



University
of Victoria

Board and Board Committee Meetings Monday October 3 and Tuesday October 4, 2022

Open Session

Tuesday October 4, 2022

1:00 p.m.- 2:00 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 October 4, 2022 be approved.

2. Approval of Summary Record of the Meeting held June 27, 2022 (attached)

MOTION:

THAT the summary record of the open session of the regular meeting held June 27, 2022 be approved.

3. Business Arising from the Summary Record

4. Chair's Remarks

5. Correspondence

6. President's Report

7. External Relations Update

BOG-Oct4/22-20

CONSENT

8. Operations and Facilities Committee (Shailoo Bedi)

a. Status Report on Capital Projects

BOG-Oct4/22-08a

b. Revised Award: Ukraine Emergency Doctoral Student Fellowship in the Humanities

BOG-Oct4/22-26

MOTION:

THAT the Board of Governors approve the revised Ukraine Emergency Doctoral Student Fellowship in the Humanities award, contingent on Senate approval.

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

REGULAR

9. **Operations and Facilities Committee (Shailoo Bedi)**
 - a. **Annual Academic Staffing, Recruitment and Vacancies Report 2021/22** BOG-Oct4/22-18
 - b. **Equity and Human Rights Annual Report** BOG-Oct4/22-05
10. **Finance Committee (Paul Ramsey)**
 - a. **2022/23 Budget Expenditure Allocation Report** BOG-Oct4/22-01a
 - b. **Working Capital Investment Report – to June 30, 2022** BOG-Oct4/22-03
11. **Audit Committee (Josh Blair)**
 - a. **PSAS Budget Approval and Government Reporting Entity Quarterly Report** BOG-Oct4/22-16

MOTION:
THAT the Board of Governors approve the budget and associated forecast prepared for inclusion in the reporting on the 2022/23 University of Victoria Consolidated financial statements in accordance with the Public Sector Accounting Standards, as per Schedules A and B.
12. **Executive and Governance Committee (Merle Alexander)**
 - a. **Procedures of the Board 2022/23** BOG-Oct4/22-21

MOTION:
THAT the Board of Governors approve the Board Procedures for the year 2022/23 and the Statement of Responsibilities of the Board of Governors and its Members.

 - b. **Review of Board Governance Checklist** BOG-Oct4/22-22
13. **Other Business**
 - a) **Bi-cameral Governance at the University of Victoria**

Adjournment



University
of Victoria

Board and Board Committee Meetings Monday June 27, 2022

Open Session

Monday June 27, 2022 2:45 p.m.

Boardroom 120, Michael Williams Building

DRAFT SUMMARY RECORD

Present: Merle Alexander (Chair), Shailoo Bedi, Josh Blair, Marion Buller, Marilyn Callahan, Kevin Hall, Adam Monahan, Monica Prendergast, Paul Ramsey, Beverly Van Ruyven, Carrie Andersen (Secretary)

By Invitation: Chris Horbachewski, Lisa Kalynchuk, Kimberley Kennard (Board Coordinator), Susan Lewis, Kristi Simpson, Robina Thomas

Regrets: Keith Barbon, Carolyn Thoms

1. Approval of Agenda

MOTION: (B. Van Ruyven/A. Monahan)

THAT the agenda of the open session of the regular meeting of June 27, 2022 be approved.

CARRIED

2. Approval of Summary Record of the Meeting held May 31, 2022

MOTION: (J. Blair/P. Ramsey)

THAT the summary record of the open session of the regular meeting held May 31, 2022 be approved.

CARRIED

3. Business Arising from the Summary Record

There was none.

4. Chair's Remarks

M. Alexander thanked the members for attending the day's meetings. He stated that it was an honour and a privilege to come full circle from a UVic undergraduate student to Chair of the Board of Governors. M. Alexander acknowledged the members leaving the Board.

5. Correspondence

a. Letter Regarding University of Victoria Endowment

M. Alexander noted the Board was copied on the correspondence which was circulated for information.

6. President's Report

K. Hall congratulated M. Alexander as the incoming Board Chair and P. Ramsey as the incoming Vice-Chair. He thanked the outgoing members for their work with the Board over the years. K. Hall noted that Elizabeth Croft, Vice-President Academic and Provost will be starting her role on July 1, 2022.

Chancellor Marion Buller and K. Hall had the privilege of presiding over 16 ceremonies during the spring convocation. Six ceremonies were held for the 2020-21 graduates, eight for the 2022 graduates and two Indigenous recognition ceremonies were held. As part of the ceremonies, honorary degrees were awarded to eight recipients.

On June 1, UVic marked one year since the location of unmarked graves at the Kamloops Residential School. The campus community was invited to a ceremony to reflect on these truths and recommit to the work that has to happen.

On June 7, K. Hall presented to the Select Standing Committee on Finance and Government Services as part of their annual Pre-Budget Consultations process and brought forward recommendations in relation to addressing the rising costs of loving, inclusive and accessible education, skills and talent demands and clean and inclusive growth.

There were no questions for K. Hall.

7. External Relations Update

BOG-Jun27/22-14

C. Horbachewski referenced recognition from the Canadian Council for the Advancement of Education (CCAEE) Prix d'Excellence Awards in early June. UVic received two of 40 awards for the UVic Giving Tuesday initiative, the fall Annual Fund Appeal and Impact Day and the Donor Impact Report. C. Horbachewski thanked the staff in Alumni and Development.

In response to a question on fundraising in what is anticipated to be a challenging year, C. Horbachewski reported on funds raised to date. He acknowledged concerns about inflation.

M. Buller commented on the outstanding reception provided by the Alumni Association during convocation.

There were no further questions for C. Horbachewski.

CONSENT

8. **Finance Committee (Beverly Van Ruyven for Carolyn Thoms)**
 - a. **University of Victoria Staff Pension Plan 2021 Report to Members and Financial Statements** BOG-Jun27/22-02
 - b. **University of Victoria Staff Pension Plan Compliance Report** BOG-Jun27/22-03
 - c. **University of Victoria Staff Pension Plan Investment Performance Report for the period ended March 31, 2021** BOG-Jun27/22-04
 - d. **2021 Annual Reports and Financial Statements: University of Victoria Combination Pension Plan and University of Victoria Money Purchase Pension Plan** BOG-Jun27/22-19
9. **Operations and Facilities Committee (Paul Ramsey)**
 - a. **Status Report on Capital Projects** BOG-Jun27/22-12
 - b. **Due Diligence Reports 2021** BOG-Jun27/22-11
 - Financial Services
 - Occupational Health, Safety and Environment

REGULAR

10. **Finance Committee (Beverly Van Ruyven for Carolyn Thoms)**
 - a. **2021/22 Year End Management Statements and Budget Review** BOG-Jun27/22-05

M. Alexander introduced the item, noting that there had been robust discussion at the Finance Committee meeting.
 - b. **Statement of Financial Information for the year ended March 31, 2022** BOG-Jun27/22-06

B. Van Ruyven noted that these are financial statements required by the provincial government. The Board reviewed the draft documents at the Open Session in May.

MOTION: (B. Van Ruyven/P. Ramsey)

THAT the Board of Governors approve the Statement of Financial Information for the year ended March 31, 2022 and that the Chair of the Board of Governors and the Vice-President Finance and Operations be authorized to sign on the Board's behalf.

CARRIED

11. Operations and Facilities Committee (Paul Ramsey)

a. 2021/22 University of Victoria Institutional Accountability Plan and Report

BOG-Jun27/22-16

P. Ramsey stated that the report had been presented at the Operations and Facilities Committee meeting. This report is submitted annually and reports on alignment with Ministry priorities and measures related to institutional performance. P. Ramsey noted major accomplishments of the university were highlighted in the report.

MOTION: (P. Ramsay/A. Monahan)

THAT the Board of Governors approve the 2021/22 University of Victoria Institutional Accountability Plan and Report

and

THAT the Board of Governors authorize the Board Chair and the President to make additional edits to the 2020/21 University of Victoria Institutional Accountability Plan and Report prior to its submission to the Ministry on July 15, 2022.

CARRIED

b. Annual Report on Research Centres

BOG-Jun27/22-15

P. Ramsey introduced the report that was presented to the committee and highlighted some of the successes for the research centres. He noted some upcoming changes in leadership including the retirement of Sybil Seitzinger as executive director of Pacific Institute for Climate Solutions (PICS).

c. 2023/24 Five Year Capital Plan

BOG-Jun27/22-13

P. Ramsey noted the five year capital plan will be submitted to the province next month and he highlighted the top five priorities.

MOTION: (P. Ramsay/J. Blair)

THAT the Board of Governors approve the 2023/24 Five Year Capital Plan, subject to confirmation of capital costs for each project.

CARRIED

c. Updated Political Leave Policy (HR6425)

BOG-Jun27/22-21

P. Ramsey introduced the proposed policy revisions.

MOTION: (P. Ramsay/M. Callahan)

THAT the Board of Governors approve the Updated Political Leave Policy (HR6425) effective immediately.

CARRIED

12. Other Business

- a) Review of action items identified

There were no action items.

- b) Any other business

There being no other business, the meeting adjourned at 3:11 p.m.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

September 19, 2022

To: Board of Governors

From: Chris Horbachewski, Vice-President External Relations

cc: President and Vice-Chancellor

Meeting Date: October 4, 2022

Subject: **External Relations Update – OCTOBER**

A handwritten signature in blue ink, reading "C. Horbachewski".

The following report provides an update on our activities in:

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

COMMUNICATING THE UVIC MISSION AND STORY

By the numbers (June – August):

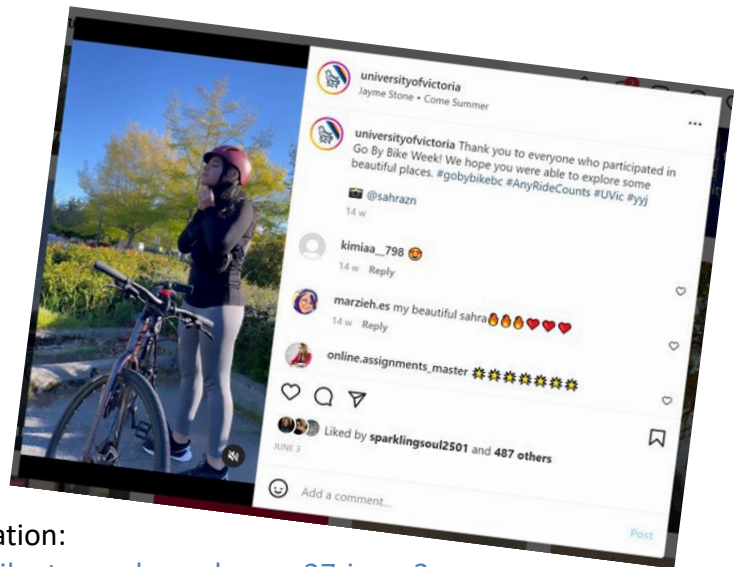
- 4,897 Media Stories
- 40K Instagram followers (a major milestone this summer)
- 484 of Speakers Bureau options launched, 25 booked already only two weeks into the season
- Websites launched (5+1)
 - [Centre for Accessible Learning](#): June 28
 - [Speakers Bureau](#): July 19
 - [Faculty of Engineering and Computer Science](#): July 21
 - [Co-operative Education](#): Aug. 8
 - [Career Services](#): Aug. 8
 - [Computer Labs](#) (via University Systems): July 7
- Web visitors June 1 - Aug. 31, 2022
 - Total users: 595,976
 - Total sessions: 1,092,277
 - Unique pageviews: 2,455,169
- 374,199 ad impressions, 74,848 people reached and 4,426 clicks to landing pages.

Major marketing and promotion activities:

Go By Bike Week

Go By Bike Week (formerly Bike to Work Week) is an event that now takes place in May/June and October every year. UVic participates by hosting a celebration station and registering teams to participate. Outreach includes encouraging departments and faculties to form teams, register and compete by logging their rides. The spring 2022 campaign resulted in 32 UVic teams, with a total of 304 riders covering more than 1,500 kms. Promotions included:

- An event listing for the celebration station:
<https://events.uvic.ca/event/41421-bike-to-work-week-may-27-june-2>
- Sustainability team social media campaign
- Campus Checklist
- Digital screens across campus
- Email campaign to faculties and departments to encourage team sign-up



National Aboriginal History Month

June is National Aboriginal History Month and June 21 is National Indigenous People's Day in Canada—a time to for all Canadians to recognize, honour and celebrate the unique heritage, diverse cultures and outstanding contributions of First Nations, Inuit and Métis peoples. UVic is committed to advancing truth, respect, reconciliation and mutual understanding with all Indigenous peoples and communities. As part of this commitment and to honour the one-

year anniversary of the Tk'emlúps te Secwépemc First Nations discovery of more than 215 unmarked graves at the Kamloops Residential School site, UVic held a ceremony and sacred fire on campus on June 1, 2022. Members of the community, along with students, staff and faculty, were invited to attend the ceremony. More information: <https://www.uvic.ca/about-uvic/215/#ipn-june-2022-event>. We also supported a June 21 National Indigenous People's Day event at Royal Roads University by promoting the information including through social media.

Pride Month

Pride Month is part of the UVic significant day calendars that was developed to recognize important issues and annual events. UC+M developed a strategy for June Pride Month in consultation with STUA and EQHR, as well as UVic Pride and the Gender Empowerment Centre (GEM) that included:

- Social and Campus Checklist items inviting UVic community members to walk in the Pride parade with UVic organizations or attend as allies.
- A news article: <https://www.uvic.ca/news/topics/2022+pride-june2022+news>
- UVic Pride and GEM also were given the opportunity to do a social media takeover.

Victoria Forum

The Victoria Forum had over 700 dignitaries, academics, business leaders and members of the public registered from August 28-31 to discuss bridging economic, environmental, and social divides in a polarized world. One of the most important elements of the forum was the Commonwealth ləkʷəŋən (Lekwungen) Sport Declaration on Truth, Reconciliation and Partnership with Indigenous Peoples. Promotion for the forum was broad. A few highlights include:

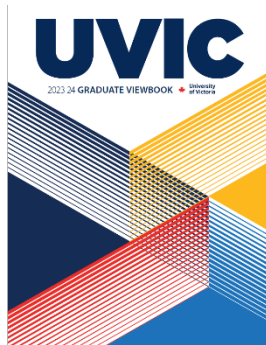
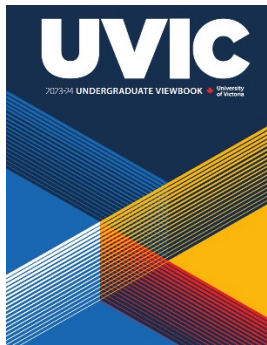
- Campus publications including *The Ring*, Campus Checklist
- Multiple social media campaigns, including two paid campaigns
- Media: Two op-eds (Times Colonist and [Toronto Star](#)), CBC Radio with Bob Rae
- UVic News articles and two news releases:
 - <https://www.uvic.ca/news/media/2022+commonwealth-sport-declaration+media-release>
 - <https://www.uvic.ca/news/media/2022+senate-forum-bridging-divides+media-release>
 - <https://www.uvic.ca/news/topics/2022+commonwealth-paddle+news>



A final report will be complete at the end of September, and additional details will be provided in the next BOG report.

Student Recruitment Materials 2023

A suite of recruitment materials including flagship viewbooks (undergraduate, graduate and Indigenous), international brochures and digital recruiter presentations. Suite includes 40,000 viewbooks plus 24,000 other pieces for a total reach of 64,000.



What makes UVic unique?

Nature and connection
Enjoy learning while surrounded by ocean, mountains and forest on a campus that's just the right size. From the beach down the hill to vibrant city life, great places to enjoy with friends are never far away.

Healthy people, healthy planet
Align your learning with your values. We care about what matters to you. That's why we prioritize oceans, climate, sustainability, innovation, Indigenous knowledge, global health and well-being.

Worldwide reputation
Feel proud of your university. We rank #2 worldwide for climate action and are Canada's best comprehensive university.* That means we care about the future and getting you ready to take your place in it.

*Ranked #2 university in the world for climate action, a United Nations Sustainable Development Goal (Times Higher Education Impact Rankings, 2022). Shared #1 ranking as Canada's best comprehensive university (Maclean's University Rankings, 2022).

2 | UVIC

Dhruvi Raichada
Mumbai, India
Commerce

"Being an international student, I came here thinking all I would do is study, but UVic gave me opportunities to be a person I never believed I could become! Dhruvi helped organize the Holi Festival (shown above), showcased her skills in national business-school competitions and planned events for the Young Women in Business group. These are just some of the ways Dhruvi has helped build a strong student community at UVic. UVic helped me find my purpose in life, and helped me figure everything out step by step."

UVIC | 3

Times Higher Education Impact Rankings Campaign

THE Impact Rankings campaign focuses on UVic's impact as assessed against the United Nations Sustainable Development Goals (SDGs). In spring 2022, we ranked #2 globally for climate action, #5 for life below water and #2 for life on land. We ranked #12 overall out of 1,406 institutions, including 24 in Canada. The integrated marketing and communications campaign seeks to build curiosity and reinforce that UVic is a great place to work, study, partner and invest in based on our commitment to a future better world for all. This three-phase campaign sets the stage for the 2023 rollout of the new UVic strategic plan as it directly connects to one of the new pillars.

Results of Phase 1 (April to May) showed **national reach of 3.6 million** as measured through campaign results across paid, earned, and owned media. The implementation of Phase 2 takes place between August to December, and we are forecasting a tripling of conversions in our campaign. The multi-platform, new integrated marcom approach that applies a cross-team, “catalyst” model to sustain and celebrate UVic’s rankings and SDG impact with target audiences and other stakeholders.

Speaker’s Bureau

Speakers Bureau season launched with direct mail and print outreach, as well as an expanded social media campaign. Social media has nearly doubled click-through effectiveness from last year, likely due to a more interactive carousel-style advertising format.



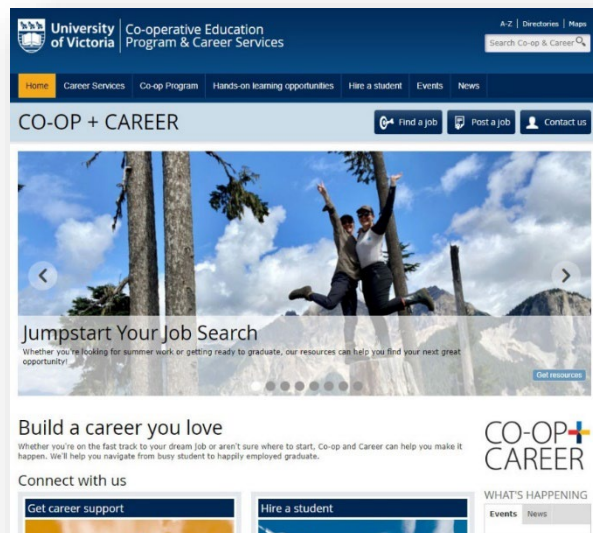
Major Web Projects:

Co-operative Education & Career Services

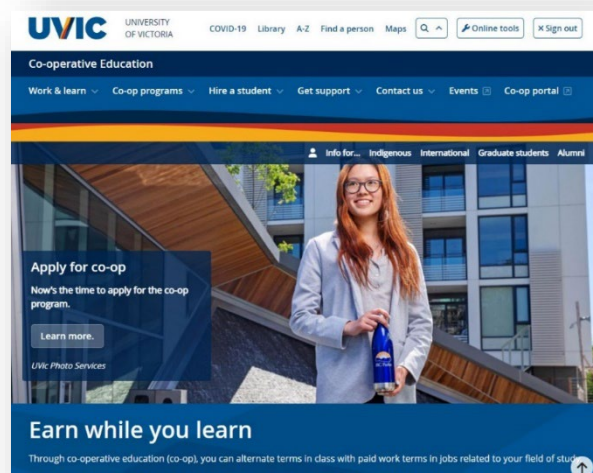
(both launched Aug. 8):

From the project charter: This project aims to update the current Co-op and Career website in order to serve students, alumni, and potential employers better. The site also separates content from the prior combined site for each audience, resulting in two new sites.

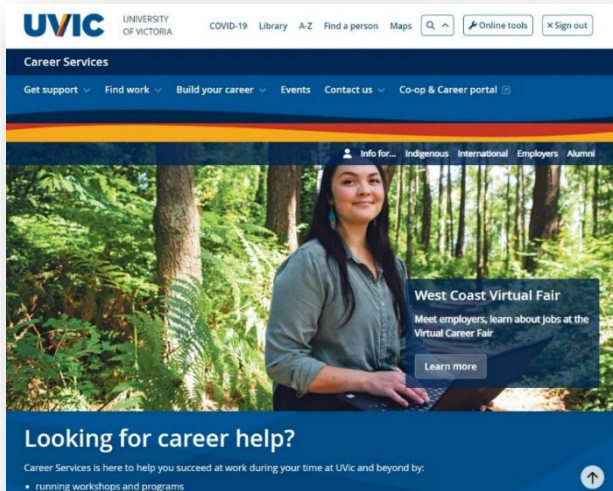
Co-op and Career Services Before:



Co-op After:



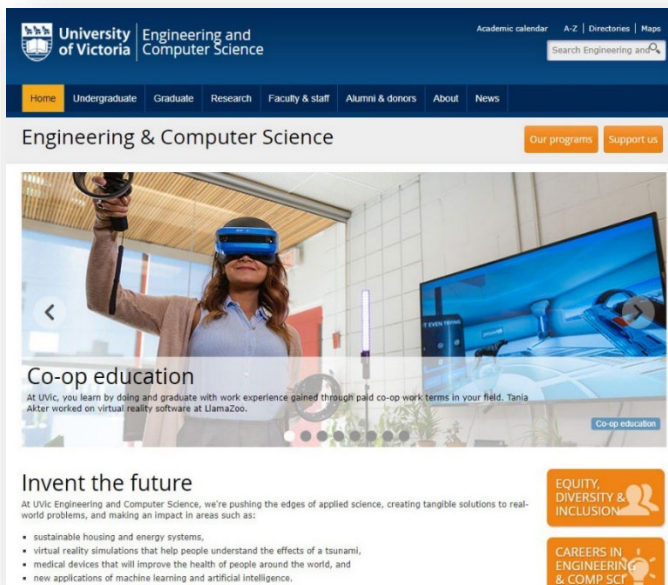
Career services After:



Faculty of Engineering and Computer Science (launched July 21)

From project charter: The purpose of a new website is to better reflect the direction of the new dean, highlight the faculty's inclusive new name, engage key audiences, and more effectively reflect institutional priorities. The site also aims to remove a great deal of outdated and repetitious content.

Before:



After:



Speakers Bureau (launched July 19)

The purposes of the new website are to improve the user experience for the site and specifically to address the booking interface for both Speakers and community members.

Before:



After:



Public Relations Announcements:

- Celebration of first Indigenous JD/JID Class (May 27):
<https://www.uvic.ca/news/topics/2022+convo-spring-law-jid+news>



- Media coverage includes:

- <https://www.cheknews.ca/inaugural-class-from-worlds-first-indigenous-law-program-to-graduate-from-uvic-this-spring-1006369/>
- <https://www.timescolonist.com/local-news/uvic-celebrates-first-cohort-of-indigenous-law-graduates-5247562\>
- <https://vancouverisland.ctvnews.ca/first-students-of-new-uvic-indigenous-law-program-set-to-graduate-1.5854332>
- Spring convocation (June 1): <https://www.uvic.ca/news/topics/2022+spring-convocation+media-release>
- New MBA in Indigenous Reconciliation (July 8): <https://www.uvic.ca/news/topics/2022+mba-indigenous-reconciliation+media-release>
 - Media coverage includes:
 - <https://www.cbc.ca/news/canada/british-columbia/indigenous-reconciliation-mba-uvic-1.6527540>
 - <https://www.timescolonist.com/local-news/uvic-launches-mba-in-indigenous-reconciliation-with-bc-association-of-aboriginal-friendship-centres-5601702>
 - <https://globalnews.ca/video/8986567/uvic-to-offer-an-mba-in-indigenous-reconciliation>
- West Shore Campus (August 3): <https://www.uvic.ca/news/topics/2022+westshore-campus+media-release>
 - Wide local coverage generated from the BC Government news release and subsequent RRU and UVic stories.
- Launch of UVic's Economic Impact Report at Victoria Chamber of Commerce event (June 21): <https://www.uvic.ca/news/topics/2022+economic-impact+media-release>
 - Website: <https://www.uvic.ca/about-uvic/economic-impact/index.php>
 - Media coverage includes:
 - <https://martlet.ca/students-a-major-part-of-uvics-impact-on-the-local-economy-but-who-supports-students/>
 - <https://www.saanichnews.com/business/university-of-victoria-an-economic-driver-with-impact-in-the-billions-new-study-finds/>
 - <https://www.timescolonist.com/opinion/comment-uvic-is-a-major-part-of-greater-victoria-5538904>
- Ocean Networks Canada funding from the Canada Foundation for Innovation (Aug. 19): <https://www.uvic.ca/news/topics/2022+onc-funding+media-release>
 - Federal news release from Canada Foundation for Innovation: <https://www.innovation.ca/news/msi-august-2022>
 - Local media coverage includes:
 - <https://www.vicnews.com/news/uvic-national-ocean-observatory-initiative-to-receive-major-funding-boost/>

- <https://www.westerlynews.ca/news/b-c-based-observatory-gets-nearly-115-million-to-expand-ocean-research/>
- CFI grant announcement (August): <https://www.uvic.ca/news/topics/2022+onc-funding+media-release>
 - Media coverage:
 - <https://www.saanichnews.com/news/uvic-national-ocean-observatory-initiative-to-receive-major-funding-boost/>
 - <https://api.criticalmention.com/app/#/clip/public/f480b9f1-d34f-47b9-8e66-d1d7b6971122>

Sampling of other media highlights:

- [Gillian Kolla of CISUR](#) joined CBC Radio afternoon programs across the country to discuss the health benefits and limitations of BC's federally approved drug program.
- CBC News reported on the launch of a new national course designed by [Tim Black, Educational Psychology & Leadership Studies](#) to help healthcare workers deliver more effective care to individuals in trauma-exposed organizations. This online story was also picked up by Yahoo! News Canada and MSN. He also spoke to CBC Radio's "Metro Morning" in Toronto and CTV News.
- *National Geographic* took a deep dive into how rogue waves are measured, exploring how scientists use real-time wave prediction technology. [Johannes Gemmrich, Earth & Ocean Sciences / Physics & Astronomy](#), who received world-wide media attention for his analysis of the 2020 rogue wave near Vancouver Island, explains how rogue waves form.
- UVic's associate university librarian of reconciliation [Ry Moran](#) provided comment as part of CBC News cross-platform coverage of the Manitoba government's \$2.5 million commitment to support Indigenous communities' continuing search for unmarked graves at former residential school sites, including on CBC TV's "The National."
- University Affairs spoke to [Chancellor Marion Buller and Val Napoleon, acting dean of law](#), as well as recent graduates of the inaugural graduating class of UVic's joint program in Canadian common law and Indigenous legal orders. Buller and Napoleon underscore the importance of recognizing Indigenous laws as part of the country's legal landscape. Graduates Amanda Vick and Jolene Ashini outline their career goals after having completed the program. This also appeared in National Observer.
- CTV Vancouver Island coverage about the collaborative expedition between [Ocean Networks Canada](#), DFO, the Council of the Haida Nation and the Nuu-chah-nulth Tribal Council which will provide data for several existing and planned Marine Protect Areas. Joshua Watts, who was aboard the 2019 deep-sea expedition as a student, comments on the experience. This article also appeared in iHeart Radio Canada and Ha-Shilth-Sa.
- *Canadian Geographic* presented the findings of new research using ancient fish bones to calculate changes in ocean temperatures between 3000 BC and 1700 AD. [Iain McKechnie, Anthropology](#), co-author of this study, described how the findings advance current knowledge and understanding of climate.
- **Ry Moran, Libraries**, was interviewed on CBC radio stations across Canada in June about the federal government's decision to establish a national reconciliation oversight body through Bill C-29 and how this contributes to the advancement of reconciliation. This aired on "On the Coast" (Vancouver), "Here and Now" (Toronto), among others. Later in August, Moran was interviewed

for CBC Radio's "World Report" about how the Catholic church has failed to live up to its promises and obligations in compensating residential school survivors.

