



Board and Board Committee Meetings
Monday, March 26 & Tuesday, March 27 2018

University
of Victoria

Open Session
Tuesday, March 27, 2018
11:00 am – 12:00 pm
Senate and Board Chambers

DRAFT AGENDA

1. Approval of Agenda

MOTION:

THAT the agenda of the open session of the regular meeting of March 27, 2018 be approved.

2. Approval of Summary Record of the Meeting of January 30, 2018 (attached)

MOTION:

THAT the summary record of the open session of the regular meeting of January 30, 2018 be approved.

3. Business Arising from the Summary Record

4. Chair's Remarks

5. Correspondence

6. President's Report

7. External Relations Update

BOG-Mar27/18-12

CONSENT

8. Operations and Facilities Committee (Ms. Cathy McIntyre)

a. Status Report on Capital Projects

BOG-Mar27/18-02

b. 2017 Policy Annual Report

BOG-Mar27/18-01

c. New and Revised Awards

BOG-Mar27/18-08

MOTION:

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

- Glenn and Mary Daugharty Bursary in Music (revised)*
- Emergency Fund for Social Work Students (new)

- Harris & Company Award in Legal Ethics (new)
- Harris & Company Bursary (new)
- Faculty of Human and Social Development Indigenous Student Emergency Fund (new)*
- Nimrod Hungarian Mobility Award (revised)*
- Acheson Sweeney Foley Sahota LLP Prize in Torts (revised)
- Royal Jubilee Hospital School of Nursing Alumnae Association Student Award (revised)*
- Knowledge First Foundation Scholarship (new)*
- Rita Perry Hammett Bursary (revised)*
- Suntracker Technologies Scholarship (new)
- Phoenix Theatre Graduate Student Travel Award (new)
- Geraldine and Peter Shostak Scholarship in Ukrainian Studies (revised)
- Harper Scholarship in History (revised)*
- Physics and Astronomy Award (new)
- Edward “Teddy” Blenkinsop Scholarship (new)
- UVic Undergraduate Bursary (new)
- UVic Undergraduate Scholarship (new)
- Chair in Transgender Studies Undergraduate Research Scholarship for Trans, Non-Binary and Two-Spirit Students (revised)
- Edna Mary Wootten Scholarship (revised)*
- Alexander and Glenda Kirk Award (new)
- Jeffrey Rubinoff Scholar in Art as a Source of Knowledge Fellowship (revised)*
- Dr. Ian Stuart MBA Scholarship in Service Management (new)*
- Dr. Ian Stuart Memorial PhD Award (new)
- Mary Aitken Scholarship in Writing (new)*
- Gervin Métis Award for Distinguished Advocacy and Leadership (new)
- Angus & Marjorie McPherson Memorial Scholarship (revised)*
- Rajan Family Scholarship (revised)*
- Baynes Award in Engineering (revised)*

*Administered by the University of Victoria Foundation

9. Finance Committee (Ms. Ida Chong)

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

BOG-Mar27/18-07

MOTION:

THAT the Board of Governors collect and remit the fees as approved by the UVSS members and as outlined in the letter of March 12, 2018 from the Director of Outreach & University Relations of the UVSS to Jim Dunsdon, Associate Vice-President Student Affairs.

b. Collection and Remission of Student Fees for the University of Victoria Graduate Students' Society (GSS) BOG-Mar27/18-15

MOTION:

THAT the Board of Governors collect and remit fees for the GSS in 2018/19 as outlined in the letter of February 28, 2018 from the Executive Director of the GSS to Gayle Gorrill, Vice-President Finance and Operations, subject to confirmation of approval of the fees at the GSS Semi-Annual General Meeting on March 27, 2018.

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

REGULAR

10. Operations and Facilities Committee (Ms. Cathy McIntyre)

a. Update on UVic Strategic Framework 2018-2023 BOG-Mar27/18-13

b. Student Housing + Dining Project Program of Requirements BOG-Mar27/18-19

c. Enrolment Projections for 2018/19 BOG-Mar27/18-09

MOTION:

*THAT the Board of Governors approve a recommended enrolment level of **17,963 FTE** for the 2018/19 academic year, subject to revisions in the event of new information regarding mandated growth, funding levels, and application rates, consistent with the motion approved by Senate at its meeting on February 2, 2018 and subsequent information from the Ministry of Advanced Education, Skills and Training.*

d. Renewal of the Pacific Institute for Climate Solutions (PICS) as an Approved UVIC Research Centre BOG-Mar27/18-14

MOTION:

THAT the Board of Governors approve the renewal of the Pacific Institute for Climate Solutions (PICS) as an approved UVic research centre for the period April 1, 2018 through March 31, 2023.

11. Finance Committee (Ms. Ida Chong)

a. 2018-19 to 2020-21 Planning and Budget Framework BOG-Mar27/18-06

MOTION:

THAT the Board of Governors – taking into account PART I of the 2018-19 to 2020-21 Planning and Budget Framework summarizing the results of the integrated planning process – approve PART II of the 2018-19 to 2020-21 Planning and Budget Framework, including the tuition and fee increases contained therein, and authorize the President to develop and implement the detailed operating budget for the 2018/19 fiscal year.

