1,000 \$
AUTOMOBILE LIABILITY <input type="checkbox"/> DESCRIBED AUTOMOBILES <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> LEASED AUTOMOBILES ** ALL LEASED IN EXCESS OF 30 DAYS WHERE THE INSURED IS REQUIRED TO PROVIDE INSURANCE				BODILY INJURY AND PROPERTY DAMAGE COMBINED BODILY INJURY (Per Person) BODILY INJURY (Per Accident) PROPERTY DAMAGE	\$ \$ \$ \$
EXCESS LIABILITY <input type="checkbox"/> <input type="checkbox"/> (specify) _____				EACH OCCURRENCE AGGREGATE	
OTHER LIABILITY (SPECIFY) <input type="checkbox"/> <input type="checkbox"/>					
ADDITIONAL INSURED NAME AND MAILING ADDRESS		DESCRIPTION OF OPERATIONS/LOCATIONS/AUTOMOBILES/SPECIAL ITEMS			
		Dog Club - Live Ammunition Exclusion Clause "It is hereby noted and agreed that any and all liability coverage provided by this policy is strictly in excess of any other liability insurance that can respond to the loss occurrence on a primary basis. No coverage under this policy shall be made available until all other alternately available coverage has been exhausted, and only then in accordance with the full terms, conditions and exclusions of this policy."			
CERTIFICATE HOLDER - NAME AND MAILING ADDRESS		CANCELLATION			
		Should any of the above policies be cancelled before the expiration date thereof, the issuing company will endeavour to mail _____ days written notice to the certificate holder named on the left, but failure to mail such notice shall impose no obligation or liability of any kind upon the company, its agents or representatives.			
SIGNATURE OF AUTHORIZED REPRESENTATIVE		PRINT NAME INCLUDING POSITION HELD			
		Lorna Greenslade, CAIB			
FAX NUMBER 1-866-714-2858	EMAIL ADDRESS lgreenslade@westlandinsurance.ca	COMPANY Westland Insurance Group Ltd.		DATE February 17, 2022	

Shaw Webmail

victoriarottweilerclub@shaw.ca

Victoria Rottweiler Club - Use of property on West Saanich Rd.

From : Taylor, Noel <Noel.Taylor@dfo-mpo.gc.ca>

Fri, Dec 10, 2021 02:12 PM

Subject : Victoria Rottweiler Club - Use of property on West Saanich Rd.**To :** VICTORIA ROTTWEILER CLUB <victoriarottweilerclub@shaw.ca>

Dear Club President,

The Department is finally moving forward with our development of our property on West Saanich Rd. We are contacting you to advise that the Department of Fisheries and Oceans will be beginning construction on the parcel of property that we have permitted you to occupy on a temporary basis. Our physical construction work will commence on March 1, 2021.

We previously advised that our plans had been deferred so we could allow the property to be used until our project was back on line and we committed to provide a minimum of two months' notice when that work was to proceed. This email is your notification. We had planned to also send by letter to the club. In looking for your address we learned that you are using our address as your business address without our permission so this will be your only notification. Please undertake a correction of your business address immediately and provide proof of this change to my attention.

We had agreed that our permission was based on the understanding that the Club's use was transitory in nature and did not allow for a occupancy of any individuals. We are concerned that the Club appears to have added to the site beyond what was agreed to and from our inspection of the site last week, it appears that somebody may be living in the building that the club has erected. As we begin site preparations and have contractors in and out of the site over the coming weeks, we need to confirm that nobody is in the building so please also confirm this.

Unfortunately we do not have the ability to change our timelines for beginning of our work on site so this is a firm notification that use of the property will need to cease as of noon on February 28th, 2022. Any buildings or other items left on site as of February 28, 2022, will be removed/disposed of and the Club will be responsible for the cost. If necessary, this work will be carried out the morning of March 1st.

We are happy to have been able to provide use of the property free of charge for many years while our site plans were deferred. We wish you the best in identifying a new location for your training and hoped that you have planned for this eventuality based on our previous communications that use was only temporarily allowed.

I am truly sorry to bring you this bad news before the holidays but we also want to give you as much time as possible to sort out your future plans.

If you'd like to discuss, please feel free to give me a call at 604-341-5526.

Kindest regards,

Noelani (Noel) Taylor
(She/Her/Hers)

Regional Manager Real Estate & Accommodations/Gestionnaire régionale, Immobiliers et Installations

Real Property, Safety & Security/Biens immobiliers, Protection et Sécurité

Fisheries & Oceans Canada/Pêches et Océans Canada

Government of Canada/Gouvernement du Canada

Telephone/Téléphone: (604) 341-5526

Noel.taylor@dfo-mpo.gc.ca



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

March 14, 2022

To: Board of Governors

From: Chris Horbachewski, Vice-President External Relations

cc: President and Vice-Chancellor

Meeting Date: March 29, 2022

Subject: **External Relations MARCH OPEN Update**

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 through 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

External Relations teams collaborating in support of the following upcoming and recent events:

CIFAL Victoria Launch

- Support from UC+M - creating marketing collateral for upcoming CIFAL Victoria Launch event as well as ongoing communications, coordination and engagement support.
- The Ceremonies and Events team will play an integral role with event planning and management.
- Community and Government Relations has been coordinating the reception at Government House.

Chancellor Marion Buller Installation Ceremony event

- On April 13, 2022, the University will host a Welcome to the Territory & Installation Ceremony for Chancellor Marion Buller at First Peoples House. Support from UC+M and the Ceremonies team will assist with marketing and communications as well as event support for the installation.

Women Leading Change: Break the Bias event – 9 March 2022

- On March 9th UVic and Government House hosted the second panel discussion in the [Women Leading Change](#) series. Tied to the theme of International Women's Day, Break the Bias, the panel will highlight powerful voices leading change across industries in which women remain underrepresented. The Honourable Janet Austin will moderate the panel with Acting Vice-Provost, Susan Lewis will be the emcee.

The panelists include:

- Allison Greaves, Victoria Island Construction Association
- Christina Clarke, Songhees Development Corporation
- Sophie Lui, Global BC
- Ruth Mojeed Ramirez, Inclusion Project
- This community engagement event has been spearheaded by the Community and Government Relations team, with valuable assistance from UC+M and Ceremonies.

United Way campaign

- This year's very successful [UVic's United Way campaign](#) will wrap up by March 31st, 2022. Despite having to postpone several special events traditionally held to support the United Way due to Covid restrictions, the campaign has been successful in engaging students, faculty, staff and retirees and in raising funds through payroll donations and other on-campus activities.
- We continue to support the United Way committee with communications, planning and engagement.

JID Recognition Ceremony and reception

- Community and Government Relations, Ceremonies and UC+M will all take part in helping to realize the first JID Recognition Ceremony and reception at First Peoples House / Senate Chambers on 9 April 2022.

COMMUNICATING THE UVIC MISSION AND STORY

Strategic Marketing & Creative Development

- Beginning work on the flagship publication - Recruitment Viewbook and Donor Impact Report
- Working with the Special Advisor International to create Impact 2030: Global Impact and Partnership Strategy.

The INnovation digital advertising campaign continues to run this month.

Internet Strategies

- Website communications scheduled to launch for graduate students and for the Centre for Accessible Learning sites in coming weeks.
- The Strategic Web Advisory Group met for the first time in 2022 and prioritized major projects for the redevelopment of Alumni & Development and the University Systems websites. These projects are planned to begin this spring.

Media Presence

This represents a small fraction of overall stories about UVic from January to February. Included below are stories that range from the Russian invasion of Ukraine, the rise of anti-Asian hate crime during COVID-19.

- **Carey Newman (Fine Arts)** was included in the National Observer on the power of art in the context of reconciliation and his recent appointment as the Impact Chair of Indigenous Art Practices at UVic. As a homeschool artists whose experience and work have been formed largely outside the formal academic framework, Newman comments that UVic is laying the groundwork for decolonization.
- The link between alcohol and cancer and the widespread misinformation among Canadians was the focus of new research from **Tim Stockwell** of the **Canadian Institute for Substance Use Research (CISUR)**. The study's focus on investigating the value of liquor warning labels on alcohol in Whitehorse in 2017 was featured on CBC TV's "The National."
- Following the release of an expert Q&A on the discovery of an ancient star cluster found in the Milky Way, **Kim Venn** and **Julio Navarro (Physics & Astronomy)** were featured in Forbes, CTV News, *The Globe and Mail* and Radio-Canada.
- **Ry Moran (Libraries)** spoke to *The Wall Street Journal* about the federal plan to release 12,000 records pertaining to the Canadian government's role and that of the Catholic Church in the residential school system. Moran points out that the turnover of these documents will help further advance the process of reconciliation in Canada.
- Amid the rise of hate crimes against Asian-Canadians during the COVID-19 pandemic, **Nigel Mantou Lou (Psychology)** says the call for greater awareness in Canada is a one of public policy and guidelines. Lou was featured in more than 70 media outlets including *The Toronto Star*, MSN, CBC Radio and the *Vancouver Sun*.
- Scientists detected a rare stellar flyby event flying through space. **Ruobing Dong (Physics & Astronomy)**, led of the study and outlines how the researchers captured the mysterious phenomenon. Featured in *The Independent*, this story also appeared in MSN, Yahoo! News Canada and other media outlets.

- **Christina Hoicka (Civil Engineering/Geography)** was the lead signatory on a letter urging finance minister Chrystia Freeland not to go forward with a plan to introduce tax credits for companies investing in carbon capture technologies. A Canadian Press appeared in more than 70 media outlets.
- Facing the potential of a Ukrainian invasion by Russia, **Serhy Yekelchuk (Germanic & Slavic Studies/History)** contributed his thoughts to a BBC article listing nine pivotal moments in history that explain the Russian/Ukrainian diplomatic relationship.
- Host of the “Call to Mind” podcast, **Debra Sheets (Nursing)** was featured on 15 different CBC Radio afternoon shows across the country including Toronto, Montreal, Vancouver and Victoria.
- **Edwin Hodge (Sociology)** spoke to CBC Radio about the Freedom Convoy movement and the topic of political extremists and fringe online communities on “All Points West” on the movement and the participant’s goals and ideologies.
- A four-story rogue wave—the tallest ever recorded—was recorded off the coast of Vancouver Island, detected by a team co-lead by **Johannes Gemmrich** and **Leah Cicon (Earth & Ocean Sciences/Physics & Astronomy)**. The story was featured in multiple media including the *Smithsonian*, CNN, *The Independent*, Sky News, Fox News, *National Post*, as well as popular US late-night comedy show Saturday Night Live.
- **Ry Moran** joined CTV News, Has-Shilth-Sa, CBC Radio and CBC News about the first Canadian Reconciliation Barometer report and the irrefutable need for truth in the reconciliation process, and the long road Canada will need to take to advance truth, justice and reconciliation with Indigenous Peoples.
- **Lisa Kalynchuk (Office of the Vice-President Research and Innovation)** is featured in media about UVic’s involvement with KWENCH, a work and culture club located in Victoria’s downtown core. The story was featured in CTV VI, *Douglas Magazine* and *Victoria News*.
- **Faron Anslow (Pacific Climate Impacts Consortium)** and **Nathan Gillett (Earth & Ocean Sciences)** were featured in media around the world including *Globe and Mail*, Canadian Press and CBC for their research linking the human link to the BC fall floods.
- **Tamara Krawchenko (Public Administration)** joined in the many voices from BC’s Ukrainian community to comment on the situation in Kyiv. Krawchenko spoke to CBC TV Vancouver, CBC “On the Island”, CTV Vancouver Island, *Times Colonist*, and Vancouver Sun.

BUILDING MEANINGFUL PARTNERSHIPS

Federal Government

- On January 20th, UVic President Kevin Hall hosted Federal Justice Minister and Attorney General of Canada for a discussion with UVic Law Students.
- CGR submitted UVic’s 2022 Submission to the Department of Finance’s Pre-Budget Consultations. The UVic submission included the following:
 - Recommendation 1: Call upon the Government of Canada to work with UVic to make direct investments in Indigenous-led programs and projects to further decolonization, truth, and reconciliation.

- Recommendation #2: 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 the ocean as a nature-based solution for climate change mitigation and adaptation.
- Recommendation #3: Call upon the Government of Canada to create a targeted funding stream to enable research necessary to accelerate energy transitions.
- Recommendation #4: Call upon the Government of Canada to work with post-secondary institutions across Canada to minimize barriers to education and create a culture of lifelong learning to ensure our workforce has the necessary skills to enhance our economic prosperity and global competitiveness.
- Recommendation #5: Call upon the Government of Canada to make investments in economic development agencies to support community-based innovation and entrepreneurship for a robust and inclusive economic recovery.
- Budget 2022 is expected in late-March/early-April.

Municipal Government

- MOUs with Mayors: On February 16th UVic President and Vice-Chancellor Kevin Hall hosted the three mayors in our neighbouring municipalities for the inaugural breakfast summit meeting. The attendees included:
 - Mayor Lisa Helps, City of Victoria
 - Mayor Fred Haynes, District of Saanich
 - Mayor Kevin Murdoch, District of Oak Bay

Provincial Government

- On February 3rd, UVic President Kevin Hall hosted the Honourable Murray Rankin, and the Honourable David Eby for a town hall on the Government of British Columbia's approach to housing policy, and what they may be considering:
 - The Town Hall was attended by around 130 students, staff, faculty and community members, who were able to ask the Ministers questions during the session;
 - A recording of the video has been posted on YouTube - <https://youtu.be/1IFE1dKOTS0>
 - CGR will work with Minister Rankin's Constituency Office to identify more Town Hall opportunities on subjects of importance to the local region, and UVic students.
- On February 7th, the Government of British Columbia released their ten year Labour Market Outlook for 2021 – 2031, during this time, they expect one million jobs to open through economic growth and retirements:
 - Of these one million jobs, it is estimated that 80% will require some degree of post-secondary education; and
 - Healthcare and Social Assistance, and Profession, Scientific and Technical Services will be the leading areas for job growth across the province; and

- To meet the growing demands for skills, later this year, Government will release comprehensive workforce readiness plan entitled Future Ready: Skills for the Jobs of Tomorrow.
- On February 17th, the Province released its new Economic Framework, [“StrongerBC: A Plan for Today, a Vision for Tomorrow”](#), which provides a high-level vision for British Columbia’s economy over the next ten to fifteen years:
 - Within Stronger BC, there are two areas of focus - Inclusive Growth and Clean Growth, with each having three missions under their umbrellas. The plan includes actions on skills training, housing, reconciliation, climate, social responsibility and innovation;
 - Specific to Post-Secondary, the plan included the following commitments:
 - Creating thousands of new post-secondary spaces, expanding co-op programs and graduate scholarships/internships for innovation;
 - Supporting research, development, and commercialization of new clean energy technologies; and
 - Expanded training for health care workers.
- On February 22nd, the province released Budget 2022: Stronger Together: Building a Stronger BC where no one is Left Behind:
 - Budget 2022 focuses on getting British Columbia through the COVID-19 pandemic, while working to strengthen public services such as childcare and education, and building the economy of tomorrow, while fighting climate change;
 - With regards to the AEST Budget:
 - There will be an overall increase of \$20 million; and
 - There was no funding mentions for a second medical school, details on the 2,000 more tech relevant seats; and graduate scholarships and co-operative learning opportunities (despite both being mentioned in the Economic Plan released last week).

FOSTERING A CULTURE OF PHILANTHROPY

Development

- **We have exceeded our \$25M goal raising \$28.64M from 4,728 donors** (to date – March 7 2022).
- **During March, UVic will launch its first ever comprehensive spring appeal.** The annual giving team worked with each faculty to create a tailored appeal signed by the dean and focussed on a key priority within the faculty. **The theme of the appeal is UVic’s impact in the broader community.**
- The week of **March 14th is Impact Week** on campus –To foster a culture of philanthropy and gratitude across the UVic community by celebrating the many ways philanthropy shows up and creates impact (at UVic and beyond). Events and initiatives include: **Tag Day & Scavenger Hunt, Thank-a-thon Ice Cream Truck and Grati-Grams.**
- **The Campaign for Engineering Expansion** is gaining traction with donors who are interested in what the expanded capacity for Engineering and Computer Science will mean for students and Dean Hoorfar’s commitment to diversifying enrollment and Faculty. Dean Hoorfar has taken an active role in cultivating and soliciting donors. The project is a

compelling way to introduce the Faculty and share Dean Hoorfar's vision in order to expand the donor base for the Faculty.

- **A key priority includes the Make Giving Easy project** – an overhaul of the online giving program and in parallel in **2022/23 the development of a new website for Alumni and Development.**

Alumni

- Our goal is to increase baseline alumni engagement by 7% from 5,700 to 6,100 unique alumni in the 21/22 fiscal year. To date **we have actively engaged over 5,700 alumni** and we are on target reach our goal of engaging with more and new alumni.
- The Alumni Relations team hosted **Winterfest from Feb. 4-21** – it was an action packed few weeks, with **1,100+ participants**, 280 alumni toques, 100 pairs of skates, five Olympians and one Crookes professor. We kicked off the celebration with Vikes for Life night at CARSA, where alumni were invited to cheer on the Vikes basketball teams as they took on UBC. **The number of unique alumni engaged through Winterfest was an increase of 158% from the average of the past four Alumni Week's (2017-2020).** Other highlights included:
 - Sean Holman, UVic's Wayne Crookes Professor in Environmental and Climate Journalism, providing an essential and thought-provoking webinar and Q&A session on the human nature of climate change.
 - Two amazing alumni athletes – Ryan Cochrane and Pamphinette Buisa – exploring the Olympic psyche, the impact of high performance sport on mental health and strategies for developing mental strength with Dr. Sharleen Hoar.
 - UVic alumni, friends, students and community members hitting the ice for a Family Day skate with UVic Olympic medallists.
 - And 200+ community members of all ages putting pen (or crayon) to paper for the Winterfest colouring contest. See some of the entries here: <https://extrweb.uvic.ca/winterfest-colouring-contest-entries>.
- **On April 7th we will celebrate the accomplishments of the Distinguished Alumni Award Recipients**, through a virtual event and Facebook Watch Party, as well as hosting those recipients who are able to travel to campus for a luncheon at the University Club. The recipients were publicly announced on March 10th.

ENHANCING COMMUNITY THROUGH CULTURAL AND OTHER ACTIVITIES

Farquhar Auditorium

Reopening

- Continue to monitor and be guided by PHO events orders. Academic activities are exempt from vaccine passport checking at present which will impact high school graduation rentals and end of year concerts. Concessions continue to be suspended for the time being.
- Completed 2021-2022 presenting with International Guitar Night (sold out at 50%) and Kalabante: Afrique en Cirque which at 100% capacity was nearly sold out.
- Venue clients are solidifying bookings and we expect a full return to operations and cost-recovery in the coming fiscal after two difficult years.

Ceremonies & Events

Convocation

- June Convocation will be in two parts. The first week will welcome graduates who were unable to physically cross the stage in spring and fall 2020 and spring 2021. This will be their only opportunity to participate in an in-person convocation ceremony. The second week will be for spring 2022 graduates.
- Exploring changes to convocation receptions and moving to a collaboration with Alumni & Development to provide a graduates market place in Mystic Market that would include display, information and vendor booths as well a light refreshment.

Upcoming events from Ceremonies + Events:

- March 17 – Framing Agnes screening and reception, Cinecenta
- April 8 – UVic Cooper Employer of the Year Awards
- Dates to be confirmed - June Convocation

Legacy Art Galleries

- Director Mary Jo Hughes has retired as of February 18th after 10 years of service at Uvic where she transformed Legacy in to a gallery that engages deeply with community to create dialogue around issues that matter.
- Legacy exhibition *To Fish as Formerly* has been extended at the Shaw Centre of the Salish Sea until September 2022. As of mid-February 2022, over 35,000 visitors have viewed the exhibition.
- Events And Programs
 - Live Tattoo Demo and Artist Talk with Audie Murray and Nicole Neidhardt was on March 12 2022, 12-4pm at the UVic Legacy Art Gallery Downtown. Artists Nicole Neidhardt (Diné) and Audie Murray (Michif) gave a live demonstration of cultural tattooing in person and online. Nicole demonstrated hand-poke tattooing in person at the Legacy Art Gallery Downtown while Audie demonstrated skin-stitch tattooing remotely. This event is presented as part of the exhibition *Body Language: Reawakening Cultural Tattooing of the Northwest*, on now at Legacy Downtown.
- Exhibitions – Continuing
 - *Body Language: Reawakening Cultural Tattooing of the Northwest* exhibit is on until April 9, 2022 at the Legacy Downtown
Curated by Dion Kaszas and organized by the Bill Reid Gallery of Northwest Coast Art. *Body Language* is about the reclamation of cultural tattooing in the Pacific Northwest. This exhibition takes an intimate look at historic and contemporary cultural tattooing from the perspectives of 5 Indigenous artists. *Body Language* explores designs on skin and their relationship to traditional clothing, rock art, jewelry, basketry and weaving to provide healing, protection and a sense of cultural knowledge and belonging.
 - *Derrumbeat: The Beat of Collapse* - Until April 9, 2022 at the Inner Gallery, Legacy Downtown and curated by Dr. Alexandrine Boudreault-Fournier.

In Spanish, *derrumbar* means to crumble away, to tumble down. *Derrumbeat* is a sonic collage accompanied by photos and video work created from the audio-visual traces left by falling rocks, pieces of wood, cement and ceramics collected in various abandoned sites in the capital of Cuba, Havana. *Derrumbeat* calls visitors to listen to the traces left by human passages and presence in an urban environment as time passes. It further encourages listeners to reflect on the rejuvenation of decay and the layers of meanings we can unearth in our own cities.

- *This Ink Runs Deep* - Until April 9, 2022 at the Sidewalk Gallery, Legacy Downtown
All across Canada, Indigenous artists are reawakening both traditional and contemporary tattoo practices as a way to reclaim their cultures and identities. Asia Youngman's documentary short *This Ink Runs Deep* explores the revival of cultural tattooing.
- *Eric Metcalfe: Pop Anthropology* - Until Oct 2, 2022 - Legacy Maltwood - Curated by Dorian Jesse Fraser, Doctoral Candidate, Concordia University (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 (UVic DFA 2021, BFA 1970).
- *For Time Immemorial* - Ongoing | 8:30 am to 4:30 pm Monday to Friday | First Peoples House - On campus. 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

FOR DECISION

March 14, 2022

To: Operations and Facilities Committee

From: Susan Lewis, Acting Vice-President Academic and Provost



cc: President and Vice-Chancellor

Meeting Date: March 29, 2022

Subject: New and Revised Awards

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

Strategic Relevance: New and revised awards support Strategic Framework strategy 1.1 to recruit and maintain talented students, as well as our student recruitment and retention strategies outlined in the Strategic Enrolment Management Plan. Awards, including competitive entrance scholarships and bursaries, enable the university to continue to attract, recruit and retain a diverse community of outstanding students.

Previous Consultation: The attached awards were reviewed by the Senate Committee on Awards and recommended for approval to Senate. At their February 4 and March 4, 2022 meetings, Senate approved the awards and recommend their approval by the Board of Governors.

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve new and revised undergraduate and graduate awards set out in the attached documents and listed below:

- Faculty of Fine Arts Student Community Impact Award* (Revised)
- Nash Johnston LLP Scholarship in Evidence (Revised)
- Nash Johnston LLP Scholarship in Torts (Revised)
- Inuit Women Legal Scholar Award (New)
- Environmental Education Impact Award (New)
- George Lee Law Corporation Scholarship (New)
- Mastercard Award in Cyber Security (New)
- Bonnie and Ken Putt Award* (Revised)
- Mohamed & Prabha Ibrahim Undergraduate Scholarship in Chemistry* (Revised)
- Level Up Award presented by Codename Entertainment* (Revised)
- Hilder School of Music Award* (New)
- Chaney Award* (Revised)
- Speakman Award* (New)
- Arthur Whittingham Graduate Travel Scholarship* (New)
- Working for a Better World Award (New)
- Stephens Family Research Awards in Organic & Sustainable Food Systems (Revised)
- Crabtree Indigenous Legal Scholar Award (New)
- Presquito Murdoch Indigenous Law Award (New)
- Langford-Seaborne Award for Indigenous Students in Humanities* (New)
- Langford-Seaborne Award for Indigenous Students in Social Sciences* (New)
- Greg and Tanya Kuhn International Student Award (New)
- Steven P. Starkovich Promise Scholarship for Students in Physics & Astronomy (New)
- Steven P. Starkovich Opportunity Entrance Award for Indigenous Students (New)
- Stephen W. Long Award in Business (New)
- Dr. Mowafa Househ Entrance Scholarship (Revised)
- Iranian Student Undergraduate Memorial Scholarship* (Revised)
- Xa7limut (Ha-lay-mut) Jack Campo Indigenous Law Award (New)
- Enbridge Scholarship in Engineering and Computer Science (New)
- Enbridge Travel Award for Engineering and Computer Science Students (New)
- Alice Lough McLaggan Bursary* (New)
- Jennifer van Dyk Memorial Women's Field Hockey Award* (Revised)
- Beer-Knight Scholarship (New)
- Cindy Kung Memorial Award for Women in Health Information Science (New)
- Iranian Student Graduate Memorial Scholarship* (Revised)
- Audain Travel Award (New)
- British Columbia Environment Industry Association Indigenous Award (New)
- Eunice Lowe Award for Entrepreneurship Studies* (New)
- Jacob Kerr Scholarship (New)
- Raincoast Conservation Award (New)

- H.D. Sauvan Award* (New)
- Joyce Family Foundation Award for Indigenous Students* (Revised)

**Administered by the University of Victoria Foundation*

Planned Further Action: Student Awards and Financial Aid will administer the awards after approval.

Attachments: Memorandums to Senate dated January 19 and February 16, 2022.



Date: January 19, 2022
To: Senate
From: Senate Committee on Awards
Re: New and Revised Awards

The Senate Committee on Awards met on January 12, 2022 and approved a number of new and revised awards for Senate's approval. Terms contained within this document are defined in Appendix 1 and Terms of Reference for these awards are in Appendix 2.

Recommended Motion:

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

- Faculty of Fine Arts Student Community Impact Award* (Revised)
- Nash Johnston LLP Scholarship in Evidence (Revised)
- Nash Johnston LLP Scholarship in Torts (Revised)
- Inuit Women Legal Scholar Award (New)
- Environmental Education Impact Award (New)
- George Lee Law Corporation Scholarship (New)
- Mastercard Award in Cyber Security (New)
- Bonnie and Ken Putt Award* (Revised)
- Mohamed & Prabha Ibrahim Undergraduate Scholarship in Chemistry* (Revised)
- Level Up Award presented by Codename Entertainment* (Revised)
- Hilder School of Music Award* (New)
- Chaney Award* (Revised)
- Speakman Award* (New)
- Arthur Whittingham Graduate Travel Scholarship* (New)
- Working for a Better World Award (New)

** Administered by the University Of Victoria Foundation*

Respectfully submitted,

2021/2022 Senate Committee on Awards

Charlotte Schallié (Chair), Graduate Studies/Germanic & Slavic Studies
Daniel Davenport, Student Senator
John Dower, Faculty of Graduate Studies
Nicole Greengoe, Registrar
Lori Nolt, Student Awards and Financial Aid
Yvonne Rondeau, Faculty of Graduate Studies
Nahid Safari, GSS Representative
Brock Smith, Peter B. Gustavson School of Business
Linda Welling, Department of Economics
Alyssa Manankil-Lakusta, Alumni Association Representative



Maureen Ryan, Human and Social Development
Leslee Francis Pelton, Faculty of Graduate Studies
Alexis Ramsdale (Secretary), Student Awards and Financial Aid

Appendix 1

Scholarships, fellowships, awards, medals and prizes

Financial aid awarded as scholarships, fellowships, awards, medals and prizes are made available to students primarily on the basis of academic merit. These forms of financial aid have an academic threshold requirement but recipients may also be selected on the basis of additional criteria as specified in the terms of reference. The list of additional criteria includes, but is not limited to, financial need, community service, demonstrated leadership, region, athletic participation, entrepreneurship, ethnicity or gender.

In some cases the academic threshold may be lower than what is generally required for a scholarship. For example, unless otherwise specified, an admission average of 85% or higher is the minimum academic requirement for undergraduate entrance scholarships. The standard for athletic awards is set by U SPORTS, a regulatory organization external to UVic, and varsity student athletes receiving an athletic award in their entering year must have an admission average of at least 80%.

Bursaries

Financial aid in the form of non-repayable bursaries is made available to students on the basis of demonstrated financial need. There may be additional selection criteria specified in the terms of reference, but financial need is the primary selection criteria.

Athletic Awards

Selection of athletic award recipients is made by the Senior Director of Athletics and Recreation in consultation with the Varsity Head Coach and the Director of Varsity Performance Sport. Recipients must meet the eligibility requirements of the governing body for their sport, U SPORTS or the *National Association of Intercollegiate Athletics* (NAIA), who also set the regulations regarding the total amount of financial aid a varsity student athlete can receive per academic year. Varsity student athletes receiving an athletic award in their entering year must have an admission average of at least 80%. In-course recipients must maintain a minimum GPA of 3.0 to receive an athletic award.

Appendix 2

Terms for New and Revised Awards

Additions are underlined

Deletions are ~~struck through~~

Faculty of Fine Arts Student Community Impact Award*

One or more awards are given to undergraduate students entering, transferring or continuing in the Faculty of Fine Arts who have demonstrated an outstanding effort in a community-engaged creative activity in Greater Victoria.

The recipient is selected based on nominations received from individuals and/or community organizations and must include:

1. a letter from an individual or organization (maximum 300 words) demonstrating how the student was involved in the community-engaged creative activity,
2. two letters of endorsement of the project (maximum two pages and from different people than #1 who are not related to the nominee), and
3. a resume or portfolio of the student's work.

Nomination packages must be submitted to the Office of the Dean, Faculty of Fine Arts by May 31. Graduating students are eligible for this award. Approval of the recipient will be made by the Senate Committee on Awards upon the recommendation of the Dean of the Faculty of Fine Arts. The Award will be presented annually as part of the ProArts Alliance awards event or another suitable event as determined by the Dean, Faculty of Fine Arts and the Dean's External Advisory Committee.

Nash Johnston LLP Scholarship in Evidence

A scholarship of \$1,000 is awarded to an undergraduate. The purpose of this gift shall be to provide an annual scholarship in the amount of \$500 for a student in the Faculty of Law who has demonstrated academic excellence in the Evidence course. Approval of the recipient will be made by the Senate Committee on Awards upon the recommendation of the Faculty of Law.

Nash Johnston LLP Scholarship in Torts

A scholarship of \$1,000 is awarded to an undergraduate. The purpose of this gift shall be to provide an annual scholarship in the amount of \$500 for a student in the Faculty of Law who has demonstrated academic excellence in the Torts course. Approval of the recipient will be made by the Senate Committee on Awards upon the recommendation of the Faculty of Law.

Inuit Women Legal Scholar Award

One or more awards of at least \$5,000 each are given to entering or continuing, undergraduate women Inuit students in the Faculty of Law who have demonstrated leadership experience in their school or community. Students will be considered based on their Law admissions application.

The award is eligible to be renewed, at a value of at least \$5,000, for each year of the student's study in the Faculty of Law until completion of the degree or for a maximum of three years, whichever is the shorter period. To be renewed a student must pass the academic year by the faculty standards. The student must also have demonstrated, in the opinion of the Director of the JD/JID Program and/or the Associate Dean of Academic and Student Relations, an ongoing commitment to leadership and achievement, whether this be in their home or school community, amongst their peers, through their academic, extracurricular or personal pursuits.

Students registered in a co-op or work experience work term will be renewed when they next complete 12 or more academic units in two terms, provided they remain in academic good standing. Any student who takes neither a co-op, work experience work-term, nor academic units for more than one term may forfeit their scholarship. Approval of the recipients will be made by the Senate Committee on Awards upon the recommendation of the Faculty of Law.

Environmental Education Impact Award

An award is given to an undergraduate student continuing in the Faculty of Education who is actively engaged in educating others in sustainable practices to help create social change to address the environmental issues facing society. Applicants must submit a letter (maximum 500 words) outlining how they are engaged in action projects (interactive, educational, and address sustainability issues) or in educating others in sustainable practices. In addition, applicants must submit two letters of reference (maximum 300 words) demonstrating the impact of this work in either the classroom or the community. Approval of the recipient is made by the Senate Committee on Awards upon the recommendation of the Faculty of Education.

George Lee Law Corporation Scholarship

One or more scholarships are awarded to academically outstanding undergraduate students continuing in the Faculty of Law who have demonstrated financial need.

Mastercard Award in Cyber Security

Two awards of \$10,000 each are given to undergraduate students entering third year in the software engineering program in the Faculty of Engineering and Computer Science and who are specializing in cyber security. Preference is given first to women students, then to members of other groups with historical and/or current barriers to equity.

The scholarship will be renewed at a value of \$5,000 for students continuing into fourth year in cyber security specialization.

To be automatically renewed a student must have completed a total of 12 or more graded units in any two terms of study between May and April and maintained a grade point average of 6.0/9.0 or higher on the best 12 graded units. The award may only be renewed once. A student whose grade point average falls below 6.0/9.0 may file a written appeal with the Senate Committee on Awards to seek special consideration for the renewal of the scholarship.

Students registered in a co-op or work experience work term will automatically be renewed when they next complete 12 or more graded units in two terms, provided they have a grade point average of 6.0/9.0 or higher in the two terms. Any student who takes neither a co-op, work experience work-term or academic units for more than one term may forfeit their award.

Selection of the recipients is made by the Senate Committee on Awards upon the recommendation of the Faculty of Engineering and Computer Science.

Members of groups with historical and/or current barriers to equity, including, but not limited to,

- First Nations, Métis and Inuit peoples, and all other Indigenous peoples;
- members of groups that commonly experience discrimination due to race, ancestry, colour, religion and/or spiritual beliefs, or place of origin;
- persons with visible and/or invisible (physical and/or mental) disabilities;
- persons who identify as women; and
- persons of marginalized sexual orientations, gender identities, and gender expressions.

Bonnie and Ken Putt Award*

One or more awards of \$2,000 each are given to transferring undergraduate women students entering second or third year or continuing undergraduate women students in any year in an Engineering degree program in the Faculty of Engineering and Computer Science. Students must have demonstrated leadership in an educational or community setting. Preference will be given to students who are the first-generation in their immediate family to attend post-secondary. Immediate family is defined as parents or grandparents.

Applicants must submit:

- a cover letter (maximum 500 words) describing their leadership skills in an educational or community setting,
- a letter of reference from someone (who is not related to the applicant) who can attest to the leadership activity.

Approval of the recipient(s) will be made by the Senate Committee on Awards upon the recommendation of the Faculty of Engineering and Computer Science.

Mohamed & Prabha Ibrahim Undergraduate Scholarship in Chemistry*

One or more scholarships of at least \$2,000 ~~\$1,000~~ each are awarded to academically outstanding undergraduate students in the Department of Chemistry. Approval of the recipients will be made by the Senate Committee on Awards upon the recommendation of the Department of Chemistry.

Level Up Award presented by Codename Entertainment*

One or more awards are given to an undergraduate students entering fourth year in either the Department of Computer Science or the Department of Software Engineering who has an interest in game development.

Applicants must:

- submit a letter (maximum 500 words) answering the question "What do video games mean to you?",
- have demonstrated a strong aptitude for programming, and
- have demonstrated an interest in game development through:
 - previous experience developing games, internships, coops, or work experience in the video game industry
 - participation in Game Jams
 - developing personal game projects
 - membership or participation in groups such as the International Game Developers Association (IGDA) or UVicGameDev

Approval of the recipient(s) will be made by the Senate Committee on Awards upon the recommendation of the Faculty of Engineering and Computer Science.

Hilder School of Music Award*

One or more awards are given to undergraduate students entering or continuing in the School of Music who identify as Black, Indigenous or People of Colour and who have demonstrated financial need. Approval of the recipient(s) will be made by the Senate Committee on Awards upon the recommendation of the School of Music.

Chaney Fund Award*

One or more awards are given ~~bursaries are awarded to~~ entering, continuing or transferring undergraduate or graduate students in the Department of Chemistry. Preference is given to students with demonstrated financial need. ~~Preference will be given to undergraduate~~

~~students entering their fourth year who have completed their third year at the University of Victoria. Further preference will be given to graduate students and, if no eligible students meet the above mentioned criteria, then any student in the Department of Chemistry will be considered.~~

Speakman Award*

One or more awards are given to continuing undergraduate students who participate in the Vikes Men's Rowing program at the University of Victoria. Eligible students must meet all U SPORTS eligibility requirements. Award recipients will be selected on the basis of work ethic (demonstrated by acting as a role model who leads by example), commitment (demonstrated through supporting teammates, both on and off the water) and performance criteria by the Senior Director of Athletics and Recreation in consultation with the Varsity Head Coach and the Director, Varsity Performance Sport.

Arthur Whittingham Graduate Travel Scholarship*

One or more scholarships are awarded to academically outstanding graduate students in the Department of Theatre to assist with travel related to the area of study. Applicants must submit a one page document (maximum 300 words) describing why the travel is of benefit to their studies to the Office of the Chair, Department of Theatre, by June 15. Approval of the recipient(s) will be made by the Faculty of Graduate Studies Graduate Awards Committee upon the recommendation of the Department of Theatre.

Working for a Better World Award

An award of up to \$8,000 will be given to an undergraduate student in the Bachelor of Commerce program who has secured an approved Working for a Better World designated co-op term (Fall, Spring or Summer). The Working for a Better World award is intended to create opportunities for students to complete a co-op term with an organization that is contributing to social and/or environmental impact and who would normally be unable to fund the co-op through other means. The position must involve a high degree of social and/or environmental impact and the student must utilize their business knowledge and acumen to add value to the organization. Part-time co-ops are eligible for this opportunity. Recipients travelling to an international location for the co-op opportunity may be eligible for up to \$2,000 in additional funding to assist with travel expenses.

Students who apply to a Working for a Better World Co-op opportunity will automatically be considered for this award. Approval of the recipient will be made by the Senate Committee on Awards upon the recommendation of the Peter B. Gustavson School of Business.

Successful recipients must be willing to take part in the Working for a Better World Scholars network and be featured in the Peter B. Gustavson School of Business' promotional material (photo and story).



