University of Victoria

Board and Board Committee Meetings
Monday September 22 and Tuesday September 23, 2025

Open Session
Tuesday September 23, 2025
11:00 a.m. – 12:00 p.m.
Senate and Board Chambers, Jamie Cassels Centre

DRAFT AGENDA

1. **Approval of Agenda**
   MOTION:
   THAT the agenda of the open session of the regular meeting of September 23, 2025 be approved.

2. **Approval of Summary Record of the Meeting held June 24, 2025** *(attached)*
   MOTION:
   THAT the summary record of the open session of the regular meeting held June 24, 2025 be approved.

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

4. **Chair's Remarks**

5. **Correspondence**

6. **Acting President's Report**

7. **External Relations Report** BOG-Sep23/25-29

CONSENT

8. **Finance Committee (Jyoti Stephens)**

   a. **2025/26 Budget Expenditure Allocation Report** BOG-Sep23/25-02

9. **Operations and Facilities Committee (Paul Ramsey)**

   a. **Annual Academic Staffing, Recruitment and Vacancies Report** BOG-Sep23/25-10

   b. **Status Report on Capital Projects** BOG-Sep23/25-12a

   c. **VPRI Research Activity by the Numbers Report 2024-25** BOG-Sep23/25-15

REGULAR

10. Finance Committee (Jyoti Stephens)

a. Working Capital Investment Report January 1, 2025 to June 30, 2025 BOG-Sep23/25-06

b. University of Victoria Responsible Investment Report – March 31, 2025 BOG-Sep23/25-08

11. Operations and Facilities Committee (Paul Ramsey)

a. Indigenous Citizenship Declaration Policy and Procedures BOG-Sep23/25-25

MOTION:

THAT the Board of Governors approve the Indigenous Citizenship Declaration Policy and Associated Procedures (GV0810), effective November 1st, 2025.

12. Audit Committee (Erinn Pinkerton)

a. PSAS Budget Approval and Government Reporting Entity Quarterly Report – period ending June 30, 2025 BOG-Sep23/25-19

MOTION:

THAT the Board of Governors approve the budget and associated forecast prepared for inclusion in the reporting on the 2025/26 University of Victoria Consolidated financial statements in accordance with the Public Sector Accounting Standards, as per Schedules A and B.

13. Executive and Governance Committee (Brian Cant)

a. Procedures of the Board 2025/26 BOG-Sep23/25-04

MOTION:

THAT the Board of Governors approve the Board Procedures for the year 2025/26 and the Statement of Responsibilities of the Board of Governors and its Members.

14. Other Business

Adjournment

Board and Board Committee Meetings
Monday June 23 and Tuesday June 24, 2025

University of Victoria

Open Session
Tuesday June 24, 2025
Conference Room A, Sŋéqə ʔéʔləŋ (Sngequ House)

DRAFT SUMMARY RECORD

Present: Paul Ramsey (Chair), Samantha Allan, Marion Buller, Erin Campbell, Roshan Danesh, Kevin Hall, Tamunobelema Itamunoala, Val Napoleon, Erinn Pinkerton, Laylee Rohani, Ivan Watson, Carrie Andersen (Secretary)

By Invitation: Elizabeth Croft, Chris Horbachewski, Lisa Kalynchuk, Kristi Simpson, Robina Thomas

Regrets: Christina Clarke, Marne Jensen, Jyoti Stephens

Call to Order: The meeting was called to order at 11:00 a.m.

1. **Approval of Agenda**
The agenda was declared approved as circulated.

2. **Approval of Summary Record of the Meeting held May 27, 2025**
MOTION: (P. Ramsey/I. Watson)
THAT the summary record of the open session of the regular meeting held May 27, 2025 be approved.

CARRIED

3. **Business Arising from the Summary Record**
There was none.

4. **Chair's Remarks**
The Chair provided a territorial acknowledgement. He noted that this would be his last Board meeting as the Chair and that he was looking forward to his final year as a member on the Board.

5. **Correspondence**
There was none.

6. **President's Report**
Kevin Hall, President and Vice-Chancellor spoke of the Times Higher Education Impact Rankings for 2025 which were just released and commented on the university's results.
Spring Convocation

K. Hall, along with Chancellor Buller, presided over 11 Convocation ceremonies in June as well as three Indigenous Recognition Ceremonies. Five honorary degrees were awarded. K. Hall thanked all the volunteers from faculty, staff and students who support the ceremonies and noted a highlight this year was the accordion music.

Days of Significance

K. Hall stated that UVic is proud to be involved in Pride Month in June and commented on events across campus.

New Territorial Acknowledgement Video

K. Hall noted that a new territorial acknowledgement video has been created as part of the ongoing and evolving acknowledgements with the Lək̓ʷəŋən (Songhees and Xʷsepsəm/Esquimalt) and W̱SÁNEĆ Peoples on whose territories we live, learn and work.

Awards

Mohsen Akbari in Mechanical Engineering has received the Canadian Society for Mechanical Engineering - Emerging Technology Award. Laura Cowen in Mathematics and Statistics has received the American Statistical Association's Bob Riffenburgh Award. Mark Lewis in Mathematics and Statistics has been elected as a Fellow of the Royal Society UK.

There were no questions for K. Hall.

7. External Relations Update BOG-Jun24/25-24

Chris Horbachewski, Vice-President External Relations stated that while Convocation is a moment to say goodbye to students, it is also a moment to welcome alumni. He thanked the dozens of volunteers who he noted are the engine of Convocation.

C. Horbachewski stated that there were thirty-nine events scheduled in the Farquhar Auditorium in June. Most high schools on the south end of the island use the space for their graduations. He noted that the Farquhar Auditorium hosts over 40,000 people during June.

There were no questions for C. Horbachewski.

CONSENT

8. Finance Committee (Laylee Rohani)

a. University of Victoria Staff Pension Plan (the Plan) 2024 Report to Members and Financial Statements BOG-Jun24/25-02

b. University of Victoria Staff Pension Plan Compliance Report BOG-Jun24/25-03

c. University of Victoria Staff Pension Plan (the Plan) Investment Performance Report for the Period ended March 31, 2025 BOG-Jun24/25-04

d. 2024 Annual Reports and Financial Statements – University of Victoria Combination Pension Plan and University of Victoria Money Purchase Pension Plan BOG-Jun24/25-05

e. Statement of Financial Information for the year ended March 31, 2025 BOG-Jun24/25-09

THAT the Board of Governors approve the Statement of Financial Information for the year ended March 31, 2025 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.

f. Collection and Remission of Student Fees for the University of Victoria Students' Society (UVSS) BOG-Jun24/25-32

MOTION:

THAT the Board of Governors collect and remit the fees as approved by the UVSS members and as outlined in the letter of April 30, 2025 from the Director of Finance and Operations of the UVSS, to the Associate Vice-President Student Affairs.

g. Graduate Students' Society Fees 2025-26 BOG-Jun24/25-21

MOTION:

THAT the Board of Governors collect and remit fees for Health and Dental effective September 1, 2025 as outlined in the letter of June 20, 2025 from the Executive Director of the GSS to the UVic, Vice-President Finance and Operations.

9. Operations and Facilities Committee (Brian Cant)

a. Due Diligence Reports 2024 - Financial Services & Occupational Health, Safety and Environment BOG-Jun24/25-11

b. Status Report on Capital Projects BOG-Jun24/25-15a

Pro Forma Motion: (P. Ramsey/B. Cant)
THAT the above items be approved by the Board of Governors by consent.

CARRIED

REGULAR

10. Finance Committee (Laylee Rohani)

a. 2026/27 International Undergraduate Tuition Fees BOG-Jun24/25-07

Kristi Simpson, Vice-President Finance and Operations introduced the proposal to approve international undergraduate tuition fees.

MOTION: (V. Napoleon/B. Cant)
THAT the Board of Governors approve the International Undergraduate Tuition Fee Increases outlined in Appendix 1, to be effective May 1, 2026.

CARRIED

b. 2024/25 Year End Management Statements and Budget Review BOG-Jun24/25-08

K. Simpson stated that in May 2025, the Board approved the audited financial statements. She provided a brief overview of the information included in the report.

P. Ramsey stated that this is one of two favourite reports. It is great to understand how the university works financially in terms of inputs, outputs and constraints. He thanked the Office of the Vice-President Finance and Operations for the report.

c. UVic Combination Pension Plan/Money Purchase Plan – Proposed Pension Plan Amendments to Reflect Eligibility Changes for Full-Time Teaching Stream Faculty and Other Minor Administrative Changes BOG-Jun24/25-06

K. Simpson introduced the proposed changes.

MOTION: (B. Cant/K. Hall)
THAT the Board of Governors approve the amendments to the Combination Pension Plan Trust Agreement and Plan Text as presented, and that the Executive Director, Pensions and Plan Governance be authorized to make any further immaterial changes to the amendments that may be required by any regulatory authority having jurisdiction over the Combination Pension Plan.

And

THAT the Board of Governors approve the amendments to the Money Purchase Pension Plan Trust Agreement and Plan Text as presented, and that the Executive

Director, Pensions and Plan Governance be authorized to make any further immaterial changes to the amendments that may be required by any regulatory authority having jurisdiction over the Money Purchase Pension Plan.

CARRIED

11. Operations and Facilities Committee (Brian Cant)

a. University of Victoria Institutional Accountability Plan and Report BOG-Jun24/25-12

B. Cant thanked the executive team for putting the plan together. It will be submitted to government this summer.

MOTION: (I. Watson/K. Hall)
THAT the Board of Governors approve the 2024/25 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 2024/25 University of Victoria Institutional Accountability Plan and Report prior to its submission to the Ministry in July 2025.

CARRIED

b. Term Research Chair in Transgender Studies BOG-Jun24/25-18

B. Cant introduced the proposal.

MOTION: (S. Allan/L. Rohani)
THAT the Board of Governors approve the renewal of the Research Chair in Transgender Studies for a five-year term, for the period of January 1, 2026–December 31, 2030.

CARRIED

c. Annual Report on UVic-Approved Research Centres BOG-Jun24/25-28

B. Cant provided a brief outline of the report.

d. 2026/27 Five Year Capital Plan BOG-Jun24/25-14

B. Cant introduced the report.

MOTION: (V. Napoleon/M. Buller)
THAT the Board of Governors approve the 2026/27 Five Year Capital Plan.

CARRIED

e. Proposed Update to the Capital Expenditures on Physical Plant Policy #FM5205, renamed Major Capital Projects Policy BOG-Jun24/25-16

K. Simpson introduced the proposed policy revisions. She noted that the proposed updates consider the university's current and future state.

MOTION: (I. Watson/V. Napoleon)
THAT the Board of Governors approve the proposed updates to the Capital Expenditures on Physical Plant policy FM5205, renamed the Major Capital Projects Policy.

CARRIED

f. Policy FM5100 Signing Authority Changes BOG-Jun24/25-17

B. Cant introduced the proposed policy revisions.

MOTION: (K. Hall/M. Buller)
THAT the Board of Governors approve changes to the Signing Authority Policy FM5100.

CARRIED

g. Revision to the Resolution of Non-Academic Misconduct Allegations Policy (AC1300) BOG-Jun24/25-01

B. Cant introduced the proposed policy revisions, noting that this is a temporary adjustment for part of the policy. The entire policy will be reviewed and brought back to the Board in the fall.

MOTION: (I. Watson/V. Napoleon)
THAT the Board of Governors approve the recommended changes to the Resolution of Non-Academic Misconduct Allegations Policy AC1300.

CARRIED

h. Sexualized Violence Prevention and Response Policy (GV0205) Approval BOG-Jun24/25-31

B. Cant introduced the proposed policy revisions.

MOTION: (V. Napoleon/K. Hall)
THAT the Board of Governors approve the Sexualized Violence Prevention and Response Policy (GV0205) effective July 1, 2025.

CARRIED

12. Executive and Governance Committee (Paul Ramsey)

a. Proposed Amendments to the Procedures of the Board BOG-Jun24/25-25

P. Ramsey asked Carrie Andersen, University Secretary to introduce this item. She explained the amendments were necessary to update the terms of reference.

MOTION: (B. Cant/M. Buller)
THAT the Board of Governors approve the proposed amendments to the Operations and Facilities Committee terms of reference.

CARRIED

13. Other Business

There being no other business, the meeting adjourned at 11:28 a.m.

University of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

Date: September 10, 2025

To: Board of Governors

For: Information

From: Chris Horbachewski, Vice President, External Relations

cc: Acting President and Vice-Chancellor

Meeting Date: September 23, 2025

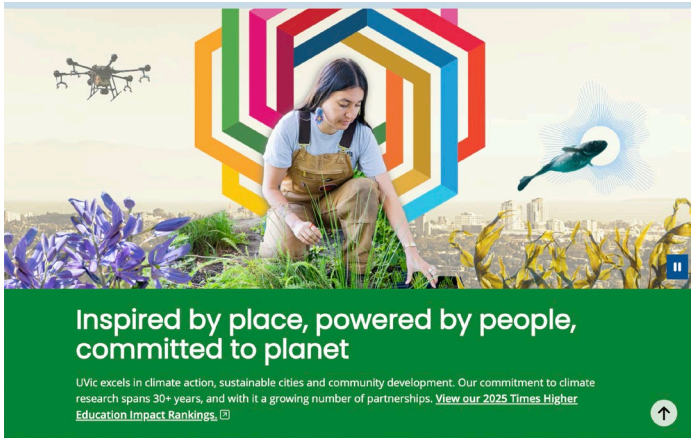
Subject: **External Relations Report - SEPTEMBER OPEN**

Background:
The following Open Session report provides an update on our activities in:

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

COMMUNICATING THE UVIC MISSION AND STORY

UVic's THE Impact Rankings campaign sees increased engagement



University Communications and Marketing worked collaboratively with the Office of VP Research and Innovation to showcase UVic's impressive 2025 results in the Times Higher Education (THE) Impact Rankings.

Media coverage included three feature stories.

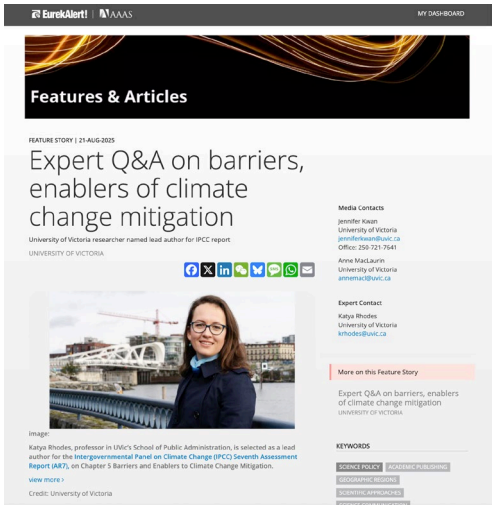
Refreshed Giving site helps donors help UVic

Supporting UVic is now easier than ever after a redevelopment of the Giving website. The new site was a highly collaborative project between University Communications and Marketing and Alumni & Development with support from University Systems. It provides a unified giving experience within a single site. A new "Why give?" section focuses on donor motivations and buy-in and new background pages support UVic awards with an integrated search. The site meets accessibility standards and features easy "Give now" options on every page.

Revamped Libraries site improves community experience

The team in UVic Libraries unveiled a new website this summer in partnership University Communications and Marketing showcasing new areas for the KULA Academy, an Indigenous Hub, and a Copyright office subsite. Landing pages are now available for all library locations with current hours for each. The Libraries website is the most complex website in the UVic domain and this new site successfully creates a fully integrated web experience for all audiences.

Targeted news platform enhances UVic's international research visibility



University Communications and Marketing, in collaboration with the Office of VP Research and Innovation's research profile team and campus communications partners, is advancing UVic's global research reputation through strategic storytelling on EurekAlert!, a news platform of the American Association for the Advancement of Science. EurekAlert! reaches over 13,000 science communicators across more than 100 countries.

Recent efforts have resulted in international media coverage, including:

- UVic's earthquake hazard expertise featured in the New York Post
- UVic's leadership in the Intergovernmental Panel on Climate Change (IPCC) Seventh Assessment Report (AR7)
- UVic research on marine heatwaves featured in the CBC and an upcoming *Globe and Mail* article

Marine heatwaves story reaches international audiences
University Communications and Marketing partnered with Science and the Office of VP Research and Innovation to amplify new UVic Baum Lab research exposing the ecological and economic impacts of the longest recorded marine heatwave along the Pacific coast. In addition to launching via EurekAlert!, the coverage was featured on various international and local outlets, such as the Metrópoles BR, SciTech Daily, Science Daily, Earth.com, and CFAX Victoria.

Alcohol industry bias story goes global
University Communications and Marketing collaborated with Canadian Institute for Substance Use Research to announce their new study on *Addiction,* examining how industries linked to health harms influence alcohol research. With EurekAlert! amplification, the story was featured in various international, academic, and local coverage, including Phys.org, News Medical, Victoria News, Black Press publication, Canadian Affairs, and Ma Clinique.

Major media pickup for glacier erosion story
In collaboration with the Office of VP Research and Innovation, University Communications and Marketing amplified global coverage of UVic geographer Sophie Norris's *Nature Geoscience* study, the first machine learning-based global analysis of glacial erosion across 180,000 glaciers. The research underscores how glaciers reshape landscapes and informs areas from land management to nuclear waste storage. With EurekAlert! amplification, it garnered 41 media mentions and was featured in various international and local publications, such as SciTechDaily, Phys.org, ScienceDaily, Technology Networks, LaRepública.es, Innovations Report, Science Magazine, and Victoria News.

Student welcome back campaign with local businesses
To celebrate students returning to the region this fall, Community Relations and other campus partners are running a small "Welcome back UVic Students 2025" window decal campaign and inviting local businesses to take part as a small gesture to help students feel connected to the local community.

- Window decals have been distributed to businesses across Victoria, largely close to campus, to welcome students back in September.
- Businesses in Shelbourne Plaza, Cadboro Bay, Tuscany Village, and downtown Victoria are displaying the decals. More will be distributed to University Heights when businesses open there in the next few weeks.
- Student services is putting together a video montage of the decals up on business windows for social media the first week of September.

CELEBRATING SUCCESS AND EXCELLENCE

Recognizing UVic's best and brightest

A total of five UVic researchers were recognized, by the Royal Society of Canada - three as Fellows and two as new members. UVic recipients include Fellows Brad Nelson (Medical Sciences), Yang Shi (Mechanical Engineering) and Margaret-Anne Storey (Computer Science). Ruobing Dong (Physics and Astronomy) and Tom Gleeson (Engineering/Earth and Ocean Sciences/Global Studies) were named as new members of the College.

Celebrating a $2.5M grant to amplify climate survivor stories

In partnership with the Faculty of Fine Arts, University Communications and Marketing supported a news release announcing that UVic professor Sean Holman received a $2.5M SSHRC Partnership Grant to lead "From Catastrophe to Community," a global initiative documenting 1,000 stories of climate disaster survivors. The project will train 500 students and journalists, and produce documentaries, features, and a travelling museum exhibition. Media coverage included *Associated Press*, CBC, and CTV News.

FOSTERING A CULTURE OF PHILANTHROPY

Communications and donor relations

- The annual Report to Donors was shared on the new UVic Giving site on June 18.
- The Spring 2025 issue of the Torch magazine featured 'Trip Essentials', including interviews with Distinguished Alum Tamara Vrooman and new Dean of Health, Tammy Hopper.
- New alumni content series include 'Making It', 'My Career', and 'Where I Live', showcasing alumni achievements and experiences.
- Alumni and Development is hosting CCAE fellow Meg Winter, who launched the LinkedIn series 'Careers with Kerry' offering career advice to new grads.

ENHANCING COMMUNITY THROUGH CULTURAL AND OTHER ACTIVITIES

Partnering to amplify Indigenous History Month

This year, June turned into a full month of storytelling which involved collaborations with faculties and research institutes across campus. Several initiatives received profile, including A Place of Medicine (showcasing the work of Indigenous Land Steward Loreisa Lepine), Leading with ancestral knowledge (about Nuu-chah-nulth leadership systems), A new path for teacher education, Salish Sea re-centred: new map higlights Indigenous rights and treaties, Gustavson's first MBA in advancing reconciliation graduating class and PICS' announcement of Chief Frank Brown as its next Indigenous Climate Fellow. These efforts yielded 74 mentions in the media.

Upcoming events:

- Orange Shirt Day (September 29)
- Centre for Indigenous Law Wing Opening (October 8)
- Long Service Awards (October 23)
- Volunteer Reception (November 27)
    - REACH Awards- May 1
    - Retirees Recognition- May 15

The Farquhar is preparing for the start of a new season and new school term following summer closure. This involves the Farquhar's participation in UVic orientation events and the hiring and rehiring of 35-40 Front of House positions, filled by UVic students.

- Victoria Forum-August 25 & 26 morning sessions
- International Student Orientation-August 28 11am
- Student Orientation-Sept 2, 12:30pm
- UVic's School of Music, Wind Symphony and Orchestra classes resume 4 mornings per week on Sept 8th
- Modo Live presents Tony Ann-Sept 5 at 8pm
- MRG Live presents PIFF-Vegas All Stars Sept 15 at 7:30pm
- Outback presents Comedian Kevin Bridges Sept 20 at 7:30pm-sold out
- Victoria Symphony presents Atwood, Heggi & Sibelius Sept 28 at 2:30pm
- Faculty of Law-Fireside Chat-Oct 8 at 7:30pm
- Victoria Symphony presents Dvorak Symphony No. 7 Oct 12 at 2:30pm
- UVic Wind Symphony Concert Oct 17 at 8pm
- Victoria Symphony Kids Concert October 18 at 3pm
- Victoria Symphony presents Valdes, Goodyear & Van Island Symphony Oct 19 at 2:30pm
- Diwali Cultural Showcase Oct 25 at 6pm
- UVic Lipson Lecture with Sarika Cullis-Suzuki Oct 26 at 3pm

BUILDING MEANINGFUL PARTNERSHIPS

Raising the profile of Kula: Library Futures Academy

The Libraries' new Kula: Library Futures Academy, will provide a hub for accelerating transdisciplinary research and fostering a robust intellectual community to address global challenges in a democratic society. University Communications and Marketing is supporting the Libraries with earned media and social media to support ticket sales for a series of moderated panel discussions and raise the profile of this important initiative.

Supporting *A Radical Act of Hope* podcast launch

The Pacific Institute for Climate Solutions has invested significant time and energy in developing *A Radical Act of Hope*, a new podcast featuring the story of Inuk climate and human rights advocate Siila (Sheila) Watt-Cloutier, their inaugural Indigenous Climate Fellow

University of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

Date: September 10, 2025

To: Finance Committee

For: Information

From: Elizabeth Croft, Vice-President Academic and Provost
Kristi Simpson, Vice-President Finance and Operations

cc: Acting President and Vice-Chancellor

Meeting Date: September 23, 2025

Subject: 2025/26 Budget Expenditure Allocation Report

Background:
In March of each year the Board of Governors approves a Planning and Budget Framework. This framework outlines our priorities, institutional budget strategy and high-level budget allocations or reductions required to balance the budget. The President has delegated authority to approve the detailed budget and related allocations or reductions.

The attached Budget Expenditure Allocation report is the institutional accountability document, prepared for the Board of Governors, which provides information on the detailed budget allocations and base reductions resulting from the approved Planning and Budget Framework document.

The Planning and Budget Framework 2026-2028, approved by the Board of Governors on March 31, 2025, presented a balanced budget for 2025/26 with domestic student fee increases in line with the tuition fee policy, increases for international undergraduate student fees to reflect inflationary costs, and a modest contribution to the enrolment contingency to manage the risk of enrolment fluctuations. The budget also provides for non-discretionary base allocations to cover the cost of compensation increases, inflation, and academic program expansion.

Summary:
The attached report and appendices outline the operating expenditure base budget and base allocation approved by the President. Appendix 1 provides summary information of the total operating expenditure budget presented by functional area. Appendix 2 provides further details on the limited operating expenditure allocations distributed by area.

Basis for Jurisdiction: University Act, 27(l)

Attachment(s): 2025/26 Budget Expenditure Allocation Report

2025/26 Budget Expenditure Allocation Report

OVERVIEW

At its March 31, 2025, meeting the UVic Board of Governors approved the Planning and Budget Framework 2026-2028. The base operating expenditure budget totals $535M and is outlined in Appendix 1[1].

Total revenues were projected to increase by $25.2M from the following sources:

- Provincial grant for compensation costs: $9.8M.
- Provincial grant for program expansions: $3.4
- Student fees: $8.2M
- Investment income and other revenue: $3.8M

The additional incremental revenue was offset by $25.2M in discretionary and non-discretionary commitments[2] for compensation ($14.4M), funds required for academic program expansion ($4.8M), and for maintenance and inflation ($1.7M). Funds were also set aside for continued rebuilding of the enrolment contingency ($4.3M) to protect against the requirement for a mid-year budget reduction due to lower than budgeted enrolment (domestic or international).

The budget approach taken in 2025/26 was to develop realistic and conservative enrolment scenarios based on internal recruitment programs with specific regional targets and based on feedback from our internal recruitment team and our contracted international recruiter, Kaplan International.

The budget was developed based on 2024/25 undergraduate international enrolment targets and slightly higher domestic targets as it conservatively balances risks associated with enrolment planning while increasing the enrolment contingency. This approach resulted in a balanced operating budget for 2025/26 with no institutional budgetary reductions. Domestic and graduate rates were increased in alignment with the tuition policy limit, and undergraduate international fees were increased to reflect actual institutional inflationary cost.

The Ministry of Post-Secondary Education and Future Skills provided UVic with the final 2025/26 grant letter in July 2025. Total funded domestic undergraduate enrolments are as follows:

Year	Status	FTE
2024-25	Final	16,741
2025-26	Final	16,916

The 2025/26 full-time enrolments (FTEs) include additional funding for program expansions in engineering and health:

Program	FTE	Grant Funding
Software Engineering	60	1,050,000
Computer Science	75	1,312,500
Health Information Science	10	175,000
Master Health Information Science	15	300,000
Nurse Practitioner	15	532,500
	175	$3,370,000

[1] Differs from framework due to modest changes between March approval and April 1

[2] Discretionary and non-discretionary commitments are detailed in appendix 2

The allocations for software engineering and computer science are part of the tech-relevant expansion, which includes a total increase of 465 FTEs over four years ($8.14M total). Allocations for health include bachelor and master of health information sciences and nurse practitioner program expansions and include a total increase of 95 FTE and $2.29M over three years.

Appendices:

Appendix 1 – 2025/26 Operating Expenditure Budget by Function
Appendix 2 – 2025/26 Operating Expenditure Allocations by Area

University of Victoria
2025-26 Budget Statements
Operating Expense Budget by Function

in thousands

Document #BOG-Sept 23/25-02
Appendix 1

FUNCTIONAL AREA	FACULTY/DEPARTMENT	FTE	SALARIES & BENEFITS	SUPPLIES & OTHER	TOTAL
Academic	Business	109.97	$14,652	$1,306	$15,958
	Cooperative Education	72.42	6,194	285	6,479
	Education	116.11	13,208	658	13,866
	Engineering	210.56	26,566	2,073	28,639
	Fine Arts	107.90	13,301	350	13,651
	Graduate Studies	9.89	1,031	760	1,791
	Health	186.17	22,338	1,264	23,603
	Humanities	197.08	27,598	523	28,121
	Law	58.51	8,162	624	8,786
	Medical Sciences	61.90	7,460	5,319	12,779
	Science	265.50	31,646	669	32,315
	Social Sciences	246.22	31,080	479	31,559
Academic Total		1,642.23	$203,237	$14,311	**$217,548**
Other Academic	Continuing Studies	157.21	11,813	5,111	16,924
	Other Academic Projects	282.58	28,359	11,331	39,690
Other Academic Total		439.79	$40,172	$16,442	**$56,614**
Library	Library Operations	115.51	10,084	410	10,494
	Library Acquisitions			11,576	11,576
Library Total		115.51	$10,084	$11,985	**$22,070**
Student Awards and Services	Student Awards	11.48	851	20,348	21,199
	Student Services	184.42	17,680	4,564	22,244
Student Awards and Services Total		195.90	$18,531	$24,912	**$43,444**
Plant Maintenance	Maintenance	345.84	23,878	5,766	29,644
	Utilities			7,470	7,470
Plant Maintenance Total		345.84	$23,878	$13,236	**$37,114**
Administrative and General	Administrative Registrar	88.44	6,574	366	6,940
	Alumni and Development	51.88	5,298	219	5,518
	Budget and Capital Planning	25.86	2,831	133	2,964
	Chief Information Officer	55.55	5,949	-838	5,111
	Executive Offices	59.45	8,242	815	9,057
	Financial Services	60.64	5,209	142	5,351
	Human Resources	41.41	4,748	318	5,066
	Other Expenses	87.93	8,978	2,293	11,271
	Student Recruitment	25.43	2,175	890	3,065
Administrative and General Total		496.59	$50,004	$4,340	**$54,344**
Central Other	Compensation, Benefits & Central Budgets	0.00	84,242	20,593	104,835
Central Other Total		0.00	$84,242	$20,593	**$104,835**
Grand Total		**3,235.86**	**$430,148**	**$105,819**	**$535,968**

University of Victoria
2025-26 Budget Statements
Operating Expenditure Allocations by Area

Document #BOG-Sept 22/25-XX
Appendix 2

AREA	PROGRAM GROWTH	ENROLMENT CONTINGENCY	INFLATIONARY COSTS	TOTAL ALLOCATIONS	PRIORITY DESCRIPTION	ACCOUNTABILITY / PURPOSE
Academic program growth						
Bachelor Software Engineering	1,475,830	-	-	1,475,830	Meeting student demand	Grant and tuition funding to support tech-relevant program expansion
Bachelor Computer Science	1,844,787	-	-	1,844,787	Meeting student demand	Grant and tuition funding to support tech-relevant expansion
Bachelor Health Information Science	239,138	-	-	239,138	Meeting student demand	Grant and tuition funding to support bachelor of health information sciences program expansion
Master Health Information Science	399,924	-	-	399,924	Meeting student demand	Grant and tuition funding to support master of health information sciences program expansion
Nurse practitioner	632,424	-	-	632,424	Meeting student demand	Grant and tuition funding to support nurse practitioner program expansion
Program expansion infrastructure	286,375	-	-	286,375	Capital infrastructure	Infrastructure funding for engineering expansion and national centre for indigenous laws
Academic program growth total	**4,878,478**	**-**	**-**	**4,878,478**		
Library						
Library acquisitions	-	-	470,000	470,000	Operations	To support annual inflationary costs on library acquistions and exchange
Library total	**-**	**-**	**470,000**	**470,000**		
Vice-President Finance and Operations						
Facilities management	-	-	62,000	62,000	Operations	To support automated external defibrillator yearly maintenance
Facilities management	-	-	69,000	69,000	Operations	To support contract inflationary costs and increase facility maintenance
Vice-President Finance and Operations total	**-**	**-**	**131,000**	**131,000**		
Institutional supports						
Compensation	-	-	14,318,031	14,318,031	Operations	Funding to support general wage and progression increases
Enrolment contingency	-	4,296,997	-	4,296,997	Operations	To ameliorate risks associated with enrolment planning
University systems	-	-	304,000	304,000	Operations	To support annual inflationary costs on institutional liscensing
University utilities	-	-	798,000	798,000	Operations	To support annual inflationary costs on institutional utilities
Institutional supports total	**-**	**4,296,997**	**15,420,031**	**19,717,028**		
TOTAL BASE ALLOCATIONS	**$ 4,878,478**	**$ 4,296,997**	**$ 16,021,031**	**$ 25,196,506**		

University of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

Date: September 10, 2025

To: Operations and Facilities Committee

For: Information

From: Elizabeth Croft, Vice-President Academic and Provost

cc: Acting President and Vice-Chancellor

Meeting Date: September 23, 2025

Subject: Annual Academic Staffing, Recruitment and Vacancies Report

---

Background:
Under the University Act, the Board has authority to appoint faculty members and senior academic administrators. Appointments are governed by several 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 Plan, Equity Action Plan, Indigenous Plan, academic and unit planning, and budget planning.

Previous Consultation:
Throughout the year and on an ongoing basis, the Office of the Vice-President Academic and Provost works with Deans on faculty and librarian hiring, retention and vacancies.

Planned Further Action:
Although the report does not include forecasts for 2025/26, UVic will continue to prioritize academic appointments that are critical to our academic and research mission, aligned with our institutional plans, and responsive to government and community priorities. For example, we continue to work to meet our increased enrolment targets for government-funded

academic program expansions in the areas of engineering and health, which will include new faculty positions in associated programs that have increased student demand.

Basis for Jurisdiction: **University Act, 27(2)(g)**
Procedures of the Board (11)
Strategic Plan
Collective Agreement

Attachment(s): Academic Staffing, Recruitment and Vacancies Report 2024/25

University of Victoria

UNIVERSITY OF VICTORIA

Academic Staffing, Recruitment and Vacancies

2024/25 ANNUAL REPORT

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Introduction

The University of Victoria's academic mission is powered by the people who teach, research, mentor and inspire the next generation of scholars, leaders and innovators. This report provides an overview of the university's faculty and librarian complement for the 2024/25 academic year (July 1, 2024–June 30, 2025), outlining the composition of our academic workforce and strategies and governance structures that guide hiring, promotion and renewal. The report supports transparency and accountability as well as providing context for how UVic is planning for provincially-funded enrolment growth, managing retirements and turnover, and advancing equity, diversity and inclusion.

Where possible, data presented are drawn from Banner, UVic's official source for institutional reporting. Additional data sources include Better Data, sector-wide benchmarks from the Canadian Association of University Business Officers (CAUBO) and national datasets from Statistics Canada. These data support leaders with decision making, including with respect to aligning teaching capacity with program demand and enrolment changes—helping to ensure faculty, librarians and students reach their full potential while also supporting financial sustainability for the institution.

Under the *University Act*, the Board of Governors has the power to appoint professors, associate professors, assistant professors and other teaching staff. At research universities, including UVic, this power is delegated to the Vice-President Academic and Provost. Throughout the year, the Vice-President Academic and Provost reviews and approves every faculty posting, hire and promotion, typically as recommended by the Dean. This oversight ensures that each hiring and promotion decision is aligned with UVic's strategic priorities, responsive to enrolment and program demand, and reflects our commitments to academic excellence, equity and fiscal responsibility.

> VPAC oversight ensures hiring and promotion decisions align with UVic's strategic priorities, respond to program demand and reflect our commitments to academic excellence, equity and fiscal responsibility.

Faculty and librarian staffing overview

UVic employs 901 FTE (full-time equivalent) faculty and librarians in filled budgeted positions. Despite ongoing fiscal pressures affecting post-secondary institutions across Canada, UVic's faculty and librarian complement remains above its 10-year average of 869

FTEs, reflecting disciplined workforce planning and deliberate hiring aligned with student demand.

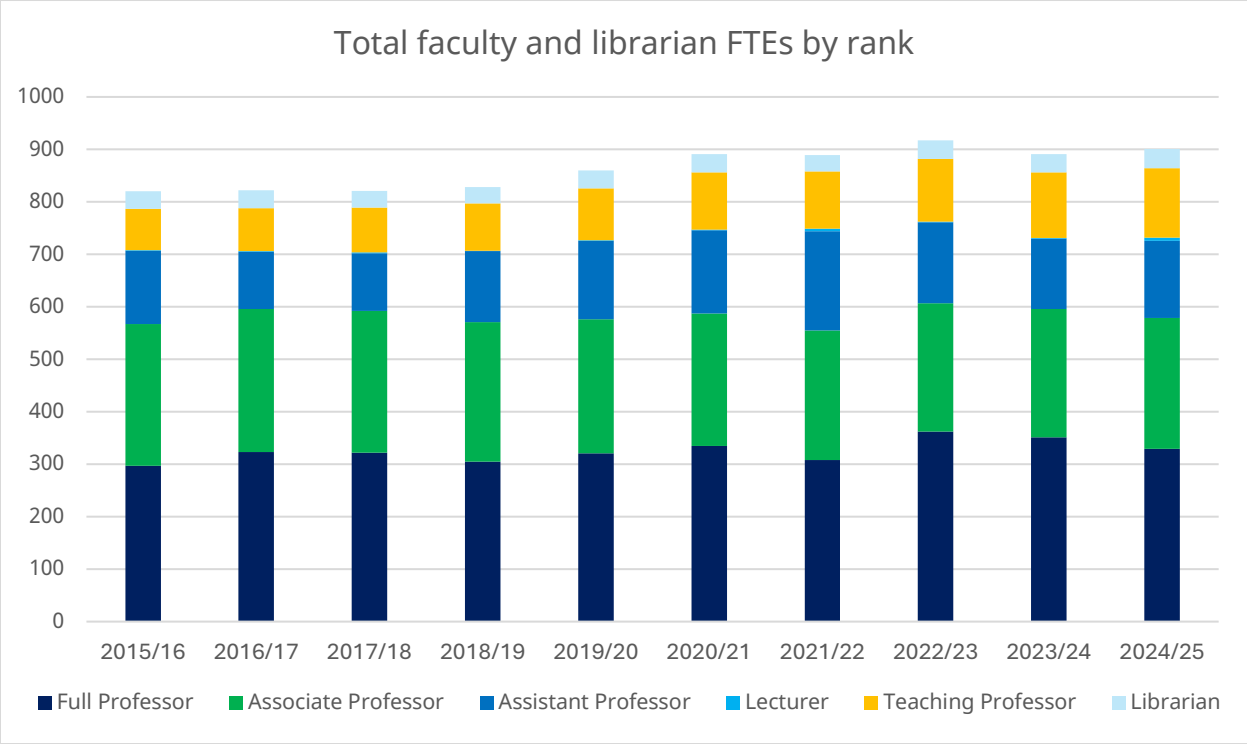


***Figure 1**. Faculty and librarian FTEs by rank. Yearly totals reflect inclusion of Artist-in-Residence and Academic Administrative appointments in some years, although these categories are not shown separately in the figure.*

Canadian post-secondary institutions continue to navigate a challenging budget landscape due to sector-wide declines in international undergraduate enrolments. For both the 2023/24 and 2024/25 fiscal years, UVic took steps to ensure a balanced budget that included 4% operating budget reductions each year. While some staff reductions were unavoidable, the university worked closely with unions to manage these changes with as few involuntary layoffs as possible, including using vacancies and exploring voluntary departure options where feasible.