12. Other Business

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

13. Adjournment



Board and Board Committee Meetings
Monday, January 29 & Tuesday, January 30, 2018

University
of Victoria

Open Session
Tuesday January 30, 2018, 11:00 am
Senate and Board Chambers

DRAFT SUMMARY RECORD

Present: Ms. Daphne Corbett (Chair), Mr. Merle Alexander, Mr. Rizwan Bashir, Dr. Elizabeth Borycki, Prof. Jamie Cassels, Ms. Ida Chong, Mr. David Eso, Ms. Kate Fairley, Ms. Kasari Govender, Ms. Cathy McIntyre, Mr. Michael Mitchell, Ms. Beverly Van Ruyven, Ms. Shelagh Rogers, Dr. David Zussman, Dr. Julia Eastman (Secretary)

Regrets: Dr. Peter Driessen

By Invitation: Dr. David Castle, Ms. Carmen Charette, Dr. Valerie Kuehne, Ms. Kristi Simpson, Ms. Kimberley Kennard, Board Coordinator

1. Approval of Agenda

MOTION: (R. Bashir/E. Borycki)

THAT the agenda of the open session of the regular meeting of January 30, 2018 be approved.

CARRIED

2. Approval of Summary Record of the Meeting of November 28, 2017

MOTION: (M. Mitchell/D. Zussman)

THAT the summary record of the open session of the regular meeting of November 28, 2017 be approved.

CARRIED

3. Business Arising from the Summary Record

There was none.

4. Chair's Remarks

There were none.

5. Correspondence

There was none.

6. President's Report

President Cassels reported that the January term was off to a good start with strong enrolments.

The 2017 BC Government budget letter had been received and the assumptions the university had been operating under were validated. Support for campus renewal was proceeding well and progress relative to fundraising goals was positive.

Prof. Cassels noted that the presidents of post-secondary institutions meet twice a year. At the December 2017 meeting, Minister of Advanced Education, Skills and Training Melanie Mark had joined the meeting and discussed Ministry priorities which included concerns regarding mental health, affordability for students, prevention of sexual violence, student housing, adult basic education, and support for former youth in care.

The Research Universities' Council of British Columbia (RUCBC) recently met with Minister of Jobs, Trade and Technology Bruce Ralston to discuss the BC Knowledge Development Fund (BCKDF), graduate student funding, the provincial supercluster proposal, and support for data science.

Prof. Cassels met with Minister of Education Rob Fleming and local MLA Mitzi Dean to discuss alignment with changes in the K-12 curriculum, housing and global challenges.

With respect to the Canada 150 Chair program, Vice-President Research David Castle reported that Dr. Ian Manners, a highly accomplished materials scientist currently at the University of Bristol, UK would soon join the UVic Chemistry Department.

UVic, in collaboration with the proteomics centre at the University of British Columbia, the Hospital for Sick Children in Toronto and McGill University's Jewish General Hospital had received funding from Genome Canada for a new pan-Canadian proteomics research platform.

Ms. Corbett expressed her congratulations to all involved in the activities recognized by these awards.

Prof. Cassels noted the recent appointment of Dr. Robina Thomas as the Executive Director of Indigenous Academic and Community Engagement (IACE). He also noted Dr. Laurene Shields was appointed the Executive Director of the Division of Learning and Teaching Support and Innovation.

Prof. Cassels congratulated Dr. Elizabeth Borycki on being honoured as one of the top ten inaugural Women Leaders in Digital Health for 2017 by Digital Health Canada.

a. Update on Strategic Planning Process

Prof. Cassels provided an update on consultations for the Draft Strategic Framework since the last Board of Governors meeting including a town hall meeting that was well attended, a meeting with local elders, chiefs and community leaders with a focus on respect as the basis for good relationships, a meeting with graduate students who discussed funding and community, and a very positive meeting with local Mayors with discussion on the importance of partnerships, knowledge mobilization, and contribution to the economy.

A pre-release of UVic’s Draft Strategic Framework was reviewed by the Board of Governors on January 29th and would be reviewed by Senate on February 2nd. On February 7th, the framework would be released for campus-wide consultation with feedback being sought until March 2nd.

b. UVic Opportunities for Technology and Innovation

Vice-President Academic and Provost Valerie Kuehne, Vice-President External Relations Carmen Charette, Vice-President Research David Castle and Acting Vice-President Finance and Operations Kristi Simpson provided a presentation on technology expansion. UVic is receiving start-up funding from the BC Government to expand the undergraduate computer science and engineering degree programs. There will be an additional 500 undergraduate degree spaces by 2022-23. This has been a UVic priority for the past two years. The provincial government is very pleased with UVic technology programs, universal co-ops and commitment to transfer students. Other parts of the campus affected by the increase to student numbers will also benefit from this funding such as Science, English, Co-op and the Library.

A request has been made to the provincial government for \$46 million for an addition to the Computer Sciences building. Additional work remains to be done on capital planning and fundraising.

Dr. Castle provided information on the Infrastructures Canada Smart Cities Challenge competition and the Government of Canada’s Innovation Superclusters initiative.

Ms. Corbett thanked Dr. Kuehne, Ms. Charette, Dr. Castle and Ms. Simpson for the presentation.

Ms. Corbett acknowledged Mr. Merle Alexander who had to leave early and thanked him for joining the Board of Governors.

7. External Relations Update

BOG-Jan30/18-30

Ms. Charette summarized the highlights of the External Relations report. She thanked the Board members for their participation in a discussion on Monday January 29th of Reputational Advancement and the 2018-21 Communications and Marketing Plan. She mentioned that in terms of fundraising, the annual goal had been met. Ms. Charette noted the upcoming Alumni Week activities and encouraged attendance at Shelagh Rogers' conversation with Daniel Sieberg, the author of the Digital Diet.