Date: February 16, 2022

To: Senate

From: Senate Committee on Awards

Re: **New and Revised Awards**

The Senate Committee on Awards met on February 9, 2022 and approved a number of new and revised awards for Senate's approval. Terms contained within this document are defined in Appendix 1 and Terms of Reference for these awards are in Appendix 2.

Recommended Motion:

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

- Stephens Family Research Awards in Organic & Sustainable Food Systems (Revised)
- Crabtree Indigenous Legal Scholar Award (New)
- Presquito Murdoch Indigenous Law Award (New)
- Langford-Seaborne Award for Indigenous Students in Humanities* (New)
- Langford-Seaborne Award for Indigenous Students in Social Sciences* (New)
- Greg and Tanya Kuhn International Student Award (New)
- Steven P. Starkovich Promise Scholarship for Students in Physics & Astronomy (New)
- Steven P. Starkovich Opportunity Entrance Award for Indigenous Students (New)
- Stephen W. Long Award in Business (New)
- Dr. Mowafa Househ Entrance Scholarship (Revised)
- Iranian Student Undergraduate Memorial Scholarship* (Revised)
- Xa7limut (Ha-lay-mut) Jack Campo Indigenous Law Award (New)
- Enbridge Scholarship in Engineering and Computer Science (New)
- Enbridge Travel Award for Engineering and Computer Science Students (New)
- Alice Lough McLaggan Bursary* (New)
- Jennifer van Dyk Memorial Women's Field Hockey Award* (Revised)
- Beer-Knight Scholarship (New)
- Cindy Kung Memorial Award for Women in Health Information Science (New)
- Iranian Student Graduate Memorial Scholarship* (Revised)
- Audain Travel Award (New)
- British Columbia Environment Industry Association Indigenous Award (New)
- Eunice Lowe Award for Entrepreneurship Studies* (New)

- Jacob Kerr Scholarship (New)
- Raincoast Conservation Award (New)
- H.D. Sauvan Award* (New)
- Joyce Family Foundation Award for Indigenous Students* (Revised)

** Administered by the University Of Victoria Foundation*

Respectfully submitted,

2021/2022 Senate Committee on Awards

Charlotte Schallié (Chair), Graduate Studies/Germanic & Slavic Studies

Daniel Davenport, Student Senator

John Dower, Faculty of Graduate Studies

Nicole Greengoe, Registrar

Lori Nolt, Student Awards and Financial Aid

Yvonne Rondeau, Faculty of Graduate Studies

Nahid Safari, GSS Representative

Brock Smith, Peter B. Gustavson School of Business

Linda Welling, Department of Economics

Alyssa Manankil-Lakusta, Alumni Association Representative

Maureen Ryan, Human and Social Development

Leslee Francis Pelton, Faculty of Graduate Studies

Alexis Ramsdale (Secretary), Student Awards and Financial Aid

Appendix 1

Scholarships, fellowships, awards, medals and prizes

Financial aid awarded as scholarships, fellowships, awards, medals and prizes are made available to students primarily on the basis of academic merit. These forms of financial aid have an academic threshold requirement but recipients may also be selected on the basis of additional criteria as specified in the terms of reference. The list of additional criteria includes, but is not limited to, financial need, community service, demonstrated leadership, region, athletic participation, entrepreneurship, ethnicity or gender.

In some cases the academic threshold may be lower than what is generally required for a scholarship. For example, unless otherwise specified, an admission average of 85% or higher is the minimum academic requirement for undergraduate entrance scholarships. The standard for athletic awards is set by U SPORTS, a regulatory organization external to UVic, and varsity student athletes receiving an athletic award in their entering year must have an admission average of at least 80%.

Bursaries

Financial aid in the form of non-repayable bursaries is made available to students on the basis of demonstrated financial need. There may be additional selection criteria specified in the terms of reference, but financial need is the primary selection criteria.

Athletic Awards

Selection of athletic award recipients is made by the Senior Director of Athletics and Recreation in consultation with the Varsity Head Coach and the Director of Varsity Performance Sport. Recipients must meet the eligibility requirements of the governing body for their sport, U SPORTS or the *National Association of Intercollegiate Athletics* (NAIA), who also set the regulations regarding the total amount of financial aid a varsity student athlete can receive per academic year. Varsity student athletes receiving an athletic award in their entering year must have an admission average of at least 80%. In-course recipients must maintain a minimum GPA of 3.0 to receive an athletic award.

Appendix 2

Terms for New and Revised Awards

Additions are underlined

Deletions are ~~struck through~~

Stephens Family Research Awards in Organic & Sustainable Food Systems

One or more awards of up to \$5,000 each in total will be awarded to undergraduate or graduate students in the Faculty of Social Sciences, in the form of a research stipend, to provide the student with the resources to conduct their field research in collaboration with UBC's Faculty of Land and Food Systems (preferred) or, if UBC is unable, with another institution/organization chosen by UVic. Preference is for undergraduate students. Graduate students must have a minimum 6.0 GPA. This award may not be awarded to the same student more than once. Selection of recipients will be made by the Senate Committee on Awards or the Faculty of Graduate Studies Graduate Awards Committee upon the recommendation of the Faculty of Social Sciences Awards and Recognition Committee. Students must submit their application to the Faculty of Social Sciences by September 15.

Crabtree Indigenous Legal Scholar Award

One or more awards of at least \$5,000 each are given to continuing, undergraduate Indigenous students in the JD/JID program in the Faculty of Law. Approval of the recipient(s) will be made by the Senate Committee on Awards upon the recommendation of the Faculty of Law.

Presquito Murdoch Indigenous Law Award

One or more awards of at least \$5,000 each are given to continuing Indigenous students in the JD/JID program in the Faculty of Law. Approval of the recipient(s) will be made by the Senate Committee on Awards based on the recommendation by the Faculty of Law.

Langford-Seaborne Award for Indigenous Students in Humanities*

One or more awards are given to undergraduate Indigenous students entering second or third year in the Faculty of Humanities who have a minimum 4.0 GPA and also have demonstrated financial need. Part-time students (minimum 6.0 units) are eligible. Preference is for students from Vancouver Island.

To be automatically renewed a student must have completed a minimum of 6.0 or more graded units in any two terms of study between May and April and maintained a GPA of 4.0/9.0 or higher. Should a student take more than 6.0 units over the two terms, all units will be assessed for renewal purposes. The award is automatically renewed for a maximum of two years of the student's study in the Faculty of Humanities.

Students registered in a co-op or work experience work term will automatically be renewed when they next complete 6.0 or more graded units in two terms, provided they have maintained a GPA of a minimum of 4.0. Any student who takes neither a co-op, work experience work term, nor academic units for more than one term may forfeit their award.

Langford-Seaborne Award for Indigenous Students in Social Sciences*

One or more awards are given to undergraduate Indigenous students entering second or third year in the Faculty of Social Sciences who have a minimum 4.0 GPA and also have demonstrated financial need. Part-time students (minimum 6.0 units) are eligible. Preference is for students from Vancouver Island.

To be automatically renewed a student must have completed a minimum of 6.0 or more graded units in any two terms of study between May and April and maintained a GPA of 4.0/9.0 or higher. Should a student take more than 6.0 units over the two terms, all units will be assessed for renewal purposes. The award is automatically renewed for a maximum of two years of the student's study in the Faculty of Social Sciences.

Students registered in a co-op or work experience work term will automatically be renewed when they next complete 6.0 or more graded units in two terms, provided they have maintained a GPA of a minimum of 4.0. Any student who takes neither a co-op, work experience work term, nor academic units for more than one term may forfeit their award.

Greg and Tanya Kuhn International Student Award

One or more awards are given to entering or continuing undergraduate international students who have demonstrated financial need. First preference is for students in the Faculty of Humanities, second preference is for students in the Faculty of Science.

Steven P. Starkovich Promise Scholarship for Students in Physics & Astronomy

One scholarship of \$2,500 is awarded to an academically outstanding undergraduate student entering third or fourth year in a major or honours program in the Department of Physics and Astronomy who has demonstrated financial need. Approval of the recipient will be made by the Senate Committee on Awards upon the recommendation of the Department of Physics and Astronomy.

Steven P. Starkovich Opportunity Entrance Award for Indigenous Students

One or more awards are given to Indigenous undergraduate students entering the University of Victoria

Stephen W. Long Award in Business

One award of \$3,500 is given to a woman Bachelor of Commerce student entering second year at the Peter B. Gustavson School of Business. Preference is for students with demonstrated financial need. Students with a GPA of 5.0/9.0 and above are eligible. Approval of the recipient will be made by the Senate Committee on Awards upon the recommendation of the Peter B. Gustavson School of Business.

Dr. Mowafa Househ Entrance Scholarship

A scholarship of ~~\$250~~ \$500 is awarded to an academically outstanding undergraduate student entering the School of Health Information Science from a British Columbia secondary school or college. Preference will be given to a student from ~~the District of~~ Northern British Columbia (the area from Prince George north, including Haida Gwaii). The scholarship will be awarded every other year.

Iranian Student Undergraduate Memorial Scholarship*

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

Xa7limut (Ha-lay-mut) Jack Campo Indigenous Law Award

One or more awards of at least \$5,000 each are given to continuing, undergraduate students in the JD/JID program in the Faculty of Law.

Approval of the recipient(s) will be made by the Senate Committee on Awards.

Enbridge Scholarship in Engineering and Computer Science

Ten scholarships of \$1,000 each are awarded to academically outstanding undergraduate students continuing in the Faculty of Engineering and Computer Science who identify as Black, Indigenous or People of Colour. Preference must be given to women for at least half of these scholarships.

Enbridge Travel Award for Engineering and Computer Science Students

One or more awards of \$1,500 each are given to undergraduate students in the Faculty of Engineering and Computer Science to assist with relocation costs associated with undertaking a co-op work term anywhere in Canada excluding the Capital Regional District. Preference is for students who identify as women, Black, Indigenous or People of Colour.

Approval of the recipients is made by the Senate Committee on Awards upon the recommendation of the Faculty of Engineering and Computer Science.

CRD municipalities: Saanich, Victoria, Langford, Oak Bay, Esquimalt, Colwood, Central Saanich, Sooke, Sidney, North Saanich, View Royal Metchosin, Highlands

Alice Lough McLaggan Bursary*

One or more bursaries are awarded to undergraduate or graduate students who have a permanent mobility disability.

Jennifer van Dyk Memorial Women's Field Hockey Award*

One or more awards are given to undergraduate and graduate students who compete on the Vikes Women's Varsity Field Hockey team. Preference will be given to students who are not from the Capital Regional District. Eligible students must meet all U SPORTS eligibility requirements. Award recipients will be the student athletes who best emulate Jennifer's greatest human qualities, including her joyfulness, eagerness to make a positive difference and nurturing nature and will be determined by the Senior Director of Athletics and Recreation in consultation with the Varsity Head Coach and the Director, Varsity Performance Sport.

CRD municipalities: City of Victoria, District of Oak Bay, District of Saanich, District of Central Saanich, District of North Saanich, District of Sooke, District of Highlands, District of Metchosin, City of Colwood, City of Langford, Township of Esquimalt, Town of Sidney, Town of View Royal

Beer-Knight Scholarship

One scholarship is awarded to an academically outstanding undergraduate student entering second, third or fourth year in either the Faculty of Engineering and Computer Science or the Faculty of Science pursuing studies in Science(s), Technology, Engineering, and/or Math (STEM), who was born and raised in B.C. and has demonstrated financial need. Preference is for women students when awarding to a Faculty of Science student.

The scholarship will be given on a rotating basis, beginning with the Faculty of Science. If there is no eligible candidate in the designated faculty, an eligible candidate from the other faculty may be nominated. Approval of the recipients will be made by the Senate Committee on Awards upon the recommendation of the Faculty of Engineering and Computer Science or the Faculty of Science.

Cindy Kung Memorial Award for Women in Health Information Science

One or more awards are given to women undergraduate students continuing in the School of Health Information Science with a preference for students with demonstrated financial need.

Iranian Student Graduate Memorial Scholarship*

One scholarship of at least \$500 is awarded to an academically outstanding graduate student who is either an Iranian citizen or has Iranian ancestry and is a permanent resident or citizen of Canada. Applications must be submitted by July 31st to the Faculty of Graduate Studies. Approval of the recipient will be made by the Faculty of Graduate Studies Graduate Awards Committee.

Audain Travel Award

One award of \$7,500 will be given to a full-time undergraduate or graduate student in the Department of Visual Arts to enhance the student learning experience through travel or project/research costs in support of broadening the student's knowledge of historical and contemporary art. This activity may include, but not be limited to travel, accommodation, admission fees to museums, galleries, etc., and/or participation in exhibitions, performances, workshops or presentations. Preference is given to students who are using the fund for travel.

Applications must include a brief description of their reason for travel (50 word max), a letter of endorsement from a faculty member, a budget detailing the cost of the travel and/or research project, and a resume of the student's work.

Approval of the recipient will be made by either the Senate Committee on Awards or the Faculty of Graduate Studies Graduate Awards Committee upon the recommendation of the Dean of Fine Arts. Application forms are available at the Dean of Fine Arts office and must be submitted by March 31.

British Columbia Environment Industry Association Indigenous Award

One or more awards are given to continuing or transferring Indigenous undergraduate students born in Canada and enrolled in the Faculty of Engineering and Computer Science who:

- have demonstrated an interest in environmental issues through their classes/learning or through volunteering,
- have demonstrated financial need and,
- are residents of British Columbia.

Graduating students and students with a 3.0 GPA or higher are eligible for this award. Approval of the recipient is made by the Senate Committee on Awards upon the recommendation of the Faculty of Engineering and Computer Science.

Eunice Lowe Award for Entrepreneurship Studies

One or more awards of at least \$1,000 each are given to third or fourth year Bachelor of Commerce students in the entrepreneurship specialization at the Peter B. Gustavson School of Business who are facing financial or personal hardship.

Applicants must submit a personal statement (maximum 500 words) that outlines their financial or personal challenges and how they have overcome, or are currently overcoming,

these challenges and also speaks to their academic and career goals. Preference will be given to students with demonstrated financial need. Graduating students and part-time students (minimum 6.0 units) are eligible for this award.

Applications must be submitted through the online application via Online Tools under Student Awards and Financial Aid by May 31.

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

Jacob Kerr Scholarship

A scholarship of \$1,000 is awarded to an academically outstanding undergraduate student entering the Department of Computer Science directly from a Canadian secondary school.

Raincoast Conservation Award

One or more awards are given to Indigenous undergraduate students born in Canada who are continuing in the Department of Geography who have:

- an interest in conservation, demonstrated through their classes/learning or through volunteering, and
- demonstrated financial need.

If there are no eligible candidates, the award will be given to Indigenous undergraduate students born in Canada who are continuing in the Faculty of Social Sciences who have:

- an interest in conservation, demonstrated through their classes/learning or through volunteering, and
- demonstrated financial need.

Approval of the recipient will be made by the Senate Committee on Awards upon the recommendation of the Faculty of Social Sciences.

H.D. Sauvan Award*

One or more awards are given to undergraduate students entering their final year of a UVic teacher education program (B.Ed. or Post-Degree stream) and who are pursuing French Immersion teaching careers. The student must have demonstrated excellent teaching performance and a commitment to improving their French-speaking skills through, but not limited to, field schools, professional development, practicum placements, completing Diplôme d'études en langue française (DELF) requirements, etc. as documented in practica reports or coursework. Preference is for students with demonstrated financial need.

Approval of the recipient will be made by the Senate Committee on Awards upon the recommendation of the Faculty of Education.

Joyce Family Foundation Award for Indigenous Students*

One or more awards of \$5,000 to \$8,000 each are given to continuing Indigenous undergraduate students ~~living within the boundaries of Canada with demonstrated financial need-who:~~

- were born in or are permanent residents of Canada,
- have lived in B.C. for at least 3 years, and
- have demonstrated financial need.

Preference will be given to students who have graduated from high school within the last five years and have not qualified for funding from their First Nation Band or an Indigenous organization. Students may receive this award more than once.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

March 14, 2022

To: Operations and Facilities Committee

From: Susan Lewis
Acting, Vice-President Academic and Provost

cc: President and Vice-Chancellor

Meeting Date: March 29, 2022

Subject: Proposal to change the name of the Department of French

Basis for Jurisdiction: Senate Committee on Planning meeting January 5, 2022
Senate meeting February 4, 2022

Strategic Relevance

The proposal to change the name of the Department of French to the Department of French and Francophone Studies aligns with three of UVic's Strategic Framework Strategy 1.2 –Embed practices of equity, diversity, accessibility, inclusion and dialogue throughout the university community so that all members feel welcomed, valued and supported to achieve their highest potential; Strategy 4.5 –Foster respectful partnerships with Indigenous communities, governments and organizations – developing and supporting educational and research programs that align community needs and priorities with UVic strengths and capabilities; and Strategy 6.3 – Improve

community access to UVic and ensure we are a welcoming and culturally aware place for all community members and partners.

Recommendation

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the proposal to change the name of the Department of French, as described in the document “Name Change for the Department of French to the Department of French and Francophone Studies”, effective September 1, 2022.

Background

The Department has for a long time included in its course and in its research activities, the diversity of the French language and cultures, which constitutes the compounded heritage of colonial empires and of the attachment to French among many communities. The current name is misrepresenting our commitment to decolonization and to Indigenization.

This name change, Department of French and Francophone Studies, reflects and acknowledges the Department’s diversity of teaching and research. The new name expresses the actual contents of the programs offered, in their breadth and diversity: it provides a focus on global French studies that is on the Francophonie around the world as opposed to a more constrained view of French in Metropolitan France. As well, as it puts the emphasis on decolonization and Indigenization. Courses as well as research areas of the faculty members encompass the diversity and plurality of French and cultures in different areas of the world.

The current name of the Department, “Department of French,” is misleading and not appropriate. Many students think that the programs offered by the Department only concern the learning of the language. However, the Department’s scope is much broader: teaching and research pertain to linguistic, cultural, historical, societal issues of the Francophone world, as well as theory and literary creation. Moreover, the name gives the impression that the Department’s focus is on Metropolitan French, which reinforces the very negative effects of prevalent linguistic ideologies, according to which “good” French is only spoken in France. As such, the name of the program and credential will also be changed to French and Francophone Studies to reflect the program content.

Attachment: January 19, 2022 Senate docket for the proposed name change of the Department of French.



Date: January 19, 2022

To: Senate

From: Senate Committee on Planning

Re: **Proposal to change the name of the Department of French**

At its meeting on January 5, 2022, the Senate Committee on Planning considered the proposal to change the name of the Department of French.

The proposed name change, Department of French and Francophone Studies, reflects and acknowledges the Department's diversity of teaching and research, and expresses the actual contents of the programs offered.

The following motion is recommended:

Motion: that Senate approve, and recommend to the Board of Governors that it also approve, the proposal to change the name of the Department of French, as described in the document "Name Change for the Department of French to the Department of French and Francophone Studies".

Respectfully submitted,

2021-2022 Senate Committee on Planning

Dr. Elizabeth Adjin-Tettey, Chair
Dr. Evanthia Baboula
Dr. Rustom Bhiladvala
Dr. Jo-Anne Clarke
Dr. Adam Con
Ms. Andrea Giles
Dr. Rishi Gupta
Ms. Nicole Greengoe
Dr. Robin Hicks
Dr. Cindy Holder
Dr. Lisa Kalynchuk
Ms. Sandra Duggan (Secretary)

Dr. Matthew Koch
Dr. Valerie S. Kuehne
Dr. Michelle Lawrence
Dr. Graham McDonough
Dr. Cynthia Milton
Dr. Abdul Roudsari
Dr. Nilanjana Roy
Ms. Ada Saab
Dr. Ralf St. Clair
Ms. Christine Todd
Dr. Jie Zhang



UNIVERSITY OF VICTORIA

STANDARD TEMPLATE FOR PROGRAM CHANGE – UNDERGRADUATE

NAME CHANGE FOR THE DEPARTMENT OF FRENCH TO FRENCH AND FRANCOPHONE STUDIES

Submitted by:	Name and title	Email
Contact person	Hélène Cazes, Chair of the Department of French	chairfran@uvic.ca
Dean or designate	Annalee Lepp, Dean of the Faculty of Humanities	deanhums@uvic.ca

Please provide dates of all approvals

Required approvals	Date
Pre-consultation with AVPAP (by contact person and Dean/designate)	Nov 24, 2021
Departmental approval	Sept. 7, 2021
Faculty Curriculum Committee approval	Dec. 1, 2021
Faculty Council* approval *or equivalent Faculty voting body	Dec 7, 2021

Please complete all rows with date or N/A

Consultations (as applicable; see notes below) *supporting documentation required for all consultations	Date (or N/A)
Libraries	N/A
Executive Director, Co-operative Education and Career Services	N/A
Office of the Registrar – please submit consult request to OREGSCPConsultation@uvic.ca	Nov 25, 2021
Indigenous Academic and Community Engagement	Nov 25, 2021

Other relevant information

	(Yes* or N/A)
Proposed program change involves non-standard tuition	N/A
*If you answered Yes, complete the UVic Non-Standard Tuition Template	



NAME CHANGE FOR THE DEPARTMENT OF FRENCH TO FRENCH AND FRANCOPHONE STUDIES

Please complete all sections or indicate N/A

PROPOSAL (up to 4,000 words plus appendices)	
A. Identification of the change	
Name, Location, Academic units (Faculties, departments, or schools)	Department of French and Francophone Studies, Faculty of Humanities
Anticipated implementation date of change	September 2022
Name, title, phone number and e-mail address of contact person	Hélène Cazes, Chair, 250 721 7362, chairfran@uvic.ca
B. History and context of the program indicating value and impact of the program change	
<p>Include a description of how the proposed change relates to similar programs in your unit and comparable programs outside UVIC. Provide a rationale for the change and describe the impact on students. How does the proposed change align with unit/Faculty/UVIC strategic plans and priorities?</p> <p>The Department has for a long time included in its course and in its research activities the diversity of the French language and cultures, which constitutes the compounded heritage of colonial empires and of the attachment to French among many communities. We feel very strongly that the current name is misrepresenting our commitment to Decolonialization and to Indigenization. It is also misleading for future students, who can feel excluded from our programs because they are not speaking Metropolitan French.</p> <p>This name change, Department of French and Francophone Studies, reflects and acknowledges the Department's diversity of teaching and research. The new name expresses the actual contents of the programs offered, in their breadth and diversity: it provides a focus on global French studies, that is on the Francophonie around the world as opposed to a more constrained view of French in Metropolitan France, as well as it puts the emphasis on Decolonization and Indigenization. In fact, courses as well as research areas of the faculty members encompass the diversity and plurality of French (varieties of French) and cultures in different areas of the world.</p> <p>The current name of the Department, "Department of French," is misleading and not appropriate. Many students think that the programs offered by the Department only concern the learning of the language. However, the Department's scope is much broader: teaching and research pertain to linguistic, cultural, historical, societal issues of the Francophone world as well as theory and literary creation. Moreover, the name gives the impression that the Department's focus is on Metropolitan French, which reinforces the very negative effects of prevalent linguistic ideologies, according to which</p>	

“good” French is only spoken in France. As such, the name of the program and credential will also be changed to French and Francophone Studies to reflect the program content.

The course codes would stay the same. The FRAN code, already in use, complements well the name and is in line with the wider focus on Francophonie.

We hope that this name change will help with student recruitment for the undergraduate and graduate programs. The identity of the Department will also be better represented by the proposed name.

It aligns with three of the Strategic Framework Priorities: Cultivating an extraordinary Academic Environment, fostering and Respect and Reconciliation, and engaging locally and globally.

C. Indicators of labour market and student demand.

N/A

D. Areas of research & teaching specialization and evidence of adequate faculty complement.

N/A

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

NO

F. Curriculum design (Include draft curriculum, if applicable, as Appendix).

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

There is no required change to the curriculum and its degrees.

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

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

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

Identify the program learning outcomes.

Provide anticipated times to completion.

Describe any plans for international or indigenous opportunities or perspectives.

Plans for integration of teaching and research.

G. Anticipated enrolment and student financial support plan.
N/A
H. Resource requirements. Indicate any resources required (faculty & staff appointments, space, library)
N/A
I. Indicate related undergraduate programs in other British Columbia post-secondary institutions.
<p>UBC has a "Centre de la Francophonie" and SFU has an "Office of Francophone and Francophile Affairs", these are not departments though. We need to keep the word "French" for the language courses and add the word "Francophone" for the scope of languages and cultures represented in the many places where French is spoken.</p>
Provide evidence of consultation with related programs and UVic Departments/Faculties participating or affected by the program change (emails/letters of support in an appendix).



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

March 15, 2022

To: Operations and Facilities Committee

From: Susan Lewis
Acting, Vice-President Academic and Provost

A handwritten signature in blue ink, likely belonging to Susan Lewis.

cc: President and Vice-Chancellor

Meeting Date: March 29, 2022

Subject: Proposal to change the credential in French to “French and Francophone Studies”

Basis for Jurisdiction: Senate Committee on Planning meeting January 5, 2022
Senate meeting February 4, 2022

Strategic Relevance

The proposal to change the credentials in French to “French and Francophone Studies” aligns with three of UVic’s Strategic Framework Strategy 1.2 –Embed practices of equity, diversity, accessibility, inclusion and dialogue throughout the university community so that all members feel welcomed, valued and supported to achieve their highest potential; Strategy 4.5 –Foster respectful partnerships with Indigenous communities, governments and organizations – developing and supporting educational and research programs that align community needs and priorities with UVic strengths and capabilities; and Strategy 6.3 – Improve community access to

UVic and ensure we are a welcoming and culturally aware place for all community members and partners.

Recommendation

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the proposal to change the credentials in French to “French and Francophone Studies”, as described in the memorandum dated January 21, 2022, effective September 1, 2022.

Background

At its meeting on March 4, 2022, Senate approved the change to the credentials in French to “French and Francophone Studies”. This change follows the Senate approved name change of the Department of French to the Department of French and Francophone Studies, and reflects the program content.

Attachment: January 19, 2022 Senate docket for the proposal to change the credentials in French to “French and Francophone Studies.



Date: February 16, 2022

To: Senate

From: Senate Committee on Planning

Re: **Proposal to change the credentials in French to "French and Francophone Studies"**

At its meeting on February 2, 2022, the Senate Committee on Planning considered the proposal to change the programs in French to programs in French and Francophone Studies.

The proposal to change the name of the Department of French to the Department of French and Francophone Studies was approved by this committee at its January 5 meeting. However, a change in the credentials was not addressed.

The following motions are recommended:

Motion: that Senate approve, and recommend to the Board of Governors that it also approve, the proposal to change the credentials in French to "French and Francophone Studies", as described in the memorandum dated January 21, 2022.

Respectfully submitted,

2021-2022 Senate Committee on Planning

Dr. Elizabeth Adjin-Tettey, Chair	Dr. Matthew Koch
Dr. Evanthia Baboula	Dr. Valerie S. Kuehne
Dr. Rustom Bhiladvala	Dr. Michelle Lawrence
Dr. Jo-Anne Clarke	Dr. Graham McDonough
Dr. Adam Con	Dr. Cynthia Milton
Ms. Andrea Giles	Dr. Abdul Roudsari
Dr. Rishi Gupta	Dr. Nilanjana Roy
Ms. Nicole Greengoe	Ms. Ada Saab
Dr. Robin Hicks	Dr. Ralf St. Clair
Dr. Cindy Holder	Ms. Christine Todd
Dr. Lisa Kalynchuk	Dr. Jie Zhang
Ms. Sandra Duggan (Secretary)	



**REQUEST TO CHANGE PROGRAMS NAMES
to reflect change in name of the department**

To: Dr. Elizabeth Adjin-Tettey, Acting Associate Vice-President Academic Planning, Senate Committee on Planning
Dr. Robin Hicks, Dean, Faculty of Graduate Studies
Dr. Lisa Surridge, Associate Dean Academic, Humanities

From: Dr. Hélène Cazes, Chair, the Department of French

Date: January 21, 2022

The Department of French submitted on January 5, 2022 a request for changing its name to The Department of French and Francophone Studies. The necessary changes to the Calendar have been submitted to Kuali.

Out of oversight, we have not requested in Fall 2021 that the name of the undergraduate and graduate programs and credentials be also changed to French and Francophone Studies, in order to reflect the program content. We apologize for the complication and submit today the following:

Request to change the programs in French to programs in French and Francophone Studies

That the name “French (Bachelor of Arts - Major)” become “French and Francophone Studies (Bachelor of Arts - Major)”

That the name “French (General and Minor)” become “French and Francophone Studies (General and Minor)”

That the name “French (Bachelor of Arts - Honours)” become “French and Francophone Studies (Bachelor of Arts - Honours)”

That the name “Language and Cultural Proficiency: French (Certificate)” become “Language and Cultural Proficiency: French and Francophone Studies (Certificate)”

That the name "French Literature, Language and Culture (Master of Arts)" become "French and Francophone Literature, Language and Culture (Master of Arts)"

Signature:

Chair of the Department of French: original signed by Helene Caze Date: January 21, 2022



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

March 14, 2022

To: Operations and Facilities Committee

From: Susan Lewis
Acting, Vice-President Academic and Provost

A handwritten signature in blue ink, likely belonging to Susan Lewis.

cc: President and Vice-Chancellor

Meeting Date: March 29, 2022

Subject: Proposal to discontinue the International Child and Youth Care Program
Professional Specialization Certificate

Basis for Jurisdiction: Senate Committee on Planning meeting January 5, 2022
Senate meeting February 4, 2022

Strategic Relevance

The proposal to discontinue the International Child and Youth Care Program Professional Specialization Certificate aligns with UVic's Strategic Framework Strategy 3.5 – Develop and evolve high-quality academic programs that align with UVic strengths and directions; are responsive to student interest and social need; provide students with meaningful opportunities to engage with issues from diverse perspectives; and are financially sustainable.

Recommendation

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the proposal to discontinue the International Child and Youth Care Program Professional Specialization Certificate, as described in the document "International Child and Youth Care program (Professional Specialization Certificate Program)", effective September 1, 2022.

Background

The Early Childhood Development Virtual University (ECDVU), led by Dr. Alan Pence, was a successful program, delivering certificate and diploma programs in Sub-Saharan Africa and in Middle East North Africa. With Dr. Pence's retirement, there are no faculty interested in continuing this program and no resources available to fund the program.

Attachment: January 19, 2022 Senate docket for the proposed discontinuation of the International Child and Youth Care Program Professional Specialization Certificate.



Date: January 19, 2022

To: Senate

From: Senate Committee on Planning

Re: Proposal to discontinue the International Child and Youth Care Program Professional Specialization Certificate

At its meeting on January 5, 2022, the Senate Committee on Planning considered the proposal to discontinue the International Child and Youth Care Program Professional Specialization Certificate.

The Early Childhood Development Virtual University (ECDVU), led by Dr. Alan Pence, was a successful program, delivering certificate and diploma programs in Sub-Saharan Africa and in Middle East North Africa. With Dr. Pence's retirement, there are no faculty interested in continuing this program and no resources available to fund the program.

The following motion is recommended:

Motion: that Senate approve, and recommend to the Board of Governors, that it also approve the proposal to discontinue the International Child and Youth Care Program Professional Specialization Certificate, as described in the document "International Child and Youth Care program (Professional Specialization Certificate Program)".

Respectfully submitted,

2021-2022 Senate Committee on Planning

Dr. Elizabeth Adjin-Tettey, Chair
Dr. Evanthia Baboula
Dr. Rustom Bhiladvala
Dr. Jo-Anne Clarke
Dr. Adam Con
Ms. Andrea Giles
Dr. Rishi Gupta
Ms. Nicole Greengoe
Dr. Robin Hicks
Dr. Cindy Holder
Dr. Lisa Kalynchuk
Ms. Sandra Duggan (Secretary)

Dr. Matthew Koch
Dr. Valerie S. Kuehne
Dr. Michelle Lawrence
Dr. Graham McDonough
Dr. Cynthia Milton
Dr. Abdul Roudsari
Dr. Nilanjana Roy
Ms. Ada Saab
Dr. Ralf St. Clair
Ms. Christine Todd
Dr. Jie Zhang



UNIVERSITY OF VICTORIA

STANDARD TEMPLATE FOR PROGRAM CHANGE – UNDERGRADUATE

International Child and Youth Care program (Professional Specialization
Certificate Program)

Dean's Name and Date of consultation with AVPAP: Helga Kristín Hallgrímsdóttir, PhD	Dean signature:
Name of contact person: Shanne McCaffrey	
Email & phone of contact person: smccaffr@uvic.ca 250-721-7989	
Date approved by Department: Approved through the SCYC Community Council on Friday, Dec. 4 th 2020.	Chair/Director signature:
Date approved by Faculty: December 14, 2021 by electronic vote	Dean signature:
Date of Consultation with Co-operative Education Program and Career Services (if applicable) N/A	Executive Director signature: N/A
Date of Consultation with Indigenous Academic and Community Engagement	Executive Director signature: Original signed by Robina Thomas
Resource Consultations – Other: (e.g. space, Faculty, staff) N/A	N/A

International Child and Youth Care program (Professional

PROPOSAL (up to 4,000 words plus appendices)

A. Identification of the change

Name, Location, Academic units
(Faculties, departments, or schools)

Delete: International Child and Youth Care (Professional
Specialization Certificate)

School of Child and Youth Care

Human and Social Development

Anticipated implementation date of
change

September 2022

Name, title, phone number and e-mail
address of contact person

Jessica Ball, Undergraduate Program Chair

School of Child and Youth Care

Jessica Ball jball@uvic.ca, 250-658-3126

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

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

The [International Child and Youth Care \(Professional Specialization Certificate\)](#), led by Dr. Alan Pence was associated with the Early Childhood Development Virtual University ([ECDVU](#)), is no longer active. The last graduate received their certificate in 201005. There are no current students enrolled and seeking this qualification. We do not foresee any change in this situation. As the program has been moribund for many years, there is no current relationship to programs in Human and Social Development.

The ECDVU was a successful program, delivering certificate and diploma programs in Sub-Saharan Africa and in Middle East North Africa. With Dr. Pence's retirement, there are no faculty interested in continuing this program and no resources available to fund the program.

C. Indicators of labour market and student demand. (not required for requests for program discontinuation)
Not required
D. Areas of research & teaching specialization and evidence of adequate faculty complement.
We do not have the faculty complement to support this program.
E. Does the proposed change have an impact on current policies (admissions, student evaluation, supervision, oral examinations)? If yes, provide details.
Sunsetting the program does not have an impact on current policies. There are no current students enrolled and seeking this qualification. We do not foresee any change in this situation. As the program has been moribund for many years, there is no current relationship to programs in Human and Social Development.
F. Curriculum design (Include draft curriculum as Appendix) (not required for requests for program discontinuation)
Indicate the requirements and design, including core and elective courses and total program units. Identify which courses already exist at UVic and any new courses required.
Not Required.

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

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

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

Identify the program learning outcomes.

Provide anticipated times to completion.

Describe any plans for international or indigenous opportunities or perspectives.

Plans for integration of teaching and research.

G. Anticipated enrolment and student financial support plan (not required for requests for program discontinuation)

Not Required.

H. Resource requirements. Indicate any resources required (faculty & staff appointments, space, library)

Not Required.

I. Indicate related undergraduate programs in other British Columbia post-secondary institutions.

This program was offered internationally and was not available to BC students. We are not aware of any other related program in British Columbia post-secondary institutions.

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



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

March 14, 2022

To: Operations and Facilities Committee

From: Susan Lewis
Acting, Vice-President Academic and Provost



cc: President and Vice-Chancellor

Meeting Date: March 29, 2022

Subject: Proposal to change the name of the Bachelor of Arts in Health and
Community degree to a Bachelor of Arts in Public Health

Basis for Jurisdiction: Senate Committee on Planning meeting February 2, 2022
Senate meeting March 4, 2022

Strategic Relevance

The proposal to change the name of the Bachelor of Arts in Health and Community degree to a Bachelor of Arts in Public Health aligns with UVic's Strategic Framework Strategy 3.5 – Develop and evolve high-quality academic programs that align with UVic strengths and directions; are responsive to student interest and social need; provide students with meaningful opportunities to engage with issues from diverse perspectives; and are financially sustainable, and Strategy 4.1 – Implement and advance the applicable calls to action of the Truth and Reconciliation Commission and the goals of our own Indigenous Plan.

Recommendation

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the proposal to change the name of the Bachelor of Arts in Health and Community degree to a Bachelor of Arts in Public Health degree, as described in the document “BA in Health and Community Services: Major Program Change”, effective September 2022.

Background

The Bachelor of Arts in Health and Community program was developed in 2009 to meet the human resources needs in entry level administrative and program planning positions in health and community services.

Since the program’s launch, registration in Bachelor of Arts courses has been strong, but enrollment in the Bachelor of Arts program in Health and Community Services has not met its original intake targets.

An Academic Program Review of the School of Public Health and Social Policy in 2018, recommended a change in nomenclature for the Bachelor of Arts program to better reflect the content of the program; allow potential students to find the program more easily through a more recognizable program name; and to be more congruent with the graduate level Master of Public Health program, allowing a more natural progression through the programs offered at the School.

Attachment: February, 2022 Senate docket to change the name of the Bachelor of Arts in Health and Community degree to a Bachelor of Arts in Public Health.



Date: February 16, 2022

To: Senate

From: Senate Committee on Planning

Re: **Proposed changes to the Bachelor of Arts in Health and Community Services, and proposal to change the name of the Bachelor of Arts in Health and Community degree to a Bachelor of Arts in Public Health**

At its meeting on February 2, 2022, the Senate Committee on Planning considered the proposed changes to the Bachelor of Arts in Health and Community Services, and proposal to change the name of the Bachelor of Arts in Health and Community degree to a Bachelor of Arts in Public Health.

The School of Public Health and Social Policy proposes to add one 200-level introductory course in Public and Population Health, and to add a 200-level foundations course in Indigenous health to further respond to the TRC Calls to Action.

The first Academic Program Review (December 2018) of the School of Public Health and Social Policy recommended a change in nomenclature for the Bachelor of Arts program to better reflect the content of the program; allow potential students to find the program more easily through a more recognizable program name; and to be more congruent with the Master of Public Health program.

The following motions are recommended:

Motion: that the Senate Committee on Planning recommends to Senate that it approve the proposed changes to the Bachelor of Arts in Health and Community Services, as described in the document "BA in Health and Community Services: Major Program Change".