No faculty were laid off, as faculty layoffs only occur in accordance with the Collective Agreement in cases of program discontinuance or under financial exigency, which is defined as projected substantial and recurring financial deficits that will affect the continued functioning of the university, and that will persist for two years or more unless there is a reduction in expenditures. However, a brief hiring pause, voluntary faculty retirements and repurposing vacant faculty positions helped UVic to manage base-budget reductions. With those budget reductions behind us, we continue to monitor enrolment trends to mitigate risk and build resiliency in the current budget environment.

Student-to-faculty ratios

UVic monitors student-to-faculty ratios to ensure that institutional capacity aligns with enrolment pressures, supporting a high-quality student experience. In 2024/25, there were approximately 22.4 students per faculty member. This ratio has remained relatively flat over the past 10 years. UVic continues to compare favorably with peer institutions, where the average ratio is approximately 26:1 (Macleans, 2024).

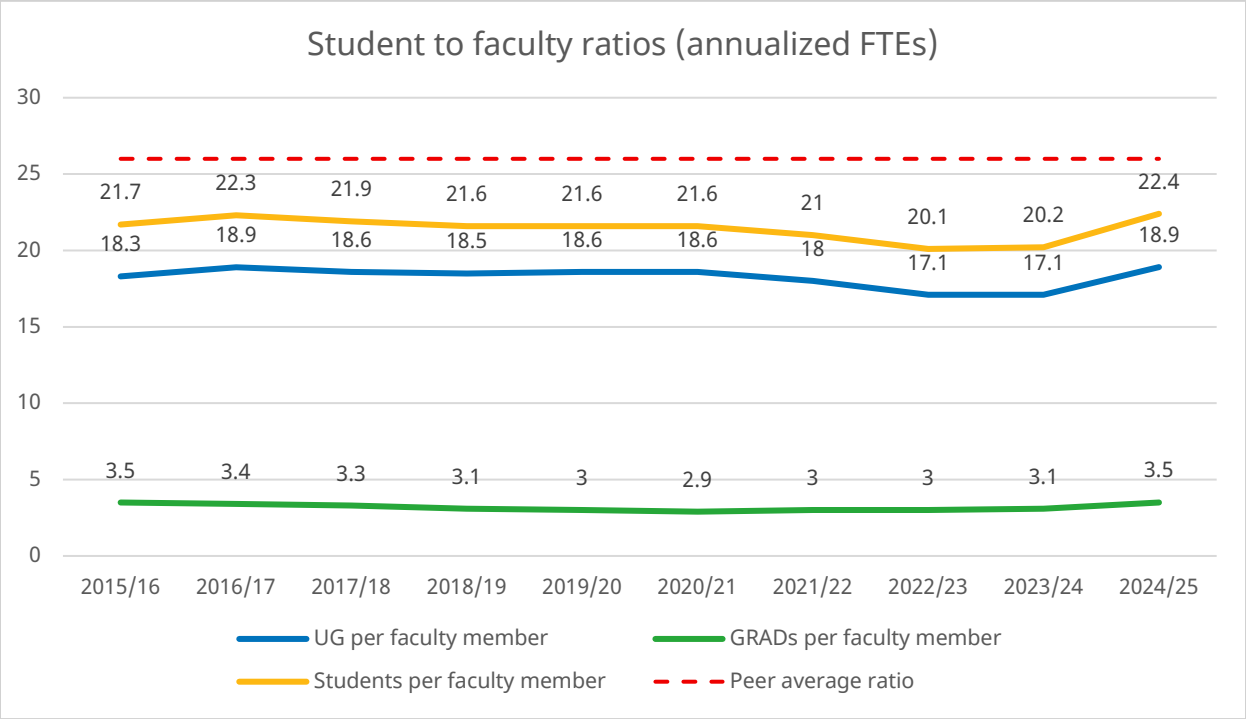


Figure 2. *Student-to-faculty ratio by degree type, including vacancies.*

Hiring and recruitment activity (new faculty and librarians)

In 2024/25, UVic welcomed 34 new continuing faculty and librarians, reflecting our continued commitment to our core mission, and our accountabilities to fee-paying students and the taxpayers of British Columbia.

New hires reflect both strong regional representation from Victoria and other parts of BC, as well as a broad national and international reach, including appointments from across Canada including Alberta, Ontario, and Quebec and countries such as Mexico, India, China, Tanzania, the U.K., the U.S., and New Zealand. These recruitment patterns highlight UVic's standing as a leading global destination of choice for faculty and librarians.

Our 2024/25 new hires ensure we continue to meet our government-funded enrolment targets, which include expansions in technology and health programs. Recruitment efforts

for 2025/26 continue to support forward-looking capacity building in areas of anticipated sustained student interest, societal demand and government priorities.

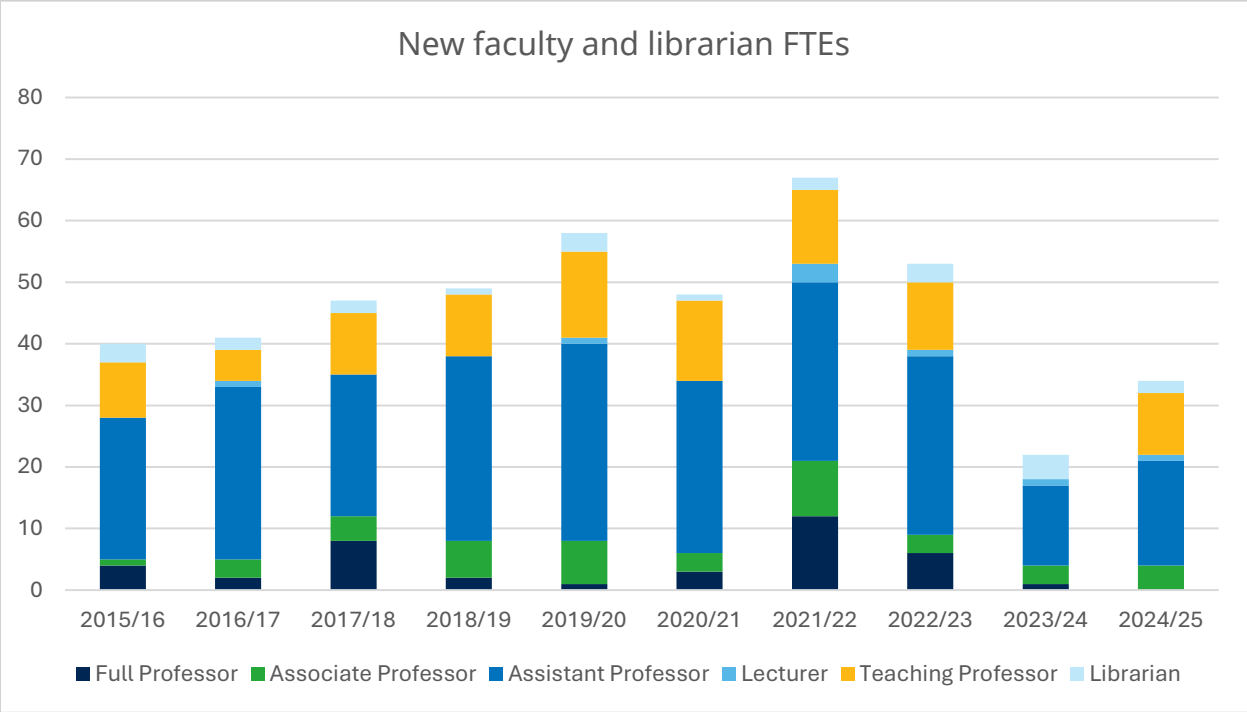


Figure 3. *New faculty and librarian FTEs by rank, 2015/16–2024/25 (excluding limited-term appointments).*

While recruitment remains competitive, UVic continues to attract and recruit high-caliber candidates. UVic is home to 37 Canada Research Chairs, has strong representation among scholars recognized by the Royal Society of Canada—the nation's highest academic honour for career achievement—and its instructors are consistently recognized with prestigious national 3M Teaching Awards.

To support faculty success, UVic offers competitive salaries, a home loan program, spousal hiring, relocation assistance, research start-up funding, professional development funding, study leave, childcare, and health and wellness benefits. These measures help mitigate the high cost of living in Victoria and enhance the overall faculty experience. At the same time, the increasing complexity of government immigration processes—an issue affecting post-secondary institutions across the country—remains an ongoing challenge.

UVic's competitiveness in terms of salaries is highlighted in the table below (Figure 5), which shows that UVic is well-positioned among its peer institutions in terms of median salaries for full-time teaching staff.

2023/24 median salaries of full-time teaching staff at Canadian universities*			
University	**Assistant professor**	**Associate professor**	**Full professor**
University of British Columbia	$140,725	$183,375	$241,223
University of Waterloo	$132,900	$173,225	$216,675
McMaster University	$130,075	$172,675	$215,400
York University	$127,850	$170,525	$206,225
University of Ottawa	$132,925	$165,475	$202,750
Queen's University	$155,000	$176,150	$199,300
University of Saskatchewan	$126,050	$155,500	$197,500
University of Victoria	**$127,300**	**$152,650**	**$194,525**
University of Guelph	$119,675	$156,250	$191,950
Western University	$126,800	$162,375	$191,450
University of Windsor	$120,900	$155,825	$190,425
Wilfrid Laurier University	$121,700	$165,200	$189,025
McGill University	$119,450	$141,200	$186,700
Dalhousie University	$114,800	$146,250	$184,875
Concordia University	$115,575	$150,400	$184,375
Carleton University	$124,100	$157,425	$180,675
University of Alberta	$110,275	$134,550	$178,850
Simon Fraser University	$119,650	$147,600	$176,775
University of Manitoba	$106,925	$134,600	$176,650
University of Calgary	$107,475	$129,075	$175,025
Université de Montréal	$111,500	$136,650	$169,550
Memorial University	$108,950	$131,200	$162,825
Université Laval	$108,075	$128,100	$162,675
Université de Sherbrooke	$112,775	$132,550	$161,150

Figure 4. *Faculty salaries by rank. Data are from 2023/24 as 2024/25 data are not yet complete. *Excludes medical and dental education and senior administrative appointments. Sorted by full professor. Source: Statistics Canada.*

Vacancy management

When faculty and librarian positions became vacant through retirements or voluntary departures, each vacancy was assessed against enrolment demand and strategic priorities. UVic works with unions to create voluntary options that mitigate budget impacts, with any retirement or voluntary departure incentives being union- and case-specific, funded by one-time money, and requiring sign-off. There is no general program for retirement incentives at UVic.

Depending on institutional needs, some vacant positions were returned to the centre and remained unfilled to reduce base budget costs, while others were repurposed to support

areas of growth or emerging priorities. This approach provided flexibility to meet budget targets, minimized disruption and reduced reliance on layoffs as a cost-saving measure.

Retention, turnover and retirements

Faculty retention at UVic compares favorably with its peer institutions that make resignation data publicly available, with an average resignation rate of 0.56% over the past five years. This level of stability reflects UVic's strengths and a supportive working environment where faculty and librarians build long-term careers.

> With an average resignation rate of <1%, UVic is one of the most stable academic employers in Canada.

UVic supports retention through a variety of programs, including the peer mentorship program for new faculty and librarians, ongoing professional development opportunities offered through Learning and Teaching Innovation (LTI), and dedicated support from Faculty Relations. These initiatives help faculty and librarians navigate their careers, enhance teaching and research and build meaningful connections across the university.

Early career retention is also strong, an indicator of effective onboarding, mentorship and academic culture. Low turnover also confirms alignment between institutional values and faculty experience.

Turnover

In 2024/25, there were 5 resignations and 4 departures due to termination or death.

Resignations (all ranks)

	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
Total	5	14	7	10	4	2	5	8	6	5

Resignations in 2024/25 were consistent with long-term patterns, and slightly below the average number of resignations over the past 10 years.

Terminations and deaths (all ranks)

	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
Total	2	0	2	0	0	0	0	1	1	4

While the number of departures in 2024/25 is slightly higher than previous years, the overall tend remains small and fluctuates over time. We will continue to monitor this area as part of our regular reporting.

22 faculty and librarians retired in 2024/25. Most retirements were faculty and librarians aged 65 or older, consistent with long-term trends. 10 faculty members chose to reduce their hours in anticipation of retirement.

Looking ahead, findings from UVic's annual Faculty Recruitment and Retention Survey indicate that 13 faculty members 65+ will retire on or before June 30, 2026. We anticipate a total of 103 faculty and librarians aged 65+ in the 2025/26 academic year.

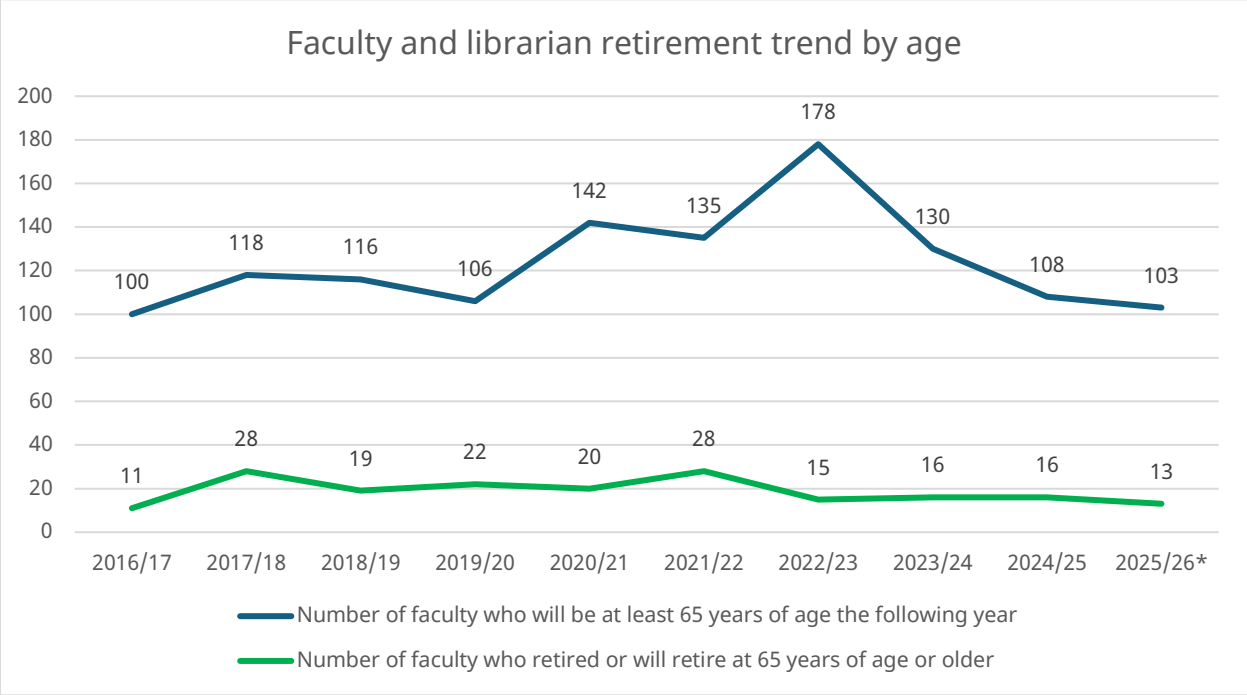


Figure 5. *Faculty and librarian retirement trends by age (2016/17–2025/26). *Indicates projection.*

Equity, Diversity and Inclusion

UVic's Equity Action Plan, launched in 2022, commits us to attracting, advancing and retaining faculty, librarians and staff from historically and systematically marginalized communities. Guided by this plan, we continue to refine recruitment and retention practices by setting measurable goals, increasing transparency in recruitment and providing targeted supports for historically underrepresented groups.

To support these efforts, the UVic Better Data Project was launched to improve the collection, management and use of demographic data across campus. Now available as a public dashboard, Better Data enhances transparency and demonstrates our commitment to continuous improvement and broader participation. Since fall 2024, 716 continuing faculty and librarians have participated in this survey.

Indigenous scholars

Increasing the number of Indigenous faculty and librarians at UVic has been a priority for the university over the past decade. Xʷkʷənəŋistəl | W̱ȾENEṈISTEL | Helping to move each other forward—UVic's Indigenous Plan—outlines several goals and priorities to help ensure Indigenous faculty and staff are well supported and recognized.

Indigenous faculty and librarian representation continues to grow at UVic. Of the 716 continuing faculty and librarians who completed the Better Data questionnaire, 60 self-declared as Indigenous, representing approximately 8% of respondents. 122 respondents preferred not to answer.

According to our official institutional data from Banner, 37 continuing faculty and librarians self-declared as Indigenous—an increase of 42% in five years.

Discrepancies in data regarding Indigenous self-identity among Indigenous faculty often arise from differences in how identity is defined, collected, and reported. Some faculty may choose not to disclose their Indigenous identity in institutional surveys due to privacy concerns, mistrust of institutions, or fear of tokenization, while others may identify in community contexts but not in official records. Variations in institutional data collection practices—such as whether self-identification is optional, how categories are framed, and whether verification is requested—can also lead to inconsistencies.

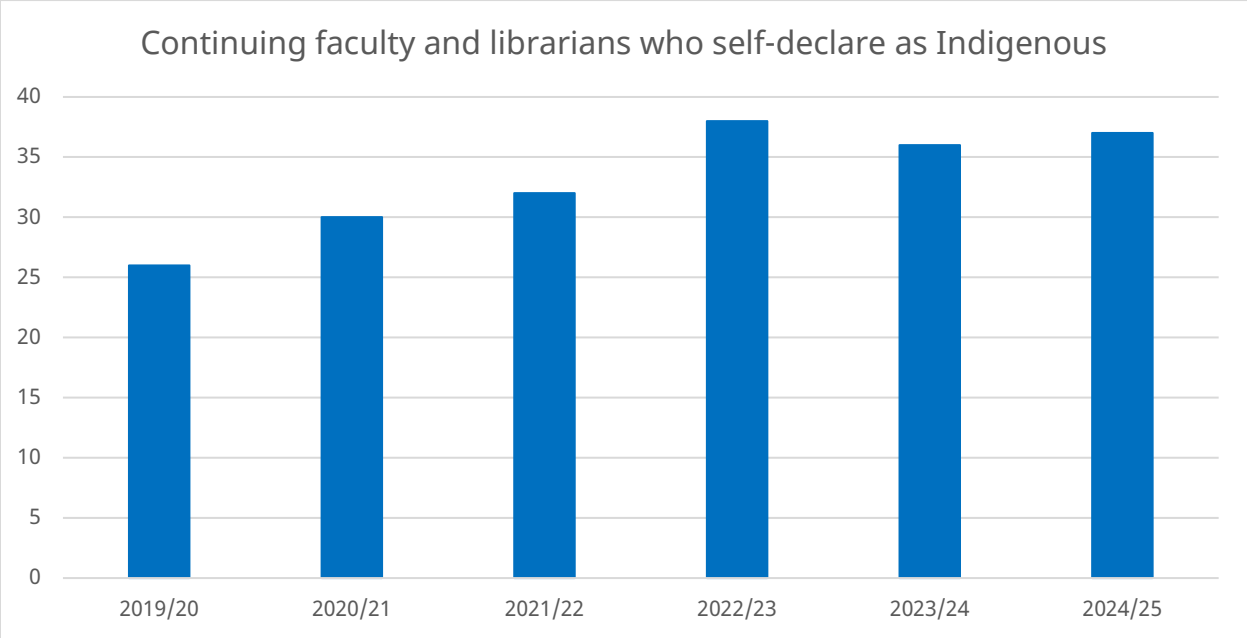


Figure 6. *UVic has 37 continuing faculty and librarians who self-declare as Indigenous. Source: Banner.*

A central contributor to our progress in recruiting Indigenous faculty is the Indigenous Recruitment Support Fund (IRSF). First established in the 2019-2022 Collective Agreement

and extended in the 2022-25 Agreement, the IRSF was designed to create new Indigenous faculty positions. Initially focused on early-career academics, the fund was later expanded to support hires at all ranks, with a preference for candidates from local communities.

> Since 2020, the Indigenous Recruitment Support Fund has created 19 new faculty positions.

Since 2020, the IRSF has supported four rounds of recruitment, resulting in the appointment of 19 Indigenous faculty members, 18 of whom remain at UVic.

The IRSF continues to strengthen UVic's ability to recruit and retain Indigenous faculty and librarians, and complements other initiatives such as the Knowledge Connection Fund, established in the 2022-2025 Collective Agreement.

UVic continues to prioritize the recruitment and retention of Indigenous scholars, including through these funds and cluster hires. UVic also continues to attract Indigenous PhD students who contribute to our academic and research mission and apply for academic positions.

Black scholars

The Black Scholar Recruitment Support Fund (BSRF), established in the 2022-25 Collective Agreement, supports the university's goal of increasing representation and supporting the success of Black faculty and librarians through targeted recruitment initiatives.

Since its launch on July 1, 2024, the BSRF has funded the hiring of five Black scholars across disciplines including computer science, music, writing, law and sociology. While no cluster or cohort hires have occurred yet, the BSRF encourages multiple hires within a Faculty, when possible, to enhance retention and success.

Visible minority

153 continuing faculty and librarians who participated in the Better Data survey self-identified as members of visible minority groups, representing approximately 21% of respondents. 130 respondents preferred not to answer.

People with a disability or chronic health condition

UVic is committed to fostering an access-centred and inclusive environment for all faculty and librarians. According to the Better Data survey, 132 continuing faculty and librarians self-identified as having a disability or disabilities or chronic health condition. 131 preferred not to answer.

Our Accessibility Plan, launched in 2023, provides a framework for improving accessibility across campus, including recruitment processes, workplace accommodations and inclusive teaching and learning environments.

Gender

Of the 34 continuing faculty and librarians hired in 2024/25, 13 self-identified as male, 17 as female, and 4 preferred not to disclose their gender identity.

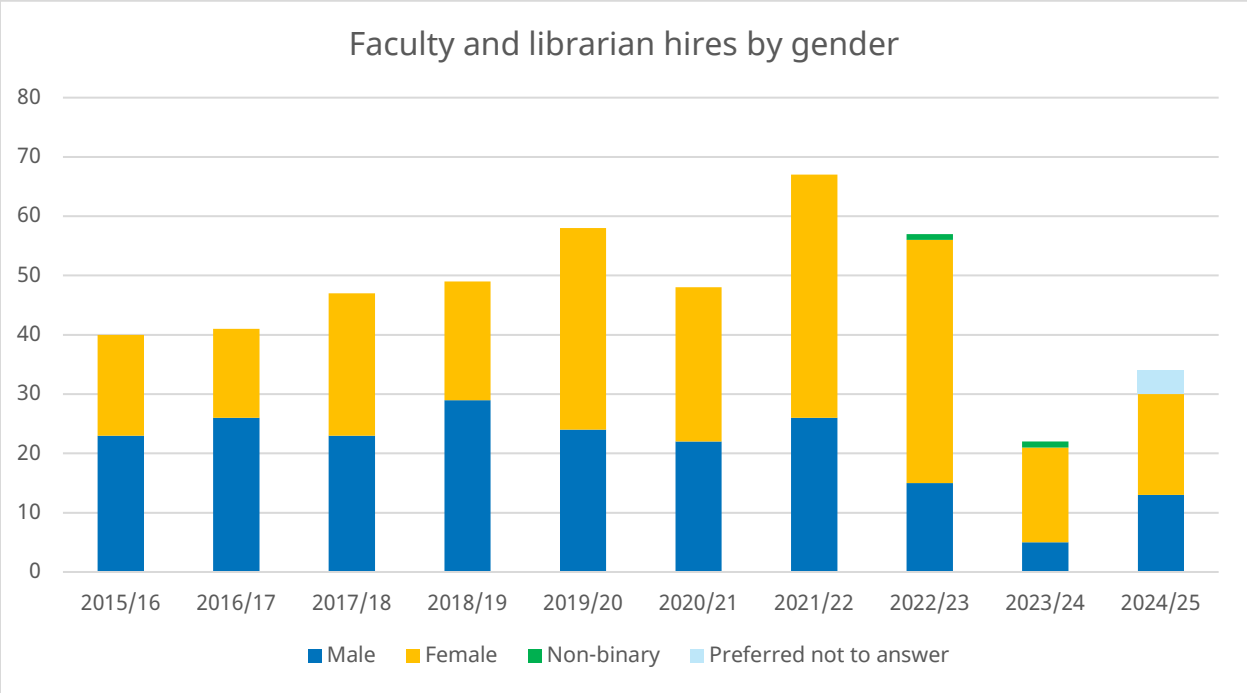


***Figure 7**. Number of new faculty and librarian hires by gender, 2015/16–2024/25.*

Academic workforce sustainability

Appointment, Reappointment, Promotion and Tenure (ARPT)

UVic supports a fair, transparent and consistent academic workforce through the Appointment, Reappointment, Promotion and Tenure (ARPT) process. In 2024/25, the Offices of the Vice-President Academic and Provost and Equity and Human Rights collaborated to develop and update ARPT committee training materials. These materials improve guidance for ARPT committees on applying promotion and tenure criteria consistently, incorporating equity considerations and supporting professional development.

Looking ahead: Strategic academic workforce priorities

UVic continues to invest in academic workforce strategies that support UVic's evolving priorities and align with institutional goals, student demand and areas of strategic interest. Key focus areas for the Office of the Vice-President Academic and Provost include:

- Supporting the growth of Faculties that successfully advocate for government-funded academic program expansions, growing our provincial grant and tuition revenue.
- Advocating for additional academic program expansions in disciplines with demonstrated student interest and that align with institutional and government priorities.
- Embedding equity in recruitment and retention policies, processes and practices and ensuring there are appropriate onboarding and retention supports and resources in place.
- Strengthening mentorship and professional development opportunities for new faculty and librarians and building communities of practice for all academic staff.

A major priority for the Office of the Vice-President Academic and Provost in 2025/26 will be the appointment and/or reappointment of Deans. 3 decanal positions are currently held by Acting Deans (one in place of a Dean on leave), and 5 Deans are expected to complete their initial five-year term in 2026.

Supporting institutional decision making

This report offers insights into UVic's academic workforce, offering data and analysis to support strategic governance and informed decision-making. By examining faculty and librarian staffing, hiring, retention, and equity trends alongside student enrolment and FTE trends, the report highlights capacity pressures and programmatic needs, ensuring that academic staffing aligns with academic priorities and emerging areas of student demand. It also informs equitable hiring and retention efforts, guiding resource allocation and budget planning while promoting transparency and evidence-informed decision-making across the institution.

This report reflects UVic's commitment to strategic planning and institutional accountability, enabling leaders to make informed choices during periods of fiscal constraint. Grounded in data and aligned with our core academic mission, these insights support the sustainable management of academic talent, helping us remain responsive to student needs and provincial priorities while ensuring the continued strength and resilience of our academic community.

University of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

Date: September 10, 2025

To: Operations and Facilities Committee

For: Information

From: Kristi Simpson, Vice-President Finance and Operations

cc: Acting President and Vice-Chancellor

Meeting Date: September 23, 2025

Subject: Status Report on Capital Projects

Background:
Attached please find the regular Board reports on the status of the National Centre for Indigenous Law, District Energy Plant Electrification, Engineering Expansion and the Student Housing Expansion projects.

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

Basis for Jurisdiction: Committee's Terms of Reference

Attachment(s):
VPFO/FMGT Project Updates: July 31, 2025

1. National Centre for Indigenous Law
2. Engineering Expansion
3. District Energy Plant Electrification Project
4. Student Housing Expansion

UVIC FACILITIES MANAGEMENT

PROJECT STATUS REPORT

EXECUTIVE SUMMARY

19-04343 – NATIONAL CENTRE FOR INDIGENOUS LAWS (NCIL)
DATE: August 31, 2025
REPORTING PERIOD: August 2025

OVERALL HEALTH

	BUDGET	SCHEDULE	SCOPE
CURRENT MONTH			
PREVIOUS MONTH			

SCOPE

The National Centre for Indigenous Laws (NCIL) project consists of a 2,440 m^2 expansion to the Fraser Building, home of UVic's Faculty of Law. The new space will provide additional teaching classrooms, research and collaboration areas, wellness offices, and study spaces to support the Canadian Common Law and Indigenous Legal Orders Program (JD/JID). This program is the first of its kind in Canada.

SCHEDULE

	PRE-DESIGN	DESIGN	CONSTRUCTION*	OPERATION
Actual / Forecast	April 2020	January 2023	November 2022	August 2025

BUDGET

APPROVED BUDGET	FORECAST	VARIANCE
$45.90M	$45.90M	$0.00

MAJOR RISKS

- **SCHEDULE –** Occupancy achieved as of August 29th. Some interior construction will be completed after occupancy. There is no impact anticipated to fall 2025 academic programming. Work will be coordinated to minimize impact to staff, faculty, and students.
- **BUDGET –** The NCIL project is in the final phase of construction. Financial risk continues to be monitored closely. All approved funding will be utilized.

UPDATES

- Interior construction tasks are complete with occupant move-in ongoing.
- Exterior landscape scope and tree plantings will continue into the fall.
- Mechanical equipment commissioning tasks are ongoing for the NCIL Heat Plant. Final commissioning will continue into the fall.

* *Construction site mobilization*
** *Pre-Design and Design milestone dates are based on milestone completion*
*** *All costs are in millions*

UVIC FACILITIES MANAGEMENT

PROJECT STATUS REPORT

EXECUTIVE SUMMARY

19-04057 – Engineering Expansion (EE)
DATE: July 31, 2025
REPORTING PERIOD: July 2025

OVERALL HEALTH

	BUDGET	SCHEDULE	SCOPE
CURRENT			
PREVIOUS			

SCOPE

The Engineering Expansion project was created to fill the need for teaching, research and office space for the Faculty of Computer Science and Engineering. In particular, current Civil Engineering program spaces are housed in temporary facilities spread around the UVic campus. Accreditation of both Civil and Biomedical Engineering is contingent on program space (teaching, research, support) to be delivered by the Engineering Expansion project's two buildings.

SCHEDULE

	PRE-DESIGN	DESIGN	CONSTRUCTION*	OPERATION
Actual / Forecast	June 2020	March 2022	January 2024	September 2026*

BUDGET

APPROVED BUDGET	FORECAST	VARIANCE
$149.76M	$149.76M	$0.00

MAJOR RISKS

- **SCOPE** –Tender values have not resulted in changes to scope.
- ***SCHEDULE** – Risk: Schedule delay impacts ability to complete the two buildings for Sept 2026 term. Due to recent strong floor rebar incident on HBRSL site, there will be a schedule delay in delivery of the HBRSL building. The completion date has been revised to open HBRSL for Jan 2027 term. Mitigation: resequencing schedule; after hours work; high level coordination of finishing work, commissioning, furniture and equipment moves. ECSE building delivery is on schedule for Sept. 2026.
- **BUDGET** – Project still on budget. Insurance claim for site incident is underway. Potential tariffs CAN/US being monitored.

UPDATES

- Recent HBRSL site incident is being investigated by independent third-party structural engineers. Material removal per engineered deconstruction plan has occurred. Construction Manager's development of a safe reconstruction plan, and schedule re-sequencing is underway. Draft revised schedule received.
- Site Works: ECSE site: steel stud, exterior sheathing, mech, elec, sprinkler rough-in. HBRSL site: Strong wall remediation, strong wall pour, mass timber installation.

* *Construction site mobilization*
** *Pre-Design and Design milestone dates are based on milestone completion*
*** *All costs are in millions*

UVIC FACILITIES MANAGEMENT

PROJECT STATUS REPORT
EXECUTIVE SUMMARY

23-05868 – District Energy Plan (DEP) Electrification Project
DATE: August 25, 2025
REPORTING PERIOD: August 2025

OVERALL HEALTH

	BUDGET	SCHEDULE	SCOPE
CURRENT			
PREVIOUS			

SCOPE

The District Energy Plant (DEP) Electrification Project adds two new electric boilers to support achievement of UVic's Climate & Sustainability Action Plan 2030 targets.

SCHEDULE

	PRE-DESIGN	DESIGN	CONSTRUCTION*	OPERATION
Actual / Forecast	January 2023	February 2025	May 2025	April 2027

BUDGET

APPROVED BUDGET	FORECAST	VARIANCE
$12.1M	$12.1M	$0M

MAJOR RISKS

- **SCHEDULE** – Risk: Transformer delivery delay resulting in loss of BC Hydro funding. Mitigation: Pre-Commission the building systems to the extent possible prior to delivery.
- **BUDGET / SCOPE** – Risk: Transformer / Boiler interface re-design. Mitigation: Project team working to minimize impact.

UPDATES

Currently, due to a necessary redesign, there is 2-month construction delay. It is anticipated the delay will not impact the April 2027 completion date. Updated construction schedule to be issued when design variance is resolved.

* *Construction site mobilization*
** *Pre-Design and Design milestone dates are based on milestone completion*
*** *All costs are in millions*

UVIC FACILITIES MANAGEMENT

PROJECT STATUS REPORT

EXECUTIVE SUMMARY

22-05764 – STUDENT HOUSING EXPANSION (SHE)
DATE: August 31, 2025
REPORTING PERIOD: AUG 2025

OVERALL HEALTH

	BUDGET	SCHEDULE	SCOPE
CURRENT MONTH			
PREVIOUS MONTH			

SCOPE

Provide +500 net new beds on campus for upper year undergraduate and graduate students in quad and studio configuration, including shared amenities on the ground floor.

SCHEDULE

	PRE-DESIGN	DESIGN	CONSTRUCTION*	OPERATION
Actual / Forecast	Nov 2024	Dec 2025	June 2026	August 2029

BUDGET

APPROVED BUDGET	FORECAST	VARIANCE
$201.29M	$178.19M	$23.10M

MAJOR RISKS

- **SCOPE** – Provide minimum 500 beds.
- **SCHEDULE** – Student Occupancy end August 2029.
- **BUDGET** – Maintain Class C Costing
- **RISK** – USA Tariffs, Resourcing, Building Permit, Cost Estimate Accuracy.

UPDATES

- Design Development continues.
- Pre-Con continues.
- 2 proponents shortlisted for Commissioning Service Provider (CxP) RFP, under evaluation.

* Construction site mobilization

** Pre-Design and Design milestone dates are based on milestone completion

***All costs are in millions

University of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

Date: September 8, 2025

To: Board of Governors

For: Information

From: Lisa Kalynchuk, Vice President Research and Innovation

cc: Acting President and Vice-Chancellor

Meeting Date: September 23, 2025

Subject: VPRI Research Activity by the Numbers Report 2024-25

Background:
As outlined to the Board of Governors at the May 2025 meeting, the research portfolio has expanded its reporting on research at UVic to include a new research activity report at the September meeting. This is the first such report to the Board of Governors.

The attached **Research Activity by the Numbers Report (2024-25)** provides the Board of Governors with a numbers-based snapshot of UVic's research performance over the past year. It highlights research revenues, grants, and growth in research services, ethics, and commercialization. The report is intended to give the Board a simplified picture of the scale and impact of UVic's research enterprise, while also creating an opportunity for strategic engagement with the VPRI on sustaining growth, addressing service demands, and positioning UVic competitively in national and international research landscapes.

Previous Consultation:
Board of Governors Research Reports submitted

- May26/21
- May30/22
- May30/23
- June25/24
- May27/25

Planned Further Action:
As this is the first presentation of this report, we welcome feedback on its format and scope to inform future iterations.

Basis for Jurisdiction: Aspiration 2030
Distinctly UVic

Attachment(s):
Attachment I. VPRI Research Activity by the Numbers Report 2024-25

University of Victoria | Vice-President Research & Innovation

VPRI Research Activity by the Numbers Report

for the UVic Board of Governors 2024 - 2025

Submitted by Dr. Lisa Kalynchuk, Vice-President Research and Innovation

September 8, 2025

Research Activity Report 2024-25

Overview

Research at UVic continues to expand in scale and impact, as demonstrated by the attached **RESEARCH ACTIVITY BY THE NUMBERS** Infographic, and UVic reached new heights in research funding this year.

In 2024-25, the university achieved record research income of $199M, a 19% increase over the prior year, bringing UVic within reach of its Aspiration 2030 funding target five years ahead of schedule. This growth directly translates into additional federal support through the Research Support Fund (RSF) and Incremental Project Grant (IPG), where UVic's 2025-26 allocation rose to $6.37M (up from $6.05M) and $1.36M (up from $803K) respectively, alongside $403,000 in funding specifically to address federal requirements in research security. Research revenues also generate overhead income that is distributed across the university, supporting essential services such as research administration, compliance, facilities, infrastructure, and other costs. These overhead allocations have grown steadily from $1.26M in 2017 to $3.27M in 2024. Together, these results demonstrate both the momentum of UVic's research enterprise and the growing importance of sustained investment in the services and infrastructure that underpin success.