CONSENT

8. Operations and Facilities Committee (Ms. Cathy McIntyre)

a. Status Report on Capital Projects

BOG-Jan30/18-14

b. Establishment of Raincoast Research Chair in Applied Conservation Science

BOG-Jan30/18-33

MOTION:

THAT the Board of Governors approve the establishment of the Raincoast Research Chair in Applied Conservation Science ending on June 30, 2021.

c. New and Revised Awards

BOG-Jan30/18-27

MOTION:

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

- Balbir Singh Sidhu Memorial Bursary in the Faculty of Science (revised)*
- Carmen Kirkness Award (new)*
- Grace Swannell Memorial Scholarship in Piano (revised)*
- W.R. (Bill) Gordon Scholarship (revised)*
- G. Neil Perry Award in Public Administration (revised)*
- Simon Ibell Vikes Inspiration Award (new)*
- Faculty of Humanities Undergraduate Research Travel Award (revised)
- Speakman-Granewall Bursary in Mechanical Engineering (revised)*
- Bayview Place Vikes Tour Award (new)
- Jean Foley International Business Scholarship (new)
- Mohamed and Prabha Ibrahim Undergraduate Scholarship in Chemistry (new)*
- Mohamed and Prabha Ibrahim Graduate Scholarship in Chemistry (new)*
- YLaw's Best Lawyering Award (new)
- Ailsa and Roger Bishop Bursary Fund* (revised)
- Olive, Mary & Claude McGregor Scholarship in Music* (revised)
- Faculty of Social Sciences Undergraduate Entrance Scholarship* (new)
- Peter B. Gustavson Golf Award (new)
- Dr. E. and Mrs. M. Von Rudloff Award* (revised)

- Lorene Kennedy Environmental Studies PhD Award* (new)
- She Shoots She Scores Award* (new)
- Sisters of St. Ann Living Expenses Award* (new)

* Administered by the University of Victoria Foundation

d. Proposal to Establish an Indigenous Studies Major: Bachelor of Arts BOG-Jan30/18-32

MOTION:

THAT Board of Governors approve, subject to funding, the establishment of a major in Indigenous Studies, as described in the document “Indigenous Studies Major: Bachelor of Arts”, effective immediately, and that this approval be withdrawn if the program should not be offered within five years of the granting of the approval.

e. Proposal to Establish a Minor in Art Education BOG-Jan30/18-20

MOTION:

THAT Board of Governors approve, subject to funding, the establishment of a minor in Art Education, as described in the document “Proposal for a Minor in Art Education”, effective immediately, and that this approval be withdrawn if the program should not be offered within five years of the granting of approval.

f. Proposal to Establish a Combined Major in Biology and Mathematics and Statistics BOG-Jan30/18-36

MOTION:

THAT the Board of Governors approve, subject to funding, the establishment of a combined major in Biology and Mathematics and Statistics, as described in the document “Proposal for a Combined Major in Biology and Mathematics and Statistics”, effective immediately, and that this approval be withdrawn if the program should not be offered within five years of the granting of approval.

9. Finance Committee (Ms. Ida Chong)

a. University of Victoria Staff Pension Plan Statement of Investment Policies and Goals BOG-Jan30/18-05

MOTION:

THAT the Board of Governors approve the recommended amendments to the University of Victoria Staff Pension Plan Statement of Investment Policies and Goals (the SIP&G) effective immediately.

b. University of Victoria Staff Pension Plan Investment Performance Report for the Period Ended September 30, 2017 BOG-Jan30/18-15

c. Signing Authority Policy (FM5100) Revision

BOG-Jan30/18-23

MOTION:

THAT the Board of Governors approve the revised Signing Authority Policy (FM5100).

Pro Forma Motion: *THAT the above items be approved by the Board of Governors by consent. (B. Van Ruyven/C. McIntyre)*

CARRIED

REGULAR

11. Operations and Facilities Committee (Ms. Cathy McIntyre)

a. Revisions to Communicable Diseases Policy (SS9300)

BOG-Jan30/18-22

Ms. McIntyre noted that the policy had last been reviewed in 2004. The proposed revisions reflected current practice, the policy framework and operational responsibility.

MOTION: (C. McIntyre/D. Zussman)

THAT the Board of Governors approve the revised Communicable Diseases Policy (SS9300), effective February 01, 2018.

CARRIED

12. Finance Committee (Ms. Ida Chong)

a. Residence Expansion Options

Ms. Chong noted that residence expansion is a key priority for UVic. The expansion project came with implications for food services and meal plan costs. The Finance Committee had received a report which confirmed that meal plan rates would need to increase in order to fund the associated expansion/renewal of food services.

13. Other Business

a) Review of action items identified

There were no action items.

b) Any other business

Ms. Corbett thanked Ms. Kasari Govender for joining the Board of Governors and thanked the Board members for their attendance over the two days of meetings.

14. Adjournment

There being no other action items and no other business, the meeting adjourned at 11:50 am.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

15 March 2018

To: Board of Governors
From: Carmen Charette, Vice-President External Relations
cc: President and Vice-Chancellor
Meeting Date: 27 March 2018
Subject: **External Relations Update**

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

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

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

COMMUNICATING THE UVic MISSION AND STORY

The implementation of the communications and marketing plan continues in ten priority areas, with progress in several areas highlighted below.