- [Kevin Hall, president, and vice-chancellor](#), highlighted UVic's central role as a partnerships catalyst to advance economic development in Greater Victoria and BC in an opinion piece in the *Times Colonist*.
- [Gustavson School of Business Dean, Saul Klein](#) was interviewed by CTV National News about the launch of the world's first custom MBA in Indigenous Reconciliation, developed by UVic in partnership with the BC Association of Aboriginal Friendship Centres, and delivered by UVic's Gustavson School of Business. For a story by Canadian Press, **Klein** and **Brent Mainprize** discussed this first-of-its-kind program and Qwul'sih'yah'maht Robina Thomas is cited as UVic's vice-president, Indigenous. This article ran in *Ha-Shilth-Sa*, Canada's oldest First Nations newspaper.
- [Val Napoleon, Law](#) joined CBC Radio's flagship current affairs program, "The Current" and APTN to discuss the historical appointment of Michelle O'Bonsawin to the Supreme Court of Canada. Napoleon outlines the importance of O'Bonsawin's intersecting identities and what she brings to this role.
- [Ocean Networks Canada](#) was the recipient of a major government investment of almost \$115 million to support its initiatives over the next six years. In a *Globe and Mail* story, CEO **Kate Moran** notes that the funding will be crucial to observing the ocean "in every way possible," and will support Indigenous communities in gathering data about the coastal ecosystems upon which they depend. Local coverage included radio and TV interviews, including on CTV Vancouver Island, and both the *Financial Post* and Academia Group picked up the federal news release.
- [Ava Hill, Gustavson School of Business](#), and former elected chief of the Six Nations of the Grand River and advisory member of the Victoria Forum, wrote an opinion piece for *The Toronto Star* about the power of sport in bridging divides and facilitating Indigenous reconciliation. The 2022 Victoria Forum is hosted by UVic and the Senate of Canada.

Issues Management:

Proactive planning throughout the summer to prepare for the Fall academic term, including housing, COVID-19 and the perceptions of safety and sexual violence on campus.

Key topics and themes:

- COVID-19 and monkeypox planning for fall term
- International student enrolment
- Housing shortage and affordability challenges
- Parking fees increase on campus

Upcoming:

Over the fall semester UC+M will begin implementing a one-year integrated marketing and communications plan (IMC plan). The priorities of this plan are student recruitment marketing, brand positioning around innovation, reconciliation, and climate action, and staff recruitment and retention. This plan was developed to align with other institutional plans and through 100+ consultations with departments across the institutions. A full three year marketing and communications plan will be developed after the completion of a brand study this fall, a readership study of the Ring and the launch of the strategic plan.

BUILDING MEANINGFUL PARTNERSHIPS

Federal:

- On July 5, UVic hosted The Honourable David Lametti, Minister of Justice and Attorney General of Canada. The visit focused on highlighting the JID program and the student experience. It also served to share UVic's broader efforts in decolonization, reconciliation and providing expertise and its commitment to supporting BC's DRIPA efforts.
- On July 12, UVic President Kevin Hall and VPER Chris Horbachewski met with Camosun College President Layne Trotter and Clerk of the Privy Council and Secretary to Cabinet, Janice Charette.
- On July 14, Blake Desjarlais, MP for Edmonton Griesbach and NDP Critic for Post-Secondary Education and Laurel Collins, MP for Victoria and NDP Critic for Environment and Climate Change Canada visited campus to met with President Hall, and UVic Researchers in areas of Indigenous law and reconciliation, and renewable energy.
- On August 24, Minister Kamal Khara, the Federal Minister for Seniors toured UVic's Institute for Aging and Lifelong Health.
- On August 26, Kevin Hall hosted a campus tour for the Base Commander of CFB Esquimalt, Capt(N) Jeffery Hutchinson and members of his leadership team.

Provincial:

- On July 11, President Hall met with Minister Bruce Ralston to discuss possible partnership opportunities for UVic and Ministry of Energy Mines and Low Carbon Innovation (EMLI).
- On August 3, VP Academic and Provost, Dr. Elizabeth Croft attended the announcement of the joint Westshore Campus initiative, also present at the event was Premier John Horgan, Minister Kang, Minister Dean, Langford Mayor Stew Young, Beecher Bay First Nation Chief Russ Chippis, RRU President Philip Steenkamp, Camosun VP Partnerships Geoff Wilmhurst and JIBC President Michael Tarko.
- On September 1, in advance of classes starting, UVic celebrated the Transit Exchange reopening which included the refurbishment and enhancement of nine bus bays, six bus shelters and two layover bays. The rehabilitation of the Exchange also improved the surrounding pedestrian environment with signage and wayfinding and new bicycle storage shelters. Speakers at the event included the Honourable Lana Popham, Minister of Agriculture and MLA, Saanich South, Susan Brice, Chair of the Victoria Regional Transit Commission, and Erinn Pinkerton, President and CEO, BC Transit.
- On September 1, Anne Kang, Minister of Advanced Education, Skills and Training came to UVic's campus where she met with President Hall, Board Member Adam Monahan and the UVSS, and GSS. Minister Kang also toured the new Student Housing and Dining Project Building.

Community:

- On August 31, we celebrated the launch of the BioInnovation Hub in Saanich Plaza in partnership with Vancouver Island Life Sciences. It is the third in a series of community-based innovation hubs that are part of UVic's Innovation Network, which seeks to raise the university's profile as a catalyst for regional social and economic development and

collaborative, interdisciplinary problem-solving. Key donors, sponsors and supporters include Hansbraun Investments Ltd. (commercial property management firm), Genome BC, and Mayor Fred Haynes, District of Saanich.

- In June through August 2022 Community & Government Relations (CGR) and Alumni and Development (A&D) partnered to engage external stakeholders in support of UVic's next strategic plan. We asked for feedback on the four emerging themes, the impact UVic has on the community and the role they see UVic playing in the future. To better assess the interests and thoughts of external stakeholders, we developed a diverse suite of events and activities that were able to reach a range of external audiences including local residents, alumni, donors, industry partners, and all levels of government. These activities resulted in **1517 engagements, 9 events with 415 participants, and 1102 survey submissions**. The results have been sent to the TAGs for their consideration.

FOSTERING A CULTURE OF PHILANTHROPY

- As of September 8, 2022, the University of Victoria has achieved **\$9.9M** in new funds raised from **1,421 donors** against an annual fiscal year goal of \$27M from 5,000 donors. The funds raised totals are achieved through an integrated fundraising and donor engagement strategy that strives to inspire initial gifts, promote long term giving and deepen relationships by demonstrating impact and through increasingly personalized relationship building.
- In that same period, we have **engaged 2,997 alumni** in the life of the university through volunteering, giving and event attendance. We have a goal of engaging 7,000 alumni through our programming this year. It is encouraging to see Alumni engagement numbers continuing to grow in all areas and are a reflection of the renewed focus on alumni engagement which, if maintained, will provide a strong foundation for the future. Alumni engagement is supported by partnerships and activities across the campus and involves, deans, the President and many other key stakeholders including the volunteer Alumni Association Board.
- A major initiative for Donor Relations is the delivery of Endowment Fund reports to donors to endowments. This year **a total of 1,155 reports were sent** – 738 of these went to 513 individuals and the remaining 417 went to 228 organizations. The majority of endowment reports were delivered via e-mail. We introduced this approach during the pandemic and very few of the recipients with an email address have requested a hard copy.
- **The [2022 Report to Donors \(web version\)](#)** was sent to current donors by email on June 29. The report is visually stunning and contains stories and data demonstrating the impact of philanthropy. There were 5 slightly different email versions sent to 7 curated lists, ensuring that wherever possible donors received a message that was relevant to their giving interest. The report was cross promoted via the UVic website, digital screens, web and social media. Demonstrating impact is key to stewarding donors and encourages repeat and increased giving.
- The nominations for the **2023 UVic Distinguished Alumni Awards (DAA)** opened on May 2 and close on October 14, 2022. We are excited to continue the tradition of recognizing,

promoting and celebrating the diverse achievements of UVic graduates in three DAA categories – Presidents’ Alumni Awards, Indigenous Community Alumni Awards, and Emerging Alumni Awards. To nominate a UVic grad for a DAA and for more information, <https://www.uvic.ca/alumni/awards/index.php>

- After almost a year of planning Alumni Relations have **relaunched the Indigenous Alum Community**. All contactable alumni around the world received the invitation to join this alum group sponsored and supported by UVic Chancellor and double alumna, Marion Buller. Over 50 alumni have registered. This is an exciting new alumni relations program for UVic, working in partnership with Office of Indigenous Academic and Community Engagement (IACE) and Native Students Union (NSU).

ENHANCING COMMUNITY THROUGH CULTURAL AND OTHER ACTIVITIES

Farquhar Auditorium

- Voices in Circle: Amplifying Indigenous Cultural Voices launched on September 9 with a performance by Jeremy Dutcher. The performance was well attended and complemented by engagement activities including a welcome reception at the Legacy Art Gallery downtown, a visit to the Tribal School in Brentwood Bay and a public forum on Arts, Truth and Healing held in the Dan George Theatre. The series continues in October with a performance by PIQSIQ on October 12 and by Snotty Nose Rez Kids on November 30, which will include community and campus engagement activities.
- The Farquhar has received government funding from the BC Arts Council and Department of Canadian Heritage. The BC Arts Council is supporting Voices in Circle through the Arts Impact Fund. Canadian Heritage is supporting Voices in Circle through the Canada Arts Presentation Fund. Canadian Heritage has also provided \$75,000 in capital support through the Canada Cultural Spaces fund that will improve lighting, sound and video equipment.
- The Farquhar will present Josephine, a renowned solo performance by Tymisha Harris supported by a full band of local musicians. Josephine tells the story of the iconic Josephine Baker, the first African-American international superstar.

Ceremonies & Events

- Ceremonies is working on Fall Convocation and will soon publish the schedule. Ceremonies will take place November 9 and 10.
- Ceremonies will lead planning for celebrating UVic’s 60th Anniversary with a focus on community engagement. Planning will be undertaken through the Welcoming Committee, co-chaired by Director Ian Case.
- Ceremonies is participating in planning for the launch of UVic’s Strategic Plan in collaboration with UC+M through a cross campus working group.
- Upcoming events include:
 - Martin Mungo Chair Welcome Event – September 22
 - Orange Shirt Day – September 29
 - Game Changers – October 14
 - Long Service Reception – October 18
 - President’s Town Hall – October 25

- Women Leading Change, Panel #3 – November 2
- VPRI Town Hall – November 7

Legacy Art Galleries

- New Acting Director Caroline Riedel appointed to March 31, 2023
- Legacy exhibition *To Fish as Formerly* closed at the Shaw Centre for the Salish Sea September 5, 2022. 70,000 Visitors since July 1, 2021; 5,000 visitors who identified as Indigenous attended free of charge; 60 children and youth visitors

September Events

- UVic campus greenway banners and light projections by shíshálh artist Margaret August installed week of September 6
- Meet and greet event for Jeremy Dutcher, first performer with Voices in Circle: Amplifying Indigenous Cultural Voices – Lorilee Wastasecoot is part of programming circle with Farquhar Auditorium
- Restoration of Floyd Joseph Welcome Figure beginning this Fall

Exhibitions and programs

Still Standing: Ancient Forest Futures to September 17 at Legacy Downtown

This exhibition explores the relationships between art, ecology and activism in order to envision futures, which honour reciprocal relationships with nature. Artists: Carey Newman, Connie Morey, Gord Hill, Heather Kai Smith, Jeremy Herndl, Jordan Hill, Kelly Richardson, Kyle Scheurmann, Mike Andrew McLean, Paul Walde, Rande Cook, Valerie Salez.

Event: Sept 10 *Awinakola: Tree of Life* panel discussion, moderated by curator Jessie Demers
A cross-disciplinary research group comprised of Indigenous knowledge keepers, scientists and artists, brought together by Makwala - Rande Cook, artist and Hereditary Chief of the Ma'amtagila First Nation, seeks to develop strategies to heal the planet, heal the people, and change culture. Presenting members: Rande Cook; Dr. Suzanne Simard, a leading forest researcher who pioneered research into tree communication and is the author of the international best-seller "Finding the Mother Tree"; Chief Ernest Alfred, Hereditary Chief of Tlowit'sis First Nation, elected leader of the 'Namgis First Nation and leader of the Swanson Occupation; Kelly Richardson, a world renowned video installation artist whose practice has focused on environmental issues for over 20 years; and Paul Walde, an award winning interdisciplinary artist and professor. Moderated by Jessie Demers, curator of the Eden Grove Artist in Residence Program and Still Standing exhibition.

Out of Place solo exhibition by Conney Michelle Morey

Out of Place delves into the relationships between the ground beneath our feet and the roofs over our heads. Through sculpture, photography and stop-motion projection, artist Connie Michele Morey explores ecological displacement (a colonial separation from the earth as home) and its impact on labour and housing dislocation. Emerging from travel to over fifty former village and industry sites on the east and west coasts of Canada, *Out of Place* questions what it means to be at home with the body, community, and earth.

Exhibitions – Continuing

Qw'an Qw'anakwal - To Come Together, Artist Portraits to December 2023

Curated by Andrea Walsh, Smyth Chair in Arts and Engagement

Amanda LaLiberte's photo portraits showcase 12 Coast Salish artists who participated in the Visiting Artist Program hosted by the UVic Department of Anthropology.

***Piers*, curated by Kim Dhillon Sept 28-Dec 22**

Piers honours the great teaching, learning, and creative relationships that come out of the UVic Department of Visual Arts. The exhibition features contemporary painting, sculpture, video and photography by faculty, sessional instructors, and staff alongside artists from across Canada and abroad who have influenced them or who they have mentored during their career.

Artists: Katie Bethune-Leamen, Cedric Bomford, Lauren Brinson, Yan Wen Chang, Megan Dickie, Laura Dutton, Annika Eriksson, Daniel Laskarin, James Legaspi, Christopher Lindsay, Evan Locke, Danielle Proteau, Hollis Roberts, Arlene Stamp, Jennifer Stillwell, Beth Stuart, Grace Tsurumaru, Paul Walde



University
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SUBMISSION TO THE UVIC BOARD OF GOVERNORS

September 19, 2022

FOR INFORMATION

To: Operations and Facilities Committee

From: Kristi Simpson
Vice-President Finance and Operations

cc: President and Vice-Chancellor

Meeting Date: October 4, 2022

Subject: Status Report on Capital Projects

Basis for Jurisdiction: Committee's Terms of Reference

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

Strategic Relevance:

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

Previous Consultation:

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

Background:

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

Attachment(s):

VPFO/FMGT Project Updates: September 01, 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 August 2022 (in millions)
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Consulting – C1	\$21.1	\$22.1
Construction – C2	\$194.3	\$199.8
Completion – C3	\$5.7	\$6.2
Contingency – C4	\$4.0	\$0.0
Sub-Total	\$225.1	\$228.1
GST (1.65%)	<u>\$3.7</u>	<u>\$3.8</u>
TOTAL PROJECT COST	\$228.8	\$231.9

- Total commitments to date are \$223.7M or 97.7%.

SCHEDULE STATUS:	Original Schedule January 2019	Actual / Forecasted August 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 (SH1 - 398 beds, Dining)

Construction – Building Envelope	May 2022	<i>September 2022</i>
Construction – Commissioning	June 2022	<i>September 2022</i>
Construction – Interiors	May 2022	<i>July 2022</i>
Construction – Operations	August 2022	<i>August 2022</i>

Tender Package 04 - Building Two (SH2 - 385 Beds, Conference, Classrooms)

Construction - Structure	December 2021	<i>May 2022</i>
Construction – Building Envelope	January 2023	<i>April 2023</i>
Construction – Interiors	October 2022	<i>April 2023</i>
Construction – Commissioning	January 2023	<i>April 2023</i>
Construction – Operations	February 2023	<i>July 2023</i>

Major Risks:

- Building opened on time, removing all schedule risk associated with achieving fall academic calendar.
- Schedule risk for Building Two remains including equipment start up and commissioning, labour shortages, procurement and material lead times, site coordination, design coordination, and occupancy related changes. These are mitigated by an occupancy target date seven weeks earlier in the calendar year compared with Building One.

PROJECT:	NATIONAL CENTRE FOR INDIGENOUS LAWS
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Project No: 19-04343
Project Consultants: Two Row Architect
Construction Manager: Chandos Construction

BUDGET STATUS:	Approved Budget April 2020 (in millions)	Forecasted Costs** August 2022 (in millions)
Consulting – C1	\$2.76	\$2.76
Construction – C2	\$26.60	\$26.60
Completion – C3	\$3.16	\$3.16
Contingency – C4	\$1.58	\$1.58
Sub-Total	\$33.10	\$33.10
GST (1.65%)	\$0.55	\$0.55
Escalation	\$0 ¹	\$0 ¹
TOTAL PROJECT COSTS	\$34.65	\$34.65

- A \$7.5 million budget increase was approved at the March 2022 board meeting.
- Total commitment on the National Centre for Indigenous Laws addition is \$2.67M.
- Complementary projects that include renovation and renewals to the existing building, funded through the Ministry's Major Maintenance and Rehabilitation Program, are not included.

SCHEDULE STATUS:	Original Schedule February 2020	Actual / Forecasted August 2022
Consultant Selection	May 2020	June 2020
Schematic Design	October 2020	February 2021
Design Development	March 2021	September 2021
Construction Documents	September 2021	June 2022
Tender Complete	November 2021	November 2022
Construction Complete (Substantial)*	March 2023	July 2024
Commissioning and Warranty	May 2023	July 2024
Fit-up and Move In	July 2023	July 2024
Operation	August 2023	August 2024

NOTE: * Substantial Performance as defined in the BC Builders Lien Act

Major Risks:

- Building Renewals scope has been defined and impacts to budget and schedule to be determined.
- COVID-19 may have impacts on schedule.
- Current market supply and demand challenges may impact schedule and cost.
- Based on the initial tender packages received to date, the project is expected to be over budget. Work is underway to develop an updated projection, determine value engineering options and seek additional funding. More detail will be presented at the meeting.

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 August 2022 (in millions)
Consulting – C1	\$6.6	\$7.0
Construction – C2	\$69.0	\$70.9
Completion – C3	\$8.4	\$6.2
Contingency – C4	<u>\$4.2</u>	<u>\$4.1</u>
Sub-Total	\$88.2	\$88.2
GST (1.65%)	<u>\$1.4</u>	<u>\$1.4</u>
TOTAL PROJECT COSTS	\$89.6	\$89.6

- Currently at Tender phase for ECSE and for HBRSL.
- Prioritized cost savings elements identified to bring construction back on budget.
- Provincial Commitment of \$64.8M; UVic to provide \$24.8M through internal/fundraising.

SCHEDULE STATUS:	Original Schedule November 2019	Actual / Forecasted August 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	September 2022
Construction Complete (Substantial)*	December 2023	March 2025
Commissioning	December 2023	Dec 2024 (ECSE) / Feb 2025 (HBRSL)
Fit-up and Move In	December 2023	Jan 2025 (ECSE) / Mar 2025 (HBRSL)
Operation	January 2024	Feb 2025 (ECSE) / Apr 2025 (HBRSL)

NOTE: * Substantial Performance as defined in the BC Builders Lien Act

Major Risks:

- Academic year: impact of construction on teaching and research.
- Construction cost volatility.
- Current market supply and demand challenges are being compounded by the Russian military attacks in Ukraine and may impact schedule and cost.



University
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SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

September 21, 2022

To: Operations and Facilities Committee

From: Elizabeth Croft, Vice-President Academic and Provost

cc: President and Vice-Chancellor

Meeting Date: October 4, 2022

Subject: Revised Award: Ukraine Emergency Doctoral Student Fellowship in the Humanities

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 award was initially reviewed and approved by the Senate Committee on Awards on April 13, 2022 and approved by the Board of Governors at their May 31, 2022 meeting.

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the revised Ukraine Emergency Doctoral Student Fellowship in the Humanities award, contingent on Senate approval.

Ukraine Emergency Doctoral Student Fellowship in the Humanities

One or more fellowships of at least \$40,000 ~~is~~ are awarded to ~~an~~ academically outstanding PhD students who, at the time of application, ~~is~~ are enrolled at any Ukrainian university in a doctoral program in the Humanities. The area of research must focus on any aspect of Ukrainian history, language, and/or culture, the Holodomor, Holocaust Studies, Genocide Studies, human rights, and/or social justice. Preference will be given to Ukrainian citizens.

Applicants must submit the following in English:

- an up-to-date academic CV;
- a one-page letter of intent describing your research plans while at the University of Victoria;
- a clear statement ~~of~~ addressing the fit of your research to the Faculty of Humanities and the ways in which it aligns with the study of Ukrainian history, language and/or culture, the Holodomor, Holocaust Studies, Genocide Studies, human rights, and/or social justice.

The successful applicants must have a conversational command of English in order to participate in the intellectual life of the university, as the University of Victoria is an English speaking institution. The successful applicants will be provided an official affiliation with the University of Victoria, access to its library facilities, and an office at the UVic Centre for Global Studies. They will also be provided with a peer mentor and a faculty mentor. The students will be welcomed into the intellectual life of the Centre, the Faculty, and the University.

Applications must be submitted to the Faculty of Humanities by June 30, ~~2022~~, care of the Associate Dean Research at humassistant@uvic.ca. The duration of the Fellowship is one year and may assist with (return) airfare, medical insurance and other living expenses. Approval of the recipient will be made by the Faculty of Graduate Studies Graduate Awards Committee upon the recommendation of the Faculty of Humanities.

Planned Further Action: At their Oct. 7 meeting, Senate will consider the approval of this revised award. While normally Board approval occurs following Senate approval, this award revision is coming to the Board for approval now—and contingent on Senate approval—due to the urgent nature of the funding. Increased donor funds has enabled the Faculty of Humanities to award more than one award. Following approval from the Board and Senate, Student Awards and Financial Aid will administer the award.

Attachment: Memorandum to Senate dated April 20, 2022.



Date: April 20, 2022

To: Senate

From: Senate Committee on Awards

Re: **New and Revised Awards**

The Senate Committee on Awards met on April 13, 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:

- Working for a Better World Award (Revised)
- Jennifer Davison Undergraduate Scholarship in Russian Studies (Revised)
- Lee Mong Kow Bursary (New)
- St. Jude Scholarship* (Revised)
- Davison Graduate Scholarship in Economics* (Revised)
- Erna Beltsheva Graduate Scholarship in Music* (Revised)
- St. Martin Family Biology Scholarship (New)
- St. Martin Family Engineering & Computer Science Scholarship (New)
- Carbery Family Golf Award (New)
- Brent Fougner Cross Country/Track Annual Award (New)
- Vikes Honour Roll Provost Award for Excellence (Revised)
- Mathew Szymanowski Vikes Men's Rowing Award (New)
- Don Lobb Men's Rugby Award (New)
- Faculty of Law Indigenous Emergency Assistance Fund (New)
- Indigenous Law Student Award (New)
- Irene Cohen Scholarship (Revised)
- Vancouver Security Traders Association (VSTA) Finance Scholarship (New)
- Christine Welsh Scholarship (Revised)
- Doug White Vikes Men's Rowing Award (New)
- Ukraine Emergency Doctoral Student Fellowship in the Humanities (New)
- Chair in Transgender Studies Undergrad Research Scholarship for Trans, Non-Binary & Two-Spirit Students (Revised)
- William R. McIntyre Medal (Revised)
- Vancouver Island Compassion Society Cannabis and Psychedelic Studies Scholarship* (New)
- Leslie and Kaye Jowett Graduate Scholarship* (Revised)
- University of Victoria International Mobility Access Grant (IMAG) (New-UG)

** Administered by the University Of Victoria Foundation*

Respectfully submitted,

2021/2022 Senate Committee on Awards

Charlotte Schallié (Chair), Faculty of Humanities

Daniel Davenport, Student Senator

John Dower, Faculty of Graduate Studies

Nicole Greengoe, Registrar

Lori Nolt, Student Awards and Financial Aid

Donja Roberts, Faculty of Graduate Studies

Nahid Safari, GSS Representative

Brock Smith, Peter B. Gustavson School of Business

Linda Welling, Faculty of Social Sciences

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~~

Working for a Better World Award (Revised)

One or more awards, ~~An award~~ of up to \$8000 each, will be given to an undergraduate students in the Bachelor of Commerce program who have secured an approved Working for a Better World designated co-op term (Fall, Spring or Summer). The Working for a Better World awards are 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 \$2000 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).

Jennifer Davison Undergraduate Scholarship in Russian Studies (Revised)

~~A scholarship of \$1,000 is~~ One or more scholarships of at least \$1,000 each are awarded to academically outstanding undergraduate student(s) in Russian Studies. Students must submit a description of their active participation in a university or community club promoting Russian culture.

Approval of the recipients ~~will~~ be made by the Senate Committee on Awards upon the recommendation of the Department of Germanic and Slavic Studies.

Lee Mong Kow Bursary (New)

One or more bursaries are awarded to undergraduate or graduate students.

St. Jude Scholarship Bursary* (Revised)

One or more scholarships are awarded ~~awards are made annually~~ to entering or continuing academically outstanding undergraduate student(s) pursuing a Bachelor of Music degree with a performance major in voice, with preference for students studying opera. ~~The student(s) must demonstrate financial need and display vocal and academic excellence. The recipients must be newly admitted or returning students.~~

Approval of the recipients is made by the Senate Committee on Awards upon the recommendation of the School of Music.

Davison Graduate Scholarship Bursary in Economics* (Revised)

One or more ~~scholarships~~ bursaries are awarded to academically outstanding women graduate students in the Department of Economics, with preference for students with financial need.

Approval of recipients is made by the Faculty of Graduate Studies Graduate Awards Committee upon the recommendation of the Department of Economics.