Motion: that the Senate Committee on Planning recommends to Senate that it approve, and recommend to the Board of Governors that it also approve, the proposal to change the name of the Bachelor of Arts in Health and Community degree to a Bachelor of Arts in Public Health degree, as described in the document "BA in Health and Community Services: Major Program Change".

Respectfully submitted,

2021-2022 Senate Committee on Planning

Dr. Elizabeth Adjin-Tettey, Chair
Dr. Evanthia Baboula
Dr. Rustom Bhiladvala
Dr. Jo-Anne Clarke
Dr. Adam Con
Ms. Andrea Giles
Dr. Rishi Gupta
Ms. Nicole Greengoe
Dr. Robin Hicks

Dr. Matthew Koch
Dr. Valerie S. Kuehne
Dr. Michelle Lawrence
Dr. Graham McDonough
Dr. Cynthia Milton
Dr. Abdul Roudsari
Dr. Nilanjana Roy
Ms. Ada Saab
Dr. Ralf St. Clair



Dr. Cindy Holder
Dr. Lisa Kalynchuk
Ms. Sandra Duggan (Secretary)

Ms. Christine Todd
Dr. Jie Zhang

UNIVERSITY OF VICTORIA

STANDARD TEMPLATE FOR PROGRAM CHANGE – UNDERGRADUATE

BA in Health and Community Services: Major Program Change

Submitted by:	Name and title	Email
Contact person	Dr. Catherine Worthington, Director	phspdiretor@uvic.ca
Dean or designate	Dr. Maureen Ryan, Associate Dean Academic	hsdasdn@uvic.ca

Please provide dates of all approvals

Required approvals	Date
Pre-consultation with AVPAP (by contact person and Dean/designate) Consultation with Acting AVPAP Robin Hicks by Acting Dean Esther Sangster-Gormley and PHSP Director Catherine Worthington (Follow-up consultation with Acting AVPAP Elizabeth Adjin-Tettey by Associate Dean Maureen Ryan and PHPS Director Catherine Worthington)	4 December 2020 27 January 2022
Departmental approval October PHSP School Council meeting	20 October 2021
Faculty Curriculum Committee approval	2 December 2021
Faculty Council* approval	20 January 2022

Please complete all rows with date or N/A

Consultations (as applicable; see notes below) *supporting documentation required for all consultations	Date (or N/A)
Libraries	N/A
Executive Director, Co-operative Education and Career Services	N/A
Office of the Registrar – please submit consult request to OREGSCPConsultation@uvic.ca	22 November 2021; 11 January 2022
Indigenous Academic and Community Engagement	N/A



BA in Health and Community Services: Major Program Change

PROPOSAL (up to 4,000 words plus appendices)

A. Identification of the change

Name, Location, Academic units (Faculties, departments, or schools)	Bachelor of Arts in Health and Community Services degree (within the School of Public Health and Social Policy) will be changed to a Bachelor of Arts in Public Health to better reflect current program content. Two current required courses will be moved to area of focus/elective courses and will be replaced with two new required courses.
Anticipated implementation date of change	September 2022 Calendar (cycle 2).
Name, title, phone number and e-mail address of contact person	Dr. Catherine Worthington Professor and Director, PHSP 250-472-4709 phspdiretor@uvic.ca

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

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

The School of Public Health and Social Policy (PHSP) offers a primarily online Bachelor of Arts (BA) program in Health and Community Services, with courses at the third- and fourth-year levels. The BA program was designed at the School's inception in 2009-2010 to meet human resources needs in entry level administrative and program planning positions in health and community services. The program was grounded in the Faculty of Human and Social Development strengths in distance education in health and human services, community grounding in services delivery and community engaged and community led research, and interdisciplinary critical theoretical approaches. The BA program in Health and Community Services was designed based on consultations with health and community partners in BC, as well as a review of similar programs offered throughout Canada at that time. Since the program's launch, registration in BA courses has been strong, but enrollment in the BA program in Health and Community Services has not met its original intake targets. PHSP also delivers a successful, competitive-entry Master of Public Health (MPH) program, with an intake of between 35-40 students each year. As of June 2020, PHSP also is the administrative home for the interdisciplinary Social Dimensions of Health (SDH) thesis-based graduate program, which offers MA/MSc and PhD degrees, with co-supervisors from units across campus.

PHSP's first Academic Program Review (December 2018) recommended a **change in nomenclature for the BA program** to better reflect the content of the program; allow potential students to find the program more easily through a more recognizable program name; and to be more congruent with the graduate level MPH program and allow for a more natural progression through our programs. Accordingly, we **propose a name change to a BA in Public Health**, and we also propose to **add one 200-level introductory course in Public and Population Health**, and to further respond to the TRC Calls to Action, we propose to add a **200-level foundations course in Indigenous health**. Two required courses will be moved to area of

focus/elective courses to accommodate the two new courses in the current curriculum.

Particularly since the COVID-19 pandemic, public health and its importance to society have become much more visible, and there is now a broader understanding of the distinction between health care and public health, and an awareness of the centrality of public health to the health and wellbeing of populations. Our BA in Public Health would be congruent with other programs nationally. With the expansion of Schools of Public Health across Canada over the past decade and a half, there has been a gradual increase in Schools/Programs offering undergraduate degrees or programs with a public health emphasis. Brock and Waterloo offer on-campus Bachelor of Public Health degrees; Wilfred Laurier offers a Bachelor of Arts in Community Health, and Lethbridge offers a Bachelor of Health Sciences for students who complete their undergraduate Public Health program. In BC, Simon Fraser University offers a Bachelor of Arts and a Bachelor of Science in Health Sciences. Thompson River University offers a Bachelor of Health Science. The University of Northern BC also offers a Bachelor of Health Science. Athabasca offers a Bachelor of Health Administration, and BCIT offers a Bachelor of Technology in Environmental Health (Public Health Inspection).

Our name change proposal attends to the needs of students completing their BA in Health and Community Services during the transition into the BA in Public Health. During this transition period, students will continue to receive the BA parchment from UVic.

C. Indicators of labour market and student demand. (not required for requests for program discontinuation)

Enrollment in our current BA in Health and Community Services courses has been strong, and there is support for a program name change to a Bachelor of Arts in Public Health or Bachelor of Public Health. Several alumni reported that they informally call their degree a “Bachelor in Public Health and Social Policy” as this name links directly to our School name and clearly demonstrates program focus when communicating with potential employers.

D. Areas of research & teaching specialization and evidence of adequate faculty complement.

N/A

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

N/A

F. Curriculum design (Include draft curriculum as Appendix) (not required for requests for program discontinuation)

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

Curriculum changes are detailed in Appendix 1 – we will be offering two new 200-level introductory courses that will be open to all UVic students at the 200+-level - HLTH 252: Principles of Public and Population Health, and HLTH 253: Introduction to Indigenous Health in Canada. HLTH 252 is conceived of as a larger, introductory (service type) course for students who would like an overview of key issues and principles in the field, and for those who may be interested in continuing in our program. HLTH 253: Introduction to Indigenous Health in Canada is in direct response to the TRC Calls to Action to further augment our commitment to ensuring that all students in our program receive a grounding in the impacts of colonization on the health and wellbeing of Indigenous Peoples. Two existing courses will be moved from the required courses - HLTH 402: Health and Community Supportive Technologies will now become one of our Disability area of focus courses, and HLTH 321: Human Resource and Fiscal Management in Community Health Systems will be offered as an elective. These courses support and expand upon core offerings, and key concepts are covered in other core courses.

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

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

N/A (no change)

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

N/A (no change)

Identify the program learning outcomes.

The addition of the two new courses will allow us to strengthen student learning outcomes in two key areas – Students will be able to:

1. Accurately describe the conceptual foundations of public and population health, including health equity, core functions, and ethics.
2. Recognize and apply diverse perspectives on health and wellbeing from western and Indigenous knowledge systems.

Provide anticipated times to completion.

N/A - No change

Describe any plans for international or indigenous opportunities or perspectives.

The BA program aligns closely with the University's Indigenous Plan and its outlined commitments to social justice, social and environmental sustainability, and health and wellness. All students in the BA program will be required to complete a new (200-level) introductory course on **Indigenous Health in Canada**, and we will continue to offer Indigenous Health (INGH) restricted elective courses. We will also continue to offer restricted elective international and global health (INTS) courses.

Plans for integration of teaching and research.

N/A – no change

G. Anticipated enrolment and student financial support plan (not required for requests for program discontinuation)

With the BA program name change and marketing and recruitment efforts, we expect a gradual increase in our student admissions, and anticipate we will cap program enrollment between 40-50 students admitted each Fall. We will continue to allow students in other programs to register in our courses where there is room. If demand warrants, we will have flexibility to increase course registration through Teaching Assistant support. There is capacity in existing online courses to increase registration in courses.

PHSP has few dedicated student scholarships; students may apply for UVic and other scholarships for which they are eligible.

H. Resource requirements. Indicate any resources required (faculty & staff appointments, space, library)

The proposed changes will be implemented with current resources.

I. Indicate related undergraduate programs in other British Columbia post-secondary institutions.

Simon Fraser University offers a Bachelor of Arts and a Bachelor of Science in Health Sciences. Thompson River University offers a Bachelor of Health Science. The University of Northern BC also offers a Bachelor of Health Science. Athabasca offers a Bachelor of Health Administration, and BCIT offers a Bachelor of Technology in Environmental Health (Public Health Inspection).

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

N/A

Appendix 1: Curriculum Design

School of Public Health and Social Policy Major Program Change from Bachelor of Arts in Health and Community Services to Bachelor of Arts in Public Health

Overview of Key Program Changes

- **Name change:** BA in Health and Community Services change to BA in Public Health
- We will be offering **2 new 200-level introductory, online courses** that will be open to all UVic students at the 200-level and above –
 - HLTH 252: Principles of Public and Population Health
 - HLTH 253: Introduction to Indigenous Health in Canada

These are planned as larger, service type courses for students who would like an overview of key issues and principles in the field, and for those who may be interested in continuing in our program.

- **Two courses** which are currently required courses will be **moved** and offered **outside of our suite of required courses** – HLTH 402: Health and Community Supportive Technologies will now become one of our area of focus courses (Disability Studies area of focus), and HLTH 321: Human Resource and Fiscal Management in Community Health Systems will be offered as an elective.

Program Requirements

The Bachelor of Arts in Public Health requires students to enter the program with at least 12 units from the University of Victoria or another recognized post-secondary institution. Students will complete 30 required units—18.0 units of core courses; 3.0 units of practicum; 3.0 units of integrative paper; 4.5 units in an area of focus; and an elective course (1.5 units). Twenty-one (21) units must be at the 300 or 400 level.

For program admission, students must meet the University of Victoria's Academic Writing Requirement. Students must maintain a sessional GPA of 3.0 (C+) and receive a minimum of 2.0 (C) in any core PHSP or other required course; otherwise, they may be required to withdraw from the School.

The Bachelor of Arts in Public Health is a distance education program that uses online learning technologies. Much of the program is delivered

asynchronously; however, there are some synchronous (real time) components. Students are required to attend two synchronous events: the first provides an introduction to the program and learning strategies for online learning. The second is a conferencing opportunity where undergraduate, as well as graduate students, present their final integrative papers/projects. Delivery mode (online or in person) will be determined and communicated within students' letters of acceptance.

Required Courses

Students must complete the following courses (all courses 1.5 units unless otherwise noted):

- HLTH 252: Principles of Public and Population Health **(new course)**
- HLTH 253: Introduction to Indigenous Health in Canada **(new course)**
- HLTH 350: Introduction to Health Research
- HLTH 300: Determinants of Health and Population Health
- HLTH 360: Health Literacy and Systems Navigation
- HLTH 320: Health Program Planning and Project Management
- HLTH 351: Practice of Evaluation Research
- HLTH 301: Canadian Health and Community Care Services
- HLTH 425: Quantitative Methods
- HLTH 403: Community Development and Capacity Building
- HLTH 401: Health Policy and Health Governance
- HLTH 404: Inter-Professional Practice
- HLTH 430: Practicum (3.0 units)
- HLTH 435: Culminating Major Paper (3.0 units)

Applied Areas of Focus (4.5 units)

Students select one of the following four areas:

Ageing

- AGEI 472: Healthy Ageing
- AGEI 473: Chronic Disease and Ageing
- HLTH 405: Advocacy for Ageing and Disability in Canadian Society

Disability Studies

DSST 440: Introduction to Disability Studies

DSST 441: Enabling Technologies

HLTH 405: Advocacy for Ageing and Disability in Canadian Society

HLTH 402: Health and Community Supportive Technologies

Indigenous Peoples' Health

INGH 452: Traditional Healing in Indigenous Communities

INGH 453: Wise Practices in Indigenous Community Health

HLTH 406: Indigenous Global Health

International and Global Health and Human Development

INTS 460: Foundations in International and Global Health

INTS 462: The Role of Knowledge in Global Health

HLTH 406: Indigenous Global Health

Other courses offered by the School as electives:

HLTH 251: Healthy Sexuality

HLTH 352: Promoting Healthy Sexualities (HLTH 251 is pre-requisite)

HLTH 321: Human Resource and Fiscal Management in Community Health Systems

New Core Course Calendar Descriptions

HLTH 252 Principles of Public and Population Health

An introduction to the field of public and population health, drawing upon historical and contemporary issues in public health. With an emphasis on public health equity, this course covers conceptual foundations of public and population health, the history of public health in Canada, public health core functions, and public health ethics.

HLTH 253 Introduction to Indigenous Health in Canada

Provides introductory knowledge on Indigenous Peoples experiences with settler colonialism in Canada. Students are guided to understand the historical and contemporary contexts surrounding health disparities and inequities experienced by First Nations, Métis and Inuit communities. Indigenous concepts of health and wellbeing will be discussed with a focus on resistance and leadership of Indigenous Peoples in addressing health challenges.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

March 14, 2022

To: Operations and Facilities Committee

From: Susan Lewis
Acting, Vice-President Academic and Provost

A handwritten signature in blue ink, likely belonging to Susan Lewis.

cc: President and Vice-Chancellor

Meeting Date: March 29, 2022

Subject: Proposal to discontinue the Graduate Diploma in International Child and Youth Care for Development

Basis for Jurisdiction: Senate Committee on Planning meeting February 2, 2022
Senate meeting March 4, 2022

Strategic Relevance

The proposal to discontinue the Graduate Diploma in International Child and Youth Care for Development aligns with UVic's Strategic Framework Strategy 3.5 – Develop and evolve high-quality academic programs that align with UVic strengths and directions; are responsive to student interest and social need; provide students with meaningful opportunities to engage with issues from diverse perspectives; and are financially sustainable.

Recommendation

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the proposal to discontinue the Graduate Diploma in International Child and Youth Care for Development, as described in the document “Graduate Diploma in International Child and Youth Care for Development”, effective September 1, 2022.

Background

The Graduate Diploma in International Child and Youth Care for Development has not admitted a student cohort or offered courses since 2010. The final student cohort graduated from the diploma program in 2016. The faculty member who coordinated this program retired in 2017.

This program was only available through specific country sponsorships. The Child and Youth Care graduate program does not have the faculty capacity or resources to run this separate graduate diploma program.

The discontinuation of the graduate diploma program will not have an impact on current or future Child and Youth Care graduate students.

Attachment: February, 2022 Senate docket to discontinue the Graduate Diploma in International Child and Youth Care for Development.



Date: February 16, 2022

To: Senate

From: Senate Committee on Planning

Re: **Proposal to discontinue the Graduate Diploma in International Child and Youth Care for Development**

At its meeting on February 2, 2022, the Senate Committee on Planning considered the proposal to discontinue the Graduate Diploma in International Child and Youth Care for Development.

The Graduate Diploma in International Child and Youth Care for Development has not admitted a student cohort or offered courses since 2010. The final student cohort graduated from the diploma program in 2016. The discontinuation of the graduate diploma program will not have an impact on current or future CYC graduate students.

The following motion is recommended:

Motion: that the Senate Committee on Planning recommends to Senate that it approve, and recommend to the Board of Governors that it also approve, the proposal to discontinue the Graduate Diploma in International Child and Youth Care for Development, as described in the document "Graduate Diploma in International Child and Youth Care for Development".

Respectfully submitted,

2021-2022 Senate Committee on Planning

Dr. Elizabeth Adjin-Tettey, Chair	Dr. Matthew Koch
Dr. Evanthia Baboula	Dr. Valerie S. Kuehne
Dr. Rustom Bhiladvala	Dr. Michelle Lawrence
Dr. Jo-Anne Clarke	Dr. Graham McDonough
Dr. Adam Con	Dr. Cynthia Milton
Ms. Andrea Giles	Dr. Abdul Roudsari
Dr. Rishi Gupta	Dr. Nilanjana Roy
Ms. Nicole Greengoe	Ms. Ada Saab
Dr. Robin Hicks	Dr. Ralf St. Clair
Dr. Cindy Holder	Ms. Christine Todd
Dr. Lisa Kalynchuk	Dr. Jie Zhang
Ms. Sandra Duggan (Secretary)	



STANDARD TEMPLATE FOR THE DISCONTINUATION OF A PROGRAM – GRADUATE

Graduate Diploma in International Child and Youth Care for Development

Submitted by:	Name and title	Email
Contact person	Alison Gerlach, Graduate Advisor School of Child and Youth Care	alisongerlach@uvic.ca
Dean or designate	Maureen Ryan, Associate Dean Academic Faculty of Human and Social Development	hsdasdn@uvic.ca

Please provide dates of all approvals

Required approvals	Date
Pre-consultation with AVPAP (by contact person and Dean/designate)	
Pre-consultation with Faculty of Graduate Studies – please contact fgscirc@uvic.ca	
Departmental approval	October 1, 2021
Faculty Council* approval <i>*or equivalent Faculty voting body</i>	December 14, 2021
Graduate Executive Committee approval	
FGS Council approval	
Senate Committee on Planning approval	

Please complete all rows with date or N/A

Consultations (as applicable; see notes below) <i>*supporting documentation required for all consultations</i>	Date (or N/A)
Libraries	N/A
Executive Director, Co-operative Education and Career Services	N/A
Office of the Registrar – please submit consult request to OREGSCPConsultation@uvic.ca	N/A
Indigenous Academic and Community Engagement	N/A

Other relevant information

	(Yes* or N/A)
Proposed program change involves non-standard tuition	N/A
*If you answered Yes, complete the UVic Non-Standard Tuition Template	



Graduate Diploma in International Child and Youth Care for Development

PROPOSAL (up to 4,000 words plus appendices)

A. Identification of the change

Name, Location, Academic units
(Faculties, departments, or schools)

Graduate Diploma in International Child and Youth Care for Development

School of Child and Youth Care

Faculty of Human and Social Development

Anticipated implementation date of change

September 2022

Name, title, phone number and e-mail address of contact person

Alison Gerlach, Graduate Advisor and Assistant Professor
(250)721-8550
alisongerlach@uvic.ca

A. History and context of the program indicating rationale and impact of the program discontinuation

Provide a rationale for discontinuing the program and describe the impact on students. How does the proposed discontinuation align with unit/Faculty/UVIC strategic plans and priorities?

The Graduate Diploma in International Child and Youth Care for Development has not admitted a student cohort or offered courses since 2010. The final student cohort graduated from the diploma program in 2016. The faculty member who coordinated this program retired in 2017.

This program was only available through specific country sponsorships. The CYC graduate program does not have the faculty capacity or resources to run this separate graduate diploma program.

The discontinuation of the graduate diploma program will not have an impact on current or future CYC graduate students.

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

N/A

C. Indicate what impact the discontinuation will have on resources such as faculty, staff appointments, and space.

N/A

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

N/A



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

March 15, 2022

FOR DECISION

To: FINANCE COMMITTEE

From: Kristi Simpson
Acting Vice-President Finance and Operations

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

cc: President and Vice-Chancellor

Meeting Date: March 29, 2022

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

Basis for Jurisdiction: Section E(2) of the Staff Pension Plan Governance Policy requires that the Board of Governors consider recommendations received from the Staff Pension Plan Investments and Administration Committee to review, adopt, and amend as necessary, the Staff Pension Plan Statement of Investment Policies and Procedures

Strategic Relevance:

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

Previous Consultation:

University of Victoria Staff Pension Plan Investments and Administration Committee

Recommendation:

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

Background:

As last approved in May 2021, the Statement of Investment Policies and Procedures for the Staff Pension Plan was most recently amended to incorporate changes to risk management strategies related to interest rates. As the transition has now concluded, changes to the SIPP to remove transitional language are being recommended.

Additional changes to reflect the previously noted transition from the Canadian equity mandate to the existing global mandate, along with those of a housekeeping nature, are also recommended.

Attachment:

- Draft amended Staff Pension Plan Statement of Investment Policies and Procedures – Clean
- Draft amended Staff Pension Plan Statement of Investment Policies and Procedures – blacklined

**UNIVERSITY OF VICTORIA
STAFF PENSION PLAN**

**STATEMENT OF INVESTMENT
POLICIES AND PROCEDURES**

29 January 2001

Last Revised November 24, 2021
Approval Date: TBD March 2022

**STATEMENT OF INVESTMENT
POLICIES AND PROCEDURES**

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

I – INTRODUCTION

A – Purpose of the Investment Policy

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

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

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

B – Nature of the Plan

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

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

Contribution levels for the University and plan members are set every three years following the plan's actuarial valuation as per the provisions in the plan document. Supplementary contributions of 0.25% of salary for both the University and plan members, are directed to a Supplementary Retirement Benefit Account. The purpose of this account is to provide cost of living adjustments above the 3.0% per annum guaranteed by the Plan. Supplementary retirement benefits paid out of this account are permanent (will not decrease) and must be financed on a sound actuarial basis from the assets in the account.

The normal annual retirement benefit is years of credited service times 2% of the five-year final average earnings below final average YMPE for service prior to 1966, 1.65% for service from 1966 to December 1989, 1.3% for 1990 and 1991, 1.5% for 1992 through 1999 and 1.7% thereafter, and 2.0% of the five-year final average earnings above the final average YMPE. Retirement benefits are indexed to CPI up to a maximum of 3.0% per annum.

The plan's last actuarial report and the nature of the plan indicates that a long-term investment horizon is appropriate. The ongoing nature of the Plan also means that short term volatility is less of a concern. The Plan's asset mix assumes investment risk to secure a long term returns equal to or in excess of the actuarial discount rate.

C – Distinction of Responsibilities

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

II – ASSET MIX AND DIVERSIFICATION POLICY

A – Long Term Mission Statement

The long-term investment goal of the Fund is to achieve a minimum annualized rate of return equal to or in excess of the actuarial discount rate. This return objective is consistent with the overall investment risk level that the Fund could assume in order to meet the pension obligations of the Plans, and normally will be assessed over longer time periods; i.e. over ten years or more. Progress towards this goal will be monitored on rolling 4-year bases.

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

Risk is controlled by investing in a well diversified portfolio of asset classes and managers. The Fund mitigates the impact of a reduction in interest rates through an allocation to long maturity bonds within the fixed income portfolio.

B – Combined Fund Primary Objective and Asset Mix Guidelines

The primary Fund objective is to earn a return, net of investment fees, that exceeds the rate of return over rolling four year periods (including reinvested dividends and income) from a benchmark portfolio constructed from rates of return on the, the Morgan Stanley Capital International World ex-Canada Net Index (the “MSCI World ex-Canada Net”) (in Canadian dollars), the FTSE Canada Universe Bond Index (the “FTSE Canada Universe”) and FTSE Canada 20+ Strips (“FTSE Canada 20+ Strips”), the Canadian Consumer Price Index plus 4% for the real estate investment and the Canadian Consumer Price Index plus 5% (for the infrastructure investment).

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

COMBINED FUND BENCHMARK AND ASSET COMPONENT RANGES			
	Minimum %	Benchmark* %	Maximum %
Equities*			
Global equities	29	40	51
Fixed Income**	28	35	42
<i>Universe Bonds</i>	<i>13</i>	<i>15</i>	<i>17</i>
<i>Long Bond Overlay</i>	<i>15</i>	<i>20</i>	<i>25</i>
Alternatives			
Infrastructure/private equity	0	15	20
Real estate	0	10	15
TOTAL FUND		100	

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

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

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

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

C – Manager Rebalancing Guidelines

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

MANAGER REBALANCING GUIDELINES (% of Market Value – excluding Infrastructure assets)			
Manager	Minimum %	Target %	Maximum %
Fixed Income Manager	33	41	49
Equity Manager (s)	34	47	60
Real Estate Manager	6	12	18

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

Procedures

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

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

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

The primary objective of the Fixed Income Manager is to mitigate 30% of the nominal interest rate risk within the solvency liabilities within the fixed income portfolio. The Fixed Income Manager will work with Pension Services, the Investment Consultant and Actuary to obtain solvency liability cash flows and rebalance the fixed income portfolio to target an interest rate hedge ratio of 30%. The Investment Consultant and Actuary will provide the Fixed Income Manager updated cash flows on a periodic basis.

The Fixed Income Manager's customized liability benchmark (the "Liability Proxy") is constructed to proxy the characteristics of the solvency liabilities. The Liability Proxy is defined as the solvency liability cash flows discounted using a market based representation of commuted value and annuity purchase rates. Specifically, 67% of the Cash Flows will be discounted using provincial bond yields and 33% will be discounted with corporate bond yields. The Cash Flows are expected to age over time.

The Investment Manager shall monitor and maintain the interest rate hedge ratio within +/-7% of the Target Hedge Ratio as established by the Plan. If the hedge ratio breaches the threshold limits, the Fixed Income Manager will work with the Investment Consultant and Actuary to confirm latest liability assumptions and determine the best course of action based on prevailing market conditions, before the decision to rebalance takes place.

D – Asset Mix Ranges for the Active Managers

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

FIXED INCOME MANAGER**			
	Minimum	Benchmark*	Maximum
	%	%	%
Universe Bonds	25	40	55
Long Bond Overlay	45	60	75
Short term investments			15
TOTAL		100	
Investments in pooled funds are deemed to be fully invested even though the pooled fund may have cash reserves. The Long Bond Overlay may contain asset classes other than fixed income.			
* Effective April 2021			
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GLOBAL EQUITY MANAGER			
	Minimum	Benchmark*	Maximum
	%	%	%
Global equities	90	100	100
Short term investments	0	0	10
TOTAL		100	
Investments in pooled funds are deemed to be fully invested in that pooled fund's asset class even though the pooled fund may have cash reserves.			
* Effective 1 July 2005			

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

E – Foreign Currency Hedging

The Fixed Income Manager, the Global Equity Manager, the Real Estate Manager and the Infrastructure Manager will/may purchase securities denominated in foreign currencies. At its discretion, the Committee may direct a manager

to hedge some or all of its foreign currency exposures. The Committee will make such direction for defensive or strategic reasons.

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

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

III – PERMITTED AND PROHIBITED INVESTMENTS

A – General Guidelines

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

With the approval of the Trustees, the Investment Manager may hold any part of the portfolio in one or more pooled or commingled funds managed by the Investment Manager, provided that such pooled funds are expected to be operated within constraints reasonably similar to those described in this Mandate. It is recognized by the Trustees that complete adherence to this Mandate may not be entirely possible; however, the Investment Manager is expected to advise the Trustees in the event that the pooled fund exhibits, or may exhibit, any significant departure from the Policy or this Mandate.

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

B – Global Equities

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

C – Fixed Income - Bonds and Mortgages

- bonds, debentures, notes, non-convertible preferred stock and other evidence of indebtedness of Canadian, U.S and foreign government and corporate issuers
- mortgages secured against Canadian real estate subject to Section III. I below
- mortgage-backed securities, guaranteed under the National Housing Act
- Asset-backed securities
- Convertible bonds and loans
- term deposits and guaranteed investment certificates
- private placements of bonds and asset-backed securities subject to Section III. H

D – Fixed Income - Cash and Short Term Investments

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

E – Real Estate

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

F – Infrastructure

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

G – Other Investments

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

H –Minimum Quality Requirements

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

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

I – Maximum Quantity Restrictions

The following restrictions are to be respected:

Equities (market value)

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

Fixed income - Bonds, Mortgages and Short Term Investments

- except for federal and provincial bonds (including government guaranteed bonds), no more than 10% of the market value of a Manager's bond portfolio may be invested in the bonds of a single issuer and its related companies
- except for federal and provincial bonds, no one bond holding shall represent more than 10% of the market value of the total outstanding for that bond issue
- Bonds rated "BB+" and below may not be purchased if the purchase would raise the "BB+" and lower holdings to more than 25% of the market value of the bond portfolio
- up to 25% of the market value of the bond portfolio may be invested in high yield bonds as outlined in III -H above
- no more than 30% of the market value of the Manager's bond portfolio shall be invested in bonds denominated in currencies other than Canadian dollars

Pooled Fund/Limited Partnership Investments

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

J – Prior Permission Required

The following investments require prior permission from the Committee:

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

K – Securities Lending

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

IV – MONITORING AND CONTROL

A – Delegation of Responsibilities

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

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

The Manager will:

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

The custodian/trustee will:

- provide written reports regarding the fund's quarterly and annual investment performance by asset class, manager and plan with comparisons to the benchmarks indices and universe..
- maintain safe custody over the assets of the Fund,
- execute the instructions of the Sponsor, as delegated to any Manager appointed to manage the assets of the Fund, and
- record income and provide monthly financial statements to the Sponsor as required.

The actuary will:

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

The investment consultant will:

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

The Pension Services Department will:

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

The auditor will

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

B - Compliance

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

C – Performance Measurement

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

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

Combined Fund Benchmark

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

COMBINED FUND BENCHMARK*	
MSCI World ex-Canada Net Index (Cdn. \$)	40
FTSE Canada Universe Bond Index	15
FTSE Canada 20+ Strips	20
CPI plus 4% per annum	10
CPI plus 5% per annum	15
	100%

Active Manager Benchmarks

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

FIXED INCOME MANAGER BENCHMARK*	
FTSE Canada Universe Bond Index	40%
FTSE Canada 20+ Strips**	60%

* effective 30 April 2021

**20+ strips are an approximate market based benchmark used to measure the performance for the long bond overlay funds. Long bond overlay funds are primarily designed to manage interest rate/duration in the liabilities rather than outperform a market index

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

* effective 1 October 2007

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

* effective 30 November 2010

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

* effective 1 April 2008

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

Global equities	=	MSCI World ex-Canada Net Index (Cdn. \$) + 1.00% net of fees
Fixed Income	=	40% FTSE Canada Universe Bond Index total return + 1.50% + 60% FTSE Canada 20+ Strip Index + 1.5%
Real estate	=	CPI +4%
Infrastructure	=	Change in the Canadian Consumer Price Index plus 5% per annum

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

D – Monitoring and Rebalancing the Fund's Asset Mix

In order to ensure that the Fund operates within the guidelines stated in this Policy, the Pension Services shall monitor the asset mix on a monthly basis. Subject to the rebalancing guidelines and procedures in Section II.C, the Pension Services will affect the rebalancing by transferring cash or securities between portfolios. Rebalancing may also be effected by redirecting the net cash flows to and from the Fund.

E – Reporting by the Investment Managers

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

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

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

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

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

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

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

F – Investment Policy Review

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

V – OTHER ISSUES

A – Conflicts of Interest

Responsibilities

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

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

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

Disclosure

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

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

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

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

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

B – Related Party Transactions

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

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

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

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

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

C – Valuation of Securities Not Regularly Traded

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

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

D – Voting Rights

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

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

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

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

E – Directed Brokerage Commissions

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

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

F – Reasons for Terminating an Investment Manager

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

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

- END -

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

APPENDIX

		GUIDELINES		POLICY COMPLIED WITH YES/NO*
%				
ASSET MIX (at Market Value)				
Core Plus Bonds		25% to 55%		
Long Bond Overlay		45% to 75%		
SHORT TERM & CASH		0% – 15%		
CONSTRAINTS				
EQUITIES	- Publicly traded on recognized securities market			
	- Diversification	Max 15% of the market value of an equity portfolio in any single holding		
	- Concentration	Max 10% of the voting or public float stock of any corporation		
		Max 10% of the market value of a pooled fund		
BONDS**	- Quality	Min "BBB" at the time of purchase		
		“BB and below permissible as part of diversified pool at the time of purchase		
		Max 5% unrated securities		
	- Quantity	Except for federal or provincial bonds, max 10% in one issuer.		
		Except for federal or provincial, max 10% of a bond issue		
		Max 25% of bond portfolio market value in bonds rated “BB+” or below		
		Max 25% in high yield bonds		
	- Foreign Pay	Max 30% of market value of bond portfolio		
MORTGAGES	- Yield	Net yield should exceed Government of Canada bonds of a similar term by 1%		
SHORT TERM INVESTMENTS	- Minimum Quality	"R-1 Low" rating		
DERIVATIVES		- the fund may use derivatives for risk management purposes, currency and interest rate risk management purposes - permissible derivatives include options, futures, forwards and swaps		
OTHER INVESTMENTS	- Prior Approval Required			
OTHER	- Statutory Requirements	Must meet requirements for eligible investments outlined in the Pension Benefits Standards Act (BC).		
		Must meet requirements for eligible investments outlined in the Income Tax Act (Canada).		
CONFLICTS OF INTEREST	- Disclosure	Conflicts of interest (if any) disclosed to the Committee Chair		

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

Note that from time to time, market movements and other external liquidity factors may cause short term deviations outside the allowable ranges contained in the table above. In such instances, the Investment Manager will promptly notify the Plan Administrator and the Investment Manager and the Plan Administrator will discuss and agree upon a course of action.

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

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

Signature and Title

Company Name

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

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

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

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

Signature and Title

Company Name

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

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

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

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

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

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

Signature and Title

Company Name

Managers Released from Providing Quarterly Compliance Reports

Managers:	Manager Mandate	Date of Approval
Macquarie	Infrastructure	December 4 th , 2017
JP Morgan	Infrastructure	December 4 th , 2017

Legislative Constraints

Pension Benefits Standards Act (BC) Constraints

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

Pension Benefits Standards Act Regulations, 1985 (Canada) Constraints

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

- | | | |
|----|--|-------------------------------------|
| 1. | Maximum investment in one company's securities | 10% of the market value of the Fund |
| 2. | Maximum proportion of the voting shares of any company | 30% |

Income Tax Act (Canada) and Canada Revenue Agency Constraints

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

**UNIVERSITY OF VICTORIA
STAFF PENSION PLAN**

**STATEMENT OF INVESTMENT
POLICIES AND PROCEDURES**

29 January 2001

[Last Revised November 24, 2021](#)

[Approval Date: TBD March 2022](#)

**STATEMENT OF INVESTMENT
POLICIES AND PROCEDURES**

TABLE OF CONTENTS	Page
STATEMENT OF INVESTMENT	1
POLICIES AND GOALS	1
29 January 2001	1
I – INTRODUCTION	3
A – Purpose of the Investment Policy.....	3
B – Nature of the Plan.....	3
C – Distinction of Responsibilities	4
II – ASSET MIX AND DIVERSIFICATION POLICY	5
A – Long Term Mission Statement.....	5
B – Combined Fund Primary Objective and Asset Mix Guidelines.....	5
C – Manager Rebalancing Guidelines	7
D – Asset Mix Ranges for the Active Managers.....	8
E – Foreign Currency Hedging	9
III – PERMITTED AND PROHIBITED INVESTMENTS	9
A – General Guidelines.....	9
B – Canadian and Global Equities	9
C – Fixed Income - Bonds and Mortgages	9
D – Fixed Income - Cash and Short Term Investments.....	9
E – Real Estate.....	10
F – Infrastructure.....	10
G – Other Investments.....	10
H – Minimum Quality Requirements	10
I – Maximum Quantity Restrictions.....	10
J – Prior Permission Required	11
K – Securities Lending	11
IV – MONITORING AND CONTROL	12
A – Delegation of Responsibilities.....	12
B – Compliance.....	13
C – Performance Measurement.....	13
D – Monitoring and Rebalancing the Fund’s Asset Mix	14
E – Reporting by the Investment Managers	15
F – Investment Policy Review.....	15
V – OTHER ISSUES	16
A – Conflicts of Interest.....	16
B – Related Party Transactions.....	16
C – Valuation of Securities Not Regularly Traded	17
D – Voting Rights	17
E – Directed Brokerage Commissions.....	17
F – Reasons for Terminating an Investment Manager	17
APPENDIX	
Compliance Reports	
Legislative Constraint	

I – INTRODUCTION

A – Purpose of the Investment Policy

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

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

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

B – Nature of the Plan

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

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

Contribution levels for the University and plan members are set every three years following the plan's actuarial valuation as per the provisions in the plan document. Supplementary contributions of 0.25% of salary for both the University and plan members, are directed to a Supplementary Retirement Benefit Account. The purpose of this account is to provide cost of living adjustments above the 3.0% per annum guaranteed by the Plan. Supplementary retirement benefits paid out of this account are permanent (will not decrease) and must be financed on a sound actuarial basis from the assets in the account.

The normal annual retirement benefit is years of credited service times 2% of the five-year final average earnings below final average YMPE for service prior to 1966, 1.65% for service from 1966 to December 1989, 1.3% for 1990 and 1991, 1.5% for 1992 through 1999 and 1.7% thereafter, and 2.0% of the five-year final average earnings above the final average YMPE. Retirement benefits are indexed to CPI up to a maximum of 3.0% per annum.

The plan's last actuarial report and the nature of the plan indicates that a long-term investment horizon is appropriate. The ongoing nature of the Plan also means that short term volatility is less of a concern. The Plan's asset mix assumes investment risk to secure a long term returns equal to or in excess of the actuarial discount rate.

C – Distinction of Responsibilities

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

II – ASSET MIX AND DIVERSIFICATION POLICY

A – Long Term Mission Statement

The long-term investment goal of the Fund is to achieve a minimum annualized rate of return equal to or in excess of the actuarial discount rate. This return objective is consistent with the overall investment risk level that the Fund could assume in order to meet the pension obligations of the Plans, and normally will be assessed over longer time periods; i.e. over ten years or more. Progress towards this goal will be monitored on rolling 4-year bases.

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

Risk is controlled by investing in a well diversified portfolio of asset classes and managers. The Fund mitigates the impact of a reduction in interest rates through an allocation to long maturity bonds within the fixed income portfolio.