Create a communications and marketing master-planning process

Successful workshops to assist the development of a new three-year institutional communications and marketing plan were held Feb. 19-21 with President's Advisory Council, the Strategic Positioning Council and Edge Team governing bodies, Communications and Marketing Council, University Communications and Marketing staff, and representatives from the Division of External Relations. Earlier discussions with the Board, Student Affairs, Vice-President Research executive and UC+M managers informed the workshops. The next step in the process is to develop a draft plan and consult with those identified as having lead or key roles in its implementation.

Support positioning internally

A new visual identity has been created for the Farquhar Auditorium to support its important role as a community arts and culture performance venue. The new Farquhar 'look and feel' will be unveiled in the summer and fall as part of their new season of shows and performances.

The Department and Unit Implementation Team (DU-IT) is currently working with the faculties of Fine Arts and Science, and with the Astronomy Research Centre and the Centre for Indigenous Research and Community-Led Engagement. Planning for the Faculty of Education started this month and discussions are underway with a number of research centres. Results of the DU-IT post-project evaluation surveys have been overwhelmingly positive — 96% of responses to questions about the project process/approach and 98% of responses to questions about project deliverables were in the top two categories (very useful/very satisfied and useful/satisfied).

Significant communications and creative support has been provided to the university's strategic planning process.

Create a media-rich story-telling strategy

DU-IT has now completed 28 videos that feature students talking about their experience in their programs, what impact they hope to make with their degrees and what makes studying their discipline at UVic special. These videos are published on the unit websites, are available on the UVic YouTube channel and are promoted on university and unit social media accounts.

The Research Reels video contest received 32 entries from students. These user-generated short videos tell the UVic research impact story from a student perspective. The first and second place videos from each of the categories as well as the other entries are available [on line](#).

Student Life videos focusing on the residence experience are in the final stages of production in partnership with the Student Recruitment and Global Engagement and Residence Life units, and we are exploring the use of Facebook Live video technology for future use.

Update key UVic website elements

31 unit websites have now been updated through the DU-IT project, featuring new content in the 'Edge voice/tone' on the home page, future student pages, and a new page highlighting career possibilities for graduates and the interesting work being done by alumni.

The leadership team for the major redesign of [uvic.ca](#) has been recruited, with a kick-off meeting set for April to approve a formal project charter. The project is currently targeting the launch of a new site for 2019.

The Indigenous web hub project is moving forward to map user journeys with approved audience personas as the next step before the design of information architecture for the site.

A preferred vendor has been identified for a new, more sophisticated and engaging online university events calendar. Finalization of an agreement is imminent with implementation to follow by the summer.

Content management strategy for social media

A successful microgrants initiative within the ongoing MyUVic Life student blog project resulted in a series of posts that capture the authentic [UVic Edge experience](#). The initiative provided up to \$100 to help defray the expenses of the students in capturing their involvement with UVic's dynamic learning, vital impact, and extraordinary academic environment.

Create more dynamic recruitment materials

Planning and story selection is underway for 2018-19 recruitment materials.

Develop and implement above-the-line paid advertising campaign

- Post-campaign research for the 2017-18 campaign has been completed with a report on outcomes expected in April.
- Stakeholder feedback on an Edge brand video is complete; looking to finalize the video by April.
- Planning and discussions for a 2018-19 Edge campaign have been initiated.

Promote UVic's thought leadership

A contract has been finalized for a new media monitoring platform to be launched in April. The Agility PR platform was selected through a competitive process and will allow the university to more effectively track and assess its growing targeted media presence in key markets. Impact reports will be produced 2-3 times per year.

Ideafest received significant media coverage, particularly from the *Times Colonist*. Other UVic stories featured prominently in the media in February and early March, and a summary of this coverage is attached.

BUILDING MEANINGFUL PARTNERSHIPS

Provincial Government Activities

Provincial Budget: The BC Budget 2018 was tabled on February 20, and in terms of post-secondary investments we were pleased to receive funding in key priority areas: student housing and Indigenous law. The funding for the UVic Indigenous Law Program will fund year-to-year programming at the level of \$2 million when the program is at steady-state. As a part of its affordable housing initiatives, the government is also making \$450 million available to allow post-secondary institutions to borrow directly from the provincial government to finance 5,000 new student housing spaces across the province.

The budget also allows \$2.6 billion in capital spending at post-secondary institutions over three years for housing and current and planned investments in infrastructure. The province is investing an additional \$11 million in funding to post-secondary institutions to support programming in computer science, engineering and information technology, bringing their total commitment to \$36 million annually by 2020-21. This new funding in year 4 builds upon an earlier commitment to add 2,900 computer science and engineering seats in the province.

The budget included the announcement of a new employer payroll tax of 1.95% of salary to replace the provincial revenue lost from the elimination of medical service plan (MSP) premiums. The details around implementation of this tax are not yet known. If the tax applies to the university, based on what is currently known the total cost to the institution is \$5.8M annually (all funds). This cost is far in excess of the amount that would be saved through the elimination of MSP premiums which is estimated at \$2.5M annually.

UVic will continue to work closely with government officials to advocate for UVic priorities that were not featured in this year's budget.

Campus Visits: Finance Minister Carole James, accompanied by Advanced Education Minister Melanie Mark, visited UVic on February 26 to discuss Budget 2018 with students.