Erna Beltsheva Graduate Scholarship Bursary in Music* (Revised)

One or more ~~scholarships~~ bursaries are awarded to academically outstanding graduate students in the School of Music. ~~Preference will be given to students who can competently perform Chopin's Etudes and Ballades.~~

Approval of the recipients is made by the Faculty of Graduate Studies Graduate Awards Committee upon the recommendation of the School of Music.

St. Martin Family Biology Scholarship (New)

One scholarship will be awarded to an academically outstanding undergraduate student entering second year with the highest GPA in the Department of Biology and who:

- completed at least 15.0 units in their first year and
- did not receive a UVic scholarship in their first year at UVic.

In the case of equally qualified candidates, the student with the highest mark in their first-year Biology 184/186 course will be selected.

St. Martin Family Engineering & Computer Science Scholarship (New)

One scholarship will be awarded to an academically outstanding undergraduate student entering second year with the highest GPA in the Faculty of Engineering and Computer Science and who:

- completed at least 16.5 units in their first year and
- did not receive a UVic scholarship in their first year at UVic.

In the case of equally qualified candidates, the student with the highest mark in their first-year Engineering 120 course will be selected.

Carbery Family Golf Award (New)

One or more awards are given to undergraduate or graduate students who participate in the Vikes Men's and Women's Golf programs at the University of Victoria. Eligible students must meet all U SPORTS eligibility requirements.

Award recipients will be selected on the basis of work ethic, commitment and performance criteria by the Senior Director of Athletics and Recreation in consultation with the Varsity Head Coach and the Director, Varsity Performance Sport.

Brent Fougner Cross Country/Track Annual Award (New)

One or more awards are given to undergraduate or graduate students who participate in the Vikes Men's or Women's Cross Country/Track 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, commitment and performance criteria by the Senior Director of Athletics and Recreation in consultation with the Varsity Cross Country/Track Head Coach and the Director of Varsity Performance Sport.

Vikes Honour Roll Provost Award for Excellence (Revised)

One or more ~~An~~ awards of at least \$1,000 each are ~~is~~ given to the undergraduate or graduate Vikes Honour Roll/U Sport Academic All Canadian recipients with the highest academic average. This may be awarded to a graduating students.

Mathew Szymanowski Vikes Men's Rowing Award (New)

One or more awards are given to undergraduate or graduate students who participate in the Vikes Men's Rowing program at the University of Victoria. Eligible students must meet all U SPORTS eligibility requirements. Preference will be given to students in the Faculty of Engineering and Computer Science.

Award recipients will be selected on the basis of work ethic, commitment and performance criteria by the Senior Director of Athletics and Recreation in consultation with the Varsity Head Coach and the Director, Varsity Performance Sport.

Don Lobb Men's Rugby Award (New)

One or more awards are given to undergraduate or graduate students in the Faculty of Science or the Faculty of Engineering and Computer Science who compete on the Vikes Men's Rugby team. Eligible students must meet all U SPORTS eligibility requirements.

Award recipients will be selected on the basis of work ethic, commitment and performance criteria by the Senior Director of Athletics and Recreation in consultation with the Varsity Head Coach and the Director, Varsity Performance Sport.

Faculty of Law Indigenous Emergency Assistance Fund (New)

Emergency bursaries are awarded in the event of an unforeseen emergency or circumstance to Canadian-born Indigenous students enrolled in full time or part time studies in the Faculty of Law. The funding is intended to assist with financial emergencies including, but not limited to:

- medical, optical, or dental expenses
- family crisis, community obligations, or cultural commitments and responsibilities
- unanticipated expenses that are beyond the student's control and that directly impact their ability to complete the term.

Students must apply directly to the Faculty of Law Office.

Indigenous Law Student Award (New)

One or more awards of at least \$5,000 each are given to continuing undergraduate Canadian-born Indigenous students in the Faculty of Law JD/JID program who do not otherwise have full funding through UVic scholarships and awards for their tuition and fees. Preference will be given to applicants with demonstrated financial need.

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

Irene Cohen Scholarship (Revised)

A scholarship of ~~\$1,000~~ \$1,500 ~~is will be~~ awarded to an academically outstanding undergraduate student who is either continuing or transferring from a BC College into their third ~~3rd~~ year in the School of Social Work. ~~Students may receive this award for two years.~~

Vancouver Security Traders Association (VSTA) Finance Scholarship (New)

One or more scholarships are awarded to academically outstanding undergraduate students continuing in the Peter B. Gustavson School of Business.

Approval of the recipient(s) is made by the Senate Committee on Awards upon the recommendation of the Peter B. Gustavson School of Business.

Christine Welsh Scholarship ~~for Indigenous Students in Gender Studies~~

One or more scholarships of at least \$1,000 each are awarded to academically outstanding Canadian-born Indigenous undergraduate students entering third 3rd-or fourth 4th-year with a declared major in Gender Studies. Part-time students (minimum 6.0 units) are eligible for this scholarship.

Approval of the recipients will be made by the Senate Committee on Awards upon the recommendation of the Department of Gender Studies.

Doug White Vikes Men's Rowing Award (New)

One award is given to an undergraduate or graduate student in their first year of competition with the Vikes Men's Varsity Rowing Team with the most outstanding record of performance (Novice of the Year). Eligible students must meet all U SPORTS eligibility requirements.

Award recipients will be selected on the basis of work ethic, commitment and performance criteria set by the Director of Athletics and Recreation in consultation with the Varsity Head Coach and the Associate Director, Varsity Performance Sport.

Ukraine Emergency Doctoral Student Fellowship in the Humanities (New)

One fellowship of at least \$40,000 is awarded to an academically outstanding PhD student who, at the time of application, is enrolled at any Ukrainian university in a doctoral program in the Humanities. The area of research must focus on any aspect of Ukrainian history, language, and/or culture, the Holodomor, Holocaust Studies, Genocide Studies, human rights, and/or social justice. Preference will be given to Ukrainian citizens.

Applicants must submit the following in English:

- an up-to-date academic CV;
- a one-page letter of intent describing your research plans while at the University of Victoria;
- a clear statement of addressing the fit of your research to the Faculty of Humanities and the ways in which it aligns with the study of Ukrainian history, language and/or culture, the Holodomor, Holocaust Studies, Genocide Studies, human rights and/or social justice.

The successful applicant must have a conversational command of English in order to participate in the intellectual life of the university, as the University of Victoria is an English speaking institution. The successful applicant will be provided an official affiliation with the University of Victoria, access to its library facilities, and an office at the UVic Centre for Global Studies. They will also be provided with a peer mentor and a faculty mentor. The student will be welcomed into the intellectual life of the Centre, the Faculty, and the University.

Applications must be submitted to the Faculty of Humanities by June 30, 2022, care of the Associate Dean Research at humsassistent@uvic.ca. The duration of the Fellowship is one year and may assist with (return) airfare, medical insurance and other living expenses. Approval of the recipient will be made by the Faculty of Graduate Studies Graduate Awards Committee upon the recommendation of the Faculty of Humanities.

Chair in Transgender Studies Undergrad Research Scholarship for Trans, Non-Binary & Two-Spirit Students (Revised)

Two or more ~~\$500~~ scholarships of \$500 each are awarded to academically outstanding trans, non-binary or Two-Spirit undergraduate students entering third or fourth year who are pursuing a degree in any field. Priority will be given to students whose studies are trans-related. Further preference will be given to students with ~~who~~ demonstrated financial need.

William R. McIntyre Medal (Revised)

The William McIntyre Medal is presented annually to a member of the graduating class who, in the opinion of the Faculty, has exhibited the highest qualities of community service, student leadership and academic excellence over the course of the JD or JD/JID program in the Faculty. The medal recognizes the very special relationship that the Faculty of Law has enjoyed with the Honourable William R. McIntyre, who retired from the Supreme Court of Canada in 1989.

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

Vancouver Island Compassion Society Cannabis and Psychedelic Studies Scholarship* (New)

One or more scholarships of \$5,000 each are awarded to graduate students whose research is focused on therapeutic or medically beneficial applications for cannabis or psychedelics and/or increasing access to medical cannabis or psychedelics (increased access via cost-coverage, stigma reduction, etc.).

The scholarship is renewable for the duration of the graduate degree, up to a maximum of four years, as long as the student is making good academic progress in the same degree.

Approval of the recipient(s) will be made by the Faculty of Graduate Studies Graduate Awards Committee. Applications must be submitted to the Dean's Office, Faculty of Graduate Studies no later than June 15th.

Leslie and Kaye Jowett Graduate Scholarship* (Revised)

An One or more awards of \$TBA will be made given to a graduate students with a physical disability as defined by the 1975 UNESCO declaration. Students must submit an application

~~to the Faculty of Graduate Studies by June 15. Candidates should obtain an application from the Office of the Dean of Graduate Studies. This must be submitted by September 15th of the year of the application, together with a support letter from a physician and the names of two referees who are able to support the academic record of the student.~~

Approval of the recipient will be made by the Faculty of Graduate Studies, Graduate Awards Committee.

University of Victoria International Mobility Access Grant (IMAG) (New)

One or more grants of up to \$10,000 are awarded to undergraduate Indigenous students, low-income students and students with a disability who are Canadian citizens or permanent residents and are going abroad on international study and/or work experiences. Recipients must be at least 18 years of age and in good academic standing.

The grant, and the related supports available, aim to reduce barriers for recipients to access and participate in UVic's international outbound mobility programs and strengthen their global skills and competencies. International opportunities would include physical and virtual exchange or study abroad programs, co-op placements and other international mobility programs based at international partner universities or offered in collaboration with partner universities. The international study and/or work experiences must be longer than one week in duration and academically recognized by UVic. Part-time students are eligible to apply. Applications can be obtained from the Office of Global Engagement.

Approval of the recipients will be made by the Senate Committee on Awards upon the recommendation of the Office of Global Engagement.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

September 21, 2022

To: Operations and Facilities Committee

From: Elizabeth Croft, Vice-President Academic and Provost

A handwritten signature in black ink, appearing to read 'Elizabeth J. Croft'.

cc: President and Vice-Chancellor

Meeting Date: October 4, 2022

Subject: Annual Academic Staffing, Recruitment and Vacancies Report 2021/22

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

Strategic Relevance: As per the Strategic Framework, the university remains dedicated to recruiting, supporting and developing a diverse community of talented academic professionals. Our commitment to providing an extraordinary environment for teaching, research and creative activity attracts and inspires exceptional scholars. Enhanced resources and programs, along with competitive offers of employment, make UVic the place where people want to learn, work, engage and discover.

We continue to embed practices of equity, diversity, accessibility and inclusion throughout the university community so that all members can achieve their highest potential. Through the Employment Equity Plan, we actively encourage applications from equity-deserving groups.

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

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

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

Summary: This report provides an overview of UVic's full-time faculty and librarian complement—including new hires, vacancies, resignations, and retirements—as of June 30, 2022. For context, it also includes historical data. This report does not include sessional or limited-term faculty, who are not subject to the Collective Agreement.

There are currently 889 FTE faculty and librarians at UVic in filled budgeted positions. Last year, we hired 67 new continuing faculty and librarians. There are currently 25.5 FTE active recruitments in progress and 23.3 FTE vacant positions available for recruitment. The remainder of vacancies are unavailable for reasons such as bridge positions for research chairs, returns from excluded administrative positions, and other university commitments. In the past year, five faculty resigned and 33 retired or reduced their hours in anticipation of retirement.

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

Planned Further Action: Although the report does not include forecasts for 2022/23, it's important to note that members of Executive Council will continue to prioritize academic appointments that are critical to our academic and research mission.

As well, we anticipate a new Collective Agreement in the 2022/23 academic year.

Attachment(s): Academic Staffing, Recruitment and Vacancies Report 2021/22

Academic Staffing, Recruitment and Vacancies Report

2021/22



Introduction

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

The report provides current and historical data from July 1, 2021 to June 30, 2022¹. It outlines a full year of faculty complement information in the context of the global COVID-19 pandemic. Of note, faculty hiring, promotions and retirements have increased this year compared to last, which could be attributed to a winding down of provincial and national pandemic measures, and the resumption of international travel.

Cultivating an extraordinary academic environment

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

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

Faculty and librarian budgeted FTEs

There are currently 889 FTE (full-time equivalent) faculty and librarians at UVic in filled budgeted positions, a decrease of 7.2 FTEs from the previous year. The number of FTEs illustrated in the table below does not include vacant or limited term positions.

Filled FTEs, excluding limited-term or vacant positions

Rank	2012/ 13	2013/ 14	2014/ 15	2015/ 16	2016/ 17	2017/ 18	2018/ 19	2019/ 20	2020/ 21	2021/ 22
Full professor	276	268	291	297	323	322	305	321	335	308
Associate prof.	310	300	292	270	273	270	266	255	252	247
Assistant prof.	130	136	121	140	109	110	135	150	159	189
Lecturer	5	4	0	1	1	2	1	1	1	5
Teaching prof.*	71	75	77	79	82	85	90	99	109	109
Artist-in-Res.**	4	4	4	4	4	4	4	0	0	0
Academic admin.**	6	7	9	8	9	7	6	0	0	0
Librarian	30	30	31	33	34	32	31	34	35	31
TOTAL	832	824	823	831	833	832	838	860	896	889

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

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

Note that numbers are rounded to the nearest FTE position.

¹ Faculty FTE and vacancies report includes one year of data, with a snapshot of July 1, 2022.



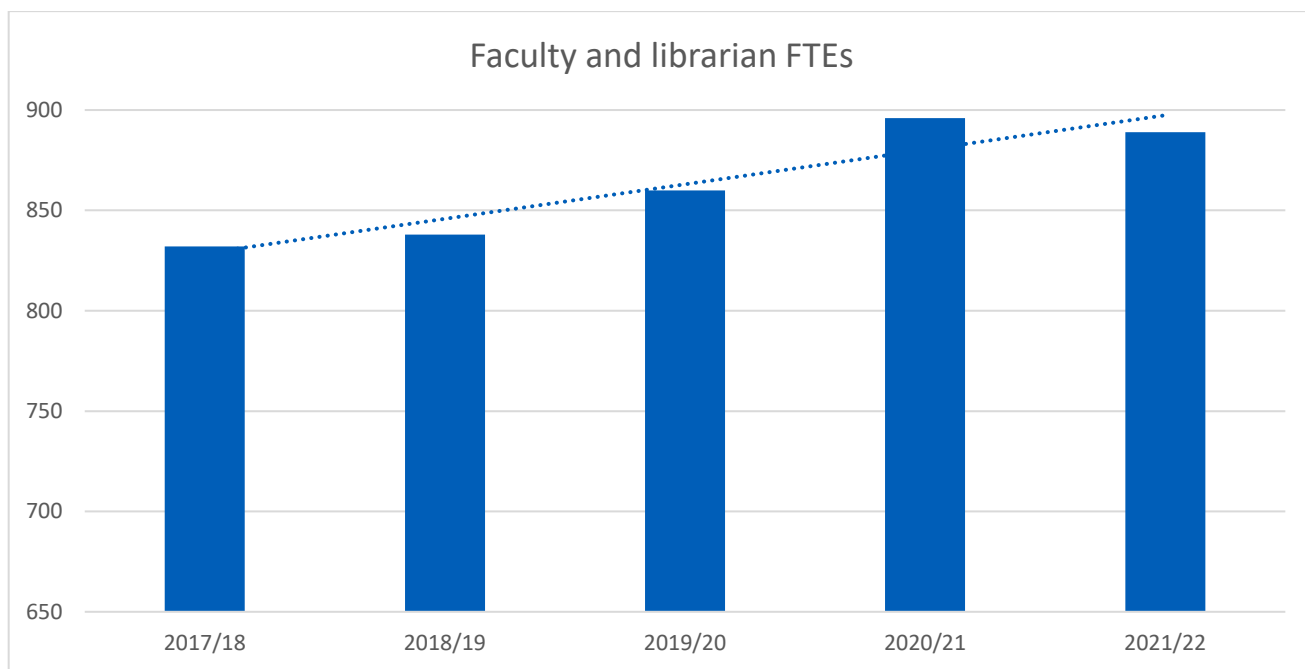


Figure 1: Filled FTE faculty and librarian positions over the past five years, excluding limited-term or vacant positions.

Vacancies

There are 62.7 vacant FTE positions, 23.3 of which are available for recruitment. Reasons for the discrepancy include bridged positions for research chairs (e.g., Canada Research Chairs), returns from excluded administrative positions, vacant positions already filled by faculty pending immigration approval, and other commitments by the university.

There are currently 25.5 FTE active recruitments in progress for existing and anticipated vacancies².

Equity and diversity

We continue to implement the Employment Equity Plan, actively encouraging applications from members of groups experiencing barriers to equity so that we can increase the diversity of our faculty and librarian complement. Embedding practices of equity, diversity, accessibility and inclusion throughout the university are intended to make community members feel welcomed, valued and supported to achieve their highest potential.

We expect to launch an Equity Action Plan in October 2022 that will include more actions related to advancing equity and increasing diversity in recruitment and retention.

UVic's Equity and Human Rights office sends all new employees a survey to track the university's progress towards achieving an equitable workforce. Of continuing faculty surveyed, 32 have self-declared as Indigenous—an increase of 52% in five years.

² The university has put in place measures to address a budget shortfall for this academic year, including a hiring pause and review with an exception process.



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

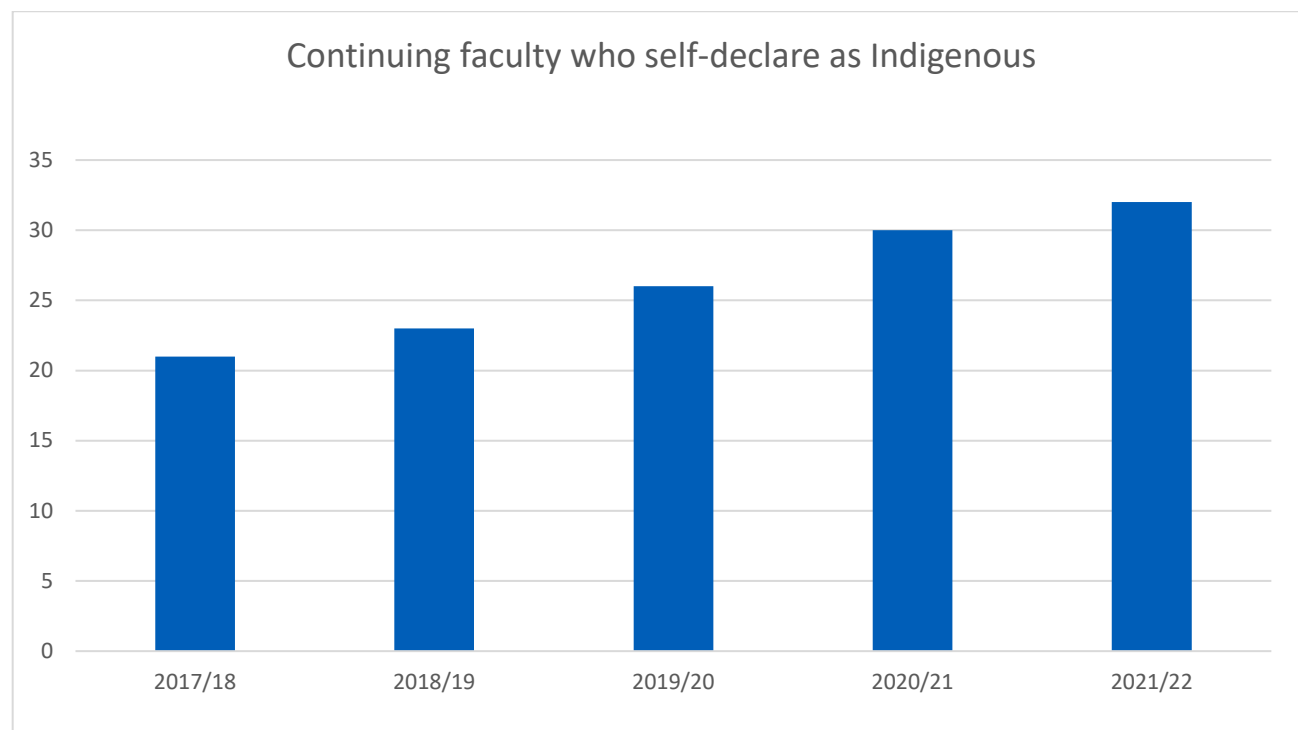


Figure 2: UVic has 32 continuing faculty members who self-declare as Indigenous.

Additionally, 97 faculty identified as a visible minority and 28 identified as having a disability or disabilities.

New faculty and librarian headcount

In 2021/22, we hired 67 new continuing faculty and librarians. Consistent with previous years, most new hires were at the assistant professor level. The highest numbers of new recruits were in the faculties of Human and Social Development, Social Sciences and the Peter B. Gustavson School of Business.

New FTEs, excluding limited-term appointments

Rank	2012/ 13	2013/ 14	2014/ 15	2015/ 16	2016/ 17	2017/ 18	2018/ 19	2019/ 20	2020/ 21	2021/ 22
Full professor	1	4	5	4	2	8	2	1	3	12
Associate prof.	1	0	1	1	3	4	6	7	3	9
Assistant prof.	2	18	16	23	28	23	30	32	28	29
Lecturer	3	1	1	0	1	0	0	1	0	3
Teaching Prof.*	6	7	6	9	5	10	10	14	13	12
Academic admin	0	1	1	0	0	0	0	0	0	0
Librarian	0	3	3	3	2	2	1	3	1	2
Total	13	34	33	40	41	47	49	58	48	67

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



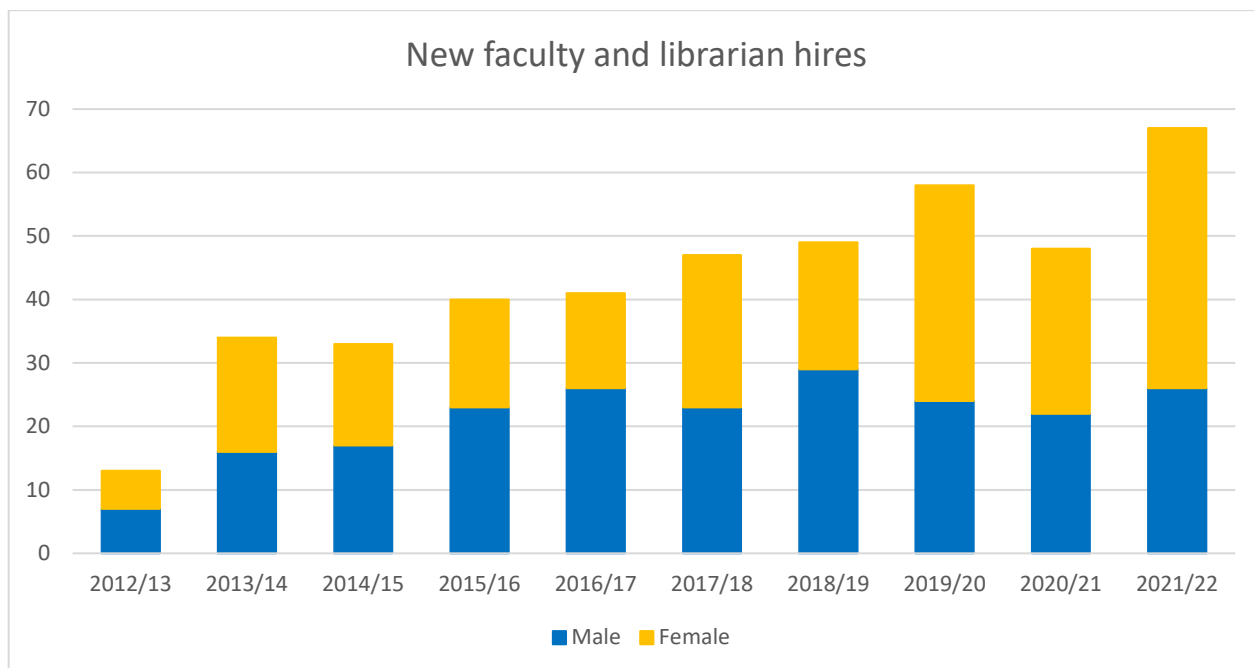


Figure 3: Of the 67 total faculty and librarians hired in 2021/22, 26 self-identified as male and 41 as female. The new hires support enrolment growth in Human and Social Development, Social Sciences, Business and other priority areas.

Faculty promotions

In 2021/22, 36 faculty members were promoted to the rank of full professor and 37 were promoted to the rank of associate professor. The increase in the number of promotions is directly related to changes made to the Career Progress Increment (CPI) in the 2019-2022 Collective Agreement. The CPI eligibility bands are designed to encourage applications for career progression.

Promotions

Rank	2012/ 13	2013/ 14	2014/ 15	2015/ 16	2016/ 17	2017/ 18	2018/ 19	2019/ 20	2020/ 21	2021/ 22
Full professor	10	14	15	17	25	20	15	16	20	36
Associate prof.	29	26	30	26	16	17	13	7	12	37
Assistant prof.	1	0	0	0	0	0	0	0	0	0
TOTAL	40	40	45	43	41	37	28	23	32	74

Faculty and librarian resignations and departures

UVic goes to great lengths to retain our faculty and librarians, and our number of resignations is extremely low. The five-year average rate of faculty and librarian resignation is less than 1%. This year, we had five resignations: three Assistant Professors, one Assistant Teaching Professor, and one Librarian.

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



Resignations

Rank	2012/ 13	2013/ 14	2014/ 15	2015/ 16	2016/ 17	2017/ 18	2018/ 19	2019/ 20	2020/ 21	2021/ 22
Full professor	0	1	1	3	3	0	4	0	0	0
Associate prof.	2	3	0	1	3	2	2	2	0	0
Assistant prof.	1	7	2	1	5	5	3	1	1	3
Teaching prof.*	3	0	1	0	2	0	1	1	1	1
Lecturer	0	0	0	0	0	0	0	0	0	0
Academic admin.	0	0	0	0	1	0	0	0	0	0
Librarian	1	0	0	0	0	0	0	0	0	1
Total	7	11	4	5	14	7	10	4	2	5

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

Terminations and deaths

Rank	2012/ 13	2013/ 14	2014/ 15	2015/ 16	2016/ 17	2017/ 18	2018/ 19	2019/ 20	2020/ 21	2021/ 22
All ranks	0	0	1	2	0	2	0	0	0	0

Retirements

In 2021/22, 33 faculty and librarians retired or indicated an upcoming retirement date. Most retirees were 65 years or older. There were nine faculty members who chose to reduce their hours in anticipation of retirement.

Retirements and reduced hours

Type	2012 /13	2013 /14	2014 /15	2015 /16	2016 /17	2017 /18	2018 /19	2019 /20	2020 /21	2021 /22
Retirement at age 65 or later	8	14	21	20	11	28	19	14	20	28
Retirement before age 65	3	5	8	8	9	7	8	4	5	5
Reduced FTE	6	7	8	6	5	11	15	11	11	9
Total retirees	11	19	29	28	20	35	27	18	25	33

Based on our annual Faculty Recruitment and Retention Survey, 15 faculty members who are 65 years of age or older have indicated that they will retire on or before June 30, 2023. We anticipate having a total of 178 faculty and librarians 65 or older in the 2022/23 academic year.