B – Combined Fund Primary Objective and Asset Mix Guidelines

The primary Fund objective is to earn a return, net of investment fees, that exceeds the rate of return over rolling four year periods (including reinvested dividends and income) from a benchmark portfolio constructed from rates of return on the ~~Toronto Stock Exchange S&P/TSX Composite Index (the “S&P/TSX”)~~, the Morgan Stanley Capital International World ex-Canada Net Index (the “MSCI World ex-Canada Net”) (in Canadian dollars), the FTSE Canada Universe Bond Index (the “FTSE Canada Universe”) and FTSE Canada 20+ Strips (“FTSE Canada 20+ Strips”), the Canadian Consumer Price Index plus 4% for the real estate investment and the Canadian Consumer Price Index plus 5% (for the infrastructure investment).

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

COMBINED FUND BENCHMARK AND ASSET COMPONENT RANGES			
	Minimum %	Benchmark* %	Maximum %
Equities*			
Global equities	29	40	51
Total Equities	29	40	51
Fixed Income**	28	35	42
Universe Bonds	13	15	17
Long Bond Overlay	15	20	25
Alternatives			
Infrastructure/private equity	0 10	15	20
Real estate	0	10	15
TOTAL FUND		100	

~~*The Fund is transitioning from a target of 10% in Canadian Equities and 30% in Global Equities to 40% in Global Equities through 2021. The allocation in the table above is effective 31 December 2021.~~

~~**The Fund is transitioning from FTSE Canada universe bonds to a fixed income mandate split between Core Plus Bonds and a Long Bond Overlay. The Long Bond Overlay will be implemented in phases throughout 2021 reaching the target allocation at the end of 2021.~~

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

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

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

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

C – Manager Rebalancing Guidelines

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

MANAGER REBALANCING GUIDELINES (% of Market Value – excluding Infrastructure assets)			
Manager	Minimum %	Target %	Maximum %
Fixed Income Manager	33	41	49
Equity Manager (s)	34	47	60
Real Estate Manager	6	12	18

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

Procedures

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

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

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

The primary objective of the Fixed Income Manager is to mitigate 30% of the nominal interest rate risk within the solvency liabilities within the fixed income portfolio. The Fixed Income Manager will work with Pension Services, the Investment Consultant and Actuary to obtain solvency liability cash flows and rebalance the fixed income portfolio to target an interest rate hedge ratio of 30%. The Investment Consultant and Actuary will provide the Fixed Income Manager updated cash flows on a periodic basis.

The Fixed Income Manager's customized liability benchmark (the "Liability Proxy") is constructed to proxy the characteristics of the solvency liabilities. The Liability Proxy is defined as the solvency liability cash flows discounted using a market based representation of commuted value and annuity purchase rates. Specifically, 67% of the Cash Flows will be discounted using provincial bond yields and 33% will be discounted with corporate bond yields. The Cash Flows are expected to age over time.

The Investment Manager shall monitor and maintain the interest rate hedge ratio within +/-7% of the Target Hedge Ratio as established by the Plan. If the hedge ratio breaches the threshold limits, the Fixed Income Manager will work with the Investment Consultant and Actuary to confirm latest liability assumptions and determine the best course of action based on prevailing market conditions, before the decision to rebalance takes place.

D – Asset Mix Ranges for the Active Managers

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

FIXED INCOME MANAGER**			
	Minimum %	Benchmark* %	Maximum %
Universe Bonds	25	40	55
Long Bond Overlay	45	60	75
Short term investments			15
TOTAL		100	
Investments in pooled funds are deemed to be fully invested even though the pooled fund may have cash reserves. The Long Bond Overlay may contain asset classes other than fixed income.			
* Effective April 2021			
** The Fund is transitioning from FTSE Canada universe bonds to a fixed income mandate split between Core Plus Bonds and a Long Bond Overlay. The Long Bond Overlay will be implemented in phases throughout 2021 reaching the target allocation at the end of 2021.			

CANADIAN EQUITY MANAGERS			
	Minimum %	Benchmark* %	Maximum %
Canadian equities	90	100	100
Short term investments	0	0	10
TOTAL		100	
Investments in pooled funds are deemed to be fully invested in that pooled fund's asset class even though the pooled fund may have cash reserves.			
* Effective 24 June 2008			

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

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

E – Foreign Currency Hedging

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

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

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

III – PERMITTED AND PROHIBITED INVESTMENTS

A – General Guidelines

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

With the approval of the Trustees, the Investment Manager may hold any part of the portfolio in one or more pooled or commingled funds managed by the Investment Manager, provided that such pooled funds are expected to be operated within constraints reasonably similar to those described in this Mandate. It is recognized by the Trustees that complete adherence to this Mandate may not be entirely possible; however, the Investment Manager is expected to advise the Trustees in the event that the pooled fund exhibits, or may exhibit, any significant departure from the Policy or this Mandate.

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

B – ~~Canadian and Global~~ Global Equities

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

C – Fixed Income - Bonds and Mortgages

- bonds, debentures, notes, non-convertible preferred stock and other evidence of indebtedness of Canadian, U.S and foreign government and corporate issuers
- mortgages secured against Canadian real estate subject to Section III. I below
- mortgage-backed securities, guaranteed under the National Housing Act
- Asset-backed securities
- Convertible bonds and loans
- term deposits and guaranteed investment certificates
- private placements of bonds and asset-backed securities subject to Section III. H

D – Fixed Income - Cash and Short Term Investments

- cash on hand and demand deposits
- treasury bills issued by the federal and provincial governments and their agencies

- obligations of trust companies and Canadian and foreign banks chartered to operate in Canada, including bankers' acceptances
- commercial paper and term deposits

E – Real Estate

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

F – Infrastructure

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

G – Other Investments

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

H –Minimum Quality Requirements

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

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

I – Maximum Quantity Restrictions

The following restrictions are to be respected:

Equities (market value)

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

Fixed income - Bonds, Mortgages and Short Term Investments

- except for federal and provincial bonds (including government guaranteed bonds), no more than 10% of the market value of a Manager's bond portfolio may be invested in the bonds of a single issuer and its related companies
- except for federal and provincial bonds, no one bond holding shall represent more than 10% of the market value of the total outstanding for that bond issue
- Bonds rated "BB+" and below may not be purchased if the purchase would raise the "BB+" and lower holdings to more than 25% of the market value of the bond portfolio
- up to 25% of the market value of the bond portfolio may be invested in high yield bonds as outlined in III -H above
- no more than 30% of the market value of the Manager's bond portfolio shall be invested in bonds denominated in currencies other than Canadian dollars

Pooled Fund/Limited Partnership Investments

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

J – Prior Permission Required

The following investments require prior permission from the Committee:

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

K – Securities Lending

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

IV – MONITORING AND CONTROL

A – Delegation of Responsibilities

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

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

The Manager will:

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

The custodian/trustee will:

- provide written reports regarding the fund's quarterly and annual investment performance by asset class, manager and plan with comparisons to the benchmarks indices and universe..
- maintain safe custody over the assets of the Fund,
- execute the instructions of the Sponsor, as delegated to any Manager appointed to manage the assets of the Fund, and
- record income and provide monthly financial statements to the Sponsor as required.

The actuary will:

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

The investment consultant will:

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

The Pension Services Department will:

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

The auditor will

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

B - Compliance

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

C – Performance Measurement

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

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

Combined Fund Benchmark

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

COMBINED FUND BENCHMARK*	
S&P/TSX Composite Index	40
MSCI World ex-Canada Net Index (Cdn. \$)	340
FTSE Canada Universe Bond Index	15
FTSE Canada 20+ Strips	20
CPI plus 4% per annum	10
CPI plus 5% per annum	15
	100%

Active Manager Benchmarks

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

FIXED INCOME MANAGER BENCHMARK*	
FTSE Canada Universe Bond Index	40%
FTSE Canada 20+ Strips**	60%

* effective 30 April 2021

**20+ strips are an approximate market based benchmark used to measure the performance for the long bond overlay funds. Long bond overlay funds are primarily designed to manage interest rate/duration in the liabilities rather than outperform a market index

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

~~* effective 1 December 2008~~

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

* effective 1 October 2007

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

* effective 30 November 2010

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

* effective 1 April 2008

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

~~Canadian equities (active) — S&P/TSX Composite Index total return + 1.0% net of fees~~

~~Canadian equities (indexed) — S&P/TSX Composite Index total return~~

Global equities = MSCI World ex-Canada Net Index (Cdn. \$) + 1.00% net of fees

Fixed Income = 40% FTSE Canada Universe Bond Index total return + 1.50% + 60% FTSE Canada 20+ Strip Index + 1.5%

Real estate = CPI +4%

Infrastructure = Change in the Canadian Consumer Price Index plus 5% per annum

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

D – Monitoring and Rebalancing the Fund's Asset Mix

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

will affect the rebalancing by transferring cash or securities between portfolios. Rebalancing may also be effected by redirecting the net cash flows to and from the Fund.

E – Reporting by the Investment Managers

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

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

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

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

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

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

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

F – Investment Policy Review

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

V – OTHER ISSUES

A – Conflicts of Interest

Responsibilities

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

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

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

Disclosure

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

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

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

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

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

B – Related Party Transactions

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

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

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

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

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

C – Valuation of Securities Not Regularly Traded

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

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

D – Voting Rights

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

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

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

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

E – Directed Brokerage Commissions

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

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

F – Reasons for Terminating an Investment Manager

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

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

- END -

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

APPENDIX

		GUIDELINES		POLICY COMPLIED WITH YES/NO*
%				
ASSET MIX (at Market Value)				
Core Plus Bonds		25% to 55%		
Long Bond Overlay		45% to 75%		
SHORT TERM & CASH		0% – 15%		
CONSTRAINTS				
EQUITIES	- Publicly traded on recognized securities market			
	- Diversification	Max 15% of the market value of an equity portfolio in any single holding		
	- Concentration	Max 10% of the voting or public float stock of any corporation		
		Max 10% of the market value of a pooled fund		
BONDS**	- Quality	Min "BBB" at the time of purchase		
		“BB and below permissible as part of diversified pool at the time of purchase		
		Max 5% unrated securities		
	- Quantity	Except for federal or provincial bonds, max 10% in one issuer.		
		Except for federal or provincial, max 10% of a bond issue		
		Max 25% of bond portfolio market value in bonds rated “BB+” or below		
		Max 25% in high yield bonds		
	- Foreign Pay	Max 30% of market value of bond portfolio		
MORTGAGES	- Yield	Net yield should exceed Government of Canada bonds of a similar term by 1%		
SHORT TERM INVESTMENTS	- Minimum Quality	"R-1 Low" rating		
DERIVATIVES		- the fund may use derivatives for risk management purposes, currency and interest rate risk management purposes - permissible derivatives include options, futures, forwards and swaps		
OTHER INVESTMENTS	- Prior Approval Required			
OTHER	- Statutory Requirements	Must meet requirements for eligible investments outlined in the Pension Benefits Standards Act (BC).		
		Must meet requirements for eligible investments outlined in the Income Tax Act (Canada).		
CONFLICTS OF INTEREST	- Disclosure	Conflicts of interest (if any) disclosed to the Committee Chair		

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

Note that from time to time, market movements and other external liquidity factors may cause short term deviations outside the allowable ranges contained in the table above. In such instances, the Investment Manager will promptly notify the Plan Administrator and the Investment Manager and the Plan Administrator will discuss and agree upon a course of action.

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

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

Signature and Title

Company Name

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

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

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

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

Signature and Title _____ Company Name

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

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

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

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

Signature and Title

Company Name

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

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

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

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

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

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

Signature and Title

Company Name

Managers Released from Providing Quarterly Compliance Reports

Managers:	Manager Mandate	Date of Approval
Macquarie	Infrastructure	December 4 th , 2017
JP Morgan	Infrastructure	December 4 th , 2017

Legislative Constraints

Pension Benefits Standards Act (BC) Constraints

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

Pension Benefits Standards Act Regulations, 1985 (Canada) Constraints

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

- | | | |
|----|--|-------------------------------------|
| 1. | Maximum investment in one company's securities | 10% of the market value of the Fund |
| 2. | Maximum proportion of the voting shares of any company | 30% |

3.

4.

5.

Income Tax Act (Canada) and Canada Revenue Agency Constraints

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



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

March 15, 2022

FOR DECISION

To: FINANCE COMMITTEE

From: 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: March 29, 2022

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

Basis for Jurisdiction: University Act 27.1

Strategic Relevance:

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

Recommendation:

THAT the Finance Committee recommend to the Board of Governors that the Board of Governors collect and remit fees for the GSS in 2022/23 as outlined in the letter of March 14, 2022 from the Executive Director of the GSS to Kristi Simpson, Acting Vice-President Finance and Operations, subject to confirmation of approval of the fees at the GSS Semi-Annual General Meeting on March 22nd, 2022.

Background:

As noted in the attached letter, the Graduate Students' Society (GSS) Operating and Capital membership fees will increase by 2.8%.

The collection and remission of fees for the GSS is normally approved by the Board of Governors after the fees have been approved by the GSS Board. This year the fees will be approved at the GSS Semi-Annual General Meeting on March 22nd, 2022. The GSS has notified the Board of Governors ahead of time in order to ensure May 1st implementation of the fees.

If the fees are approved by both the GSS Board and the Board of Governors, they will come into effect May 1, 2022. The Board of Governors will be informed of this approval at the March meeting.

Attachment:

Letter dated March 14, 2022 from Kyla Turner, GSS Executive Director, to Kristi Simpson, Acting Vice-President Finance & Operations.



Graduate Students' Society UNIVERSITY OF VICTORIA

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

Box 1700 STN CSC Victoria BC V8W 2Y2 Canada

Kristi Simpson
Acting Vice-President Finance and Operations
Administrative Services Building Room A212
University Of Victoria, Victoria, BC, V8P 5C2

March 14, 2022

Dear Ms. Simpson,

I am writing to offer preliminary notice of changes to the University Of Victoria Graduate Students' Society (GSS) fees for our 2022-23 fiscal year, and confirm our compliance with the regulations of the *University Act* and *Societies Act*, as they relate to our fees. The fee schedule outlined in this letter will be finalized along with the GSS 2022-23 Budget at our March 22, 2022 Semi-Annual General Meeting (SAGM). Once the budget is approved, the fee changes are effective May 1, 2022, and a final notice confirming approval will be issued after the SAGM.

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

CPI Increase to core operating fees

The GSS Operating and Capital membership fees will increase 2.8%. This increase is in keeping with our member-approved practice of increasing core fees at the rate of the BC Consumer Price Index, which requires the adjustment to be approved along with the GSS budget at the GSS SAGM on March 22, 2022. Where a referendum is held to increase a fee affected by the CPI increase, the CPI is applied before the referendum changes are applied.

Changes to fees made by referendum

Fees increasing due to a referendum

All changes outlined in this letter were subject to a referendum held on webvote from March 9 at 9:00a.m. to March 11 at 4:00p.m. Pacific time. The questions included in the referendum were:

1. Do you support:
 - a. An increase to your student fees to maintain some or all Food and Beverage services at Halpern Centre, as set out in Referendum Question 2, or
 - b. No increase to your student fees, no Food and Beverages services at Halpern Centre, and renovations to screen off the previous kitchen and sales spaces to allow the Grad House and Side Project to be used for study and gathering spaces
2. If Referendum Question 1a passes, do you support:

- a. A new mandatory Food and Beverage Fee of \$20 per student per term for all on-campus graduate students to fund operations of a full service restaurant in Halpern Centre, or
- b. A new mandatory Food and Beverage Fee of \$11 per student per term for all on-campus graduate students to fund operations of a counter-service, limited-menu food and beverage service in Halpern Centre

Quorum for GSS referendum is 5% of our membership. With 257 or 2940 eligible members voting, our referendum was quorate with a 8.7% voter turn out. The results of this election were:

1. *Do you support:*
 - a. *An increase to your student fees to maintain some of all Food and Beverage services at Halpern Centre, as set out in Referendum Question 2 – 151 votes (passed)*
 - b. *No increase to your student fees, no Food and Beverage services at Halpern Centre, and renovations to screen off the previous kitchen and sales spaces to allow the Grad House and Side Project to be used for study and gathering spaces – 103 votes*
2. *If Referendum Question 1a passes, do you support:*
 - a. *A new mandatory Food and Beverage Fee of \$20 per student per term for all on-campus graduate students to fund operations of a full service restaurant in Halpern Centre – 99 votes*
 - b. *A new mandatory Food and Beverage Fee of \$11 per student per term for all on-campus graduate students to fund operations of a counter-services, limited menu food and beverage service in Halpern Centre -125 votes*

Therefore, a new Food and Beverage Fee of \$11 will be levied beginning May 1, 2022 for all on-campus students. The full fee schedule is found below.

2022-23 Fee Schedule

In accordance with the above, the GSS fee schedule is as follows effective May 1, 2022:

	Regular	Co-op	Distance	Co-op&class
Operating*	\$52.23	\$26.12	\$52.23	\$26.12
Capital Fee*	\$10.66	\$5.33	\$10.66	\$5.33
Childcare fee	\$1.02	\$0.51	\$1.02	\$0.51
Anti-Violence Project	\$2.00	\$1.00	\$2.00	\$1.00
Ombudsperson	\$1.50	\$0.75	\$1.50	\$0.75
Constituency Groups	\$1.33	\$0.67	\$1.33	\$0.67
Clubs	\$0.50	\$0.25	\$0.50	\$0.25
WUSC (Student Refugee Program)	\$5.00	\$2.50	\$5.00	\$2.50
Campus food bank*	\$1.90	\$0.00	\$0.00	\$1.90
CFUV*	\$0.58	\$0.00	\$0.00	\$0.58
University 101*	\$0.56	\$0.00	\$0.00	\$0.56
Conference Travel fee*	\$4.84	\$2.42	\$4.84	\$2.42
Distance travel fee*	\$1.13	\$0.58	\$1.13	\$0.58
Student Advocate	\$1.00	\$0.50	\$1.00	\$0.50
Food and Beverage Fee	\$11.00	\$0.00	\$0.00	\$11.00
TOTAL	\$95.25	\$40.62	\$81.22	\$54.66

*This fee is increased annually by BC CPI.

Health and Dental Plan fees

The GSS Extended Health and Dental Plan fees changes are subject to our insurance renewal negotiations, which are currently underway. Any increase to these fees will require a referendum, and, if approved, would take effect September 1, 2022. We anticipate the referendum on any increases to these fees to occur in June 2022. The GSS will issue a separate notice regarding these fees.

Audit

I hereby certify that the GSS circulated our 2020 audited financial statements and auditor's report to our membership at our November 23, 2021 Annual General Meeting. The GSS has satisfied the requirements of the *University Act* and of the *Societies Act*; and the GSS remains in good standing with the Registrar of Societies.

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

Sincerely,



Kyla Turner
Executive Director

cc.

Ryan Khan, *GSS Director of Finance*
Dr. Robin Hicks, *Dean of Graduate Studies*
Carrie Andersen, *University Secretary*
Jim Dunsdon, *AVP Student Affairs*
Joel Lynn, *Director, Student Services*
Rachel Sandquist, *Director, Graduate Admissions and Records*
Tory Hastings, *Manager, Tuition Fee Assessments*
Janice Johnson, *Executive Director, Financial Services*



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

March 15, 2022

FOR DECISION

To: FINANCE COMMITTEE

**From: 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: March 29, 2022

**Subject: Collection and Remission of Student Fees for the University of Victoria
Students' Society (UVSS)**

Basis for Jurisdiction: University Act 27.1

Strategic Relevance:

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

Recommendation:

THAT the Finance Committee recommend to the Board of Governors that the Board of Governors collect and remit the fees as approved by the UVSS members and as outlined in the letter of March 15, 2022 from the Director of Finance and Operations of the UVSS to Jim Dunsdon, Associate Vice-President Student Affairs.

Background:

The attached letter confirms fee details for the Summer term. Fall fees will be confirmed following the UVSS electoral event, which includes several referenda questions. If further changes are required for fall term a request for approval will come to the Board in May.

Attachment:

Letter dated March 15, 2022 from Siddarth Pathak, Director Finance and Operations, to Jim Dunsdon, Associate Vice-President Student Affairs.



March 15th, 2022

Jim Dunsdon
Associate Vice-President Student Affairs
University of Victoria

Dear Jim Dunsdon,

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

This purpose of this letter is to officially confirm the UVSS Fees for the 2022 Summer Semester. There is a referenda taking place later this month which could add a new fee and the Health and Dental Plan fees for the Fall we are also considering changing. **If there are any changes for the Fall 2022 fees, an updated letter will be sent prior to April 20th, 2022. Otherwise, the same fees as outlined in this letter will apply.**

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

As set by a majority of the members of the UVSS who voted in previous referenda over the years, I certify that the **UVSS membership fees for the 2022 Summer semester are as follows:**

Fee	Amount
UVSS Fee Summer 2022	\$73.85 for full-time students and \$36.89 for part-time students each semester
Universal Bus Pass	\$81.00 per semester
Extended Health Plan	\$180.00 per year for students taking at least 3.0 on-campus credit in the fall semester and \$120.00 for students taking at least 3.0 on-campus credits in the spring semester but not assessed \$180.00 in the fall semester
Dental Plan	\$180.00 per year for students taking at least 3.0 on-campus credits in the fall semester and \$120.00 for students taking at least 3.0 on-campus credits in the spring semester not assessed \$180.00 in fall semester

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

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

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

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

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

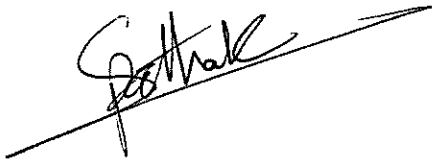
I hereby certify that the UVSS has made available to its members annual audited financial statements.

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

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

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

Sincerely,

A handwritten signature in black ink, appearing to read 'Siddharth Pathak', with a long horizontal line extending from the end of the signature.

Siddharth Pathak
Director of Finance and Operations

Copy: Lori Nolt
Director, Student Awards and Financial Aid

Tory Hasting
Manager, Payroll and Tuition Fee Assessments

Rhonda Ljunggren
Office of the Vice-President Finance and Operations

Appendix "A"

Fee Type	2022 Summer Semester (Full-Time)	2022 Summer Semester (Part-Time)
Student Association Fee (Society Operations)	26.6	13.3
Canadian Fed. of Students Fee-BC	N/A	N/A
Student Newspaper Fee	3.75	1.875
Student Union Building Fee	4.25	2.125
Dr Ewing Memorial	4.25	2.125
Medical/Dental Fee	No Fees Assessed in Summer Semester	No Fees Assessed in Summer Semester
Misc. Fees (list each separately)		
- CFUV	5	2.5
- Clubs and Course Unions/Travel Pool	2.5	1.25
- Constituency Organisations	2	1
- Daniel Jacobs Bursary	0.5	0.25
- Day Care Assistance Fund	1	0.5
- Food Bank	2.25	1.12
- International Student Award	0.5	0.25
- Native Students' Union	1	0.5
- Disability Advocacy	3	1.5
- Ombudsperson	1.5	0.75
- Anti-Violence Project	4	2
- UVSP	0.5	0.25
- Women's Centre	0.95	0.475
- WUSC	2.5	1.25
- Pride	0.95	0.45
- Community Gardens	3.00	1.50
- Events	0.5	0.25
- Elections	0.4	0.2
- Campaigns	0.5	0.25
- Students of Colour Collective	.70	.35
- Peer Support Centre	1.00	.50
- Uni 101	.75	.37
	\$73.85	\$36.89



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

March 14, 2022

FOR INFORMATION

To: OPERATIONS AND FACILITIES COMMITTEE

From: Kristi Simpson
Acting Vice-President Finance & Operations

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

cc: President and Vice-Chancellor

Meeting Date: March 29, 2022

Subject: Status Report on Capital Projects

Basis for Jurisdiction: Committee's Terms of Reference

Strategic Relevance:

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

Previous Consultation:

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

Background:

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

Attachment(s):

VPFO/FMGT Project Updates: March 01, 2022

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)	Known Costs February 2022 (in millions)
Consulting – C1	\$21.1	\$22.2
Construction – C2	\$194.3	\$199.0
Completion – C3	\$5.7	\$5.8
Contingency – C4	\$4.0	\$0.0
Sub-Total	\$225.1	\$227.0
GST (1.65%)	<u>\$3.7</u>	<u>\$3.7</u>
TOTAL PROJECT COST	\$228.8	\$230.7

- Total commitments to date are \$223.7M or 97.7%.

SCHEDULE STATUS:	Original Schedule January 2019	Actual / Forecasted February 2022
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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)

Construction – Building Envelope	May 2022	<i>June 2022</i>
Construction – Commissioning	June 2022	<i>June 2022</i>
Construction – Interiors	May 2022	<i>June 2022</i>
Construction – Operations	August 2022	<i>August 2022</i>

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

Construction - Structure	December 2021	<i>May 2022</i>
Construction – Building Envelope	January 2023	<i>December 2022</i>
Construction – Interiors	October 2022	<i>January 2023</i>
Construction – Commissioning	January 2023	<i>January 2023</i>
Construction – Operations	February 2023	<i>April 2023</i>

Major Risks:

- Schedule risk associated with the opening date of Building One being aligned with the academic calendar and the consequent lack of available float, increases critical path tasks and compels decision making to be primarily schedule rather than cost or quality based. Any impacts such as labour shortages, procurement and material lead times, site coordination, design coordination, occupancy related changes driven by AHJ's or COVID-19 impacts have potential to impact Building One's opening date of August 31, 2022. 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
Construction Manager: TBD

BUDGET STATUS:	Approved Budget March 2020 (in millions)	Forecasted Costs February 2022 (in millions)
Consulting – C1	\$2.8	\$2.8
Construction – C2	\$18.6	\$20.3
Completion – C3	\$2.55	\$2.8
Contingency – C4	<u>\$0</u>	<u>\$0.8</u>
Sub-Total	\$23.5	\$26.7
GST (1.65%)	<u>\$0.4</u>	<u>\$0.45</u>
Escalation	<u>\$2.8</u>	<u>\$0¹</u>
TOTAL PROJECT COSTS	\$27.15	\$27.15*

- * Current estimated costs are \$7.5M higher than the budget. A budget increase is being requested in its own report.
- The construction manager is now in place.
- Renovation and renewals to the existing building, funded through the Ministry's Major Maintenance and Rehabilitation (MMR) Program, are not included in this Board report. Funding of \$1.0M has been approved for planning and design of this work in 2021/22.
- Total commitment on the National Centre for Indigenous Laws addition is \$1.82M.
- Revised financials will follow later in March.

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

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 are being compounded by the Russian military attacks in Ukraine and may impact schedule and cost.

¹ Escalation is included in the C4 forecast

PROJECT:	ENGINEERING EXPANSION PROJECT
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Project No: 19-04057
Project Consultants: Dialog Architecture/Engineering
General Contractor: TBD

BUDGET STATUS:	Approved Budget November 2019 (in millions)	Forecasted Costs February 2022 (in millions)
Consulting – C1	\$6.6	\$7.5
Construction – C2	\$69.0	\$70.9
Completion – C3	\$8.4	\$5.6
Contingency – C4	<u>\$4.2</u>	<u>\$4.2</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 at 95% Construction Document (CD) phase for ECSE; 85% CD for HBRSL.
- Class A cost estimate for ECSE is under review.
- Provincial Commitment of \$64.8M; UVic to provide \$24.8M through internal/fundraising.

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

Major Risks:

- *Academic year: impact of construction on teaching and research.*
- *Construction cost escalation and volatility*
- *Current market supply and demand challenges are being compounded by the Russian military attacks in Ukraine and may impact schedule and cost.*



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

March 14, 2022

To: Board of Governors

From: Dr. Kevin Hall
President and Vice-Chancellor

A handwritten signature in blue ink, appearing to be 'K. Hall', written over the printed name.

Meeting Date: March 29, 2022

Subject: 2021 Policy Annual Report

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

Strategic Relevance:

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

Background:

The Policy on University Policies and Procedures (GV0100) calls for the President to report annually to the Board of Governors and the Senate on university policies developed and reviewed during the previous year. The 2021 Policy Annual Report captures university policy activities and accomplishments in the 2021 calendar year, and outlines some of the policy activities and priorities that are planned for 2022.

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

Attached for the Board's information is the 2021 Policy Annual Report.

Previous Consultation:

The Annual Report was reviewed by all executive offices.

The Annual Report was presented to Senate for information on March 4, 2022.

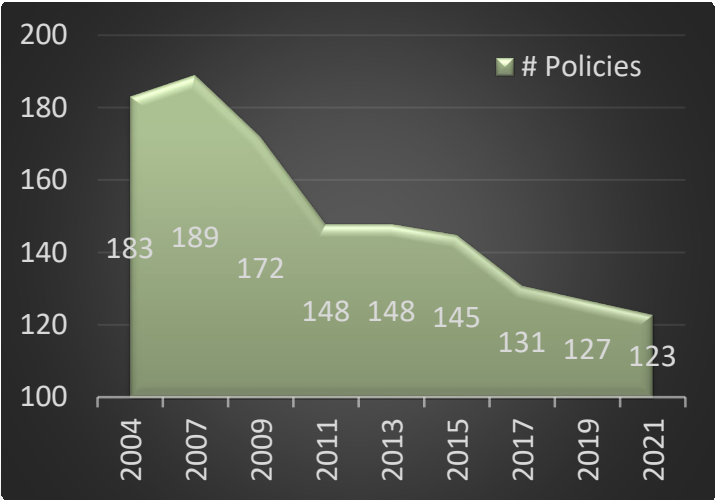
Attachment(s):

2021 Policy Annual Report

2021 Policy Portfolio at a Glance

One who adapts their policy to the times prospers, and likewise the one whose policy clashes with the demands of the times does not.
- Niccolò Machiavelli, The Prince

University Policies Over Time



policyofficer@uvic.ca

www.uvic.ca/universitysecretary/policies

COVID-19 Disclaimer: The values in this infographic represent work carried out during COVID-19 pandemic restrictions. Policy work is collaborative in nature and requires engagement with units and offices who have policy responsibility. However, responding to COVID-19 has been the highest priority of all units, and therefore less capacity has been available for policy review and development compared to pre-COVID-19.



University
of Victoria

Date: February 16, 2022

To: Members of the Board of Governors and Senate

From: Dr. Kevin Hall
President and Vice-Chancellor

Re: 2021 University Policy Annual Report

Introduction

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

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

The Policy on University Policies and Procedures states that:

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

This report responds to the above requirement, and identifies some of the university policy priorities for 2022.

The University Secretary's Role

The University Secretary's Office (USEC) supports the university executive team, including the President, the vice-presidents, and the Associate Vice-President Indigenous (the Designated Executive Officers, DEOs) to develop and maintain policies within their respective portfolios. The USEC Policy Officer carries out policy drafting, research, and benchmarking; coordinates policy development and review with the

DEOs; and helps to ensure that policy changes are consistent with the university's policy framework.

COVID-19 Impact

Policy review and development in 2021 was adjusted and delayed due to the university's continued need to focus on its response to COVID-19, including the return to in-person instruction in Fall 2021. As a result, some policy reviews and other policy developments were deferred to future years.

The Policy Officer supported the university's COVID-19 response team as they developed health and safety procedures on COVID-19 vaccine declarations, rapid testing, and mask wearing on campus.

Update on Policy Renewal

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

Four outdated policies were renewed in 2021 – the Environmental Health and Safety Policy (SS9200), the Information Security Policy (IM7800), the Sexualized Violence Prevention and Response Policy (GV0245), and the Use of Vehicles and Parking Policy (BP3200). One policy was rescinded – the Conflict of Interest in Employment Practices policy (HR6200) – because it was obsolete.

Policy Highlights from 2021

The Sexualized Violence Prevention and Response policy (GV0245) was due for its three-year review as required by provincial legislation. The EQHR Policy Advisory Committee (with support from a technical policy subcommittee) reviewed the policy and consulted widely with faculty, staff, and students. The resulting changes made the policy clearer and more accessible; added an opportunity for voluntary resolution processes; and broadened the investigation process to apply to all university community members.

The Environmental Health and Safety policy (SS9200) and the Information Security policy (IM7800) reviews concluded in 2021 after multi-year processes. Both policies were extensively rewritten to take into account organizational changes as well as evolutions in best practice within their disciplines. Two new procedures were added to the Information Security policy to respond to security risks associated with cloud computing, and to provide guidance for security threat and risk assessments.

In 2020 the Policy Officer audited the policy manual to identify gendered language and replace it with gender-neutral terms. Most of these editorial changes were approved in 2020; changes to two outstanding policies were approved in January 2021.

Another policy audit was conducted after the title of Vice-President Research was changed to Vice-President Research and Innovation. Eighteen policies or procedures

were identified that needed editorial changes to reflect this; these policy edits were approved in Spring 2021.

Looking Ahead

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

The review of UVic's equity policies, which began with the Sexualized Violence Prevention and Response Policy, is ongoing. The EQHR Policy Advisory Committee and technical policy subcommittee are currently reviewing the Discrimination and Harassment Policy (GV0205). When this review is complete, which is projected to happen in 2022, the next policy that will be reviewed is Human Rights, Equity, and Fairness (GV0200).

Eight policies will become due for review in 2022. These are:

- Copyright Compliance and Administration (IM7310);
- Furnishings, Fittings, Finishes and Artwork (BP3130);
- Future Employment Restrictions on Senior Management Employees (GV0240);
- Motor Vehicles (AD2315);
- Policy on University Policies and Procedures (GV0100);
- Procedures for the Selection of the Registrar (GV0400);
- Professional Development Expenses: Regular Faculty Members and Librarians (HR6410); and
- University Signage (BP3140).

Ongoing policy-related initiatives include:

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

Attachments

Appendix – Status of the Policy Portfolio

2021 Policy Annual Report

Appendix – Status of the Policy Portfolio

New Policies and Procedures

No new university policies were developed in 2021.

Two new procedures were created in 2021 as part of the university's response to COVID-19. The COVID-19 Mask Protocol Acknowledgement and Exemption Procedure and the COVID-19 Vaccine Status Declaration and Rapid Testing Procedure were approved in September 2021 and attached to the Environmental Health and Safety Policy (SS9200). Both procedures were updated in December 2021.

The following new policies and procedures are under development:

Policy	Portfolio	Status	Purpose
New Policies in Development			
Financial Conflict of Interest	VPRI	Under development	New procedure on financial conflicts of interest to meet some funder requirements.
Procedures for the Appointment, Review, and Re-appointment of Associate Deans (consolidation)	VPAC	Under review	New policy to consolidate the 13 appointment procedures for Associate Deans into one “umbrella” policy, similar to the consolidated decanal policy GV0450.
Student Residence Policy	VPAC	Under development	New high-level policy to replace existing Student Residences policy (BP3500) and Operation of Family Housing Policy (BP3505).

Revised Policies and Procedures

From January to December 2021, the following university policies and procedures were revised:

Policy	Portfolio	Effective Date
Outdated Policies Renewed		
Environmental Health and Safety (SS9200)	PRES	April 6, 2021
Information Security (IM7800)	VPFO	October 13, 2021
Sexualized Violence Prevention and Response Policy (GV0245)	PRES	February 19, 2021
Use of Vehicles and Parking (BP3200)	VPFO	March 30, 2021
Other Policies and Procedures Revised		
COVID-19 Mask Protocol Acknowledgement and Exemption Procedure	VPFO	December 17, 2021
COVID-19 Vaccine Status Declaration and Rapid Testing Procedure	VPFO	December 17, 2021
Editorial Changes Made		
Appointment of the Associate Dean (Research) of Engineering (GV0620)	VPAC	April 9, 2021
Duties and Responsibilities of Research Centre Directors (GV0715)	VPRI	March 26, 2021
Establishment, Review, and Closure of Research Centres (RH8300)	VPRI	March 26, 2021
External Research Funding Agreements (RH8200)	VPRI	March 26, 2021
Indirect Costs of Research (FM5400)	VPRI	March 26, 2021
Intellectual Property (GV0215)	VPRI	March 26, 2021
Liquor Policy (AD2400)	VPFO	January 15, 2021
Post Doctoral Fellows (HR6310)	VPRI	March 26, 2021
Procedures for Interim Executive Appointments	PRES	March 26, 2021
Procedures for the Appointment and Re-appointment of Research Centre Directors (GV0705)	VPRI	March 26, 2021

Policy	Portfolio	Effective Date
Procedures for the Appointment and Re-appointment of the Vice-President Research and Innovation (GV0310)	PRES	March 26, 2021
Procedures for the Appointment and Re-appointment of the Vice-Provost and Academic Associate Vice-Presidents (GV0350)	PRES	March 26, 2021
Research Funding Management and Financial Accountability (FM5405)	VPFO/VPRI	January 27, 2021
Research Grants in Lieu of Salary (RH8200)	VPRI	March 26, 2021
Research Involving Humans (RH8105)	VPRI	March 26, 2021
Research or Teaching Involving Animals (RH8110)	VPRI	March 26, 2021
Research Policy (RH8100)	VPRI	March 26, 2021
Scholarly Integrity A (AC1105(A))	VPAC	April 9, 2021
Scholarly Integrity B (AC1105(B))	VPAC	April 9, 2021
Signing Authority Policy (FM5100)	VPFO	March 26, 2021
Typographical Corrections Made		
Post Doctoral Fellows (HR6310) – updated hyperlinks	VPRI	April 8, 2021
Furniture, Fittings, Finishes, and Artwork (BP3130) – typo correction	VPFO	May 31, 2021

Rescinded Policies and Procedures

Policy	Portfolio	Rescinded
Outdated Policies Rescinded		
Conflicts of Interest in Employment Practices (HR6200)	PRES	March 30, 2021

Policies and Procedures Requiring Review

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

Policy	Portfolio	Status
Targeted for Deletion or Relocation		
Residence Services Budget Policy (FM5515)	VPAC	Under review
Employment Accommodation (HR6115)	VPFO	Under review
Require Review		
Academic Accommodation and Access for Students with Disabilities (AC1205)	VPAC	Under review
Appointment of Associate Deans (13) (GV0600-GV0655, GV0670)	VPAC	Under review
Appointment and Review of a Head of the Division of Medical Sciences, Procedures for the (GV0500)	VPAC	Under review
Appointment and Reappointment of Deans (GV0450)	VPAC	To be reviewed
Appointment of the University Librarian (GV0410)	VPAC	To be reviewed
Appointment of the University Secretary (GV0325)	PRES	To be reviewed
Appointment of the Vice-President Academic and Provost (GV0305)	PRES	To be reviewed
Appointment of the Vice-President External Relations (GV0320)	PRES	To be reviewed
Appointment of the Vice-President Finance and Operations (GV0315)	PRES	To be reviewed
Appointment of the Vice-President Research and Innovation (GV0310)	PRES	To be reviewed
Art Collections (BP3310)	VPER	Under review
Capital Expenditures on Physical Plant (FM5205)	VPFO	Under review
Casual Employment of Students (HR6300)	VPFO	Under review

Policy	Portfolio	Status
Conflict of Interest and Confidentiality (GV0210)	PRES	Under review
Critical Incident Response Procedures (SS9115)	VPFO	Under review
Deans of Faculties and Divisions (GV0660)	VPAC	Under review
Discrimination & Harassment (GV0205)	PRES	Under review
Educational Services Contract Policy (AC1110)	VPAC	To be reviewed
Employment Equity (HR6100)	PRES	To be reviewed
Employment under Externally Funded Grants and Contracts (HR6305)	VPFO	Under review
Establishment of Certificate and Diploma Programs (AC1135)	VPAC	Under review
Establishment of Endowed and Term Chairs and Professorships (AC1100)	VPAC	Under review
External Research Funding Agreements (RH8200)	VPRI	Under review
Fundraising and Gift Acceptance (ER4105)	VPER	Under review
Guidelines for Participation in International Activities (AD2200)	PRES	To be reviewed
Hospitality Expenditures (FM5600)	VPFO	Targeted for review in 2022
Human Rights, Equity and Fairness (GV0200)	PRES	Targeted for review in 2022
Indirect Costs of Research (FM5400)	VPRI	Under review
Institutional Acquisition and Standardization of Information Technology Devices (AD2515)	VPFO	Under review
Internal Audit (GV0220)	VPFO	Approval in January 2022
Liability Insurance (FM5300)	VPFO	Under review
Liquor Policy (AD2400)	VPFO	Under review

Policy	Portfolio	Status
Off-Campus Graduate Programs (AC1115)	VPAC	Under review
Political Leave Policy (HR6425)	VPFO	Under review
Post Doctoral Fellows Policy (HR6310)	VPRI	To be reviewed
Prevention of Violence in the Workplace Policy (SS9120)	VPFO	Under review
Professional Development Expenses – PEA Staff (HR6420)	VPFO	Under review
Professional Development Expenses – ME Staff (HR6400)	VPFO	Under review
Protection of Privacy Policy (GV0235)	PRES	Under review
Records Management Policy (IM7700)	PRES	Under review
Research Grants in Lieu of Salary Policy (RH8205)	VPRI	Under review
Research Involving Humans (RH8105)	VPRI	Under review
Research or Teaching Involving Animals (RH8110)	VPRI	Under review
Responding to the Death of a Student (AC1215)	VPAC	Under review
Risk Management Policy (GV0225)	VPFO	Nearing completion
Scholarly Integrity – Researchers not Subject to the Framework Agreement (AC1105(A))	VPAC	To be reviewed
Scholarly Integrity – Pursuant to the Framework Agreement (AC1105(B))	VPAC	To be reviewed
Specialist/Instructional Appointments (HR6315)	VPAC	Under review
Student Awards (AC1130)	VPAC	Under review
Student Residence and Family Housing policies (BP3500, BP3505)	VPAC	Under review
Title of Emeritus or Emerita (AC1140)	VPAC	To be reviewed

Policy	Portfolio	Status
University of Victoria Art Museum, Policy on (BP3315)	VPER	Under review

Policies with Transferred Approving Authority

No policies had their approving authority changed in 2021.



SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

March 17, 2022

To: Finance Committee

From: Acting Vice-President Academic and Provost

Acting Vice-President Finance and Operations

cc: President and Vice-Chancellor

Meeting Date: March 29, 2022

Subject: Planning and Budget Framework 2023–2025

Basis for Jurisdiction: Integrated Planning Committee's Terms of Reference
University Act Section 27 (1)
Strategic Framework

Strategic Relevance:

The Planning and Budget Framework is informed by the six Strategic Framework priorities, Presidential Initiatives and also reflects the objectives and commitments articulated in other institutional plans, including the International Plan, Indigenous Plan, Strategic Research Plan, Strategic Enrolment Management Plan, Campus Plan, Research and Creative Works Plan, Communications and Marketing Plan and Employment Equity Plan and other planning documents.

Investments outlined in the Planning and Budget Framework support and accelerate the implementation of the university's Strategic Framework. Further, the document directly aligns with Strategy 5.5: ensure financial sustainability of the university and our ability to pursue excellence by optimizing existing resources through careful planning, earning support, attracting partnerships and pursuing a revitalized program to grow and diversify resources through philanthropic and other means.

Previous Consultation:

- Finance Committee November 2021
- Finance Committee January 2022

Recommendation:

THAT the Finance Committee recommend to the Board of Governors that the Board of Governors approve the Planning and Budget Framework 2023–2025, including the tuition and fee increases contained therein, and authorize the President to develop and implement the detailed operating budget for the 2022/23 fiscal year.

Background:

Attached is the Planning and Budget Framework 2023–2025, based on the university's Strategic Framework as prioritized for the next three years by the Integrated Planning Committee, led by the Vice-President Academic and Provost.

Part I of the Planning and Budget Framework was provided in draft to the Board of Governors at their January 2022 meeting. The attached document includes minor updates to reflect feedback received from the Board and in consultation with the Senate Committee on University Budget and Part II which comprises the budget framework and three-year plan. For the 2022/23 fiscal year, the Board of Governors is asked to approve fees, consistent with discussions at previous Board meetings, as follows:

- as permitted by government policy, increase domestic student fees by 2% as outlined in [Appendix 1](#);
- increase international undergraduate student fees by 3.75% for all undergraduate students as outlined in [Appendix 1](#);
- increase all graduate student tuition fees by 2% as outlined in [Appendix 1](#);
- increase application fees by 2.0% for domestic students and 3.75% for international students as outlined in [Table 5](#);
- increase athletics fees by 2%;
- increase housing fees and housing meal plan fees by 5% as outlined in [Appendix 2](#);
- revised parking structure and fees as outlined in [Appendix 3](#); and,
- increase child care fees by 2% - 3% as outlined in [Appendix 4](#).

As part of the development of this budget framework, in November 2021 with updates in January 2022, the Board was provided with an update of the projected financial position of the university for the next three years; the suggested budget approach that would be used for the development of the 2022-23 operating budget; and, the expected fee rate increases for both international tuition and ancillary operations including a restructuring of our parking program. This budget framework is consistent with the approaches discussed at these meetings.

The financial risk section in Part II ([section C](#)) includes a discussion on the planning and risk assessments that have been considered that have been considered in the development of this plan.

Planned Further Action: Following the Board's approval, the Planning and Budget Framework is posted on UVic's [Financial Planning website](#).

Attachment: Planning and Budget Framework 2023–2025

Planning and Budget Framework 2022/23–2024/25

Part I: Integrated Planning Framework

Part II: 2022/23 Budget Framework and Three-Year Plan



Table of contents

Planning process and strategic alignment	2
Part I: Integrated planning framework.....	2
Context and current environment.....	2
Notable enrolment changes and expenditures this year.....	3
Investment highlights and priorities.....	4
Cultivate an extraordinary academic environment	5
Advance research excellence and impact	6
Intensify dynamic learning	7
Foster respect and reconciliation.....	8
Promote sustainable futures.....	9
Engage locally and globally.....	9
Conclusion	10
Part II: 2022/23 budget framework and three-year plan.....	12
Financial overview	12
Resource allocation recommendations and fund information	14
General operating budget	15
Ancillary budgets.....	31
Specific purpose funds	41
Sponsored research funds	42
Capital fund	44
Financial risks	45
Compliance with section 29 of the university act	46
Appendix 1: Schedule of proposed tuition fees	47
Appendix 2: Housing fee table.....	54
Appendix 3: Parking fee table.....	55
Appendix 4: Schedule of child care fees.....	56

Planning process and strategic alignment

Part I of the University of Victoria's Planning and Budget Framework outlines investment priorities and areas of strategic focus over the coming three years. Part II outlines the revenue and budgetary requirements to support those investments.

When preparing Part I, we start with our institutional priorities and where we would like to focus our strategic attention and investments. A budget outlook informs how much funding is available based on the current provincial context, institutional operational needs and previous investments. University Executive members collect and prioritize submissions from each of their units. Then the Integrated Planning Committee—led by the Vice-President Academic and Provost and with representation from all executive portfolios—reviews those priorities and determines key areas of focus based on the [Strategic Framework](#) and academic and operational priorities along with their associated resource commitments in the immediate one to three years.

Some priorities are new while others are continuations, revisions or renewals of previous investments. The Integrated Planning Committee process involves careful evaluation and examination of a wide range of requests to establish priorities, balance needs and find opportunities for collaboration. The President then reviews the proposed investments and ultimately recommends their approval to the Board of Governors in March each year.

Annual [Strategic Framework Implementation Reports](#) demonstrate the progress we have made towards achieving our mission and current institutional goals, guided by UVic's six strategic priorities:

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

The Planning and Budget Framework is informed by these six priorities and also reflects the objectives and commitments articulated in other institutional plans, including Aspiration 2030, the International Plan, Indigenous Plan, Strategic Enrolment Management (SEM) Plan, and Campus Plan, as well as other plans and documents like the UVic Health Initiative concept paper and equity, diversity and inclusion plans.

Part I: Integrated planning framework

Context and current environment

The environment and financial outlook for post-secondary education in BC is consistent with recent years, and there continues to be uncertainty in the years ahead with respect to the ongoing COVID-19 pandemic. We expect provincial funding for compensation mandates to continue, however there is no annual lift to meet other inflationary pressures or cover additional costs incurred as a result of the pandemic.

UVic is also entering a bargaining year with all employee unions, including the Faculty Association.

The Ministry of Advanced Education and Skills Training is expected to begin a post-secondary funding review this year, with implementation likely in 2023/24. The current external financial environment is a strained one, as provincial and federal deficits have increased significantly as a result of the ongoing COVID-19 pandemic. Additionally, BC experienced notable environmental events in 2021, including the heat dome and flooding that resulted in unprecedented damage to critical provincial infrastructure that will impact resources in the coming years. Further, the province is also facing an overdose crisis. UVic is positioning itself to help address some of these critical issues through our institutional plans and priorities, including the recently launched Aspiration 2030 and the upcoming Climate and Sustainability Action Plan.

This year, a Ministry priority for post-secondary institutions focuses on opportunities for provincial and regional recovery efforts in the context of the pandemic, including through a recently released micro-credentialing framework for BC universities and colleges to support job placements. UVic is building on that framework and developing something uniquely UVic—for both credit and non-credit micro-credentials, which will complement our existing academic offerings.

The province is also in its final year of a planned technology expansion, with incremental funding provided to UVic for computer science and engineering programs. Future investments from the province are expected to continue being highly targeted, although their impacts are felt broadly at the university. For example, we are beginning to explore programming to help meet primary care needs in the province, including through our nurse practitioner, specialty nursing, and/or our health information sciences programs, as well as new programs related to physical and occupational therapy in collaboration with UBC.

Notable enrolment changes and expenditures this year

The provincial government continues to limit domestic tuition fee increases to two per cent, and so UVic must look elsewhere if we are to increase revenues to support priority investments. International tuition rates, for example, are set by individual institutions rather than the provincial government. Consistent with last year, UVic will increase international fees this year based on a three-year average inflation rate. Necessitated by the steep rise in inflation across the country, we plan to review inflation rate changes in 2022 to ensure financial sustainability in the coming years.

For the 2021/22 academic year, international enrolments once again decreased due to challenges related to the pandemic (e.g., travel, study permit delays, and general health and safety concerns). This decrease was offset by higher domestic enrolments. Despite having our largest first-year class to date, our budget was impacted by the decrease in international tuition revenue due to the differential tuition rate. We also saw an increase in graduate enrolment compared to last year, which continues to support our research mission and is an area of focus aligned with our SEM Plan. Other SEM objectives that continue to advance include growing Indigenous enrolment, supporting students from disadvantaged groups, and diversifying international enrolment by countries of origin and areas of study.

Competition continues to intensify across the country for new students, both domestic and international, and UVic is responding by maintaining our focus on recruiting high-achieving and diverse students through scholarships and enhancing the student experience. Student retention,

engagement and success are key focus areas of the SEM Plan, which includes strategies and tactics to achieve our goals.

Inflation and rising costs associated with library acquisitions, software licenses, and the impact of the lower value of the Canadian dollar relative to the US dollar are examples of ongoing pressures that constrain financial planning. These pressures have had a negative budgetary impact on a number of areas including information technology, research infrastructure, facilities management, and, most visibly, the University Libraries' collections and acquisitions budget.

Through prudent budgeting, we continue to support ancillary services (e.g., parking, housing, dining, bookstore, etc.), Athletics and Recreation, and our Division of Continuing Studies, which experienced significant budget shortfalls due to decreased on-campus activity resulting from the pandemic. Where possible, we redeployed staff members from these areas to support our COVID-19 response; for example, as classroom safety ambassadors or to assist with distributing rapid test kits.

Finally, UVic, like other post-secondary institutions, is facing growing cybersecurity threats, both in frequency and impact. As we continue to adopt new technologies to support our academic and research missions, especially in the context of increased access to education, it is critical that we make investments in people and technology to protect our information systems and data. Many of these technologies are increasing in cost, including due to high rates of inflation. The rising cost of construction and insurance is also an area of concern going forward.

Investment highlights and priorities

As with last year, a major theme of this year's Planning and Budget Framework is supporting the university's academic mission during and following the COVID-19 pandemic, and ensuring financial sustainability including through strategic investments. This includes direct investments in faculties and divisions to ensure continued delivery of high-quality academic programming and supports for instructors and students. We are also considering the future of course and program delivery at UVic, building on what we knew pre-pandemic and what we have learned during the pandemic.

As in previous years, we are making significant investments in support of our students. Competitive scholarships and needs-based financial supports will increase access and affordability, including for students who experience barriers. We are also prioritizing student health and wellness services, new student orientation and accessibility supports.

Another major theme of this framework is advancing equity, diversity and inclusion initiatives across the university, as well as delivering on our commitments to truth, respect and reconciliation. Several institutional plans are being updated and developed to support our goals, including the Indigenous Plan, International Plan, and Equity Action Plan.

There are also institutional initiatives to support Aspiration 2030, the new research and creative works strategy. The strategy aims to broaden the concept of research impact, beyond traditional metrics, and support research endeavors from researchers in every stage of their academic career. We also anticipate investments in the upcoming years related to our new Climate and Sustainability Action Plan currently in development, which aims to integrate sustainability practices in research, academics and operations across the university to address global climate change.

Notably, under the leadership of President Hall, we are undertaking a project to develop a new institutional plan to replace the Strategic Framework. Aligned with the development of this new plan, we will also prepare for a comprehensive fundraising campaign. New strategic investments will be needed in the coming years to support implementation and ensure we achieve our new collective vision.

Cultivate an extraordinary academic environment

In response to the COVID-19 pandemic, UVic made significant investments in our learning and teaching environment. Many of these investments, including enhanced classroom infrastructure and access to new teaching and learning technologies, continue to support instructors and students. Building on our expertise pre-pandemic and applying learnings from the past year-and-a-half, we are exploring the future of course and program delivery at UVic. While UVic will remain primarily a face-to-face university, we heard from some students and instructors that online and blended courses are well suited to certain learning objectives and appealing for a variety of reasons. A focus of this year is to explore the impact of innovative teaching and learning technologies to effectively deliver courses and increase access to education, and to invest in related supports as needed. In this regard, the Division of Learning and Teaching Support and Innovation (LTSI) will receive funding to ensure instructors have access to course design experts.

To meet student demand in the faculties, we are hiring new faculty and instructors and providing TA funding where needed. In particular, we are responding to provincially supported growth in engineering and computer science. We are also seeing increased demand for staffing to support hands-on learning in science. We continue to provide all faculties with enrolment management support where needed while also looking for key areas of growth for the university, in particular as they align with our SEM Plan. Currently, we are exploring health programming opportunities with the provincial government, as well as developing a micro-credential framework. We also want to continue advancing our SEM goals by strengthening our pathway programs and supports, especially for under-represented student populations.

Attracting the best students will always require investments in scholarships, by the university and with the generous support of our donors. UVic awarded a record number of entrance and in-course scholarships in 2020/21—both in terms of funding awarded and total recipients—and we are on track for another record this year as well, particularly in terms of entrance scholarships. Our largest entering class to date was in fall term 2021, with a significant proportion of top-performing students. Guided once again by the goals of our SEM Plan, we will continue to invest in scholarships, bursaries and our work study program to ensure we attract, support and develop a diverse community of talented students, including those who experience barriers to access. For graduate students in particular, we will continue to invest in graduate scholarships and fellowship programs.

Student mental health and wellness has been identified as a key area of focus, and we have seen the demand for services and programs in these areas increase during the pandemic. Other priorities within student supports and services include new student orientation, the international centre and accessibility supports.

We are also making investments towards further embedding practices of equity, diversity and inclusion (EDI) throughout the university community. This includes developing and implementing an Equity Action Plan. We are investing in several new staffing positions in Equity and Human Rights to

support this work, its outcomes and other related institutional priorities. We also have well-established workshops related to Indigenous acumen, anti-racism, bystander intervention, and sexual violence prevention, and we will look to expand and increase access to these programs. For academic programming, we are providing additional funding towards our recently established grant program that helps faculty and instructors decolonize their curriculum, through anti-racism, Indigenization and internationalization grants.

Guided by our Campus Plan and student demand, several projects are planned or underway to renew and improve UVic's physical infrastructure. The first of two new—and much-needed—student housing and dining buildings is set to open for September 2022, with the second for 2023. Work is also underway on an addition to the Engineering and Computer Science Building with associated High Bay Structures lab building, and an addition to the Fraser Building for the new National Centre for Indigenous Laws. We have broken ground on a child care expansion at the Queenswood campus and made significant progress on both our Campus Cycling Plan and Campus Greenway projects.

Other capital priorities for the coming years include laboratory renewal and seismic remediation, an alternative energy strategy, and a natural areas and grounds management plan. UVic has a range of shovel-ready projects to assist in federal or provincial economic stimulus initiatives, and we will continue to explore options for multi-disciplinary spaces supporting research and academic priorities.

Advance research excellence and impact

In fall 2021, UVic launched Aspiration 2030, a new research and creative works strategy to maximize our impact on societal challenges. Now, we are developing the first action plan, and looking at key strategies and investments to achieve the outlined vision and priorities. This includes a range of recruitment and retention supports, from early career to established, internationally renowned researchers. For example, we are investing in start-up funding for faculty, equipment funding, and support for grant applications.

Aligned with recognition and awards, we are also exploring ways to broaden the concept of research impact beyond traditional metrics. With the launch of the Strategic Framework in 2018, we introduced two new research chair programs. As a result, we have recruited four new faculty as Impact Chairs, and recognized five distinguished UVic scholars as President's Chairs. We will continue to fund and promote these positions to ensure strategic recruitment and retention of faculty and to further our institutional goals, as well as look for other opportunities to advance research and creative activity aligned with Aspiration 2030.

This year, we are prioritizing Indigenous research supports by investing in the Centre for Indigenous Research and Community-Led Engagement, and research excellence clusters to build on existing strengths and interdisciplinary opportunities. In the coming years, and through Aspiration 2030, we will invest in opportunities for collaboration, innovation, partnerships and external research funding.

Both Aspiration 2030 and the SEM Plan include a commitment to enhance student access to research and research-enriched programming. This year, we are launching a new undergraduate Research Enriched and Applied Learning program for undergraduate students. As in previous years, we are enhancing graduate student fellowships. We are also investing in supports for post-doctoral fellows, including an award program and a new support staff position.

Through the UVic Health Initiative, work continues on enhancing the quality and raising the profile of health research, programs and related activities at UVic. Investments in support of this initiative will foster collaborative partnerships and interdisciplinary approaches to both research and academic programs. Our Collaborative Health internal grants program facilitates interdisciplinary research and increases the competitiveness of UVic applications to CIHR and other health research agencies. Success in health research and programs will also contribute to improving our external rankings and reputation—better positioning us to recruit and support a diverse and talented community of health researchers, post-doctoral fellows and students. As mentioned earlier, academic programming expansions are also underway that are connected to the health initiative.

Recently, we developed an improved funding model for sustaining the Canada Research Chairs (CRCs) program. Building on earlier work to base fund all CRCs, we now include new annual direct support for research through, in particular, funding graduate students to advance chair holders' research programs. The CRC program has identified UVic as a national leader in achieving CRC diversity targets, and we continue to look for opportunities to enhance the diversity of our chair holders. We anticipate funding an EDI research officer to maintain and further this work.

UVic Libraries continues to review its acquisitions, serial subscriptions as well as its participation in large purchasing consortia to defray some of the impact of rising costs from publishers. Investments in the UVic Libraries acquisitions budget, particularly with digital acquisitions, will continue to be necessary in the coming years to support our research intensity for students and faculty as well as to keep up with inflationary and currency exchange cost pressures. Work proceeds in parallel to support publishing in open-access journals. UVic Libraries works with the Division of Student Affairs and LTSI on opportunities to support a growing number of open access textbooks and resources for students.

Intensify dynamic learning

Work-integrated learning is one of UVic's most distinguishing features and, as articulated in our SEM Plan, we aim to offer substantial experiential learning opportunities to all students. Despite the challenges of the COVID-19 pandemic, we continue to successfully place students in co-op positions while fostering valued partnerships with businesses and communities, locally and globally. Strategic investments in support of our highest demand co-op areas will ensure it continues to be one of the best programs in Canada, and this year we are prioritizing supports for students with disabilities.

The new Research Enriched and Applied Learning (REAL) awards, mentioned earlier, is a signature investment this year in support of undergraduate research opportunities. This internship program will provide first- and second-year undergraduate students with opportunities to learn about the research process with recognized research experts at UVic, as well as providing a path towards upper-level undergraduate research opportunities such as those provided by the Jamie Cassels Undergraduate Research Awards (JCURA). Using a cohort-based model, student interns will also participate in the REAL Internship Network, a learning community focused on events and relationship building.

As part of a multi-year commitment to change our overall enrolment profile in areas of strategic priority, there will be continuing investments to support the growth in the Faculty of Engineering and Computer Science, in alignment with funding from the provincial government. International enrolment growth in that faculty is also being supported. In collaboration with government, we will continue to grow our nursing programs, as well as look to grow our health information sciences programs. We have recently completed the last phase of expansion of the Indigenous JD/JID program.

Enrolment shifts are not limited to those areas, and demand for programs in other faculties, especially in social sciences and science, continue to be strong. We will actively monitor our enrolment levels throughout the pandemic and beyond—and adjust course offerings accordingly.

We have made several improvements broadly across UVic field programs, following and building on recommendations from a 2020 report on conducting field trips to the Bamfield Marine Sciences Centre by an independent consultant. Ongoing funding for enhanced measures will be an important priority so that our students can look forward to learning outside the classroom, knowing that their safety is our top priority.

Foster respect and reconciliation

UVic—like all educational institutions—have a responsibility to acknowledge and address our role in perpetuating colonial systems and violence inflicted on Indigenous people. A focus for UVic in the coming years will be undertaking open and honest conversations to understand and address how we can move forward with respect for Indigenous peoples in all areas of our institution, including through strategic investments and partnerships. This year, we will develop a process for a new or revised Indigenous Plan—guided by new Indigenous executive leadership—which will help us deliver on our commitments to truth, respect and reconciliation.

We are reviewing existing structures and supports and investing in new structures and positions as needed, including in the executive leadership office and in the Office of Indigenous Academic and Community Engagement (IACE). Ongoing resourcing in IACE will ensure sustainable programs and services for our students as well as create and nurture meaningful and respectful partnerships with communities, governments and organizations. For example, we will continue to enhance the successful LE,NET program. New initiatives include the development of a cultural protocol handbook, an Indigenous faculty caucus, an outdoor classroom proposal, and a Declaration on the Rights of Indigenous Peoples Act (DRIPA) action plan, among others. We will also enhance Indigenous community engagement.

Aligned with our SEM Plan goal of doubling Indigenous enrolment, the recruitment and support of Indigenous students remains a high priority. New and expanded pathway programs are crucial to improving access to education and helping ensure success for Indigenous students. We continue to invest in and expand financial supports for Indigenous students, including new scholarships and bursaries as well as expanding our fellowship program for Indigenous graduate students.

We will continue to develop culturally relevant academic programs such as the Indigenous law JD/JID joint degree, Certificate in Indigenous Language Proficiency and Indigenous Studies Major. Funding is being provided to create additional graduate programming related to Indigenous studies, and we are also looking to establish an Indigenous PhD cohort. Indigenous resurgence coordinators in the faculties support our efforts in helping to decolonize curriculum. Further, we have just completed the hiring of 15 additional Indigenous faculty members through the Indigenous Recruitment Support Fund, as part of the last Collective Agreement with the Faculty Association.

As per our Campus Plan and Campus Greenway project, we are planning to update our physical campus through inclusive language and interpretive signage, making campus more welcoming for all. Following a national dialogue and consultations with Indigenous communities, construction will begin on the National Centre for Indigenous Laws this year, to house the joint JD/JID program and

Indigenous Law Research Unit. The building and landscape design will reflect and honour the long-standing relationships between UVic and the Songhees, Esquimalt and WSÁNEĆ Peoples.

Promote sustainable futures

Collaborative work is underway across campus to develop a Climate and Sustainability Action Plan, moving towards a comprehensive and integrated approach to sustainability across all portfolios. Additional funding has been set aside for the coming years to support this plan, with more likely needed to advance academic, research and operational priorities that emanate from the plan and align with other institutional plans including Aspiration 2030.

We will continue to carry out campus development and operations according to high standards of sustainability. Building on earlier efforts to reduce the carbon footprint of the university's financial holdings, UVic's working capital fund is free of any fossil-fuel investments with the move of \$80 million to a short-term bond fund that focuses on reducing the carbon intensity of the investments. In keeping with our commitment to making investments that generate positive measurable social and environmental impact alongside a financial return, we are investing \$10 million in a renewable power impact fund. This fund will measure renewable power generated and the carbon emissions avoided by the fund.

Related, the University of Victoria Foundation announced that as of September 30, 2021, it no longer has holdings of companies in its equity portfolio involved in the extraction and processing of coal, oil or natural gas. Further, the foundation has also adopted a new responsible investment policy that sets a target to reduce the carbon intensity of all investments by 45% by 2030, consistent with the university's working capital policy. The new policy recognizes the vital importance of reaching net zero GHG's emissions goals by 2050 at the latest, as well as global efforts to limit warming to 1.5°C. It considers the opportunity and risk that climate change presents, focuses on decarbonization across all investments and sectors, and will look to make further impact investments.

In support of these targets, and aligned with our Campus Cycling Plan, we are improving bicycle parking, enhancing cycling paths, and implementing strategies to improve levels of comfort and safety on shared paths and roads. We are also exploring other ways to decrease the number of single-occupancy vehicles regularly commuting to campus, including electric bike programs, changing our parking permit structure and other incentives. Our New Student Housing and Dining Buildings are targeting Passive House design standards, the most rigorous global building standards for sustainability and energy efficiency.

As we are still managing the uncertainties related to the ongoing pandemic, it will be important to monitor enrolment and invest responsibly. Donor funding has been, and will continue to be, an important aspect of financial sustainability, including with respect to student scholarships and bursaries, research and infrastructure. UVic is planning for a multi-year fundraising campaign that will help ensure financial sustainability and opportunity for new supports and investments.

Engage locally and globally

As the largest research-university on Vancouver Island, UVic has an important role to play in our community, and we have a significant economic impact in the region as well. As we continue to respond to the COVID-19 pandemic, we are exploring training opportunities related to upskilling,

retooling and micro-credentials through our well-established Division of Continuing Studies. Our ability to provide training opportunities, in collaboration with government, will help lead to more employment and, ultimately, economic recovery for our region. Academic faculties are also exploring both credit and non-credit micro-credential opportunities.

We are making strategic investments in community relations and alumni engagement to further our provincial, national and global reach, creating and fostering valuable relationships with community and government partners and building meaningful pathways for alumni to engage with the university and with each other. For example, by participating in the CIFAL Global Network, an initiative of the UN Institute for Training and Research, our community-university engagement work will increase community access to university knowledge, research and teaching activities as well as work with communities to address some of our society's most pressing and complex issues, including sustainable development.

We also continue to strengthen and increase our partnerships beyond Canada, including through senior leadership and staffing supports. A new Global Engagement Strategy plan will launch this year that will help us to better align our global efforts with our other institutional plans and priorities.

A major priority continues to be improving the university's international rankings and reputation to better attract talented students, faculty and staff and grow strategic partnerships. Improvements will require strategic investments in data analysis through a research intelligence officer but also through international outreach requiring investments in our Building Connections Fund. UVic is a recognized leader in international collaborations as demonstrated in our standing in the Leiden rankings. Our efforts in the coming years will be to enhance strategic communications, build a more robust global identity, and leverage our international network of alumni. Our academic programs, research and campus operations align well with the United Nations Sustainability Development Goals as demonstrated in our standing in the Times Higher Education Impact Rankings.

In support of all of our external and internal engagement goals, we are prioritizing a new associate vice-president position to lead our institutional marketing and communication efforts. This recommendation comes following a comprehensive review of our existing structures. Once hired in the coming year, the AVP will be responsible for developing an institutional communications strategy, launching a brand renewal exercise, and ensuring the proper structures and supports are in place to support these and other high-priority communications and marketing initiatives.

Conclusion

Despite the local and global uncertainties related to the ongoing pandemic, UVic is in good financial shape. In part, our situation is related to the significant investments we made so far during the pandemic to ensure faculty, instructors, staff and students are well supported. For example, student scholarships and bursaries; teaching and learning technologies and support staff, including accessibility supports; student health and wellness; and international support programs. Together, these investments have helped us meet many of our student recruitment and retention goals, although lower international enrolment has impacted available funds.

UVic is in the enviable position that, while limited, we have funds available to make strategic investments for the upcoming year. Given the amount of funding available for new investments, we

are ensuring that any allocations—especially those that are base-budget funded—are well aligned with our institutional plans, priorities and direction of travel. Wherever possible, we also prioritize investments that will have far-reaching and maximum impact across the university.

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

Part II: 2022/23 budget framework and three-year plan

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

With advice from the [Senate Committee on the University Budget](#) (SCUB), this Framework is developed by the Integrated Planning Committee, chaired by the Vice-President Academic and Provost, for recommendation to the President and then approval by the Board of Governors. In developing this Framework, unit leaders, Vice-Presidents and the Integrated Planning Committee made use of information and data gathered and presented from the university's [Planning Tools](#). A recent Quality Assurance Process Audit conducted by the Ministry of Advanced Education and Skills Training lauded UVic's integration of continuing quality assurance via academic program reviews with Planning Tools and its connections to academic planning and resource allocations.

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

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

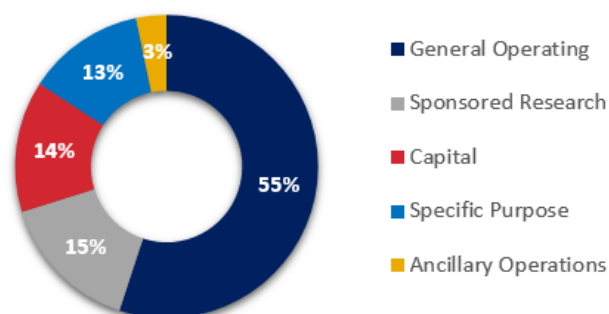
Financial overview

UVic is responsible for the financial stewardship of over \$770 million in total annual revenues. To enhance accountability, budgetary control, and oversight of resources, UVic maintains separate funds for its diverse activities, which for reporting purposes are grouped as follows:

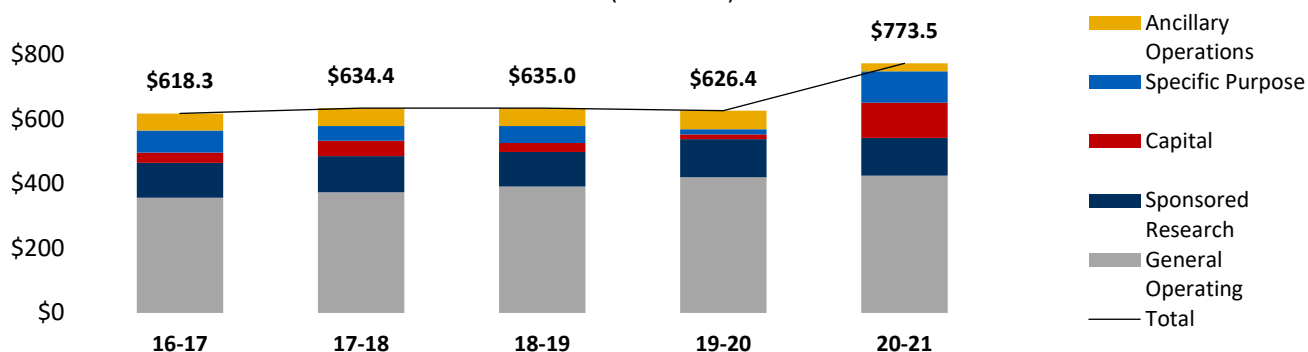
- general operating fund – includes the general operations of the university;
- ancillary enterprises fund – includes the operation of service areas that are considered self-funded operations, which includes student residences, food services, parking services, child care services, university bookstore and computer store and off-campus properties;
- specific purpose fund – includes contract services, special projects, and distributions from the university's endowment funds;
- sponsored research fund – includes external grants provided specifically for research; and
- capital fund – accounts for funds provided for the acquisition of capital assets and to conduct major renovations.

For the most recent completed fiscal year, 2020/21, total revenue was \$773M and was distributed across the five funds as shown in the chart to the right. Compared to the prior year, total revenue across all five funds increased by \$147M to \$773M. This increase is a result of capital borrowing of \$87M, increase in investment income of \$97M due to positive financial returns on endowments offset by an overall decrease in ancillary revenue. Operating fund revenue increased modestly over 2019/20 by \$5M. The increase in the government grant (\$14M) was offset by revenue declines in other areas including tuition (\$1.2M), and investment income and other revenue (\$7.8M). The following chart outlines revenue by fund as well as changes across funds for the last five years:

Total Revenue by Fund - \$773M



Total Revenue by Year
(in millions)



The financial position of the operating fund, even with lower than budgeted tuition revenue, is expected to be positive overall in 2021/22, with revenues exceeding expenses at March 31, 2022. This positive position will generally be a result of favourable budget balances in faculties and departments offset by negative variances within central budget due to tuition shortfalls, compensation costs and COVID supports. This shortfall within central budgets will be covered through contributions from carry forwards and reserves both centrally and within academic and administrative units.

Consistent with the prior year Planning and Budget Framework, each of the ancillary areas are projected to have an improved financial result, though still lower than pre-pandemic results. The proposed 2022/23 budget and three-year financial plan for the operating budget is set out in the [general operating budget](#) section. While some ancillary and hybrid operations expect small deficits at 2021/22 year-end (bookstore, food services, child care, athletics), residence services, parking services and continuing studies will end the year in a positive position. More details on these operations are provided in the [hybrid operations](#) and [ancillary budget](#) sections of this document.

Within the capital fund, 2021/22 revenue will be lower than the prior year due to borrowing in the prior year ahead of expenses due to favourable rates. Revenue within capital, however, is expected to grow in the coming years, reflecting commitments from the provincial government for deferred

maintenance as well as funding to support the capital required to meet funded program growth in engineering and computer science and law. On a total fund basis, revenue is projected to exceed expenditures in 2021/22.

Revenues are closely linked to enrolment, and our current enrolment and objectives are outlined in Part I. The pandemic environment has had an impact on enrolments, both domestic and international, making enrolment projections quite difficult. This three-year plan provides for growth in tuition revenue reflecting increased domestic and international tuition revenue and growth in specific academic programs offset by anticipated lower levels of international students. Overall revenue is projected to increase with funding from the provincial government for collectively bargained salary and benefits increases, and funded enrolment within engineering and computer science and the nurse practitioner program.

Resource allocation recommendations and fund information

While financial plans have been developed for the three-year planning cycle to 2024/25, this document focuses on resource allocations for the coming 2022/23 fiscal year, and specifically requests Board of Governors' approval of:

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

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

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

General operating budget

(a) Budget assumptions

Before developing the operating budget, the university makes assumptions about the planning environment in which it operates. The 2022/23 operating budget has been developed with the following key assumptions:

- UVic will develop a balanced operating budget that provides for some financial flexibility to mitigate potential future financial challenges that may arise as a result of declining enrolment (domestic or international);
- In the development of this budget, the university will consider the overall impact on its audited financial statements prepared in accordance with Public Sector Accounting Standards and used by the provincial government for consolidating the university into the public accounts;
- Budget allocations will reflect the planning priorities as articulated in the Strategic Framework, presidential initiatives and through the Integrated Planning process;
- Provincial government funding will continue to be provided for the engineering and computer science expansion and for expansion of the nurse practitioner program;
- Domestic undergraduate and graduate tuition will increase by 2.00% consistent with government policy;
- International undergraduate tuition will increase by 3.75%;
- International graduate tuition will increase by 2.00%;
- We will achieve our budgeted student enrolment levels;
- Research Support Fund (federal funding to support indirect costs of research) projected revenue will remain the same and recovery of indirect research costs from other sources will be consistent with previous years;
- The provincial government will continue to fund current and future PSEC mandates for employees that are covered by collectively bargained agreements as well as exempt support staff;
- Total compensation includes:
 - Salary and associated benefit increases as per bargained collective agreements with the Faculty, PEA, Teaching Assistants, Sessional Instructors, CUPE 951 and CUPE 917;
- Progression through the ranks or ranges as per collective agreements;
- The current utilities budget can absorb expected rate increases due to efficiency programs, conversion to the new district energy plant, and the reserve available to protect against harsher winters;
- Future costs related to the additions required for the engineering and computer science expansion and the nurse practitioner expansion have been included within this framework and will be funded from incremental tuition and government funding for the programs;
- While the funding for minor routine capital has not yet been confirmed for 2022/23, it is assumed to be \$675K consistent with 2021/22; and
- Funding to offset annual incremental inflationary costs will be allocated to those areas that experience high annual inflationary increases (e.g., university insurance, systems, libraries and facilities management).