Naming Policy: UVic was invited to the Round Table discussion with Citizens' Services Minister Jinny Sims to review the current Naming Policy which outlines how institutions can apply donor and sponsor naming on campus.

Federal Government Activities

Federal Budget: UVic had a strong presence in Ottawa over the past month in a final push before the federal budget on February 27. We were pleased to see that Budget 2018 included the largest investment in science and research in history. The Government of Canada utilized these funds to respond to several of the recommendations made in the Fundamental Science Review, including investments in the granting councils, new tri-council fund, Canada Research Chairs, the Canada Foundation for Innovation and the National Research Council. It also included measures that will require tri-council collaboration, and support for interdisciplinary research and diversity among funding recipients—including women, early-career researchers and other under-represented groups.

UVic will work to secure new funding from this announcement and continue to advocate for UVic priorities that were not featured in this year's budget.

Superclusters: The Government of Canada also announced the winning Superclusters in February, and BC's Digital Technology Supercluster was one of the successful applications. UVic is one of the 270 partners in the Digital Technology Supercluster, alongside major partners TELUS and Microsoft and other universities (UBC, SFU, UNBC, Emily Carr and BCIT).

Community Activities

Student Housing: VP Finance & Operations Gayle Gorrill together with the office of Campus Planning & Sustainability had individual meetings with Saanich Councillors to review project plans. General support for the project was voiced. Engagement meetings with community association boards have been completed with positive feedback from all. Campus and community open houses took place on March 8 and 10.

North American Indigenous Games: Work is underway with the local bid committee to determine how UVic can best support the bid for NAIG 2020 (July) through housing, food and venues.

Canada Wide Science Fair: UVic submitted a bid to host the CWSF in May 2020. If the bid is successful, the event would bring 500 Grade 7-12 students from across the country to campus for a week of science workshops, displays, exhibits and awards.

South Island Prosperity Project: UVic hosted the Open Innovation Challenge on March 11 where finalists from the community presented their projects to help the region face real-world challenges. UVic continues to play a supportive partner role in the Smart South Island initiatives which will put forward a proposal to the federal government's Smart Cities Challenge in April/May. The focus on the regional bid will be on Transportation and Mobility.

FOSTERING A CULTURE OF PHILANTHROPY

The implementation of the 5-year Fund Development Plan continues along its 12 tracks of activity. As at 1 March 2018, a total of \$17.87M towards the 2017-18 financial goal of \$15M has been attained. Hopefully by April 1 we will also meet the goals in number of donors: 73 donors of \$25K+ (currently 71); 580 donors of \$1K to \$25K (currently 567); and 4,340 donors of less than \$1K (currently 3,625). The number of donors is important to ensure growth continues in future years towards our goal of raising an average of \$25M per year by 2022.

UVic's Annual Alumni Week February 1-7 was successful on all accounts. There were more than 13 events on campus and around Victoria, including alumni art exhibitions at the Legacy Art Gallery. Event participation exceeded 1,588, a 30% increase over 2017 (17% increase after adjusting for cancelled events in 2017 due to inclement weather). Student involvement at events noticeably increased this year due to a concerted outreach and aided by the shift in dates away from Reading Week. The annual Distinguished Alumni Awards event was once again the highlight of the week, co-hosted by Chancellor Shelagh Rogers, with 12 diverse and accomplished alumni being celebrated at the Songhees Wellness Centre.

There have been 132 other alumni events this past fiscal year, and the Give-Go-Help metric for baseline alumni engagement is indicating increases in alumni donations (3,265 alumni), event attendance (2,538) and volunteerism (269) among alumni. Fiscal year-end stats will be presented at the June board meeting. As of Feb. 27, annual Give-Go-Help totals were 42% of our final goal for 2021, which is to have annual Give-Go-Help totals be 10% of our contactable alumni base.

Alumni Relations continues to work with campus partners to increase attendance in regional programming, and through new digital engagement initiatives. In partnership with the UVic Student Ambassadors, Alumni Relations has launched a new program aimed at connecting alumni and students as well as contributing to student mental health. The Kind Mail project collects words of encouragement from alumni which are then transcribed onto postcards and distributed to students during exam time. In one month, over 200 messages have been received from UVic alumni across Canada and around the world, including rarely visited locations such as Ireland, New Zealand, Australia and Taiwan.

CELEBRATING SUCCESS AND EXCELLENCE

Planning and preparations are well underway to create engaging celebrations this spring that recognize all levels of UVic's achievement and success. These include:

- The President's Extraordinary Service Awards on May 2 celebrating the outstanding contributions of UVic's people, whether teams or individuals, from all across campus
- The REACH Awards on May 24, honouring the extraordinary teachers and researchers who lead the way in dynamic learning and make a vital impact at UVic
- Spring Convocation the week of June 11-15, representing the culmination of our students' academic journey. The ceremony schedule is now posted on the [convocation website](#).

ENHANCING COMMUNITY THROUGH CULTURAL AND OTHER ACTIVITIES

The Legacy Art Galleries is involved in a number of community and academic collaborations:

- As part of the exhibition *Trans Hirstory in 99 Objects*, Legacy spearheaded a collaboration bringing in Los Angeles-based Canadian performance artist Cassils to present a public performance, *Becoming an Image*, and an artist talk in early March.
- Legacy has collaborated in the development of the Art History and Visual Studies department's newly-launched Collections Research Lab, in line with UVic's goal to provide more hands-on learning opportunities to each student.
- Work continues to highlight Indigenous culture towards reconciliation with the upcoming exhibition *THE TIME OF THINGS: The Continuum of Indigenous Customary Practices into Contemporary Art*, which runs April 11 - July 7, 2018. Guest curated by France Trépanier, the opening celebration is April 12.
- In partnership with local School Districts, Legacy has developed an elementary school tour as part of the exhibition *THE TIME OF THINGS*. The tour has a focus on Indigenous peoples' connection to the land, and the 30 tour slots were fully booked the first day of registration.