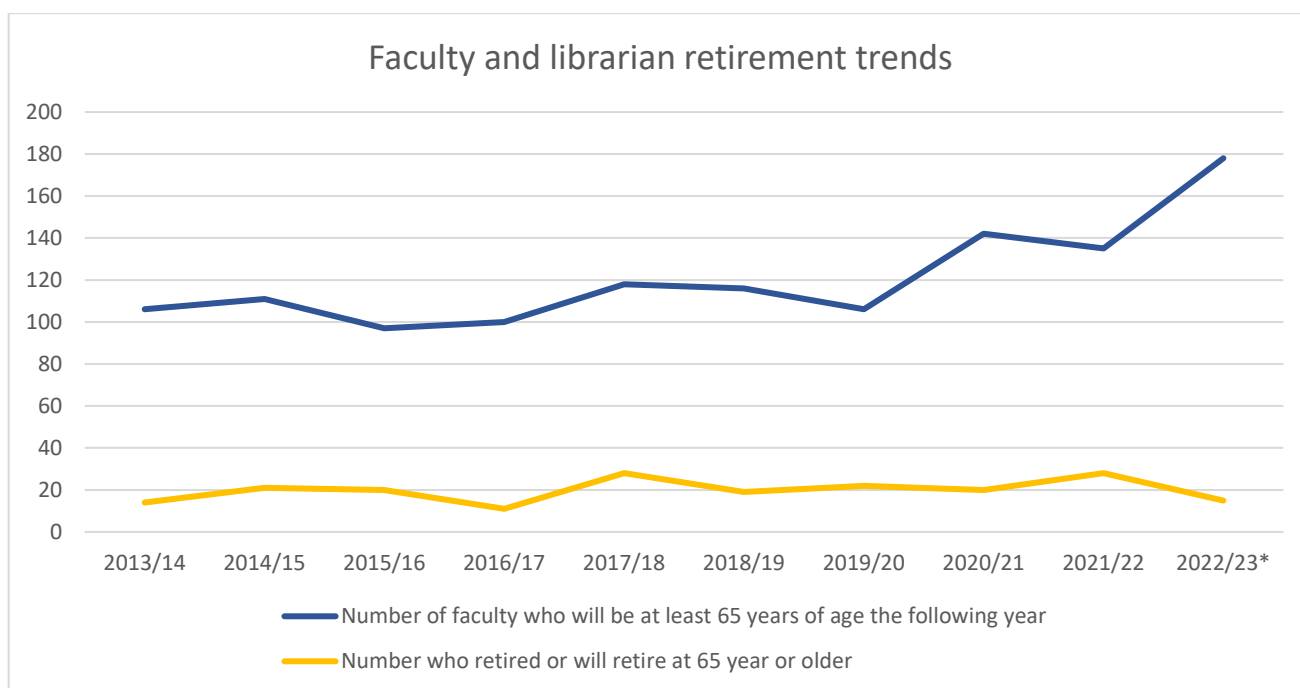


Figure 4: As of June 30, 2022, 28 faculty and librarians 65 or older have indicated that they will retire as of June 30, 2023. Note that previous years have been updated with the actual number of retirees. *We anticipate having a total of 178 members who are 65 or older in our faculty and librarian complement next year.

Investing in our future

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

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

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

As well, UVic is in the process of creating a new strategic plan, which is expected to launch in early 2023. Our institutional plans, together with our scholarship and partnerships, send a strong message about what we value as an institution, our priorities, and strategic direction for future recruitment.





University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

September 22, 2022

To: Operations and Facilities Committee

From: Carrie Andersen, University Secretary

A handwritten signature in blue ink, likely belonging to Carrie Andersen.

cc: President and Vice-Chancellor

Meeting Date: October 4, 2022

Subject: Equity and Human Rights Annual Report

Basis for Jurisdiction: University Act, s. 27
Board procedures, s. 8.1
Strategic Framework, Strategies 1.2, 1.4, and 4.4
British Columbia Sexual Violence and Misconduct Policy Act

Strategic Relevance:

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 1.4 - Implement internal communications practices that enhance individual, unit and organizational effectiveness, promote a sense of shared enterprise and meaningful purpose, and facilitate opportunities for collaboration across the campus.

Strategy 4.4 - Implement transformative programs to provide a welcoming, inclusive campus environment for all, and include the entire university community in Indigenous-engaged learning to promote mutual understanding and respect.

Background:

The Equity and Human Rights (EQHR) annual report will inform the Board of Governors and university community of the annual activities of EQHR to advance the mandate of the office, support the institutional strategic framework, and implement university policies. The report also responds to the legislative requirement that the university president of a post-secondary institution report to the governing body on the implementation of the post-secondary institution's sexual misconduct policy (Sexual Violence and Misconduct Policy Act, section 6.2).

Summary:

The EQHR annual report provides an overview of EQHR's operations from September 2021 through August 2022. This year's priorities focus on:

- Providing fair, trauma-informed and human-centred resolution options
- Strengthening partnerships and engagement
- Leading institutional equity planning and implementation
- Developing effective strategies to educate on harm prevention and intersectional inclusion
- Increasing capacity to deliver the EQHR mandate

EQHR provides a leadership and coordinating function, building and fostering partnerships across the university community, with campus groups and constituencies, with senior leaders, and liaising with experts and groups on and off campus. In this way we are harnessing the expertise of our small team to embed equity principles throughout our community to drive systemic and sustainable change.

Highlights in support of these priorities include:

- UVic's first Equity Action Plan will be ready to launch in October 2022.
- The Better Data Project has been approved. It will establish ethical data governance practices that include consistent collection of disaggregated data as a means of addressing barriers to equity for populations across the UVic community.
- Successfully hosting the annual 5 Days of Action in partnership with the University community.
- Gained approval from the BC Human Rights Tribunal to include Black academics as one of the considered groups for the preferential and limited hiring.
- *Kil KaahlGalandal*, a new anti-oppression workshop, has been developed to guide participants through critical equity-seeking topics in-depth. Topics covered will include: accountability/accountable spaces, colonization, white supremacy, white privilege, white fragility, settler moves to innocence, (systemic) racism, (implicit) bias, implicit attitude tests, racialization, microaggressions, appreciation vs. appropriation, decolonization, land acknowledgements, intersectionality, equity, diversity, inclusion, Indigenization, oppressive systemic structures, lateral violence, and reconciliation.
- A new handbook on the Sexualized Violence Resource Office has been developed for undergraduate students.
- 24 new connections to regional partners have been established to consider ways we can support and strengthen each other's efforts in EDI and anti-racism work.

- An Indigenous Rights and Anti-Racism Officer, a Communications and Research Analyst, and an Equity Data and Research Analyst were hired this year to increase capacity to support EQHR's mandates and UVic's commitments to make the campus a more inclusive environment.

Policy response:

- 185 individuals visited EQHR expressing concerns of varying natures under the Discrimination and Harassment policy.
- Investigated 2 formal complaints under the Discrimination and Harassment Policy; none resulted in a finding that the Discrimination and Harassment Policy was breached.
- 61 disclosures under the Sexualized Violence Prevention and Response Policy, a significant increase from last year.
- 5 formal reports under the Sexualized Violence Prevention and Response Policy; 3 resulted in a finding that the policy was breached.

Planned Further Action:

EQHR will continue to build on the successes and learn from the challenges of 2021-2022. For 2022-2023 EQHR has identified the following high-level priorities:

- Work with executive leadership to launch the UVic Equity Action Plan and develop equity-centred implementation and accountability framework for the EAP
- Work with partners and stakeholders to develop an institutional anti-racism framework
- Build upon and broaden the reach of education and training programs
- Continue to strengthen strategic partnerships
- Restructure equity data collection and analysis through the Better Data project
- Advance the policy review process
- Strengthen the use of all forms of alternative dispute resolution
- Develop new and creative communications strategies for embedding equity, diversity, and inclusion

Attachment(s): EQHR's 2021-2022 Annual Report

Introduction

This annual report (September 2021 – August 2022) provides a high-level overview of the initiatives, priorities, and ongoing response work undertaken by Equity and Human Rights (EQHR) over the 2021-2022 period.

Who we are

There are three main focuses within EQHR.

EQHR leads UVic's efforts to prevent and respond to discrimination, harassment, and/or sexualized violence on campus. We are responsible for implementing the [Discrimination and Harassment Policy](#) and the [Sexualized Violence Prevention and Response Policy](#) in a caring and transparent manner. The staff at the intake process and through the case management process have been trained to provide person-centred and trauma-informed support.

EQHR leads and supports the strategic implementation of equitable practices at UVic to promote a culture of respect, consent, equity, diversity, and inclusion. This includes offering education and training on how to work together through an intersectional and anti-oppressive lens. We share available resources accessible through our website and offer workshops, courses, or training sessions to support the learning and unlearning journey. The staff at EQHR are open for consultations for projects, programs, or initiatives that would benefit from being reviewed through an anti-oppressive and equity-centred lens.

EQHR works to strengthen partnerships and further community engagement to improve equity, diversity, and inclusion for communities on-campus and off-campus. Equity work is the responsibility of every person; by empowering more people to work together, we are more likely to have the capacity and ability to make systemic and sustainable change.

COVID-19

After two years of EQHR's work being impacted by conditions related to COVID-19, we have adapted and restructured our services including consultations, case management, workshops and events to be offered through a hybrid model that can accommodate people in-person and online. Navigating the varying requirements of a dual-delivery approach continues to require time and creativity by the EQHR team.

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I) Fair, trauma-informed and human-centered resolution options

Caring, transparent implementation of the Discrimination and Harassment Policy (GV0205)

Individuals seek information and advice from EQHR when they feel they have experienced discrimination or harassment of some kind. Due to the unique nature of each person's story, we always begin with a confidential consultation. A confidential consultation provides individuals with an opportunity to confidentially share their concerns, and may involve advice and assistance in navigating university protocols, documenting concerns, and support in having a difficult conversation or managing a conflict.

EQHR works hard to support folks through a process that best suits their needs and goals for resolution. Staff in EQHR, where appropriate, first attempt to resolve complaints through an informal resolution process. Informal resolution can involve creating a file for future reference, education and/or coaching for individuals or units, as well as alternative dispute resolution such as mediation/facilitated conversations or a written communication and/or behavioural agreement. Oftentimes the parties to an Informal Resolution Process draw on more than one of these options.

Between September 1, 2021 and August 31, 2022 EQHR met with 185 individuals expressing concerns related to perceived Discrimination and Harassment. Of these, 94 (51%) participated in, and did not proceed beyond, a confidential consultation, 86 (46%) chose an Informal Resolution Process, and 5 (3%) proceeded with a Formal Resolution Process, or a full investigation led by an external investigator. The Formal Process is aimed at determining whether or not the Discrimination and Harassment policy has been breached and, if it has, referring the matter to the relevant Administrative Authority for sanctions. In 2021-22, two investigations (Formal Processes) were *completed* at the time of this reporting. Of the two completed, neither resulted in a finding that the Discrimination and Harassment policy was breached. The other three investigations are ongoing.

The following table lists the breakdown of formal investigations by population

Formal Reports						
	Faculty	Staff	Grad Student	UG Student	University Led	Total
Complainant	3	1	1	0	0	5
Respondent	4	1	0	0	0	5

Types of incidents

The majority of complaints received by EQHR were of personal harassment, including workplace bullying and harassment, abusive and demeaning behaviour, and differential treatment. There was a significant increase in the number of complaints of discrimination based on race, with 57 (31%) this year compared to 26 (17%) last year. We also saw an increase in the number of complaints that revolved around gender, with 38 (21%) this year compared to 20 (13%) last year.

The office also saw an increase in the number of people requesting an Informal Resolution Process that results in a Letter of Agreement (LOA). Such agreements provide the parties with a clear set of expectations around communication and behaviour to support the creation and maintenance of clear boundaries and feelings of psychological safety.

The office continues to receive a significant number of confidential consultations that were from individuals who were not directly involved in the incident, but rather identified as a third-party seeking advice on how to navigate difficult interactions. The information being sought usually falls into two categories: how to support the parties or responsibilities in terms of University policies and process. In these instances, the office provides advice and feedback and, if appropriate and/or requested, will follow up with the individual.

The following table lists the general grounds for complaint from September 1, 2021 to August 31, 2022. In many cases, people come forward with concerns on more than one grounds. For examples, both race and gender.

Ground for Complaint	Total
Sexual Harassment	10
Gender	38
Race	57
Disability	12
Sexuality	3
Religion	8
Age	1
Family Status	3
Personal Harassment, Bullying or Interpersonal Conflict	113
Third-Party Requesting Support	20
Other	35
Total	300

* "Other" includes consultations on topics that do not clearly fall within any of the other categories.

The following table lists the breakdown by population of complainant.

	UG Student	Grad Student	CUPE 951	CUPE 917	CUPE 4163	PEA	Faculty	Management Exempt	Other
Complainant	46	24	8	7	7	23	43	7	20

* some individuals hold more than one role at the University and incidents may be relevant to both roles

Education and awareness

In an effort to increase the University Community's awareness of both the Informal and Formal Resolution Processes, EQHR continues to develop and make available information sheets. These handouts aim to increase accessibility and transparency, while supporting individuals in making important decisions about what process will best serve them. These information sheets give parties the tools to enter an EQHR process feeling informed and prepared.

Caring, transparent implementation of the Sexualized Violence Prevention and Response Policy (GV0245)

UVic is committed to providing the University community with transparent information around the number of disclosures and reports made each year, as well as trends about the type of sexualized violence being reported. For example, these numbers reflect not only the disclosures and reports made to Equity and Human Rights, but also, the Office of Student Life, Residence Services, and Campus Security.

In this report, we share as much information as possible without breaching privacy legislation. While in some cases it would be useful to provide a more detailed and intersectional analysis of the social location of the survivors/complainants and person who has caused harm/respondents involved in processes through our office, we do not currently collect this type of information. One aspect of engaging in survivor-centred and trauma-informed practice is only collecting the necessary information to help individuals access support and options. Further, sometimes the number of individuals who would fall into specific identity categories would be so small as to potentially be identifiable; this in turn would breach individual's anonymity and confidentiality.

Disclosures were up significantly from last year, increasing from 25 during the last calendar year, to 61 in 2021-22. As per previous years, most disclosures were made by UVic students whereas the profile of those alleged to have caused harm is more varied.

Disclosures						
	Student	Staff	Faculty	Community Members	Other	Total
Survivors	55	3	1	0	1	61
Alleged Respondents	38	4	1	13	5	61

"Community Member" is a category that includes individuals who are not UVic community members but known to the survivor as someone from the broader community, this may include UVic alumni (both student and faculty). The category "other" includes those individuals who are either unknown to the survivor or know but the survivor is unwilling to share this information with university staff (which is their right).

Policy jurisdiction

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

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

All survivors, regardless of whether there is policy jurisdiction for the purposes of an investigation, are offered information, advice, and support. As survivors have the choice to not share information about the identity or position of an alleged respondent, some also choose not to disclose where an incident has occurred which results in an “unknown” category.

Jurisdiction			
	Yes	No	Unknown
Totals	27	31	3
*Historical	5		0

* A historical disclosure is one that happened more than two years ago. In those cases where we did not know the date of the incident they are listed as unknown as to whether they are historical.

Gender breakdown

Given the relatively low numbers in each category, we are unable to provide a gender breakdown by UVic position. In some cases, the gender of the alleged respondent is unknown because the information was not provided during the disclosure. There is less gender diversity in terms of the survivors who came forward this past year, with 95% of survivors identifying as cis-gender women. There was, however, a slight increase in the gender diversity of respondents with a few more females (8%) alleged to have caused harm.

Gender		
	Survivor	Respondent
Male identified	2	53
Female identified	58	5
Trans/Gender Non-Binary	1	1
Unknown	0	2
Totals	61	61

Voluntary resolution process and formal reports

In 2021 the Sexualized Violence Prevention and Response Policy was revised based on student, staff, and faculty feedback. One of the major changes was to formalize a Voluntary Resolution Process (VRP) option within the policy’s procedures. A VRP includes any process, agreed upon by all the parties, that will bring about accountability and/or closure for the parties. This may include anything from awareness and education for the person alleged to have caused harm, to mediation, healing circles, or more formal behavioural or communication agreements. This year, 16 (26%) of survivors requested a Voluntary Resolution Process, with most resulting in either awareness and education for the person alleged to have caused harm and/or behavioural agreements. In some cases, a VRP was initiated but not completed as one or more of the parties did not agree to proceed.

We received five formal reports this year and proceeded with an investigation of all five. However, of these, two were the result of disclosures made and recorded in the previous calendar year and therefore does not represent a significant increase in the number of distinct individuals wanting to

report as compared to other years. We can say that of these five investigations, three resulted in a finding that the policy was breached.

Types of incidents

Like previous years, most disclosures described unwanted sexualized attention in the form of sexualized looks, comments, and persistent reach outs, messages, and come-ons. There were also some notable incidents of voyeurism. While these types of incidents did not involve physical contact, many survivors found these interactions emotionally and psychologically harmful. A smaller but significant percentage of survivors described physically harmful and/or extremely violent sexual assault. Most of these individuals also reported their experience to police (with an unknown number leading to charges).

Types of supports offered and requested

Each person who disclosed to the Sexualized Violence Resource Office were given information on the options available to them both in terms of support and resolution options. Rarely were survivors looking solely for health and counselling referrals; many were seeking some form of accountability from the person alleged to have caused harm or else options to avoid future contact or interaction with the person alleged to have caused harm. As such, we found a quarter of those who disclosed request a Voluntary Resolution Process. In some instances, these processes were successful and led to some form of education and awareness for the person who caused harm, or an agreement that would support the survivor in feeling psychologically safe. In other instances, the request was for some form of academic concession or accommodation.

II) Strengthening partnerships and engagement

Build and foster partnerships across the university

Building an environment on a foundation of equity, diversity, inclusion, and freedom from sexualized violence, discrimination, and harassment takes the entire university community. EQHR provides a leadership and coordinating function, building and fostering partnerships across the university community, with campus groups and constituencies, with senior leaders, and liaising with experts and groups on and off campus. We harness the expertise of our team to embed these principles into every corner of the campus. The Executive Director, EQHR meets regularly with UVic's senior executives, President and Vice-Presidents, and sets short and long-term priorities for projects and programs. In all the initiatives, projects and programs highlighted in this report, a senior leader, President, Vice-President, or Associate Vice-President, is a key university partner and stakeholder working to advance and embed the outcomes.

Highlights

1. *Partnership with the Faculty of Fine Arts*

The Faculty of Fine Arts approached EQHR to partner on an Equity Review in support of their Strategic Planning process. Working closely with the Dean and the Fine Arts Indigenous Resurgence Coordinator, EQHR built on the Equity Review framework developed with the Department of Chemistry to design a structure for the equity review that is reproducible for other large units or faculties. The Faculty of Fine Arts will launch an equity survey in early Fall 2022 and results will inform the upcoming Strategic Planning Process. More information can be found below under priority IV) Developing effective strategies to educate on harm prevention and intersectional inclusion.

2. *Partnership with Research Services to strengthen EDI initiatives*

EQHR and the Vice-President Research and Innovation continue to partner to strengthen equity, diversity, and inclusion (EDI) initiatives as they relate to research. Central to this partnership is the EDI Research Officer. The EDI Research Officer develops and implements EDI initiatives to attract, support and create an inclusive community of talented researchers. In 2021, the EDI Research Officer invited all the Canadian Research Chairs (CRCs) to share their experiences in a survey. A series of recommendations were developed through focus group discussions. These recommendations prioritize the need for networking, orientation and mentorship for CRCs. While the majority agreed that EDI practices are embedded in the process, there is a need for a fair and transparent distribution of workload (teaching and service), actions to build safe and inclusive workplaces, and additional support is required for marginalized members.

In addition, the EDI Research Officer offers consultation for researchers and research teams preparing for major funding applications. During this reporting period, the officer was engaged in funding applications which include but are not limited to the New Frontiers in Research Fund, the Canada Foundation for Innovation's 2023 Innovation Fund, and the Canada First Research Excellence Fund. The officer also oversaw internal selection processes for the Robbins-Ollivier Award for Excellence in Equity and for the Canada Excellence Research Chairs to ensure the EDI principles were embedded at every stage.

Design programming that builds community partnerships

EQHR launched a community engagement, EDI and anti-racism project in support of UVic's goal to strengthen community engagement, partnerships and mutual learning and growth with our regional partners. Since the project's inception, we have engaged in developing appropriate community engagement strategies around partner consultations, relationship development and consultation.

Highlights

1. *Community engagement, EDI and anti-racism*

Over the past year we have consulted with 25 UVic internal community members who represent different academic and administrative units on campus who candidly shared their thoughts, experiences, ideas and suggestions on how to develop together a community engagement, EDI & anti-racism strategy for UVic. We then set out to meet with external community partners. Our goal is to engage partners in providing their thoughts, ideas, insights on how UVic and our regional partners can best support each other in EDI and anti-racism work. This year we met with 24 groups, with the understanding that we will also work with our campus partners to ensure that we do not duplicate their efforts in the community, but strengthen these by contributing an EDI and anti-racism lens to these collaborations. The project is on hold while we hire a new Manager, Partnerships and Engagement but we look forward to continuing the work in 2022-2023.

III) Institutional equity planning and implementation

Identify barriers and work across silos to achieve equity-centred actions

Work at EQHR is done through a person-centred and equity-centred lens. Barriers are identified by working with members of diverse social identities and consulting people in ways that they express are preferable. Additional space and time is saved to build relationships across campus and support dialogue in all stages (before, during, and after) decision-making processes.

Highlights

1. *Development of an Institutional Equity Action Plan*

Using equity-centred design principles and process we continued the work of co-creating an equity-centred institutional action plan to engage true and meaningful action on equity, diversity, and inclusion throughout the campus community.

Between January and May 2022, EQHR in partnership with the Reflection and Challenge Committee led four phases of campus-wide engagement to create the Equity Action Plan (EAP). During this time, we invited the UVic community to share stories, experiences, advice and recommendations for building a more equitable university. We wanted to better understand what barriers to equity, diversity and inclusion exist at UVic to refine our goals and design targeted strategies to address them. After 16 months of work, UVic's first Equity Action Plan will launch in October 2022. The plan lays out 5 universal goals that UVic will work to achieve through numerous priority actions that have been identified to address the barriers to achieving equity.

In late 2022 an equity-centred implementation and accountability framework will be developed and used to ensure the work under the EAP is transparent, accessible and accountable.

2. *Reflection and Challenge Committee*

[The Reflection and Challenge Committee \(RCC\)](#) was formed in April 2021 to shape the consultation and design process of the Equity Action Plan (above). Working with the broader UVic community, they led the co-creation of the Equity Action Plan by:

- framing the challenges and illuminating opportunities for equity, diversity, inclusion and anti-racism initiatives for UVic,
- identifying a desired future for UVic to work towards; and,
- contributing to the design, testing, refinement and implementation of solutions.

With 25 diverse members, the committee worked with leadership support from EQHR to develop the plan through an equity-centred design process. This innovative process acknowledges that systems of inequity are products of design—meaning those systems can be redesigned.

Following the EAP consultation phases, the RCC had met their objectives. In July 2022, a smaller writing group composed of RCC members came together to draft the EAP. The writing group was responsible for ensuring the goals and actions from the plan reflected the feedback from the consultations.

3. *An Institutional Anti-Racism Framework*

Under the coordination of EQHR, and with the active involvement of faculty and staff from diverse areas of campus, the work of the Anti-Racism Working Group has continued. Coming out of a university-level commitment to hold an anti-racism forum for the campus in 2021, the group recognized the need for

more foundational work. To meet this need, this group has continued its deep dive into exploring the current experience of racism at UVic and its assessment of what actions are needed by leadership and the campus as a whole in order to take meaningful actions to reduce racism at UVic and to build racial justice.

Work this year has involved meaningful engagement with the understanding of what it means to acknowledge the territory on which the university works, and how to engage in meaningful consultation with Indigenous colleagues. The group's proposal for developing an anti-racism framework for UVic was submitted to the university's executive in summer 2022 and we look forward to seeing this work evolve over the next year and beyond.

Building capacity to embed systemic and sustainable change

A collective effort from leaders, units, and groups is required to make systemic and sustainable changes. This focuses on removing barriers to equity and inclusion and on supporting changes so equity-deserving groups are also thriving at UVic. EQHR works to develop new resources, strategies, and tools to build capacity for the collective to take on the work and empower individuals to lead actions which prioritize embedding systemic change.

Highlights

1. *Expand. Engage. Encourage: Embedding Equity at UVic*

As in previous years, we continue to evolve our understanding of what actions are crucial in increasing equity in employment processes. From the previous year's work, we have maintained the Embedding Equity materials: a set of nine shared practices that are foundational to building a diverse, equitable and inclusive climate at the university. This work may be revised as the new Equity Action Plan comes into effect in fall 2023.

2. *Development of an EQHR Communications Plan*

The first EQHR communications plan is currently being drafted to align with UVic's new Integrated Marketing and Communications framework. Its objective is to share how we align the work with other internal stakeholders and further communicate existing initiatives around equity, diversity, inclusion, and addressing discrimination, harassment and sexualized violence outward to the UVic community.

3. *Launch the Better Data*

In partnership with Research Services, Faculty Relations, and Human Resources, EQHR continues to collect self-identification demographic data to inform equity hiring goals and track representation of various populations across the institution. Limitations with the current approach through the [Employment Equity Survey](#) – including data limited to the four designated groups and an inability to analyze intersectional identities – have prompted EQHR to rethink, reassess, and redesign our approach to self-identification demographic data collection, management, and analysis. The resulting project – the Better Data Project – will aim to *establish ethical data governance practices that include consistent collection of disaggregated data as a means of addressing barriers to equity for populations across the UVic community*. This objective will be accomplished through the development of a community-informed data governance structure which will then be applied to (1) redesign and relaunch the Employment Equity Survey to capture the breadth of diversity across campus and to (2) develop an equity census which allow our student populations a more robust opportunity to self-identify across a range of demographic factors. Importantly, the work will be guided by key equity data collection

principles set forward by topic experts and guiding policy documents (e.g., the Grandmother Perspective). The Better Data Project will start in September 2022 and both phases will be operational by January 2024.

While work on the Better Data Project begins, EQHR will continue to track and report on the currently available representation data within the structure of our renewed Employment Equity Plan (including the right to preferential and limited hires). Reports are typically run every three months as we begin to build a dataset capable of tracking employment trends across the university for women, Indigenous peoples, persons with disabilities, and members of visible minorities. Up-to-date numbers are shown in the tables below.