(a) Financial summary

The following [Table 1](#) provides a financial summary of the projected operating revenues and expenditures for 2022/23 and the following two years based on the above assumptions:

TABLE 1
(in millions)

	2021-22 Operating Budget	Projected 2022-23 Operating Budget	Projected 2023-24 Operating Budget	Projected 2024-25 Operating Budget
Revenues				
Provincial grants	\$ 224.0	\$ 232.0	\$ 238.9	\$ 246.0
Federal grant	6.1	6.1	6.1	6.1
Other grants and contracts	8.2	8.2	8.2	8.2
Student fees	170.8	175.8	180.4	185.2
Department revenue	36.7	36.9	37.2	37.4
Investment and other revenue	3.6	3.6	3.6	3.6
Total revenues	\$ 449.4	\$ 462.6	\$ 474.4	\$ 486.5
Expenditures				
Salaries and benefits	\$ 350.3	\$ 358.7	\$ 370.1	\$ 380.8
Operating expenses - current	99.1	99.1	101.0	102.4
New allocations				
Program growth	-	1.0	0.4	0.4
Program growth infrastructure	-	0.5	0.5	-
Institutional priorities	-	2.3	1.6	2.1
Inflationary costs	-	1.0	0.8	0.8
Total Expenditures	\$ 449.4	\$ 462.6	\$ 474.4	\$ 486.5

The three-year financial plan outlined in [Table 1](#) above forecasts a balanced budget for the next three years, mainly as a result of incremental government revenue to support collective bargaining increases and tuition fee increases for both domestic and international students. The annual plan provides for both base budget and term allocations in 2022/23. The goal of this approach is to retain financial flexibility to address, if required, future enrolment declines or other unanticipated fluctuations in operating revenue.

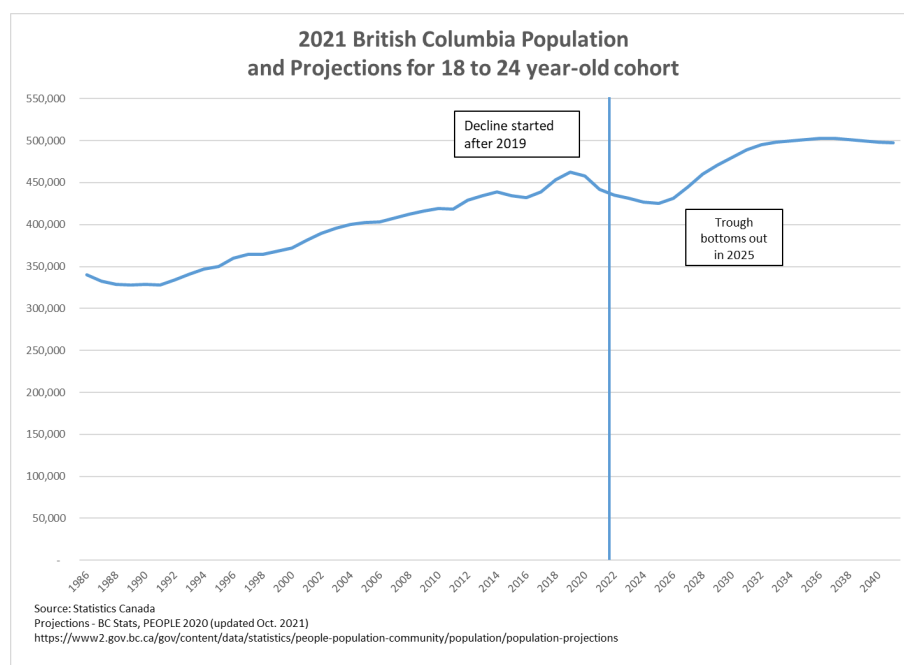
There is a strong and direct connection between enrolments and budgets. Our operating grant from the provincial government is contingent upon achieving a particular enrolment level (as outlined below in [Table 2](#)), and tuition revenues are sensitive to enrolment changes. Given that a typical undergraduate program takes around four years to complete—or five years with co-op—enrolments are expected to remain relatively stable over the three-year Planning and Budget Framework timeframe with a particular emphasis on returning to pre-pandemic international undergraduate enrolment levels.

Despite the challenges of the COVID-19 pandemic, we expect to continue to meet both our internal enrolment targets and the targets set by the Ministry of Advanced Education and Skills

Training for the 2022/23 academic year. International enrolment levels, always difficult to predict as they are impacted by world events, are particularly so this coming year due to the lingering impacts of the pandemic and the war in Ukraine. This year, undergraduate international enrolments decreased 4.9% due to challenges related to travel, health and safety. Our expectation in developing this budget is that over the 3 year planning cycle, international enrolment levels will return to pre-pandemic levels. In the one-year time frame, however, the budget for tuition has been adjusted to reflect reduced enrolment levels. It is unknown at this time what impact, if any, the war in Ukraine will have on international enrolments. Enrolments from Ukraine and Russia are very small (less than thirty students); however, the war could have implications beyond these countries.

Our international recruitment tiering strategy, first implemented for the 2014/15 recruitment cycle, has been successful in increasing overall international representation across our academic programs while also diversifying the range of countries from which our international students originate. In addition, through our tiering strategy, we have increased the entering grade point average of our entering international students, resulting in a high retention rate once enrolled. While enrolments have been sensitive to impacts of the pandemic and other worldwide events, we have confidence that enrolments will return to pre-pandemic levels over this three-year planning cycle.

For domestic students, our enrolment is sensitive to BC population trends for the 18–24-year-old cohort. UVic uses population segment projections provided by Statistics Canada and BC Stats, which are updated every few years. The current projection (see graph, below) calls for a modest decline of this demographic beginning in 2020 and continuing to 2025; however, UVic domestic enrolment grew in 2022 by 2%, offsetting



some of the impact of the international decline. While domestic growth was positive in 2022, UVic relies on enrolment directly from high schools, therefore this demographic trough could pose a recruitment challenge and have a substantial financial impact on UVic over this planning cycle. As the university is partway through the trough and with positive enrolment and applications trends, the risks associated with enrolment decline are reduced. That said, UVic should continue focusing on both the recruitment and retention of the highest quality students, as well as continue to develop budgets with some financial flexibility.

This framework encompasses a three-year planning cycle and provides for ongoing (base) funds for academic investments, strategic initiatives and other areas of priority while retaining some future flexibility to help address, if necessary, impacts from current and future enrolment shifts or changes by allocating a portion of those funds as term or non-recurring.

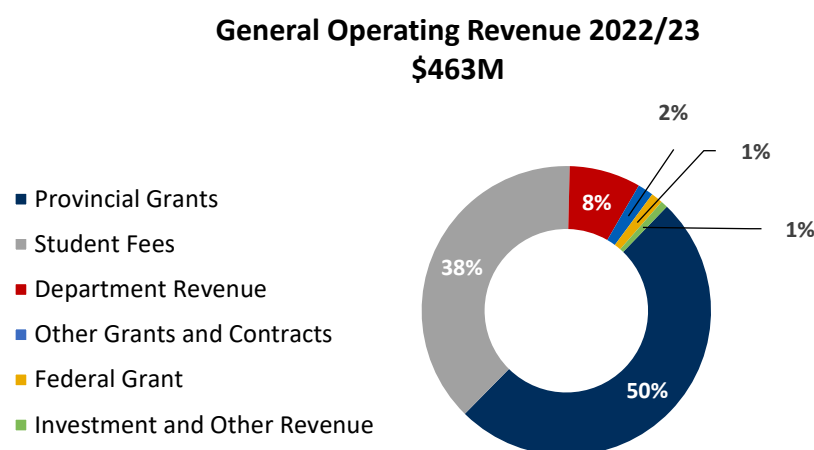
The incremental new revenue (base) available for allocation in 2022/23 as per [Table 1](#) is quite modest at \$2.3M, or about 0.5% of the total operating budget. To ensure that we continue to have financial flexibility to effectively manage potential future enrolment declines, this budget allocates \$7.0M in base budget for **enrolment contingency**. As noted below in the [student fees section](#), this contingency was reduced from \$9.0M, reflecting reduced international tuition. Total allocations to non-recurring priorities exceeds this amount as available funding also includes institutional carry forward, one-time provincial or federal grants, and other projected non-recurring funds. [Section \(d\)](#) below outlines the base and non-recurring expenditure allocations in more detail.

(b) 2022/23 operating revenue information and changes

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

- government grants, which account for 50% of projected revenues in 2022/23; and
- student fees, which account for 38% of revenues.

Total general operating revenue for 2022/23 is projected at \$463M from the following sources:



The **provincial grant** for 2022/23 is expected to increase by \$8.0M. Of that increase, \$6.8M represents funding anticipated to cover compensation increases under the Public Sector Employee Council (PSEC) mandate for bargained and future agreements. The remaining \$1.2M is funding to support the fifth year of planned expansion in the Faculty of Engineering and Computer Science and the fourth year within the nurse practitioner program.

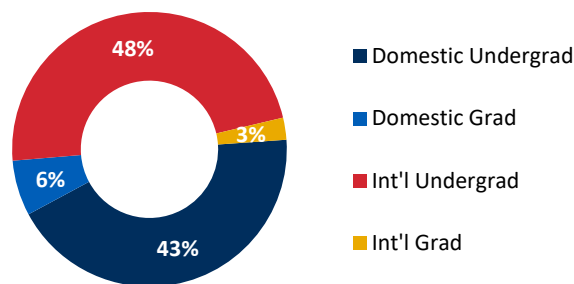
For 2022/23, the province provides the operating grant to the university based on the expected enrolment levels shown in [Table 2](#), which includes the planned expansions noted above. Note that international enrolments are not included in the province's targets.

TABLE 2

	FTEs
Undergraduate	14,158
Graduate	2,340
Total funded	16,498

Student fees represent tuition and fees paid by all student groups and program-specific enrolment growth noted above. This framework projects total student fees to increase by \$4.9M in 2022/23:

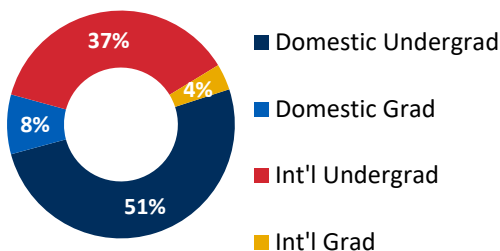
Student Fees - \$4.9M Increase



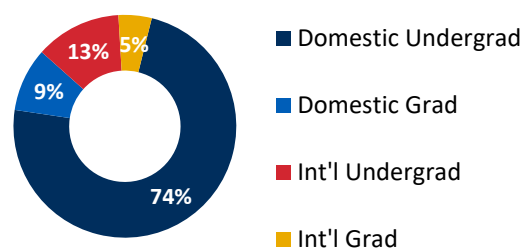
In May 2017, the university implemented a policy to increase international fees to reflect actual costs of inflation. The university experiences inflation rates higher than the 2.00% allowed by ministerial policy in a number of areas including compensation, capital-related costs, information technology, utilities and library collections and subscriptions. For 2022/23, the inflation rate used is 3.75%, consistent with our practice of updating the rate every three years. This rate is applied to undergraduate international fees.

Tuition from international sources comprises approximately 41% of total tuition revenue, whereas international student enrolment in 2021/22 comprises 18% of student FTE as shown in the charts below:

Tuition Sources 2022/23



Student FTE

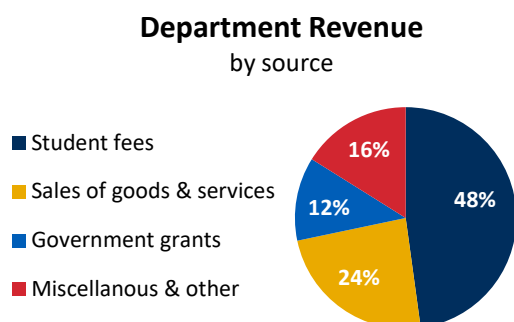


The difference between the proportion of tuition revenue and FTE numbers increases the financial risk and sensitivity to fluctuations in international student enrolments. For 2022/23, non-recurring allocations funded by the enrolment contingency was decreased from \$9M to \$7M.

The attached [Appendix 1](#), Schedule of Tuition Fees for 2022/23 outlines tuition fees by program and requires Board approval as part of the budget process.

Federal grant revenue is annual funding received through the federal government's research support fund (RSF) to help defray the indirect costs attributable to the research enterprise. The overall goal of the RSF is to help ensure Canada's research institutions remain among the best in the world. By supporting some of the financial impact of the indirect costs of research, the fund helps researchers and universities focus on delivering innovative research and scholarly excellence. This grant is calculated using the three-year average of research grants received from the tri-council funding agencies, comprised of NSERC, SSHRC and CIHR. In 2021, the university was notified that the RSF grant for 2021/22 would decrease by \$0.05M, from \$6.19M to \$6.14M. The base budget for 2022/23 reflects this change.

Department revenue is largely made up of non-credit student fees (48%) and sales of goods and services (24%) as shown in the chart below. In a typical year, almost 75% of all department revenue is generated in continuing studies and athletics and recreation services (ATRS). In 2020/21, department



revenue decreased by \$18M, largely due to the revenue losses in continuing studies and ATRS. These units are considered **hybrid operations**, where most of the revenue they earn is needed to cover expenses incurred to generate those revenues. Hybrid units also receive some base funding from the university, mainly to cover ongoing administrative and operating costs or for specific program costs. As compared to non-hybrid operations, the pandemic has disproportionately impacted continuing studies and ATRS due to their reliance on on-campus activity to

generate revenue. As shown below, both of these hybrid operations ended 2020/21 with an operating deficit.

Throughout the pandemic the university has worked closely with revenue generating areas to understand the financial impacts the pandemic has had on their operations and the supports needed to help the operation in the short and long term. The [ancillary budget](#) section of this document explains the approach taken with each operation and the budget plans for the next three years. Like the ancillary areas, continuing studies and ATRS budgets have been developed on the assumption of that on-campus activities return to pre-pandemic levels in 2022/23.

The following [Table 3](#) summarizes **The Division of Continuing Studies'** operating results for 2019/20 & 2020/21, the year-end forecast for 2021/22 and the projected budget for 2022/23:

Table 3 (in millions)

For the 2021/22 fiscal year, continuing studies is forecasting a net operating surplus of \$1.3M, fully covering the \$0.3M loss from 2020/21, with a year-end reserve balance forecasted at ~\$2.1M. The 2021/22 year-end forecast shows continuing studies is faring much better than budget, with revenues and the year end surplus greater than budget at \$2.3M and \$1.4M respectively.

CONTINUING STUDIES	Actuals 19-20	Actuals 20-21	21-22 Yr. End Forecast	Projected Budget 22-23
Total Revenue*	\$ 17.4	\$ 7.8	\$ 11.5	\$ 12.0
Expenditures				
Salaries & Benefits	10.2	7.1	7.5	8.0
Operating Expenses	5.0	1.0	2.2	2.2
Graduate Scholarship	0.5	0.0	0.0	0.5
Debt Servicing (bldg mortgage)	0.5	0.0	0.6	0.0
Reserves Provision	1.1	(0.3)	1.3	1.4
Total Expenditures	\$ 17.4	\$ 7.8	\$ 11.5	\$ 12.0
NET	-	-	-	-

Reserves				
Beginning Balance	1.1	1.1	0.8	2.1
Transfers out	0.0	0.0	0.0	0.0
Transfers in	0.0	(0.3)	1.3	1.4
End Balance	\$ 1.1	\$ 0.8	\$ 2.1	\$ 3.4

*includes ~\$1.1M of base funding

Overall continuing studies has recovered to pre-pandemic levels of **net revenue**, with a trajectory of steady increases in the years ahead. The 2022/23 budget projects a net surplus of \$1.4M. Adding this to the projected year end balance will bring the reserve to a healthy \$3.4M. The 2022/23 budget reflects debt servicing fully paid off (March 2022), the resumption of graduate scholarship payments, and includes the following key drivers:

- **Growth in professional programs** – Existing professional programs have experienced incremental growth across the board.
- **Diversifying revenue sources** – Over the past 18 months, Continuing Studies has received almost \$1M in government funds for new programs (micro-credentials and others). These programs will be sustained through regular open-enrolment public offerings.
- **Scaling processes to support growth in high-revenue programming** – processes have been streamlined and automated
- **Workforce planning and cost controls** – Academic and service units have been reorganized to increase efficiencies and positon these areas for longer-term viability and growth.

Despite the challenges presented by the pandemic, investments in systems to support learning, coupled with experience in both international and domestic markets, means the Division is well poised to scale programs and services particularly online with an aspiration to emerge from the pandemic in a much stronger position for long-term viability and growth.

The following [Table 4](#) summarizes **Athletics and Recreation Services** operating results for 2019/20 & 2020/21, the year-end forecast for 2021/22 and the projected budget for 2022/23:

Table 4 (in millions)

For the 2021/22 fiscal year, ATRS is forecasting to roughly break even. This result is substantially better than budgeted for the year (~\$1.2M), which assumed pre-pandemic activity levels of 50% and resumption of debt service payments. Revenue in all areas were above budget and while expenses were reduced where possible, there were significant unanticipated expenses such as \$0.5M for varsity championships as a result of the significant success this year of our athletics teams. The 2022/23 budget assumes normal campus activity and resumption of debt service interest payments, resulting in a net loss of \$0.2M, which will be fully covered by the reserve.

ATHLETICS & RECREATION SERVICES	Actuals 19-20	Actuals 20-21	21-22 Yr. End Forecast	Projected Budget 22-23
Total Revenue*	\$ 11.3	\$ 4.4	\$ 9.3	\$ 10.1
Expenditures				
Salaries & Benefits	5.3	4.7	5.6	5.7
Operating Expenses	4.3	1.6	3.1	3.3
Debt Servicing	1.4	0.0	0.8	1.4
Institutional Supports (deficit)	0.0	(1.9)	0.0	0.0
Reserves Provision	0.3	0.0	(0.1)	(0.2)
Total Expenditures	\$ 11.3	\$ 4.4	\$ 9.3	\$ 10.1
NET	-	-	-	-
Reserves				
Beginning Balance	0.2	0.8	0.8	0.6
Transfers out	0.0	(0.0)	0.1	0.0
Transfers in	0.6	0.0	(0.1)	(0.2)
End Balance	\$ 0.8	\$ 0.8	\$ 0.6	\$ 0.4

*includes ~\$2.2M of base funding

Not reflected in the budget is the re-alignment of the **ATRS fee** to ensure fees charged for access provided is equitable. Currently, undergraduate students are assessed different ATRS fees depending on their part-time or full-time status. The need for re-alignment reflects the fact that part-time students access the ATRS facilities more frequently than full-time students, but pay 50% less. A change in assessment will ensure that fees are charged fairly and equitably for all students. With this change, ATRS will introduce new opt-out options for students currently unable to access ATRS services equitably (e.g., distance students, students with disabilities, etc.). The fee alignment will also decrease the optional fee associated with CARSA FWC by ~25%, lowering costs for students. If this was in effect for 2021, over 4,100 students would have benefitted. Undergraduate student government was consulted and feedback received focused on inclusive programming and a commitment to build upon UVSS-ATRS collaborations aimed at creating opportunities for students. The intent is to implement the fee re-alignment for fall 2022. The net impact is an increase in revenue by ~\$0.3M.

Department revenue also includes **application fees** that are provided directly to the Office of the Registrar. For the 2022/23 year, application fees will increase by 2% domestic (undergraduate and graduate), 2% for international graduate and 3.75% international undergraduate. [Table 5](#) shows the changes for these fees:

TABLE 5

Application Type	From:	To:
domestic undergraduate	\$81.00	\$82.50
domestic graduate	\$131.50	\$134.25
domestic law	\$101.75	\$103.75
international undergraduate	\$142.00	\$147.00
international graduate	\$169.00	\$172.00

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

Investment income and other mainly includes interest, dividends and gains/losses earned from university cash balances (working capital) which are invested in short term investment vehicles such as money market, mortgage and bond funds. The remaining revenue is incremental revenue expected from UVic Properties and Heritage Realty, and overhead revenue from research contracts. Income is also generated through internal loans to ancillary services provided to fund capital improvements. Interest rates have remained relatively low during most of the year, but have seen a rise near the end of the year, in anticipation of interest rate hikes in 2022. The low interest rate environment and sharp rise in rates near the end of the year has depressed the overall return of the working capital investments, resulting in investment income coming in at or close to budget for 2021/22. Higher starting yields will assist in achieving the investment income budget for the upcoming year, but with net overall returns from 2021/22 coming in at our budgeted return, the investment reserve is not expected to be increased this year. However, with short term interest rates expected to meaningfully increase in 2022 by another ~1%, while detrimental in the short term, it will improve revenue from investment income in the medium to longer term.

[Table 6](#) below outlines the sources of revenue for 2022/23, projected at \$13.2M over the prior year budget:

TABLE 6

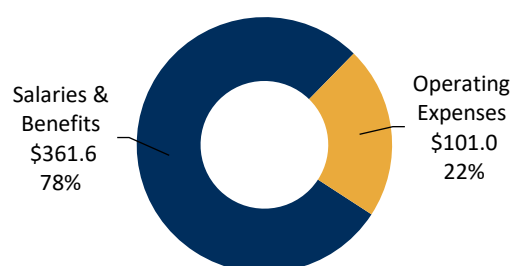
(in millions)

Provincial Grant:	
Compensation	\$ 6.8
Engineering and nurse practitioner expansions	1.2
Student Fees:	
Inflation increases 2%	2.0
Engineering and nurse practitioner expansions	0.4
International UG rate adjustment	2.6
Differentials	0.1
Department revenue and other income	0.1
Total incremental revenue increase	\$ 13.2

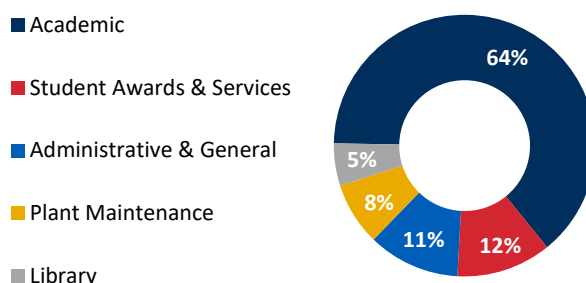
(c) Operating expenditure information

The importance of people to the university is reflected in the operating budget, with 78% of annual operating expenditures allocated to salary and benefits. Reflecting the mission of the university, 81% of the total operating budget is allocated to academic areas including faculties, research, library, student financial aid and student services, with the remaining 19% allocated to maintain and operate facilities and for support functions.

General Operating Expenditures (\$M)



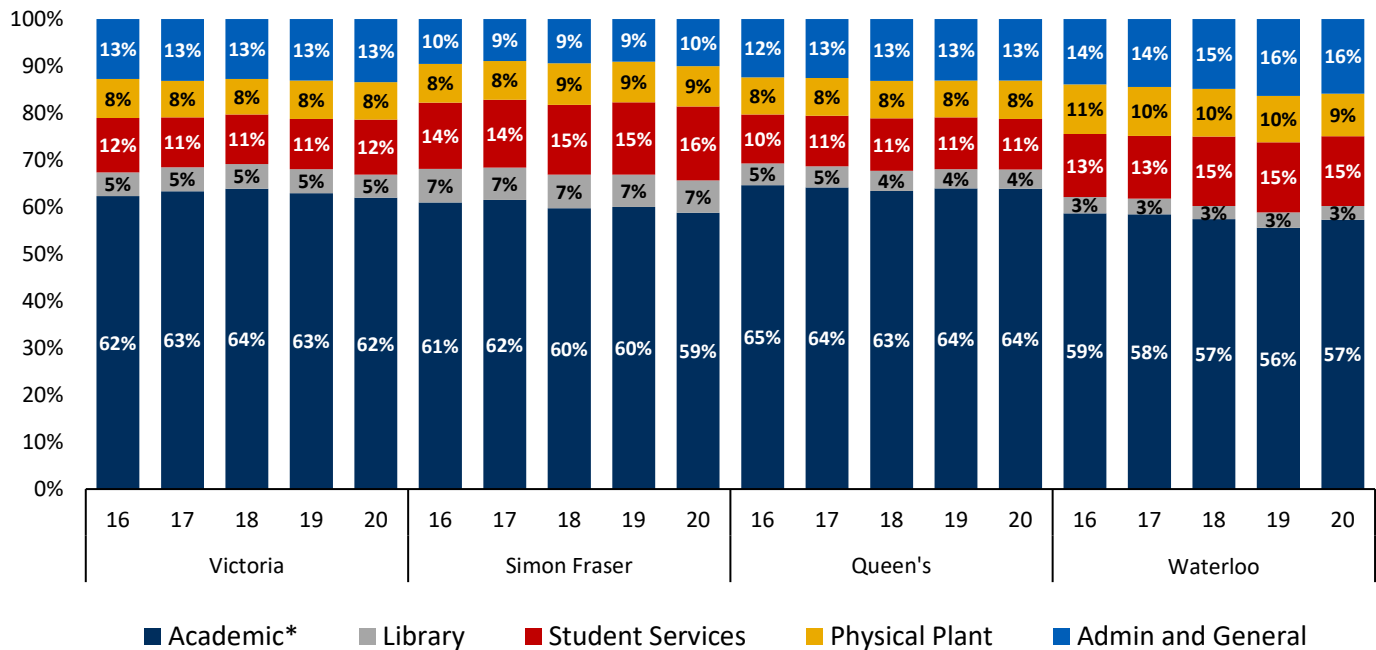
Operating Expense Budget (by function)



While the expense by function has remained generally consistent over time, the 2020/21 budget distribution to the academic and student awards and services functions is slightly higher than prior years, as many areas received additional funding to support incremental costs attributable to the pandemic. Example include supports for: academic information technology (learning management system, software licenses and increased internet bandwidth), learning and teaching innovation, academic advising, and student supports including funding for student bursaries, co-op students, and the New Student Connect program.

The chart below shows that UVic's investment in academic areas from 2015/16 to 2019/20 has been comparable to peer universities:

Operating Expenditures by Function - 2016-2020



*Includes instruction & non-sponsored research, non-credit instruction and computing & communications
Source: CAUBO Financial Information of Universities and Colleges 2016-2020

As 2019/20 is the last year of available data and the last pre-pandemic year, it is likely that the 2020/21 operating expenditures by function will increase within the student services and academic categories, reflecting increased budget allocations for academic areas and student awards and supports, noted earlier.

(d) Operating expenditure plan

The annual expenditure budget is adjusted each year to first account for known compensation, inflationary and infrastructure requirements. The plan also reflects allocations to departments as a result of revenue that is collected specifically for their program (ATRS fees, faculty program fees, etc.). [Table 7](#) details these requirements for 2022/23, projected at \$10.1M:

TABLE 7

(in millions)

Compensation (salaries and benefits)	\$ 8.4
Engineering and law infrastructure	0.5
Library acquisition inflationary costs	0.5
Maintenance, IT and inflationary costs	0.5
Department revenue – fees and differentials	0.2
Total	\$ 10.1

The \$8.4M for compensation represents salary and related benefit increases (collectively bargained) and progression through the ranks or ranges. The \$0.5M for engineering and law infrastructure reflects funds required to maintain and operate the new facilities for engineering and the national centre for indigenous law. The \$0.5M for library acquisition inflationary costs represents additional

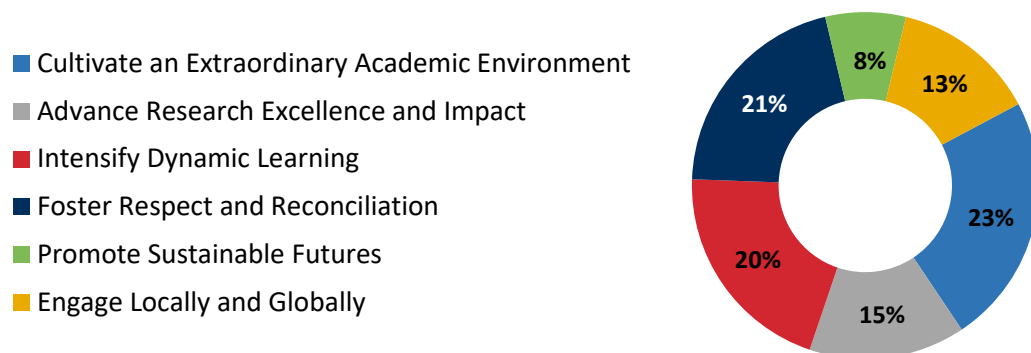
base funding to address rising costs of acquisitions as a result of annual inflation on periodicals and subscriptions. The \$0.5M for maintenance and inflation includes allocations to university insurance, facilities management and university systems to address inflationary costs.

Funds available in 2022/23 for allocation to strategic priority areas come from three sources:

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

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

Allocations 2022-23 by Strategic Framework Area



More information about these investments are provided in [Part I](#). Consistent with prior years, the largest area of investment is in support of cultivating an extraordinary academic environment. The allocations also provide for significant investments in fostering respect and reconciliation at 21% of the total, up from 9% from the prior year. Allocations reflect the three-year plan priority of investing in faculties, Aspiration 2030, scholarships and bursaries, student services (including health), advancing equity, diversity and inclusion and delivering on our commitments to respect and reconciliation.

Before determining allocations to priority areas, allocations totalling \$0.8M are required to support government-funded enrolment expansions for engineering and computer science (\$0.7M), and the nurse practitioner program (\$0.1M). After providing allocations for ongoing commitments and non-discretionary items, base funding totalling \$2.3M is available for other institutional priorities:

TABLE 8

(in millions)

Total incremental revenue increase	\$ 13.2
Less commitments and non-discretionary allocations:	
Compensation, regulatory, inflationary & maintenance	(10.1)
Program expansion supports	(0.8)
Subtotal commitments & non-discretionary	(10.9)
Total base available	\$ 2.3

The integrated planning process is both a bottom-up and strategic approach to investment decision making. All units provide prioritized administrative and academic plans along with associated resource requests. These requests and supporting information, including metrics from the [Planning Tools](#), are prioritized by executive portfolio, then reviewed and discussed at the Integrated Planning Committee in order that allocation decisions can be made that optimally align allocations with resources available and overall strategic priorities (each year the requests far exceed new resources available). The outcome of this process is presented in the allocations outlined in [Table 9](#) below, organized by Strategic Framework areas of priority.

It should be noted that the table provides only a general overview of financial investment by priority area. Many of these investments address goals across multiple Strategic Framework priorities, but are categorized under the one priority most closely aligned.

TABLE 9

Key Priority Area	(in millions)
Cultivate an Extraordinary Academic Environment	
Collections management	\$ 0.06
Faculty and department support	0.02
Faculty and research supports	0.26
Graduate student supports	0.07
Systems support	0.09
	\$ 0.50
Advance Research Excellence and Impact	
Equity, diversity and inclusion	\$ 0.08
Student supports, success and accessibility	0.20
	\$ 0.28
Intensify Dynamic Learning	
Diversity, inclusivity, access	\$ 0.07
Faculty and department support	0.11
Learning and teaching supports	0.18
Meeting student demand	0.42
	\$ 0.78
Foster Respect and Reconciliation	
Equity, diversity and inclusion	\$ 0.13
Faculty and department support	0.27
Indigenous supports	0.17
	\$ 0.57
Engage Locally and Globally	
International initiatives	\$ 0.08
Marketing, branding and reputation	0.08
	\$ 0.16
Total base allocated to institutional priorities	\$ 2.30

[Table 9](#) outlines how overall funding will be used to support priorities outlined in the Strategic Framework and reflected in [Part I](#) of this document. The specific funding allocations will be part of the detailed budget allocation process approved by the President (presented to the Board in

September for information). The base allocations reflect the university's priority of supporting faculty and students, and includes investments in the following priority areas:

- Learning and teaching – in the Division of Learning, Teaching Support and Innovation, for new support staff positions and support for existing positions to better support a broadened scope of responsibilities in a post pandemic learning and teaching environment as well as funding for field safety supports.
- Faculty and departments – for a new position to support faculty outreach, and for new support staff positions to for faculty and program supports, such as faculty relations, legacy art gallery collections management, field safety programming, international initiatives, computing support services and communications and marketing.
- Students – to meet demand in academic program areas and for research enriched and applied learning awards.
- Equity, diversity and inclusion – for new support staff positions to advance EDI initiatives, such as those required for federal funding agencies (e.g., CFI) and inclusivity initiatives in student affairs and support for anti-racism initiatives to create a safe and inclusive community.
- Respect and reconciliation - new support staff positions to support growth, and renewal of the Indigenous Plan including our responsibilities under the Declaration on the Rights of Indigenous Peoples Act (DRIPA).

In addition to the base investments noted above, the 2022/23 budget provides \$10.47M non-recurring budget, which is available from:

- base budget of \$7M that the university has retained for the [enrolment contingency](#);
- institutional carry forward of \$2.68M; and
- incremental project grant funding of \$0.79M.

[Table 10](#) below outlines the non-recurring allocations for 2022/23:

TABLE 10

Key Priority Area	(in millions)
Cultivate an Extraordinary Academic Environment	
Capital infrastructure	\$ 0.50
Equity, diversity and inclusion	0.08
Faculty and department support	0.31
Faculty and research supports	0.74
Student health and wellness	0.36
Student supports, success and accessibility	0.30
Systems support	0.20
	\$ 2.49
Advance Research Excellence and Impact	
Aspiration 2030 action plan	\$ 0.81
Faculty and department support	0.32
Graduate student supports	0.10
Research infrastructure	0.16
Student supports, success and accessibility	0.19
	\$ 1.58
Intensify Dynamic Learning	
Diversity, inclusivity, access	\$ 0.16
Learning and teaching supports	0.19
Meeting student demand	0.42
Systems support	0.30
Undergraduate student support	0.75
	\$ 1.82
Foster Respect and Reconciliation	
Capital infrastructure	\$ 1.50
Equity, diversity and inclusion	0.08
Graduate student supports	0.05
Indigenous supports	0.34
Learning and teaching supports	0.11
	\$ 2.07
Promote Sustainable Futures	
Capital infrastructure	\$ 0.50
Climate and sustainability action plan	0.20
Communications and engagement	0.07
Faculty and department support	0.08
Marketing, branding and reputation	0.11
	\$ 0.96
Engage Locally and Globally	
Community engagement	\$ 0.20
Faculty and department support	0.18
International initiatives	0.27
Learning and teaching supports	0.03
Marketing, branding and reputation	0.87
	\$ 1.55
Total non-recurring allocated to institutional priorities	\$ 10.47

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

- Faculty and research – for faculty and support staff hiring, research start-up, academic equipment, spousal support, and library management system.
- Learning and teaching – for continued investments in a post pandemic learning and teaching environment and curriculum redesign grants in support of anti-racism, decolonization and internationalization of the curriculum.
- Students – for meeting enrolment demand, undergraduate scholarships, research enriched and applied learning awards, accessibility in coop, student orientation program and for student health and wellness services.
- Graduate funding – for Indigenous fellowships and President Research Scholarships.
- Indigenous – support for Indigenous programs and initiatives such as the Indigenous Plan, LE, NONET, cultural protocol handbook, Indigenous faculty caucus and National Centre for Indigenous Law.
- Equity, diversity and inclusion – continued support for the equity action plan (EAP), staffing for equity and human rights community engagement work, and EDI initiatives in student affairs.
- International – for support staff in the International Centre, for international training centre for authorities (CIFAL) and special advisor international.
- Communications and outreach – for university communications, for ongoing support of government advocacy in Ottawa and for community engagement initiatives.
- Marketing, branding and reputation – support for UVic website and university brand renewal, digital engagement, advertising and marketing collateral and the annual giving program.
- Systems – for multi-factor authentication software licensing, desktop support services, and for projects that support students and research.
- Research – support for Aspiration 2030 action plan, UVic's research and creative works strategy, and for animal care unit infrastructure.
- Facilities – for continued investments in capital to support functional improvements and routine maintenance of buildings.

As noted above, \$7M of non-recurring funding is provided from the base budget retained by the university as an [enrolment contingency](#). This level of base funding provides protection from enrolment decline roughly equal to 251 (about 10.3%) undergraduate international students or 1,158 (about 8.0%) domestic students as follows:

TABLE 11

	Amount	Percent
Base funding retained (\$ in M)	\$ 7.00	1.5%
International FTE fluctuation absorbed (FTE)	251	10.3%
or Domestic FTE fluctuation absorbed (FTE)	1,158	8.0%

The FTE difference is due to tuition rate differences.

With current world events, both the lingering pandemic and the war in Ukraine, we will continue to closely monitor enrolment levels and if necessary adjust our budget plans. Current information on

applications is positive, with domestic applications and offers are up over 10% compared to the prior year, although international applications are down about 12%. Total applications to UVic are up just over 7%. Our level of enrolment contingency is reassessed annually to ensure that it remains appropriate.

(e) Routine Capital funding

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

The first source of funding is called Minor Maintenance and Rehabilitation and is intended for project planning (e.g., studies or design work) or minor projects to address maintenance or rehabilitation issues (e.g., replace flooring). For 2022/23 this funding is expected to be approximately \$675,000 and is provided as envelope funding—institutions have full discretion over its allocation.