The University Centre Farquhar Auditorium completes *The Farquhar Presents* season on April 8 with a family-friendly show by America's Got Talent 2012 winners The Olate Dogs. The Victoria Symphony's Classics 4 was presented in March, and their Classics 5 takes place on April 22. Also in April, the Farquhar will host the annual Greater Victoria Performing Arts Festival. A full list of the diverse cultural activities and programming offered by the Farquhar Auditorium, including ticket information, may be found at their website here: <https://www.uvic.ca/auditorium/>.

Attachment

Summary of media coverage

Summary of UVic media coverage

February to early-March 2018

Indigenous Knowledge

- **Onowa McIvor, Education**, was interviewed by the *Times Colonist* and CFX about the value of teaching First Nations languages in public schools and Indigenizing education. She also discussed her SSHRC project, *NE7OLNEW*.
- The *Globe and Mail* interviewed **John Borrows, Law**, for comment on federal legislation surrounding Indigenous self-governance.
- **Val Napoleon and Jeremy Webber, Law**, spoke to several media outlets following the announcement of UVic's new joint Indigenous law degree program. Napoleon was interviewed on APTN's "Nation to Nation," CBC Radio's "All Points West" and by the *Times Colonist*. Webber spoke to CBC Radio-Canada in Vancouver and the news about the program was shared by *University Affairs*, *Academica Group*, *CHEK News*, *News 1130* and *Victoria News*.
- **Judith Sayer, Business and Environmental Studies**, wrote an op-ed for the *Tyee* on the challenges surrounding Canada's reconciliation efforts following the acquittal of Gerald Stanley after the death of Colten Boushie.
- The *Times Colonist* ran an opinion piece by **Elizabeth Vibert and Lynne Marks, History**, on the history of Canada's legal justice system with respect to Indigenous communities.
- **Darcy Lindberg, Law**, authored an opinion piece on the legacy of Canadian law on Indigenous communities. The article was featured as the top story on *The Conversation Canada* and shared by the *National Post*.

Ocean Health (and Climate)

- **Jay Cullen, Earth & Ocean Sciences**, was on TVO's "The Agenda with Steve Paikan", discussing how the Fukushima chemical explosion affected Canada's west coast.
- **Kim Juniper, ONC**, spoke to CBC Victoria's "On the Island" and the *Times Colonist* at an international ocean acidification workshop held by ONC.

Healthy Communities

- *The Wall Street Journal* reported on the alcohol warning label research project, co-led by the Canadian Institute for Substance Use Research (**CISUR**) and Public Health Ontario.
- The Canadian Press interviewed **Tim Stockwell, CISUR**, following the announcement that the alcohol labeling research project could continue with some adjustments. The story was shared by the *National Post* and on the front page of the *Times Colonist*.
- **Tim Stockwell and Bernie Pauly, CISUR / Nursing** co-edited a special issue of *Drug and Alcohol Review* focused on managed alcohol programs (MAPs), which Stockwell discussed in a front page *Vancouver Sun* article.

- After the release of the review, **Pauly** was contacted by several media outlets to MAPs, including interviews with CBC News, the Canadian Press, Global News Radio in Toronto, CFAX 1070 and quoted in *Pacific Standard* magazine. The Canadian Press story was published by the *National Post* and CTV News. She also spoke to CFAX 1070 about Canada's rate of drug overdose deaths.
- **Robert Gifford, Psychology/Environmental Studies**, spoke on CBC Radio's "The Current," about emergency preparedness in light of the recent tsunami warning on the west coast, and why some people take precautions while others don't.
- **Annalee Lepp, Gender Studies**, was reached for expert comment by Reuters for a story on sex trafficking and the uptick of demand in communities hosting large events. The story was shared in the *South China Morning Post's* international edition.
- **Elisabeth Gugl, Economics**, provided comment to CBC News for a national business article about the dynamics around household spending and income.
- **Susan Boyd, Human and Social Development**, was interviewed by CBC's "The Current" and their podcast "On Drugs," to discuss Canada's history with drug prohibition. She was also mentioned in the *Montreal Gazette* and the *Georgia Straight* following the national day of action on drug-overdose deaths.
- **Catherin Costigan, Psychology**, spoke to the *Times Colonist*, CFAX and CKNW, following the release of a report she co-authored on integrating police into Assertive Community Treatment teams.
- **Damien Contandriopoulos, Bernie Pauly, Susan Duncan and Kelli Stajduhar, Nursing** with **Astrid Brousselle, Public Administration**, authored an op-ed for the *Vancouver Sun* on BC's budget announcement as it relates to long-term public health issues.