Not surprisingly, UVic's research revenues are unevenly distributed across our faculties. During the past year, the Faculty of Science attracted the largest amount of funding, followed by Engineering, Health and Social Sciences. Outside our academic units, UVic attracted significant through entities such as Ocean Networks Canada (ONC) and the Accelerating Community Energy Transformation (ACET) initiative (captured under VPRI), which do not show up under specific faculties because they are institutional grants. And UVic also received $16.4M for upgrades to our Arbutus Cloud computing infrastructure (SYST), reflecting the important role that University Systems plays in supporting UVic's research enterprise. Although revenues are lower in some of our faculties, their activity remains steady and provides important breadth to UVic's research portfolio. Overall, the trend points to a research ecosystem anchored by a few major drivers but reinforced by specialized entities and smaller units that broaden the university's impact.

Research Funding Highlights

UVic secured 852 new awards and contracts in 2024-25, contributing to a cumulative total of $1.15 billion in external research funding since 2017-18. Researchers submitted 874 grant applications during the year (8% increase from 2023-24) and maintained a strong Tri-Agency success rate of 57%. Federal granting council performance was particularly encouraging. Through the Canadian Institutes of Health Research (CIHR), UVic secured $10.4M, with $9.7M coming from eight project grants with average award sizes significantly above the national average. These projects focused on priority areas including Indigenous health and access, brain health and aging, and infectious disease and microbiome innovation. Social Sciences and Humanities Research Council (SSHRC) funding also grew, rising to $11.1M with a 33% success rate. These awards advanced climate and sustainability leadership, most notably a $2.5M Partnership Grant to document Indigenous People's history of climate change and resilience, as well as research addressing social equity, cultural memory, and labour market inequality. In the natural sciences, National Science and Engineering Research Council (NSERC) awards totaled $26.4M. NSERC Discovery Grants remained a major strength, generating $8.2M with a 75.6% success rate, which was well above the national benchmark. UVic researchers also received three major NSERC project and partnership grants, including $18.8M to support leadership in the ATLAS experiment at CERN, $5.2M for the design and testing of an AI-enhanced interceptor drone with national industry and defence partners, and $2.5M to develop climate-resilient land management strategies with British Columbia and the Squamish Nation.

International collaborations are expanding through Horizon Europe and ERASMUS+ opportunities, with new subawards and applications under development, positioning UVic researchers to deepen engagement with global partners.

Research Services and Compliance

As funding and research activity increase, so too does demand for university oversight and support. The Human Research Ethics Board reviewed 495 new applications in 2024-25, a 7% increase from the previous year. Approval rates remained strong at 88%, with over 1,300 renewals and amendments reviewed. Animal Care Services also experienced higher demand, reviewing 29 new protocols, double the previous year, and completing 61 renewals and amendments. In addition, more than 330 training certificates were issued to ensure animal researchers and trainees meet ethics and procedural requirements. These rising volumes reflect the diversification of UVic's research portfolio and the need for robust compliance and support systems to maintain excellence in responsible conduct of research.

Research Impact

Recent bibliometric indicators highlight UVic's research excellence, productivity and global impact. With seven Clarivate Highly Cited Researchers (i.e., scholars in the top 1% by citations), UVic demonstrates leadership in knowledge creation and advancing discovery. We are punching above our weight in this regard, with comparator universities such as SFU having only one highly cited scholar. Faculty produced 2,612 publications, and our Field-Weighted Citation Impact (FWCI) was 2.30, placing UVic third in Canada for scholarly impact. Nearly a quarter of these publications ranked among the world's top 10 percent most-cited papers, underscoring the global influence of UVic scholarship.

International collaboration remains a hallmark of UVic research, with 58% percent of publications involving co-authors from outside Canada. We rank first in North America for international research collaboration, and second in Canada for open access publishing. Particularly noteworthy, UVic researchers published 21 papers in *Nature* and *Science*, which are the most prestigious journals in the world. This is more than double UVic's typical annual range of five to ten yearly papers in these journals, marking a significant achievement. These metrics reflect our strong global partnerships, commitment to open scholarship, and the growing influence of our research contributions, informing policy, innovation and scholarly discourse nationally and internationally.

Innovation and Commercialization

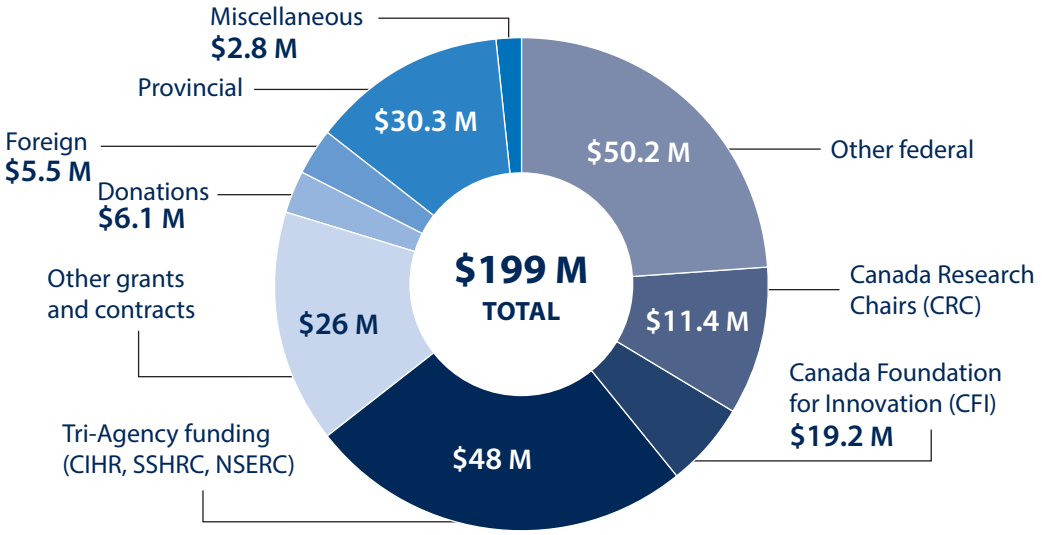
Innovation and commercialization activities over the past year remained stable, with 33 invention disclosures and 50 new companies supported. In 2024-25, UVic startups brought approximately $10 million in investment into the regional economy. Although the number of new patent filings declined from 40 to 17, the patent utilization rate increased to 73%, reflecting strong application of intellectual property. Importantly, the number of new external contracts rose steadily to 400, underscoring the university's growing engagement with industry and community partners. Notable examples of innovation included the Centre for Aerospace Research joining Bombardier's EcoJet Project to design, manufacture, and test a blended-wing-body aircraft that could reduce emissions by up to 50%. In the health sciences, Dr. Caroline Cameron secured U.S. funding to develop a novel urine-based diagnostic for syphilis, a test that promises to improve clinical outcomes across the globe.

Looking Ahead

Overall, UVic supports a research ecosystem that is becoming larger, more competitive, and more complex. UVic's growing success in securing funding, forming partnerships, and advancing innovation is advancing our reputation with government, community donors and the private sector. The $200M research revenue mark seems to be a litmus test for research quality and impact with many external stakeholders. We are now being invited to join a greater array of networks and national conversations, and we are increasingly seen as valuable partners as the Carney government seeks to invest in infrastructure and defense and to expand its activity in the arctic. Several exciting opportunities appear to be on the near horizon, and we will need to think boldly but strategically about the best way for UVic to engage and benefit from this evolving landscape.

RESEARCH ACTIVITY BY THE NUMBERS
2024-25

UVic reached new heights in research funding this year



$199 M
IN RESEARCH INCOME 2024–25
+19% 2023-24

11
NEW CRC NOMINATIONS (37 UVic allocations)

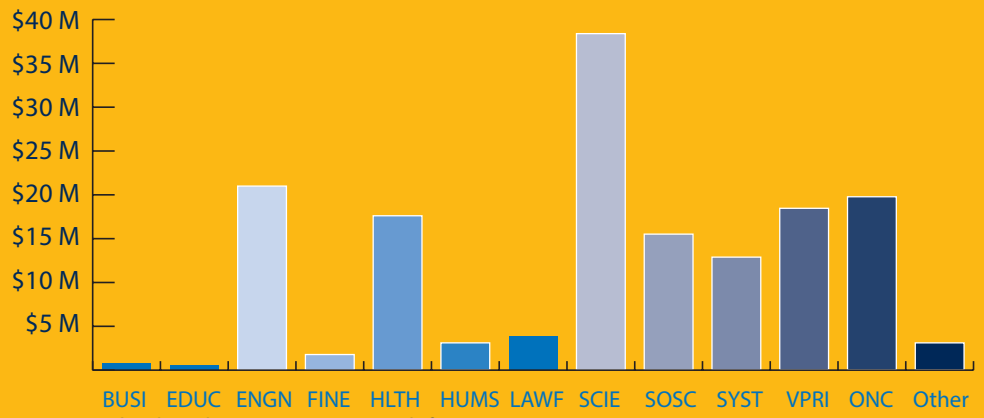
Research funding growth boosts federal support

$6.37 M
RESEARCH SUPPORT FUND *+5%*

$1.36 M
INCREMENTAL PROJECT GRANT *+69%*

$403 K
RESEARCH SECURITY FUNDING *+9%*

Research income unevenly distributed across faculties and entities



*data based on current RAIS records for 2024-25.

Tri-agency funding is up 18% overall

Canadian Institute of Health Research (CIHR)

$10.4 M
AWARDED *+10%*

Social Sciences and Humanities Research Council (SSHRC)

$11.1 M
AWARDED *+18%*

Natural Sciences and Engineering Research Council (NSERC)

$26.4 M
AWARDED *+21%*

UVic staff support an increasingly competative and complex research environment

852
NEW AWARDS AND CONTRACTS

872
GRANT APPLICATIONS SUPPORTED
+8%

492
NEW ETHICS APPLICATIONS
+33%

29
NEW ANIMAL USE PROTOCOLS
+100%

UVic is a leader in research impact

7
CLARIVATE HIGHLY-CITED SCHOLARS

2,616
PUBLICATIONS*

21
NATURE & SCIENCE PAPERS*
+75%

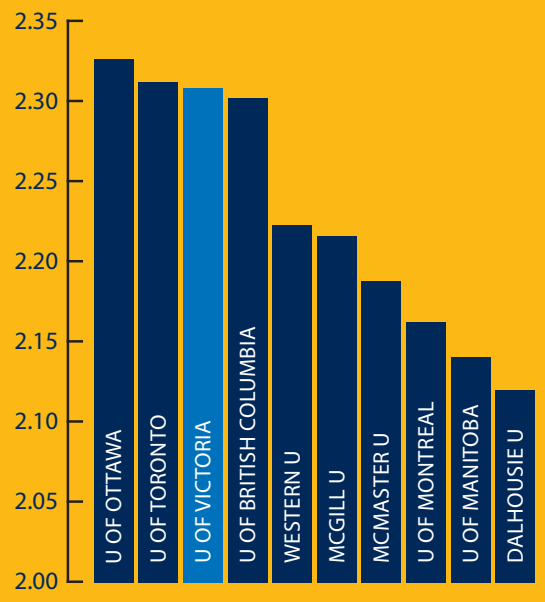
1st
IN NORTH AMERICA FOR INTERNATIONAL RESEARCH COLLAB

2nd
IN CANADA FOR PROPORTION OF OPEN ACCESS RESEARCH

3rd
BY FIELD WEIGHTED CITATION IMPACT*

*based on data from OpenAlex for the 2024 calendar year.

Field Weighted Citation Impact



UVic is driving innovation with industry and community partners

17
NEW PATENTS FILED

73%
PATENT UTILIZATION RATE

50
NEW COMPANIES SUPPORTED

$10 M
IN NEW INVESTMENT TO THE LOCAL ECONOMY

Companies that exemplify UVic innovation ecosystem

MarineLabs
$4.5 M
SEED FUNDING RAISED

Pani Energy
NAMED TO 2024 GLOBAL CLEANTECH 100

Voxcell BioInnovation
COLLISION PITCH COMPETITION WINNER

Revyn Medical Technologies
WON SEVERAL COMPETITIONS

UVIC Office of the VP Research & Innovation

University of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

Date: September 10, 2025

To: Finance Committee

For: Information

From: Kristi Simpson, Vice-President Finance & Operations

cc: Acting President and Vice-Chancellor

Meeting Date: September 23, 2025

Subject: Working Capital Investment Report – January 1, 2025 to June 30, 2025

Background:
The University of Victoria ("UVic") Working Capital Investment Policy ("the Policy") provides guidance to UVic's management and external investment managers with respect to the investment of UVic's working capital investments. The Policy requires a semi-annual report to UVic's Board of Governors ("the Board") that outlines available cash for investment, internal loans, current investments as compared to the Policy, performance of the investments, and adherence to each fund's stated guidelines of duration, investment constraints, and credit risk exposure. The report also provides an update on the fund's responsible investment activities, including the percentage of committed impact investments. This report is for the six-month period that ended on June 30, 2025.

Current Asset Mix

The following table outlines the holdings of the Working Capital Investments as at June 30, 2025, compared to the Policy.

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

	Range	Target	$ Total	% Total
Liquidity				
Cash			26,028,269	6.4%
Money Market - High Interest Savings Account			40,887,796	10.0%
Money Market - GICs			143,220,318	35.0%
Liquidity Total	35% - 75%	55%	**210,136,383**	**51.3%**
Yield				
PH&N Mortgage Pension Trust			55,690,269	13.6%
RBC Vision Fossil Fuel Free Short-Term Bond Fund			39,247,080	9.6%
RP Broad Corporate Bond (Fossil Fuel Exclusion) Fund			23,290,357	5.7%
Internal Loans			72,807,683	17.8%
Yield Total	0% - 60%	40%	**191,035,389**	**46.7%**
Return Seeking				
Active Impact Fund II LP			285,189	0.1%
Active Impact Fund III LP			250,675	0.1%
BlackRock Global Renewable Power Infrastructure Fund III LP			6,930,648	1.7%
Raven Indigenous Impact Fund I LP			469,443	0.1%
Raven Indigenous Opportunities Fund I			161,038	0.0%
Return Seeking Total	0% - 10%	5%	**8,096,993**	**2.0%**
Working Capital Investments Total			**409,268,764**	**100.0%**

The Liquidity allocation of the Working Capital Investments was modestly below target and the Yield allocation exceeded its target, but both are within their allocated ranges. Money Market investments such as Guaranteed Investment Certificates ("GICs") continue to make up most of the Liquidity allocation. Given the expectation that short-term interest rates will remain relatively flat or modestly decline during the remainder of the year, as inflation continues to moderate, a higher than target allocation to Yield investments is warranted as overall higher returns in these strategies are expected. The allocation to Return Seeking assets continues to grow as most funds called additional capital in 2025. See Appendix 1 for more details on the movement of assets in the past six months.

Key Investment Transactions in the Past Six Months

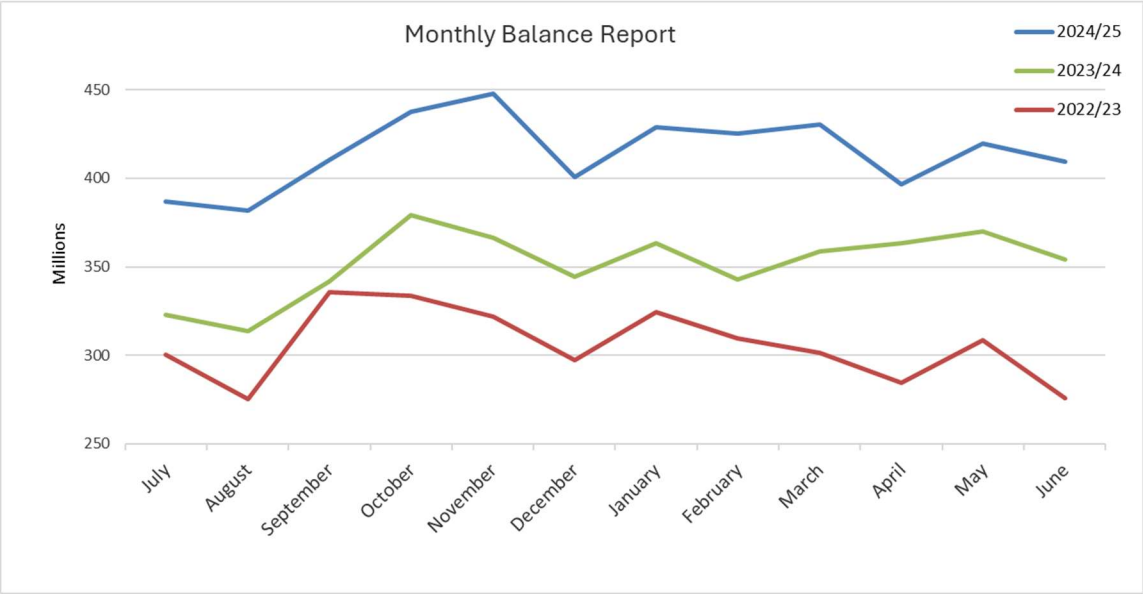
In March 2025 the Board approved adding Spring Impact Capital as an investment manager for the working capital pool. In June, a $0.75 million commitment to the Spring Impact Capital Fund I LP, was made with the initial capital call being funded in July 2025. More details on this investment can be found within the Responsible Investing Update on page 7 of this report.

Cash Balances

The amount of available cash for investment within the Working Capital Investments is subject to seasonality. Portfolio allocations are based on expected cash flow and made primarily to meet cash flow requirements and secondarily to optimize investment earnings. The provincial operating grant is received bi-monthly, coinciding with payrolls being run that 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 UVic Foundation provides UVic with its annual distribution from endowments.

Graph #1 below illustrates fluctuations in the market values of the Working Capital Investments for the last three years. Market values over the past three years have trended higher due to external debt drawn for the Student Housing & Dining Facilities (SHD) in 2022 and the first half of 2023, which was used to pay construction expenses related to the project. Market values began to recover during the second half of 2023 as the Working Capital Investments received a large operating grant from the Province of B.C. in July 2023 after completion of the collective bargaining mandate and a $45 million loan related to the SHD Buildings from the UVic Foundation in two tranches, in September 2023 and April 2024.

Graph #1 – Working Capital Investments Historical Market Values



June 30, 2025, Working Capital Investments Performance Summary and Analysis

The Working Capital Investments are composed of three asset classes: Liquidity, Yield, and Return Seeking. Each asset class has a benchmark relative to the Consumer Price Index ("CPI" or "inflation") to reflect the Working Capital Investment Policy's goals of preserving capital against inflation. The relative benchmark is CPI + 0.6% per annum, which is based on a blended return of each of the asset class benchmarks with its target weighting as indicated in the Working Capital Investment Policy:

Asset Class	Target Weighting	Benchmark (per annum)
Liquidity	55%	CPI
Yield	40%	CPI + 1%
Return Seeking	5%	CPI + 3%

The overall six-month return of the Working Capital Investments was 1.69% net of fees, underperforming the benchmark return of 1.76%, while the one-year return was 4.79%, outperforming the benchmark return of 2.87%.

As seen in Table #2 below, both the Liquidity and Yield asset classes outperformed their relative benchmarks in the first half of 2025. The performance of these two asset classes contributed significantly to the Working Capital Investments' outperformance versus its relative benchmark over the past year.

Table #2 – Working Capital Investments Performance to June 30, 2025

Performance (Net of Fees)[1] vs Benchmarks[2]

	6 Month Return[1]	6 Month Benchmark[2]	6 Month Over (Under) Performance	1 Year Return[1]	1 Year Benchmark[2]	1 Year Over (Under) Performance
Liquidity	2.09%	1.49%	0.60%	4.71%	2.32%	2.40%
Yield	2.61%	1.99%	0.63%	7.02%	3.32%	3.71%
Return Seeking	(22.05%)	2.99%	(25.04%)	(25.77%)	5.32%	(31.08%)
Total Portfolio	**1.69%**	**1.76%**	**(0.07%)**	**4.79%**	**2.87%**	**1.93%**

Note 1 - Does not include investment return from internal loans
Note 2 - Benchmarks are CPI for Liquidity, CPI+1% per annum for Yield, CPI+3% per annum for Return Seeking and CPI+0.6% per annum for the Total Portfolio

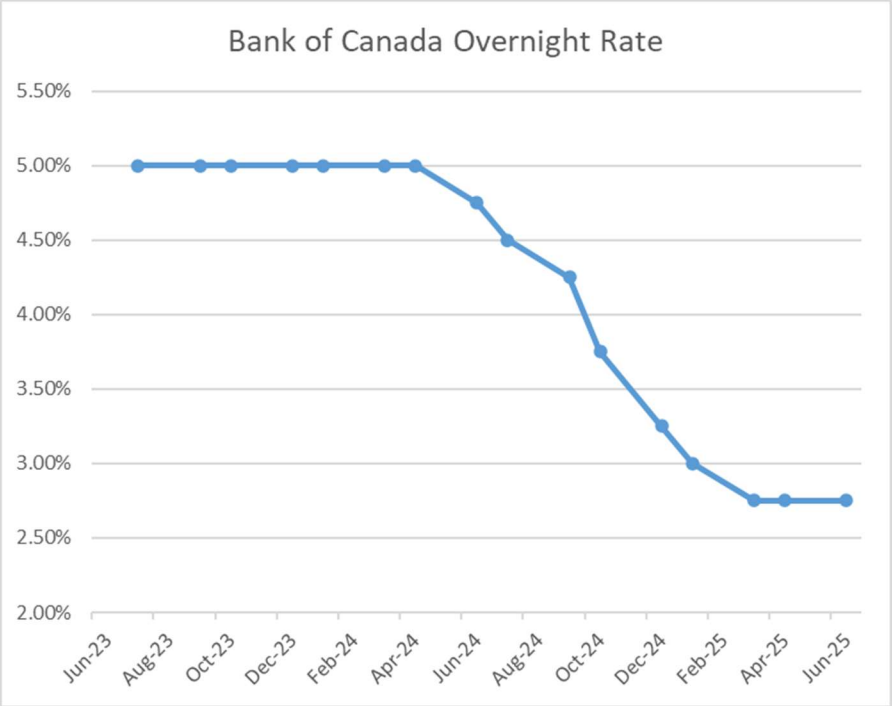
- The Liquidity assets added value over the last six months and year due to purchasing GICs when interest rates were higher, in combination with CPI slowly retracting over 2024 and remaining stable in 2025, lowering the benchmark performance.
- The Yield assets outperformed its benchmark on a six-month and one-year basis, resulting in added value for both periods. Bond yields decreased in the second half of 2024 and the first quarter of 2025, resulting in the positive returns for these strategies.
- The Return Seeking assets significantly underperformed its benchmark on a six-month and one-year basis, largely due to re-valuations on most assets within the BlackRock Global Renewable Power Infrastructure Fund III LP ("BlackRock GRP III"). Given this underperformance, more detailed information has been included in Appendix 2 to provide greater transparency and context.

Appendix 2 outlines the detailed performance by asset class up to June 30, 2025.

Market Commentary & Outlook

From the end of December 2024 to June 2025, the Bank of Canada ("BoC") cut the overnight rate twice by 0.25% each. As of June 30, 2025, the BoC overnight rate was 2.75%.

Graph #2 – Bank of Canada Overnight Rate



(Source: Bank of Canada)

After nearly a year of holding the overnight rate steady at 5% in 2023 and 2024, the overnight rate cutting efforts of the BoC have finally led to a sustained inflation rate decrease, with year-over-year CPI increases continuing to fall, moving from 2.7% in June 2024 to 1.9% in June 2025. A combination of decreasing inflation and global central banks holding overnight interest rates steady until the second quarter of 2024 has continued to help aid a recovery in most investment markets. Investments continued their solid performance from the second half of 2024 into the first half of this year. Bond yields continued to fall in the first quarter of 2025 before ticking up and leveling off in the second quarter of the year. As a result, the Working Capital Investments experienced strong fixed income returns over the past year.

The Canadian dollar ("CAD") appreciated against the US dollar ("USD") over the first half of 2025, starting at $0.70 USD per CAD as at December 31, 2024, rising to $0.73 USD per CAD as at June 30, 2025. The BoC noted that inflation has moderated mainly due to the removal of the consumer carbon tax. Excluding taxes, inflation rose to 2.5% in June, up from around 2% in the second half of last year, mainly due to an increase in the prices of non-energy goods. High shelter price inflation remains the main contributor to overall inflation, but it continues to ease. With current United States tariffs in place, total inflation is expected to stay close to 2% as the upward and downward pressures on inflation are roughly offset.

Overnight rate cuts during the second half of 2024 and early 2025 have resulted in a decrease in the overall yield of the Working Capital Investments from 5.40% to 4.06% over the past 12 months as the expected performance of the Cash investments has decreased. As a result, the Working Capital Investments are currently positioned with an underweight to Cash versus its

target with a corresponding overweight to Yield investments. If the inflation rate remains contained at the recent lower levels, the Working Capital Investments are well positioned to generate performance above inflation for the remainder of this year.

Responsible Investment Update

The Responsible Investment Policy commits to "transparency with its partners and communicating on its responsible investment practices." This includes submitting at least annually an update on responsible investment activities to the Board of Governors and the university community. An updated Responsible Investment Policy was approved by the Board of Governors in January 2025.

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

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
- Work towards a just transition that doesn't leave workers or communities behind

UNIE represents 17 Canadian universities. Over the past year, UNIE engaged with 108 different companies. These engagements involved collaboration between the UNIE network and SHARE's larger network of engagement clients. 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. UNIE continues to promote the adoption of climate action plans to support the decarbonization plans of high greenhouse gas emitters.

2. Responsible Investment Holdings Update

The Board of Governors approved a commitment of $750,000 in Spring Impact Capital Fund I LP ("Spring") in March 2025. Spring is an investment manager and part-owned by Spring Activator, which was founded in 2014 and one of Canada's leading impact entrepreneur accelerators. The fund takes advantage of Spring Activator's deal-flow and deal-sourcing resources, established network of diverse and impactful founders and mentors, and well-developed start-up support programs.

Spring Activator has supported nearly 3,000 impact entrepreneurs and trained 900+ angel investors over the last decade. It has a mission to provide future leaders with the tools, knowledge, networks, and mentorship needed to help entrepreneurs amplify their impact on a global basis and foster more sustainable economic development.

Currently Spring Activator has 25+ staff across six provinces in Canada and has:

- directly invested over $47 million through its activator programs
- 42% female founders
- 41% black, Indigenous, and people of color (BIPOC) founders
- 25% immigrant founders

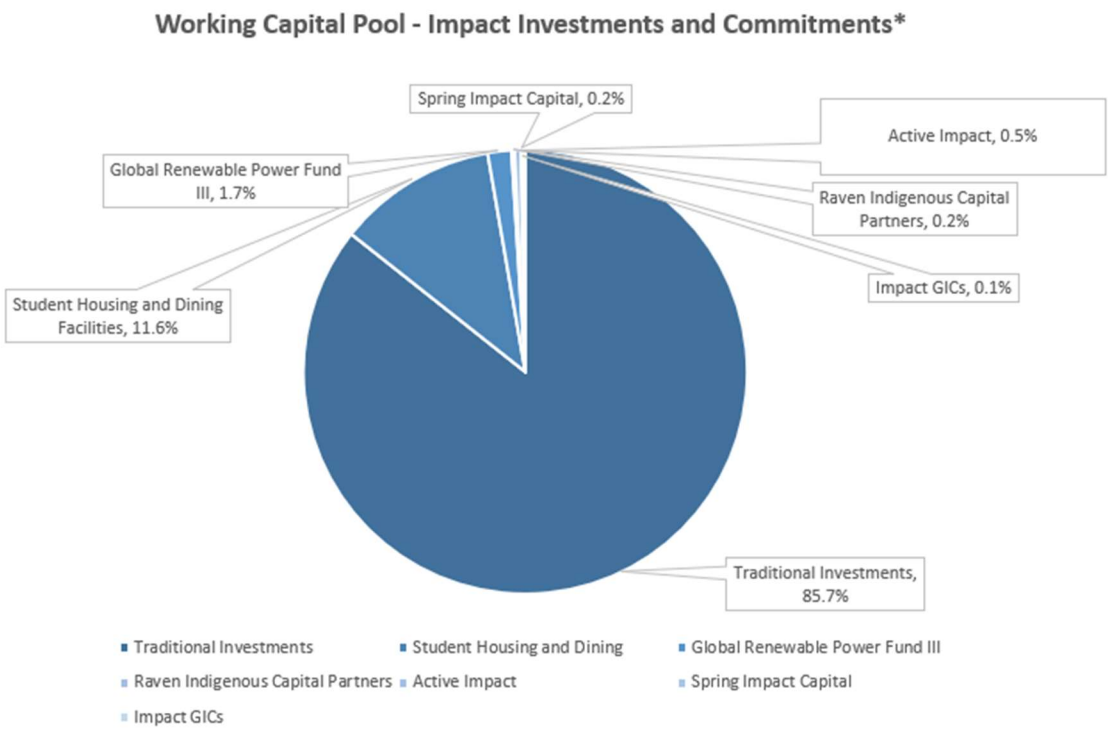
Spring was born in 2023 from Spring Activator's investors' and community members' requests for an investment strategy that provides diversified access to impact founders but with professional investment management and strong post-deal support to improve the chances of success.

3. Impact GICs – Liquidity – $0.6 million

As of June 30, 2025, the Working Capital Investments held one Impact GIC totaling $0.6 million, representing 0.1% of the total portfolio. Details of this investment are available in Appendix 3. Impact GIC issuance has experienced a material drop off and, when available, yields are generally below those of non-impact GICs.

4. Impact Investing Update

Impact investments are defined as investments made with the intention to generate positive, measurable social or environmental impact alongside a financial return. The recent revision to the Responsible Investment Policy included an increase in the impact investment target from 25% to 30% of the Working Capital Investments. As of June 30, 2025, impact investments and commitments made up 14.3% of the Working Capital Investments:



Seeking suitable impact investment opportunities for the Working Capital Investments continues to be a high priority.

Applied Portfolio Management Program

The University of Victoria Applied Portfolio Management Program (the Program) was established on October 31, 2017. Contributions to the Program totaled $647,300 including $414,300 from donors through the UVic Gustavson School of Business and $233,000 from UVic. The Program currently holds individual company securities as well as exchange-traded funds that are invested in Canadian equities, U.S. equities, and Canadian bonds. The market value of the Program as of June 30, 2025, was $1,133,500. These assets earned a return of 3.8% over the past six months compared to the Program's benchmark return of 3.9%, and 14.1% on a one-year basis, compared to the benchmark return of 14.7%. Over five years, the Program earned a return of 8.6%, trailing the 9.3% performance of its benchmark.

Managing Exchange Rate Risk

As per section 6.01 of the Working Capital Investments Policy, exchange rates are managed to reduce the risk of significant negative variances in our operating and research budgets for the current fiscal year. This approach was taken 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 USD. Generally, transactions of this size occur within University Systems, the Library, and sometimes research areas.

Similar to last year, the annual USD purchase has been split into two tranches to mitigate foreign exchange risk for the Library. For the current fiscal year, a purchase of $4.0 million USD was made in April 2025 at a rate of approximately 1 CAD = 0.72 USD. We expect to make the second purchase of an equivalent amount by November 2025. For University Systems, a purchase of approximately $1.0 million was completed in April 2025 at a rate of approximately 1 CAD = 0.72 USD.

The other significant foreign exchange rate risk is the BlackRock GRP III investment which is valued in USD and all underlying securities are not Canadian-domiciled. The net internal rate of return ("IRR") of the strategy since inception was -10.04% in USD terms but -8.95% in CAD terms due to the Canadian dollar weakening generally against most major currencies since initial investment in 2021.

Basis for Jurisdiction: Working Capital Investment Policy, FM5200

Attachments:

Appendix 1: Report on Month-End Balances in Working Capital Investments
Appendix 2: Detailed Performance by Asset Class - June 30, 2025
Appendix 3: Impact GIC Reports

Appendix 1 - Report of Month End Balances in Working Capital Investments

Policy FM5200

	Liquidity (35 - 75% of Portfolio - Target 55%)					
	Bank (CAD)	Bank (USD in CAD)	RBC HISA / CDP	RJ / Canaccord	Total Money Market	% of Total Portfolio
Jan-25	7,144,006	7,349,306	73,590,600	140,637,599	228,721,512	53%
Feb-25	11,262,173	7,103,630	65,791,475	141,141,175	225,298,454	53%
Mar-25	25,253,726	5,666,248	59,465,297	141,692,632	232,077,903	54%
Apr-25	14,878,314	4,044,675	35,623,512	142,204,499	196,750,999	50%
May-25	12,754,828	8,350,447	55,729,407	142,720,735	219,555,417	52%
Jun-25	17,827,773	8,200,496	40,887,796	143,220,318	210,136,384	51%

	Yield (0 - 60% of Portfolio - Target 40%)					
	PH&N FFF STBF	PH&N MPT	RP FFF Broad Corp Bond Fund	Internal Loans	Total Yield	% of Total Portfolio
Jan-25	39,426,104	55,852,020	23,014,744	72,073,630	190,366,497	45%
Feb-25	39,619,882	56,266,832	23,269,710	73,654,867	192,811,292	45%
Mar-25	39,361,607	55,911,807	23,143,145	73,654,867	192,071,426	44%
Apr-25	39,423,478	56,002,460	23,012,565	73,373,211	191,811,714	48%
May-25	39,481,306	56,058,784	23,115,329	73,090,817	191,746,235	46%
Jun-25	39,247,080	55,690,269	23,290,357	72,807,683	191,035,388	47%

	Return Seeking (0 - 10% of Portfolio - Target 5%)						
	Blackrock GRP III	Raven Indigenous LP	Active Impact Fund II	Active Impact Fund III	Raven Opp. Fund I LP	Total Return Seeking	% of Total Portfolio
Jan-25	7,488,898	469,458	311,006	207,883	-	8,477,245	2%
Feb-25	7,458,576	469,458	311,006	207,883	-	8,446,923	2%
Mar-25	7,303,013	470,182	309,222	272,183	158,488	8,513,088	2%
Apr-25	7,016,501	470,182	309,222	272,183	158,488	8,226,575	2%
May-25	6,989,068	470,182	309,222	272,183	160,861	8,201,517	2%
Jun-25	6,930,648	469,443	285,189	250,675	161,038	8,096,993	2%

Appendix 2: Detailed Performance by Asset Class - June 30, 2025

Liquidity

The Liquidity portion of the Working Capital Investments contains investments that are used to meet the day-to-day cash requirements of UVic with the least amount of risk. As of June 30, 2025, the Liquidity portion comprised 51.3% of the Working Capital Investments, below the 55% target allocation but well above the minimum 35% allowable to these assets.

For the six-month period ending June 30, 2025, the Cash & Money Market investments returned 2.09%, exceeding the CPI performance of 1.99% and the market benchmark (FTSE Canada 91–day T-Bill Index) performance of 1.48%. For the past twelve months, the Cash & Money Market investments returned 4.71%, outperforming the CPI benchmark of 1.86% and the market benchmark of 3.83%.

The outperformance in the above periods versus the CPI benchmark was primarily attributed to interest rates remaining elevated for most of the year resulting in higher returns on Cash & Money Market while CPI decreased during the year. The outperformance versus the market benchmark was primarily attributed to investing in higher yielding investments available to UVic as detailed below.

Within the Liquidity assets there are two main pools of investments, Cash & Money Market:

1) Cash

   The bank account earns a variable interest rate dependent on the average balance each month. As of June 30, 2025, when the average bank balance is $10 million or higher, UVic receives the RBC prime rate of 4.95% minus 1.65%, or 3.30%. If the average bank balance falls below $10 million, UVic receives the RBC Prime Rate of 4.95% minus 1.70%, or 3.25%. The bank account is used primarily for near-term liquidity requirements, as higher interest rates can generally be earned from Money Market investments.

   The Cash portion of the Working Capital Investments earned 1.68% in the first half of 2025 and 3.82% for the past twelve months. As of June 30, 2025, the Cash balance was approximately $26.0 million.

2) Money Market

   a) RBC High Interest Savings Account

      The RBC High Interest Savings Account (HISA) has been used tactically in conjunction with our existing Money Market investments. The HISA interest rate as at June 30, 2025, was 3.50% and is based on the RBC Prime Rate of 4.95% less 1.45%. As of June 30, 2025, UVic held $40.9 million in the RBC HISA. The RBC HISA portion of the Working Capital Investments earned 1.80% in the first half of 2025 and 4.07% for the past twelve months.

   b) Guaranteed Investment Certificates (GICs)

Investments in short-term GICs, primarily maturing in two years or less, are all held with Canadian credit unions, which either offer guarantees on deposits or provide at least an R-1 Low credit rating by DBRS Morningstar. As of June 30, 2025, UVic held 16 GICs totaling $143.2 million with investments carrying yields between 3.70% and 5.80%. The weighted-average yield of the GICs was 4.37% as of June 30, 2025. The GIC portion of the Working Capital Investments earned 2.25% in the first half of 2025 and 5.06% for the past twelve months.

c) Provincial Central Deposit Program

In early 2024, the Provincial Central Deposit Program (CDP) announced that it was reducing its interest rate on cash balances to CIBC Prime less 2.00% (versus 1.50% previously). As a result, UVic decided to primarily use the RBC HISA as its source of short-term savings and liquidated its investments in the CDP. As of June 30, 2025, the CDP interest rate was 2.95%.