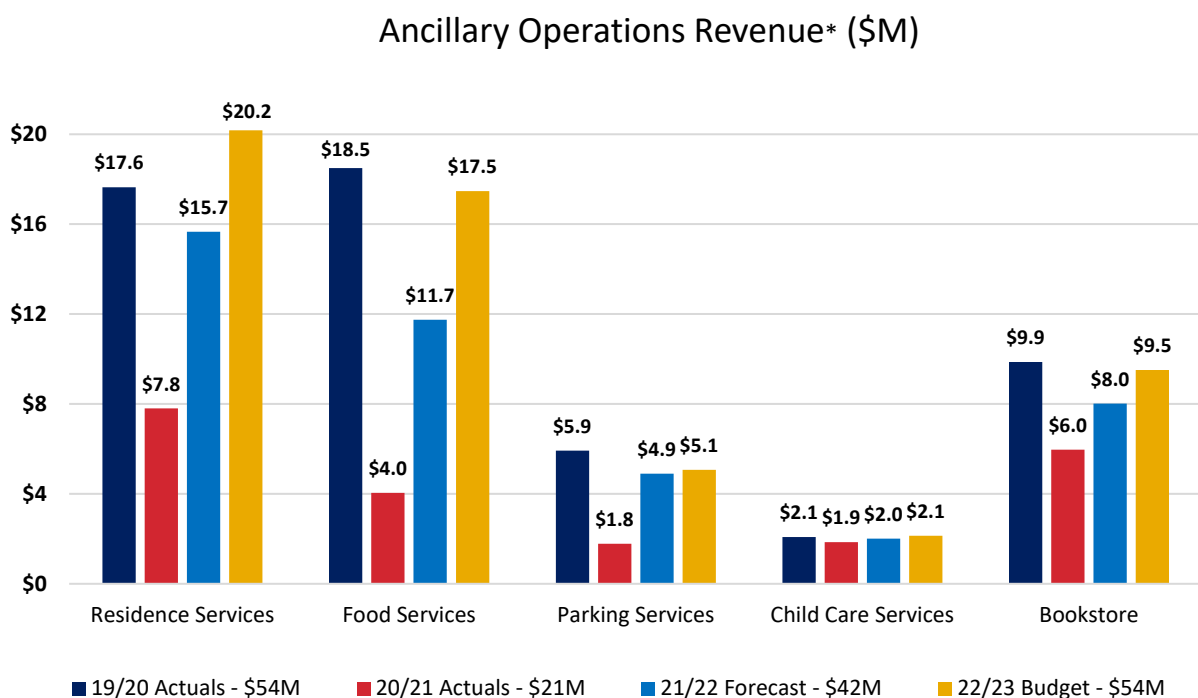
The second source of funding is Major Maintenance and Rehabilitation (MMR) and it is intended to address deferred maintenance and some functional improvements. This funding is provided through a notional allocation against which each institution submits specific projects for approval. This process allows the institution some flexibility with respect to the use of these funds but also ensures, through the requirement for Ministry approval, that provincial priorities are addressed (e.g., deferred maintenance). For 2022/23, expected funding from government is expected to be similar to the prior year at about \$12.0M; however, there is a requirement for a 25% contribution from the institution, or about \$4.0M. The overall university operating budget provides the funding for the university contribution towards MMR projects. Given the deferred maintenance and functional improvement requirements across the campus, investment in capital improvements remains a priority.

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

Ancillary budgets

An ancillary operation is a unit or department within the university that is required to be financially self-sustaining, with each operation generating sufficient revenue to fully cover its annual operating costs. Each ancillary area must also provide for periodic renovation, replacement and expansion of its facilities. As such, an ancillary will often plan for a surplus to build sufficient appropriated reserves to fund future investments in equipment and capital improvements. Reserves also protect against future year fluctuations in income and guard against income uncertainty. This has been important as these areas navigated through COVID-19. Ancillary budgets include on-campus operations and off-campus properties. On-campus revenue comes from a variety of operations such as residence services, food services, parking services, child care services, and the university bookstore and computer store. Off-campus properties, such as UVic Broad Street properties are described separately in [part f](#).

Most ancillary operations rely heavily on on-campus activity for the majority of their income which comes from the sale of services or products (91% - 2019/20). In 2020/21, all on-campus ancillary operations lost revenue due to reduced on-campus activity caused by the pandemic, with an overall deficit of \$7.3M. Forecasted 2021/22 year-end results indicate an overall surplus of \$2.3M, with relatively small deficits in food services, child care and the bookstore, and surpluses in residence services and parking services. For 2022/23, revenue from on-campus ancillary is projected to return to pre-pandemic levels, with an overall projected budget of \$54M. The chart below shows revenue for these operations: actuals in 2019/20 (the last pre-pandemic year) and in 2020/21, the forecast for 2021/22 and the projected budget for 2022/23:



*includes internal revenues and recoveries

The following sections outline proposed ancillary budget for the following three years, along with corresponding fee increases that require board approval.

(a) Residence services

Residence Services provides accommodation to students and visitors in on-campus dormitory buildings, single student cluster units and self-contained units (apartments/town houses) for students with families. The majority of revenue generated by Residence Services is from students (85%). Residence revenue has typically been based on a 97.5% occupancy rate in single student housing during the academic year (September to April), with minimal student revenue during the summer session. Remaining revenue is generated from visitors (10%), primarily over the summer months and other revenues (5%) such as application fees and coin laundry.

The following [Table 12](#) summarizes Residence Services operating results for 2019/20 & 2020/21, the year-end forecast for 2021/22 and the projected budgets for 2022/23 to 2024/25:

Table 12 (in millions)

Due to the pandemic, in 2020/21 Residence Services restricted occupancy in single student housing to 39%, or 829 beds, reduced dormitory buildings and cluster accommodation occupancy to 50% or less, eliminated double occupancy rooms, and took a number of buildings off-line. The off-line buildings were set aside to provide safe accommodation for residents

RESIDENCE SERVICES	Actuals 19-20	Actuals 20-21	21-22 Yr. End Forecast	Projected Budget		
				22-23	23-24	24-25
Total Revenue	\$ 17.6	\$ 7.8	\$ 15.7	\$ 20.2	\$ 24.3	\$ 25.7
Expenditures						
Salaries & Benefits	5.8	5.0	5.6	6.7	6.9	7.0
Operating Expenses	4.0	4.1	5.1	5.6	5.7	5.8
Debt Servicing	2.4	0.2	2.1	4.8	10.8	12.2
Capital Projects	4.1	0.4	1.1	3.0	3.0	3.0
Reserves Provision	1.4	(1.9)	1.7	0.1	(2.2)	(2.3)
Total Expenditures	\$ 17.6	\$ 7.8	\$ 15.7	\$ 20.2	\$ 24.3	\$ 25.7
NET	-	-	-	-	-	-
Reserves						
Beginning Balance	6.2	7.3	6.0	7.8	7.9	5.7
Transfers out	0.0	0.0	0.0	0.0	0.0	0.0
Transfers in	1.1	(1.3)	1.7	0.1	(2.2)	(2.3)
End Balance	\$ 7.3	\$ 6.0	\$ 7.8	\$ 7.9	\$ 5.7	\$ 3.4

who might be required to self-isolate. Overall revenue was reduced to \$7.8M (from \$17M in 2019/20) and despite expense reductions, the operating deficit for the year was \$1.9M. This reduced the financial reserves to approximately \$6M at the end of 2020/21. In summer 2021 there was unprecedented demand for housing due to the size of the first year class admitted to UVic, combined with low vacancy rates and increasing rental costs across the Greater Victoria region. Occupancy at the beginning of the fall was 99.8%, and as of January 2022 occupancy was 98.5%. As with 2020/21, student residence operating costs have increased in some areas (e.g., janitorial costs, safety and cleaning supplies) while decreased in others (capital projects due to revenue uncertainty). The 2021/22 forecast projects a year-end surplus of \$1.7M, recovering a significant amount of the loss from 2020/21.

The 2022/23 projected budget assumes an overall occupancy rate of 97.5%, and includes a rate increase of 5%. Budgeted revenues over the next three years also reflect the opening of the first SH&D building in September 2022 with building two in 2023 providing 621 new residence beds. Due to continued uncertainty around travel, conference revenues are budgeted at ~25% of pre-pandemic levels. The increase in expenses over the next three years reflects increased costs associated with the SH&D project, including debt service costs. Salaries and benefits also increase proportionally to support the new buildings, and include anticipated salary increases. The three year budget includes continued investments in deferred maintenance at ~\$3M per year. Highlights include:

- Cluster Housing renovations and appliance refresh: \$1.1M
- Minor renovations in dormitory buildings: \$0.6M
- Continued Family Housing updates: \$0.5M
- Exterior camera installations: \$0.3M
- Elevator replacement in Poole residence: \$0.3M

Maintaining residence renewal at cost of \$3M per year over the next three years, along with increased debt servicing costs, means that reserve funds will be drawn upon over the next three years, with a projected balance of \$3.4M by the end of 2024/25.

Proposed 2022/23 rate increases for various housing types are outlined in [Appendix 2](#).

(b) Food services

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

While UNFS ended 2019/20 with a modest surplus, the operation had a significant loss of revenue in 2020/21 due to the pandemic. Retail food sales and catering revenue are driven by on-campus student and staff populations. Likewise, the resident meal plan is highly reliant on and tied to student residence occupancy rates. While adjustments to expenditures were made where possible, such as through workforce adjustments and waiving debt service payments, the operation realized a net operating loss of \$3.3M. As the reserve was insufficient to cover the loss in the current year and foreseeable future, this 2020/21 loss was covered by general operating funds.

The 2021/22 budget reflected a scenario where summer retail revenue would be similar to 2020/21 with a return to more normal revenue levels as campus activity increased into the fall and winter. Meal plan revenue was forecasted on a 95% occupancy rate in single student housing and a mandatory meal plan during the academic year (September to April). UNFS is slightly below budget expectations for 2021/22 by \$0.3M, projecting to end the year with a \$0.6M deficit.

The following [Table 13](#) summarizes UNFS operating results for 2019/20 & 2020/21, the year-end forecast for 2021/22 and the projected budgets for 2022/23 to 2024/25:

Table 13 (in millions)

FOOD SERVICES	Actuals 19-20	Actuals 20-21	21-22 Yr. End Forecast	Projected Budget		
				22-23	23-24	24-25
Total Revenue	\$ 18.5	\$ 4.0	\$ 11.7	\$ 17.5	\$ 23.1	\$ 24.0
Expenditures						
Salaries & Benefits	9.5	5.3	6.5	8.1	10.2	10.4
Operating Expenses	2.3	1.1	1.6	2.7	3.2	3.7
Cost of Goods Sold	5.8	1.0	3.7	5.4	7.1	7.3
Debt Servicing	0.6	0.0	0.7	1.6	2.2	2.2
Reserves Provision	0.3	0.0	(0.6)	(0.2)	0.3	0.5
Institutional Support (deficit)	0.0	(3.3)	0.0	0.0	0.0	0.0
Total Expenditures	\$ 18.5	\$ 4.0	\$ 11.7	\$ 17.5	\$ 23.1	\$ 24.0
NET	-	-	-	-	-	-
Reserves						
Beginning Balance	0.0	0.3	0.3	(0.3)	(0.6)	(0.2)
Transfers out	0.0	0.0	0.0	0.0	0.0	0.0
Transfers in	0.3	0.0	(0.6)	(0.2)	0.3	0.5
End Balance	\$ 0.3	\$ 0.3	\$ (0.3)	\$ (0.6)	\$ (0.2)	\$ 0.2

The three-year budget shows revenues increasing each year, starting in 2022/23 with an overall increase of \$5.7M as compared to the 2021/22 year-end forecast. The 2022/23 budget is based on an overall 95% housing occupancy rate, and includes meal plan revenue of \$10M, retail sales of \$5.5M, miscellaneous revenue of \$1.4M, and catering revenue of \$0.6M, which remains significantly less than previous years due in part to COVID-19 shutdowns but also due to the loss of conference space due construction of the SH&D project. New conference and catering space will once again become

available in fiscal year 2023/24. The increase in revenue from 2022/23 to 2023/24 is mainly attributable to additional meal plan and retail sales generated from increased occupancy provided by the new SH&D project. In addition, the new voluntary “+PLUS” portion of the meal plan is expected to generate an additional \$0.3M in new revenue. Salary and benefit expenses are projected to rise in proportion to service and also factor in salary increases each year, while cost of goods sold is proportional to food and retail sales. A cost analysis and a comparative analysis of peer institutions’ with self-operated residential dining programs was completed indicating that UVic’s standard meal plan was 4.1% below the average meal plan rate. As a means to offset the impacts from rising inflation on food (transportation, packaging, meats, and other base commodity items), as well as to better align with peer institutions, a meal plan rate increase of 5% for 2022/23 is reflected in the budget. The increase in debt servicing reflects UNFS’ 25 year term contribution to the new SH&D project, and the existing Mystic Market loan. UNFS expects to end 2022/23 with a small net operating loss of \$0.2M, increasing the reserve deficit to \$0.6M. In the following fiscal year 2023/24, a small net operating surplus is expected with a return to operational profitability in 2024/25.

Outlined in [Appendix 2](#), UNFS proposes a residence meal plan rate increases of 5% in 2022/23, 4% in 2023/24 and 4% in 2024/25.

(c) Parking services

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

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

Although parking services ended 2019/20 with a \$1.3M surplus, the shift to online learning and employees working from home during in 2020/21 decreased the demand for parking and the employee bus pass by 75% in 2020/21. While expenditures were reduced where possible and ongoing repairs and maintenance of parking lot surfaces was postponed, parking services incurred a \$1.4M loss in 2020/21. While the reserve is required for future capital needs, funds were used to cover this loss, reducing the reserve balance to ~\$7.0M at 2020/21 year end.

The 2021/22 budget projected campus activity at 50% of normal levels, a reduction and/or deferral of operating expenditures where possible, but with remaining payments for the parkade loan to be paid in full. The 2021/22 year-end forecast is favourable compared to budget, with a projected surplus of \$1.5M as compared to a budgeted \$0.3M deficit, primarily due to higher than anticipated revenues in all categories. The surplus transfer to the reserve at year end will put the reserve fund back to pre-pandemic levels.

The following [Table 14](#) summarizes Parking Services operating results for 2019/20 & 2020/21, the year-end forecast for 2021/22 and the projected budgets for 2022/23 to 2024/25:

Table 14 (in millions)

PARKING SERVICES	Actuals 19-20	Actuals 20-21	21-22 Yr. End Forecast	Projected Budget		
				22-23	23-24	24-25
Total Revenue	\$ 5.9	\$ 1.8	\$ 4.9	\$ 5.1	\$ 5.0	\$ 5.1
Expenditures						
Salaries & Benefits	1.8	1.8	1.9	1.9	2.0	2.1
Operating Expenses	2.1	0.7	1.1	2.3	2.3	2.3
Debt Servicing	0.7	0.7	0.4	0.0	0.0	0.0
Reserves Provision	1.3	(1.4)	1.5	0.8	0.8	0.8
Total Expenditures	\$ 5.9	\$ 1.8	\$ 4.9	\$ 5.1	\$ 5.0	\$ 5.1
NET	-	-	-	-	-	-
Reserves						
Beginning Balance	6.9	8.3	7.0	8.5	9.3	10.1
Transfers out	0.0	0.0	0.0	0.0	0.0	0.0
Transfers in	1.4	(1.3)	1.5	0.8	0.8	0.8
End Balance	\$ 8.3	\$ 7.0	\$ 8.5	\$ 9.3	\$ 10.1	\$ 10.8

The 2022/23 budget projects revenues to return to pandemic levels and reflects the elimination of the annual permit through shifting to a monthly model beginning in September 2023 (see below). The 2022/23 budget assumes permit revenue will remain steady as the decrease in permits sold will be partially offset by the increase in overall permit cost. Salary costs are

marginally higher in 2022/23 and future years due to contractual salary obligations. Operating expenses are budgeted to reflect increased activity proportional to revenues, and includes an increase to travel and credit card costs to account for an increase in card use for parking transactions. The budget also reflects that the parkade debt is fully paid down in the 2021/22 fiscal year. Projected budgets for the next three years indicates overall reserve growth of \$1.5M, required to fund future capital needs.

The university is committed to being a global leader in environmental, social and institutional sustainability. Throughout the 2022/23 fiscal year the university will continue to consult with the campus community through the development of the new Climate and Sustainability Action Plan. The Plan will include new greenhouse gas (GHG) reduction targets. Targets will not only be updated to include a more aggressive reduction numbers for campus operations, but the scope will be expanded to include indirect or scope 3 emissions which includes GHGs from commuting to and from campus. The Victoria Regional Greenhouse Gas (GHG) emissions based Community Energy and Emissions Inventory (CEEI), estimated that 57% of regional GHG's were produced by on-road transportation. Reducing employee commuting therefore is a key component of any institutional or regional plan to reduce GHG levels. A reduction in commuting will also delay the need for new above ground parking structures, which also embody large amounts of CO2 emissions.

With the return of students and faculty to campus, parking is expected to return to full occupancy in the 2022/23 fiscal year. Demand for parking will further increase with the need for contractor parking and lay down areas resulting from ongoing capital project construction.

To address increased parking demand on campus and align parking management practices with the university's climate and sustainability commitments, the Office of Campus Planning and Sustainability completed a Transportation Demand Management (TDM) Review in 2019. In response to the TDM review, the Campus Planning Committee supported a series of principles relating to TDM:

- To ensure that the Travel Choices program reflects the Strategic Framework direction to promote sustainable futures, reduce greenhouse gas emissions, and support healthy communities;

- To strategically implement push policies (disincentives) for single occupancy vehicle travel that balance with pull policies (incentives) for sustainable travel through the Travel Choices program;
- To strategically manage the demand and costs for new parking supply to support campus growth by employing TDM measures effectively; and
- To understand the needs, barriers and challenges to the uptake of sustainable transportation choices by demographic groups (staff, student, and faculty, visitors) in order to design TDM measures that encourage behavioural shifts in commuting habits.

A Travel Choices survey open to all parking permit holders was also completed in 2019. The purpose of the survey was to understand travel behaviours and choices of UVic parking permit holders, with the intention of improving the university's current TDM program and parking management practices. A key finding from the Travel Choice Survey is that 62% of respondents drive to campus five days a week with very few "secondary" transportation modes being utilized. Over half of respondents were interested in using another form of transportation or are already using another form of transportation. Survey analyses also identified two major themes that affect the respondents' travel choices: flexibility and cost.

The current parking rate structure incentivizes the purchase of an annual parking pass through a significant rate subsidy as compared to other shorter duration passes. Once purchased, there is little incentive to use other modes of transportation and little flexibility in travel choices. To address this, a shift in parking management is required. Changes in parking management seek to:

- Provide commuters with greater choice and flexibility in the purchase of parking services;
- Mitigate the near-term pressures for vehicle parking due to capital project construction;
- Address the longer-term parking needs generated by new buildings and academic programs;
- Help achieve the university's Sustainability Action Plan: Campus Operations goal of 70% non-single occupancy vehicle travel; and
- Incentivise commuters to utilize alternative modes of transportation in order to reduce greenhouse gas emissions, improve air quality and support healthy communities.

In order to begin the process of addressing these issues, in fall 2021, semester parking passes were discontinued and the cost of monthly parking was decreased from \$114.00 to \$75.00 for general parking and from \$199 to \$131 for reserved parking. Daily parking rates at lots at a distance from Ring road, such as Velox, Ian Stewart Complex and Lam Circle were also decreased from \$9.00 to \$6.00 per day. The Flex 25 pass, a collection of discounted daily parking permits, continues to be available. In September 2022, Parking Services will discontinue the sale of the annual permit, shifting permit sales to a monthly model. As well, an accessible permit will be created, providing value pricing to those that have an accessibility placard. Lastly, the monthly cost of the employee bus pass in September 2022, will be further subsidized to \$35.00 per month.

Parking rate changes affect 37% (2018 Traffic Survey) of people that drive to campus daily. The remaining 63% are already using active transportation or transit. For those that continue to park 12 months a year in the non-value lots the annual cost to park increases by \$1.27 per working day. The new monthly parking rate continues to position UVic at the low end of rates across the capital region. The pricing of a monthly pass, when compared to the current cost of annual parking, means that a

student attending campus for 8 months a year is not financially impacted by the elimination of the annual permit. This would also apply to faculty and staff who choose alternate methods of travel 4 months of the year, potentially during the warmer months.

A number of strategies to provide increased flexibility for faculty, staff and students to ameliorate parking rate and structural changes are available, including:

- Proximity parking at ISC, Velox and Lam Circle at a 35% discount from general rates. The cost of 12 monthly passes in these value lots is less than the current annual pass;
- Purchase a Flex25 parking permit, a bundle of 25 uses at a cost of \$6.00 per day;
- Use active modes of transportation to campus for 4 months of the year; and
- For employees, purchase an employee bus pass at a cost of \$35 a month saving \$40 each month. Bussing 4 months of the year would result in an increase of ~60 cents a day.

These changes will help to provide greater choice and flexibility for commuters through an enhanced array of parking products, ensure space availability for those accessibility needs and further incentivize transit ridership amongst faculty and staff.

The parking budget continues to provide funding for a number of initiatives that continue to support the Travel Choices program. These initiatives are designed to promote sustainable transportation options and assists in managing parking demand on campus. They include Bike to Work Week sponsorship, regular cycling infrastructure improvements, the subsidized employee monthly bus pass program, the Universal Bus Pass, a carshare partnership with Modo, as well as the availability of electric vehicle and electric bicycle charging locations, and carpooling options, all of which are supported by various educational, committee and communication activities. Revenue will also be utilized to assist with funding the implementation of an All Ages and Abilities (AAA) cycling network on campus as recommended in the Campus Cycling Plan.

In 2019, a Lot Condition Assessment Report was received and 10 year maintenance plan was developed for all campus parking areas. \$0.5M per year has been budgeted for this project; however, due to COVID, this work was paused and is expected to resume in 2022/23.

Parking Services continues to develop alternatives to purchasing parking from a parking dispenser and in the summer of 2020, implemented the Honk Mobile app. This app allows the user to pay for parking with their smart phone.

[Appendix 3](#) illustrates the current 2021/22 parking rates, and outlines proposed parking rates and structure changes for 2022/23.

(d) Child care services

Child care services operates seven child care centres and a family centre at UVic. Child care services operates within small margins, as the majority of revenue comes from provincial child care grant and from parents fees. The operation also receives an annual operating funding to support the director, one staff person, some building operational costs and a portion of the salary costs of the child care workers. The total current subsidy is about \$0.7M per year.

While child care services ended 2019/20 with small surplus of \$0.05M, due to the pandemic the

operation incurred a loss in 2020/21. The centre's ability to operate at capacity was directly impacted by the effects of the pandemic, and the centre needed to operate quite nimbly to ensure compliance with provincial health regulations and child care centre cleaning protocols. In 2020/21, the centre was able to reduce the financial impacts of the pandemic through workforce planning, reducing expenses where possible and ~\$0.5M in financial support provided by the provincial government. The \$0.06M loss incurred by the centre in 2020/21 was absorbed by the centre's operating fund balance.

The 2021/22 budget considered the unique nature of child care and a scenario based on normal full capacity at 116 spaces, operating at 78% capacity from April to August, and 91%, or 105 filled child care spaces from September to March. Under this scenario the centre was projected to show a small deficit of \$0.08M, and the 2021/22 year-end forecast indicates that results will be slightly better than budget with a projected deficit of \$0.07M. With its small reserve balance, the nature of the centre's operation and the ability to absorb the deficit over the long term, child care services will receive central supports to cover the 2021/22 deficit.

The following [Table 15](#) summarizes Child Care operating results for 2019/20 & 2020/21, the year-end forecast for 2021/22 and the projected budgets for 2022/23 to 2024/25:

Table 15 (in millions)

The proposed three year budget includes a 2% rate increase for infants (6 months to 18 months), 2.5% rate increase for toddlers (18 months to 36 months) and a 3% rate increase for pre-school children (37 months to 5 years). The 2022/23 budget reflects an increase in the BC government's wage enhancement program, which will double to \$4.00 per hour; however, the increase will be offset by increased salary and benefits costs. Due to controlled reopening of child care centres to mitigate against COVID risks, fewer space offerings will impede potential revenue generation. Although a deficit is projected for next year's budget, the institutional support to cover the 2021/22 year-end deficit will enable the operation to cover the 2022/23 deficit, and to go forward with an overall positive financial position.

CHILD CARE	Actuals 19-20	Actuals 20-21	21-22 Yr. End Forecast	Projected Budget		
				22-23	23-24	24-25
Total Revenue	\$ 2.08	\$ 1.86	\$ 2.01	\$ 2.14	\$ 2.81	\$ 2.87
Expenditures						
Salaries & Benefits	1.84	1.75	1.90	1.94	2.51	2.56
Operating Expenses	0.19	0.17	0.18	0.24	0.30	0.30
Reserves Provision	0.05	(0.06)	0.00	(0.04)	0.00	0.00
Institutional Support (deficit)	0.00	0.00	(0.07)	0.00	0.00	0.00
Total Expenditures	\$ 2.08	\$ 1.86	\$ 2.01	\$ 2.14	\$ 2.81	\$ 2.87
NET	-	-	-	-	-	-
Reserves						
Beginning Balance	0.06	0.07	0.07	0.07	0.04	0.04
Transfers out	0.00	0.00	0.00	0.00	0.00	0.00
Transfers in	0.01	0.00	0.00	(0.04)	0.00	0.00
End Balance	\$ 0.07	\$ 0.07	\$ 0.07	\$ 0.04	\$ 0.04	\$ 0.04

See [Appendix 4](#) attached for the 2022/23 schedule of child care fees effective May 1, 2022.

(e) Bookstore

The University Bookstore receives revenue through the sale of textbooks, books, computers, supplies (including food and beverages), and services such as regalia rental. Over the past few years, the sale of textbooks has shifted to more digital formats, such as eBooks. Heading into 2020/21 the Bookstore was challenged with maintaining sales levels in an environment of decreased on-campus activity, while at the same time managing expenses by implementing tighter

cost controls through workforce planning, attrition and the redistribution of duties to existing positions. While the Bookstore ended 2020/21 with a net loss of \$0.7M, the shift from physical sales to more profitable digital helped the Bookstore to ameliorate revenue losses over the year, as digital sales are less vulnerable to the affects of decreased on-campus population. The 2021/22 budget reflected a scenario where the summer mirrored 2020/21, with a return to 90-95% of on-campus population in September, resulting in stronger in-store merchandise sales with cost of goods sold adjusted to revenue expectation. The Bookstore is on track to meet budget expectations for this year, projecting to end the 2021/22 year with a \$0.3M deficit, which can be covered by the existing reserve balance.

The following [Table 16](#) summarizes the Bookstore operating results for 2019/20 & 2020/21, the year-end forecast for 2021/22 and the projected budgets for 2022/23 to 2024/25:

Table 16 (in millions)

As customers physically return to campus and with the growing shift of textbooks sales to digital formats in support of a hybrid course delivery, revenues are projected to return to pre-pandemic sales levels over the next three years, with 2022/23 total revenue projected to be 20% greater than 2021/22. Next year's budget reflects a 12%

BOOKSTORE	Actuals 19-20	Actuals 20-21	21-22 Yr. End Forecast	Projected Budget		
				22-23	23-24	24-25
Total Revenue	\$ 9.86	\$ 5.97	\$ 8.02	\$ 9.51	\$ 9.70	\$ 9.89
Expenditures						
Salaries & Benefits	2.25	1.91	1.98	2.04	2.08	2.12
Operating Expenses	0.62	0.57	0.78	0.69	0.70	0.72
Cost of Goods Sold	7.14	4.17	5.52	6.77	6.90	7.04
Reserves Provision	(0.15)	(0.68)	(0.26)	0.01	0.01	0.01
Total Expenditures	\$ 9.86	\$ 5.97	\$ 8.02	\$ 9.51	\$ 9.70	\$ 9.89
NET	-	-	-	-	-	-
Reserves						
Beginning Balance	2.52	2.23	0.94	0.68	0.69	0.70
Transfers out	0.34	0.61	0.00	0.00	0.00	0.00
Transfers in	0.05	(0.68)	(0.26)	0.01	0.01	0.01
End Balance	\$ 2.23	\$ 0.94	\$ 0.68	\$ 0.69	\$ 0.70	\$ 0.71

forecasted increase in textbook, and a 23% forecasted increase in merchandise sales as customers physically return to campus. The three-year budget reflects active management of operating expenses and wages through the redistribution of duties to existing positions as attrition allows, with contributions to the reserve fund over the next three years. The bookstore reserve funds includes contributions from the bookstore, regalia and computer store, with a combined \$0.7M fund balance projected for 2021/22 fiscal year end. Reserve funds will be held to fund on-going capital asset renewals, technology renewal, and to invest in digital strategies for course materials to safeguard the business as it continuously reengineers itself operationally to market forces. The bookstore will continue to develop and pilot all-inclusive access for digital course materials through the university's learning management system, adopt course materials within the BC Open Textbook initiative, and support access to open educational resource materials.

(f) Off-campus properties

The university has two profit-oriented subsidiaries: Heritage Realty Properties and the Vancouver Island Technology Park. Heritage Realty Properties manages the rental properties and downtown hotel and brew-pub which were donated to the university by the late Dr. Michael C. Williams. The Vancouver Island Technology Park (VITP) is a research park which leases space to high-technology companies on Vancouver Island. Both these entities have Boards that oversee and approve their annual budgets. These entities, which are recorded in the university's financial statements on an equity basis, are considered investments of the university. Heritage Realty Properties, including properties owned directly by UVic, provides an annual return to the university, expected to be at least \$0.9M, which is

invested in university initiatives consistent with the wishes of the donor. A financial return to the university from VITP is also expected each year of at least \$0.75M.

Specific purpose funds

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

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

Total revenue for specific purpose increased by \$81.9M in 2020/21, largely the result of strong investment income within the Foundation of \$83.9M compared to investment loss of \$13.1M in the previous year. The strong investment income was partially due to a reversal in the temporary decrease in the fair market values of endowment investments in March of 2020 when COVID-19 was declared a global pandemic. The majority of revenue in the specific purpose fund is either departmental revenue or revenue from the University of Victoria Foundation.

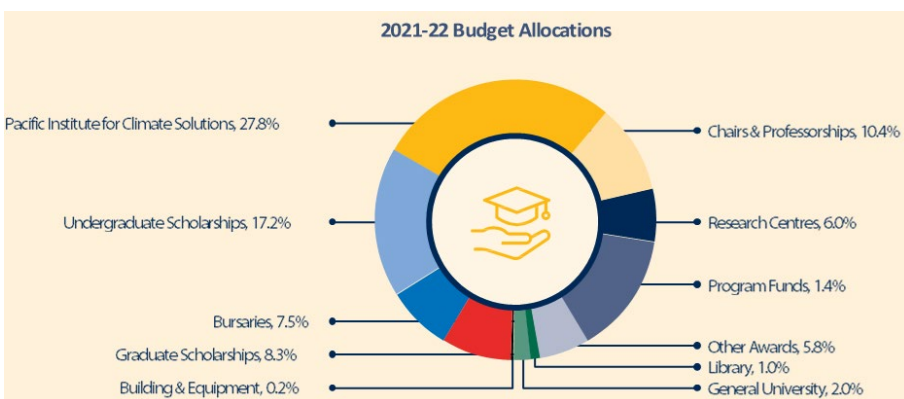
Departmental revenue is mainly derived from external grants designated for specific purposes such as programs in business and fees from academic and administrative conferences held by departments and are generally non-recurring in nature.

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

The University of Victoria Foundation holds and invests funds raised for endowment purposes. As at December 31, 2021, there were over 1,400 funds with a market value of ~\$571M. Annually, the Foundation Board approves a distribution (budget) from the Foundation to the university based on the terms of each endowment fund and the overall spending policy of the Foundation.

Total foundation distribution was \$17.6M in 2021/22, and allocations are shown in the chart to the right. The distribution budget for the foundation is based on 4.0% of inflation adjusted principal, plus an additional annual spending of 0.5% to those funds whose value was greater than 108% of inflation adjusted principal. The

budget increased by 11% in 2021/22 or ~\$1.8M. The three factors that contributed to the budget increase were: annual inflation capitalization, new donations and 78 additional funds with an additional



0.5% distribution. The original budget approved in 2020/21 was \$17.1 million and was subsequently reduced to \$15.8 million out of caution as a result of the pandemic and associated market volatility.

For 2022/23, the budget is expected to grow by the 2021 inflation rate of 3.4%. Although the Foundation experienced a strong financial return of 12% in 2021, recent market volatility from the global pandemic and Russia's recent invasion of Ukraine may impact the decision with respect to the additional 0.5% spending in 2022/23. The budget will be approved by the foundation in March 2022 and transferred to the university in April 2022.

Sponsored research funds

(a) Research income

There are four major categories of sponsored research funds: 1) competitively-adjudicated funding from the Tri-Agencies (NSERC, SSHRC and CIHR); 2) funding from the Canada Research Chairs (CRC) program; 3) competitively-awarded major research infrastructure support such as the Canada Foundation for Innovation (CFI) and the BC Knowledge Development Fund (BCKDF); and 4) other sources including Research Support Funds (RSF) from the Tri-Agencies, grants from non-Tri-Agency sources, research agreements, and contracts with governments, foundations and industry. Over the last decade, the total amount of research funding has increased by ~\$20M, with is attributable to the increase in federal Tri-Agencies funds awarded to UVic researchers. Some key research inputs, outputs and outcomes for 2020/21 are illustrated to the right.



(b) Research highlights

Aspiration 2030: Strategic Research and Creative Works Strategy

The new research and creative works strategy, Aspiration 2030, was launched in October 2021, following more than a year of extensive consultations with the university community. The vision for Aspiration 2030 is "Creating a better world through curiosity, engagement and innovation." This institutional plan provides a framework to guide the university into the next decade of research excellence. Implementation is now underway and up-to-date information is available at <https://www.uvic.ca/aspiration2030>.

UVic Health Initiative

The UVic Health Initiative began in 2018 as a joint activity of the Offices of the Vice-President Academic and the Vice-President Research and Innovation. Collaborative Health Grants were established to stimulate team-based, interdisciplinary, health-related projects that are likely to

attract CIHR funding, fostering new collaborations across units at UVic and with external partners such as the Capital Regional District (CRD), Aboriginal Coalition to End Homelessness Society, Island Health, BC Cancer Agency and First Nations Health Authority. In addition, focused mentorship and support was provided to applicants to the MSFHR Scholar Award that provides \$0.5M over five years to Early Career Researchers and protects 75% of their time for research. The number of applications submitted in July 2021 doubled (n=10) and UVic had five successful applications, which was a 500% increase compared with each of the previous five years. This is an all-time high and a fantastic result for us. More recent work is focused on the creation of a new Urban Health innovation hub in downtown Victoria, which will advance research and innovation and provide new supports in areas of public need, such as homelessness, substance use, mental health, Indigenous health and access to health systems.

Strategic Canada Research Chairs: a Response to Major Funding Opportunities

The submission and approval of 7 new Canada Research Chairs (CRC) in 2020-21 completed the strategic initiative of developing clusters of chairs by attracting to UVic new research leaders addressing interdisciplinary research areas. Two clusters in “Lifelong Health” and “Sustainable Futures” were completed in alignment with *Aspiration 2030* and complementing UVic’s Health Initiative and the Climate and Sustainability Action Plan (CSAP). Each of the clusters include 6 CRC chairs. In addition, the Sustainable Futures clusters includes two new Impact Chairs and two President Chairs appointed in 2021.

Partnerships and Innovation

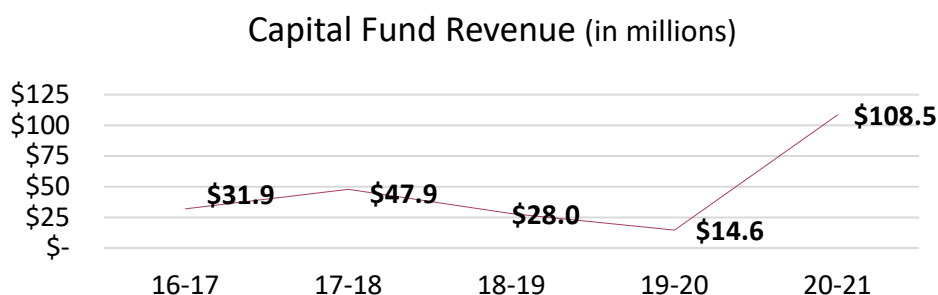
Our Industry Liaison Officers in Research Partnerships provided support for large-scale grants with the Canadian Digital Supercluster, Genome Canada and BC Cancer Agency. The Coast Capital Innovation Centre (CCIC) raised over \$12 million in private and public funding and created over 100 jobs in 2020-21. CCIC also supported approximately 90 groups from the UVic community with access to programming and education. A UVic innovation hub, the first community based hub as part of the new UVic Innovation network was launched in downtown Victoria at Club Kwench and will house the ‘W Venture’ program to help entrepreneurial women advance by offering experience with hands-on, individual support and subject-matter expertise. The W Venture comprises 33 women-led businesses across BC with 11 that are UVic-based companies.

(c) Addressing the impact of the COVID-19 Pandemic on Research

The COVID-19 pandemic continued to disrupt research and creative activities on and off campus in 2020-21. UVic researchers provided significant contributions to understanding the medical, social, environmental and economic impacts of COVID-19. UVic supported the campus research community through the donor-supported Research Accelerator Fund in collaboration with VP External Relations to publicize COVID-related research at UVic and raise funds from the community to accelerate these projects. The UVic Research Recovery Fund helped to offset some of the direct financial losses associated with pausing research projects. UVic also accessed the federal government’s Canada Research Continuity Emergency Funding (CRCEF) in partnership with the VPFO team to support UVic researchers.

Capital fund

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



Major capital activity over the past year included:

1. Deferred maintenance program

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

- Cunningham fume hood dispersion system renewal (multiyear project);
- Bio-level 2 and safety upgrades to science labs and other lab or office renewal to support faculty;
- West campus greenway in support of our cycling plan;
- Conversion of boiler plant to academic space (multi-year);
- HVAC system upgrades;
- Energy transfer stations upgrades to improve building efficiencies;
- Continuation of the roof replacement and elevator renewal programs; and
- Various other smaller deferred maintenance or other projects (fall protection, metering, etc.).

2. Student housing and dining

Expansion of student housing has been a capital priority for a number of years. During 2019/20, approval was provided by the Provincial government to access debt to finance a two building 620 bed expansion project that includes a new campus dining facility. During 2020/21, two current residence buildings, Emily Carr and Margaret Newton, as well as the Cadboro Commons were deconstructed. Building one which will provide the new dining facility and additional dorms style rooms will open in September 2022. Building two which includes a new pod style room, conference services and an indigenous lounge is anticipated to be complete in 2023.

3. National Centre for Indigenous Laws

This project includes an addition to the Fraser Building to support the new JD/JID program within the Faculty of Law. The project has been delayed due to construction escalation and is now anticipated to be completed in 2024.

4. Addition to the Engineering and Computer Science Building and High Bay Structures Lab

This project will provide incremental space to support 500 FTE undergraduate students within the Faculty of Engineering and Computer Science including new spaces to support the Civil Engineering program. The project was approved by the province in 2021 and is expected to be complete in 2024.

The capital priorities in the 2022/23 capital plan for the next five years include:

- Murray and Anne Fraser Building Interior Modernization and Seismic renewal;
- Addition to the Business and Economic Building;
- Mearns Centre for Learning Modernization and seismic upgrade;
- Campus seismic upgrading program; and
- Active Transportation Improvement Program.

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

Financial risks

Developing the budget framework requires that we consider risks that may affect the university's financial position and ability to implement strategies outlined in this document. The framework is developed based on certain assumptions and current information. If assumptions don't materialize, there could be significant impacts to both revenues and expenditures. The COVID-19 pandemic confirmed that a scenario just like this is possible, and this strengthens our commitment to exercising caution in our financial planning efforts.