Other notable coverage

- The *Vancouver Sun* included an op-ed co-written by **President and Vice-Chancellor, Jamie Cassels**, on the value of continued provincial investment in post-secondary education.
- **Michael Prince, Human & Social Development**, was interviewed by the Canadian Press about the vote for the BC Liberals' new leader. The story was shared by the *Globe and Mail*, *National Post*, iPolitics and the *Times Colonist*. He was on hand at the legislature for the BC Budget and provided comment to CBC News and the *Times Colonist*, CBC Victoria's "All Points West," CFAX Radio and CHEK News.
- **Pascal Courty, Economics**, was featured on the NPR podcast "Planet Money" and FOX 9 KMSP-TV, in Minneapolis-St. Paul, Minnesota to explain the market for secondary ticket sales for big ticketed events.
- **Marisa Brook, Linguistics**, was contacted and provided the first quote comment for a BBC story on divergences between British and North American English.
- **April Nowell, Anthropology**, was contacted for expert comment on a new story by *National Geographic* about ancient cave drawings.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

March 12, 2018

To: OPERATIONS AND FACILITIES COMMITTEE

From: VICE-PRESIDENT FINANCE AND OPERATIONS

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

cc: President and Vice-Chancellor

Meeting Date: March 27, 2018

Subject: STATUS REPORT ON CAPITAL PROJECTS

Basis for Jurisdiction: Committee's Terms of Reference

Strategic Relevance:

Objective 36: To manage and protect our human, financial, physical and information resources in a responsible and sustainable fashion.

Previous Consultation:

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

Background:

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

Attachment(s):

VPFO/FMGT Project Updates: March 01, 2018

1. District Energy Plant
2. Queenswood



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

BUDGET STATUS:	APPROVED BUDGET 01-Sept-16	FMGT Forecast Costs 01-Mar-2018
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Consulting	\$2,888,770	\$2,888,770
Construction	\$13,900,000	\$13,900,000
Completion	\$1,900,000	\$1,900,000
Contingency	<u>\$780,000</u>	<u>\$780,000</u>
Sub-Total	\$19,468,770	\$19,468,770
GST (1.65%)	<u>\$321,230</u>	<u>\$321,230</u>
TOTAL PROJECT COSTS	\$19,790,000	\$19,790,000

- Total commitments to date are approximately \$18,652,000, representing 94% of the approved Budget of \$19,790,000.

SCHEDULE STATUS:	Target Date 01-Apr-18	Actual / Forecasted Date 01-July-17
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PHASE 1 – New Building w/3 Boilers, Underground Services

Schematic Design - Complete	Jun 2016	Jun 2016
Design Development - Complete	Oct 2016	Oct 2016
Construction Documents	Mar 2017	Mar 2017
Tender	Apr 2017	May 2017
Construction Stage	Feb 2018	May 2018
Commissioning	Mar 2018	Sept 2018
Operation	Apr 2018	Oct 2018

PHASE 2 – Energy Transfer Station Renovations (Apr 2017 to Aug 2018)

Construction Documents	Apr 2018	Dec 2017
Tender	Jun 2018	Jan 2018
Construction Stage	Feb 2019	Jul 2018
Commissioning	Mar 2019	Aug 2018

Major Risks:

- Delay in boiler equipment delivery impacting project schedule, risking plant start-up during early heating season.

PROJECT:	QUEENSWOOD - OCEANS & CLIMATE CAMPUS
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Project No:	SIF 35338/QW-01
Project Consultants:	KPL James Architects
Construction Manager:	Kinetic Construction

BUDGET STATUS:	APPROVED BUDGET 1-August 2016	APPROVED BUDGET 23-October-2017	Forecast Costs 20-February-2017
Consulting	\$955,000	\$1,083,587	\$1,097,470
Construction	\$4,450,000	\$7,407,294	\$7,382,376
Completion	\$126,900	\$354,913	\$365,948
Contingency	<u>\$1,354,475</u>	<u>500,000</u>	<u>500,000</u>
Sub-Total	\$6,886,375	\$9,345,794	\$9,345,794
GST (1.65%)	<u>\$113,625</u>	<u>\$154,206</u>	<u>\$154,206</u>
TOTAL PROJECT COSTS	\$7,000,000	\$9,500,000	\$9,500,000

- Total expenditures to date are approximately \$5,210,975 representing 54.9% of the approved revised budget of \$9,500,000

SCHEDULE STATUS:	Target Date	Actual / Forecasted Date
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PHASE 1 – Base Building Demolition & Hazmat

Preliminary Investigation & Design	Nov 2016	Dec 2016
Contract Documentation	Dec 2016	Mar 2017
Issue for BP, Tender & Award	Jan 2017	Mar 2017
Hazmat Remediation & Demolition	Apr 2017	Jun 2017
Substantial Completion	May 2017	Jun 2017

PHASE 2 – Base Building Upgrades

Concept Development & Design	Dec 2016	Jun 2017
Contract Documentation	Mar 2017	Aug 2017
Issue for BP, Tender & Award	Apr 2017	Aug 2017
Mechanical, Electrical, Structural Upgrades	Nov 2017	April 2018
Substantial Completion	Dec 2017	May 2018

PHASE 3 – Interior and Tenant Improvements

Programming and Space Planning	Jan 2017	Mar 2017
Interior Design Development	May 2017	Jul 2017
Issue for BP, Tender & Award	Aug 2017	Aug 2017
Interior Improvements	Dec 2017	May 2018
Substantial Completion	Dec 2017	June 2018

Major Risks:

- A request for an extension from April 2018 to June 2018 has been submitted to the Federal Government through the Ministry of Advanced Education, Skills and Training. We do not yet have approval.