Diversity among continuing staff at the University of Victoria

<i>Designated Group</i>	<i>N=2002</i>	<i>Weighted Representation at Uvic</i>	<i>Availability¹</i>
<i>Women</i>	1296	64.7%	53.5%
<i>Indigenous Peoples</i>	65	3.2%	2.8%
<i>Persons with Disabilities</i>	82	4.1%	9.1%
<i>Member of Visible Minorities</i>	225	11.2%	13.6%

Diversity among continuing faculty and librarians at the University of Victoria

<i>Designated Group</i>	<i>N=808</i>	<i>Weighted Representation at Uvic</i>	<i>Availability¹</i>
<i>Women</i>	384	47.5%	44.9%
<i>Indigenous Peoples</i>	38	4.7%	1.4%
<i>Persons with Disabilities</i>	30	3.7%	8.9%
<i>Member of Visible Minorities</i>	116	14.8%	20.8%

Date: July 15, 2022

Data source: Rates calculated through the Federal Workplace Employment Equity Information Management System (WEIMS) using UVic confidential self-identification data and Statistics Canada data.

For comparison, please see Statistics Canada's 2016 [Employment Equity Data Report](#)

4. LGBTQ2SIA+ inclusion on campus

A Calls to Action Against Transphobia letter from UVic's Pride Collective alongside a recognized spike in transphobia on campus led to the creation of an informal working group with students from the UVic Pride Collective, leaders from Student Affairs, EQHR, and the Chair of Transgender Studies. The group acted on strategies to make the campus safer including a review of current case management approaches, adding trans-inclusive resources in orientation materials, having additional gender diversity training for employees, and improved visibility of emergency phones. There is recognition that gender and sexuality inclusive work should continue beyond the informal working group.

In spring of 2022, the Rainbow Crosswalk Steering Committee was formed to consider new initiatives to provide solutions to current barriers for the larger encompassing LGBTQ2SIA+ people on campus. The

¹ Availability for staff is Census Metropolitan Area (CMA) data based on the selected geographic region. Availability for persons with disabilities is the overall national weighted availability across occupational groups

group is led in partnership by the Office of Student Life and EQHR with representation from staff, faculty, undergraduate, and graduate students who either have lived experience as an LGBTQ2SIA+ person or are very involved in its advocacy work. The group is currently working to identify steps forward in repainting the rainbow crosswalk on campus (with the possibility of advocating for the repainting of all crosswalks on campus in different pride colours) in partnership with PeerNetBC, a regional non-profit organization that provides training, resources and support to peer-led initiatives and peer support groups across the unceded and stolen lands known as British Columbia. Consultations are expected to take place later this fall of 2022 with aims of the final report being produced mid-2023.

5. Universal Washrooms

EQHR has continued in our advisory role as the university works to implement the findings of the Inclusive Washrooms Advisory Group from 2019. We continue to reiterate the core principles and design guidelines that were developed through the campus-wide consultation process and provide updated feedback as Facilities Management works to apply these principles and design guidelines to new builds, renovations and retrofits, and to develop communications for the campus about universal washrooms.

IV) Developing effective strategies to educate on harm prevention and intersectional inclusion

To educate and inspire the campus community, EQHR offers proactive education on wide-ranging issues such as equity, diversity, anti-racism, conflict resolution, inclusion and human rights.

This year, we have been working to increase our strategic coordination and planning by initiating a consultative process with all those in our team who are involved in education. Together, the team has reviewed in-depth multiple aspects of our educational approach, including our philosophical considerations, aspects of education covered, and methods of education. We are moving towards a coherent yet diversely inclusive educational strategy that will help us streamline our work, coordinate our offerings better internally and with other educational partners on and off campus, and ensure that we are offering the highest quality education to our varied audiences.

Our [educational work](#) has continued alongside our strategic development. In the last year, over 109 staff facilitated workshops have been delivered on various topics (e.g., anti-racism; anti-oppression; human rights discrimination and harassment; creating an inclusive, respectful, and welcoming classroom; intercultural communication and conflict resolution; developing cultural competency; rooting out bullying, harassment, and discrimination in the workplace; and other EDI related topics). EQHR has also facilitated numerous workshops on unconscious bias in hiring. This marks a 19.8% increase in workshops offered compared to last year.

In addition, we are nearing one full year of offering the online course “Increasing Equity in Decision Processes” which is required for all who serve on Faculty ARPT committees. Over 600 people have taken the training course this year. Together with our Vice-President Academic & Provost (VPAC) colleagues, we reviewed feedback gathered over the past year of the course and implemented a number of updates to enhance the effectiveness of this course. We have also developed a draft of Stage 3: Work in Committees, a workbook to guide committees and committee members in applying equity step by step during committee work.

Highlights

1. *Systematizing equity reviews*

We have continued to build on our new Equity Review program. This initiative, developed in collaboration with the Department of Chemistry in spring 2020, offers a proactive equity review process for departments, units and/or faculties on campus to gain an objective view on their successes and challenges with regard to equity. The feedback from the review—including documents, a self-study, and a survey—can be used to assess current equity work in the department and to build equity actions into departmental plans.

Given the strong interest from many units across campus, we have been working to refine the process and the survey to ensure it is streamlined and focused and that the survey reflects the emerging clarity from the EAP process about how to ask effective questions about equity, diversity, inclusion and oppression. With a streamlined survey and process, we hope that the review process can be administered with minimal external resources, thus allowing its more widespread use. At the same time, we have spent time clarifying the foundational requirements for units to engage in before they initiate an Equity Review. Aspects such as clear commitment from leadership across the unit, wide consultation,

active preliminary engagement by leadership and administrators, and a clear planning structure to absorb the findings of the review are all vital to ensuring that this process will result in actions to increase equity in concrete ways within the unit. We look forward to launching the revised Equity Review process in fall 2022 (see earlier section on the partnership with the Faculty of Fine Arts).

2. *on the Verge Writing Contest*

This year saw another successful round of the *on the Verge* Student Writing Contest in collaboration with UVic Libraries with the theme of “Solidarity.” Together with local celebrity judge Robin Stevenson, we offered a workshop for students during 5 Days of Action titled “Reflecting on Responsibility and Relationship: Exploring the Meanings of Solidarity in Our Writing.” First and second-place student winners were selected in spring 2022 for the categories of fiction, non-fiction, poetry and spoken word and published in our [annual digital e-book](#).

3. *Preferential and Limited Hiring*

As the university expands its work to increase diversity among employees, EQHR continues to have a role in ensuring that the information we provide about preferential and limited hiring is up to date and aligned with policy. Following approval for a new special program for Black academics in 2021, we spent time in 2022 ensuring that our [website about preferential and limited hiring](#) was up to date. We have also begun working with colleagues in Human Resources to review the entire UVic website for references to the policy and will be updating all such references to ensure that hiring managers have access to the most accurate information about how to conduct such hires.

4. *Anti-racism education*

Designed in collaboration with various university partners, the EQHR anti-racism education initiative aims to combat racism and create educational events and programs that directly address the societal and systemic attitudes and behaviors that perpetuate racial discrimination and other intersecting social inequities. This initiative was designed around three modules: Awareness, Intervener, and Change-Maker. The key objectives are to support UVic staff, faculty and students: to understand anti-racism as a UVic value where as university members, we should embed practices of equity, diversity, dialogue and inclusion in ways that make other members of the community feel welcomed, valued, and supported to achieve their highest potential.

From September 2021 to April 2022, we have offered 32 workshops (all three levels combined) to an average of 28 people per workshop for a total of 924 UVic staff, faculty, and students. This workshop has demonstrated a growing interest in intersectional anti-racism education training on campus. Many UVic departments and units have attended these workshops (e.g., Dean’s council, VPAC office, Associate Vice-President Student Affairs, and various departments and campus units).

While hosting the anti-racism workshop modules, there is recognition to educate and act against other forms of discrimination as well. EQHR started a transition in January 2022 to replace anti-racism education series with an anti-oppression workshop to integrate considerations around how different forms of oppression and discrimination impact intersecting identities.

5. *Anti-oppression education*

From January 2022 to August 2022, 14 anti-oppression workshops have been offered. This includes 12 Kil KaahlGangdal – “Hear Someone’s Voice Before You See Them”: Anti-Oppression Key Principles,

Knowledges, and Equity-Focused Action-Based Frameworks workshops and 2 Leading Towards an Anti-Oppressive Future workshops.

Kil KaahlGalangal is lead by our Indigenous Rights and Anti-Racism officer. It is open for all students and employees and have accommodated tailored content to meet identified needs of the registrants. This session guides participants through critical equity-seeking topics in-depth. Topics covered will include: accountability/accountable spaces, colonization, white supremacy, white privilege, white fragility, settler moves to innocence, (systemic) racism, (implicit) bias, implicit attitude tests, racialization, microaggressions, appreciation vs. appropriation, decolonization, land acknowledgements, intersectionality, equity, diversity, inclusion, Indigenization, oppressive systemic structures, lateral violence, and reconciliation.

In addition, three members of our team collaborated this year to design and offer Leading Towards an Anti-Oppressive Future, a reflection and discussion-based workshop designed to promote creative, anti-colonial insights into leading UVic in transformative ways. The *Leading Towards an Anti-Oppressive Future* workshops were hosted for academic leaders, Human Resources, and Leading for Engagement members.

6. Sexualized violence education and prevention strategies

The Sexualized Violence Resource Office in EQHR continues to offer a suite of tailored education and prevention offerings to students, staff, and faculty at UVic, including: 1) **Tools for Change**, a 3-hour in-person workshop aimed at new undergraduate students, as well as a on-line version of the program delivered through pre-arrival programming; 2) a new **The Three Key Boundaries: Creating, Recognizing, Celebrating** workshops aimed at supporting both undergraduate/graduate students in identifying, communicating, and maintaining their personal boundaries; 3) **Social and Professional Competency Training**, which is designed to increase Graduate Student and Teaching Assistant's understanding and sense of responsibility in regards to UVic's Sexualized Violence Prevention and Response Policy and Discrimination and Harassment Policy; 4) a brand new **Power, Privilege and Accountability** workshop designed for senior leaders on campus. We are also in the process of designing a new workshop entitled the **Engaging Men Program**. This program is being created in partnership with UVic Vikes and is aimed at sustained cultural change among male students.

7. Sexualized violence awareness and impact

This year we launched a new handbook for undergraduate students, especially those living in Residence, making them aware of the Sexualized Violence Resource Office, including the support and resolution options available. The handbook also covers important topics such as how to support a survivor, the difference between a disclosure and a report, and tips designed to support students in discussing consent in the context of alcohol use.

EQHR continues to collaborate with the Office of Student Life, the University of Victoria Students' Society and the Anti-Violence Project to hold UVic's annual Sexualized Violence Awareness Week as well as other, smaller, year-round activities designed to promote awareness while engaging students in practical skill-building opportunities.

8. 5 Days of Action: 365 Days of Commitment

UVic's fourth annual 5 Days of Action: 365 Days of Commitment took place on November 15-19, 2021. This week-long event is organized around 5 calls to action designed to have the UVic community come

together in our shared commitment to end discrimination, harassment, sexualized violence, and intersecting forms of oppression on campus. In consideration of COVID-19 concerns and to maximize accessibility, the year's events were primarily based online with some in-person engagements. Many on-campus and off-campus groups held events during the week including UVic Pride, Faculty of Fine Arts, School of Social Work, Sexualized Violence Prevention coalition, the Transgender Archives, Multifaith Services, Office of Student Life, Victoria Brain Injury Society, Greater Victoria Art Gallery and more. There was support from the President's office as well. All together there were 37 scheduled events for engagement, an outdoor Art for Action table every day of the week, and a calls to action list to provide resources for members who could not join the scheduled events.

Other key events organized and supported by EQHR include:

- A Walk to End Gender-Based Violence on December 6th, the National Day of Remembrance and Action on Violence against Women (NDRAVAW) in partnership with the Faculty of Computer Science and Engineering. The event also affirms our commitment to end all gender-based violence.
- Everyday Black Excellence: Being Black on Campus and Beyond event in February recognized Black History Month by providing brief anti-racism education, a Black speaker's panel on how to collectively support Black excellence, highlighted UVic's commitments to the Scarborough Charter.
- Orange Shirt Day in September in partnership with the Office of Indigenous Academic and Community Engagement, and University Communications and Marketing, along with other campus units and departments.

V) Increasing capacity to deliver the EQHR mandate

New EQHR team members

Three new staff members were hired to increase capacity to support EQHR's mandates and meet UVic's commitments to make the campus a more inclusive space that values equity, and its community to be well-informed and feel capable of taking action against discrimination, harassment, and sexualized violence on campus.

Indigenous Rights and Anti-Racism Officer

Authentically advancing equity, diversity, inclusion and anti-racism requires a decolonial lens. In November 2021, we hired an Indigenous rights and anti-racism officer to support EQHR and the UVic community forefront considerations of Indigenous Rights and anti-racism in projects, processes and initiatives. The Indigenous rights and anti-racism officer works with the EQHR team and our partners, the campus community and in connection with local communities, to advance anti-racist and decolonial practices within our environment. This is accomplished through relationship building, education, event and program delivery, the provision of advice and information, and work on institutional policies and practices.

Communications and Research Analyst

A communications and research analyst joined EQHR in February 2022 to provide important project management, communications and writing, research and analytical support on a variety of issues, initiatives and projects of strategic importance, including leading a variety of communications and administrative assignments. With members of the EQHR team, the analyst will work to accelerate transformation of the university's systems and cultures towards practices of inclusion, respect, anti-racism and decolonization through targeted and strategic communications.

Equity Data and Research Analyst

The creation of the Equity Data and Research Analyst is the first step to advancing the institutional work on equity data collection and analysis. The position was filled in late 2021 and is taking the lead on identifying data and systems that are needed to make it possible to set diversity goals for each stage of the recruitment, hiring, retention and advancement process, and enable reports on progress towards representation goals

Policy Review

Early in 2020, the President launched an EQHR Policy Review Committee to review both the Sexualized Violence Prevention and Response Policy, the Human Rights, Equity and Fairness Policy and the Discrimination and Harassment Policy with a priority on the former due to government deadlines.

Sexualized Violence Prevention and Response Policy (GV0245)

The Sexualized Violence Prevention and Response Policy was revised in January 2021 following significant consultation with university student, staff, and faculty. In January 2022 the BC Government undertook a provincial survey on students' perceptions of sexualized violence on their campuses. UVic received the outcomes of that survey in early summer and is working with campus partners to identify key learnings.

Discrimination and Harassment Policy (GV0205)

Work on the Discrimination and Harassment Policy Review took place over the past year by two committees, a technical policy committee and an advisory committee. The work was paused for the spring and summer and will be re-established in fall 2022. Appropriate consultation will be done with the university community to ensure the policy is up-to-date and reflective of the needs of the community.

Looking ahead

We will continue to build on the successes and learn from the challenges of 2021-2022. For 2022-2023 we have identified the following high-level priorities:

- Work with executive leadership to launch the UVic Equity Action Plan and develop equity-centred implementation and accountability framework for the EAP
- Work with partners and stakeholders to develop an institutional anti-racism framework
- Build upon and broaden the reach of education and training programs
- Continue to strengthen strategic partnerships
- Restructure equity data collection and analysis through the Better Data project
- Advance the policy review process
- Strengthen the use of all forms of alternative dispute resolution
- Develop new and creative communications strategies for embedding equity, diversity, and inclusion

We look forward to working with you to achieve them in 2022-2023.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

September 19, 2022

To: Finance Committee

From: Elizabeth Croft
Vice-President Academic and Provost

Kristi Simpson
Vice-President Finance and Operations

cc: President and Vice-Chancellor

Meeting Date: October 4, 2022

Subject: 2022/23 Budget Expenditure Allocation Report

Basis for Jurisdiction: University Act, 27(l)
Strategic Framework (5.5)

Handwritten signature of Elizabeth Croft in blue ink.

Handwritten signature of Kristi Simpson in black ink.

Strategic Relevance:

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

Background:

The attached report has been prepared to provide the Board of Governors information on the detailed budget allocations resulting from the Planning and Budget Framework 2023–2025, which was approved by the Board of Governors on March 29, 2022.

Summary:

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

These allocations were implemented in April 2022 and were based on the university meeting its budget assumptions with respect to tuition revenue. Overall international enrolments for the Winter Session 2022/23, however, are considerably less than anticipated, resulting in a decrease in expected tuition fees.

As a result of reduced enrolment, units across campus are asked to contribute one-time funds in support of the overall operating budget. Their contribution can include using department carry-forward, equipment reserves, savings from vacant positions and/or not moving forward with some of the allocations outlined in this document.

To manage overall expenses, a hold and review process on all new faculty and staff hires came into effect on August 31, 2022.

Attachment: 2022/23 Budget Expenditure Allocation Report



2022/23 Budget Expenditure Allocation Report

2022/23 BUDGET EXPENDITURE ALLOCATION REPORT

OVERVIEW

At its March 29, 2022 meeting, the UVic Board of Governors approved the Planning and Budget Framework 2023-2025. The preliminary base operating expenditure budget is \$462.6M and is outlined in Appendix 1. As explained in the Planning and Budget Framework 2023-2025, total expenditures were projected to increase by \$23.6¹. After accounting for \$10.9M in contractual, inflationary and other regulatory requirements², budget available for allocations was projected at \$12.7M. For detailed allocations, please see Appendix 2.

The 2022/23 expenditure increase of \$23.6M was used to support both base and non-recurring allocations and is funded by the following sources:

- Base allocations of: \$13.2M from:
 - Provincial grant for compensation costs: \$6.8M;
 - Provincial grant for engineering (\$1.1M) and nurse practitioner program (\$0.1M);
 - Student fees \$5.1M: 2% domestic increase (\$2.2M), 3.75% undergraduate international (\$2.4M); engineering and nurse practitioner expansions (\$0.4M), differentials (\$0.1M); and
 - Departmental revenue: \$0.1M.
- Non-recurring allocations of: \$10.4M from:
 - Enrolment contingency base funding, allocated each year for non-recurring items: \$7M;
 - Institutional funding not committed to base: \$2.6M; and
 - Incremental project grant funding: \$0.8M.

Per the Ministry of Advanced Education and Skills Training grant letter, funded domestic undergraduate enrolments are as follows:

Year	Status	FTE
2020-21	Final	16,265
2021-22	Final	16,418
2022-23	Initial	16,498
2022-23	Final	16,498

The FTE increase in 2022/23 over 2021/22 is attributable to technology-related program expansions (75 FTE) and targeted health program expansion (5 FTE).

¹ Contractual, inflationary and other regulatory requirements are projected at \$10.9M plus \$12.7M for base and non-recurring budget allocations. (2023-2025 Planning and Budget Framework, pp. 30-32)

² Compensation (\$8.4M), engineering and law infrastructure (\$0.5), library acquisitions (\$0.5M), maintenance and inflationary (\$0.5M), academic programs (\$0.8M), and departmental revenue (\$0.2M). (2023-2025 Planning and Budget Framework, pp. 29-30)

Attachments:

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

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

ACADEMIC RELATED ALLOCATIONS						
Student Supports	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability / Purpose
Accessibility	-	82,369	82,369	Intensify Dynamic Learning	Diversity, inclusivity, access	Centre for accessible learning supports
Athletics and Recreation Services - athletics fees	59,553	-	59,553	Cultivate an Extraordinary Academic Environment	Operations	To support CARSA operations
Health & Wellness	-	355,000	355,000	Cultivate an Extraordinary Academic Environment	Student health and wellness	Student health and wellness centre operations
International Centre	-	120,000	120,000	Engage Locally and Globally	International initiatives	International centre staffing and support
						Enhanced entrance scholarship program and student athlete scholarships
Office of the Registrar	-	750,000	750,000	Intensify Dynamic Learning	Undergraduate student support	To attract and support a diverse community of talented students
Office of the Registrar - differential fees	15,904	-	15,904	Cultivate an Extraordinary Academic Environment	Undergraduate and graduate financial assistance	
Office of the Registrar - registration fees	58,696	-	58,696	Cultivate an Extraordinary Academic Environment	Operations	To support registration
Orientation	-	219,747	219,747	Cultivate an Extraordinary Academic Environment	Student supports, success and accessibility	Orientation program
Student Affairs	-	73,707	73,707	Intensify Dynamic Learning	Diversity, inclusivity, access	Diversity and inclusion initiatives
Student Supports Total	134,153	1,600,823	1,734,976			
Learning & Teaching Support & Innovation	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability / Purpose
Learning & Teaching Support & Innovation	71,000	-	71,000	Intensify Dynamic Learning	Learning and teaching supports	1.0 FTE Learning experience designers
Learning & Teaching Support & Innovation	77,000	-	77,000	Intensify Dynamic Learning	Learning and teaching supports	1.0 FTE Learning experience manager
Learning & Teaching Support & Innovation	-	189,900	189,900	Intensify Dynamic Learning	Learning and teaching supports	2.0 FTE LTSI operations
Learning & Teaching Support & Innovation	28,000	-	28,000	Intensify Dynamic Learning	Learning and teaching supports	Operational supports
Learning & Teaching Support & Innovation Total	176,000	189,900	365,900			
Business	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability / Purpose
Business	57,550	-	57,550	Cultivate an Extraordinary Academic Environment	Faculty and research supports	0.5 FTE Associate Dean - Faculty outreach
Differential Fees	41,369	-	41,369	Operations	Operations	To support programs
Business Total	98,919	-	98,919			
Co-operative Education	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability / Purpose
Co-op and Career Services	-	77,641	77,641	Cultivate an Extraordinary Academic Environment	Student supports, success and accessibility	1.0 FTE position to support accessibility coop placements
Co-operative Education Total	-	77,641	77,641			
Education	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability / Purpose
Indigenous Education	70,000	-	70,000	Foster Respect and Reconciliation	Indigenous supports	1.0 FTE Indigenous education placement coordinator
Differential Fees	3,419	-	3,419	Operations	Operations	To support programs
Education Total	73,419	-	73,419			

ACADEMIC RELATED ALLOCATIONS						
Engineering	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability / Purpose
Engineering	-	90,000	90,000	Intensify Dynamic Learning	Meeting student demand	1.0 FTE Biomedical engineering limited term assistant teaching professor
Engineering	-	80,000	80,000	Intensify Dynamic Learning	Meeting student demand	1.0 FTE Computer science limited term assistant teaching professor
Engineering	400,000	-	400,000	Intensify Dynamic Learning	Meeting student demand	Teaching assistant funding
Academic Program Growth	610,000	-	610,000	Intensify Dynamic Learning	Meeting student demand	Provincial funding to support enrolment growth in Engineering and Computer Science
Differential Fees	7,660	-	7,660	Operations	Operations	To support programs
Engineering Total	1,017,660	170,000	1,187,660			
Fine Arts	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability / Purpose
Fine Arts	-	35,000	35,000	Intensify Dynamic Learning	Meeting student demand	0.5 FTE Technology Assistant
Fine Arts	-	7,500	7,500	Intensify Dynamic Learning	Meeting student demand	Art Gallery of Greater Victoria partnership
Fine Arts	-	28,136	28,136	Intensify Dynamic Learning	Meeting student demand	Dual career support
Fine Arts Total	-	70,636	70,636			
Graduate Studies	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability / Purpose
Graduate Studies	-	100,000	100,000	Advance Research Excellence and Impact	Graduate student supports	Graduate fellowships
Graduate Studies	70,000	-	70,000	Cultivate an Extraordinary Academic Environment	Graduate student supports	1.0 FTE Scholarship officer
Graduate Studies	-	50,000	50,000	Foster Respect and Reconciliation	Graduate student supports	Graduate Indigenous fellowships
Differential Fees	16,131	-	16,131	Operations	Operations	To support programs
Graduate Studies Total	86,131	150,000	236,131			
Human & Social Development	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability / Purpose
Academic Program Growth	140,000	-	140,000	Intensify Dynamic Learning	Meeting student demand	Provincial funding to support enrolment growth in Nurse Practitioner program
Child & Youth Care	40,000	-	40,000	Cultivate an Extraordinary Academic Environment	Faculty and research supports	0.5 FTE administrative support to Associate Dean
Human & Social Development Total	180,000	-	180,000			
Humanities	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability / Purpose
History	3,000	-	3,000	Intensify Dynamic Learning	Meeting student demand	To support Masters in public history
Humanities Total	3,000	-	3,000			

ACADEMIC RELATED ALLOCATIONS						
Law	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability / Purpose
Law	-	100,000	100,000	Foster Respect and Reconciliation	Indigenous supports	1.0 FTE National Centre for Indigenous Laws and Indigenous Law Research Unit program manager
Differential Fees	10,020	-	10,020	Operations	Operations	To support programs
Law Total	10,020	100,000	110,020			
Science	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability / Purpose
Science	96,000	-	96,000	Foster Respect and Reconciliation	Indigenous supports	1.0 FTE Indigenous faculty position
Science	-	51,100	51,100	Intensify Dynamic Learning	Meeting student demand	0.75 FTE Biology senior lab instructor
Science	-	80,000	80,000	Intensify Dynamic Learning	Meeting student demand	1.0 FTE Math senior lab instructor
Science	25,000	-	25,000	Intensify Dynamic Learning	Meeting student demand	Support for Bamfield Marine Sciences Centre
Science Total	121,000	131,100	252,100			
Social Sciences	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability / Purpose
Social Sciences	-	50,000	50,000	Intensify Dynamic Learning	Meeting student demand	Teaching assistant funding
Social Sciences Total	-	50,000	50,000			
Library	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability / Purpose
Library	-	137,000	137,000	Cultivate an Extraordinary Academic Environment	Faculty and research supports	Library management system
Library Acquisitions - Inflation and Exchange Rates	475,000	-	475,000	Operations	Operations	To support annual inflationary costs on library acquisitions and exchange
Library Total	475,000	137,000	612,000			
Vice-President Academic and Provost	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability / Purpose
Vice-President Academic and Provost	200,000	190,000	390,000	Advance Research Excellence and Impact	Student supports, success and accessibility	Research enriched and applied learning awards
Vice-President Academic and Provost	120,000	-	120,000	Cultivate an Extraordinary Academic Environment	Faculty and research supports	1.0 FTE Faculty relations consultant
Vice-President Academic and Provost	-	610,000	610,000	Cultivate an Extraordinary Academic Environment	Faculty and research supports	Faculty start up, academic equipment, spousal supports
Vice-President Academic and Provost	45,000	-	45,000	Cultivate an Extraordinary Academic Environment	Faculty and research supports	Salaries and supports
Vice-President Academic and Provost	-	30,000	30,000	Engage Locally and Globally	Learning and teaching supports	Strategic Initiatives International grants
Vice-President Academic and Provost	-	75,000	75,000	Foster Respect and Reconciliation	Learning and teaching supports	Anti-racism grants
Vice-President Academic and Provost	-	30,000	30,000	Foster Respect and Reconciliation	Learning and teaching supports	Strategic Initiatives Indigenous grants
Vice-President Academic and Provost	73,333	-	73,333	Intensify Dynamic Learning	Diversity, inclusivity, access	1.0 FTE Learning Experience Designer - Accessibility (in LTSI)
Academic Program Growth	42,500	-	42,500	Intensify Dynamic Learning	Meeting student demand	Provincial funding to support enrolment growth in Engineering and Computer Science
Differential Fees	12,814	-	12,814	Operations	Operations	To provide academic support
Vice-President Academic and Provost Total	493,647	935,000	1,428,647			