Like previous budget frameworks, this document outlines the financial risks and assumptions that the university has considered in developing the framework. The top institutional risk continues to be managing and recovering from the effects of the pandemic, which increases other risks such as enrolment management, provincial grant funding, and finances and investments impacted by market fluctuations. These risks and others are outlined below.

- Enrolment levels can be affected by the economy, competition, the world economic environment, demographics, and a global crises, such as the pandemic and the war on Ukraine. While we are planning for slightly reduced international enrolment and steady state domestic enrolment, our approach to managing the risk of revenue loss due to an enrolment decline (as noted above) is to employ an enrolment contingency budget of \$7.0M (see summary in the financial summary section). We will carefully monitor student enrolment throughout the year so we can respond to enrolment changes and minimize institutional impacts.
- The operating grant for 2022/23 is not yet known, and the province typically announces funding to post-secondary institutions later in the spring. The budget for the Province has been announced and summary level information indicates that grant funding should be in-line with expectations; however, there is always a risk that the grant may be different than estimated in this budget.
- The budget plan for 2022/23 to 2024/25 has been developed assuming that the province will fully fund upcoming collective bargaining costs. The impacts on the operating budget would be significant should these not be funded.

- Utility and/or other non-salary expenditures may experience inflation beyond those provided for in this budget. The risk for 2022/23 is more significant than in prior years given world events and current increasing inflation information.
- While the Federal/Provincial Knowledge Infrastructure (KIP) project which renewed six of the oldest buildings on campus, and the current MMR program within government has enabled us to address some of deferred maintenance, overall building conditions remain an issue. Given the age of some buildings, there is a greater likelihood of a large unexpected repair. The university does not have funding set aside for such occurrences.
- A weak Canadian dollar relative to the US dollar has had a negative impact on the university's purchasing power particularly with respect to library acquisitions, software licensing, facilities construction and other supplies. A sustained lower dollar or a worsening of the dollar will further erode purchasing power in these areas and may require realignment of resources.

Compliance with section 29 of the university act

Section 29 of the University Act requires that the university may not have a deficit in any year. The determination of deficit is in accordance with the standards used in the preparation of the university's external, audited financial statements. As noted above, the university prepares its budgets and manages its financial activities using fund accounting. In order to be in compliance with Section 29 of the University Act, the university also completes a forecast of the expected results in accordance with the requirements of the University Act. In 2020/21 the university received approval to run a small consolidated deficit for 2020/21 as well as 2021/22; however, it was not needed.

Appendices:

[Appendix 1](#) – Schedule of proposed tuition fees

[Appendix 2](#) – Housing fee table

[Appendix 3](#) – Parking fee table

[Appendix 4](#) – Schedule of child care fees

Appendix 1: Schedule of proposed tuition fees

			Effective May 1, 2020	Effective May 1, 2021	Effective May 1, 2022
UNDERGRADUATE TUITION					
Tri Faculty					
Per fee unit -	Domestic		387.34	395.08	402.98
	International		1,724.04	1,788.68	1,855.76
	Grandparented International		1,351.26	1,401.94	1,454.52
Course Challenge					
Per fee unit -	Domestic		193.67	197.54	201.49
	International		862.02	894.34	927.88
	Grandparented International		675.63	700.97	727.26
AHVS 488 and HA 499 per unit			482.70	492.36	502.21
Business Faculty					
Per fee unit -	Domestic		528.07	538.62	549.39
	International		1,820.27	1,888.52	1,959.34
	Grandparented International		1,752.21	1,817.92	1,886.09
Co-op program fee -	Domestic		365.71	373.03	380.49
	International		657.13	681.77	707.34
Engineering Faculty ENGR courses					
Per fee unit -	Domestic		387.34	395.08	402.98
	International		1,724.04	1,788.68	1,855.76
	Grandparented International		1,351.25	1,401.94	1,454.51
CENG, ELEC, MECH, CSC, SENG, BIOM					
Per fee unit -	Domestic		428.60	437.18	445.92
	International		1,860.25	1,930.00	2,002.38
	Grandparented International		1,458.00	1,512.66	1,569.38
Co-op program fee -	Domestic		365.71	373.03	380.49
	International		657.13	681.77	707.34
Co-op Work Term					
Per work term -	Domestic		731.42	746.06	760.98
	International		1,314.26	1,363.54	1,414.67
Co-op Work Term Challenge					
	Domestic		365.71	373.03	380.49
	International		657.13	681.77	707.34
Law Tuition					
Full-time, per term -	Domestic		5,083.87	5,185.55	5,289.26
	International		18,598.69	19,296.14	20,019.75
Law Tuition					
Part-time, per term -	Domestic		677.87	691.42	705.25
	International		2,479.85	2,572.84	2,669.32

Appendix 1: Schedule of proposed tuition fees continued

		Effective May 1, 2020	Effective May 1, 2021	Effective May 1, 2022
UNDERGRADUATE TUITION				
Audit Fees per fee unit				
Under age 65				
Undergraduate -	Domestic	193.68	197.55	201.51
	International	862.03	894.36	927.90
Graduate -	Domestic	336.22	342.94	349.80
	International	450.10	459.10	468.28
Age 65 or over				
Undergraduate -		65.61	66.92	68.26
Graduate -		110.49	112.70	114.95
Graduate Tuition (per term)				
Full fee installment -	Domestic	2,011.44	2,051.66	2,092.68
	International	2,537.00	2,587.74	2,639.50
Half fee installment -	Domestic	1,005.72	1,025.83	1,046.34
	International	1,268.50	1,293.87	1,319.75
Non-degree -	Domestic	798.88	814.86	831.16
	International	1,010.15	1,030.35	1,050.96
Graduate Re-registration Fees (per term) until maximum completion limits				
	Domestic	798.88	814.86	831.16
	International	1,010.15	1,030.35	1,050.96
Thereafter -	Domestic	2,011.44	2,051.66	2,092.68
	International	2,537.00	2,587.74	2,639.50
Graduate Co-op Work Term				
	Domestic	731.42	746.06	760.98
	International	919.99	938.38	957.14
MBA Daytime Tuition (per term)				
Full fee installment -	Domestic	6,496.23	6,626.15	6,758.66
	International	9,640.05	9,832.85	10,029.50
Non-degree -	Domestic	2,143.97	2,186.85	2,230.59
	International	3,181.54	3,245.17	3,310.07
MBA Daytime Re-registration fees (per term) until maximum completion limits				
	Domestic	2,143.97	2,186.85	2,230.59
	International	3,181.54	3,245.17	3,310.07
Thereafter -	Domestic	6,496.23	6,626.15	6,758.66
	International	9,640.05	9,832.85	10,029.50
MBA Weekend Tuition (per term)				
Full fee installment -	Domestic	4,330.82	4,417.44	4,505.78
	International	6,426.70	6,555.23	6,686.34

Appendix 1: Schedule of proposed tuition fees continued

		Effective May 1, 2020	Effective May 1, 2021	Effective May 1, 2022
Graduate Tuition (per term)				
MBA Weekend Re-registration fees (per term)				
until maximum completion limits				
	Domestic	1,429.32	1,457.91	1,487.07
	International	2,121.03	2,163.45	2,206.72
Thereafter -				
	Domestic	4,330.82	4,417.44	4,505.78
	International	6,426.70	6,555.23	6,686.34
MBA/JD MBA Tuition (per term)				
Full fee installment -				
	Domestic	4,330.82	4,417.44	4,505.78
	International	6,426.70	6,555.23	6,686.34
MBA/JD Re-registration fees (per term)				
until maximum completion limits				
	Domestic	1,429.32	1,457.91	1,487.07
	International	2,121.03	2,163.45	2,206.72
Thereafter -				
	Domestic	4,330.82	4,417.44	4,505.78
	International	6,426.70	6,555.23	6,686.34
Master of Global Business (MGB) fees (per term)				
Full fee installment -				
	Domestic	7,313.97	7,460.24	7,609.44
	International	12,089.73	12,331.52	12,578.14
MGB Partner University Double Degree (one time fee)				5,162.03
MGB Internship Fee				
	Domestic		373.03	380.49
	International		469.19	478.57
MGB Re-registration fees (per term)				
until maximum completion limits				
	Domestic	2,437.98	2,486.74	2,536.48
	International	4,029.89	4,110.49	4,192.69
Thereafter -				
	Domestic	7,313.97	7,460.24	7,609.44
	International	12,089.73	12,331.52	12,578.14
Master of Management (MM) fees (per term)				
Full fee installment -				
	Domestic		8,333.32	8,499.98
	International		10,833.32	11,049.98
Master of Management (MM) Re-registration fees (per term)				
until maximum completion limits				
	Domestic		2,750.00	2,805.00
	International		3,575.00	3,646.50
Thereafter -				
	Domestic		8,333.32	8,499.98
	International		10,833.32	11,049.98
MA in Community Development (MACD)				
	Domestic	2,864.66	2,921.94	2,980.38
	International	3,553.34	3,624.40	3,696.88

Appendix 1: Schedule of proposed tuition fees continued

		Effective May 1, 2020	Effective May 1, 2021	Effective May 1, 2022
Graduate Tuition (per term)				
MACD Re-registration Fees, per term				
until maximum completion limits				
	Domestic	954.90	974.00	993.48
	International	1,184.43	1,208.11	1,232.28
Thereafter -	Domestic	2,864.66	2,921.94	2,980.38
	International	3,553.34	3,624.40	3,696.88
Health Informatics fee				
fees per term				
	Domestic	4,920.30	5,018.70	5,119.08
	International	5,620.35	5,732.76	5,847.42
Health Informatics Re-registration Fees (per term)				
until maximum completion limits				
	Domestic	1,764.12	1,799.40	1,835.39
	International	2,003.58	2,043.65	2,084.52
Thereafter -	Domestic	4,920.30	5,018.70	5,119.08
	International	5,620.35	5,732.76	5,847.42
Master of Public Health (MPH)				
	Domestic	2,437.98	2,486.74	2,536.48
	International	3,075.26	3,136.76	3,199.50
MPH Re-registration Fees (per term)				
until maximum completion limits				
	Domestic	812.68	828.94	845.51
	International	1,025.07	1,045.57	1,066.49
Thereafter -	Domestic	2,437.98	2,486.74	2,536.48
	International	3,075.26	3,136.76	3,199.50
Double Degree in Nursing & Health Informatics (NNHH)				
	Domestic	4,063.32	4,144.48	4,227.36
	International	5,125.36	5,227.86	5,332.42
NNHH Re-registration Fees (per term)				
until maximum completion limits				
	Domestic	1,354.47	1,381.56	1,409.19
	International	1,708.46	1,742.63	1,777.48
Thereafter -	Domestic	4,063.32	4,144.48	4,227.36
	International	5,125.36	5,227.86	5,332.42
MEng Telecommunications & Information Security (MTIS) (per term)				
	Domestic	7,507.76	7,657.92	7,811.06
	International	9,947.63	10,146.58	10,349.52

Appendix 1: Schedule of proposed tuition fees continued

		Effective May 1, 2020	Effective May 1, 2021	Effective May 1, 2022
Graduate Tuition (per term)				
MTIS Re-registration Fees (per term)				
until maximum completion limits				
	Domestic	2,477.57	2,527.12	2,577.66
	International	3,282.73	3,348.39	3,415.35
Thereafter -				
	Domestic	7,507.76	7,657.92	7,811.06
	International	9,947.63	10,146.58	10,349.52
Master of Engineering in Applied Data Science (MADS) (per term)				
	Domestic	9,520.00	9,710.40	9,904.60
	International	12,579.99	12,831.58	13,088.22
MADS Re-registration Fees (per term)				
until maximum completion limits				
	Domestic	3,141.60	3,204.43	3,268.52
	International	4,151.40	4,234.43	4,319.12
Thereafter -				
	Domestic	9,520.00	9,710.40	9,904.60
	International	12,579.99	12,831.58	13,088.22
Master of Engineering in Industrial Ecology (per term)				
	Domestic	6,000.00	6,120.00	6,242.40
	International	8,333.33	8,500.00	8,670.00
Master of Engineering in Industrial Ecology Re-registration Fees (per term)				
until maximum completion limits				
	Domestic	1,980.00	2,019.60	2,060.00
	International	2,750.00	2,805.00	2,861.10
Thereafter -				
	Domestic	6,000.00	6,120.00	6,242.40
	International	8,333.33	8,500.00	8,670.00
Master of Engineering in Biomedical Systems (per term)				
	Domestic		5,333.32	5,439.98
	International		10,400.00	10,608.00
Master of Engineering in Biomedical Systems Re-registration Fees (per term)				
until maximum completion limits				
	Domestic		1,760.00	1,795.20
	International		3,432.00	3,500.64
Thereafter -				
	Domestic		5,333.32	5,439.98
	International		10,400.00	10,608.00
PhD in Health Informatics (HINF) (per term)				
	Domestic	2,918.32	2,976.68	3,036.22
	International	7,244.70	7,389.58	7,537.38

Appendix 1: Schedule of proposed tuition fees continued

		Effective May 1, 2020	Effective May 1, 2021	Effective May 1, 2022
Graduate Tuition (per term)				
PhD HINF Re-registration Fees (per term)				
until maximum completion limits				
	Domestic	1,459.16	1,488.34	1,518.11
	International	2,390.72	2,438.54	2,487.31
Thereafter -	Domestic	2,918.32	2,976.68	3,036.22
	International	7,244.70	7,389.58	7,537.38
CERTIFICATES / DIPLOMAS				
Graduate Certificate in Medical Physics				
Per fee unit -				
	Domestic	1,407.70	1,435.86	1,464.57
	International	1,775.65	1,811.16	1,847.39
Grad Certificate Health Terminology Standards				
Per fee unit -				
	Domestic	1,503.40	1,533.46	1,166.70
	International	1,716.95	1,751.28	1,332.42
PROGRAM FEES, PER TERM - UNDERGRADUATE				
Inacademic Program Fee (BCom)				
	International	466.29	483.78	501.92
	Grandparented International	448.86	465.70	483.16
Professional Specialization Certificate				
in Special Education				
	Domestic	394.18	402.06	410.10
	International	531.78	551.72	572.41
PROGRAM FEES, PER TERM - GRADUATE				
Master of Business Administration (MBA)				
Daytime Program				
	Domestic	844.65	861.54	878.77
	International	740.37	1,129.62	1,152.22
Weekend Program				
	Domestic	563.10	574.36	585.85
	International	753.08	768.14	783.50
JD/MBA Double Degree				
	Domestic	563.10	574.36	585.85
	International	753.08	768.14	783.50
Master of Global Business (MGB)				
	Domestic	1,051.06	1,072.08	1,093.52
	International	1,333.56	1,360.24	1,387.44
MGB Partner University Double Degree (one time fee)				2,040.30

Appendix 1: Schedule of proposed tuition fees continued

		Effective May 1, 2020	Effective May 1, 2021	Effective May 1, 2022
PROGRAM FEES, PER TERM - GRADUATE				
Master of Management (MM)				
	Domestic		1,166.66	1,189.99
	International		1,666.66	1,699.99
PhD in International Management & Organization				
	Domestic	510.00	520.20	530.60
	International	551.62	562.64	573.89
MEd/MA EPLS Counselling				
	Domestic	394.14	402.02	410.06
	International	409.77	417.96	426.32
Indigenous Ed grad prog in Indigenous Revitalization				
	Domestic	394.16	402.04	410.08
	International	409.77	417.96	426.32
Child and Youth Care MA				
	Domestic	386.42	394.14	402.02
	International	401.71	409.74	417.94
PROGRAM FEES FOR UVIC DEGREE STUDENTS				
LATHE (Learning/Teaching in Higher Ed)				
	Domestic	798.88	814.86	831.16
	International	1,010.15	1,030.35	1,050.96
Indigenous Nationhood Certificate Program				
Degree Students	Domestic	798.88	814.86	831.16
	International	1,010.15	1,030.35	1,050.96
Health Terminology Standards				
Degree Students	Domestic	2,255.07	2,300.17	2,346.17
	International	2,575.39	2,626.90	2,679.44
Evaluation Certificate				
Degree Students	Domestic		814.86	831.16
	International		1,030.35	1,050.96

Appendix 2: Housing fee table

Single Student Housing	2021/22 (per term)	2022/23 Proposed (per term)	% Increase
Single	\$3,119	\$3,275	5.0%
New: single B1		\$3,400	n/a
Double	\$2,386	\$2,506	5.0%
Cluster	\$3,616	\$3,797	5.0%
Bachelor	\$3,632	\$3,813	5.0%
One bedroom	\$4,534	\$4,761	5.0%
New: one bedroom B1		\$4,942	n/a
Value double	\$1,790	\$1,879	5.0%
2 bed townhouse	\$4,702	\$4,937	5.0%

Standard Meal Plan	2021/22 (per term)	2022/23 Proposed (per term)	% Increase
	\$2,794	\$2,934	5.0%

Single Student Housing with Meal Plans*	2021/22	2022/23 Proposed	% Increase
Single room + standard meal plan	\$11,827	\$12,418	5.0%
New: single B1 + standard meal plan		\$12,667	n/a
Double room + standard meal plan	\$10,361	\$10,879	5.0%
Value double + standard meal plan	\$9,168	\$9,626	5.0%

*For the academic year (September to April)

Family Housing (monthly)	2021/22	2022/23 Proposed	% Increase
One bedroom apartment	\$1,031	\$1,083	5.0%
Two bedroom apartment	\$1,250	\$1,313	5.0%
Two bedroom townhouse	\$1,326	\$1,392	5.0%
Three bedroom townhouse	\$1,558	\$1,636	5.0%

Appendix 3: Parking fee table

2022/23 Proposed Parking Rates*						
Long Term	Monthly	Daily	Hourly	Evening	Saturday	Annual
General	\$75.00	\$9.00	\$2.00	\$4.00	\$4.00	n/a
Reserved	\$131.00	n/a	n/a	\$4.00	\$4.00	n/a
Value	\$49.00	\$6.00	\$2.00	\$4.00	\$4.00	n/a
Motorcycle	\$29.00	n/a	n/a	n/a	n/a	n/a
Night Staff	\$38.00	n/a	n/a	n/a	n/a	n/a
Family Housing	\$26.08	n/a	n/a	n/a	n/a	\$312.90

Short Term	15 Min	1 Hour
Inside Ring Road	\$0.75	\$3.00
Outside Ring Road	\$0.50	\$2.00

* Effective September 1st, 2022

2021/22 Parking Rates	Purchased between dates		Monthly
	01 Sept & 31 Dec	01 Jan & 30 Apr	
General Reserved Parking	\$1,043	\$699	\$131
General Parking	\$596	\$400	\$75
Ian Stewart Complex/Velox Parking	\$387	\$259	N/A
General Student Parking	\$596	\$400	\$75
Motorcycle and Scooter	\$226	\$152	\$45
Flexible Reserved	\$731	N/A	N/A
Flexible General	\$418	N/A	N/A
Carpool	Annual Rate		

Appendix 4: Schedule of child care fees

	2021/22	2022/23 (effective May 1, 2022)			
	Rate per month	Rate per month	% Rate Increase	BC Gov't Child Care Fee Reduction Initiative *	Family Monthly Net Fees Owing
Infant Care - Children Aged 6 to 18 Months (Maximum 10 spaces)					
Level A (staff)	\$ 1,496	\$ 1,526	2.0%	(\$350)	\$ 1,176
Level B (students)	\$ 1,380	\$ 1,408	2.0%	(\$350)	\$ 1,058
Toddler Care – Children Aged 18 to 36 Months (Maximum 24 spaces)					
Level A (staff)	\$ 1,310	\$ 1,343	2.5%	(\$350)	\$ 993
Level B (students)	\$ 1,180	\$ 1,210	2.5%	(\$350)	\$ 860
Children Aged 36 Months to School Aged (5 Years) (Maximum 82 spaces)					
Level A (staff)	\$ 1,005	\$ 1,035	3.0%	(\$100)	\$ 935
Level B (students)	\$ 840	\$ 865	3.0%	(\$100)	\$ 765

*Information about the BC Provincial Government's Child Care Fee Reduction Initiative Program can be found [here](#).

Families who are Canadian Citizens or Permanent Residents are also encouraged to check their eligibility for funding under the BC Provincial Government [Affordable Child Care Benefit Program](#)



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

March 14, 2022

To: Operations and Facilities Committee

From: Kevin Hall, President and Vice-Chancellor

A handwritten signature in black ink, appearing to read "Kevin Hall", written over the printed name.

cc: Susan Lewis, Acting Vice-President Academic and Provost

Meeting Date: March 29, 2022

Subject: Renewal of Term Raincoast Chair in Applied Conservation Science

Basis for Jurisdiction: Policy for the Establishment of Endowed and Term Chairs and Professorships (Policy AC1100)
Strategic Framework

Strategic Relevance: The Raincoast Chair in Applied Conservation Science aligns with Strategic Framework strategies to support talented faculty through enhanced resources and programs (strategy 1.1.), invest in areas of research strength that further global prominence (2.3), foster respectful partnerships with Indigenous communities and governments (4.5), and build world-leading research that contributes to sustainability on a global scale (5.1). More specifically, the Raincoast Chair enhances the university's teaching and research reputation in environmental and social sustainability.

Previous Consultation: At their February 4, 2022 meeting, Senate approved and recommend to the Board of Governors that it also approve the renewal of the Raincoast Chair in Applied Conservation Science.

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the renewal of the Raincoast Chair in Applied Conservation Science in the Department of Geography, Faculty of Social Sciences for a second five-year term from June 30, 2022 to June 30, 2027.

Background: Following the initial term of the Raincoast Chair in Applied Conservation Science from 2017-21, the anonymous donors have agreed to grant to UVic the second portion of the gift for another five-year term. The donors and the Faculty of Social Sciences agree that the goals of the Raincoast Chair are being met and the research chair continues to be viable.


This second term will continue to complement and expand the department's capabilities in important ways, as well as advance knowledge in the field of applied conservation science and contribute to academic programs through teaching, research and service.

There are no new budget implications associated with this proposal. The donors agree to grant to UVic the second portion of the gift for the five-year term (2022-27) in accordance with the terms of the Gift Agreement signed December 2021.

Planned Further Action: The reappointment of the Term Raincoast Chair in Applied Conservation Science by the Department of Geography.

Attachment(s): Memo to Senate dated January 17, 2022.

memo

To: Members of Senate
From: Valerie S. Kuehne, Vice-President Academic and Provost 
CC: Lois Harder, Dean, Faculty of Social Sciences
Susan Lewis, Acting Vice-Provost
Date: January 17, 2022
Re: **Renewal of Term Raincoast Chair in Applied Conservation Science**

The University of Victoria is a national and global leader in conservation science teaching and research, with considerable expertise in the Department of Geography, Faculty of Social Sciences.

Following the initial term of the Raincoast Chair in Applied Conservation Science from 2017-21, the anonymous donors have agreed to grant to UVic the second portion of the gift for another five-year term. The donors and the Faculty of Social Sciences agree that the goals of the Raincoast Chair are being met and the research chair continues to be viable. We respectfully request approval to renew the Raincoast Chair in Applied Conservation Science in the Department of Geography for the second five-year term, from 2022-27. This second term will continue to complement and expand the department's capabilities in important ways, as well as advance knowledge in the field of applied conservation science and contribute to academic programs through teaching, research and service.

The Raincoast Chair in Applied Conservation Science and the associated Raincoast Applied Conservation Science Lab will support social-ecological sustainability that considers nature and relationships between people and nature. With a focus on working actively with Indigenous governments, the Raincoast Chair and Lab will contribute high-quality data from applied scientific research to inform decision-making, including to influence environmental policy by governments. Central to these outcomes is training and supporting the next generation of applied conservation scientists.

Background

The Policy for the Establishment of Endowed and Term Chairs and Professorships (AC1100) guides the establishment and naming of endowed chairs. Chair holders are established through the generosity of benefactors who work with UVic to establish terms of reference for the chair position. Endowed chairs advance academic programs of the university, enhancing teaching, research and creative activity.

Strategic relevance

The Raincoast Chair contributes to the university's leadership in fostering respect and reconciliation, including by supporting productive and authentic research relationships with Indigenous governments and other decision-makers. With its emphasis on training and connections with Indigenous communities and policymakers, the Raincoast Chair and Lab will further the university's commitment and contribution to Indigenous communities. Its programs will extend and expand over a long period to ensure foundational data integrity, and be applied across a variety of wildlife, fish and forest resources that have high cultural and economic importance. The Raincoast Chair and Lab will continue to address not only conservation problems but also opportunities, so that nature and people can thrive together.

The Raincoast Chair will also enhance the university's teaching and research reputation in environmental and social sustainability, and continue to contribute to the Department of Geography's body of scholarship in applied conservation science.

Focus and duties

The mission of the Raincoast Chair is to develop applied conservation scholars and practitioners whose research informs and empowers environmental managers to make informed decisions based on evidence.

Operating principles:

- Decision-makers, including members of the public, require relevant, reliable, timely and understandable information to address environmental problems and opportunities.
- Strong evidence is derived from scientific research, which must survive the rigours of peer-review.
- Applied scholars can not only produce scholarship but also communicate information to support environmental management decisions.
- Seeking, generating and receiving evidence cannot be separated from the value systems of those involved.

In all work, the Raincoast Chair and Lab strive to:

1. Acknowledge and apply core values as applied to the lab (honesty, team-orientation, equity and diversity, hard work) and beyond (conservation, social justice, Indigenous rights, animal welfare, and informed advocacy).
2. Work with diverse partners & knowledge systems in a decolonizing framework, especially via collaboration with Indigenous Nations and their members.
3. Develop and implement creative, targeted, and collaborative research connections.
4. Maintain and nurture long-term relationships with partners via open dialogue, and mutually-beneficial, productive collaborations.
5. Ensure the rigour of the RC & RACSL research (and the authority of applied information) by exposing the lab's work to peer-review.
6. Communicate new knowledge clearly, compellingly, and broadly, beyond the world of academia.

Funding to support the chair

There are no new budget implications associated with this proposal. The donors, who wish to remain anonymous, agree to grant to UVic the second portion of the gift for the five-year term (2022-27) commencing June 30, 2022, in accordance with the terms of the Gift Agreement signed December 2021.

Planned further action

The reappointment of the Term Raincoast Chair in Applied Conservation Science.

Recommended motion

That Senate approve and recommend to the Board of Governors that it also approve the renewal of the Raincoast Chair in Applied Conservation Science in the Department of Geography, Faculty of Social Sciences for a second five-year term commencing June 30, 2022.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

March 14, 2022

To: Operations and Facilities Committee

From: Susan Lewis, Acting Vice-President Academic and Provost



cc: President and Vice-Chancellor

Meeting Date: March 29, 2022

Subject: Enrolment Projections for 2022/23

Basis for Jurisdiction: University Act (section 27)
Strategic Framework (strategy 1.1)
Senate

Strategic Relevance: Enrolment projections set the overall parameters for the university to actively recruit and retain a diverse community of talented students, as per Strategic Framework strategy 1.1. Using these projections, the university will develop effective, data-driven student recruitment and retention goals that align with both the Strategic Framework and our Strategic Enrolment Management Plan.

Previous Consultation: Meeting of Senate on February 4, 2022.

Recommendation:

THAT the Operations and Facilities Committee approve, and recommend to the Board of Governors that it also approve, a recommended enrolment level of 18,548 FTE for the 2022/23 academic year, subject to revisions in the event of new information regarding mandated growth, funding levels, application rates, and world events.

Background: Under the University Act, the Board of Governors determines the level of student enrolments upon recommendation from Senate. This memo recommends a level of enrolment that will be subject to review throughout the year in light of changing information regarding government-mandated growth, funding levels, application rates and other factors including world events such as natural disasters, pandemics and military conflicts.

As noted in the attached memo to Senate, an operating grant is provided by the Ministry of Advanced Education and Skills Training (MAEST) contingent upon achieving a domestic enrolment target. MAEST provides funding for domestic students, per FTE, but does not provide funding for international student FTEs. The connection between operating grants, enrolment and tuition is outlined in the annual Planning and Budget Framework, provided to Board in March.

Despite the challenges of the current pandemic, we are on track to meet the targets set by MAEST and our internal targets for the 2021/22 academic year. UVic was funded by MAEST to enrol **16,418 FTE** domestic students last year, which included the expansion of student spaces in engineering and computer science and the JD/JID, as well as the expansion of the nurse practitioner program.

For 2022/23, we anticipate an additional 75 FTE in engineering and computer science as well as 5 FTE for nursing, bringing MAEST's total enrolment target for UVic to **16,498 FTE**.

UVic's internal enrolment target takes both domestic and international enrolment into account. Our international target of **2,050 FTE**, combined with MAEST's domestic target, sets our overall enrolment recommendation for 2022/23 at **18,548 FTE**.

Planned Further Action: The Office of the Vice-President Academic and Provost will work with Deans and the University Registrar to determine appropriate admissions requirements and cutoffs to achieve our targets. Enrolment levels will be carefully monitored throughout the year.

As per usual practice, an official enrolment report will be presented to the Board in November.


Attachment(s): Memo to Senate dated January 19, 2022.

Office of the Vice-President Academic and Provost

Michael Williams Building
University of Victoria
T 250-721-7013 | F 250-721-7216
provasst@uvic.ca | uvic.ca/vpac

DATE: January 19, 2022

TO: Members of Senate

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

CC: Tony Eder, Executive Director, Academic Resource Planning

RE: Enrolment projections for 2022/23

Summary

This memo recommends a level of full-time equivalent (FTE) enrolment for the coming year (2022/23). The levels are subject to review throughout the year in light of changing information regarding application rates, funding, environmental challenges and other factors including the public health outlook and provincial directives related to the COVID-19 pandemic.

For 2021/22, the University of Victoria was funded by the Ministry of Advanced Education and Skills Training (MAEST) to enrol **16,418 FTE** students, which included the expansion of student spaces in engineering and computer science and the JD/JID, as well as the expansion of the nurse practitioner program.

For 2022/23, an additional 75 FTE in engineering and computer science and 5 FTE for nursing are anticipated, bringing **MAEST's total enrolment target for UVic to 16,498 FTE**.

Because international enrolments are not included in the MAEST's target, UVic's total enrolment level will be higher than this target. UVic achieved the planned level of 2,050 international undergraduate FTE in 2021/22, with actual enrolment just over 2,450 FTE. As this level is expected to persist for at least three years, and Faculties and departments have been resourced accordingly, we plan to maintain this international undergraduate enrolment level at 2,050 FTE. Therefore, **the overall enrolment recommendation for 2022/23 will be set at 18,548 FTE**. The recommended enrolment level for international undergraduates does not necessarily represent UVic's long-term desired enrolment and will be aligned with our Strategic Framework and Strategic Enrolment Management (SEM) Plan.

Background

Under the *University Act*, the Board of Governors determines the level of student enrolments upon recommendation from Senate.

The university's operating grant from the province is based on a specified enrolment expectation. The enrolment projections and the funded levels set by government are defined in

terms of annualized FTE students, which are calculated by dividing the total unit course registrations of students by the full-time unit course requirements of the program of their registration. The enrolment level is an annual target met through counting FTEs in the summer and winter sessions. FTEs are closely related to EETs (equivalent enrolments taught), which are calculated by dividing the total unit course registrations of students by 15. This measure is used for internal enrolment monitoring purposes.

Impact of COVID-19 on enrolment

Despite the challenges of the current pandemic, we expect to achieve both our internal enrolment targets and the targets set by the MAEST for the 2021/22 academic year.

The COVID-19 pandemic has impacted the provincial and national post-secondary landscape, especially in terms of international enrolment. There were increased challenges for international students living outside of Canada that continued throughout 2021, including delays in obtaining study permits, travel restrictions and federal quarantine rules.

In BC, 16 out of 25 post-secondary institutions are under their funded enrolment target this year, and in particular colleges and teaching universities. UVic is well above its target and is experiencing our highest enrolment to date—up almost 2.5% for headcounts this fall compared to last, which was already our highest enrolment to date.

As per the SEM Plan, we continue to increase the percentage of first-time enrolling students who have an entering average of 80% or higher from 79% to 89%. Applications and registrations for first-year entry into UVic increased significantly this year, including among high school students with entering averages of over 90%. Although some academic programs at UVic have a limited number of seats and use additional selection criteria, most programs at the university accept every student who has reached pre-determined admission cut-offs. As such, this was the largest first-year class we have experienced at UVic to date—up 13% from last year. We also awarded a record number of entrance scholarships, which reflects the increased number of applications and acceptances from students with high entering averages.

Offering more than 100 additional online courses than in pre-pandemic years helped to mitigate the loss of international students in fall term 2021, though international undergraduate enrolment is down about 40 FTE from last year, which was down 80 FTE from the previous year. Courses with large international enrolments were prioritized for online delivery, and included popular first- and second-year courses as well as courses that satisfied the academic and technical writing requirement. While our enrolments are above our notional target, the reduction of 120 FTE over two years presents a loss of tuition revenue and our ability to make budget allocations.

The university continues to invest in resources and supports for students to ensure robust recruitment and retention rates, including as we navigate the pandemic and apply learnings going forward. For example, ahead of Winter Session 2021/22, we invested in additional teaching assistants and sessional instructors for online courses, increased resources to support students with disabilities, added new teaching and learning technologies, enhanced classroom infrastructure to enable lecture recording and hybrid course delivery, and increased scholarship and bursary funding for students. We also revised the successful New Student Connect program,

which is a peer-to-peer student mentorship program that originally launched in 2020. All students continue to have access to remote, 24/7 counselling and wellness services.

Last year, we reported a higher incidence of part-time enrolment among undergraduate students—an outcome of students’ management of their course load in a largely online environment and resulting from the extension of the 100% drop date deadline in fall term 2020. The full-time and part-time distribution in 2021/22 has returned to pre-pandemic levels, although we expect the extension to the drop-date for spring term 2022, along with the uncertainties associated with the Omicron variant, could shift these levels once again. We will continue to monitor enrolment throughout the term, as well as the impact on budget.

Report on 2021/22 targets

Our fall interim enrolment report to MAEST shows that we will meet the 2021/22 funded enrolment accountabilities (which do not include international students). UVic’s projected enrolment is expected to be 105% of the overall target—17,189 FTE on a target of 16,418 FTE. UVic has exceeded the undergraduate (102%) and the graduate (118%) enrolment targets set by MAEST.

Tactics aligned with our SEM Plan have been successful in diversifying the range of students’ countries of origin as well as programs of study, and we will continue to look for further diversification going forward. Overall, international students comprise about 17% of the UVic student population.

Each Faculty has undergraduate enrolment targets (EETs) and graduate enrolment targets (FTEs) for which they have been resourced. These internal, Faculty-specific targets are reviewed with the Provost annually and adjustments to the targets and associated resourcing are made based on student demand and approved plans.

MAEST FTE target comparison

	2021/22 projection	2021/22 target	FTE difference	Utilization
Domestic undergraduates	14,427	14,083	344	102%
Total graduates	2,762	2,335	427	118%
Total students	17,189	16,418	292	105%

Annualized student FTEs

	2012 /13	2013 /14	2014 /15	2015 /16	2016 /17	2017 /18	2018 /19	2019 /20	2020 /21	2021/22 forecast	10-yr % chg
Undergrad domestic	13,677	13,697	13,608	13,689	14,011	13,902	14,064	13,972	14,239	14,427	2.5%
Undergrad international	1,049	1,368	1,773	2,083	2,179	2,270	2,333	2,573	2,492	2,451	226.4%
All undergrads	14,726	15,065	15,381	15,772	16,190	16,172	16,397	16,545	16,731	16,878	13.8%
All grads	2,847	2,952	2,986	3,002	2,911	2,865	2,732	2,688	2,630	2,762	3.1%
All students	17,573	18,017	18,367	18,774	19,101	19,037	19,129	19,233	19,361	19,640	12.2%

Annualized FTE target comparison

	2021/22 projection	2021/22 target	FTE difference	% difference
Domestic undergraduates	14,427	14,083	344	2.4
International undergraduates	2,451	2,050*	401	16.4
Total undergraduates	16,878	16,133	745	4.4
Total graduates	2,762	2,335	427	15.5
Total students	19,640	18,468	1,172	6.0

*University of Victoria internal enrolment level

Strategic enrolment management

The SEM Plan continued to be implemented under the leadership of the Provost to help ensure UVic's enrolment goals—including size, composition and quality—are refined and subject to continual assessment and improvement. While our direction thus far has been to remain approximately the same size, strategic growth and a changing enrolment profile will occur over the next few years as per the SEM Plan. Enhancing retention and student success will continue to be a key enrolment management strategy, as will increasing access for under-represented populations.

From an enrolment perspective, enhancing quality will be achieved by offering competitive entrance scholarships, increasing applications and admissions of high-achieving undergraduates, and enhancing retention rates and timely graduation for all students. This will also facilitate meeting MAEST's domestic undergraduate target. Internationalization will be achieved by diversifying enrolments and increasing retention rates of international students, and also by providing ongoing pathways between the Division of Continuing Studies and our academic programs as well as by increasing opportunities for international student exchange experiences.

With a substantial growth in post-secondary capacity across the province over the past decade and a declining domestic youth population, the student recruitment environment continues to be competitive. The recruitment of outstanding students from diverse backgrounds and areas continues to be a high priority, including our ongoing commitment to increase Indigenous enrolment at both the undergraduate and graduate levels.

Recommended enrolment levels for 2022/23

The list below shows expected enrolment levels for both MAEST-funded enrolment accountabilities and UVic's internal enrolment expectations for 2022/23. It is proposed that a recommended enrolment level of **18,548 FTE** be approved, which includes an expansion of 75 undergraduate FTE for computer science and engineering and 5 for nurse practitioner student spaces. Faculty plans have been developed to accommodate at least this level of enrolment. Admission standards will vary by program, depending on levels of student interest and demand but, as in past years, will be well above the Senate-approved standards (which are 67% for high school graduates and 60% for college transfers).

MAEST-funded undergraduate FTE	14,158
MAEST-funded graduate FTE	2,340
Total MAEST-funded FTE for 2021/22	16,498
Planned international enrolments	2,050
Recommended enrolment level for 2021/22	18,548

Recommendation to Senate

*THAT Senate approve, and recommend to the Board of Governors that it also approve, a recommended enrolment level of **18,548 FTE** for the 2022/23 academic year, subject to revisions in the event of new information regarding mandated growth, funding levels and/or application rates.*