Yield

The Yield portion of the Working Capital Investments contains fixed income investments that are expected to generate higher performance in the long term, albeit with higher volatility, than the Liquidity portion. Negative returns over the short term are possible, especially during periods of rising interest rates. As of June 30, 2025, the Yield portion comprised 46.7% of the Working Capital Investments, above the 40% target allocation but well below the 60% maximum allowable to these assets.

For the six-month period ending June 30, 2025, the Yield investments returned 2.61%, outperforming the CPI+1% benchmark return of 2.49% For the 12-month period ending June 30, 2025, the Yield investments returned 7.02%, outperforming the CPI+1% benchmark return of 2.86%.

There is an inverse relationship between interest rates and Yield investments. When interest rates decrease, the value of Yield investments generally increases. The outperformance in the past year was primarily attributed to a decrease in interest rates. The outperformance was further amplified as CPI dropped during the year.

Within the Yield portion, there are four main pools of investments.

1) PH&N Mortgage Pension Trust

The PH&N Mortgage Pension Trust primarily invests in a portfolio of first rank mortgages on income-producing commercial properties in Canada. Due to the predominantly short-term nature of commercial mortgages, this strategy's performance tends to not be as volatile as other types of fixed income funds when interest rates move suddenly. Yields on commercial mortgages tend to be attractive as investors can obtain higher levels of income to compensate for the lack of liquidity on these types of investments.

The PH&N Mortgage Pension Trust's performance of 2.88% in the first half of 2025 outperformed the CPI+1% target return of 2.49%, while its one-year return of 7.02% also outperformed the CPI+1% target return of 2.86%. This fund outperformed the performance of its market benchmark, the FTSE Canada Short-Term Overall Bond Index

+ 1% per annum, in the first half of 2025 by 0.29%, but underperformed the benchmark over the past 12 months by 0.12%. As of June 30, 2025, there was $55.7 million invested in this strategy. The fund was within its investment constraints, including its average term to maturity, as of June 30, 2025.

2) RBC Vision Fossil Fuel Free Short-Term Bond Fund
The RBC Vision Fossil Fuel Free Short-Term Bond Fund primarily invests in high quality short-term bonds (i.e., maturing in one to five years) issued by Canadian governments and corporations but excludes securities of issuers directly engaged in the extraction, processing, and transportation of fossil fuels such as coal, oil, and natural gas.

The RBC Vision Fossil Fuel Free Short-Term Bond Fund's performance of 2.26% in the first half of 2025 underperformed the CPI + 1% target return of 2.49%, while its one-year return of 6.36% outperformed the CPI+1% target return of 2.86%. This fund outperformed its market benchmark, the FTSE Canada Short-Term Overall Bond Index, in the first half of 2025 by 0.11%, and also outperformed this market benchmark by 0.11% over the past 12 months. As of June 30, 2025, there was $39.2 million invested in this strategy. The fund was within its investment constraints, including its modified duration, as of June 30, 2025.

3) RP Broad Corporate Bond (Fossil Fuel Exclusion) Fund
The RP Broad Corporate Bond (Fossil Fuel Exclusion) Fund primarily invests in high quality bonds issued by mostly Canadian corporations. Because of the fossil fuel exclusion, the strategy does not invest in issuers involved in the revenue generating sub-sectors of the oil & gas industry (i.e., distribution, exploration, integration, and pipelines) as well as thermal coal extraction.

The RP Broad Corporate Bond (Fossil Fuel Exclusion) Fund's performance of 2.58% in the first half of 2025 outperformed the CPI+1% target return of 2.49%, while its one-year return of 8.15% outperformed the CPI+1% target return of 2.86%. This fund outperformed its market benchmark, the FTSE Canada All Corporate Bond Index, by 0.56% in the first half of 2025, and outperformed this market benchmark by 0.32% over the past 12 months. As of June 30, 2025, there was $23.3 million invested in this strategy. The fund was within its investment constraints, including its modified duration and credit quality, as of June 30, 2025.

4) Internal Loans
The Working Capital Investments lends funds internally to other departments within UVic, primarily for revenue generating capital projects. As of June 30, 2025, there were eight loans outstanding with a total principal balance of $72.8 million and a weighted interest rate of 4.5%. A large portion of the balance, $49.9 million, is the internal loan for the new Student Housing & Dining Facilities, which has now been converted to a long-term loan and makes up a portion of UVic's impact investment portfolio. The Internal Loans portion of the Working Capital Investments earned 2.27% in the first half of 2025 and 4.58% for the 12 months ending June 30, 2025.

Return Seeking

The Return Seeking portion of the Working Capital Investments currently consists of five funds that are expected to generate high levels of performance over the long term. All five funds are also impact investments where the intention to generate a positive, measurable social and/or environmental impact runs alongside the expected financial performance.

These five strategies are closed-end funds which have a finite term. Generally, these strategies raise capital through an investment period of three to four years, create value over the subsequent four to five years by implementing enhancements to raise the value of the investments, and sell the investments over the final two to three years to maximize performance. The key measure of success in closed-end funds is the net internal rate of return (IRR), which calculates the performance of the strategies over the entire term of the funds after all fees and expenses. Short-term performance can be extremely volatile and often negative in the early stages of the investment period.

For the six-month period ending June 30, 2025, the Return Seeking investments returned -22.05%, underperforming the CPI+3% benchmark return of 3.49%. For the past 12 months, the Return Seeking investments returned -25.77%, underperforming the CPI+3% benchmark return of 4.86%. The underperformance was largely due to re-valuations on most assets within the BlackRock Global Renewable Power Infrastructure Fund III LP.

1) Active Impact Fund II Limited Partnership

   The Active Impact Fund II LP targets early-stage climate technology companies in North America that already generate revenue and possess higher growth potential. The strategy focuses specifically on areas such as the circular and shared economy, clean energy and transportation, smart infrastructure, and sustainable food and water.

   The Working Capital Investments committed $0.5 million into this strategy in mid-2021. As of June 30, 2025, $0.3 million had been invested with the remaining $0.2 million expected to be invested over the next year. The net return was -6.91% for the first half of 2025 and -15.08% for the last 12 months. Since the strategy's inception, the net IRR was -3.07% as of June 30, 2025. The term of Active Impact Fund II LP extends until 2033.

2) Active Impact Fund III Limited Partnership

   After participating in the Active Impact Fund II LP, an opportunity came up to participate in the subsequent strategy, Active Impact Fund III LP. This fund has a similar strategy to its predecessor but will be able to invest more capital with a higher expected fund-raising amount in Fund III.

   The Working Capital Investments committed $1.5 million into this strategy in late 2023. As of June 30, 2025, $0.3 million had been invested with the remaining $1.2 million expected to be invested over the next two to three years. The net return was -11.98% for the first half of 2025 and -21.36% for the last 12 months. Since the strategy's inception, the net IRR was -21.61% as of June 30, 2025. The term of the Active Impact Fund III LP extends until 2036.

3) BlackRock Global Renewable Power Infrastructure III Limited Partnership

The BlackRock Global Renewable Power Infrastructure III LP invests primarily in renewable power such as solar energy, offshore and onshore wind energy, EV charging stations, and battery storage & manufacturing. The strategy seeks strong financial returns alongside creating positive and measurable impact aligned to the United Nation's Sustainable Development Goals.

The Working Capital Investments committed $10 million into this strategy in late 2020. As of June 30, 2025, $8.6 million had been invested with the remaining $1.4 million expected to be invested by early 2026. The net return was -24.14% for the first half of 2025 and -27.45% for the 12 months ending June 30, 2025. Since the strategy's inception, the net IRR was -8.95% as of June 30, 2025. The term of the BlackRock Global Renewable Power Infrastructure III LP extends until 2034.

The performance challenges of this strategy primarily stems from three issues:

1. BlackRock deployed capital during a period when optimism on the performance expectations of renewable energy assets and platforms was higher, and in some cases, overly optimistic growth assumptions were utilized.

2. Certain sectors, particularly renewable development and electric vehicle charging, have faced increasingly challenging industry, regulatory and capital markets conditions.

3. A number of the companies in the portfolio have underperformed against their business plans. Four of the 19 companies in the strategy are either bankrupt or in liquidation and are currently valued at zero.

Earlier this year, BlackRock replaced the entire portfolio management team for the strategy with the team from Global Infrastructure Partners ("GIP"), which BlackRock acquired on October 24, 2024. At the time of acquisition, GIP was the third largest global infrastructure manager in the world by assets under management. In the long-term, it is expected that the performance of the strategy will improve with GIP making the decisions, but it will most likely take some time for GIP's enhancements to improve short-term performance. We continue to monitor the strategy closely and are in correspondence with BlackRock for ongoing updates.

4) Raven Indigenous Impact Fund I Limited Partnership

Founded in 2018, Raven Indigenous Capital Partners is North America's first Indigenous-led and owned impact investment firm. The Raven Indigenous Impact Fund LP invests in innovative and scalable Indigenous enterprises that are helping to build a renewed and sustainable Indigenous economy.

The Working Capital Investments committed $0.50 million into this strategy in late 2020. As of June 30, 2025, this fund is fully invested with $0.48 million of the committed amount invested and the remaining $0.02 million earmarked for management fees and

expenses over the life of the fund. The net return was -1.44% for the first half of 2025 and -6.15% for the last 12 months. Since the strategy's inception, the net IRR was -0.43% as of June 30, 2025. The term of the Raven Indigenous Impact Fund I LP extends until 2033.

5) Raven Indigenous Opportunities Fund I Limited Partnership

The Raven Indigenous Opportunities Fund I LP was established to provide follow-on capital to the six highest performing companies in Raven Indigenous Capital Partners Fund I LP. The creation of a follow-up fund to support investments from a previous fund is uncommon in the venture capital space. However, Raven Indigenous Capital Partners believed a follow-up fund was necessary given the uniqueness of its holdings and the need to support them in scaling up further before exiting these six investments.

The Working Capital Investments committed $0.5 million into this strategy in 2024 with the first capital call occurring in March of 2025. As of June 30, 2025, $0.2 million had been invested with the remaining $0.3 million expected to be invested over the next two years. Performance will be provided after one year of investing in the strategy. The term of the Raven Indigenous Opportunities Fund I LP extends until 2033.

Appendix 3: Impact GIC Reports

Investment Details – Cascadia Credit Union (formerly 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 initial deposit of over $500,000 was placed with a credit union based in the Okanagan Valley, Summerland & District Credit Union, which has recently been renamed Cascadia Credit Union after a recent merger with two other credit unions.

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.

An example of UVic's investment supporting the SDGs is an Impact GIC that supports NeuMovement.

NeuMovement is a wellness community inspired by integrating movement physiotherapy, Pilates, massage, and modalities to heal the 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 its operations to three studios, two 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

University of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

Date: September 10, 2025

To: Finance Committee

For: Information

From: Kristi Simpson, Vice-President Finance and Operations

cc: Acting President and Vice-Chancellor

Meeting Date: September 23, 2025

Subject: University of Victoria Responsible Investment Report – March 31, 2025

Background:
UVic has a **working capital investment policy** that provides guidance to management and UVic's external investment managers with respect to the investment of university cash (excluding the assets of UVic's pension funds, the Long-Term Disability Trust, UVic's Applied Portfolio Management Program and the University of Victoria Foundation). Semi-annually, a report is provided to the Board of Governors that outlines available cash for investment, current investments as compared to policy, performance of the investments and market commentary.

In January of 2025, the **responsible investment policy** was updated to set out responsible investment goals with respect to the investment of UVic's working capital investments. Amongst other revisions, the updated policy outlines a requirement to report on responsible investment activities and their related goals to be submitted annually to the Board of Governors and the UVic community.

This report is the first reporting out under this policy and it reflects investments and activity for the period ended March 31st, 2025.

Previous Consultation:
Board of Governors, including: #BOG-Apr01/14-05; #BOG-May27/14-16; #BOG-Sept30/14-24;#BOG-Jan26/16-28; #BOG-Mar26/19; #BOG-May28/19-06, #BOG-Jun24/19-16; #BOG-Sep24/19-, #BOG-Nov26/19; #BOG-Jan17/20-01; #BOG-Jun29/21-07; BOG-Oct4/22-06;BOG-Sep27/23/07;BOG-Sep24/24-05

Planned Further Action:
We will continue to make investments that further our working capital and responsible investment policies through the upcoming year. These investments will be reported in the semi-annual reporting to the Board of Governors in September and March respectively. We will also work with University Communications & Marketing to regularly update the university community as we make progress towards achieving our goals.

Additionally, the Working Capital Investment Policy is mandated to be reviewed in 2027. With the revisions to the Responsible Investment Policy being approved in 2025, recommended revisions to the Working Capital Investment Policy will be brought forward to the Board of Governors in the spring of 2026.

Basis for Jurisdiction: Responsible Investment Policy, FM5215
Working Capital Investment Policy, FM5200

Attachment(s): Appendix 1: 2024 – 2025 Board of Governors Responsible Investment Report

RESPONSIBLE INVESTMENT REPORT 2024–2025

UNIVERSITY OF VICTORIA

MARCH 31, 2025

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MESSAGE FROM THE VPFO

We are pleased to present the University of Victoria's Responsible Investment Report for the year ending March 31, 2025. This report highlights our continued progress in integrating responsible investment considerations into our Working Capital Investments and our work in meeting the commitments in our Responsible Investment Policy.

The Working Capital Investments are separate from our endowments and provide the liquidity needed to support operations throughout the year. The returns from these investments contribute directly to the university's operating budget.

This year, the Responsible Investment Policy was updated in January to incorporate the university's responsibility to honour local Indigenous laws and protocols and to be in right relationship with all people, beings, lands, and waters. In keeping with this responsibility, we committed $500,000 to the Raven Indigenous Capital Partners Opportunities Fund I LP, an Indigenous-led fund supporting Indigenous enterprises as catalysts for social change and prosperity.

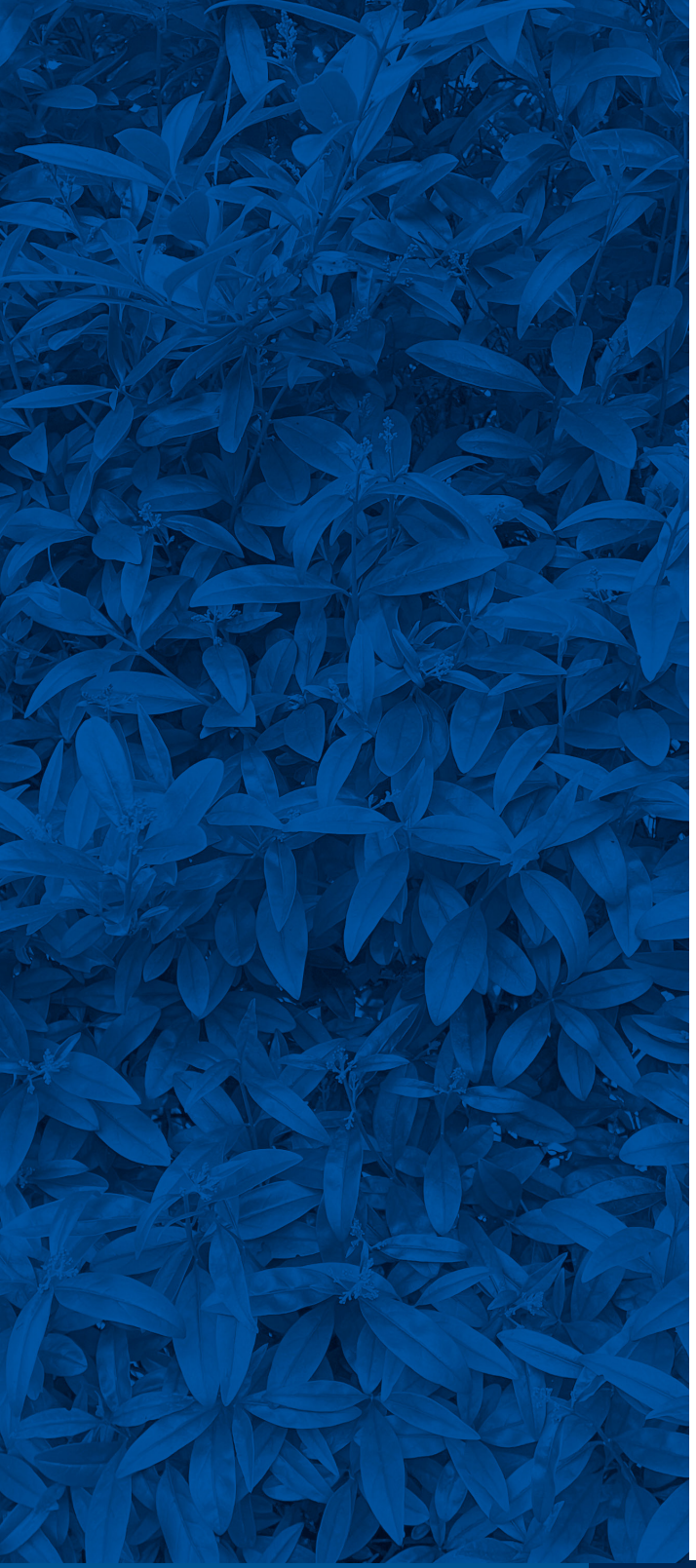
We have refined the use of terminology, particularly around stewardship and impact investing, to align with leading global frameworks including the Principles for Responsible Investment, the Chartered Financial Analyst Institute, and the Global Impact Investing Network. Our stewardship practices have also been strengthened to include escalation measures, along with exclusions that prohibit investments in weapons consistent with statutory restrictions and international treaties to which Canada is a signatory.

The updated policy also includes raising our carbon intensity reduction target from 45% to 50% by 2030, in line with UVic's Climate and Sustainability Action Plan. We have also increased our impact investment target from 25% to 30% to invest in companies that generate a positive environmental or social impact alongside market returns.

These updates build on our strong progress to date and reflect our commitment to advancing sustainability, reconciliation, and positive social impact while stewarding the financial resources that support our students and the university's priorities. We are grateful for the continued support and engagement of our students and campus community as your commitment helps guide and strengthen our progress in responsible investment.

Thank you.

Kristi Simpson
Vice-President Finance & Operations



OUR **RESPONSIBLE** INVESTMENT APPROACH

OUR RESPONSIBLE INVESTMENT APPROACH

The University of Victoria holds a responsibility to honour local Indigenous laws and protocols and to be in right relationship with all people, beings, lands and waters. The university is deeply committed to sustainability, and the critical need to address climate change across society and in every university domain (research, education, community engagement, and campus operations). Our goal is to be a global leader in environmental and societal sustainability including responding to the critical global issue of climate change.

To support our commitment to sustainability and to articulate our goals with respect to working capital investments, the university initially adopted a Responsible Investment Policy in January 2020 and updated the Working Capital Investment Policy in June 2020. The Responsible Investment Policy was reviewed and updated by the Board of Governors in January 2025.

Responsible Investment Policy Key Commitments:

1. Leverage the university's strategic plans to inform and guide its working capital investment decisions.
2. Use university working capital investments to address the physical and transitional risks and opportunities of climate change.
3. Use inclusions and exclusions to reduce the carbon intensity of investments by at least 50% by 2030.
4. Use university working capital investments to invest at least 30% of the working capital investments in Impact Investments that align with its investment objectives and responsible investment goals in opportunities that work toward addressing societal challenges that further the Sustainable Development Goals ("SDGs").
5. Invest within the commitment as a signatory to the United Nations supported Principles for Responsible Investment.

The policy also reflects recent updates to our stewardship approach, including clearer definitions of commonly used responsible investment terms and processes for advocacy, engagement, and escalation, as well as guidance on exclusions. The policy also includes a formal exclusion policy and the prohibition of investments in weapons, consistent with statutory investment restrictions and international treaties and conventions to which Canada is a signatory.

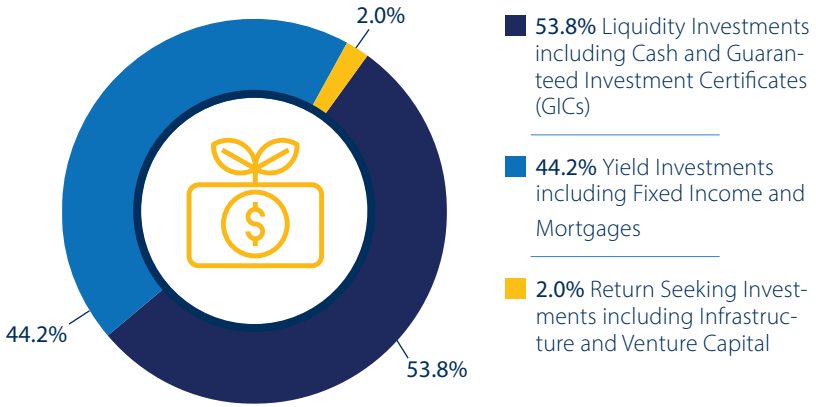
Principles for Responsible Investment (PRI)

As a PRI signatory, we view PRI's principles as a framework for responsible investing and abide by its six guiding principles:

- Principle 1: We will incorporate ESG issues into investment analysis and decision-making processes.
- Principle 2: We will be active owners and incorporate ESG issues into our ownership policies and practices.
- Principle 3: We will seek appropriate disclosure on ESG issues by the entities in which we invest.
- Principle 4: We will promote acceptance and implementation of the Principles within the investment industry.
- Principle 5: We will work together to enhance our effectiveness in implementing the Principles.
- Principle 6: We will each report on our activities and progress towards implementing the Principles.

Our working capital investment pool (the pool) reflects the funds available to support campus operations. The current asset mix of the pool is shown in the chart below:

Working Capital Pool Investments - $431.3 million



Working Capital Investment Pool by Asset Category, as at March 31, 2025

OUR **IMPACT** PORTFOLIO

OUR IMPACT PORTFOLIO

What is Impact Investing?

The Principles for Responsible Investment (PRI) defines impact investing as investing with the intention to generate a positive, measurable social and/or environmental impact alongside a financial return.

Impact Measurement

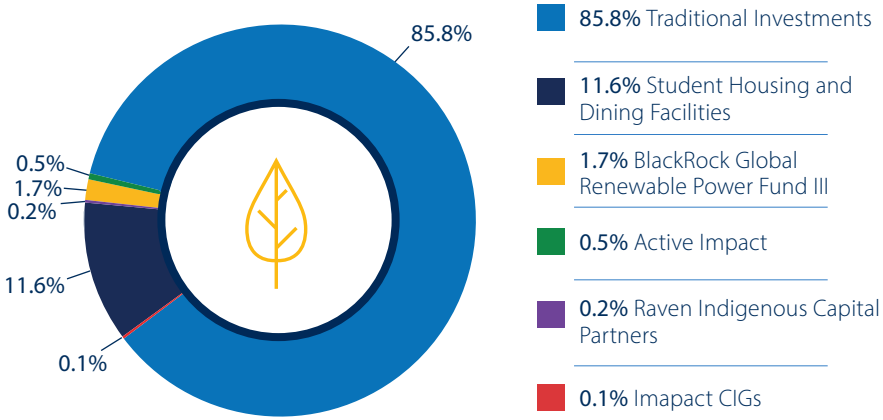
The UN Sustainable Development Goals (SDGs) are a collection of 17 goals set by the UN General Assembly in 2015 to achieve a better and more sustainable future for all. We are committed to considering impact investments in all asset classes that align with the investment strategies outlined in the Working Capital Investment Policy and Responsible Investment Policy.

We use IRIS+ metrics developed by the Global Impact Investing Network (GIIN) to report the impact achieved by our investments.

Impact Results

As at March 31, 2025, we have committed to invest 14.2% of our portfolio in impact investments as outlined in the figure below.

Working Capital Pool - Impact Investments and Commitments*



**Working Capital Impact Investments and Commitments, as at March 31, 2025. Commitments are funded over time as funds are called and then will be reported as investments.*

Identifying impact investment opportunities remains challenging, particularly within the liquidity and yield investment categories where investment options are limited. The university is working with partners to identify appropriate mandates and conducting meaningful due diligence to build confidence in developing strategies appropriate for UVic. We remain committed to seek additional impact investment opportunities in order to reach our 30% impact investment target.

Active Impact Fund II (AIF II)

Main Impact Area: SDG 13 – Climate Action | **Investment Year:** 2021 | **Geographic Location of Impact:** North America

Active Impact's AIF II invests in companies that support the global transition to a carbon neutral economy, focusing on themes including clean energy & transportation, smart infrastructure, sustainable food & water, and circular economy. The fund's investments have avoided 76,268 tons of CO_2 equivalent emissions and diverted 2,159 tonnes of waste in the past year.

IMPACT OUTCOMES			
SDG	**METRIC**	**IMPACT FROM FUND**	**IMPACT ATTRIBUTABLE TO UVIC**
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Tonnes of waste diverted	**2,159** tonnes	**18** tonnes
13 CLIMATE ACTION	Greenhouse gas emissions avoided (Year)	**76,268** tons of CO_2 emissions avoided	**633** tons of CO_2
13 CLIMATE ACTION	Greenhouse gas emissions avoided (Cumulative)	**241,146** tons of CO_2 emissions avoided	**2,002** tons of CO_2

AIF II Impact Outcomes, as at March 31, 2025

Active Impact Fund III (AIF III)

Main Impact Area: SDG 13 – Climate Action | **Investment Year:** 2024 | **Geographic Location of Impact:** North America

Active Impact's AIF III invests in companies that support the global transition to a carbon neutral economy, focusing on themes including clean energy & transportation, smart infrastructure, sustainable food & water, and circular economy. The fund's investments have avoided 114 tons of CO_2 equivalent emissions and saved 5 million litres of water in the past year.

IMPACT OUTCOMES			
SDG	**METRIC**	**IMPACT FROM FUND**	**IMPACT ATTRIBUTABLE TO UVIC**
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Litres water saved (year)	**5 million** litres	**68,500** litres
13 CLIMATE ACTION	Greenhouse gas emissions avoided (year)	**114** tons of CO_2 emissions avoided	**2** tons of CO_2 emissions avoided

GRP III Impact Outcomes, as at March 31, 2025

Case Study: Jetson, Vancouver, BC

Home heating and cooling is one of the largest sources of residential emissions, and one of the hardest to change at scale. Jetson is making it easy. Its full-stack platform delivers high-performance heat pump installations by integrating hardware, software and services into a single, seamless customer experience.

In 2024, Jetson launched operations in Vancouver and Denver, acquired Helio Home to expand its U.S. footprint, and rapidly scaled its installation team. By streamlining permits and incentives, the firm grew from zero to $14 million estimated revenue within nine months of launch.

In a warming world, and with rising global prosperity driving demand for comfortable, climate-controlled homes, heating and cooling needs are growing fast. Jetson is meeting that demand with a climate friendly model built for scale, making home electrification faster, cheaper and easier than ever before.

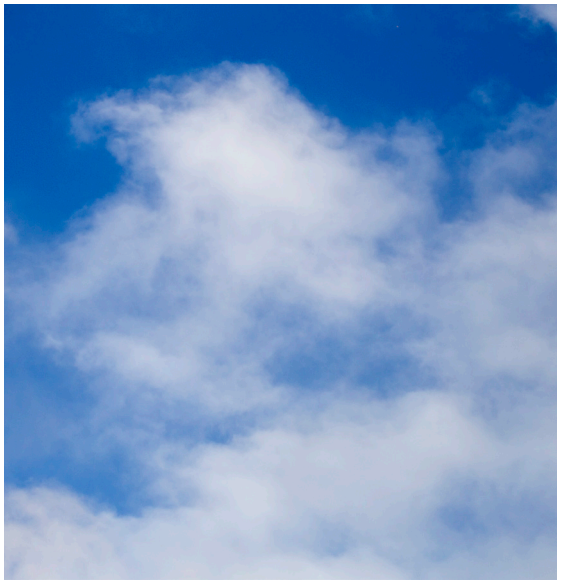
> "We're uniquely approaching this from a technology driven, software enabled perspective. We're using a huge amount of AI in the backend to power the operational side that makes all the nuts and bolts complexity manageable at scale."
>
> Stephen Lake, Founder & CEO

BlackRock Global Renewable Power Fund III (GRP III)

Main Impact Area: SDG 13 – Climate Action | **Investment Year:** 2020 | **Geographic Location of Impact:** Global

BlackRock's GRP III focuses on investing in solar and wind renewable power generation projects globally. The fund's investments have avoided 395,592 tons of CO_2 equivalent emissions and powered 322,276 homes with clean energy in the past year.

IMPACT OUTCOMES			
SDG	**METRIC**	**IMPACT FROM FUND**	**IMPACT ATTRIBUTABLE TO UVIC**
6 CLEAN WATER AND SANITATION	Water savings from renewable power generation (Year)	**13,421,953** cubic meters of water reduced	**87,243** cubic meters of water reduced
7 AFFORDABLE AND CLEAN ENERGY	Homes powered with clean energy (Year)	**322,276** homes	**2,095** homes powered with clean energy
13 CLIMATE ACTION	Greenhouse gas emissions avoided (Year)	**395,592** tons of CO_2 emissions avoided	**2,571** tons of CO_2 emissions avoided



AIF II Impact Outcomes, as at March 31, 2025

Raven Indigenous Capital Partners Fund I (RICP I)

Main Impact Area: SDG 8 – Decent Work and Economic Growth
Investment Year: 2020
Geographic Location of Impact: Canada

Raven Indigenous Capital Partners is an Indigenous-led and owned financial intermediary that invests in Indigenous enterprises as catalysts for social change and prosperity. RICP I has retained 223 Indigenous employees across its portfolio companies in the past year.

Raven Indigenous Capital Partners Opportunities Fund I (RICPO I)

Main Impact Area: SDG 8 – Decent Work and Economic Growth
Investment Year: 2025
Geographic Location of Impact: Canada

Raven Indigenous Capital Partners is an Indigenous-led and owned financial intermediary that invests in Indigenous enterprises as catalysts for social change and prosperity. RICPO I is a continuation fund to extend support to companies in RICP I. Impact metrics will be reported as investments are made in the fund.

IMPACT OUTCOMES

SDG	METRIC	IMPACT FROM FUND	IMPACT ATTRIBUTABLE TO UVIC
8 GOOD JOBS AND ECONOMIC GROWTH	Indigenous jobs retained	**223** Indigenous jobs retained	**4** Indigenous jobs retained

RICP I Impact Outcomes, as at March 31, 2025

In addition to reporting IRIS+ aligned impact metrics, Raven also aligns its impact reporting with the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).

Highlight of Representation and Agency in RICP I Investments:

- 26% total jobs are Indigenous/Native (201 of 777)
- 41% new jobs created are Indigenous/Native (15 of 36)
- 47% board members are Indigenous/Native (33 of 70)
- 35% management team members are Indigenous/Native (28 of 79)

Student Housing and Dining Facilities

Main Impact Area: SDG 11 – Sustainable Cities and Communities and SDG13 – Climate Action
Investment Year: 2023
Geographic Location of Impact: Victoria, BC

In 2018, we committed to provide financing to a new Student Housing and Dining Project at the University of Victoria. The Project encompassed two new buildings on campus and is the largest capital project (over 32,000 m2 of gross floor area) in the university's history. The new buildings provide 783 total student spaces, with 398 beds for students at Čeqʷəŋín ʔéʔləŋ (Cheko'nien House) and 385 student beds at Sŋéqə ʔéʔləŋ (Sngequ House). In addition to student housing, Čeqʷəŋín ʔéʔləŋ (Cheko'nien House) features the Cove dining hall that is open to the entire campus community and Sŋéqə ʔéʔləŋ (Sngequ House) provides two 225-seat classrooms, conference and catering facilities, and an Indigenous student lounge.

The design and construction of the new buildings meets Leadership in Energy and Environmental Design (LEED) V4 Gold and Passive House standards, the most rigorous global building standards for sustainability and energy efficiency. LEED V4 is an internationally recognized, third-party rating system based on energy and environmental principles, which balances knowledge from established practices and emerging concepts. Passive House design principles aim to reduce energy consumption, GHG emissions, maintenance costs, and replacement costs by investing in a higher performing building envelope.

Energy reduction goals will help foster a culture of energy conservation on campus using innovative technologies, including:

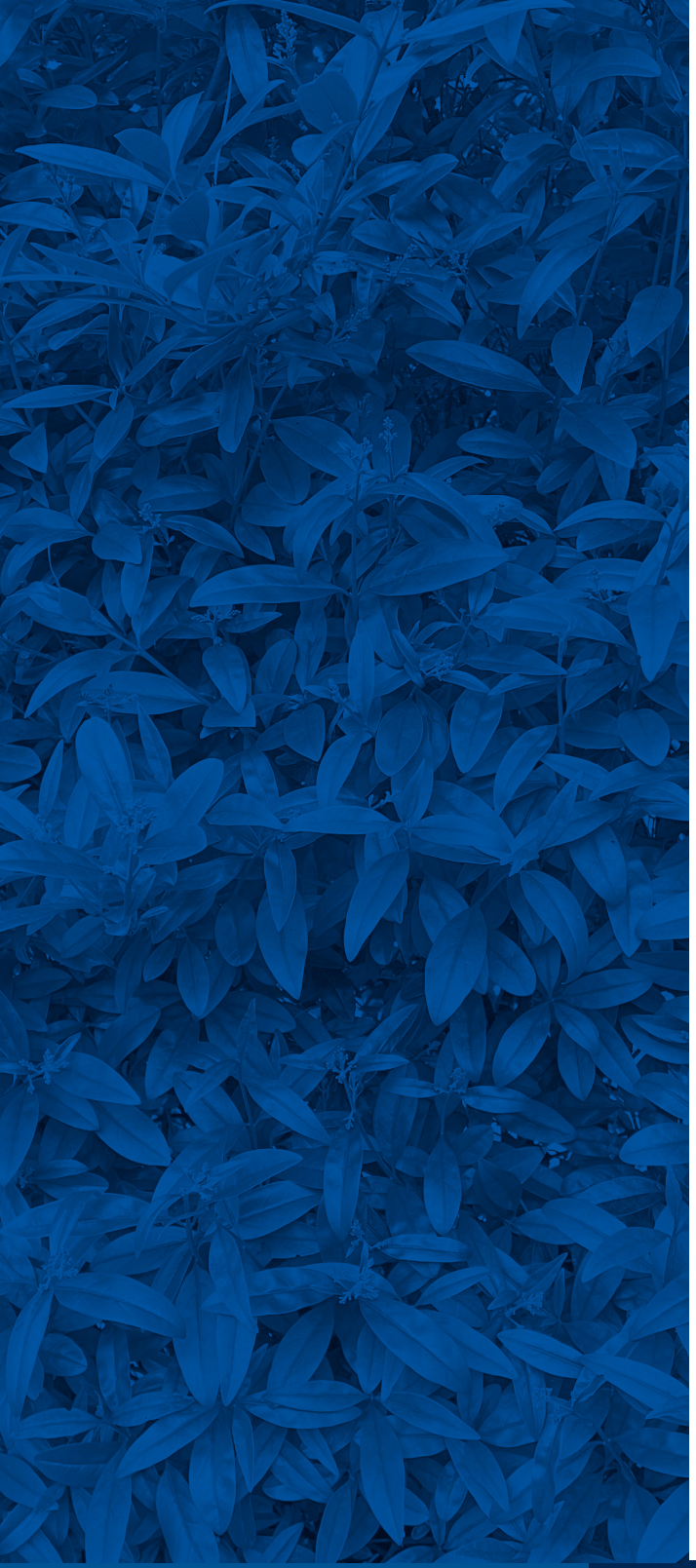
- Reduction in GHG emissions,
- Reduction in campus electrical intensity, and
- Reduction in campus gas consumption.

This investment demonstrates our commitment to sustainability and supports the carbon reduction goals of the university. Čeqʷəŋín ʔéʔləŋ (Cheko'nien House) was completed in 2022 and Sŋéqə ʔéʔləŋ (Sngequ House) was completed in 2023.

Impact GICs

Main Impact Area: Promoting Sustainable Futures
Investment Year: Recurring
Geographic Location of Impact: Canada with a focus in BC

Impact GICs were created in collaboration with credit unions across Canada. Unlike traditional GICs, Impact GICs allow us to make a positive impact on our environment and community while generating competitive returns. All loans from the Impact GIC program support local businesses pursuing at least one of the UN SDGs. The university is actively seeking opportunities to expand its investments in Impact GICs to better meet its impact investment target at the total fund level.



OUR **DECARBONISATION** PROGRESS

OUR DECARBONISATION PROGRESS

What is Carbon Footprinting?

A carbon footprint refers to the amount of greenhouse gases (GHGs) produced directly or indirectly to support the activities of a person or an entity.

The GHGs are measured in equivalent tons of carbon dioxide ($C0_2e$) and are reported in three emissions scopes.