NON-ACADEMIC RELATED ALLOCATIONS						
President	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability / Purpose
President's Office	-	115,800	115,800	Cultivate an Extraordinary Academic Environment	Faculty and department support	1.0 FTE Communications Advisor
President's Office	-	67,554	67,554	Cultivate an Extraordinary Academic Environment	Faculty and department support	Operational support
President's Office	-	50,000	50,000	Engage Locally and Globally	Faculty and department support	Operational support
						International Training Centre for Authorities and Leaders
President's Office	-	62,500	62,500	Engage Locally and Globally	Faculty and department support	Director and operating
Associate Vice-President International	84,000	-	84,000	Engage Locally and Globally	International initiatives	International initiatives
Global Engagement	-	105,500	105,500	Engage Locally and Globally	Faculty and department support	Memberships and conference fees
Global Engagement	-	20,000	20,000	Engage Locally and Globally	Faculty and department support	Operational support
						1.0 FTE Study Abroad Project Coordinator position and
Global Engagement	-	91,800	91,800	Engage Locally and Globally	International initiatives	1.0 FTE Study Abroad Assistant position
President Total	84,000	513,154	597,154			
University Secretary	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability / Purpose
University Secretary	20,840	-	20,840	Cultivate an Extraordinary Academic Environment	Faculty and department support	Position reclassifications
						0.5 FTE Equity, Diversity and Inclusion Research Officer
Equity and Human Rights	38,982	-	38,982	Advance Research Excellence and Impact	Equity, diversity and inclusion	position
Equity and Human Rights	-	77,270	77,270	Cultivate an Extraordinary Academic Environment	Equity, diversity and inclusion	1.0 FTE Planning and Policy Project Coordinator position
						1.0 FTE Principle Strategist, Community Engagement
						position; 1.0 FTE Indigenous Rights and Anti-Racism
Equity and Human Rights	132,000	-	132,000	Foster Respect and Reconciliation	Equity, diversity and inclusion	Officer position
Equity and Human Rights	-	77,270	77,270	Foster Respect and Reconciliation	Equity, diversity and inclusion	1.0 FTE Project Officer position
University Secretary Total	191,822	154,540	346,362			
Vice-President Indigenous	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability / Purpose
						1.0 FTE position to support indigenous communications
Indigenous Academic & Community Engagement	-	77,964	77,964	Foster Respect and Reconciliation	Indigenous supports	and marketing plan
						1.0 FTE position to support the LE,NONET First-Year
Indigenous Academic & Community Engagement	-	85,570	85,570	Foster Respect and Reconciliation	Indigenous supports	Experience Coordinator
						Cultural Protocol Handbook, Indigenous Faculty Caucus
Indigenous Academic & Community Engagement	-	75,000	75,000	Foster Respect and Reconciliation	Indigenous supports	and other initiatives
Vice-President Indigenous Office	136,090	-	136,090	Foster Respect and Reconciliation	Faculty and department support	1.0 FTE Director position
Vice-President Indigenous Office	89,654	-	89,654	Foster Respect and Reconciliation	Faculty and department support	1.0 FTE Project Manager position
Vice-President Indigenous Office	50,000	-	50,000	Foster Respect and Reconciliation	Faculty and department support	Operations support
Vice-President Indigenous Total	275,744	238,534	514,278			

NON-ACADEMIC RELATED ALLOCATIONS						
Vice-President Research	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability / Purpose
Vice-President Research Office	-	814,200	814,200	Advance Research Excellence and Impact	Aspiration 2030 Action plan	Aspiration 2030 Action plan and UVic's Research and Creative Works strategy
Research Services	39,430	-	39,430	Advance Research Excellence and Impact	Equity, diversity and inclusion	The Equity Diversity Inclusion (EDI) Research Officer
Research Services	-	80,848	80,848	Advance Research Excellence and Impact	Faculty and department support	1.0 FTE Canada Research Chair Officer
Animal Care	-	157,400	157,400	Advance Research Excellence and Impact	Research infrastructure	Infrastructure for Animal Care Unit
Vice-President Research Total	39,430	1,052,448	1,091,878			
Vice-President Finance and Operations	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability / Purpose
Campus Planning and Sustainability	-	69,506	69,506	Promote sustainable futures	Communications and engagement	1.0 FTE Communications and Engagement Coordinator
Financial Services	-	80,000	80,000	Cultivate an Extraordinary Academic Environment	Faculty and department support	On-going maintance costs for Team-Dynamics On line ticketing system
Human Resources	-	156,000	156,000	Advance Research Excellence and Impact	Faculty and department support	To support HR employment policy development
Human Resources	-	55,000	55,000	Cultivate an Extraordinary Academic Environment	Faculty and department support	Support for the Financial and Retirement Planning Program
Occupational Health & Safety	105,874	-	105,874	Intensify Dynamic Learning	Faculty and department support	1.0 FTE Health and Safety Consultant to enhance field safety supports
Purchasing Services	-	85,900	85,900	Advance Research Excellence and Impact	Faculty and department support	1.0 FTE position Research Procurement Contracts Manager
University Facilities	85,000	-	85,000	Operations	Operations	To support contract inflationary costs and increase facility maintenance
University Insurance	210,000	-	210,000	Operations	Operations	To support annual inflationary costs on institutional insurance
University Systems	85,000	85,000	170,000	Cultivate an Extraordinary Academic Environment	Systems support	Desktop support services (DSS) future enablement
University Systems	-	110,200	110,200	Cultivate an Extraordinary Academic Environment	Systems support	Multi factor authentication software licensing
University Systems	180,750	-	180,750	Operations	Operations	To support annual inflationary costs on institutional liscensing
Differential Fees	20,822	-	20,822	Operations	Operations	To provide infrastructure support
Vice-President Finance and Operations Total	687,446	641,606	1,329,052			
Vice-President External Relations	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability / Purpose
Alumni and Development	-	77,720	77,720	Promote sustainable futures	Faculty and department support	Administration Manager
Communications and Marketing	-	29,140	29,140	Engage Locally and Globally	Community engagement	University events calendar and digital asset management software annual subscriptions
Communications and Marketing	80,470	-	80,470	Engage Locally and Globally	Marketing, branding and reputation	Associate VP University Communications and Marketing funding
Communications and Marketing	-	530,000	530,000	Engage Locally and Globally	Marketing, branding and reputation	Digital engagement, Advertising and Marketing collateral
Communications and Marketing	-	157,000	157,000	Engage Locally and Globally	Marketing, branding and reputation	One-time funding to implement departmental websites
Communications and Marketing	-	35,184	35,184	Engage Locally and Globally	Marketing, branding and reputation	Tracking tools and analytics subscriptions for social and media relations
Communications and Marketing	-	150,000	150,000	Engage Locally and Globally	Marketing, branding and reputation	University Brand Renewal

NON-ACADEMIC RELATED ALLOCATIONS						
Vice-President External Relations	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability / Purpose
Communications and Marketing	-	58,292	58,292	Promote sustainable futures	Marketing, branding and reputation	Essential Tools and Software
Community and Government Relations	-	77,964	77,964	Engage Locally and Globally	Community engagement	1.0 FTE Community Engagement Officer
						One timing for ongoing support of government advocacy in Ottawa
Community and Government Relations	-	94,200	94,200	Engage Locally and Globally	Community engagement	1.0 FTE Collections Management and Systems Coordinator
Legacy Art Galleries	59,002	-	59,002	Cultivate an Extraordinary Academic Environment	Collections management	
University Development	-	51,000	51,000	Promote sustainable futures	Marketing, branding and reputation	Annual Giving program
Vice-President External Relations Total	139,472	1,260,500	1,399,972			
Institutional Supports	Base	Non-Recurring	Total	Key Priority Area	Priority Description	Accountability / Purpose
Infrastructure - Academic Program Growth	481,203	-	481,203	Cultivate an Extraordinary Academic Environment	Capital infrastructure	Infrastructure funding for Engineering expansion and JD/JID
Capital - NCIL Building Engineering	-	1,500,000	1,500,000	Foster Respect and Reconciliation	Capital infrastructure	National Centre for Indigenous Laws building
Routine Capital - Functional improvements	-	1,000,000	1,000,000	Promote sustainable futures	Capital infrastructure	Routine capital - functional improvements
Sustainability - Decarbonization	-	200,000	200,000	Promote sustainable futures	Climate and Sustainability Action Plan	Funding to support decarbonization of the campus
						To support systems projects: student (70%), research (12%), and administrative (17%)
Systems - Information Technology	-	300,000	300,000	Intensify Dynamic Learning	Systems support	
Institutional Supports Total	481,203	3,000,000	3,481,203			

		FTE	Salaries & Benefits	Supplies & Other	Total
Academic	Business	105.65	\$ 12,666	\$ 2,512	\$ 15,178
	Cooperative Education	70.56	5,186	416	5,601
	Education	136.61	13,908	587	14,495
	Engineering	226.44	24,024	973	24,997
	Fine Arts	113.45	11,847	365	12,211
	Graduate Studies	10.05	918	293	1,212
	Humanities	214.70	25,313	363	25,676
	Law	59.22	6,947	964	7,911
	Medical Sciences	45.00	4,358	4,748	9,106
	Science	269.27	27,510	723	28,233
	Social Sciences	242.78	25,822	446	26,268
	Human and Social Development	201.45	20,496	1,603	22,099
Academic Total		1,695.18	178,994	13,993	192,987
Other Academic	Continuing Studies	154.27	9,606	7,957	17,563
	Other Academic Projects	261.14	21,129	12,474	33,602
Other Academic Total		415.41	30,735	20,430	51,165
Library	Library Acquisitions	-	-	10,637	10,637
	Library Operations	138.20	9,940	447	10,387
Library Total		138.20	9,940	11,084	21,024
Student Awards and Services	Student Award	11.48	685	17,736	18,421
	Student Services	177.28	13,381	3,593	16,974
Student Awards and Services Total		188.76	14,066	21,329	35,395
Plant Maintenance	Maintenance	331.88	19,341	6,655	25,996
	Utilities	-	-	6,282	6,282
Plant Maintenance Total		331.88	19,341	12,936	32,278
Administrative and General	Administrative Registrar	87.69	5,694	468	6,162
	Alumni and Development	47.33	3,759	330	4,089
	Budget and Capital Planning	22.21	2,038	93	2,131
	Chief Information Officer	43.63	3,837	- 116	3,721
	Executive Offices	59.07	6,932	552	7,483
	Financial Services	65.42	4,419	177	4,597
	Human Resources	42.70	4,093	411	4,505
	Other Expenses	94.80	7,732	2,771	10,503
	Student Recruitment	32.11	2,236	1,049	3,285
Administrative and General Total		494.96	40,740	5,735	46,475
Central Other	Compensation, Benefits & Central Budgets	-	67,580	12,031	79,611
Central Other Total		0.00	67,580	12,031	79,611
Grand Total		3,264.39	\$361,396	\$97,539	\$458,935



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

September 19, 2022

FOR INFORMATION

To: Finance Committee

**From: Kristi Simpson
Vice-President Finance and Operations**

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

cc: President and Vice-Chancellor

Meeting Date: October 4, 2022

Subject: Working Capital Investment Report – to June 30, 2022

Basis for Jurisdiction: Working Capital Investments Policy, FM5200

Strategic Relevance:

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

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

Background:

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

This report is for the period ended June 30, 2022.

Current Asset Mix and Cash Balances

The following table outlines the total assets (Market Value of Average Monthly Holdings) of the working capital fund as at June 30, 2022 compared to policy.

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

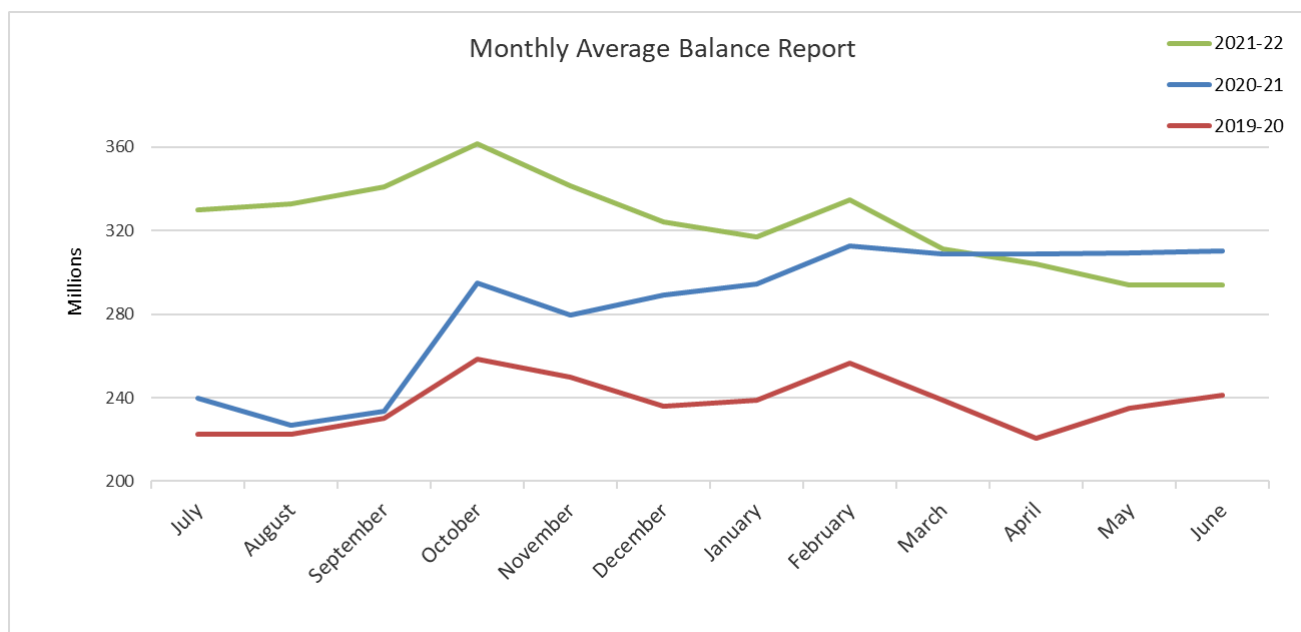
	Range	Target	\$ Total	% Total
Liquidity				
Cash			22,904,000	7%
Money Market			135,331,000	42%
Liquidity Total	35% - 75%	55%	158,235,000	50%
Yield				
PH&N FFF Short Term Bond Fund			64,884,000	20%
PH&N Mortgage Pension Trust			67,968,000	21%
Internal Loan			24,943,000	8%
Yield Total	0% - 60%	40%	157,795,000	49%
Return Seeking				
Raven Indigenous Impact Fund LP			384,000	0%
BlackRock Global Renewable Power III			2,348,000	1%
Active Impact Fund II Limited Partnership			83,000	0%
Return Seeking Total	0% - 10%	5%	2,815,000	1%
Working Capital Investments Total			318,845,000	100%

As at the end of June, investments remain within the working capital investment policy allocation ranges for the overall fund. As a result of higher than in the past short-term yields offered by GIC investments in the first half of the year, we have focused new investments on the GIC and sourced any required incremental liquidity from the yield portion of the fund to take advantage of higher return and lower interest rate risk associated with GIC investments. Conversely, over the previous six months, construction costs for the new Student Housing and Dining (SHD) Project have been primarily funded by the liquidity portion of the fund, which has led to that portion being slightly below the target allocation, and the yield portion being slightly above the target, despite the focus on new liquidity investments. However, with short-term rates expected to continue to rise, and an influx of cash expected in October from tuition fees and possibly the UVic Foundation to help fund construction costs for the SHD project, we expect continued investments in GICs. This will result in both the liquidity and yield portions to move towards their target allocation over the next six months. See Appendix 1 for the report of monthly balances of the working capital investments.

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

The following Graph #1 illustrates fluctuations in the working capital investment pool for the last three years. The cash balance over the past year experienced the typical positive inflows during the fall and new year associated with tuition funds, but overall trended to be slowly drawn down during the year. This was due to having already borrowed the total funding from the Province for the SHD Project, and remaining construction costs were funded by the Working Capital Investments.

Graph #1 – Working Capital Investments



The Board has approved an internal loan from the working capital fund to support the Student Housing and Dining Project. The total projected costs for the project are \$233.8M, of which approximately \$61.6M will be funded from the working capital fund. The balance of the project's cash requirements will be met through a \$45.0M loan from the UVic Foundation and \$122.6M in borrowing from the Province that has already been drawn. The Foundation loan agreement provides for two draws of \$22.5M at the completion of each building (expecting one in 2022 and the other in 2023, subject to market conditions). Work is currently underway on determining the best time to draw these funds given current market rates.

June 30, 2022 - Performance by Asset Class

Liquidity

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

1) Cash

The bank account earns a variable interest rate dependent on the average balance each month. When the average balance is \$10M or higher, UVic receives the RBC prime rate of 4.70% minus 1.75%, currently 2.95%. If the average bank balance falls below \$10M, UVic receives prime minus 1.80%, currently 2.90%. After lowering their prime rate in 2020 in response to the Bank of Canada interest rate cuts, the RBC prime rate has remained flat for nearly two years. However, in an effort to combat recent increases in inflation, the Bank of Canada raised rates on four occasions during 2022 for a total of 225 bps. This led to the RBC

prime rate being raised to 4.70% as of July 2022. Multiple further rate hikes are expected during 2022, which would translate into a higher interest rate earned on cash balances. The bank account is used primarily for near term liquidity requirements, as higher interest rates can be earned within other components of the working capital investments. As at June 30, 2022, there was a balance of \$11.5M in the bank.

2) Money Market Holdings

a) Credit Union GICs

The university invests in short-term (one year or less) GICs held at Canadian credit unions, all of which either offer guarantees on deposits or provide at least an R-1 Low credit rating. As at June 30, 2022, UVic held 21 GICs totaling \$131.5M, all held in BC, Alberta, Saskatchewan or nationally based credit unions. Existing GIC investments carry yields between 1.05% and 4.30% with a weighted-average yield of 1.95%, while the new, 1-year GICs available in the market are offered at 4.40% - 4.95%.

b) Cash Deposit Program

The Provincial Cash Deposit Program (CDP) continues to be used tactically in conjunction with our existing money market investments. The CDP interest rate is based on the CIBC prime rate of 4.70% less 1.50% which is currently 3.20%. As at June 30, 2022, UVic held \$10.2M with the program.

A review of net performance shows that for the six-month period ending June 30, 2022, money market holdings returned 0.69% compared to the benchmark (FTSE TMX 91-day T-Bill Index) of 0.28%. The one-year return was 1.21% and added 0.82% of value relative to the benchmark.

Yield

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

1) Internal lending - UVic funded internal capital projects.

As at June 30, 2022 there were four loans outstanding, with a total principal balance of \$24.3M, and a weighted interest rate of 4.4%.

n

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

The FFF STBF is benchmarked against the FTSE TMX Short Term Bond Index. As at June 30, 2022, the FFF STBF returned -4.39% over the previous six months, but has outperformed the

benchmark by 0.08% over the same time period. Investment losses are largely due to a recent rise in short term interest rates, which has in turn lowered the value of the bonds in the portfolio. However, in the medium to long term, this will benefit the portfolio, as it will be able to roll over securities with lower yields, and invest in higher yielding bonds, thus increasing the overall expected return of the portfolio.

Over the past six months, inflation data continued to outpace expectations, and central banks increased policy rates aggressively in response. This prompted a significant rise in bond yields across the yield curve, with the two-year Government of Canada bond yield now 2.14% higher YTD. Unsurprisingly, bonds experienced meaningful negative performance against this backdrop.

While the magnitude of recent bond weakness has negatively impacted the portfolio, it is important to recognize that one of the results is a significantly higher yield in the portfolio. All else being equal, this should lead to higher expected returns going forward.

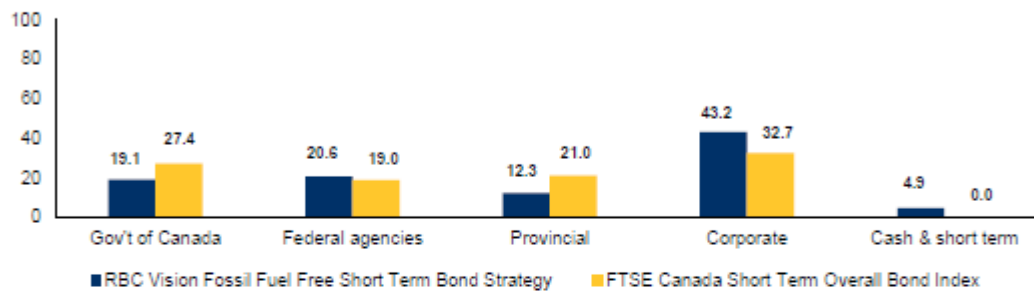
The portfolio returns were largely driven by both interest rate anticipation strategies and credit and investment grade corporate bonds being offset by weakness from quasi-government bonds. Overall, the portfolio's risk exposures were reduced over the quarter in light of the current uncertain market environment. Consistent with the overall market and as per table #2, the yield on the Fund has increased to 3.67% compared to 0.89% one year ago. Table #2 also shows how the composition of the FFF STBF compares to its benchmark on June 30, 2022. The most significant difference relative to the benchmark remains the overweight in corporate bonds and underweight in Provincial and Government of Canada bonds.

Table #2

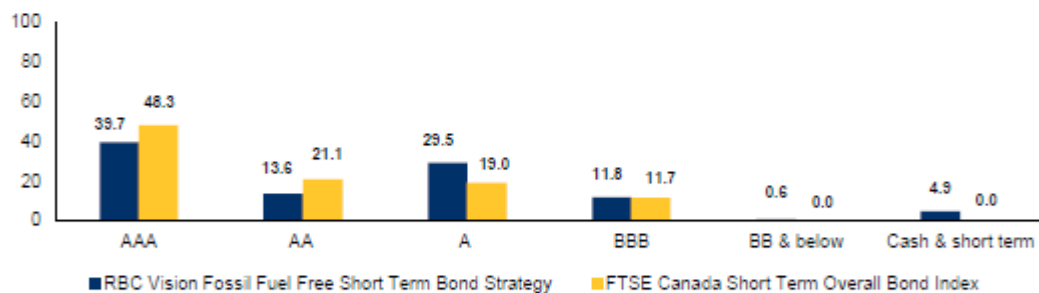
RBC Vision Fossil Fuel Free Short Term Bond Strategy Portfolio Structure as of June 30, 2022

Strategy Characteristics			
	Modified Duration (Yrs)	Term to Maturity (Yrs)	Yield to Maturity (%)
RBC Vision Fossil Fuel Free Short Term Bond Strategy	2.70	2.89	3.67
FTSE Canada Short Term Overall Bond Index	2.76	2.93	3.69

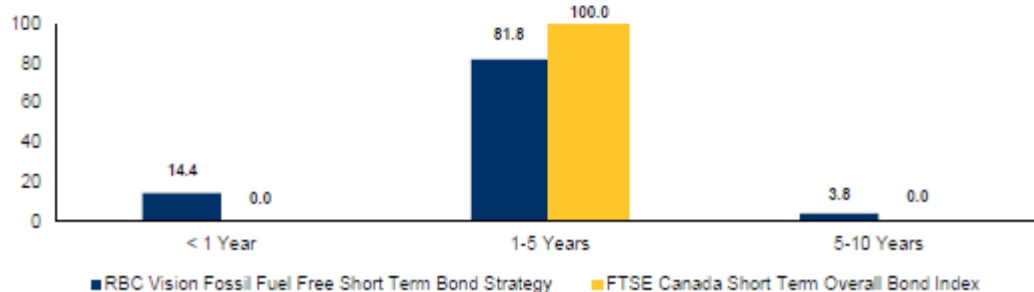
Issuer Analysis (%)



Rating Analysis* (%)



Maturity Analysis (%)



* Current ratings based on average across rating agencies (DBRS, Moody's, S&P) where available. Ratings at the time of purchase may differ. Totals may not add to 100% due to rounding. This information is derived from a representative account of this strategy.

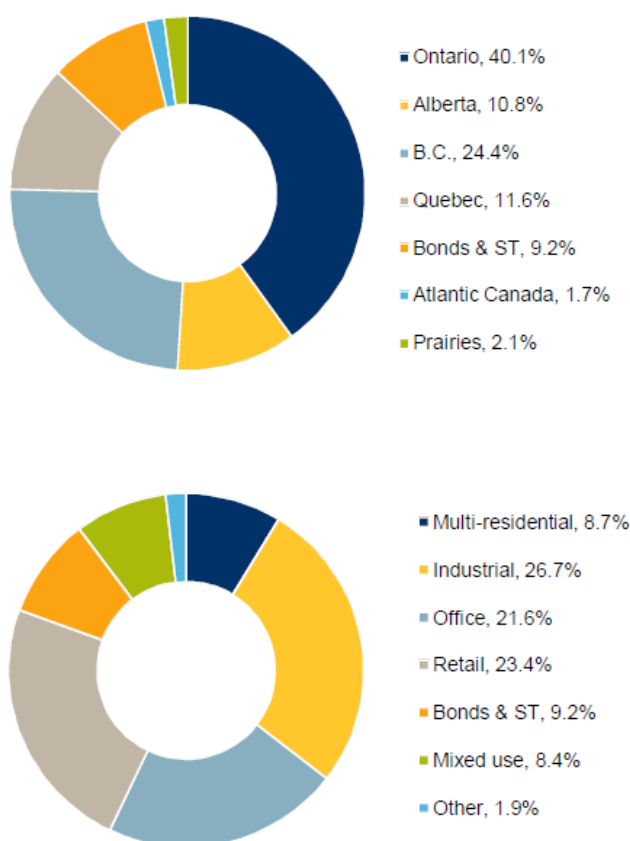
(Source: PH&N)

3) PH&N Mortgage Pension Trust (MPT)

PH&N's Mortgage Pension Trust is benchmarked against the FTSE TMX Short Term Overall Bond Index + 1%. For the six months ending June 30, 2022, the Fund returned -5.70%, behind its benchmark by 1.73%. On a one-year basis, the Fund earned a gross return of -4.58% and underperformed its benchmark by 0.70%. This underperformance is due to the increases in credit spreads across the mortgage risk spectrum, largely linked to market uncertainty and the experience witnessed in public fixed income proxies.

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

Graph #2



(Source: PH&N)

Return Seeking

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

1) Raven Indigenous Impact Fund LP

As at June 30, 2022, UVic has invested \$378,784 out of a total commitment of \$500,000. The net return for the previous six months is 18.60%. From an overall fund perspective, since inception the fund has returned a gross internal rate of return of 22.3% and invested in eleven Indigenous-led businesses to date. We expect that our commitments will be fully invested by Q4 2022.

2) BlackRock Global Renewable Power Infrastructure III

As at June 30, 2022, UVic has invested \$1,949,521 US dollars (USD) out of a total commitment of \$7,500,000 USD. The net return for the previous six months is 0.72%, largely due to the expected catch up of management fees since inception of the fund. To date, the fund has secured investment opportunities and funded 16 investments, representing 71% of total investor committed capital. We expect to be fully invested by the end of 2022.