- **Scope 1:** GHG emissions are direct emissions from sources that are owned or controlled by the entity.
  - Ex. On site fossil fuel combustion from company facilities
  - Ex. Fleet fuel consumption from company vehicles
- **Scope 2:** GHG emissions are indirect emissions generated in the production of electricity, heat, or steam consumed by the entity.
  - Ex. Purchase of electricity for use
- **Scope 3:** GHG emissions are emissions from sources not owned or directly controlled by the entity but are a consequence of the activities of the entity.
  - Ex. Upstream activities such as employee commuting, travel, or purchased goods
  - Ex. Downstream activities such as the use of products

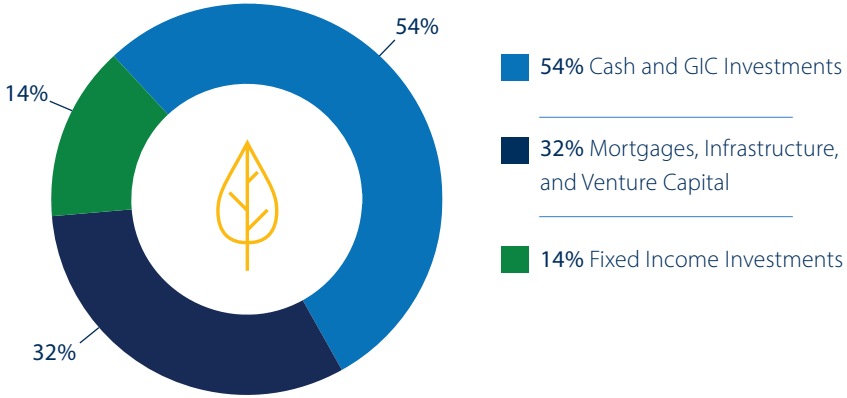
Decarbonisation Goal

Our decarbonisation goal to reduce the carbon intensity of the Working Capital Investments by 50% by 2030 is in line with the university's Climate & Sustainability Action Plan 2030. Investing in companies with a lower carbon intensity will help the portfolio mitigate physical and transitional risks associated with climate change as society transitions to a greener economy that is focused on reducing greenhouse gas emissions.

The measurement of carbon associated with investments is a new and rapidly developing field and, as such, there are data availability constraints. Currently, these constraints limit our ability to measure corporate data before 2017 and to include scope 3 emissions. The decarbonisation working group provided advice and guidance on how to approach measurement within current limitation. We are committed to reviewing methodologies annually to consider opportunities to include more of our assets beyond corporate fixed income, review new carbon intensity measures, and consider incorporating scope 3 emissions.

With the above limitations we are currently measuring the carbon intensity of 100% of our fixed income portfolio as follows:

Carbon Footprint Approach



Working Capital Investments Carbon Footprint Approach, as at March 31, 2025

Qualitative Standards for GIC Investments

By referencing Oxford Martin's Principles for Climate-Conscious Investment, we developed the following Qualitative Standards for GIC Investments.

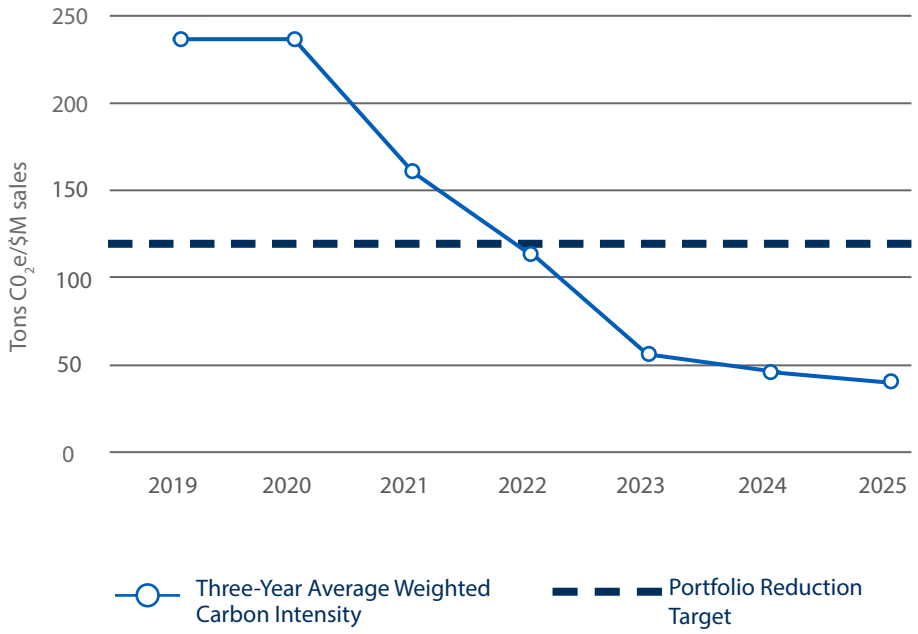
Assuming risk adjusted returns are not compromised and recognizing restrictions within the Working Capital Investment Policy and Responsible Investment Policy, we will prioritize making GIC investments with financial institutions that

- Have a commitment to net zero emissions through their policies,
- Have profitable net-zero business models by integrating climate considerations during lending, and
- Have quantitative medium-term carbon reduction targets.

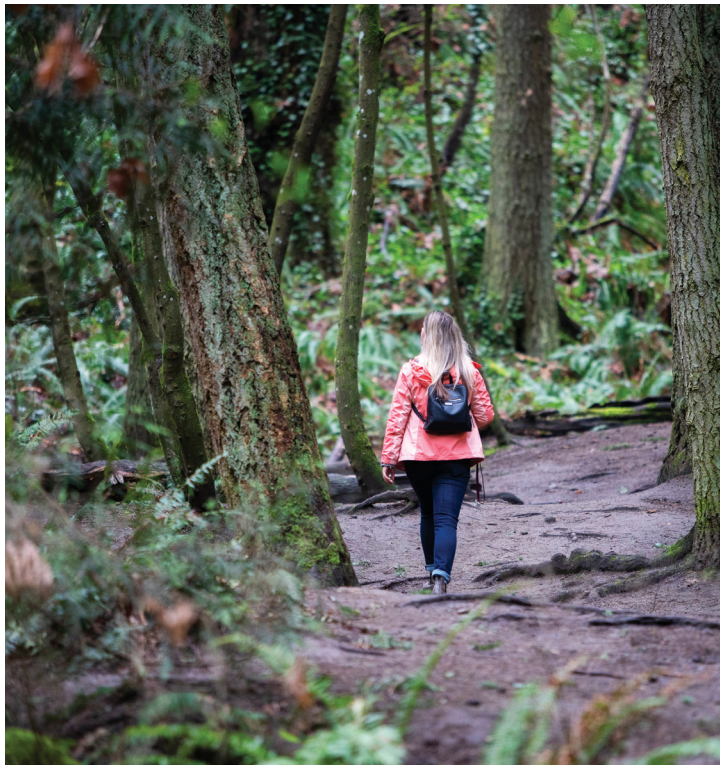
Portfolio Carbon Intensity

The carbon intensity of the portfolio is 83% lower compared to the 2019 baseline year. The reduction in carbon intensity over the past year is mainly driven by the investments within the fossil fuel free fixed income funds.

Three-Year Rolling Weighted Carbon Intensity



Working Capital Investments Three-Year Rolling Average Carbon Intensity, as at March 31, 2025



Annual Portfolio Carbon Intensity

The figure below outlines the annual carbon intensity used to calculate the three-year rolling average carbon intensity. Total emissions are reported starting from 2020 when data became available. The addition of a fossil fuel free fixed income strategy in 2023-24 increased the data coverage significantly. The decrease in data coverage from 78% to 63% was due to an increased weighting to government bonds within the fixed income strategies. The increase in total emissions to 409 tons is driven by fixed income managers investing in companies that emitted more on an absolute basis while the portfolio's carbon intensity decreased from 32 tons CO2e/$M sales to 28 tons CO2e/$M sales which indicates an improved efficiency relative to revenue. We will monitor the increase in total emissions closely to assess ongoing alignment with the university's climate objectives.

CARBON FOOTPRINTING DATA 2017-2025					
YEAR	ASSET CLASS	DATA COVERAGE	WEIGHTED AVERAGE CARBON INTENSITY	THREE-YEAR ROLLING WEIGHTED AVERAGE CARBON INTENSITY	TOTAL EMISSIONS
2017	Fixed income	7%	233 Tons CO_2e/$M sales	N/A	N/A
2018	Fixed income	8%	300 Tons CO_2e/$M sales	N/A	N/A
2019	Fixed income	13%	185 Tons CO_2e/$M sales	239 Tons CO_2e/$M sales	N/A
2020	Fixed income	25%	235 Tons CO_2e/$M sales	240 Tons CO_2e/$M sales	125 Tons CO_2e
2021	Fixed income	27%	64 Tons CO_2e/$M sales	161 Tons CO_2e/$M sales	97 Tons CO_2e
2022	Fixed income	30%	46 Tons CO_2e/$M sales	115 Tons CO_2e/$M sales	67 Tons CO_2e
2023	Fixed income	31%	62 Tons CO_2e/$M sales	57 Tons CO_2e/$M sales	25 Tons CO_2e
2024	Fixed income	78%	32 Tons CO_2e/$M sales	47 Tons CO_2e/$M sales	77 Tons CO_2e
2025	Fixed income	63%	28 Tons CO_2e/$M sales	40 Tons CO_2e/$M sales	409 Tons CO_2e

Normalized Carbon Intensity Data from 2017 to 2025 (Carbon intensity is calculated as at March 31 of each year)

RESPONSIBLE INVESTMENT

Stewardship in Practice

The university believes Stewardship improves the management of ESG risks and opportunities, which will be important to deliver superior long-term risk-adjusted returns. The university will exercise its rights as an investor by taking into account ESG considerations and use the Stewardship tools listed below in its overall management of ESG risks and opportunities. The university commits to incorporating the ten principles of United Nations Global Compact in the execution of this policy.

United Nations Global Compact

Human Rights

1. Businesses should support and respect the protection of internationally proclaimed human rights, and
2. make sure that they are not complicit in human rights abuses.

Labour

3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
4. the elimination of all forms of forced and compulsory labour;
5. the effective abolition of child labour; and
6. the elimination of discrimination in respect of employment and occupation.

Environment

7. Businesses should support a precautionary approach to environmental challenges,
8. undertake initiatives to promote greater environmental responsibility, and
9. encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

10. Businesses should work against corruption in all its forms, including extortion and bribery.

Advocacy

In February 2025, the University of Victoria joined 33 Canadian asset owners, led by the Trottier Family Foundation, in signing an open letter urging Canada's major banks and asset management firms to uphold their net-zero commitments. The letter expressed concern over recent withdrawals from the UN-backed Net Zero Banking Alliance and Net Zero Asset Manager initiative, emphasizing the importance of membership in such initiatives for accountability, transparency, and consistent reporting. The signatories, representing $53 billion in assets, called on these financial institutions to maintain their 2050 net-zero commitments, establish robust 2030 science-based targets, and provide standardized annual progress updates.

Escalation

As part of our escalation practices, we raised concerns with one of the fixed income managers adding Boeing bonds to its portfolio. Boeing's 2024 was marred by significant safety and quality control failures, beginning with a door-plug blowout in January, leading to increased regulatory scrutiny, grounded flights, and investigations. These systemic issues were highlighted by a whistleblower's allegations of manufacturing shortcuts, a major strike by workers, and reports of non-compliance in manufacturing processes. Consequently, the company faced hundreds of millions of dollars in fines, a criminal investigation, and a loss of trust from the public and customers, impacting its financial performance and reputation.

From a fixed income perspective, Boeing held a BBB- credit rating and, when facing the risk of a further downgrade to non-investment grade, began raising equity at the expense of equity holders to keep bondholders happy. While the manager initially justified the position as a relative value trade, we engaged with them on the risks tied to Boeing's governance and financial decisions. Following these discussions, the manager informed the university that they had exited the position as the firm ultimately felt that the relative value position had run its course.

These examples reflect the university's commitment to active stewardship and prudent risk management.

Collective Engagement

We are a member of the University Network for Investor Engagement (UNIE), through the Shareholder Association for Research and Education (SHARE). Alongside 16 other post-secondary institutions, we work to engage companies on climate-related discourse, leading to tangible changes and progress in corporate sustainability practices.

Engagement—the act of communicating with a company on critical issues, as an investment shareholder and overall stakeholder—enables investors to use their voices to support better corporate sustainability policies and practices. Through collaboration with both the UNIE network and the larger SHARE network, we have a voice with scale, leading engagements that are supported by rigorous research and deep expertise from SHARE's staff and strategic partners.

UNIE focuses on engaging on the following issues:

- Focus Area 1: Financing Climate Action and Energy Transition
- Focus Area 2: A Sectoral Approach to Oil & Gas
- Focus Area 3: Decarbonizing Utilities
- Focus Area 4: Mining for Just Transition
- Focus Area 5: Science-Based Targets for Retail
- Focus Area 6: Fueling Innovation for Transport

In 2025, UNIE will continue to promote the adoption of comprehensive Climate Action Plans. Given the inherent challenges and unique opportunities that each sector faces in transitioning to a net-zero economy, it is expected that UNIE will dig deeper into six sector-specific strategies tailored for the banking, oil & gas, utilities, mining, retail, and transport sectors. This change is expected to enable UNIE to deploy tailored, realistic and impactful strategies to support the decarbonization plans of high-GHG emitters.

These engagements have involved collaboration between the UNIE network and SHARE's larger network of engagement clients. We are 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.

Case Study: Engagement with Canadian Banks

Issue: Clean energy finance ratios, defined as a financial institution's total financing through equity and debt underwriting and project financing in low carbon energy supply as a proportion of that in fossil fuel energy supply, are an opportunity for banks to drive economic growth and finance the climate transition.

Action: Over a 10-day period in October 2024, SHARE filed shareholder proposals at Scotiabank, Canadian Imperial Bank of Commerce, Toronto-Dominion Bank, and Bank of Montreal. Undertaken with holdings from SHARE clients, the SHARE team coordinated with PFA Pension, the largest pension fund in Denmark, as a co-filer on all four proposals, reinforcing the message we have been relaying to the banks that global investors are interested in and tracking these ratios.

Outcome: The filings have created space for further dialogue with the banks, which led Scotiabank to commit in early 2025 to disclose its energy supply ratio, using an approach proposed by the Institute of International Finance in its White Paper on an Energy Supply Ratio for Bank Disclosures. SHARE and Scotiabank will meet in the coming year to review methodological choices. Dialogue with CIBC, TD and BMO continue.

University Network for Investor Engagement
Réseau universitaire pour l'engagement actionnarial

INVESTMENT MANAGER RESPONSIBLE INVESTMENT INTEGRATION

RPIA (Fixed Income)

Responsible Investment Philosophy

RPIA's objective is to add value for investors through a focus on long-term capital preservation and growth. The firm believes that ESG factors can materially impact the risk and return profile of the corporate fixed income securities in which it invests and that understanding these issues enables RPIA to better manage downside risk and present new opportunities to create value for investors.

Integration in the Investment Process

RPIA's ESG integration framework includes analysis across all three ESG pillars and focused analysis on both climate change and diversity & inclusion. The ESG pillars encapsulate many of the long-term and large-scale trends which the firm believe will result in both risks and opportunities that all companies must address over time. These pillars have been designed to help the team aggregate ESG related information (both quantitative and qualitative) so that RPIA may incorporate ESG-related risks/opportunities into its overall view on an issuer's credit worthiness and relative value. RPIA believes the content within these pillars provide the necessary breadth to accurately assess ESG risks across the sectors within which the firm invests.

Case Study: US Telecommunication Company

Engagement Rationale:

- RPIA had maintained an overweight position in the telecommunications sector for some time. Recently, it sought to reduce its exposure to the sector by capitalizing on its strong performance. After conducting a peer comparison, it identified this issuer as having a significantly higher GHG emissions intensity relative to revenue.
- The primary focus of RPIA's engagement was on the company's GHG Emissions Intensity (Scope 1+2), measured in tonnes of CO_2e per million dollars of revenue for 2022.
- This issuer held a notable position in many of RPIA's portfolios, particularly within its ESG-focused, index-relative strategies.

Highlights and Outcome:

- During RPIA's engagement, the company was unable to explain why its GHG emissions intensity was significantly higher than that of its industry peers. Despite several follow-ups, it did not receive a response to this key question.
- After its engagement, the company released its 2023 ESG report, which showed a modest reduction in GHG emissions intensity. However, the decline was not substantial, and the company's emissions intensity remained well above industry norms. This continued to raise concerns about their commitment to addressing their environmental impact.
- As a result of this engagement, RPIA decided to reduce its position in the company. This decision was driven by two factors: portfolio construction considerations and RPIA's goal of lowering the overall emissions intensity score of its funds.
- RPIA will continue to monitor the company's environmental progress but remain cautious due to its ongoing lack of alignment with peer benchmarks in emissions reduction.

Appendix 1: Carbon Intensity Methodology

Methodology

To help with our goal to reduce the carbon intensity of our investments by 50% by 2030, a Decarbonisation Working Group was formed in 2020 to provide guidance and help support the carbon reduction goals. This group met regularly to provide information, expertise, and advice to help with the development of carbon tracking methodology, development of appropriate reporting to UVic's Board of Governors and campus community, and suggest investment opportunities that move us towards achieving our carbon intensity reduction goal.

In reviewing our investments, the working group recommended measuring the weighted average carbon intensity and the total emissions, which were selected based on the recommended common carbon footprinting and exposure metrics from the Task Force on Climate-related Financial Disclosure (TCFD).

The weighted average carbon intensity measures a portfolio's exposure to carbon-intensive companies, measured in tons of carbon-dioxide equivalent emissions per million dollars in sales (tons CO2e/$M sales). It was chosen due to its simplicity and relative data reliability, as well as being the preferred methodology among a majority of institutional investors as it allows for comparison between portfolios.

$$\sum\left(\frac{\textit{Current Value of Investment}}{\textit{Current Value of Portfolio}} \text{ X } \frac{\textit{Issuer's Scope 1 and Scope 2 GHG Emissions}}{\textit{Issuer's Revenue (\$ Millions)}}\right)$$

Weighted Average Carbon Intensity (tons CO_2e/$M sales)

The total emissions measures the absolute greenhouse gas emissions associated with a portfolio, expressed in tons CO2e. This metric is less adopted since it is not generally used to compare portfolios. However, we believe in the importance of measuring this metric to track the absolute GHG emission reductions we achieve as absolute carbon reduction is ultimately our societal goal.

$$\sum\left(\frac{\textit{Current Value of Investment}}{\textit{Issuer's Enterprise Value}} \text{ X } \textit{Issuer's Scope 1 and Scope 2 GHG Emissions}\right)$$

Total Emissions (tons CO_2e)

Current Measurement Approach

Data Coverage

The quality and availability of carbon footprint data is inconsistent across asset classes at this time, with public equities having the most data availability, followed by fixed income. The Working Capital Investments do not hold public equities, so this carbon footprint report measures the weighted average carbon intensity on the fixed income investments. We are working with our investment managers to provide information on additional asset classes including GICs, mortgages, infrastructure, and venture capital investments as data and metrics become available. For holdings that we are not able to carbon footprint at this time, we are committed to achieving the spirit of the Responsible Investment Policy and are working to create qualitative standards to evaluate our investments in other asset classes.

Emission Scopes Included

Due to data quality issues and the potential for double counting, we are currently measuring and reporting on scope 1 and scope 2 emissions in our fixed income investments.

We are committed to reviewing this approach annually to ensure we continue to report on a best practice basis. We recognize the importance of measuring scope 3 emissions, but data quality challenges (i.e., double counting emissions) prevent industry from effectively reporting scope 3 emissions at this time. Carbon footprinting is a rapidly developing field and we are committed to reviewing methodologies to annually including reviewing incorporating scope 3 emissions.

Normalized Portfolio Carbon Intensity

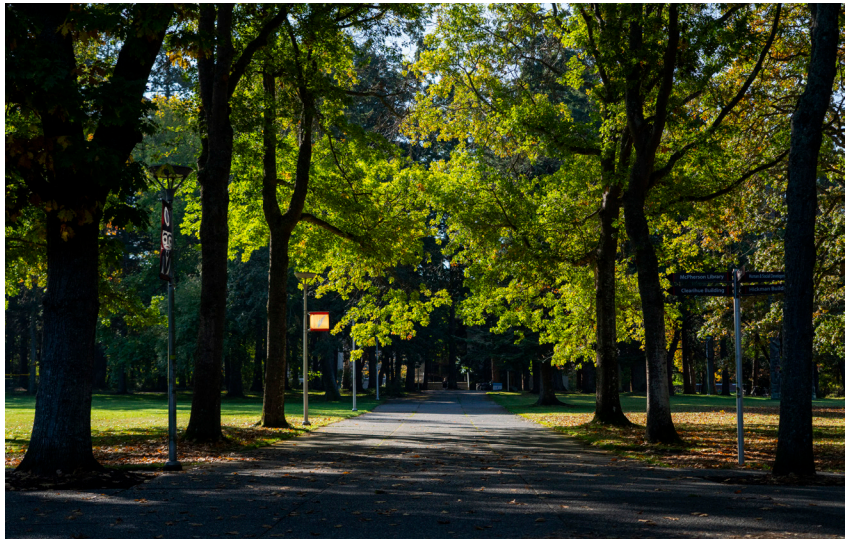
The portfolio carbon intensity in this report only covers our fixed income investments and adjusts emissions data coverage to 100% as data coverage has been significantly improving since 2017. We completed the calculations in this report using carbon emissions data provided by our investment managers.

Baseline and Target

Due to annual fluctuations of our portfolio carbon intensity, the baseline was set by taking the three-year average carbon intensity from 2017 to 2019. This three-year period was selected as the baseline based on historic data availability from our service providers. The baseline was used to determine our 50% reduction target and data is presented on a three-year rolling average.

Currency

All carbon footprint metrics with a currency component are reported in Canadian Dollars.



This Working Capital Investments Responsible Investment Report is intended to reflect the university's commitment to responsible investment.

Please visit the Working Capital Investments website for additional information on our responsible investment practices.

CONTACT

General enquiries or requests for statements can be directed to the University Treasury Office.

University of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

Date: September 8, 2025

To: Operations and Facilities Committee

For: Decision

From: Lalita Kines, Interim Vice President Indigenous

cc: Acting President and Vice-Chancellor

Meeting Date: September 23, 2025

Subject: Indigenous Citizenship Declaration Policy & Procedures

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Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the Indigenous Citizenship Declaration Policy and Associated Procedures (GV0810), effective November 1st, 2025.

Background:

The Office of the VP Indigenous (OVPI) has designed a revised eligibility process for Indigenous-specific opportunities that result in material gain. The Indigenous Citizenship Declaration (ICD) Policy moves away from reliance on Indigenous self-identification to a more robust process of affirming Indigenous Citizenship. Applicants/candidates for all Indigenous-specific opportunities administered by UVic will be required to provide a declaration of Indigenous Citizenship alongside supporting information.

This process will ensure that (1) opportunities of material gain that are designated for Indigenous Peoples are accessed by Indigenous Peoples, and that (2) the eligibility requirements for these opportunities are consistent with the ways that Indigenous Nations, Peoples and communities determine their Citizenship.

Timeline:
The intention to develop a policy was announced in Spring 2024 after several months of consulting with members of Elders Voices, researching the approaches taken by other Canadian post-secondaries, and forming a committee to lead a diverse and robust engagement process.

Impact:
The ICD Policy will impact access to every Indigenous-specific opportunity administered by the university. The careful implementation of the policy with dedicated support staff will strengthen and build confidence in the ways that Indigenous Peoples bring their distinct ways of knowing and being into teaching, governance and service at the university. The ICD Policy was purposefully designed to ensure that the university is prepared to respect and adhere to the distinct ways that Indigenous Nations determine and affirm their Citizens through their own legal orders. The Policy represents an important step towards further efforts to uphold Indigenous Laws within university systems and processes.

The successful implementation of the ICD Policy, the first of its kind in British Columbia, will demonstrate that UVic is taking a proactive approach to address issues of Indigenous identity fraud within academic spaces. With adequate capacity, the OVPI is positioned to provide leadership in the creation and harmonization of policies across BC Post-Secondaries aligned with the Indigenous Nations served by those institutions.

Policy Summary
The ICD Policy and Procedures have been appended to this submission. Five important areas are highlighted to summarize the purpose and requirements of the new eligibility process established by the ICD Policy:

- *Intentions (ICD Policy Section 2.00):* The University recognizes the critical importance of Indigenous-specific Opportunities that are intended to: (i) achieve diverse and equitable representation in an occupation, unit or program; (ii) strengthen Indigenous ways of knowing and being in teaching, governance and service; and/or (iii) otherwise enrich the ways we accomplish the university's academic mission and serve our community. The goal of this policy is to ensure that these intentions are honoured and respected.

- *Scope (ICD Policy Section 10.00):* This policy applies to the eligibility criteria for Indigenous-specific Opportunities that result in Material Gain. The Indigenous

Citizenship Declaration (ICD) Process is activated by an application process where an Applicant's eligibility or special consideration is conditional on an assertion of being Indigenous. This policy interacts with and expands upon the University's approved Special Hiring Programs and other equity- or distinctions-based eligibility procedures, as further defined in the Associated Procedures.

- *Policy Statement (ICD Policy Section 11.00):* Candidates, applicants or nominees for Indigenous-specific Opportunities that may result in Material Gain are required to confirm their eligibility through the Indigenous Citizenship Declaration (ICD) Process by providing: (i) a Declaration of Indigenous Citizenship and (ii) Supporting Information.
    - *"Indigenous-specific Opportunities" (ICD Policy Definitions):* refer to programs, procedures, competitions and nominations (e.g. Special Hiring Programs, designated funds, reserved seats & etc.) administered by the University, or administered by employees representing the University, intended to: (a) achieve diverse and equitable representation in an occupation, unit or program; (b) strengthen Indigenous ways of knowing and being in teaching, governance and service; and/or (c) otherwise enrich the ways we accomplish the University's academic mission and serve our community.
    - *"Declaration" (ICD Policy Definitions):* refers to a claim, assertion and/or statement of an Applicant's Indigenous Citizenship with a specific and recognized Indigenous Nation, People or Community (singular or plural). On a case-by-case basis, and recognizing complex circumstances, additional, verifiable information may be required to provide an Extended Declaration.

- *Distinctions-Based Implementation (ICD Policy Section 12.00):* The implementation of this policy will respect and uphold distinct protocols and requirements for Citizenship (or equivalent understandings) as determined and expressed by an Indigenous Nation, People or Community in an Agreement with the University (or a partnered institution).
    - *Authority of Indigenous Nations (ICD Policy Definitions):* "Indigenous Laws" refer to the principles and processes that Indigenous Nations, Peoples and Communities use and have always used to govern themselves. Separate from western laws, Indigenous Laws are derived from Indigenous Peoples' societies and their distinct sources of authorities.

- *Case-by-Case Review in Areas of Complexity/Uncertainty (ICD Procedures Section 7.00):* Applications that include an Extended Declaration of circumstances and complexities outlined in Policy Sections 15.00 a-e, may require an extended review.

- ICD Procedures Section 8.00: Where an extended review of an application is required to assess and determine eligibility based on a wholistic and informed understanding the Applicant's Extended Declaration and provided Supporting Information, the PIM or approved designate may invite the Applicant to participate in an extended review process undertaken by a committee of reviewers.

Previous Consultation:
After an initial consultation with Elders Voices in Fall 2023, OVPI completed a year of engaging with Indigenous members of the UVic community and collaborating with relevant campus partners (i.e. Equity and Human Rights, Human Resources, Faculty Relations, the Faculty Association, the Office of the Registrar and Enrolment Management, CUPE and PEA Unions, University Systems, etc.). A summary of these engagement sessions can be found in the attached External Report Draft. The ICD Policy is scheduled to come into effect in Fall 2025. While a few other Canadian PSIs have introduced similar policies, many in alignment with the new Tri-Agency Guidelines, UVic will be the first BC PSI to introduce an Indigenous citizenship declaration policy. Our team periodically communicates and collaborates with these institutional partners.

After a year-long engagement process, drafts of the policy and procedures have been brought to governing bodies for additional feedback and review which has been incorporated for BOG's approval in Fall 2025. Implementation, slated for November 2025, has been supported by: the development of a secure ICD Application Portal, the harmonization of HR systems with new eligibility procedures, and the creation of two new staff positions within the OVPI to lead the coordination and navigation of the policy.

Planned Further Action:
Since sharing drafts of the ICD Policy and Procedures with the Board of Governors in June, staff members within the OVPI have continued working with University Systems to develop and test an ICD application portal. This centralized and secure platform will support the implementation of the policy and communications with relevant offices that are responsible for the administration of student bursaries and awards. Further conversations are planned with the Development Office and Student Awards and Financial Aid to revise and clarify a distinctions-based approach to student awards.

Our team continues to work closely with VPRI and regularly monitors the Tri-Agency's directives on Indigenous Citizenship/Membership to ensure that this Policy and Process can effectively respond to external, Indigenous eligibility requirements for major grants and

initiatives. The Policy Implementation Manager is reviewing a series of University Policies with the intention of recommending language that strengthens the University's ability to recognize and carefully address instances of Indigenous identity fraud, which are beyond the scope of this Policy.

The Policy and Procedures will undergo regular reviews after approval and implementation. Good planning, as our dear Elders have shared with us, requires that we remain flexible and prepared for disruption. We approach implementation with humility, and we will continue to accept guidance towards improving our systems and processes on an ongoing basis.

Basis for Jurisdiction:
Operations & Facilities Committee TOR
Xʷkʷənəŋistəl | WȾENEṈISTEL | Helping to move each other forward (2023)

Attachment(s):
- Project Webpage: uvic.ca/ovpi/icd
- Appended ICD Policy
- Appended ICD Procedures
- External Report Summer 2025 Draft

University of Victoria

Indigenous Citizenship Declaration (ICD) Policy

University Policy No.:
Classification:
Approving Authority: Board of Governors
Effective Date: November 1, 2025
Supersedes: n/a
Last Editorial Change:
Mandated Review: 2027

Associated Procedures: Indigenous Citizenship Declaration (ICD) Procedures

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Preamble

1.00 Through engagement with members of səlxʷéyn sqʷél | SELW̱ÁN SḰÁL | Elders' Voices and Indigenous communities at the University of Victoria, this Policy formalizes a process for providing reasonable assurance that Indigenous-specific Opportunities resulting in Material Gain are accessed and held by Indigenous Peoples.

2.00 The University recognizes the critical importance of Indigenous-specific Opportunities that are intended to: (i) achieve diverse and equitable representation in an occupation, unit or program; (ii) strengthen Indigenous ways of knowing and being in teaching, governance and service; and/or (iii) otherwise enrich the ways we accomplish the university's academic mission and serve our community. The goal of this policy is to ensure that these intentions are honoured and respected.

3.00 Foundationally, this policy strives to enact key institutional commitments and strategic plans to align the University with Indigenous Laws and protocols. UVic respects and affirms the distinct and inherent rights of Indigenous Peoples to determine their Citizenship in accordance with their own Indigenous Legal Orders, governance structures, customs and traditions.

4.00 The University holds the responsibility to ensure that the eligibility requirements for Indigenous-specific Opportunities administered by the University are carefully designed to recognize the authority of Indigenous Nations, Peoples and Communities to determine and verify their Citizenship.

5.00 The University understands that Indigenous Citizenship, belonging and identity reflects dynamic and distinct social, political, and legal formations and expressions that exceed the focus and scope of this Policy. In no way does this Policy intend to attenuate, restrict or reduce these meanings and expressions.

6.00 This Policy, and its careful and compassionate implementation, is a tool to assist the University through areas of inevitable uncertainty, especially where colonial legislation has continued to disrupt Indigenous Citizenship and where Indigenous Nations rebuild and strengthen their distinct Indigenous Legal Orders.

7.00 Etalew̓tx^{w} | ÁTOL,ÁUTW (the Office of the Vice-President Indigenous, hereafter OVPI) will continue to monitor and assess best practices related to Indigenous Citizenship and will review and update the Policy and its Associated Procedures in accordance with the Policy on University Policies and Procedures (GV0100).

Purpose

8.00 This policy establishes an eligibility process for Indigenous-specific Opportunities that result in Material Gain. Eligibility for these opportunities is conditional on an Affirmation Process that is responsive to the ways that distinct Indigenous Nations, Peoples and Communities determine and verify their Citizenship.

Definitions

9.00 For the purposes of this policy, the following definitions apply:

"Agreement" refers to a distinct protocol and requirement for the University's implementation of this Policy with respect to specified Declarations of Indigenous Citizenship, confirmed in writing by a representative of an Indigenous Nation authorized to determine and/or communicate determinations of their Citizenship Laws, membership codes, and/or methods for recognizing belonging/kinship.

"Applicant" means a person seeking to meet the eligibility requirements to access Indigenous-specific Opportunities that result in Material Gain.

"Application" refers wholistically to an Applicant's (1) Declaration of Indigenous Citizenship and (2) Supporting Information.

"Affirmation Process / Affirming / Affirm" refers to the extent of the University's role and responsibility to recognize and accept the distinct ways that Indigenous Nations, Peoples and Communities determine and verify their Citizenship. The University is accountable to a process of confirming that an Applicant deemed eligible for Indigenous-specific Opportunities provides the Supporting Information as outlined in an Agreement or in this Policy's Associated Procedures.

"Citizenship / Indigenous Citizenship" is an expression of Indigenous Laws, recognizing the authority of Indigenous Nations and Communities to determine the legal requirements for Citizenship and the parameters of citizens' rights and duties. Within the scope of this policy, Indigenous Citizenship is a political status and deliberate kinship process conferred by an Indigenous political community, Nation or

governing body, inclusive of alternative terms or designations of belonging applied in different geographical contexts

"Declaration" refers to a claim, assertion and/or statement of an Applicant's Indigenous Citizenship with a specific and recognized Indigenous Nation, People or Community (singular or plural). On a case-by-case basis, and recognizing complex circumstances, additional, verifiable information may be required to provide an Extended Declaration, as described in Section 15.00.

"Indigenous Laws" refer to the principles and processes that Indigenous Nations, Peoples and Communities use and have always used to govern themselves. Separate from western laws, Indigenous Laws are derived from Indigenous Peoples' societies and their distinct sources of authorities.

"Indigenous Legal Orders" are constellations of Indigenous Laws and legal traditions that structure political communities and contain the social, economic and spiritual institutions of Indigenous Nations, Peoples and Communities.

"Indigenous Nation(s), People(s) and Community(/ies)" refers to distinct societies that hold ancestral and kinship ties and, through their Nation's histories and laws, collectively share relationships to the lands where they still live, or from which they have been displaced. For example, within the Canadian context, there are three distinct (and internally diverse) groups of Indigenous Peoples with unique histories, laws, languages, cultural practices and spiritual beliefs, that is: First Nations, Inuit and Métis.

"Indigenous-specific Opportunities" refer to programs, procedures, competitions and nominations (e.g. Special Hiring Programs, designated funds, reserved seats & etc.) administered by the University, or administered by employees representing the University, intended to: (a) achieve diverse and equitable representation in an occupation, unit or program; (b) strengthen Indigenous ways of knowing and being in teaching, governance and service; and/or (c) otherwise enrich the ways we accomplish the University's academic mission and serve our community.

"Material Gain" refers to financial, professional and/or tangible benefit or advantages including, but not limited to: employment, awards, grants, and preferential or limited access to programs and services as specified in the Associated Procedures.

"Special Hiring Programs" in alignment with University Policy No. HR6110, refers both to job competitions that give preference to one or more of the designated groups (preferential hiring) and to job competitions that are limited to one of more of the designated groups (limited hiring) eligible under the BC *Human Rights Code*.

The university obtains approval from the BC Human Rights Tribunal for its preferential and limited hiring programs.

"Supporting Information" refers to materials and/or evidence that (1) meets the requirements for Indigenous Citizenship as communicated by the Applicant's Nation(s), People(s) or Community(ies) in an agreement with the University, and/or (2) demonstrates the truth and accuracy of an Applicant's Declaration in alignment with the Associated Procedures.

Scope

10.00 This policy applies to the eligibility criteria for Indigenous-specific Opportunities that result in Material Gain. The Indigenous Citizenship Declaration (ICD) Process is activated by an application process where an Applicant's eligibility or special consideration is conditional on an assertion of being Indigenous. This policy interacts with and expands upon the University's approved Special Hiring Programs and other equity- or distinctions-based eligibility procedures, as further defined in the Associated Procedures.

Policy

11.00 Candidates, applicants or nominees for Indigenous-specific Opportunities that may result in Material Gain are required to confirm their eligibility through the Indigenous Citizenship Declaration (ICD) Process by providing: (i) a Declaration of Indigenous Citizenship and (ii) Supporting Information.

11.01 Only Applicants with Declarations Affirmed or Conditionally Affirmed will be eligible for Indigenous-specific Opportunities that result in Material Gain.

11.02 Applicants with Incomplete or Unaffirmable Declarations of Indigenous Citizenship will, at that time, be considered ineligible to access Indigenous-specific Opportunities that result in Material Gain and/or continue in application or nomination processes for such opportunities.

12.00 The implementation of this policy will respect and uphold distinct protocols and requirements for Citizenship (or equivalent understandings) as determined and expressed by an Indigenous Nation, People or Community in an Agreement with the University (or a partnered institution).

Indigenous Citizenship Declaration (ICD) Process

13.00 To participate in the ICD Process, an Applicant is required to follow the Associated Procedures to provide for review:

(a) a Declaration of one's Citizenship with an Indigenous Nation, People or community (singular or plural); and

(b) relevant Supporting Information Affirming the truth and accuracy of the Declaration.

Declaration Requirements

14.00 Applicants may provide a specific Declaration of one or more of the following:

(a) Indigenous Citizenship through a recognized First Nation;
(b) Indigenous Citizenship through a recognized Métis Nation representative organization;
(c) Indigenous Citizenship through a recognized Inuit rights-bearing collective;
(d) Indigenous Citizenship with a federally-recognized or state-recognized Tribe (In the United States); or
(e) Indigenous Citizenship with a recognized Native Hawaiian representative organization.

15.00 In recognition of the following circumstances and complexities, Applicants may provide an Extended Declaration of at least one of the following:

(a) Indigenous Citizenship with a recognized Indigenous Nation or representative organization inclusive of Indigenous Peoples outside Canada and the United States;
(b) Indigenous Citizenship with multiple communities;
(c) Indigenous Citizenship with an Indigenous Nation that has negotiated (or is in the process of negotiating) comprehensive land claims and/or self-government agreements;
(d) Indigenous Citizenship with an Indigenous Nation (outside Canada and the United States) that exercises its own Citizenship Laws but is not recognized by state government(s); or
(e) Verifiable circumstances and/or process resulting in the dispossession of Citizenship and barriers to the Applicant's recognition.

Supporting Information

16.00 Applicants must provide information, documentation and/or materials relevant to:

(a) Demonstrating that they have met the Citizenship requirements of the Applicant's declared Indigenous Nation, People or Community; or
(b) Affirming the truth and accuracy of the Applicant's Declaration in alignment with the Associated Procedures.

17.00 Where the Indigenous Nation, People or Community stated in an Applicant's Declaration has expressed and communicated their Citizenship requirements in an Agreement with the University, the Applicant is required to provide for review the Supporting Information as stipulated in that Agreement.

18.00 Where an Applicant provides an Extended Declaration (as described in Section 15.00 a-e), the Applicant may be required to provide additional Supporting Information

and/or participate in an extended review process depending on the requirements of the Declaration in alignment with the Associated Procedures.

Determination of Eligibility

19.00 Applicants who meet the requirements of the ICD Process will be eligible for Indigenous-specific Opportunities that result in Material Gain. These Applicants will be assigned a designation of Affirmed or Conditionally Affirmed, according to the following definitions and procedures:

19.01 Affirmed: A Declaration is affirmed as truthful and accurate based on the Supporting Information provided in alignment with the Citizenship requirements of the Applicant's Nation, People or Community expressed and communicated in an Agreement with the University.

19.02 Conditionally Affirmed: A Declaration is affirmed as truthful and accurate based on the Supporting Information provided in alignment with the Associated Procedures.

i. A Conditionally Affirmed designation is applied in circumstances where the Applicant's Nation, People or Community has not entered into an Agreement with the University that confirms or establishes new requirements to Affirm Indigenous Citizenship.

ii. When a Conditionally Affirmed Applicant's Nation, People or Community enters into an Agreement with the University that confirms or establishes new requirements to Affirm Indigenous Citizenship, the Applicant's Declaration may be reviewed and re-designated in accordance with Sections 19.01 and 20.01.

20.00 Applicants who have not met the requirements of the ICD Process will not be eligible for Indigenous-specific Opportunities that result in Material Gain. These applications may receive a designation of Incomplete or Unaffirmable, according to the following definitions and Associated Procedures:

20.01 Incomplete: A Declaration is missing information; or the Supporting Information is insufficient to demonstrate the truth and accuracy of the Declaration; or the Supporting Information does not meet the Citizenship requirements expressed and communicated by the Applicant's Nation, People or Community in an Agreement with the University

20.02 Unaffirmable: A Declaration is beyond the scope of the definitions included in this Policy.

21.00 An Applicant may update or revise their Declaration and/or provide additional or new Supporting Information on any occasion and regardless of the current designation assigned to their Application. Revised and resubmitted Applications will be reviewed and (re)designated according to Policy sections 19.00 and 20.00.

22.00 In alignment with the Associated Procedures sections 7.00 through 10.00, where an Applicant voluntarily participates in an extended review process, the Procedural Authority has oversight of responsibilities for:

22.01 Determining if a decision on eligibility can be made with the existing Supporting Information or if a committee of reviewers is required to interpret and wholistically assess the Application;

22.02 Ensuring that an extended review process involving a committee of reviewers is undertaken with the consent and agreement of the Applicant;

22.03 Ensuring timely and transparent communications with the Applicant on the status of an extended review process;

22.04 Appointing members of a committee of reviewers to assess the Application; and

22.05 Overseeing that a committee of review is adequately knowledgeable, equipped and resourced to assess the Declaration and Supporting Information provided by the Applicant.

Procedural Appeals

23.00 An Applicant may request an appeal of the procedures leading to a determination of eligibility. To initiate an Appeal, the Applicant must bring forward information demonstrating:

(a) The Declaration is within the scope of the Policy;
(b) The Supporting Information is provided truthfully and accurately; and
(c) Reason(s) for appeal based on errors, conflicts of interest, or other deficiencies in the implementation of the ICD Policy and its Procedures.

24.00 The Procedural Authority may decline to initiate a review of an appeal in cases where:

(a) The Application has not previously moved through an extended review process wherein a decision based on the Associated Procedures has been made;
(b) The request and information presented to the Procedural Authority suggests that the matter should be addressed through another University process or policy; or

(c) The request and information presented to the Procedural Authority suggests that the matter should be addressed through processes beyond the scope and authority of the University.

Implementation

Agreements with Indigenous Nations, Peoples and Communities

25.00 An Indigenous Nation, People or Community may communicate and establish in an Agreement with the University (or with a partnered institution) distinct standards, procedures and criteria for determining the eligibility of Applicants who provide a Declaration of Citizenship with that Indigenous collective.

26.00 An Agreement must be confirmed in writing by a representative (or representatives) of an Indigenous Nation authorized to determine and/or communicate determinations of their Citizenship laws, membership codes, methods for recognizing belonging/kinship, and/or equivalent understandings.

27.00 With respect to implementing and maintaining these Agreements, the Procedural Authority oversees responsibility for:

(a) Updating and communicating the Supporting Information required to Affirm Declarations of Indigenous Citizenship where an Agreement exists;
(b) Reviewing the processes through which an Agreement with an Indigenous Nation, People or Community has been interpreted and enacted within the context of determinations of eligibility; and
(c) Periodically renewing and/or clarifying existing Agreements with Indigenous Nations, Peoples and Communities

Advertisement & Adjudication of Opportunities

28.00 Indigenous-specific Opportunities within the scope of this Policy must be advertised and distributed with university-approved language communicating the requirement to demonstrate eligibility through the Indigenous Citizenship Declaration (ICD) Process.

29.00 To receive an award or other Material Gain designated for Indigenous Peoples adjudicated through a nomination process, the nominee must confirm their eligibility through the ICD Process.

30.00 Hiring, adjudication and special admissions committees may request, independently of this Policy, positionality statements, narratives, essays, community reference letters and other materials from candidates, nominees or applicants relevant to the specific criteria or parameters of an opportunity. These additional requirements from other sectors of the university will not be considered as fulfilling the requirements for eligibility established by this Policy.

31.00 By submitting an Application, the Applicant consents to the eligibility determination (Eligible or Ineligible at this time) being shared with individuals and offices responsible for administering the Indigenous-Specific Opportunities pursued by the Applicant. The specific details of the Application will not be shared with third parties, except where the Applicant pursues an opportunity limited to a particular distinction (First Nations, Métis and/or Inuit) or limited to a particular Indigenous Nation, People or Community. In such cases, the name of the Indigenous Nation, People or Community Declared by the Applicant may be shared with the administrative officer(s) of that opportunity.

Privacy and Confidentiality

32.00 The information and records created and received to administer this policy are subject to the access to information and protection of privacy provisions of British Columbia's FIPPA legislation, and the Protection of Privacy Policy (GV0235) and Records Management Policy (IM7700). The information and records will be treated as highly confidential, in compliance with FIPPA, and with applicable university polices.

33.00 Information and records must be retained and disposed of in accordance with the records retention schedule in the directory of records.

Authorities and Officers

34.00 The authorities and officers for this policy are:

1.) Approving Authority: The Board of Governors
2.) Executive Officer: Vice-President Indigenous & President
3.) Procedural Authority: Vice-President Indigenous & President
4.) Procedural Officer: Vice-President Indigenous

Relevant Legislation

Canadian Human Rights Act, R.S.C., 1985 C.H-6
Declaration on the Rights of Indigenous Peoples Act, SBC 2019 C.44
Employment Equity Act, S.C. 1995, c.44
Freedom of Information and Protection of Privacy Act. RSBC 1996 C.165
Human Rights Code, RSBC 1996 C.210

Related Policies and Documents

Declaration On the Rights of Indigenous Peoples Act, Action Plan 2022-2017
Eight Steps to Preferential and Limited Hiring
Policy on Human Rights, Equity and Fairness (GV0200)
Preferential or Limited Hiring (HR6110)
Truth and Reconciliation Commission of Canada: Calls to Action
United Nations Declaration on the Rights of Indigenous Peoples
University of Victoria Employment Equity Plan
University of Victoria Equity Action Plan

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Student Awards (AC1130)
Protection of Privacy Policy (GV0235)
Records Management Policy (IM7700)

University of Victoria

Indigenous Citizenship Declaration (ICD) Procedures

Procedural Authority: Vice-President Indigenous & President
Procedural Officer: Vice-President Indigenous

Effective date: November 1, 2025
Supersedes: N/A
Last Editorial Change:

Parent Policy: Indigenous Citizenship Declaration (ICD) Policy (XX0000)

Policy Scope

1.00 The Policy establishes the eligibility criteria for Indigenous-specific Opportunities that result in Material Gain, including but not limited to the following:

(a) full-time, part-time, term or continuing employment;
(b) promotion, appointment, and re-appointment;
(c) access to research funds and grants;
(d) participation in fellowship/apprenticeship programs;
(e) eligibility for awards, scholarships, bursaries and/or specific financial aid;
(f) access to designated seats on committees and governance boards/bodies;
(g) participation in competitive fellowship, apprenticeship or mentorship programs;
(h) access to designated housing; and
(i) designated seats in undergraduate or graduate programs, or programs (academic and non-academic) exclusively for Indigenous students

2.00 Requests to waive the eligibility requirement for select Indigenous-specific Opportunities must be approved by the Procedural Authority or approved designate, with exemptions demonstrated to be on the basis of:

2.01 Emergency situations where potential delays in the distribution of funds or resources would have a significant impact on the intended purpose or function of such funds or resources; or

2.02 Representation, designation, election or nomination is based on existing protocols determined, enacted or facilitated by an Indigenous Nation, Community, People or Organization.

3.00 The application of this Policy is binding on those creating opportunities as employees of the University, including grant-funded employment opportunities.

Applications

4.00 All Applications are to be submitted or added to a secure, digital platform referred to in these Procedures as the Indigenous Citizenship Declaration Portal (ICD Portal).

5.00 All Applications within the ICD Portal will undergo manual review by the Policy Implementation Manager (PIM) or the designate approved by the Vice-President Indigenous.

6.00 In addition to satisfying the Applications Requirements outlined in Policy Section 13.00, applicants must attest that:

6.01 The Declaration and Supporting Information has been provided truthfully and accurately;

6.02 If new or previously unknown information becomes available that changes the Applicant's Application, information will be promptly corrected and/or updated by the Applicant; and

6.03 By completing the ICD process, the Applicant acknowledges that representations of Indigenous Citizenship found to be fraudulent and/or negligent will result in the individual being deemed ineligible for future Indigenous-specific Opportunities that result in Material Gain.

Extended Declaration Process

Applicant Responsibilities

7.00 Applications that include an Extended Declaration of circumstances and complexities outlined in Policy Sections 15.00 a-e, may require an extended review. In these cases, the PIM or approved designate will communicate next steps with the Applicant, which, depending on the nature of the Extended Declaration, may include:

7.01 Providing additional information where the Extended Declaration is incomplete or non-specific; and/or

7.02 Determining or clarifying the Supporting Information required to demonstrate the truth and accuracy of the Applicant's Extended Declaration.

8.00 Where an extended review of an application is required to assess and determine eligibility based on a wholistic and informed understanding the Applicant's Extended Declaration and provided Supporting Information, the PIM or approved designate may invite the Applicant to participate in an extended review process undertaken by a committee of reviewers.

PIM Responsibilities

9.00 With respect to coordinating an extended review via a committee of reviewers, the PIM or approved designate is responsible for:

9.01 Requesting and confirming permission from a consenting Applicant to proceed with an extended review process involving a committee of reviewers;

9.02 Maintaining the confidentiality of personal information presented and produced during the review process;

9.03 Ensuring consistency across extended review processes by maintaining, and referring to, a record of decision-making towards determinations of eligibility; and

9.04 Determining the composition of the committee of reviewers in consultation with the Procedural Authority and the Applicant.

Committee of Reviewers: Composition

10.00 Chaired by the PIM or approved designate, the composition of the committee of reviewers must be confirmed by the Procedural Authority and the Applicant, and must include:

10.01 At minimum two (2) OVPI staff members designated by the Procedural Authority, inclusive of the PIM or approved designate; and

10.02 At minimum one (1) person invited to share knowledge, through lived experiences or education, pertaining to the subject matter of the Declaration

Supporting Information

Accepted Supporting Information

11.00 Applicants providing a Declaration within the scope of Policy Section 14.00 a-e must provide relevant Supporting Information sufficient to demonstrating the truth and accuracy of their Declaration, including one of:

Supporting Information (one of:)	**First Nations**	**Métis**	**Inuit**	**US-Based**
a. A "Certificate of Indian Status" card, a "Temporary Confirmation of Registration Document" issued by the government of Canada, or a letter issued by Indigenous Services Canada confirming Indian Status	X			

b. Indian Status Card of a 6(2) parent or 6(2) grandparent and accompanying long form birth certificate or baptismal certificate demonstrating relation to this individual in cases where a First Nations person is affected by the second-generation cut off rule	X			
c. Written confirmation of Citizenship, membership or enrolment provided by a federally recognized Band Council with its own Citizenship code	X			
d. A Citizenship card or written confirmation provided by Manitoba Métis Federation (MMF)		X		
e. A Citizenship card or written confirmation provided by Métis Nation-Saskatchewan (MN-S)		X		
f. A Citizenship card or written confirmation provided by Métis Nation British Columbia (MNBC)		X		
g. A Citizenship card or written confirmation provided by Métis Nation of Alberta (MNA)/ Otipemisiwak Métis Government		X		
h. A Citizenship card or written confirmation provided by Métis Nation of Ontario (MNO)		X		
i. Inuit enrolment or beneficiary card issued by a modern Inuit treaty organization or government (Nunavut, Nunatsiavut, Nunavik, and Inuvialuit)			X	
j. Written confirmation including a registration number and signed by a government, corporate or community official from: a modern Inuit treaty organization or government (Nunavut, Nunatsiavut, Nunavik, and Inuvialuit)			X	
k. A certified copy of official documentation of Citizenship from a federally recognized Tribe, Band, Nation or Tribal/Native entity in the US (inclusive of Native Hawaiians recognized under federal statutes and Alaska Native Corporations)				X

Supporting Information Requiring an Extended Review

12.00 Applicants providing an Extended Declaration within the scope of Policy Section 15.00 a-e must provide Supporting Information relevant and sufficient to demonstrating the truth and accuracy of their Declaration, including, but not limited to, one or a combination of:

Extended Supporting Information requiring further, context-dependent review (one or a combination of:)	**First Nations**	**Métis**	**Inuit**	**US-Based**	**Inter-national**

a. Written confirmation, enrolment card, or equivalent, confirming Citizenship with an Indigenous Nation or group inclusive of global Indigenous Peoples					X
b. Confirmation of inclusion by a recognized Indigenous Nation through Indigenous legal processes	X	X	X	X	X
c. Other evidence of membership with an Indigenous nation or community that can demonstrate Canadian legal forms of recognition as a Section 35 rights-holding group (via court rulings, recognition, evidence of historical treaties, evidence of negotiations with settler governments)	X	X	X		
d. Evidence of adoption into an Indigenous Nation based on the group's laws and protocols	X	X	X	X	X
e. Oral confirmation of inclusion by an Indigenous Nation or community through Indigenous legal processes	X	X	X	X	X
f. Evidence of verifiable circumstances of dislocation and/or dispossession alongside records of kinship ties and/or belonging with a specific Indigenous Nation, People, or Community.	X	X	X	X	X

Procedural Appeal

Appeal of Procedures

13.00 Bringing forward an Appeal of the Procedures, an Applicant (or their navigator or representative) must bring forward a specific complaint or claim concerning inaccuracies, inconsistencies, or unfairness in the application of the procedures through which a determination of eligibility was made.

14.00 Normally, an Appellant must file a Notice of Appeal with the PIM within two (2) months of the date of the last decision or action being appealed. If the Notice of Appeal is not filed within this period of time, the Appellant must provide reasons for the delay in the Notice of Appeal and in exceptional circumstances the PIM may consider whether the reasons warrant an extension of the time limit.

Procedural Review Committee

15.00 The responsibility of the Procedural Review Committee is to determine if the Procedures leading to a determination of eligibility have been implemented accurately, consistently, and fairly.

15.01 In the event of inconsistencies or inaccuracies in the Procedures or their implementation, the Procedural Review Committee may recommend changes to the Procedures impacting future decisions on eligibility.

15.02 Where the Procedural Review Committee identifies the inaccurate, inconsistent or unfair application of the Procedures (including but not limited to: conflicts of interest, failure to communicate critical information pertaining to the review of an Application, or patterns or instances of misconduct impacting the application of procedures), the Procedural Review Committee may recommend an audit and/or Extended Review of all applications that may be affected.

16.00 The PIM, or approved designate, is responsible for ensuring that the Procedural Review Committee consists of, minimally, the following members:

16.01 Two (2) representatives from the OVPI, including the PIM or approved designate

16.02 One (1) representative from the University Secretary

17.00 The PIM, or approved designate, as the Chair of the Procedural Review Committee may at any time appoint more individuals with pertinent expertise to inquire into and advise or report on any question of fact or opinion relevant to any issue in the appeal.

Implementation

New Agreements and their Effect on Conditionally Affirmed Applications

18.00 When an Indigenous Nation establishes an Agreement with the University of Victoria, or with a partnered institution, the PIM or approved designate is responsible for:

18.01 Notifying all Conditionally Affirmed Applicants, who have previously declared that Indigenous Nation, of new and/or revised requirements for Affirmation set by the Agreement; and

18.02 Re-reviewing Conditionally Affirmed Applications for the purpose of Affirming existing Applications which meet the new and/or requirements of the Agreement; and

18.03 Communicating deadlines for the resubmission where a Conditionally Affirmed Application does not, at the time of the notification of changes, satisfy the requirements of the Agreement.

19.00 After Conditionally Affirmed Applicants are notified of changes to the requirements for Affirmation, Applicants may remain Conditionally Affirmed, and therefore eligible for Indigenous-specific Opportunities, for a period of 30 calendar days (unless otherwise stipulated in the Agreement). If the Applicant does not provide Supporting Information satisfying the Agreement within that period, the Application will be marked as incomplete until such Supporting Information is provided.

Interactions with Limited and Preferential Hiring Processes

20.00 Positions approved as Preferential or Limited Hires for Indigenous Peoples at the University outlined under the Preferential or Limited Hiring Policy (HR6110) will require that the candidate selected must successfully complete the ICD process and receive an eligible designation of either "Affirmed" or "Conditionally Affirmed". Candidates who have not met the requirements of the ICD Process will not be eligible for positions approved as Preferential or Limited Hires for Indigenous Peoples at the University outlined under the Preferential or Limited Hiring Policy (HR6110).

21.00 Candidates for Faculty and Librarian positions that are approved as Preferential or Limited Hires for Indigenous Peoples will be required to receive an eligible designation prior to reaching the stage in the hiring process of being short-listed.

22.00 Candidates for Staff positions that are approved as Preferential or Limited Hires for Indigenous Peoples will be required to receive an eligible designation prior to their start date.

23.00 The PIM has the authority to grant an extension in either of the aforementioned instances outlined in Sections 21.00 and 22.00 of these Procedures to process applications that include an Extended Declaration as outlined under Policy Section 15.00.

Routine Review of the Policy & Procedures

24.00 The Vice-President Indigenous (VPI) is responsible for forming and chairing the committee reviewing the Policy and its Associated Procedures, ensuring that the committee consists of the following members:

24.01 The Vice-President Indigenous or Acting Vice-President Indigenous (Chair)

24.02 Two (2) representatives from the OVPI, including the PIM or approved designate

24.03 One (1) representative from the University Secretary

24.04 One (1) Indigenous student nominated by the Native Students Union (NSU)

24.05 One (1) representative from the Office of Indigenous Academic and Community Engagement (IACE)

24.06 A maximum of three (3) Faculty, staff or community member(s) determined by the Chair

25.00 The VPI is responsible for overseeing consultations with relevant offices.

26.00 The VPI will seek continued guidance from members of Elders Voices to oversee the development of protocol and guidelines supporting the implementation of the policy and procedures, including the development of processes to identify fraudulent and negligent representations and address the harm caused in those scenarios.

Accessibility & Navigation Support

27.00 The Policy Navigation Officer (PNO) is a designated support staff to assist Indigenous students, staff and faculty in navigating the ICD process. The Navigation Officer is not the Reviewer, nor are they a member of the committee that may review an Application.

28.00 The ICD Portal is to be designed in compliance with BC web accessibility standards.

29.00 Applicants may select a checkbox to reflect the urgency of their Application, should they be applying for an Indigenous-Specific Opportunity with an imminent deadline. The PIM will endeavour to prioritize urgent applications.

Etalewtxw | ÁTOL,ÁUTW
Office of the Vice-President Indigenous

Qwelθiłem, Dylan Thomas

FINDING OUR PATH TOGETHER

Indigenous Citizenship Declaration Policy

External Report | Summer 2025

UVIC

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Message from Qwul'sih'yah'maht, Dr. Robina Thomas, VP Indigenous

The University of Victoria's (UVic) renewed Xʷkʷənəŋistəl | W̱ȾENEṈISTEL | Helping to move each other forward (Indigenous Plan, 2023) outlines a strong commitment to align the University with Indigenous laws and protocols. This commitment extends to ensuring that the eligibility requirements for opportunities designated for Indigenous Peoples are consistent with the ways that Indigenous Nations, Peoples and communities determine their citizenship. UVic, like many other post-secondary institutions, are revising the terms of eligibility for opportunities designated for Indigenous Peoples that result in material gain.

We have heard from our səlxʷéyn | SELW̱ÁN | Elders the importance of this work in upholding integrity, truth, respect and accountability. This work must be grounded in Sḱʷes | TŦE SKÁLs I, TŦE Ś,X̱ENAṈs | The Laws and Philosophies of these lands, and it must affirm the authority of Indigenous Peoples to determine their citizenship in accordance with their own legal orders, governance structures, customs and traditions. Our dear Elders tell us that we have a responsibility to ensure that the resources and opportunities set aside for Indigenous Peoples, are actually going to Indigenous Peoples.

Through the development of the Indigenous Citizenship Declaration (ICD) Policy and Associated procedures, we centered taking care of the well-being of the Indigenous community here at UVic. We remain committed to the continuity of this care by walking alongside individuals as they navigate this process with us.

I want to hold my hands up, with the deepest of respect, to the Indigenous Citizenship Declaration Committee (ICDC) for the investment of your time and knowledge, as well as your tireless commitment to doing this work in a good way. To all those that attended any of our engagement sessions, provided feedback through our survey, or sat with us one-on-one, thank you for sharing your perspectives and experiences with us. You have shaped this policy to ensure it is reflective of the diverse lived experiences of our Indigenous community.

Huy tseep q'u Siem—
thank you respected ones.

R. Thomas

Guiding Commitments

Etalewtxʷ | ÁTOL,ÁUTW̱ | Centre of respect for the rights of one another and all beings, the Office of the Vice-President Indigenous (OVPI) worked alongside our Elders to ground this work in the teachings and wisdom of the local Nations. Alongside the Indigenous Citizenship Declaration Committee (ICDC), the foundational guiding commitments outlined below were established and upheld at every stage of this process. The ICDC worked to build trust and confidence among the Indigenous community at UVic. Regular updates were provided, and the ICDC remained available to ongoing feedback from the community.

Nəwes šxʷ cən ʔay šqʷeləqʷən | ÁMEK̓T TŦEN ÍY, ŚḰÁLEȻEN:
We bring a good heart and good mind into our work, building relationships based on trust and respect.

Leʔt šxʷ helə ʔə cə məḱʷ sčeʔi səʔ | S,HOL ET̓ MEQ EN ENÁ SE SĆA:
We prepare ourselves for the work ahead with a view towards a future of promise and abundance.

Humility: We step into a learning position and recognize that this work is ongoing.

Inclusion & Intersectionality: We bring a diversity of voices to the table, and we recognize in this work the ways that colonization has functioned to undermine Indigenous self-determination and disrupt kinship and family relations.

Honesty & Dignity: We maintain a respectful environment where all members are encouraged and empowered to communicate disagreements in good faith and bring their whole selves into decision making.

Transparency: We work with open doors.

Privacy: We uphold the confidentiality of sensitive disclosures and information, and we work to align data collection and storage with data sovereignty principles.

Executive Summary

This report follows the roadmap the OVPI designed for the ICD's development process:

For each of the two phases of engagement, this report dives into an overview of the questions asked, the key themes that emerged from responses, and recommendations moving forward through this process.

These recommendations were largely grouped under the categories of:
(1) engagement and communications
(2) verification criteria
(3) case-by-case procedural recommendations
(4) non-policy related responses
(5) implementation recommendations.

Phase one also looks at how the engagement strategy was received by the Indigenous community at UVic and how it was adapted moving into phase two as a result. Following this is an explanation of the approach to engaging specifically on drafts of the policy and procedures, as well as information on the portal development process. Wrapping up this report is the implementation plan for the ICD Policy and Associated Procedures.

Background

In various sectors, including post-secondary education, we have seen a rise of instances of individuals fraudulently claiming Indigeneity, resulting in the exploitation of Indigenous-specific resources or opportunities for material gain. As a result, several post-secondary institutions have begun transitioning away from self-identification towards affirming citizenship determined by Indigenous Nations, Peoples, and communities. This shift ensures that opportunities and resources designated for Indigenous peoples are granted based on collective and lawful recognition of Indigenous citizenship and belonging, rather than self-identification alone.

The University of Victoria holds a commitment to recognizing and respecting the self-determination of Indigenous Nations. In "Indigenous Citizenship and Civil Society: An Intervention," Val Napoleon (2024) writes that:

> ***"All Indigenous peoples had a legal order complete with laws; institutions through which law operates, legal authorities, substantive and procedural rights, legal obligations, and guiding legal principles. These legal orders have been undermined but they have not disappeared, and across the country, Indigenous peoples are rebuilding their laws sector by sector – lands and resources, child welfare, governance, citizenship, water, dispute resolution, family, and so on."***

Established from the beginning of this work, the policy includes key principles that reflect UVic's responsibility to ensure that institutional, decision-making processes uphold and affirm the ways that distinct Indigenous Nations exercise their laws. The implementation of the policy will be informed by the directions and requirements set by Indigenous Nations and their distinct practices for recognizing belonging.

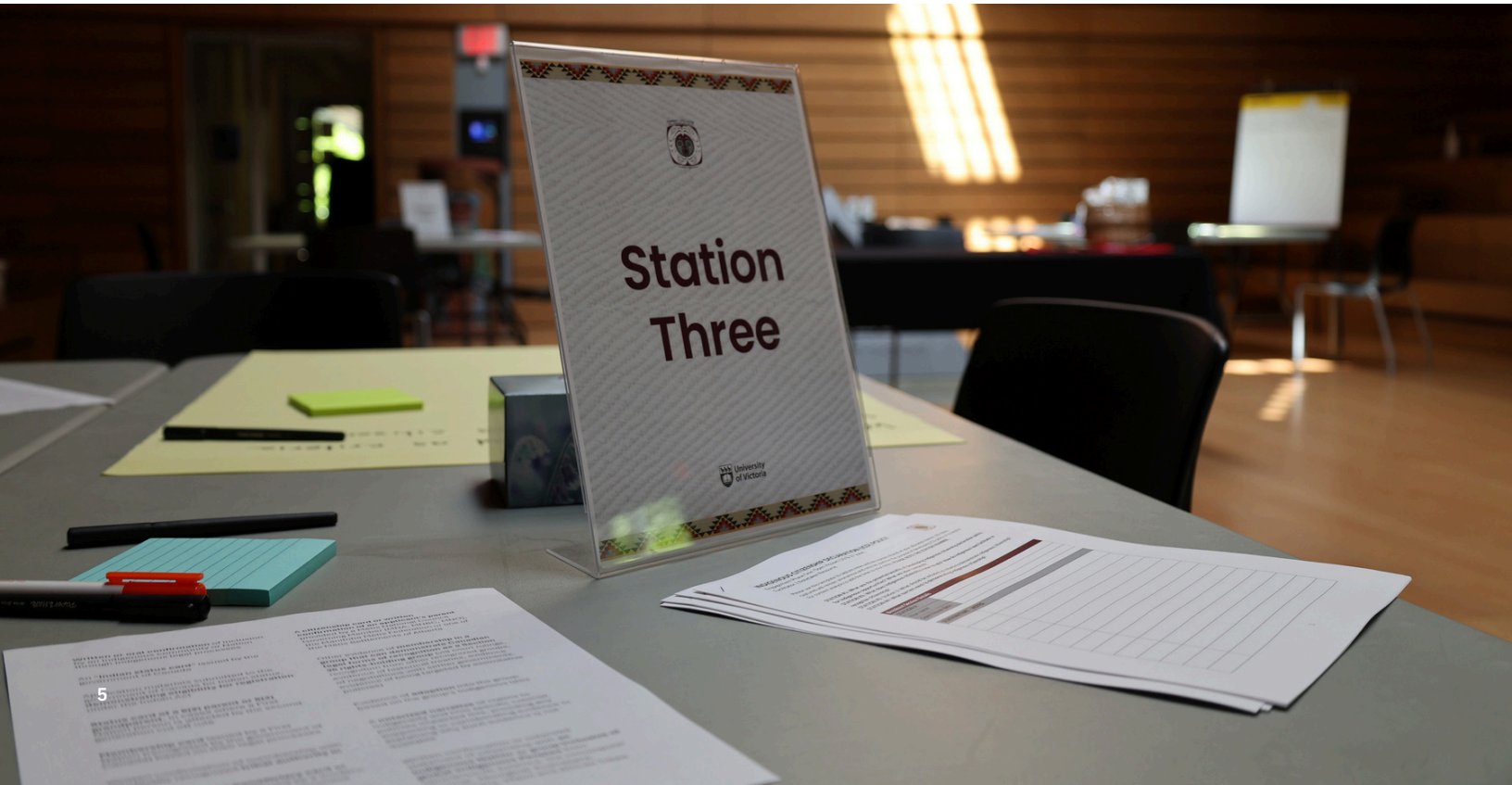
The committee guiding this work approached the development of this policy with humility and with the intention of stepping into a learning position to hold up our complexities and experiences with care. As a baseline for the work ahead, the university affirms how Naiomi Metallic & Cheyrl Simon (In "A Human Rights and Legal Analysis of the Understanding our Roots Report," 2023) understood institutional responses to this complexity:

> ***"The areas of uncertainty are far greater than those that are clear. As a result, there will always be a degree of uncertainty that must be managed, the key will lie in addressing this uncertainty with the appropriate tools. Attempts to create blunt and simplistic definitions of who is Indigenous has been the approach taken by settler governments and is what has created the complex problem we face today" (p.66).***

To further understand the scope of the work ahead, the Office of the Vice-President Indigenous (OVPI) began a process of understanding how other post-secondary institutions have approached efforts to revise eligibility procedures for Indigenous-specific opportunities. As of Summer 2025, we have reviewed several reports and policies drafted by the following institutions and agencies:

- Dalhousie University
- McGill University
- Queen's University
- The Tri-Agency (Government of Canada)
- University of Manitoba
- University of Saskatchewan
- University of Waterloo
- University of Winnipeg
- Western University
- Wilfrid Laurier University

The OVPI continues to invite feedback on the ICD Policy and Procedures, which will undergo a two-year review process concluding in 2027. Two staff positions have been created to guide and support the implementation of the policy. The **Policy Implementation Manager** will support the process of building relationships with Indigenous Nations and will monitor applications, best practices, and the accurate, respectful implementation and communication of this policy across campus. This work will be deeply supported by the **Policy Navigation Officer** who will support students, staff and faculty in interacting with the new eligibility process and navigating the challenges associated with these new procedures.



Roadmap of ICD Engagement Strategy

Research and Committee Formation

As the university began to consider revising eligibility requirements, the OVPI met with səlxʷéyn sqʷél | SELW̱ÁN SḰÁL | Elders' Voices in Fall 2023 to receive guidance on how to move forward in protecting opportunities of material gain designated for Indigenous peoples at UVic, while ensuring that this work remained rooted Skʷes | TŦE SKÁLs I, TŦE Ś,X̱ENAN̓s | The Laws and Philosophies of these lands. The Elders shared that UVic has a responsibility to ensure that the opportunities that it purports are for Indigenous peoples, go to Indigenous peoples, and that this policy is to be seen as a way of upholding healthy boundaries as a community.

To assist undertaking this work, the Vice-President Indigenous struck the ICDC, an expanded subcommittee of the Indigenous Strategic Leadership Advisory (ISLA) group, which brought together Indigenous students, Indigenous faculty and staff, and individuals from the University Secretary, Faculty Relations, the Faculty Association, Human Resources, the Office of the Registrar, the Office of Indigenous Academic and Community Engagement (IACE) and the OVPI[1]. These members were selected to help the OVPI develop an engagement process that resulted in clear policy directions and implementation guidelines.

The committee also included leadership from other, non-Indigenous units on campus to help the OVPI through navigating complex institutional procedures and to share the knowledge and understanding of the issues necessary for the careful implementation of a policy of this nature. Through monthly meetings, the ICDC strategized an engagement process that would seek to include diverse and distinct perspectives from the Indigenous community at UVic to the table.

[1]A full list of ICDC members is included in Appendix A: ICD Committee Membership and Terms of Reference.

Engagement Phase One

By Summer 2024, the ICDC began the first phase of engagement which focused on gathering input from the community pertaining to the scope of the policy, methods of demonstrating Indigenous citizenship, and identifying potential barriers or concerns. The consultation process included two in-person sessions, which more than 40 individuals attended, and an online survey that received 271 validated responses.[2]

An external consulting company was brought in to support these sessions, which included Indigenous counsellors for cultural support. There were four stations set up, each with their own engagement question and facilitator. Attendees were invited to sit with their colleagues and friends at these tables and encouraged to rotate between questions at their own pace.

Questions asked during the first phase of engagement sought to gather qualitative data on:

- How people are feeling about the development of this policy including its strengths and potential shortcomings or barriers it may cause, and the scope of who and what it should apply to;
- How Indigenous Peoples and Nations are conceptualizing what Indigenous citizenship is and how it can be demonstrated through various forms of supporting documents or information;
- Potential challenges for affirming claims of Indigenous citizenship;
- Terms that need to be clarified through robust definitions.

In-Person Sessions

At the in-person engagement sessions, the following questions were asked:

- What are the potential benefits of developing an Indigenous citizenship declaration policy for Indigenous opportunities? What are your concerns?
- What does Indigenous citizenship mean to you? How do Indigenous laws facilitate or recognize citizenship?
- What should be included as criteria to demonstrate Indigenous citizenship?
- What barriers exist when demonstrating Indigenous citizenship?

Survey

The survey was open for five weeks and five incentives were mailed to respondents selected at random. Between 900-1,200 people received the survey by email, and others were reached through social media and targeted outreach via UVic department administrative officers. It took respondents an average of 12 minutes and 30 seconds to complete the survey and it had a 77% completion rate. Of the 12 questions asked, two were demographic and one of which asked respondents to identify their relationship with UVic, which was the only required question.

[2] The survey received 304 total responses, 271 of which were validated while 33 were screened out as spam, bots, AI generated answers, or incomplete.

The remaining questions asked were as follows:

1. Does your department, unit or faculty have a process beyond self-identification for determining the eligibility of candidates for Indigenous-specific opportunities? (limited to self-identified staff and/or faculty respondents)
2. If yes, what processes have been useful? (limited to self-identified staff and/or faculty respondents)
3. If you have served on an adjudication, hiring or search committee, what challenges have you encountered with the process of determining a candidate's eligibility for an Indigenous-specific opportunity? (limited to self-identified staff and/or faculty respondents)
4. The ICD Committee has identified the following examples of material gain. In your opinion, is there anything missing from this list for which you think a verification process at UVic should apply?
5. In your opinion, are there any specific opportunities where a verification process should not be applied?[4]
6. Please list any specific concerns or questions you may have about any of the above methods of verifying citizenship.
7. Based on your context and experience, what are other ways that people are recognized by their communities and Nations?
8. As we seek your thoughts on the design of a case-by-case verification process, what are some of the barriers to demonstrating citizenship with an Indigenous Nation or community?
9. What other words, concepts and ideas need to be defined for folks implementing and understanding the revised eligibility process?
10. Is there anything else you'd like to share?

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[3] Material gain was defined as "having financial, professional and/or other tangible benefit." The list provided was: Full-time, part-time, term or continuing employment, Promotion, appointment and re-appointment, Salary adjustments or awards, Collective Agreement funds or leaves, Awards, bursaries and scholarships, Research grants, Financial aid, Designated seats on committees and governance boards, Fellowship or apprenticeship opportunities, Participation in mentorship programs, Designated seats in programs or courses, Designated spaces in student housing, and Access to Indigenous-specific campus services.