3) Active Impact Fund II Limited Partnership

As at June 30, 2022, UVic has invested \$110,000 out of a total capital commitment of \$500,000. The net return for the previous six months is -13.96%, largely due to the catch up of management fees which is expected for a fund of this type, relative to the small amount of capital called to date.

June 30, 2022 Total Fund Return Summary and Analysis

The overall one-year return of the fund was -1.39% net of fees, underperforming the relative benchmark that increased by 3.99% as outlined in Table #3. Each asset class has a benchmark relative to the CPI to reflect the fund goals of preserving capital against inflation. This underperformance compared to benchmark was largely due to rising inflation driving up the CPI benchmark during the period, while increasing interest rates resulted in falling bond prices. Further detailed returns are outlined in Appendix 2.

The fact that inflation is greater than the fund return is notable and is being monitored closely. With the impacts of high inflation still persisting, there are conflicting expectations as to how long it will last. While it is expected that the higher average inflation rate of 6.7% over the last six months will not last, the Bank of Canada anticipates the return to their inflation range of 1% to 3% by the end of 2023 and to reach the 2% target by the end of 2024.

Table #3

6 Month Total Fund Return	6 Month Benchmark Return	6 Month Over (Under) Performance to Benchmark	1 Year Total Fund Return	1 Year Benchmark Return	1 Year Over (Under) Performance to Benchmark
-1.83%	1.52%	-3.35%	-1.39%	3.99%	-5.39%

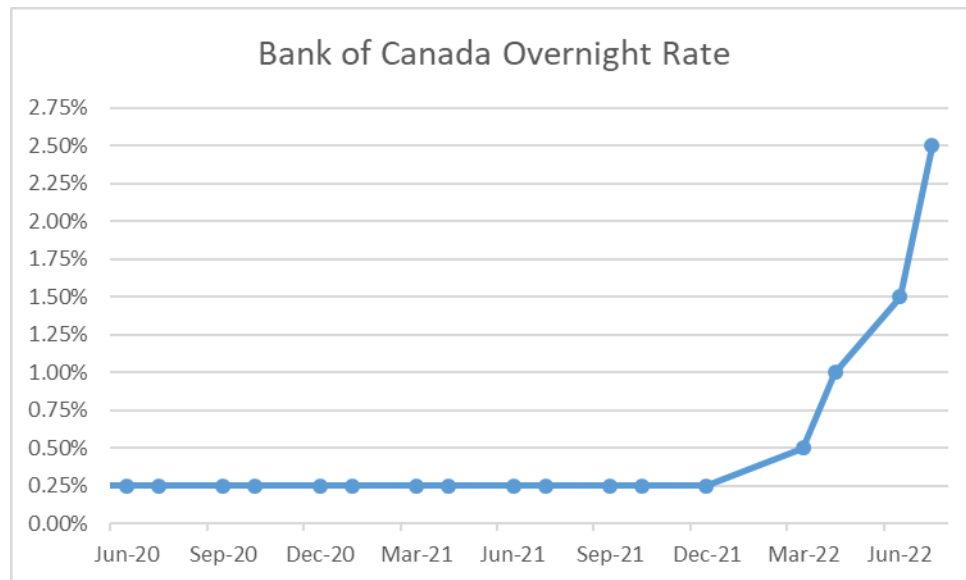
On an absolute basis, the fund underperformed when compared to overall benchmark linked to the Consumer Price Index (CPI). However, on a relative basis, the fund performed well when compared to individual benchmarks, with the Money Market mandate and the Fossil Fuel Free Short Term Bond Fund both outperforming on a six month and one year basis. The Money Market mandate outperformed due to having locked in higher interest rates ahead of falling interest rates this year while the Short Term Bond Fund outperformed due to interest rate anticipation strategies and corporate bond returns.

Market Commentary and Outlook

As markets continued their post Covid-19 rebound, inflation has also continued to rise, reaching a high of 8.1% at the end of June, 2022. A combination of high inflation, and central banks hiking rates to help combat it, has led to a decline in markets. The US market has seen losses in the S&P 500 US index of 12.4% over the 12-month period ended June 30, 2022, while the Canadian market has also seen losses, declining 3.9% over the previous twelve months.

To make matters worse, the rise in interest rates has in turn decreased bond returns. Interest rates have a significant impact on fixed income, and in turn, the working capital fund. After three successive rate cuts during early 2020 in response to market volatility from the COVID-19 pandemic, the BoC has held rates steady for nearly two years. However, in an effort to combat rising inflation rates during the first half of the year, the Bank of Canada has raised rates on four occasions during 2022, including a surprise 100 bps increase in July, for a total of 225 bps, as outlined in graph #3.

Graph #3 – BoC Overnight Rate (1Y)



(Source: Bank of Canada)

As housing and food prices continue to rise, there are still calls on the BoC to raise the overnight rate further. At this time, there is a very high probability of additional rate hikes as outlined in Table #4 below.

Table #4

Upcoming Meeting Dates	% Chance of 25 bps Hike	Implied Rate Hike from Current Level
Sept. 7 th	331.8%	83 basis points
Oct. 26 th	104.6%	109 basis points
Dec. 7 th	58.7%	124 basis points
Jan. 25 th	33.6%	132 basis points

Source: Bloomberg, Aug 31, 2022

A prolonged period of low interest rates resulted in the Working Capital Investments struggling to meet its investment income budgets. However, recent interest rate hikes have led to the overall yield in the fund to rise, with the portfolio yield increasing from 1.5% to 3.0% over the past 12 months. With additional expected interest rate hikes coming in the second half of 2022, we expect yields to rise even further, which will lead to capital depreciation but high ongoing yields. A general rule of fixed income investing is that the yield on the portfolio is the most likely predictor of return over the average maturity of the investments. In order to improve risk adjusted returns, we have recommended a new corporate bond investment fund to help meet our investment objective of

beyond the 2% inflation target and to further our responsible investment goals. Additional details are in the Responsible Investment Update section.

The Canadian dollar has depreciated slightly against the US over the first half of 2022; starting at \$0.79 as at December 31, 2021, and falling slightly to \$0.78 as at June 30, 2022. However, it depreciated less than most other currencies, led by predicted interest rate tightening. Stats Canada noted that inflation increased from 4.8% to 8.1% between December and June. The BoC noted that global factors, including high prices for energy, food and tradeable goods, are driving most of the surge. In addition, excess demand in the Canadian economy is playing a more significant role. It is making firms more likely to pass cost increases on to consumers, leading to a broadening of inflationary pressures. CPI inflation is expected to decline to about 3% by the end of the year and then gradually ease towards the target rate by the end of 2024.

Even with the recent rise in interest rates, the impact during the first half of 2022 has been negative. While the rising rates will benefit some short term holdings – specifically the bank account and CDP holdings, the GIC investments are beginning to see those gains, as the majority of our GICs have one year terms. As a result, we are beginning to renew at higher rates, so the average yield is slowly rising. The short term bond holdings have been more impacted, as the sharp rise in rates has lowered bond values in the near term. However, similar to the GIC investments, this is an opportunity to roll out some of the lower yielding securities and move up the interest rate ladder as new bonds enter the portfolio.

Responsible Investment Update

The [Responsible Investment Policy](#) requires that “a report on responsible investment activities and their related goals” will be submitted at least annually to the Board of Governors and the university community. The first annual report (based on March 31, 2021 holdings) was published in September 2021, along with the UVic Foundation’s report. The 2022 report is included in the board package under separate cover.

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

1. Engagement

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

- Reduce emissions in line with the Paris Accord commitments;
- Shift lending and capital expenditures to reduce financed emissions;

- Implement responsible climate advocacy policies and practices;
- Incorporate climate risk in business strategy and board oversight; and
- Work towards a just transition that doesn't leave workers or communities behind.

To date, UNIE represents 15 Canadian universities and has made 135 engagements. During the first half of 2022, they have engaged with 69 different companies and conducted a total of 70 engagements. These engagements have involved collaboration between the UNIE network and SHARE's larger network of engagement clients, including the University of Victoria. UVic is committed to continuing these engagements and using our power as an institutional investor to advocate for climate-resilient decision-making across a variety of sectors. We are excited to be working with other university partners through UNIE and using our combined power to amplify our voice.

2. PRI Update

In 2020, UVic became a PRI signatory and in May we submitted our first survey. Due to complications in the reporting system as a result of an upgrade to evaluate climate disclosures, PRI will not be providing the Transparency Report and assessment scores until later this year. The newly added climate section includes questions evaluating the physical and transitioning risks and opportunities of climate change, carbon foot-printing and scenario analysis. PRI expects the issues to be resolved during this year's reporting cycle. We have received our 2020 UVic assessment scores in the second week of September 2022 and are in the process of reviewing those scores, identifying gaps and key priorities which will be reported to the Board once this work is complete.

3. Responsible Investment Holdings at June 30th, 2022



New Responsible Investment Holdings

i) RPIA - RP Broad Corporate Bond Fossil Fuel Free Fund - \$30 million

We recommended to the Board of Governors that we invest \$30M in the RP Broad Corporate Bond Fossil Fuel Free Fund, funding the entire amount from the PH&N Fossil Fuel Free Short Term Bond Fund. We completed the process of reviewing the documentation with our legal counsel team, and prepared the required documentation to invest the funds. However, given the recent rapid rise in interest rates, and subsequent rise in GIC rates, we have begun to analyze whether it would be more prudent to delay the RPIA investment and allocate the funds slated for RPIA to GIC investments, given the high yield and lower risk of GICs. We are currently doing an analysis on whether this would be appropriate, and if so, what amount of funds to redirect to GIC investments.

4. Green Bond Market Values

As part of the recent Responsible Investment Policy update, an effort has been made to invest in green bonds within the Working Capital Investment portfolio. Green bonds are a type of bond designed to raise funds to invest in environmental or climate change mitigation projects. Green bond issuers commit to provide investors with detailed on-going information on the projects and infrastructure supported with the green bond proceeds. As of May 31, 2022¹, the working capital investments held five green bond funds, all held in the PH&N Fossil Fuel Free Short Term Bond Fund. A list of holdings is detailed in Table #5.

Table #5 – Green Bonds held in PH&N Fossil Fuel Free Short Term Bond Fund

Issuer	% of FFF STBF ¹	Sector
BROOKFIELD PPTY FIN	0.52%	Real Estate
BROOKFIELD PPTY FIN	0.06%	Real Estate
IVANHOE CAMBRIDGE II	0.45%	Real Estate
ONT PWR GENERATION	2.53%	Energy
BRUCE POWER LP	0.14%	Energy

Note 1 - As at May 31, 2022, the most recent fund data available

5. Impact GICs – Liquidity – \$0.5 million

As at June 30, 2022, the Working Capital Investment portfolio had one impact GIC totaling \$0.5M, representing 0.2% of the total fund. The impact GIC supports a wellness community inspired by integrating movement physiotherapy, pilates, massage and modalities to heal body, mind and spirit and was founded by a local Métis entrepreneur. Details of this investment is available in Appendix 4. Over the last year, our investment in impact GICs were maturing and we have noticed material drop off in issuance and when available, impact GIC yields are considerably below regular GICs.

University Student Investment Fund

The University Student Investment Fund was established on October 31, 2017. Contributions to this fund totaled \$647,300, including funds from donors (\$414,300) through the Faculty of Business and \$233,000 from the university. The portfolio currently holds individual company securities as well as index funds – a US equity ETF, a Canadian equity ETF, a Canadian universe bond index ETF, and a Canadian short term bond index ETF. The market value of the fund as at June 30, 2022 was \$817,000. The fund earned a net return of -11.8% over the previous six months, compared to the benchmark return of -13.3%.

Managing Exchange Rate Risk

As per section 6.01 of the working capital investments policy FM 5200 below, we manage exchange rates to reduce the risk of significant negative variances in our operating and research budgets in the current fiscal year. This approach was chosen as our internal expertise is to facilitate operational transactions and not to attempt to create value by taking currency positions. In addition, it is important to recognize that budgets are established and modified on an annual basis, giving the opportunity for annual adjustments, if appropriate, based on economic circumstances. The policy outlines that the focus should be on transactions greater than \$50,000 US. Generally, transactions of this size occur within Systems, the library and sometimes research areas.

For the current fiscal year, to support the budgets within the Library and Systems, \$5.1M USD was purchased at approximately 1 USD = 1.25.

Attachments:

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

Appendix 2: Investment Performance Report - Returns as at December 31, 2021

Appendix 3: UNIE Engagement Update

Appendix 4: Impact GIC Reports

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

Policy FM5200

Liquidity (35 - 75% of Portfolio - Target 55%)					
	Bank (CAD)	Bank (USD in CAD)	Raymond James / Canaccord / CDP	Total Money Market	% of Total Portfolio
Jan-22	10,665,466	3,632,095	162,634,793	176,932,354	52%
Feb-22	26,176,558	5,154,371	164,349,972	195,680,901	54%
Mar-22	7,068,064	6,286,819	159,319,356	172,674,238	51%
Apr-22	14,247,604	9,771,226	143,497,539	167,516,368	51%
May-22	8,608,899	9,297,931	140,680,334	158,587,165	50%
Jun-22	14,920,687	7,983,355	135,330,872	158,234,913	50%
Yield (0 - 60% of Portfolio - Target 40%)					
	PH&N FFF STBF	PH&N MPT	Internal Loan	Total Yield	% of Total Portfolio
Jan-22	74,960,362	63,358,381	24,836,173	163,154,916	48%
Feb-22	74,269,390	62,778,723	24,729,086	161,777,200	45%
Mar-22	74,117,211	62,806,781	24,621,665	161,545,657	48%
Apr-22	71,988,515	62,321,560	24,512,303	158,822,378	48%
May-22	65,946,512	66,697,648	24,402,541	157,046,701	49%
Jun-22	64,883,815	67,968,473	24,292,376	157,144,664	49%
Return Seeking (0 - 10% of Portfolio - Target 5%)					
	Blackrock GRP III	Raven Indigenous LP	Active Impact Fund	Total Return Seeking	% of Total Portfolio
Jan-22	1,463,803	261,581	38,425	1,763,809	1%
Feb-22	1,474,959	261,581	38,425	1,774,965	0%
Mar-22	1,476,713	263,856	57,435	1,798,005	1%
Apr-22	1,929,542	332,121	69,604	2,331,267	1%
May-22	2,356,134	345,513	69,604	2,771,251	1%
Jun-22	2,348,490	383,896	82,876	2,815,262	1%

² Assets are reported on average market monthly holdings

Appendix 2 - Investment Performance Report - Returns as at June 30, 2022

Individual Investment Returns vs Relative Benchmark

	6 Month Return	6 Month Benchmark	6 Month Over (Under) Performance	1 Year Return	1 Year Benchmark	1 Year Over (Under) Performance
Liquidity						
Cash ¹	0.58%	N/A	N/A	0.97%	N/A	N/A
Money Market	0.69%	0.28%	0.41%	1.21%	0.40%	0.82%
Yield						
PH&N FFF STBF	-4.39%	-4.46%	0.08%	-4.70%	-4.87%	0.17%
PH&N Mortgage Pension Trust	-5.70%	-3.96%	-1.73%	-4.58%	-3.87%	-0.70%
Internal Loan ¹	2.21%	N/A	N/A	4.43%	N/A	N/A
Return Seeking						
Raven Indigenous Impact Fund LP	18.60%	2.75%	15.85%	14.75%	6.44%	N/A
BlackRock Global Renewable Power III	0.72%	2.75%	-2.02%	-5.45%	6.44%	N/A
Active Impact Fund II Limited Partnership	-13.96%	2.75%	-16.70%	-45.08%	6.44%	N/A

Investment Mandate Returns vs Absolute Benchmark

Liquidity	0.40%	1.25%	-0.84%	0.90%	3.44%	-2.54%
Yield	-3.91%	1.75%	-5.66%	-3.30%	4.44%	-7.75%
Return Seeking	-1.49%	2.75%	-4.23%	-8.35%	6.44%	-14.79%
Working Capital Investments Total ²	-1.83%	1.52%	-3.35%	-1.39%	3.99%	-5.39%

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

Note 2 - Benchmark for the Working Capital Investments is the weighted relative benchmarks for each asset class

Appendix 3: UNIE Engagement Update

Company	Engagement Goal	Status
Air Canada	Reducing Greenhouse Gas Emissions	Grey
Algonquin Power & Utilities Corp	A Just Transition	Blue
Alimentation Couche-Tard Inc	Reducing Greenhouse Gas Emissions	Grey
AltaGas Ltd	Reducing Greenhouse Gas Emissions	Grey
ARC Resources Ltd	Reducing Greenhouse Gas Emissions	Grey
Atco Ltd	Reducing Greenhouse Gas Emissions	Blue
B2Gold Corp	Reducing Greenhouse Gas Emissions	Grey
Bank of America Corp ¹	Sustainable Finance	Grey
Bank of Montreal (BMO) ¹	Sustainable Finance	Blue
Bank of Nova Scotia (Scotiabank) ¹	Sustainable Finance	Blue
Barrick Gold Corp	Reducing Greenhouse Gas Emissions	Grey
Boralex Inc	A Just Transition	Grey
Brookfield Infrastructure Partners LP ¹	Reducing Greenhouse Gas Emissions	Grey
Brookfield Renewable Partners LP ¹	A Just Transition	Green
Canadian Imperial Bank of Commerce (CIBC) ¹	Sustainable Finance	Blue
Canadian National Railway Co	Reducing Greenhouse Gas Emissions	Grey
Canadian Natural Resources Ltd	Reducing Greenhouse Gas Emissions	Green
Canadian Pacific Railway Ltd ¹	Reducing Greenhouse Gas Emissions	Grey
Canadian Solar Inc	A Just Transition	Red
Canadian Tire Corporation Ltd	Reducing Greenhouse Gas Emissions	Grey
Capital Power Corp	Reducing Greenhouse Gas Emissions	Blue
Caterpillar Inc	Reducing Greenhouse Gas Emissions	Green
Cenovus Energy Inc	Reducing Greenhouse Gas Emissions	Blue
Citigroup Inc	Sustainable Finance	Blue
Consolidated Edison Inc	A Just Transition	Grey
Crescent Point Energy Corp	Reducing Greenhouse Gas Emissions	Grey
Crescent Point Energy Corp	Reducing Greenhouse Gas Emissions	Blue
Dominion Energy Inc	Reducing Greenhouse Gas Emissions	Blue
Duke Energy Corp	Reducing Greenhouse Gas Emissions	Blue
Emera Inc	A Just Transition	Green
Empire Company Ltd	Reducing Greenhouse Gas Emissions	Grey
Enbridge Inc	Reducing Greenhouse Gas Emissions	Blue
Enerplus Corp	Reducing Greenhouse Gas Emissions	Blue
Engie SA	A Just Transition	Green
EXXON Mobil Corp	Reducing Greenhouse Gas Emissions	Grey
First Quantum Minerals Ltd	Reducing Greenhouse Gas Emissions	Grey
Fortis Inc	Reducing Greenhouse Gas Emissions	Blue
GFL Environmental Inc	Reducing Greenhouse Gas Emissions	Grey

Hudbay Minerals Inc	Reducing Greenhouse Gas Emissions	Grey
Keyera Corp	Reducing Greenhouse Gas Emissions	Blue
Kinross Gold Corp	Reducing Greenhouse Gas Emissions	Grey
Loblaw Companies Ltd ¹	Reducing Greenhouse Gas Emissions	Green
Lundin Mining Corp	Reducing Greenhouse Gas Emissions	Grey
Magna International Inc	Reducing Greenhouse Gas Emissions	Grey
MEG Energy Corp	Reducing Greenhouse Gas Emissions	Grey
Methanex Corp	Reducing Greenhouse Gas Emissions	Grey
Metro Inc	Reducing Greenhouse Gas Emissions	Grey
National Bank of Canada	Sustainable Finance	Green
NextEra Energy Inc	A Just Transition	Blue
NFI Group Inc	A Just Transition	Green
Northland Power Inc	A Just Transition	Red
Nutrien Ltd	Reducing Greenhouse Gas Emissions	Grey
Ovintiv Inc	Reducing Greenhouse Gas Emissions	Blue
Parex Resources Inc	Political Spending & Oversight	Grey
Pembina Pipeline Corp	Reducing Greenhouse Gas Emissions	Grey
Royal Bank of Canada (RBC) ¹	Sustainable Finance	Grey
Saputo Inc	Reducing Greenhouse Gas Emissions	Grey
Stelco Holdings Inc	Reducing Greenhouse Gas Emissions	Grey
Suncor Energy Inc	Political Spending & Oversight	Blue
Superior Plus Corp	Reducing Greenhouse Gas Emissions	Blue
Tesla Inc	A Just Transition	Grey
Toronto Dominion Bank (TD Bank) ¹	Sustainable Finance	Blue
Tourmaline Oil Corp	Reducing Greenhouse Gas Emissions	Grey
TransAlta Corp	Reducing Greenhouse Gas Emissions	Grey
Turquoise Hill Resources Ltd	Reducing Greenhouse Gas Emissions	Grey
Vermilion Energy Inc	Reducing Greenhouse Gas Emissions	Blue
Waste Connections Inc	Reducing Greenhouse Gas Emissions	Grey
Wells Fargo & Co	Sustainable Finance	Grey
West Fraser Timber Co Ltd	Reducing Greenhouse Gas Emissions	Grey
Whitecap Resources Inc	Reducing Greenhouse Gas Emissions	Grey

Status Key:

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

Blue: Company is engaging in positive dialogue on engagement outcomes

Grey: Engagement with company is ongoing / Response pending

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

¹ - The University of Victoria is currently invested

Appendix 4: Impact GIC Reports

Investment Details – Summerland & District Credit Union

The University of Victoria is supporting socially responsible investing with a deposit in an IMPACT GIC through the [Cash Management Group at Canaccord Genuity](#). The University's deposit of \$500,000 was placed with Summerland & District Coast Credit union – a local credit union based in the Okanagan Valley.

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

UVIC's investment is supporting the SDGs in one featured IMPACT GIC loan story with NeuMovement.

***NeuMovement** is a wellness community inspired by integrating movement physiotherapy, pilates, massage and modalities to heal your body, mind and spirit. Based out of the Interior of British Columbia, NeuMovement was founded by Lara Yanik, a local Métis entrepreneur who has expanded their operations to two studios in Kelowna and one in Vernon.*

UVIC's investment in this GIC is supporting 3 of the 17 SDGs:

- #3 – Good Health and Well-Being
- #5 – Gender Equality
- #8 – Decent Work and Economic Growth



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





University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

September 21, 2022

FOR DECISION

To: Audit Committee

From: Kristi Simpson
Vice-President Finance and Operations



cc: President and Vice-Chancellor

Meeting Date: October 4, 2022

Subject: PSAS Budget Approval and Government Reporting Entity Quarterly Report

Basis for Jurisdiction: Committee's Terms of Reference 6.1

Strategic Relevance:

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

Recommendation:

THAT the Audit Committee recommend to the Board of Governors that the Board of Governors approve the budget and associated forecast prepared for inclusion in the reporting on the 2022/23 University of Victoria Consolidated financial statements in accordance with the Public Sector Accounting Standards, as per Schedules A and B.

Background:

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

Inclusion in the GRE requires the filing each quarter two reports within tight deadlines set by the Office of the Comptroller General. These quarterly reports follow the Public Sector Accounting Standards (PSAS) basis of accounting supplemented with Treasury Board regulations 257/2010 and 198/2011.

The two required reports are:

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

The second quarterly forecast (Q2) is due to the Province in early October. As outlined at the August Board meeting, this Q2 forecast has been advanced in order to update financial results given the significant change in our enrolments. At this time we also seek Board approval of the PSAS budget which is included on our external financial statements. This is a consolidated all entities budget, derived from approved budgets and forecast across the entities and our Q1 projections.

The quarterly year to date financial report for Q1 is provided below. While this information is now dated with the changes in enrolment, it is provided here as accountability to the Committee. Q2 actual results will be submitted to government in October; it does not require Board approval.

The Audit Chair as part of this process provides a confirmation email to the Ministry that they or the committee have reviewed the forecast and discussed with management the process and assumptions used to develop the forecast. Whether it's the chair of the committee depends on the timing of the deadline and how it aligns with audit committee meetings.

Year to Date Financial Report – to June 30, 2022

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

The figures reported to the Province are actual results for the three-month period ending June 30, 2022 with additional analysis and breakdown of inter-company transactions in excess of \$100,000. As required, this report was submitted to government in July.

The following table compares the results of Q1 2022 with the result of Q1 of the prior year:

Summary of Consolidated Statement of Operations				
For the 3 month period ended June 30				
<i>(in thousands of dollars)</i>				
	June 2022	June 2021	Variance	%
Revenue				
Government grants	95,522	85,233	10,289	12.1%
Tuition	22,604	25,107	(2,503)	-10.0%
Donations, non government grants and contracts	10,351	8,389	1,962	23.4%
Sales of services and products	12,298	5,728	6,570	114.7%
Investment Income	266	2,492	(2,226)	-89.3%
Other revenue	1,453	1,256	197	15.7%
Revenue recognized from deferred capital contributions	6,688	6,903	(215)	-3.1%
Total Revenue	149,182	135,108	14,074	10.4%
Expense				
Salaries and benefits	108,634	100,920	7,714	7.6%
Supplies and services	29,644	24,808	4,836	19.5%
Equipment rental and maintenance	4,089	4,917	(828)	-16.8%
Scholarships, fellowships and bursaries	8,474	7,186	1,288	17.9%
Other operating expenses	5,417	2,394	3,023	126.3%
Interest on long term debt	445	464	(19)	-4.1%
Depreciation	11,761	11,873	(112)	-0.9%
Total Expense	168,464	152,562	15,902	10.4%
Operating deficit before restricted funding	(19,282)	(17,454)	(1,828)	10.5%
Net restricted endowment contributions	312	1,768	(1,456)	-82.4%
Operating deficit	(18,970)	(15,686)	(3,284)	20.9%

Highlights of the report are as follows:

- Expenses exceed revenues at June 30, 2022, resulting in reported net deficit of \$19.3M before endowment contributions. This compares to a deficit of \$17.5M for the three months ended June 30, 2021. Deficits are expected for Q1 as the first three months of the fiscal year are low revenue producing months (i.e., Tuition and Ancillary Operations) while expenses are distributed more evenly throughout the year.
- Tuition revenue to June 30th was slightly lower than the previous year. This reduced enrolment was expected as students were anticipated to return to a more traditional register pattern of full course loads from September to April. During the pandemic students had spread enrolment over the full year.
- Investment income is down due to rising interest rates and market volatility.
- Other expenses, including travel, has returned to pre-pandemic levels.

Forecast Report

The required Forecast Report consists of a current year forecast plus projections for the next three years - to fiscal 2025/26 for this submission. The report consists of a Statement of Operations (revenues and expenses), a Statement of Financial Position (assets, liabilities and equity) and a Statement of Changes in Financial Position (changes in cash and temporary investments) as prescribed by government. The Q1 forecast, initially submitted in July, is updated for any significant change in assumptions for quarter 2 (October) and also in quarter 3 (December).