[4] The following list was provided as student services that would be excluded from the scope of the policy: Indigenous counselling/counsellors, First Peoples House Elders in Residence, Access to spaces in the First Peoples House, Food services and food programs, Academic Advising services, Community events, Centre for accessible learning/tutoring, Indigenous Student Support (IACE, Residence Life, etc.), Financial Aid (i.e. Emergency Bursaries), Student awards and scholarships, Health/Nurse and wellness supports, and Housing.

Recommendations: Phase One

All the data from these engagement activities was thematically analyzed and coded using Indigenous approaches that centred Indigenous ways of knowing and being, ethics of relationality, and cultural protocols[5], then brought together into a fulsome internal report that was circulated to members of ICDC. This report contained the high-level themes that responses to the engagement questions were organized under, anonymized quotes from participants, and emerging recommendations from the feedback received.

Following analysis, all responses were scanned for recommendations which were organized under the following categories: (1) communications and engagement, (2) verification criteria, (3) procedural, and (4) implementation.

This feedback was used to create an internal report for the ICDC, to inform early drafts of the ICD Policy and Associated Procedures, and to develop phase two engagement questions and resources. These recommendations also helped to identify gaps in understanding and areas that necessitated further conversation, further informing the phase two engagement strategy.

Below are some of the key recommendations that emerged from this phase of engagement[6]:

- Advertise phase two engagement sessions further in advance, through more channels, and with more opportunities for students to contribute.
- Recenter Indigenous legal orders and the self-determination and sovereignty of communities to determine their own citizenship criteria.
- Clarify key elements regarding the scope of the policy: (1) it applies only where there are instances of material gain designated for Indigenous peoples, (2) it does not impact the ability to self-identify as Indigenous, (3) it will not be retroactively applied to those that have accessed an opportunity through a process of self-identification, (4) the process will only need to be completed once to access future and multiple opportunities, and (5) it cannot address instances where fraud has occurred.
- Continue developing a case-by-case process that is robust enough to mitigate Indigenous identity fraud, yet flexible enough to remain inclusive of legitimate Indigenous peoples with complex circumstances.
- Narrow down what 'Indigenous-specific campus services' will be included within the scope of the policy.
- Consider how this process might differ in its application with faculty/staff versus students, and what additional supports or resources can be developed for students through consultation with Indigenous student support staff.
- Identify harm mitigation strategies and mental health supports to direct individuals to, understanding the potential of this process to retraumatize, trigger, or otherwise negatively impact Indigenous individuals.

The Phase 1 Rollout Summary,[7] an outward facing public report, summarized what was asked, the strengths and concerns associated with this process, and additional considerations for how individuals could demonstrate citizenship.

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[5] Refer to Margaret Kovach (2019) Conversational Method in Indigenous Research, First Peoples Child & Family Review 5(1), 40-48
[6] A comprehensive list of all recommendations are listed in Appendix B: Recommendations
[7] The full report can be found in Appendix C: Phase One External Summary

Engagement Phase Two

The second phase of engaging took place in Fall 2024, starting with two targeted sessions: one with Elders Voices and one with Indigenous student support staff. There were four other sessions held: one for students, one for staff and faculty, and two that were open to everyone (Indigenous students, staff, faculty, alumni, and community members). Of these, one of the open sessions took place on Zoom and the remaining three took place in person at the Ceremonial Hall in the First Peoples House.

A repeated concern raised in phase one from Indigenous students was the lack of Indigenous student representation during the Summer, when the majority of students are away from campus and therefore not available to engage as readily or meaningfully in the in-person engagement sessions. As such, the second phase of engagement sessions were developed in a more thoughtful and comprehensive way to allow more opportunities to participate in the ways accessible and comfortable to participants.

The in-person sessions were held in the Ceremonial Hall at the First Peoples House where four stations were set up for attendees to rotate between at their own pace, each with a different engagement question on a large poster that laid flat on each table. Each station had a facilitator and a notetaker present who were part of the ICDC, as well as notepads and markers. To care for the mind, body, and spirit of all those that participated, food was provided, an Elder and Indigenous medicines were present and available for cultural and wellness support, and these sessions were opened with a welcome and a blessing to honour local protocols. Door prizes were drawn for to incentivize participation and thank those who attended for sharing their experiences, perspectives and knowledges with us.

Going into phase two, summaries of what was shared by participants previously were brought back, and attendees were encouraged to begin thinking through how to strengthen the approach with this policy while addressing the opportunities and barriers that were identified by previous participants. New questions were brought to these engagement sessions mainly targeting two key concerns that were brought forward in the first phase of engagements. The first was how to address complexity in lived experiences of Indigenous peoples who, due to a myriad of reasons associated with the impacts of colonization, may not easily be able to demonstrate citizenship, while still ensuring the process is robust enough to address the root of the issue. The second concern centered around the vulnerability of members of the Indigenous community at UVic, specifically students, who will have to undergo this affirmation process and what supports or resources should be offered.

To make the sharing of feedback more accessible, an open-ended fillable form with the same engagement session questions asked at the in-person sessions was available on the OVPI webpage for individuals to complete if they did not feel comfortable, or were otherwise unable, to attend the engagement sessions. In addition to this, the OVPI extended an open invitation for any member of the Indigenous community at UVic to meet one-on-one. There were 88 registrants across all of the engagement sessions and about 50 attendees. Four (4) feedback forms were received, and eight (8) one-on-one sessions were held.

Members of Elders' Voices were asked the following questions:

1. Do you have any guidance for us about how we invite people to speak about who they are as Indigenous Peoples?
2. Are there words, names, or teachings that you've been reminded of during our conversations that you'd like to share?

During the session with Indigenous support staff, they were asked:

1. What Indigenous-specific student services should (or should not) require verification?
2. What resources or strategies have been helpful in connecting with Indigenous students, particularly those who may not seek one-on-one support? Do you have advice on how we might invite students (who might otherwise count themselves out of receiving supports) into a conversation?
3. If our Office were to introduce a new student-facing staff position to walk with students through a verification process*, what skills, knowledges and competencies should be required? What gaps in current supports might this position address?

The following questions were asked during the four remaining engagement sessions[8]:

1. What are your hopes, concerns, and expectations regarding the development of a new eligibility process?
2. What are your thoughts on the criteria to demonstrate Indigenous citizenship?
3. What considerations or options could be available to recognize complex circumstances and barriers within the affirmation process?
4. What supports and resources are needed to help Indigenous students, staff and faculty engage with an ICD Policy?

[8] See Appendix D: Phase Two Engagement Posters for the posters that were printed and put at the four stations.

These questions were asked with the intention to:

- Gauge how this project is being understood by Indigenous members of the UVic community
- Seek feedback on the existing list of affirmation criteria and understand how individuals may engage with a case-by-case approach
- Determine staffing and resource needs to address complex cases and effectively support policy implementation
- Brainstorm procedures to address and affirm complex cases
- Understand what steps need to be taken to address barriers or blocks to engaging with the policy
- Identify priorities towards developing a framework to assess whether the objectives as set out in the policy were met

Recommendations: Phase Two

After completing the thematic analysis, recommendations were pulled from responses and sorted under the following categories: (1) communications and engagement, (2) verification criteria, (3) procedural, and (4) implementation[1]. This feedback was directly implemented into the ICD Policy and Associated Procedures drafts, in the planning for the ICD rollout starting with the portal being accessible in Summer 2025, and into implementation in Fall 2025.

Notably, during this phase of engagement much of the hesitancy, concern, or trepidation that was communicated by the Indigenous community at UVic in earlier sessions began to peter out. Some of the key recommendations that emerged included:

- Develop a comprehensive list of on- and off-campus resources and supports for those engaging in this process.
- Communicate that the ICD Policy and Associated Procedures are living documents that can be amended, and that the OVPI will remain communicative and responsive to the Indigenous community at UVic throughout implementation.
- Establish agreements with Indigenous communities and nations recognizing the distinct nature of how they determine their citizenship and membership criteria.
- Encourage Indigenous communities or nations to consider how they may create a pathway to address instances of disconnection or disenfranchisement in their agreements with UVic.
- Develop a clear appeals process.
- Consider how this policy can be adaptive to potential long wait times for citizenship supporting information/ documentation and how this will interact against institutional deadlines for opportunities of material gain.
- Ensure there is a student navigator to walk alongside applicants throughout the ICD portal process and that this individual is a long-term hire with cultural competency.
- Consider what workshops the OVPI can host to facilitate connections with supports and resources for applicants, and to provide support in applying for/ accessing colonial documentation.
- Continue to ensure that this work is guided by local Elders, Knowledge Keepers, and the teachings of these lands.

[9] A comprehensive list of all recommendations are listed in Appendix B: Recommendations

Drafting Policy and Procedures & Designing Portal Process

During the second phase of engagement, the OVPI also met with the Native Students' Union, Equity and Human Rights, Human Resources, Faculty Relations, the Faculty Association, the Office of the Registrar and Enrolment Management, CUPE and PEA Unions, University Systems, General Counsel, and other units/departments whose portfolios will be interacting with the policy. These meetings continued into Spring and Summer 2025 and finalized (1) engagement on drafts of the ICD Policy and Associated Procedures, (2) the language for future hiring to ensure it aligned with the policy, and (3) the portal development process.

Implementation

After nearly two years of engagement with səlxʷéyn sqʷél | SELW̱ÁN SḰÁL | Elders' Voices, the Indigenous Community Engagement Council (ICEC), and Indigenous members of the UVic community, we are at the final draft stage of our Indigenous Citizenship Declaration (ICD) Policy and Associated Procedures.

The final drafts of the ICD Policy and Associated Procedures were brought to UVic's Board of Governors for a first review in June 2025 and to the Faculty Association. The portal will be open beginning in early Fall 2025 for Indigenous members of the UVic community to begin completing their declaration at their convenience. The OVPI anticipates that the policy and procedures will be approved and implemented by mid-Fall 2025, while full effect of the policy will be felt in 2026.

A final draft of the ICD Policy and Associated Procedures was brought to the Board of Governors in June 2025 for a first review and will be brought again in Fall 2025 for approval. These final drafts will also be brought to the Faculty Association for approval. With this in mind, the OVPI anticipates an effective date for the ICD Policy and Associated Procedures in mid to late Fall 2025, with full effects being felt by the Indigenous community at UVic in 2026.
In accordance with the Terms of Reference for the ICDC, the committee will be dissolved in Fall 2025 following the effective date of the ICD Policy and Associated Procedures. Members of the ICDC may be invited back to be part of a review committee to address concerns and cases as they may arise going forward.

The Director of Indigenous University Communications has developed a comprehensive communication plan for the rollout and implementation of the ICD Policy to ensure that Indigenous students, staff and faculty, and community members external to UVic can easily access information. This will include restructuring the ICD webpage to include an overview of the ICD process, downloadable copies of the ICD Policy and Associated Procedures, ICD reports, and tutorials for using the portal including a PDF and an audiovisual resource. A social media plan will be mainly focused on Indigenous student engagement and will answer FAQs, provide helpful links and information directing individuals to the ICD webpage. A news release using internal listservs will keep the UVic community including Indigenous students, staff, and faculty, apprised. Preliminary meetings took place individually with various BC post-secondary institutions where a shared priority was identified to create a community of practice to support each other in this work. With the support of the Policy Implementation Manager who has been hired, this work will be built upon.

The OVPI has established the following key values and commitments shaping the implementation of this policy:

- This policy is limited in scope. The policy revises the eligibility criteria for Indigenous-specific opportunities, where going forward the university will not rely on self-identification alone. This policy says that to be eligible for an Indigenous-specific opportunity, the applicant must demonstrate that they are representing themselves truthfully and accurately.
- This policy is not retroactive – the new process applies only to instances where an individual applies for a new opportunity.
- The Policy only intervenes in situations where a person puts themselves forward, or agrees to be nominated, as an Indigenous Person for a material advantage administered by UVic (like an award, grant, bursary, designated seat or employment opportunity).
- The OVPI is committed to reviewing this policy and continuing to engage on best practices throughout its implementation.

Indigenous Citizenship, belonging and identity is complex, and the policy affirms the university's limited role with respect to determining eligibility.

- The University is committed to aligning itself with Indigenous Laws and Protocols. At the foundation of this policy, UVic commits itself to respects and affirms the distinct and inherent rights of Indigenous Peoples to determine their Citizenship in accordance with their own Legal Orders, governance structures, customs and traditions.
- It's not the university's place to determine who is and who is not a member of a Nation or Community – the policy and implementation strategy is geared towards ensuring that the university is responsive and accountable to Indigenous Nations and how they confirm their members.
- This Policy is a tool to assist the University through areas of inevitable uncertainty, especially where colonial legislation has continued to disrupt Indigenous Citizenship and where Indigenous Nations rebuild and strengthen their distinct Legal Orders.|

This report will be used to communicate back to the local nations on whose lands UVic is situated, the Elders who guided this work, and the Indigenous community at UVic what the OVPI learned and how this knowledge is being used to move forward with this policy in a good way.

Appendices

Appendix A: ICD Committee Membership and Terms of Reference

Membership as of July 2025:

Vice-President Indigenous (chair)	Robina Thomas
Director of Indigenous Strategic Priorities and Community Engagement (co-chair)	Lalita Kines
Project coordination, OVPI	Julianna Nielsen, Acting Director, Indigenous University Initiatives
Project coordination, OVPI	Peyton Juhnke, Project Manager
Indigenous faculty member	Val Napoleon
Indigenous faculty member	Onowa McIvor
Indigenous faculty member	waaseyaa'sin Christine Sy
Indigenous graduate student	Estrella Whetung
Indigenous undergraduate student	Lauren Aimoe, NSU Firekeeper
Indigenous student	Kiana Cardinal-Arcand, Indigenous Law Student Association
University Secretary representative	Morag Mochan, Governance Services Manager
Faculty Relations representative	Pam Richards, Director, Faculty Relations & Academic Administration
Faculty Association representative	Christine O'Bonsawin
Human Resources representative	Kane Kilbey, AVP Human Resources
Office of the Registrar representative	Wendy Taylor, Acting Registrar
Communications, OVPI/IACE	Hannah Mashon, Director, Indigenous University Communications

University of Victoria

Indigenous Citizenship Declaration Committee Terms of Reference:

Approving Authority: Vice-President Indigenous

Effective Date: January 2024

Context: The University of Victoria's (UVic) renewed Indigenous Plan (2023) outlines a strong commitment to align the university with Indigenous laws and protocols. This commitment extends to ensuring that the eligibility requirements for opportunities designated for Indigenous People are consistent with the ways that Indigenous Nations, Peoples and communities determine their citizenship.

UVic is one of many post-secondary institutions moving beyond self-identification to a process of verification where preferential and limited selection programs and opportunities are designated for Indigenous applicants and result in material gain.

Purpose: The OVPI has brought together an expanded subcommittee of the Indigenous Strategic Leadership Advisory (ISLA) group with the aim of effectively strategizing an engagement process that brings diverse voices to the table and results in clear policy directions and implementation guidelines.

The Indigenous Citizenship Declaration (ICD) Committee will guide the development of a policy and process that affirms the authority of Indigenous Peoples to determine their citizenship in accordance with their own legal orders and governance structures. Undertaking this work, the ICD Committee will remain responsive to the ways that colonization has impacted determinations and experiences of citizenship.

Guiding Commitments:

- *ʔáy šqʷeləqʷən* | *ÍY, ŚḰÁLEC̓EN*: We bring a good heart and good mind into our work, building relationships based on trust and respect.
- *Leʔt šxʷ hela ʔə cə məkʷ sčeʔi səʔ* | *S,HOL EṮ MEQ EN ENÁ SE SĆA̓*: We prepare ourselves for the work ahead with a view towards a future of promise and abundance.
- *Humility*: We step into a learning position and recognize that this work is ongoing.
- *Inclusion & Intersectionality*: We bring a diversity of voices to the table, and we recognize in this work the ways that colonization has functioned to undermine Indigenous self-determination and disrupt kinship and family relations.
- *Honesty & Dignity*: We maintain a respectful environment where all members are encouraged and empowered to communicate disagreements in good faith and bring their whole selves into decision making.
- *Transparency*: We work with open doors.
- *Privacy*: We uphold the confidentiality of sensitive disclosures and information, and we work to align data collection and storage with data sovereignty principles.

University of Victoria

Objectives: Meeting twice monthly, the ICD Committee will determine and guide a cohesive, multi-unit collaborative approach to policy engagement, development and implementation over three phases:

Phase 1: Drafting & Engaging (October 2023 – September 2024)

i. Determine and oversee a process to be carried out by the OVPI for engaging with Indigenous communities, Elders, staff, faculty, students and alumni.
ii. Develop a first draft of an ICD policy in partnership with University Systems and General Counsel, considering the insights of colleagues at other universities.
iii. Identify protocol to be carried out by the OVPI as the university seeks to create and confirm MOUs with BC First Nations, Inuit & Métis governing authorities.

Phase 2: Revising, Finalizing & Approving (September 2024 – February 2025)

i. Review and revise drafts of an ICD policy to align the information and feedback gathered during the engagement process.
ii. Work with University Systems and General Counsel to confirm secure and confidential procedures, platforms and mechanisms for collecting personal information and affirming eligibility.
iii. Guide the preparation of documents necessary for policy approval through Senate and the Board of Governors.

Phase 3: Implementing & Communicating (February 2025 – September 2025)

i. Determine timelines and communications strategies for policy implementation.
ii. Create working groups to address specific tasks, questions and priorities, collaborating with IACE's Communications Officer and representatives from Student Affairs, the Office of the Registrar, the Better Data Project and Human Resources.
iii. Concluding the work of the ICD committee, identify membership for a review committee to address concerns and cases as they may arise going forward.
iv. Committee dissolved September 2025

For regular committee meetings to proceed, quorum will be met by:

- The Chair or Co-Chair
- 1 project coordinator
- 2 Indigenous faculty members
- Staff representatives necessary for supporting and advising particular conversations

Resources: Administrative support will be provided by OVPI projects staff.

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Timeframe:

- The Terms of Reference for the ICD Committee will be submitted to the Approving Authority by January 10, 2024.
- The ICD Committee will be created by January 30, 2024 and will submit drafts of a ICD policy and process to the Approving Authority by Winter 2024.
- The work of the committee will conclude September 2025.

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Appendix B: Engagement Session Responses and Recommendations

Phase One Engagement Responses – In-Person Sessions

Question 1: What are the potential benefits of developing Indigenous citizenship declaration policy for Indigenous opportunities? What are your concerns?
Feedback Summary: The major themes of the responses shared for the strengths of the policy were (1) assurance and protection, (2) reconnection, (3) strengthening and supporting Indigenous Peoples, (4) decolonization, (5) self-determination, and (6) cultural safety. For concerns, the major themes were: (1) gossip, media and lateral violence, (2) barriers in obtaining verification documents, (3) perpetuating harm and exclusion, (4) stigma and intergenerational trauma, (5) upholding colonial processes and documentation, (6) Métis-specific exclusion, (7) lack of communication, clarity, and consultation, (8) safety, accountability, and integrity, (9) fraud, and (10) not wanting to pursue recognition from Indigenous or federal governments.

Question 2: What does Indigenous citizenship mean to you? How do Indigenous laws facilitate or recognize citizenship?
Feedback Summary: There were critiques and concerns brought forward about the use of the term 'citizenship' in the context of the diversity of ways in which we relate to one another as Indigenous Peoples and Nations, and how we name that belonging or kinship. Within the context of beginning to engage on a policy, the term was unclear and carried significant and exclusionary, colonial baggage. We invited conversations around what 'citizenship' means, and we heard from engagement participants their experiences with connection to community, articulated in a more expansive way to include local, urban Indigenous communities.

There was feedback about how this policy can uphold Indigenous legal orders with a recognition that many of our Nations have work to do to realize the revitalization of their traditional governance structures. Along a similar vein, there were comments about the importance of engaging the local Indigenous communities in the development of this policy to ensure its reflective of local laws.

Question 3: What should be included as criteria to demonstrate Indigenous citizenship?
Feedback Summary: In terms of other, more expansive ways of demonstrating citizenship, respondents shared that they would like to see the following included as considerations: scrip, situating self in relation to homelands, case-by-case flexible processes, community and family claiming you, Indigenous laws and legal traditions, letters of support from Elders or community members, using family names/connection to family, kinship and ancestry, recognition of lived experience, and local laws.

Question 4: What barriers exist when demonstrating Indigenous citizenship?
Feedback Summary: Respondents raised questions about how the OVPI will walk with people with complex lived experiences, and ensure that the policy is robust enough to mitigate Indigenous identity fraud, yet flexible enough to accommodate those who are reconnecting. Others shared that the policy should acknowledge the limitations of recognition of Indigeneity under the Indian Act due

to the discriminatory policies that systematically excluded and, despite amendments, continue to exclude many First Nations individuals. It was raised that some instances may arise where there is a lack of consensus among Indigenous governments and/or Peoples about how they recognize citizenship, particularly in the instances where these colonial and exclusionary policies may have been adopted by Indigenous governments.

Phase One Engagement Responses – Survey

Question 1 and 2: Does your department, unit or faculty have a process beyond self-identification for determining the eligibility of candidates for Indigenous-specific opportunities? (limited to self-identified staff and/or faculty respondents). If yes, what processes have been useful? (limited to self-identified staff and/or faculty respondents)
Feedback Summary: A summary of responses detailing processes faculty and staff have experienced beyond 'self-identification' are as follows: letters of support/verification from Nation/Tribal affiliation/community they claim or claims them, Indigenous identify documents, other information that upholds their claim and connection to community, and a written description of their "social location/relationship to their ancestral claim".

Responses indicated that amongst those units with processes beyond self-identification, the processes are in alignment with those being considered for the upcoming affirmation policy. Respondents emphasized the importance of considering other assessment processes such as community references or deeper explanations for the instances that will be more complex and exceed the functional capacity of the portal or limitations of standard policy and procedures.

Question 3: If you have served on an adjudication, hiring or search committee, what challenges have you encountered with the process of determining a candidate's eligibility for an Indigenous-specific opportunity? (limited to self-identified staff and/or faculty respondents)
Feedback Summary: Respondents shared that confirming an applicant's affiliation or connection to their community is a challenge, and taking people at their word (self-identification) was reported as problematic. Indigenous hiring committee members were often relied upon to determine authenticity of candidate's claim. Hiring committee members were hesitant to ask for proof of indigeneity for fear of reprisal or encountering a human rights violation. It was stated that more attention is needed on whether the people applying have the knowledge and expertise that comes with the positions they are applying for where the position is specifically looking for Indigenous Knowledge in some capacity. Once hired, it is nearly impossible to address questions of authentic claims to Indigeneity. Respondents generally welcomed the introduction of processes and expectations to navigate what have been experiences as significant challenges.

Question 4: The ICD Committee has identified the following examples of material gain. In your opinion, is there anything missing from this list for which you think a verification process at UVic should apply?

Feedback Summary: The majority of responses suggested that the following be included in the scope of the policy: admissions, participation in Indigenous-specific events, research/publishing, and student services.

Question 5: In your opinion, are there any specific opportunities where a verification process should not be applied?
Feedback Summary: Respondents identified significant concerns around the inclusion of 'Indigenous-specific campus services' within the scope of the policy. 'Services,' as many respondents have noted, is too broad of a category.

Question 6: Please list any specific concerns or questions you may have about any of the above methods of verifying citizenship.
Feedback Summary: The feedback received indicated hesitancy regarding this policy, largely stemming from concerns about those who may not have the documents they anticipate being accepted due to different forms of colonization causing disconnection from their culture and/or community. Some of the other recurring concerns are how this process might replicate colonial processes of legislating Indigenous identity and how this policy will tend to the Indigenous communities or nations that are not recognized by the federal government.

Compared to other nations, there was a significant volume of feedback from Métis respondents to expand the accepted criteria for demonstrating Métis citizenship to include all five provincial Métis governments and the various chartered communities. Concerns were raised about how this policy would include Métis people who choose not to be registered with a Métis Nation government, those who cannot be registered due to residency requirements, or those who were disconnected.

Question 7: Based on your context and experience, what are other ways that people are recognized by their communities and Nations?
Feedback Summary: Respondents suggested upholding Indigenous legal orders for recognizing citizens. A specific theme that emerged was how this policy could recognize citizenship through the connection Indigenous peoples have to the community they are a part of including the time and energy they invest in contributing to their community.

Question 8: As we seek your thoughts on the design of a case-by-case verification process, what are some of the barriers to demonstrating citizenship with an Indigenous Nation or community?
Feedback Summary: Recognizing the ways in which colonization has disconnected Indigenous peoples from our cultures and communities, responses emphasize the vulnerability of those reconnecting and the support that may be needed to assist them on their journey. Concerns were brought forward regarding barriers that may exist for those who are attempting to acquire supporting documentation such as the necessity of engaging with colonial processes and forms of recognition (particularly for nations that do not have their own formally established Indigenous legal orders for recognizing their citizens), long wait times, and limited resources (labour, time and

personnel) in Indigenous communities to provide documentation to support community members' claims of citizenship.

Question 9: What other words, concepts and ideas need to be defined for folks implementing and understanding the revised eligibility process?
Feedback Summary: The following were identified as policy-specific terms that needed to be defined within the context of this policy and work:

- Material Gain
- Eligibility
- Opportunity
- Case-by-case
- Indigenous Legal Orders & Indigenous Law & Legal Orders
- Custom Adoption vs Adoption
- Citizenship vs Membership
- Federally Recognized
- Tribes
- Affiliation
- Belonging
- Community verification
- Affirming

Question 10: Is there anything else you'd like to share?
Feedback Summary: There is concern about applying this policy broadly to Indigenous students, staff and faculty who will engage with it because of the heightened vulnerability of students, and how to apply the policy without causing undue harm to Indigenous peoples and communities. One way of doing this is centering Indigenous communities, specifically Elders and Knowledge Keepers, in thinking through the specific of this policy and how it will be applied.

Phase One Engagement Recommendations

1. COMMUNICATIONS AND ENGAGEMENT
    a. Advertise phase two engagement sessions further in advance and through more channels.
    b. Hold targeted engagement sessions with members of Elders Voices, Indigenous student support staff, the Native Students' Union, and distinctions-based groups.
    c. Clarify in policy that the OVPI is upholding Indigenous legal orders and the self-determination and sovereignty of communities to determine their own citizenship criteria.
    d. Develop a working definition of 'citizenship' based on kinship, place, relationship, accountability etc. for the purposes of this policy that respects and acknowledges the concerns shared.
    e. Clarify key elements regarding the scope of the policy: (1) it applies only where there are instances of material gain designated for Indigenous peoples, (2) it does not impact the ability to self-identify as Indigenous, (3) it will not be retroactively applied to those that have accessed an opportunity through a process of self-identification, (4) the process will only need to be

completed once to access future and multiple opportunities, and (5) it cannot address instances where fraud has occurred (refer to Academic Integrity and/or EQHR Discrimination and Harassment).

f. Define 'risk' (i.e. to who and to what) as it pertains to this policy and how that aligns or differs with institutional ideas of risk to reputation, status, prominence, litigation, integrity, and assets.
g. Think through ways to support non-Indigenous education/understanding about this policy so the labour isn't on Indigenous faculty, staff or students.

2. VERIFICATION CRITERIA
    a. Think through a case-by-case process that is robust enough to mitigate Indigenous identity fraud, yet flexible enough to remain inclusive of legitimate Indigenous peoples with complex circumstances.
    b. Specify the inclusion of Indigenous legal orders for recognizing citizens which may include ceremonial processes, oral traditions, genealogy/ancestry, and relational/community references.
    c. Expand the list of criteria to ensure it includes forms of verification that uphold Indigenous legal processes rather than colonial forms of recognition.

3. PROCEDURAL
    a. Think through anticipated wait times individuals will be facing to complete the portal process, as well as a way to expedite applications of those that are applying for opportunities that are time sensitive.
    b. Continue to develop a case-by-case process that moves beyond colonial documentation and recenters Indigenous perspectives around family, kinship, oral traditions, and community connection/involvement.
    c. Build out the composition of a review committee for complex cases.
    d. Narrow down what 'Indigenous-specific campus services' will be included within the scope of the policy.
    e. Ensure respect for global Indigenous peoples.

4. IMPLEMENTATION
    a. Consider how this process might differ in its application with faculty/staff versus students, and what additional supports or resources can be developed for students.
    b. Identify harm mitigation strategies and mental health supports to direct individuals to, understanding the potential of this process to retraumatize, trigger, or otherwise negatively impact Indigenous individuals.

c. Assess capacity, support and resources available to Indigenous students through engaging with Indigenous student facing staff members.
d. Think through how to make this process accessible and inclusionary to encourage Indigenous peoples to engage with it rather than counting themselves out.

Phase Two Engagement Responses

Question 1: What are your hopes, concerns, and expectations regarding the development of a new eligibility process?
Feedback Summary: The responses to this question emphasized the hope that this policy is centered in Lək̓ʷəŋən and W̱SÁNEĆ teachings about being a welcoming place for others to these territories. Some concerns were expressed around the vulnerability of students who will be engaging with this process and/or those coming from complex circumstances such as adoption or those who are not connected to their community and how we can support them through the fear and potential harm this policy may cause.

As Indigenous students may already face hesitancy in accessing spaces, supports, and/or opportunities designated for them, it was suggested to make a concerted effort to bring Indigenous students into this process in a welcoming way, while also creating more Indigenous-specific opportunities. Other concerns were about the barriers that applicants will face like document retrieval, financial burden, and emotional stress, as well as political impacts and Indian Act standards that will affect individual's eligibilities. Expectations about the policy focused on it being straightforward and accessible, in-person support being available, and that the policy being a living document.

In reflecting on the ICD policy and accompanying process, staff and faculty communicated their hopes to be able to focus more time and energy as Indigenous peoples on other work of importance to our communities, nations and ourselves rather than spending a great deal of time on identity politics. There was also an overwhelming hope shared that this work be grounded in local teachings, and that support be made available for those engaging in the process.

In terms of concerns, thoughts were shared about what an appeal process might look like, how the policy and process will tend to the complexity of lived experiences, the responsibility of the institution to be engaging in this work, and what support will be available for the grief and anxiety that might come from those that are deemed ineligible. Conversations about expectations for the policy focused on accountability to self, to each

other, to future generations, to our communities/ nations, to local teachings and peoples, and to the land.

Question 2: What are your thoughts on the criteria to demonstrate Indigenous citizenship?
Feedback Summary: There was a strong push to centre Indigenous legal orders and how these can help bridge gaps, particularly for those who are non-status, who have been apprehended, or who have been disenfranchised or disconnected in other ways. Further to this point, it was shared that an understanding of the nuances of understanding the nuances of adoption is important, notably and what kind(s) of adoption(s) make one a citizen of an Indigenous nation.
Feedback around Inuit and Métis citizenship criteria reemphasized its distinctness from First Nations' criteria. It was said that in the case of all Indigenous peoples, citizenship may be understood as more than ancestry but also community responsibilities and how one contributes. It was identified as important that every unit and department who is interacting with this policy is in alignment with the process and procedures.

Some respondents questioned whether it was the university's role to navigate how to overcome the complex circumstances individuals may enter this process with, or whether this is the responsibility of that individual's community and/or nation. There was again the identification of the importance of an in-person support person to help individuals navigate through the ICD portal process.

Respondents shared concerns around the complexity of affirming the citizenship of those with more complex circumstances such as those that have been adopted or have a family history of adoption, those that have been through the child welfare system, and those that have been disconnected because of the Indian Act. Further to this point, the ways that international Indigenous communities/ nations determine citizenship as being even more complex (such as through oral tradition, letters, and genealogy) was raised. There were multiple mentions of Indigenous identity as complex and fluid, including an individual's personal choice whether or not to register with their community and/or nation, or being limited in their choice depending on the intersectionality of their identity. It was stated that more support is needed to navigate this process.

Question 3: What considerations or options could be available to recognize complex circumstances and barriers within the affirmation process?
Feedback Summary: The theme of accountability reemerged in this question. Understanding again the vulnerability of students, there was a desire that this policy not be another onerous barrier for them. In terms of the policy rollout, it was said that there

should be clear communication from UVic about timelines and where applications are in the review process. A recommendation was made to change the wording of case-by-case (considered to be “too boxed in” or “prove yourself”) to alternative pathway or other wording to reflect the flexibility in the process.

Access to a navigator to support students through the ICD portal process was brought up again, this time with more emphasis on this person being knowledgeable about Indigenous lived experiences and them being in this role consistently rather than having a high turnover as it may be difficult for students to rebuild trusting relationships. Other responses highlighted the importance of relying on Coast Salish Elders and teachings for guidance in this work and in helping people on their journey of reconnecting as guests to these territories.

While there was support for more expansive forms of supporting information such as stories, references, and documentation not from a colonial government or band council, there were also concerns about the potential for falsified information or documents. In terms of the process itself, there was a desire for it to be welcoming and inclusive, understanding also the emotional impact of this process on applicants. Given this, there was also a strong desire for support from the institution to help mitigate potential harm, namely in terms of flexibility in time to complete applications, instruction and direction for applications that require resubmission, and connecting applicants to supports available on campus.

Question 4: What supports and resources are needed to help Indigenous students, staff and faculty engage with an ICD Policy?
Feedback Summary: A number of the respondents repeated the need for in-person one-on-one support that is culturally knowledgeable and sensitive, and the hope that the policy will be readable (i.e. not too technical, complex or wordy) and accessible. Concerns were raised about the lack of access to colonial documentation that respondents thought may be necessary to successfully engage with the ICD process, and about the hesitancy from folks to self-identify though some say this policy will help them to feel more comfortable self-identifying and that people who are not Indigenous won’t be able to steal their stories and use them for personal gain.

There was overwhelming feedback about the ongoing support required for applicants in navigating the ICD portal and application process, particularly for those with more complex circumstances. These responses centered around a designated navigator, streamlining the process so individuals are not going through the application process multiple times, follow-up if there are issues with applications, Elders Voices as being a support, the mental load

of applying, and connecting to supports at UVic and in the greater community. In instances of disconnection, it was cautioned that these individuals are not "othered" in the language being used and the importance of confidentiality in these, often times, sensitive cases.

Phase Two Engagement Recommendations

1. COMMUNICATIONS AND ENGAGEMENT
    a. Creating clear communication about the policy rollout, including what will happen after it is introduced (i.e. plans for policy revision, post-implementation engagement sessions, etc.).
    b. Communicate that the ICD Policy and Associated Procedures are living documents that can be amended, and that the OVPI will remain communicative and responsive to the Indigenous community at UVic throughout implementation.
    c. Clarify what the portal process will look like with a visual aid.
    d. Develop a comprehensive list of on- and off-campus resources and supports for those engaging in this process.

2. VERIFICATION CRITERIA
    a. Establish agreements with Indigenous communities and nations recognizing the distinct nature of how they determine their citizenship and membership criteria.
    b. Encourage Indigenous communities or nations to consider how they may create a pathway to address instances of disconnection or disenfranchisement in their agreements with UVic.
    c. Develop a comprehensive list of the various forms of accepted documentation or supporting information that individuals can upload to the ICD portal that include, but are not limited to, colonial documentation.

3. PROCEDURAL
    a. Develop a clear appeals process.
    b. Consider how this policy can be adaptive to potential long wait times for citizenship supporting information/ documentation and how this will interact against institutional deadlines for opportunities of material gain.

4. IMPLEMENTATION
    a. Ensure there is a student navigator to walk alongside applicants throughout the ICD portal process and that this individual is a long-term hire with cultural competency.

b. Meet with all units, departments and faculties who may interact with the ICD policy prior to its implementation to ensure clear communication of process and procedures.
c. Consider what workshops the OVPI can host to facilitate connections with supports and resources for applicants, and to provide support in applying for/ accessing colonial documentation.
d. Continue to ensure that this work is guided by local Elders, Knowledge Keepers, and the teachings of these lands.

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Appendix C: Phase One External Summary

INDIGENOUS CITIZENSHIP DECLARATION POLICY

Summary: Engagement Session Phase One

BACKGROUNDER

The Office of the Vice-President Indigenous (OVPI) is in the early phases of drafting an Indigenous Citizenship Declaration (ICD) policy, which revises the eligibility criteria—from self-identification to a process of community verification—for Indigenous-specific opportunities that result in material advantages. This policy supports the university's commitment to honour the self-determination and sovereignty of Indigenous nations to enact their self-governance including their right to determine relationality through their own citizenship and membership laws, practices and customs. For more information on the phases of this work, the ICD committee, FAQs and more, please visit our webpage.

PHASE ONE ROLLOUT

The first phase of engagement included two in-person sessions with students, alumni, faculty and staff which took place on **June 19** and **June 27, 2024**.

These engagement opportunities were advertised via targeted emailing lists, departmental emailing lists, social media (Instagram and Facebook) and word of mouth at Indigenous gatherings and events. Across both sessions, there were **40+ attendees**.

Additionally, an engagement **survey** was conducted from May 30 to July 5, 2024, which received **271** validated responses. The survey was comprised of 12 questions, two (2) of which were demographic, and of the 10 remaining, one (1) was multiple choice and nine (9) were open text.

The questions being asked in phase one largely sought to gather qualitative data on:

1. how people are feeling about the development of this policy including its strengths and potential shortcomings or barriers it may cause,
2. the scope of who and what this policy should apply to;
3. how Indigenous Peoples and Nations are conceptualizing what Indigenous citizenship and how it can be demonstrated through various forms of supporting documentation;
4. potential challenges within existing frameworks for affirming claims of Indigenous citizenship, and;
5. terms that need to be clarified through robust definitions.

For a full list of the engagement session and survey questions, please see *appendix A.*

HIGHLIGHTS FROM PHASE 1

Figure 1 Word cloud of response data:
"What does Indigenous Citizenship mean to you?"

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WE ASKED:

What are the potential benefits and strengths of developing an Indigenous Citizenship Declaration policy for Indigenous opportunities? What are your concerns?

STRENGTHS

Assurance and protection

Reconnection

Strengthening and supporting Indigenous Peoples

Decolonization

Self-determination

Cultural safety

ADDITIONAL CONSIDERATIONS FOR DEMONSTRATING CITIZENSHIP

Scrip

Situating self in relation to homelands

Case-by-case flexible processes

Community and family claiming you

Indigenous laws and legal traditions (including ways of recognizing kinship/relationality, ceremonies, oral traditions, and cultural adoptions)

Letters of support from Elders or community members verifying claim

Using family names, connection to family/ kinship web and ancestry

Recognition of lived experience

Local laws

CONCERNS

Gossip, media and lateral violence

Barriers in obtaining verification documents: accessibility, emotional labour, complex genealogy, wait times, lack of resources within nations, incomplete/ lost/ destroyed records

Perpetuating harm and exclusion by not tending to diversity of Indigenous experiences: Indian Act exclusions, modern day treaty communities, non-recognized nations, distant ancestry, disconnection/displacement, child welfare/ adoption, international Indigenous people, multi-racial experiences

Stigma and intergenerational trauma

Upholding colonial processes and documentation

Métis-specific exclusion

Lack of communication, clarity and consultation about the process: engagement with local nations and staffing/ resources for the implementation of this policy

Safety and accountability/ integrity

Fraud/ fraudulent letters of support

Not wanting to pursue recognition processes within Indigenous home community or colonial government

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WHERE DO WE GO FROM HERE

The feedback from Phase 1 was used to:

- Write a research report for the ICD Committee with recommendations for future engagement priorities and for policy directions based on the perspectives of Indigenous People at UVic
- Inform the list of supporting documentation that can be provided to affirm Indigenous citizenship
- Improve the engagement strategy to increase participation and gain insight from specific groups:
  - Increase communication about the policy and refer folks to the designated ICD webpage for more information
  - Include more information about mental health supports available to participants, and continue to have on-site support available at the engagement sessions
  - Advertise Phase 2 engagement sessions further in advance and through more channels (i.e. targeted emails, newsletters, social media, posters around campus)
  - Design targeted engagement session in Phase 2 with members of Elders Voices, Indigenous student support staff, distinctions-based groups (First Nations, Métis, Inuit, and International Indigenous), and members of the Native Students' Union.

As we continue to walk alongside the UVic community in the development of this policy, we will continue to listen to the voices of Indigenous students, staff, faculty, and alumni. We invite anyone interested in sharing their perspective to attend one of the Phase 2 engagement sessions, or to contact the Office of the VP Indigenous to book a one-on-one session with a member of our team.

CONTACT

If you have additional questions, please send them to the Indigenous Citizenship Declaration Committee via email to **vpiicd@uvic.ca**

MORE INFORMATION

Engagement process, project timelines, Terms of Reference, FAQs and resources: **uvic.ca/ovpi**

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APPENDIX A

Engagement Session Questions:

1. What are the potential benefits and strengths of developing Indigenous citizenship declaration policy for Indigenous opportunities? What are your concerns?
2. What does Indigenous citizenship mean to you? How do Indigenous laws facilitate or recognize citizenship?
3. What should be included as criteria to demonstrate Indigenous citizenship?
4. What barriers exist to demonstrating Indigenous citizenship?

Survey Questions:

1. Please select your primary relationship with UVic (Student, Staff, Faculty or Librarian, Alum, Community representative or partner, Other (please specify)
2. Please indicate your primary Indigenous citizenship or affiliation (Nation, Metis, Inuit, International Indigenous, please specify)
3. Does your department, unit or faculty have a process beyond self-identification for determining the eligibility of candidates for Indigenous-specific opportunities? (Yes or No)
4. If yes, what processes have been useful?
5. If you have served on an adjudication, hiring or search committee, what challenges have you encountered with the process of determining a candidate's eligibility for an Indigenous-specific opportunity?
6. The ICD Committee has identified the following examples of material gain* where a verification process may be implemented:
   - Full-time, part-time, term or continuing employment
   - Promotion, appointment and re-appointment
   - Salary adjustments or awards
   - Collective Agreement funds or leaves
   - Awards, bursaries and scholarships
   - Research grants
   - Financial aid
   - Designated seats on committees and governance boards
   - Fellowship or apprenticeship opportunities
   - Participation in mentorship programs
   - Designated seats in programs or courses
   - Designated spaces in student housing
   - Access to Indigenous-specific campus services

*Definition of Material Gain: having financial, professional and/or other tangible benefit. In your opinion, is there anything missing from this list for which you think a verification process at UVic should apply?

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7. We seek your feedback on how to recognize claims to Indigenous citizenship. The ICD Committee has identified the following examples of how these claims could be recognized:

- Written or oral confirmation of inclusion by an Indigenous community or Nation through Indigenous legal processes
- An "Indian status card" issued by the government of Canada
- Copy of application materials submitted to the government of Canada for Indian status
- Status card of a 6(2) parent or 6(2) grandparent
- Written confirmation from a federally recognized band or tribal authority
- A citizenship card provided by a Métis National Council Governing Member
- Written confirmation provided by a Métis National Council Governing Member
- Inuit enrolment or beneficiary card issued by a modern Inuit treaty organization or government
- Other evidence of membership in a group that can demonstrate
- Canadian legal forms of recognition as a Section 35 rights-holding group (via court rulings, recognition, evidence of historical treaties, evidence of negotiations with settler governments).

8. Please list any specific concerns or questions you may have about any of the above methods of verifying citizenship.
9. Based on your context and experience, what are other ways that people are recognized by their communities and Nations?
10. As we seek your thoughts on the design of a case-by-case verification process, what are some of the barriers to demonstrating citizenship with an Indigenous Nation or community?
11. What other words, concepts and ideas need to be defined for folks implementing and understanding the revised eligibility process?
12. Is there anything else that you'd like to share?

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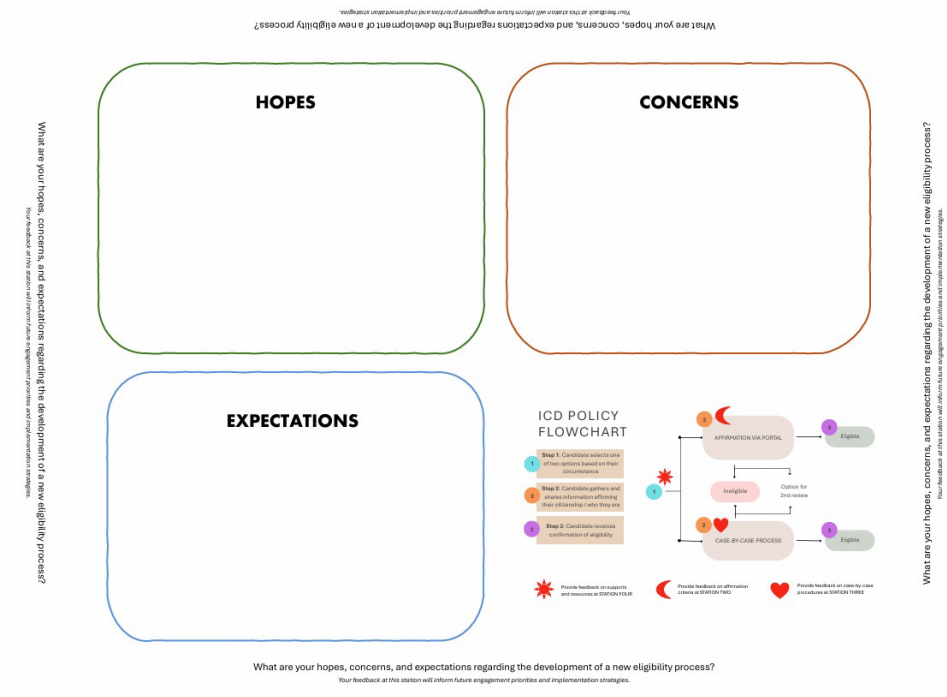
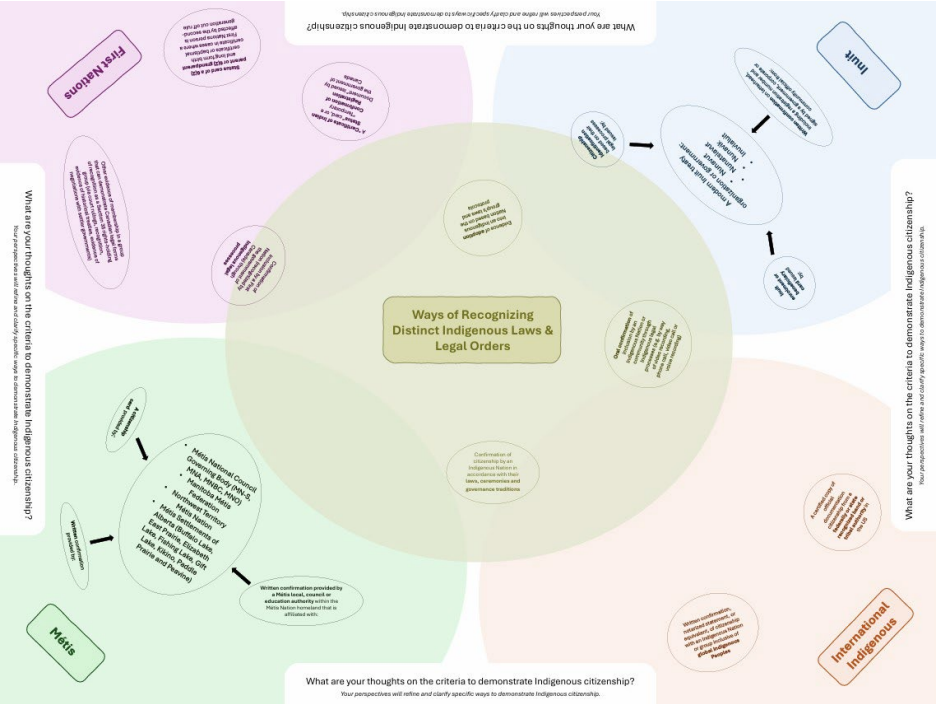
Appendix D: Phase Two Engagement Posters





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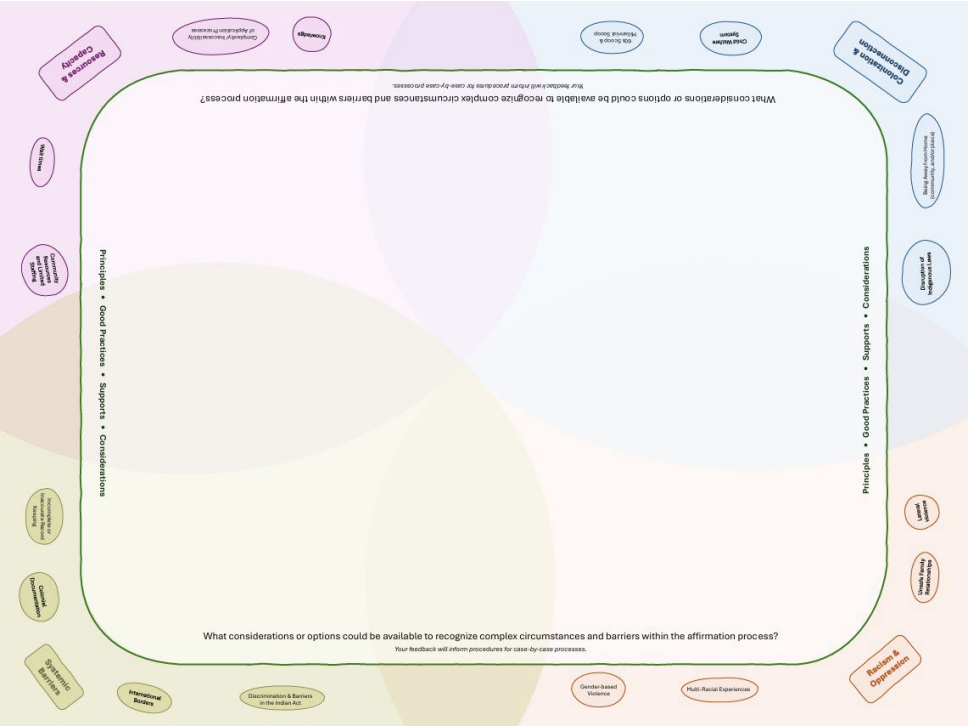

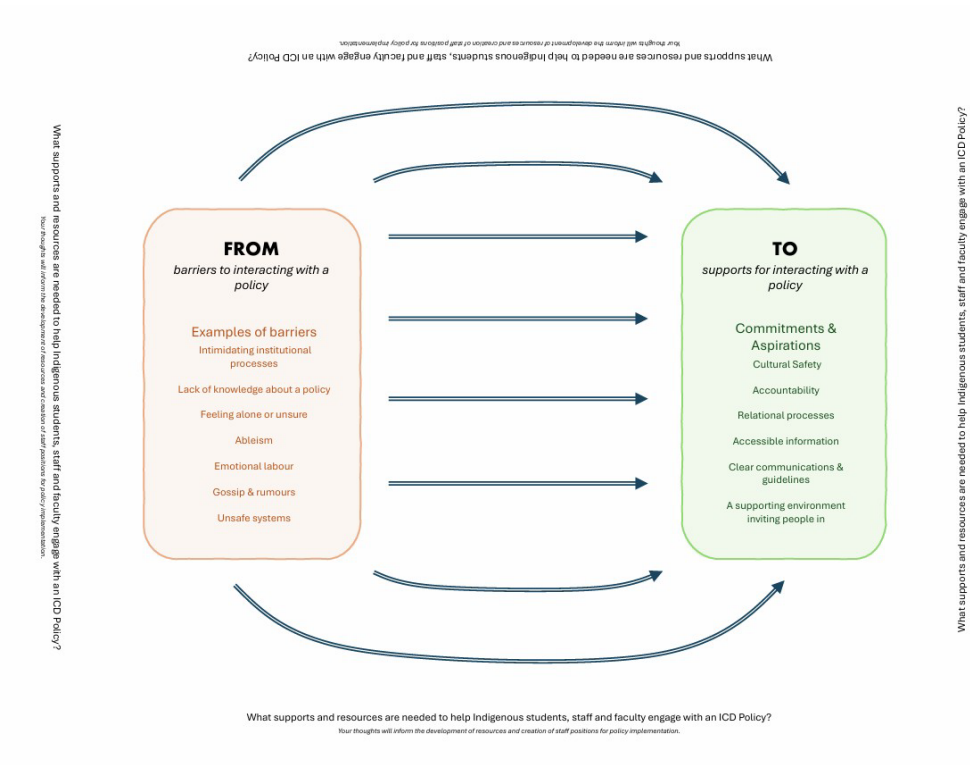

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Appendix E: Glossary of Terms

"**Agreement**" refers to a distinct protocol and requirement for the University's implementation of this Policy with respect to specified Declarations of Indigenous Citizenship, confirmed in writing by a representative of an Indigenous Nation authorized to determine and/or communicate determinations of their Citizenship Laws, membership codes, and/or methods for recognizing belonging/kinship.

"**Applicant**" means a person seeking to meet the eligibility requirements to access Indigenous-specific Opportunities that result in Material Gain.

"**Application**" refers wholistically to an Applicant's (1) Declaration of Indigenous Citizenship and (2) Supporting Information.

"**Affirmation Process / Affirming**" refers to the extent of the University's role and responsibility to recognize and accept the distinct ways that Indigenous Nations, Peoples and Communities determine and verify their Citizenship. The University is accountable to a process of confirming that an Applicant deemed eligible for Indigenous-specific Opportunities provides the Supporting Information as outlined in an Agreement or in this Policy's Associated Procedures.

"**Citizenship / Indigenous Citizenship**" is an expression of Indigenous Laws, recognizing the authority of Indigenous Nations and communities to determine the legal requirements for Citizenship and the parameters of citizens' rights and duties. Within the scope of this policy, Indigenous Citizenship is a political status and deliberate kinship process conferred by an Indigenous political community, Nation or governing body, inclusive of alternative terms or designations of belonging applied in different geographical contexts.

"**Declaration**" refers to a claim, assertion and/or statement of an Applicant's Indigenous Citizenship with a specific and recognized Indigenous Nation, People or Community (singular or plural). On a case-by-case basis, and recognizing complex circumstances, additional, verifiable information may be required to provide a Declaration.

"**Indigenous Laws**" refer to the principles and processes that Indigenous Nations, Peoples and Communities use and have always used to govern themselves. Separate from western laws, Indigenous Laws are derived from Indigenous peoples' societies and their distinct sources of authorities.

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“**Indigenous Legal Orders**” are constellations of Indigenous Laws and legal traditions that structure political communities and contain the social, economic and spiritual institutions of Indigenous Nations, Peoples and Communities.

“**Indigenous Nation(s), People(s) and Community(/ies)**” refers to distinct societies that hold ancestral and kinship ties and, through their Nation’s histories and laws, collectively share relationships to the lands where they still live, or from which they have been displaced. For example, within the Canadian context, there are three distinct (and internally diverse) groups of Indigenous Peoples with unique histories, laws, languages, cultural practices and spiritual beliefs, that is: First Nations, Inuit and Métis.

“**Indigenous-specific Opportunities**” refer to programs, procedures, competitions and nominations (e.g. Special Hiring Programs, designated funds, reserved seats & etc.) administered by the University, or administered by employees representing the University, intended to: (a) achieve diverse and equitable representation in an occupation, unit or program; (b) strengthen Indigenous ways of knowing and being in teaching, governance and service; and/or (c) otherwise enrich the ways we accomplish the university’s academic mission and serve our community.

“**Material Gain**” refers to financial, professional and/or tangible benefit or advantages including, but not limited to: employment, awards, grants, and preferential or limited access to programs and services as specified in the Associated Procedures.

“**Special Hiring Programs**” in alignment with University Policy No. HR6110, refers both to job competitions that give preference to one or more of the designated groups (preferential hiring) and to job competitions that are limited to one of more of the designated groups (limited hiring) eligible under the BC Human Rights Code. The university obtains approval from the BC Human Rights Tribunal for its preferential and limited hiring programs.

“**Supporting Information**” refers to materials and/or evidence that (1) meets the requirements for Indigenous Citizenship as communicated by the Applicant’s Nation(s), People(s) or Community(ies) in an agreement with the University, and/or (2) demonstrates the truth and accuracy of an Applicant’s Declaration in alignment with the Associated Procedures.

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Appendix F: Frequently Asked Questions

1. What is considered material gain?

Material gain refers to a financial, professional or tangible benefit. Opportunities resulting in material gain include, but are not limited to:

- Full-time, part-time, term or continuing employment
- Promotion, appointment and re-appointment
- Awards, bursaries and scholarships
- Research or travel grants
- Financial aid
- Reserved seats on committees and governance boards
- Fellowship or apprenticeship opportunities
- Participation in mentorship programs
- Reserved seats in programs or courses
- Reserved spaces in student housing
- Access to Indigenous-specific campus services

If the opportunity is likely to appear as a line on a CV, the opportunity is likely associated with material gain.

2. How is eligibility for Indigenous-specific opportunities determined currently?

Eligibility for Indigenous-specific opportunities has relied on a process of self-identification, where candidates or applicants are asked to provide a statement in a cover letter or otherwise indicate their belonging to a specific equity-seeking group. Currently, candidates are not required to provide information verifying their relationship to an Indigenous Nation or community. Fraudulent and negligent assertions of Indigenous citizenship and belonging may be addressed through the Policy on Scholarly Integrity (AC1105 B) as well as the policy governing the Resolution of Non-Academic Misconduct Allegations (AC1300).

3. When will the Indigenous Citizenship Declaration policy be in place?

The ICD Committee is currently leading a multi-phased engagement process with the goal of drafting a policy for approval in Summer 2025 and implementation in Fall 2025. Having a broad application through the university and being binding on members of the university community, the ICD policy must be approved by the necessary University Approval bodies. The Vice-President Indigenous is responsible and accountable for policy development, implementation, education, and compliance monitoring.

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4. What are the interim guidelines for administering opportunities designated for Indigenous People?

Hiring managers for limited and preferential opportunities are encouraged to share this language in job description and offer letters:

The Office of the Vice-President Indigenous (OVPI) is in the early phases of drafting a policy and developing a process to affirm declarations of Indigenous identity, citizenship and membership at UVic where these claims result in material advantages, such as employment in an Indigenous-specific position. While the forthcoming policy can not be retroactively applied to this opportunity, the successful candidate(s) will be required to complete the Indigenous Citizenship Declaration (ICD) process should they apply for, or access, future opportunities resulting in material gain.

Please feel free to reach out to vpiicd@uvic.ca if you have specific question or concerns.

5. What is a preferential, limited, or Indigenous-specific opportunity?

UVic currently has approval through the BC's Office of the Human Rights Commissioner to use preferential or limited hiring for Indigenous People. These Indigenous-specific employment opportunities address underrepresentation and bring in the qualified people we need to grow as a university community. For more information, please visit: https://www.uvic.ca/equity/employment-equity/preferential/index.php.
Bursaries, reserved seats and research awards limited or specific to Indigenous People are intended to redress systemic inequities by supporting access, retention, success and recognition in post-secondary institutions.

The ICD Committee is working with University Systems to design a secure web interface for applicants to upload files relevant to verifying their declaration.
The standing of a candidate's application would be connected with the candidate's V# through Banner and accessible only to a limited number of staff persons within the Office of the Vice-President Indigenous. Once an applicant is verified through the portal, they will not need to resubmit information or be re-verified to access future Indigenous-specific opportunities. Recognizing the complex nature of many cases, processes may be designed to support verification beyond the parameters of a portal system.

6. Why "citizenship"?

There is no pan-Indigenous legal order and no pan-Indigenous response to questions of Indigenous citizenship. The determination of these questions must always be according to a specific legal order, laws, and legal process. In the article *Indigenous Citizenship and*

Civil Society: An Intervention, Val Napoleon emphasizes the importance of specific legal orders and public, deliberative legal processes in determining Indigenous citizenship, advocating for a nuanced, context-driven approach to governance and citizenship.

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Appendix G: Recommended Readings and Resources

Understanding our Roots - Nestimuk tan wtapeksikw Report

A Human Rights and Legal Analysis of the Understanding Our A Human Rights and Legal Analysis of the Understanding Our Roots Report by Naiomi Metallic and Cheryl Simon

deybwewin | taapwaywin | tapwewin Indigenous Truth Policy on Indigenous citizenship/membership

Listening to First Nations, Métis and Inuit Communities: Engagement on Recognizing and Supporting Indigenous Identity and Kinship

University of Winnipeg Indigenous Identity Working Group (UWIIWG) Terms of Reference

Indigenous Citizenship and Civil Society: An Intervention by Val Napoleon

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SUBMISSION TO THE UVIC BOARD OF GOVERNORS

Date: September 10, 2025

To: Audit Committee

For: Decision

From: Kristi Simpson, Vice-President Finance and Operations

cc: Acting President and Vice-Chancellor

Meeting Date: September 23, 2025

Subject: PSAS Budget Approval and Government Reporting Entity Quarterly Report – period ending June 30, 2025

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 2025/26 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 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 the:

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

The quarterly year to date financial report for Q1 is a consolidated all entities budget, derived from approved budgets and forecast across the entities and our Q1 projections. At this time,

we seek Board approval of the 2025/26 PSAS budget, which is included in the University's external financial statements.

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, 2025

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, 2025, 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 2025 with the results of Q1 of the prior year:

Summary of Consolidated Statement of Operations				
For the three month period ending June 30				
(in thousands of dollars)				
	June 2025	**June 2024**	**Variance**	**%**
Revenue				
Government Grants	129,848	117,009	12,839	11.0%
Tuition	21,624	24,249	(2,625)	-10.8%
Donations, non government grants and contracts	8,277	10,899	(2,622)	-24.1%
Sales of services and products	15,605	14,659	946	6.5%
Investment income	5,337	4,865	472	9.7%
Other revenue	2,671	1,312	1,359	103.6%
Revenue recognized from deferred capital contributions	8,099	7,346	753	10.3%
Total Revenue	**191,461**	**180,339**	**11,122**	**6.2%**
Expense				
Salaries and benefits	123,099	124,878	(1,779)	-1.4%
Supplies and services	43,856	37,466	6,390	17.1%
Equipment rental and maintenance	6,599	5,814	785	13.5%
Scholarships, fellowships and bursaries	10,514	10,739	(225)	-2.1%
Other operating expenses	7,584	7,282	302	4.1%
Interest on long term debt	1,382	1,430	(48)	-3.4%
Depreciation	13,601	13,210	391	3.0%
Total Expense	**206,635**	**200,819**	**5,816**	**2.9%**
Operating deficit before restricted funding	**(15,174)**	**(20,480)**	**5,306**	**-25.9%**
Net restricted endowment contributions	1,210	565	645	114.2%
Operating surplus/(deficit)	**(13,964)**	**(19,915)**	**5,951**	**-29.9%**

Key variances include:

- $12.8M increase in government grants mainly due to increased research activity resulting in $9.9M additional government grant revenue recognized in sponsored research fund
- Non-credit tuition decreased by $2.3M and credit tuition decreased by $0.3M driven by lower international revenue in the summer term
- $6.4M increase in supplies expense relates to sponsored research fund expenditures

Forecast Report

The required Forecast Report consists of the current year forecast plus projections for the next three years - to fiscal 2028/29 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 Q2 (October) and also in Q3 (December).

The following Table 1 summarizes the updated consolidated forecast for 2025/26 and the coming 3 years:

Table 1 (in thousands)	Forecast/ Budget Estimate 2025/26	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29
Summary - Statement of Operations				
Total Revenue	(802,459)	(819,941)	(837,202)	(852,017)
Total Expenses	801,492	819,158	835,798	850,829
Net (Revenue) Expense	(967)	(783)	(1,404)	(1,188)
Unallocated Pressures	--	--	--	--
Operating Net (Income) for Ministry	(967)	(783)	(1,404)	(1,188)
Endowment Contributions	16,000	16,000	16,000	16,000
Net (Income) Loss	(16,967)	(16,783)	(17,404)	(17,188)
Other Key Financial Items				
Capital Asset Additions	$135,368	$78,387	$50,180	$45,912
Debt	$124,552	$123,617	$122,637	$121,615

Table 2 Key Assumption Summary	2025/26	2026/27	2027/28	2028/29
Grant Funding (operating grant only - thousands)	$295,687	$298,568	$299,004	$299,963
Student FTEs (Government Funded)	16,916	17,073	17,113	17,153
Tuition fee increases – domestic and graduate international	2.0%	2.0%	2.0%	2.0%
Tuition fee increases – international undergraduate[1]	6.75%	4.0%	4.0%	4.0%

Key assumptions include:

- This forecast and budget are based on actual results for the period of April 2025 – June 2025
- Operating grant funding as per 25/26 Ministry letter and Ministry commitment for technology expansion, health information science, and nurse practitioner expansion
- The forecast includes an $8M restriction of the operating grant for capital purposes for 25/26
- This forecast shows enrolment increasing in 2025/26 to reflect Ministry commitment FTE funding the technology expansion. 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
- The costs and associated revenue beyond the SRM mandate in 2025/26 are not included in the forecast as instructed by 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, based on the Q1 forecast.

Basis for Jurisdiction: University Act, section 32
Audit Committee Terms of Reference 6.1

Attachment(s): Schedule A – 2025/26 Q1 GRE Forecast
Schedule B – Reconciliation of the 2025/26 Q1 Forecast to Financial Statement Budget
Schedule C - Comparison of the 2026 PSAS Budget to the 2025 PSAS Budget and Actuals

Schedule A – 2025/26 Q1 GRE Forecast

Please report all debits as positive numbers and credits as negative numbers	Forecast 2025/26	Projections 2026/27	2027/28	2028/29
	$thousands			
Revenue - (credits)				
Amortization of contributions:				
Operating contributions from Provincial Ministries	(301,583)	(307,493)	(312,956)	(315,945)
Operating contributions from Provincial Crown Corps & Agencies	(12,323)	(12,367)	(12,412)	(12,457)
Operating contributions from the Federal Government	(105,000)	(106,000)	(107,000)	(108,000)
Operating contributions from other sources	(34,000)	(34,000)	(34,000)	(34,000)
Deferred capital contributions from Province	(18,762)	(20,362)	(21,468)	(20,929)
Deferred capital contributions from Federal Government	(8,605)	(9,970)	(11,896)	(13,786)
Deferred capital contributions from Other Sources	(5,033)	(5,136)	(5,656)	(6,151)
Contributed surplus	-	-	-	-
Sales of goods and services to Provincial Ministries (including contracts)				
Sales of goods and services to Crown Corps & Agencies (including contracts)	(1,000)	(1,000)	(1,000)	(1,000)
Sales of goods and services to others (contracts and other sales)	-	-	-	-
Sales of goods and services to others (Ancillary Services)	(83,155)	(85,018)	(88,598)	(91,796)
Domestic Tuition and Mandatory Fees	(129,602)	(133,112)	(135,569)	(138,073)
International Tuition and Mandatory Fees	(65,396)	(67,273)	(69,217)	(71,230)
Recognition of endowment investment income	(22,000)	(23,000)	(24,000)	(25,000)
Realized investment earnings (gains)/losses	-	-	-	-
Earnings from commercial subsidiaries (GBE's)	-	-	-	-
Investment Earnings (not included above + incl sinking fund earnings)	(9,000)	(8,000)	(6,000)	(6,000)
Other revenue (not included above)	(7,000)	(7,210)	(7,430)	(7,650)
Total Revenue	(802,459)	(819,941)	(837,202)	(852,017)
Expenses - debits				
Salaries and benefits	519,359	528,207	535,412	542,779
Cost of goods sold	11,400	11,849	12,152	12,466
Operating costs paid to Provincial Ministries	-	-	-	-
Operating costs paid to Provincial Crown Corps & Agencies	12,900	13,029	13,159	13,291
Other operating costs (less amortization & debt servicing)	132,239	136,206	140,292	144,501
Capital asset amortization expense	54,403	57,595	61,637	63,666
Capital asset write-downs	-	-	-	-
ARO accretion expense	2,088	2,150	2,200	2,250
Grants to Crown corporations and agencies	500	500	500	500
Grants to third parties (Scholarships)	62,088	63,088	64,088	65,088
Grants to third parties (Foundations and Other)	-	-	-	-
Debt service costs	5,200	5,200	5,000	4,900
Amortization of debt issue costs	515	534	558	588
Other	800	800	800	800
Total Expense	801,492	819,158	835,798	850,829
Net (Revenues)/Expenses before extraordinary items	(967)	(783)	(1,404)	(1,188)
(Gain) loss on sale of capital assets	-	-	-	-
Net (Revenues)/Expenses	(967)	(783)	(1,404)	(1,188)
Unallocated Pressures (use in Q1 only)	-	-	-	-
Operating Net (Income) Loss (for Ministry)	(967)	(783)	(1,404)	(1,188)
Endowment (restricted asset) contributions	(16,000)	(16,000)	(16,000)	(16,000)
Net (Income) Loss (PSI)	(16,967)	(16,783)	(17,404)	(17,188)

Schedule B – Reconciliation of the 2025/26 Q1 Forecast to Financial Statement Budget

Per PSAB Forecast to Province	Per PSAB Forecast	PSAB Financial Statement Line Items	PSAB Budget (Operating Statement)
Operating contributions from Provincial Ministries	(301,583)		
Operating contributions from Provincial Crown Corps & Agencies	(12,323)		
less: VIHA and Island medical funding (included in other contributions)	12,323		
	(301,583)	**Province of British Columbia grants**	(301,583)
Operating contributions from the Federal Government	(105,000)	**Government of Canada grants**	(105,000)
Operating contributions from other sources	(34,000)	**Other government Grants**	(23,162)
add: VIHA and Island medical funding (included in other contributions)	(12,323)	**Donations, non-government grants and contracts**	(23,162)
	(46,323)		(46,323)
Deferred capital contributions from Province	(18,762)		
Deferred capital contributions from Federal Government	(8,605)		
Deferred capital contributions from Other Sources	(5,033)		
	(32,400)	**Revenue Recognized from Deferred Cap Contributions**	(32,400)
Sales of goods and services to Crown Corps & Agencies (including contracts)	(1,000)		
Sales of goods and services to others (contracts and other sales)	-		
Sales of goods and services to others (Ancillary Services)	(83,155)		
	(84,155)	**Sales of Services and Products**	(84,155)
Domestic Tuition and Mandatory Fees	(129,602)	**Student tuition - credit couses**	(173,903)
International Tuition and Mandatory Fees	(65,396)	**Student tuition - non-credit courses**	(21,095)
	(194,998)		(194,998)
Earnings from Government Business Enterprises (GBEs)	-	**Income from GBE**	-
Investment earnings (not included in above)	(9,000)		
Recognition of endowment investment income	(22,000)		
	(31,000)	**Investment Income**	(31,000)
Other revenue (not included above)	(7,000)	**Other Revenue**	(7,000)
Total Revenue	**(802,459)**		**(802,459)**
Expenses - debits			
Salaries and benefits	519,359	**Instruction and non-sponsored research**	308,571
Cost of goods sold	11,400	**Academic and student support**	203,940
Operating costs paid to Provincial Ministries	-	**Administrative support**	32,858
Operating costs paid to Provincial Crown Corps & Agencies	12,900	**Facility operations and maintenance**	77,641
Other operating costs (less amortization & debt servicing)	132,239	**Sponsored research**	159,299
Capital asset amortization expense	54,403	**External engagement**	19,183
ARO accretion expense	2,088		
Grants to Crown Corporations and other Agencies	500		
Grants to third parties (Scholarships)	62,088		
Grants to third parties (Foundations and Other)	-		
Debt service costs (net of sinking fund earnings)	5,200		
Amortization of debt issue costs	515		
Other	800		
Total Expense	**801,492**		**801,492**

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	801,492	
Expense		**Functional Allocation**
Instruction and non-sponsored research	308,571	38%
Academic and student support	203,940	25%
Administrative support	32,858	4%
Facility operations and maintenance	77,641	10%
Sponsored research	159,299	20%
External engagement	19,183	2%
	801,492	

Schedule C - Comparison of the 2026 PSAS Budget to the 2025 PSAS Budget and Actuals

	2026 PSAB Budget	2025 PSAB Budget	2025 PSAB Actual	2026 budget vs 2025 actual	As %
Revenue					
Province of British Columbia grants	**(301,506)**	(301,007)	(303,081)	1,575	-1%
Government of Canada grants	**(105,000)**	(103,138)	(103,635)	(1,365)	1%
Other government Grants	**(23,200)**	(23,200)	(21,030)	(2,170)	10%
Student tuition - credit couses	**(173,903)**	(162,761)	(164,787)	(9,116)	6%
Student tuition - non-credit courses	**(21,095)**	(21,095)	(24,829)	3,734	-15%
Donations, non-government grants and contracts	**(23,200)**	(23,200)	(31,638)	8,438	-27%
Sales of Services and Products	**(84,155)**	(84,985)	(81,460)	(2,695)	3%
Investment Income	**(31,000)**	(36,000)	(36,935)	5,935	-16%
(Income)/Loss from GBE	**-**	-	(750)	750	-100%
Other Revenue	**(7,000)**	(6,000)	(10,850)	3,850	-35%
Revenue Recognized from Deferred Cap Contributions	**(32,400)**	(29,389)	(29,299)	(3,101)	11%
	(802,459)	(790,775)	(808,294)	5,835	-1%
Expenses					
Instruction and non-sponsored research	**308,571**	315,987	304,909	3,662	1.2%
Academic and student support	**203,940**	194,687	201,520	2,420	1.2%
Administrative support	**32,858**	32,693	32,468	390	1.2%
Facility operations and maintenance	**77,641**	73,700	76,720	921	1.2%
Sponsored research	**159,299**	153,349	157,409	1,890	1.2%
External engagement	**19,183**	20,011	18,955	228	1.2%
	801,492	790,428	791,981	9,511	1.2%

University of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

Date: September 10, 2024

To: Executive and Governance Committee

For: Decision

From: Brian Cant, Chair, Board of Governors
Carrie Andersen, University Secretary

cc: Acting President and Vice-Chancellor

Meeting Date: September 23, 2025

Subject: Procedures of the Board 2025/26

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 2025/26 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 revisions are proposed for the Board Procedures or the Statement of Responsibilities at this time.

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

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 the member 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 they come 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, they 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 themselves 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 they 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 shall deal with matters related to new buildings and major capital projects in accordance with the Board-approved Capital Projects Policy. (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 To deal with termination decisions under section 28 of the *University Act* on behalf of the Board.

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

10.4 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.

10.5 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.

The Board delegated its authority to make termination decisions under Section 28 of the *University Act* to the Compensation and Review Committee.

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.

University of Victoria

Last Revised September 28, 2021

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): _____