The following Table 1 summarizes the updated consolidated forecast for 2022/23 and the coming 3 years:

Table 1 (in thousands)	Forecast/ Budget Estimate 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26
Summary - Statement of Operations				
Total Revenue	(658,467)	(678,283)	(697,609)	(714,465)
Total Expenses	657,973	678,168	697,294	714,351
Net (Revenue) Expense	(494)	(115)	(315)	(114)
Unallocated Pressures	--	--	--	--
Operating Net (Income) Loss for Ministry	(494)	(115)	(315)	(114)
Endowment Contributions	16,000	16,000	16,000	16,000
Net (Income) Loss	(16,494)	(16,115)	(16,315)	(16,114)
Other Key Financial Items				
Capital Asset Additions	\$151,069	\$131,358	\$64,015	\$53,636
Debt	\$161,895	\$152,827	\$147,141	\$142,039

Table 2 Key Assumption Summary	2022/23	2023/24	2024/25	2025/26
Grant Funding (operating grant only - thousands)	\$228,084	\$228,131	\$228,271	\$228,271
Student FTEs (Government Funded)	16,498	16,503	16,508	16,508
Tuition fee increases – domestic and graduate international	2.0%	2.0%	2.0%	2.0%
Tuition fee increases – international undergraduate	3.75%	3.75%	3.75%	3.75%

Key assumptions include:

- This forecast and budget are based on actual results for the period of April 2022 – August 2022.
- Operating grant funding as per 22/23 ministry letter and Ministry commitment for technology expansion, JD/JID and nurse practitioner expansion;
- The forecast does not include any restriction of the operating grant for capital purposes at this time due to reduced tuition expectations;
- Overall enrolment is projected at 1,000 EETs lower than the prior year, mainly a result of reduced international enrolments. This has reduced tuition by \$17.0M from prior forecasts.
- This forecast shows enrolment returning to prior year levels by 2025/26. More work will be required over the fall to better assess potential enrolment levels in the coming years.
- Compensation costs in accordance with current collective agreements, including progression through the ranks and ranges;
- Ancillary operations, per the Planning and Budget Framework, will return to pre-pandemic levels of revenue and expenditures; and
- Provincial compensation mandates commencing in 2022/23 are expected to be funded by the Province. The costs and associated revenue are not included in the forecast as instructed by the Province.

The Q2 report results reflect revised projections undertaken in September 2022 and information provided at the special Board meeting in August. The Q1 report, also included in this agenda, was completed in June 2022 and was based on enrolment information at that time. The Q1 report, as noted above, has been included in the audit package to ensure the Board has full information on reporting to the Province.

Budget Approval:

Public Sector Accounting Standards (PSAS) require a Board approved, consolidated, all-funds budget on a PSAS basis to be reported on the audited financial statements. Approval of this budget is sought from the Board each year at its September meeting, typically based on the Q1 forecast. For this year, we have advanced the Q2 report and are requesting approval based on the Q2 forecast, updated for enrolment and changes in expenses as a result of reduced enrolment. We have confirmed this approach with the auditors.

Schedule B outlines how the forecast translates into the budget figures to be reported on the March 31, 2023 financial statements. Schedule C outlines how this budget compares to the prior year budget and actual results.

The total budgeted revenue under PSAS is \$658.5M with expenditures budgeted at \$658.0M, reflecting the above forecasted surplus of \$0.5M.

Attachments:

Schedule A – 2022/23 Q2 GRE Forecast

Schedule B – Reconciliation of the 2022/23 Q2 Forecast to Financial Statement Budget

Schedule C - Comparison of the 2023 PSAS Budget to the 2022 PSAS Budget and Actuals

Schedule D – 2022/23 Q1 GRE Forecast

Schedule A – 2022/23 Q2 GRE Forecast

Please report all debits as positive numbers and credits as negative numbers		Forecast	Projections		
		2022/23	2023/24	2024/25	2025/26
----- \$thousands -----					
Revenue - (credits)					
Amortization of contributions:					
Operating contributions from Provincial Ministries		(252,257)	(252,581)	(252,495)	(252,769)
Operating contributions from Provincial Crown Corps & Agencies		(10,375)	(10,375)	(10,375)	(10,375)
Operating contributions from the Federal Government		(75,000)	(75,000)	(75,000)	(76,000)
Operating contributions from other sources		(28,000)	(28,000)	(28,000)	(28,000)
Deferred capital contributions from Province		(12,558)	(12,985)	(14,176)	(14,981)
Deferred capital contributions from Federal Government		(10,214)	(9,738)	(11,533)	(13,687)
Deferred capital contributions from Other Sources		(4,004)	(3,581)	(3,292)	(3,072)
Contributed surplus		-	-	-	-
Sales of goods and services to Provincial Ministries (including contracts)		-	-	-	-
Sales of goods and services to Crown Corps & Agencies (including contracts)		(2,000)	(2,000)	(2,000)	(2,000)
Sales of goods and services to others (contracts and other)		-	-	-	-
Sales of goods and services to others (Ancillary Services)		(59,747)	(72,143)	(74,828)	(77,647)
Domestic Tuition and Mandatory Fees		(111,512)	(115,646)	(117,785)	(119,896)
International Tuition and Mandatory Fees		(61,800)	(64,584)	(75,825)	(83,078)
Recognition of endowment investment income		(21,000)	(21,500)	(22,000)	(22,500)
Realized investment earnings (gains)/losses		-	-	-	-
Earnings from commercial subsidiaries (GBE's)		-	-	-	-
Investment Earnings (not included above)		(5,000)	(5,000)	(5,000)	(5,000)
Other revenue (not included above)		(5,000)	(5,150)	(5,300)	(5,460)
Total Revenue		(658,467)	(678,283)	(697,609)	(714,465)
Expenses - debits					
Salaries and benefits		437,442	449,253	461,383	473,840
Cost of goods sold		11,876	13,745	14,095	14,551
Operating costs paid to Provincial Ministries		-	-	-	-
Operating costs paid to Provincial Crown Corps & Agencies		8,100	8,343	8,593	8,851
Other operating costs (less amortization & debt servicing)		105,000	107,100	109,778	111,522
Capital asset amortization expense		47,055	48,927	52,345	54,487
Capital asset write-downs		-	-	-	-
ARO accretion expense		-	-	-	-
Grants to Crown corporations and agencies		500	500	500	500
Grants to third parties (Scholarships)		44,000	45,000	45,000	45,000
Grants to third parties (Foundations and Other)		-	-	-	-
Debt service costs (net of sinking fund earnings)		3,200	4,500	4,800	4,800
Amortization of debt issue costs		-	-	-	-
Other		800	800	800	800
Total Expense		657,973	678,168	697,294	714,351
Net (Revenues)/Expenses before extraordinary items		(494)	(115)	(315)	(114)
(Gain) loss on sale of capital assets		-	-	-	-
Net (Revenues)/Expenses		(494)	(115)	(315)	(114)
Unallocated Pressures (use in Q1 only)		-	-	-	-
Operating Net (Income) Loss (for Ministry)		(494)	(115)	(315)	(114)
Endowment (restricted asset) contributions		(16,000)	(16,000)	(16,000)	(16,000)
Net (Income) Loss (PSI)		(16,494)	(16,115)	(16,315)	(16,114)

Schedule B – Reconciliation of the 2022/23 Q2 Forecast to Financial Statement Budget

Per PSAB Forecast to Province	Per PSAB Forecast	PSAB Financial Statement Line Items	PSAB Budget (Operating Statement)
Operating contributions from Provincial Ministries	(252,257)		
Operating contributions from Provincial Crown Corps & Agencies	(10,375)		
less: VIHA and Island medical funding (included in other contributions)	10,600		
	(252,032)	Province of British Columbia grants	(252,032)
Operating contributions from the Federal Government	(75,000)	Government of Canada grants	(75,000)
Operating contributions from other sources	(28,000)	Other government Grants	(19,300)
add: VIHA and Island medical funding (included in other contributions)	(10,600)	Donations, non-government grants and contracts	(19,300)
	(38,600)		(38,600)
Deferred capital contributions from Province	(12,558)		
Deferred capital contributions from Federal Government	(10,214)		
Deferred capital contributions from Other Sources	(4,004)		
	(26,776)	Revenue Recognized from Deferred Cap Contributions	(26,776)
Sales of goods and services to Crown Corps & Agencies (including contracts)	(2,000)		
Sales of goods and services to others (contracts and other sales)	-		
Sales of goods and services to others (Ancillary Services)	(59,747)		
	(61,747)	Sales of Services and Products	(61,747)
Domestic Tuition and Mandatory Fees	(111,512)	Student tuition - credit courses	(160,112)
International Tuition and Mandatory Fees	(61,800)	Student tuition - non-credit courses	(13,200)
	(173,312)		(173,312)
Earnings from Government Business Enterprises (GBEs)	-	Income from GBE	-
Investment earnings (not included in above)	(5,000)	Investment Income	(26,000)
Other revenue (not included above)	(5,000)		
Recognition of endowment investment income	(21,000)		
Realized investment earnings (gains)/losses	-		
	(26,000)	Other Revenue	(5,000)
Total Revenue	(658,467)		(658,467)
Expenses - debits			
Salaries and benefits	437,442	Instruction and non-sponsored research	275,243
Cost of goods sold	11,876	Academic and student support	161,053
Operating costs paid to Provincial Ministries	-	Administrative support	28,174
Operating costs paid to Provincial Crown Corps & Agencies	8,100	Facility operations and maintenance	57,449
Other operating costs (less amortization & debt servicing)	105,000	Sponsored research	120,553
Capital asset amortization expense	47,055	External engagement	15,502
Capital asset write-downs	-		
Grants to Crown Corporations and other Agencies	500		
Grants to third parties (Scholarships)	44,000		
Grants to third parties (Foundations and Other)	-		
Debt service costs (net of sinking fund earnings)	3,200		
Amortization of debt issue costs	-		
Other	800		
Total Expense	657,973		657,973
Note 1			
PSAB requires expenses to be presented by function, which are significantly different than forecast template provided by the Province. In order to determine our budgeted expenses by function, we use total forecasted expenditures, multiplied by the prior year functional allocation of actual expenditures.			
Total forecasted expenditures	657,973		
Expense		Functional Allocation	
Instruction and non-sponsored research	275,243	42%	
Academic and student support	161,053	24%	
Administrative support	28,174	4%	
Facility operations and maintenance	57,449	9%	
Sponsored research	120,553	18%	
External engagement	15,502	2%	
	657,973		

Schedule C - Comparison of the 2023 PSAS Budget to the 2022 PSAS Budget and Actuals

	2023 PSAB Budget	2022 PSAB Budget	2022 PSAB Actual	2023 budget vs 2022 actual	As %
Revenue					
Province of British Columbia grants	(252,032)	(236,589)	(229,860)	(22,172)	10%
Government of Canada grants	(75,000)	(69,000)	(77,860)	2,860	-4%
Other government Grants	(19,300)	(19,300)	(18,653)	(647)	3%
Student tuition - credit courses	(160,112)	(174,700)	(171,021)	10,909	-6%
Student tuition - non-credit courses	(13,200)	(13,230)	(16,985)	3,785	-22%
Donations, non-government grants and contracts	(19,300)	(19,300)	(13,590)	(5,710)	42%
Sales of Services and Products	(61,747)	(41,599)	(54,618)	(7,129)	13%
Investment Income	(26,000)	(20,000)	(26,237)	237	-1%
(Income)/Loss from GBE	-	-	(524)	524	-100%
Other Revenue	(5,000)	(6,100)	(6,571)	1,571	-24%
Revenue Recognized from Deferred Cap Contribution	(26,776)	(27,614)	(27,802)	1,026	-4%
Loss on disposal of capital assets			1,003	(1,003)	-100%
	(658,467)	(627,432)	(642,718)	(15,749)	2%
Expenses					
Instruction and non-sponsored research	275,243	258,591	267,791	7,452	2.8%
Academic and student support	161,053	152,625	156,693	4,360	2.8%
Administrative support	28,174	27,972	27,411	763	2.8%
Facility operations and maintenance	57,449	57,631	55,894	1,555	2.8%
Sponsored research	120,553	114,992	117,289	3,264	2.8%
External engagement	15,502	13,901	15,082	420	2.8%
	657,973	625,712	640,160	17,813	2.8%

Schedule D – 2022/23 Q1 GRE Forecast

Please report all debits as positive numbers and credits as negative numbers	Forecast	Projections		
	2022/23	2023/24	2024/25	2025/26
----- \$thousands -----				
Revenue - (credits)				
Amortization of contributions:				
Operating contributions from Provincial Ministries	(244,257)	(244,581)	(248,495)	(252,769)
Operating contributions from Provincial Crown Corps & Agencies	(10,375)	(10,375)	(10,375)	(10,375)
Operating contributions from the Federal Government	(73,000)	(73,000)	(73,000)	(73,000)
Operating contributions from other sources	(28,000)	(28,000)	(28,000)	(28,000)
Deferred capital contributions from Province	(12,558)	(12,985)	(14,176)	(14,981)
Deferred capital contributions from Federal Government	(10,214)	(9,738)	(11,533)	(13,687)
Deferred capital contributions from Other Sources	(4,004)	(3,581)	(3,292)	(3,072)
Contributed surplus	-	-	-	-
Sales of goods and services to Provincial Ministries (including contracts)	-	-	-	-
Sales of goods and services to Crown Corps & Agencies (including contracts)	(2,000)	(2,000)	(2,000)	(2,000)
Sales of goods and services to others (contracts and other)	-	-	-	-
Sales of goods and services to others (Ancillary Services)	(59,747)	(72,143)	(74,828)	(77,647)
Domestic Tuition and Mandatory Fees	(113,554)	(115,646)	(117,785)	(119,896)
International Tuition and Mandatory Fees	(75,000)	(77,625)	(80,342)	(83,154)
Recognition of endowment investment income	(21,000)	(21,500)	(22,000)	(22,500)
Realized investment earnings (gains)/losses	-	-	-	-
Earnings from commercial subsidiaries (GBE's)	-	-	-	-
Investment Earnings (not included above)	(5,000)	(5,000)	(5,000)	(5,000)
Other revenue (not included above)	(5,000)	(5,150)	(5,300)	(5,460)
Total Revenue	(663,709)	(681,324)	(696,126)	(711,541)
Expenses - debits				
Salaries and benefits	439,642	448,345	455,667	462,960
Cost of goods sold	11,876	13,745	14,095	14,551
Operating costs paid to Provincial Ministries	-	-	-	-
Operating costs paid to Provincial Crown Corps & Agencies	8,100	8,343	8,593	8,851
Other operating costs (less amortization & debt servicing)	106,816	110,021	113,321	116,721
Capital asset amortization expense	47,055	48,927	52,345	54,487
Capital asset write-downs	-	-	-	-
ARO accretion expense	-	-	-	-
Grants to Crown corporations and agencies	500	500	500	500
Grants to third parties (Scholarships)	45,000	45,500	46,000	46,500
Grants to third parties (Foundations and Other)	-	-	-	-
Debt service costs (net of sinking fund earnings)	3,200	4,500	4,800	4,800
Amortization of debt issue costs	-	-	-	-
Other	800	800	800	800
Total Expense	662,989	680,681	696,121	710,170
Net (Revenues)/Expenses before extraordinary items	(720)	(643)	(5)	(1,371)
(Gain) loss on sale of capital assets	-	-	-	-
Net (Revenues)/Expenses	(720)	(643)	(5)	(1,371)
Unallocated Pressures (use in Q1 only)	-	-	-	-
Operating Net (Income) Loss (for Ministry)	(720)	(643)	(5)	(1,371)
Endowment (restricted asset) contributions	(16,000)	(16,000)	(16,000)	(16,000)
Net (Income) Loss (PSI)	(16,720)	(16,643)	(16,005)	(17,371)



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

September 19, 2022

To: Executive and Governance Committee

From: Merle Alexander, Chair, Board of Governors
Carrie Andersen, University Secretary

cc: President and Vice-Chancellor

Meeting Date: October 4, 2022

Subject: Procedures of the Board 2022/23

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

A handwritten signature in blue ink, appearing to be 'M. Alexander'.

Recommendation:

THAT the Executive and Governance Committee recommend to the Board of Governors that the Board of Governors approve the Board Procedures for the year 2022/23 and the Statement of Responsibilities of the Board of Governors and its Members.

Background:

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

No changes to the Board Procedures or Statement of Responsibilities are proposed at this time.

Attachment(s):

Procedures of the Board

Statement of Responsibilities of the Board and its Members



University
of Victoria

Procedures of the Board

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

1. ELECTION OF CHAIR AND VICE CHAIR

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

2. CHAIR

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

3. MEETINGS

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

- 3.3 The Secretary shall prepare the agenda of Board meetings. In the preparation of the agenda, the Secretary will consult with the Chair and the President.
- 3.4 Meetings of the Board shall be open except for those items which the Chair or the Board shall determine to consider in closed or "in camera" meetings.
- 3.5 The agenda for Board meetings will close at noon fifteen (15) days before the Board meets.
- 3.6 The draft Board agenda, Committee agendas, and documents will be delivered to Board members one week before the Board Committee meetings. The final Board agenda shall be tabled at the Board meeting.
- 3.7 Board materials for consideration in the closed session must be treated with confidentiality until the Board determines otherwise.
- 3.8 The draft open agenda along with the date of the committee meetings will be published seven (7) days prior to the meeting of the Board of Governors. Copies of the draft open agenda and open session docket will be sent to the Library, the presidents for the Faculty Association, unions, and students' societies when the agenda is published.
- 3.9 No cameras, recording devices or electronic communications equipment shall be used without the prior consent of the Chair.
- 3.10 Eight members of the Board shall constitute a quorum for transactions of the Board. (See Section 26(2) University Act)
- 3.11 The chair of a Board committee will report on the committee's activities and present its recommendations to the Board.
- 3.12 The Board Chair has the same right of voting as the other members of the Board, and, in the case of an equality of votes for and against a motion, the question is resolved in the negative, and the Chair shall so declare. (See Section 26(3) University Act)
- 3.13 The Chair will formally announce the outcome of each vote and this outcome will be recorded in the summary record. Any member of the Board may ask that the vote count or the member's individual vote or abstention be recorded in the summary record.
- 3.14 The Board Chair may recess the open session for a brief period or adjourn the open session and reconvene the Board in closed session in the event the Board is prevented from conducting its business in open session.

- 3.15 Attendance by proxy or vote by proxy is not permitted.
- 3.16 No motions or issues for discussion may be brought forward at a regular Board or Board committee meeting unless the matter is on the agenda.

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

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

- 3.17 Normally all matters coming to the Board from the University administration will be presented to the Board by the President. In exceptional circumstances other senior members of the University administration may approach the Chair to bring forward matters for consideration. At the discretion of the Chair, such matters may be added to an agenda.
- 3.18 With the consent of the Chair, staff members as designated by the President may be invited to attend meetings of the Board.
- 3.19 The Chair may invite individuals to attend meetings of the Board.
- 3.20 At the discretion of the Chair, a resolution may be voted upon by ballot conducted by e-mail. In this case, to be adopted, a resolution must receive affirmative votes of at least a majority of those eligible to vote. A resolution adopted by this method will be deemed to have been passed at a validly constituted meeting of the Board and will be reported at its next scheduled meeting.
- 3.21 Under exceptional circumstances and only with the consent of the chair – and subject to logistical constraints – a board member may participate in a meeting by telephone, videoconference or other secure means of communication that enables him or her to communicate with other participants in the meeting simultaneously and instantaneously.

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

4. DUTIES

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

5. CONFLICT OF INTEREST AND CONFIDENTIALITY

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

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

- 5.2 A Board member must make full disclosure of all real, potential and apparent conflicts of interest annually. If the Board member becomes aware during the year of a conflict of interest or an apparent conflict of interest, she or he must declare that conflict immediately in writing.
- 5.3 After disclosing the conflict, the Board member
 - i) may seek the Chair's permission to address the matter briefly, before absenting himself or herself from the discussion and the vote;

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

- 5.4 With the exception of matters potentially affecting a Board member's terms of employment, voting on matters which will have an effect on a broad group (students, staff, faculty) by a member of that group is in general not a conflict of interest. For example, student members of the Board may vote on issues dealing with tuition fees. If a Board member is in doubt about whether he or she or another member of the Board is or may be in conflict of interest, the Board member should discuss the matter with the Chair. The Chair may rule a member to be in conflict of interest with an issue before the Board.
- 5.5 A Board member is expected to maintain the confidentiality of Board deliberations both in committee and during closed meetings and of documents considered in the closed meetings forever. Documents to be considered in the open session are released in conformity with paragraphs 3.7 and 3.8.
- 5.6 A Board member who breaches confidentiality or the Board's trust with regard to conflict of interest shall be subject to sanction by the Chair up to and including a request for the member's resignation. Other sanctions may include the member being excluded from the committee meetings and receiving Board documents in conformity with the public release of those documents for the remainder of the academic year.
- 5.7 The ruling of the Chair on a conflict of interest or breach of confidentiality may be appealed to the Board of Governors. A majority vote of the Board members can overturn the decision of the Chair.
- 5.8 Board members must annually sign a statement disclosing any real, potential or apparent conflicts of interest and acknowledging that they have read and understood the Board procedures on conflict of interest.

6. EXECUTIVE AND GOVERNANCE COMMITTEE

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

7. FINANCE COMMITTEE

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

8. OPERATIONS AND FACILITIES COMMITTEE

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

9. AUDIT COMMITTEE

9.1 Membership

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

9.2 Mandate

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

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

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

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

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

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

9.3 Meetings

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

9.4 Responsibilities and Duties

Review Procedures

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

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

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

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

External Auditors

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

Internal Audit

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

9.4.12 The Committee reviews the budget, staffing and resources of the Internal Audit function and makes recommendations to the Vice President Finance and Operations.

9.4.13 The Committee approves the internal auditor's audit plan for the year including audit scope, staffing, locations, timing and general audit approach.

9.4.14 The Committee reviews audit reports and discusses the results of the internal audit work plan.

9.4.15 The Committee meets in in camera session with the internal auditor.

Legal Compliance

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

Other Audit Committee Responsibilities

9.4.17 The members annually assess the effectiveness of the Committee, against its mandate and report the results of the assessment to Executive and Governance Committee of the Board.

9.4.18 The Committee ensures its members receive appropriate financial orientation and training to enhance financial literacy in order to carry out their oversight responsibilities.

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

10. COMPENSATION AND REVIEW COMMITTEE

10.1 The Compensation and Review Committee deals with matters pertaining to performance reviews, remuneration and terms of employment of senior administrators (to be determined by the Committee) and matters relating to the mandates for negotiations and discussions with employee groups and unions.

10.2 Its members shall be independent of management, shall not be employees, and shall have knowledge and experience of human resource management.

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

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

11. APPOINTMENTS

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

12. ATTENDANCE AT COMMITTEE MEETINGS

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

13. APPEALS TO THE BOARD OF GOVERNORS

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

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



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

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

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

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

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

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

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

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

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

Preparation

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

Attendance and participation

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

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

Exercise of due diligence

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

Confidentiality

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

Security

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

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

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

Ethics and Conflict of Interest

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

Board members must ***not***:

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

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

Communication

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

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

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

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

Evaluation

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

Attestation and Signature

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

Dated the _____ day of _____, 20____.

Signature: _____

Name (Please print): _____



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

September 19, 2022

To: Executive and Governance Committee

From: Carrie Andersen, University Secretary

cc: President and Vice-Chancellor

Meeting Date: October 4, 2022

Subject: Review of Board Governance Checklist

Basis for Jurisdiction: University Act, s. 27

Background:

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

Attached is the current version of the checklist. Work is currently underway to review and update the governance checklist. This work will be informed by best practices in university governance, guidance from professional associations, and updated guidance from the BC provincial government (to be released this year). There is also work underway in Ontario to set provincial best practices that will inform a national review of university governance practices.

I look forward to presenting an updated governance checklist to the Board for consideration this year. In the meantime, our current document continues to be a useful and meaningful tool to hold the Board accountable to high governance standards.

Attachment(s): Board Governance Checklist



University
of Victoria

UNIVERSITY OF VICTORIA BOARD GOVERNANCE CHECKLIST

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

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

The checklist comprises three elements:

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

As reviewed by the Board of Governors and approved for posting on September 28, 2021

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

1. Board Composition and Succession

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

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

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

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

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

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

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

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

✓ In accordance with the Board's Procedures, its Executive and Governance Committee "review[s] the needs assessment for potential governors, taking into consideration the Board's short-term needs and long-term plans and shall advise the President and Chair on the criteria for new governors and potential candidates for recommendation to the government".

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

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

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

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

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

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

2. Board Responsibilities

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

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

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

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

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

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

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

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

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

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

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

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

3. Board Meetings and Activities

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

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

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

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

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

4. Committees

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

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

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

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

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

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

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

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

5. Audit Committee

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

✓ The Audit Committee’s terms of reference state that, “The majority of members of the Committee shall be financially literate, being defined as having the ability to read and understand financial statements of the breadth and complexity comparable to those of the university and at least one member of the Committee shall have accounting or related financial management expertise. All committee members should possess an inquiring attitude, objectivity, independence and sound judgment”. The Committee’s membership accords with this standard.

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

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

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

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

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

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

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

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

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

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

✓ An auditor independence policy is in place.

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

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

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

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

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

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

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

- The Committee reviews the mandate and objectives of the internal audit function.
- The Committee approves the appointment and reviews the compensation of the chief auditor within the parameters set for Excluded Management and Confidential Staff approved by the Board.
- The Committee reviews the budget, staffing and resources of the Internal Audit function and makes recommendations to the Vice President Finance and Operations.
- The Committee reviews the internal auditor’s audit plan including discussion and approval of audit scope, staffing, locations, timing and general audit approach.
- The Committee reviews audit reports and discusses the results of the internal audit work plan.
- The Committee meets in executive session with the internal auditor.

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

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

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

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

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

√ The Audit Committee's terms of reference give it "authority to conduct any investigation appropriate to fulfilling its responsibilities" and provide that it "may request the Board of Governors to retain special legal, accounting, consulting or other experts the Committee deems necessary in the performance of its duties".

6. The Board Chair

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

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

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

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

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

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

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

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

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

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

7. Individual Directors

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

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

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

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

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

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

◇ Under the *University Act*, s. 22(2), a member who does not attend at least half of the regular meetings of the board in any year is deemed to have vacated his or her seat, unless excused by a resolution of the Board.

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

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

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

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

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

8. The Chief Executive Officer or President

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

√ There is a detailed position description for the President.

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

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

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

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

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

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

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

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

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

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

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

9. Corporate Secretary

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

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

10. Code of Conduct and Ethics

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

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

11. Orientation and Professional Development

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

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

12. Board, Committee and Director Assessment

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

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

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

13. Communications Strategy

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

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

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

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

14. Review and Approval of Institutional Accountability Report

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

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

15. Oversight of Risk Management

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

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

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

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

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