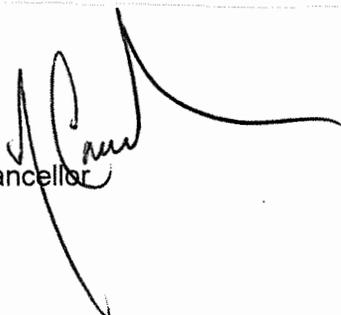
University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

March 12, 2018

To: Board of Governors

From: Jamie Cassels, QC
President and Vice-Chancellor 

Meeting Date: March 27, 2018

Subject: 2017 Policy Annual Report

Basis for Jurisdiction: *Policy on University Policies and Procedures (GV0100)*

Background:

The Policy on University Policies and Procedures (GV0100) calls for the President to report annually to the Board of Governors and the Senate on university policies developed and reviewed during the previous year. The 2017 Policy Review Annual Report captures university policy activities and accomplishments in the 2017 calendar year and outlines current policy activities and priorities for 2018.

More information about university policies is available on the University Secretary's website at www.uvic.ca/universitysecretary/policies.

Attached for the Board's information is the 2017 Policy Review Annual Report.

Consultation:

The 2017 Policy Annual Report was reviewed by all executive offices. It was previously received by Senate at their March 2, 2018 meeting.

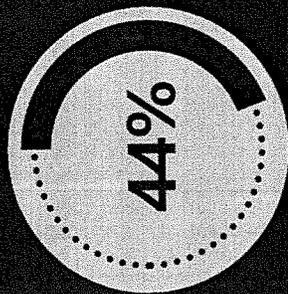
Attachment(s):

2017 Policy Annual Report



4 new policies were developed and approved, including UVic's first Sexualized Violence Prevention and Response Policy

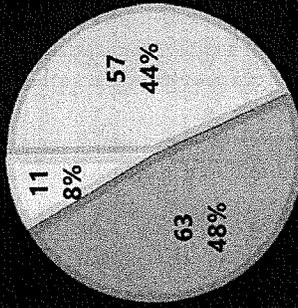
of the Policy Portfolio is up to date as of December 2017



131 university-wide policies



■ Up to Date ■ Review Started ■ Needs Review



63 outdated policies at various stages of review

10 obsolete policies consolidated into new policies



2017 POLICY PORTFOLIO AT A GLANCE

4 other policies reviewed



19 past-due policies reviewed and updated or rescinded

1 editorial change



University of Victoria

University Secretary



University
of Victoria

Date: March 2, 2018
To: Members of the Board of Governors and Senate
From: Prof. Jamie Cassels, QC
President
Re: 2017 University Policy Annual Report

Introduction

The university's Policy on University Policies and Procedures (GV0100) was approved by Senate and the Board of Governors in order to establish a consistent framework for the development and review of university policies and procedures. The goal of the policy framework is to create and maintain a collection of user-friendly policies and procedures that are current and relevant to the needs of the university community.

This report responds to the requirement in the Policy on University Policies and Procedures to report annually to Senate and the Board of Governors on the development and review of university policies and procedures. Section 20.00 of the Policy states:

The President will report annually to the Board of Governors and the Senate on University Policies developed and reviewed during the year and the action taken or recommended.

This report also identifies university policy-related priorities for 2018.

The University Secretary's Role

The University Secretary's office supports the offices of the President and the Vice-Presidents (the Designated Executive Officers, DEOs) in developing and maintaining policies within their respective portfolios. The USEC Policy Officer carries out policy drafting, research, and benchmarking as needed, coordinates policy development and review with the DEOs, and ensures that policy changes are consistent with the university's policy framework.

Update on the Policy Framework

The university continues to move forward with two related initiatives: the Policy Renewal Project, and improvements to the policy management framework. Both of these initiatives were launched in 2015/16 in response to direction from the BC Auditor General, which highlighted the importance of up-to-date institutional policies for effective governance and risk avoidance.

Policy Renewal Project

The Policy Renewal Project is an expedited review of university policies and procedures that are past their mandated review date. In 2017, significant policy renewal progress was made, with six outdated policies updated and 13 obsolete policies rescinded. High-impact policy reviews completed in 2017 include: the Protection of Privacy Policy (GV0235), the Records Management Policy (IM7700), and the Violence and Threatening Behaviour policy (SS9105).

Four new policies were developed and are now in effect, including UVic's first Sexualized Violence Prevention and Response Policy (GV0245). In conjunction with efforts to develop this policy, the Resolution of Non-Academic Misconduct Allegations policy (AC1300) and the Violence and Threatening Behaviour policy were thoroughly reviewed; the latter was rescinded and replaced with the new Response to At-Risk Behaviour policy (SS9125).

A working group led by the President's office concluded a multi-year effort to develop a consolidated space booking policy. In consultation with campus stakeholders, this working group successfully replaced eight obsolete space-specific policies with one high-level policy to regulate booking space across the university. This new Booking of University Space policy (BP3440) contains principles and rules for booking university space, as well as guidance for individual units to develop their own procedures for spaces that they manage.

The university carried out a project to review the university's privacy, records management, and information security policies. In 2012 the university committed to review these on a cyclical basis (every three years). The consultants engaged to carry out the review produced a report that detailed a list of recommended policy changes. The Chief Privacy Officer and the Policy Officer drafted policy revisions in consultation with stakeholders across the university community. In summer 2017, the Board approved revisions to the Protection of Privacy Policy and the Records Management Policy. The Information Security Policy (IM7800) is targeted for review in 2018.

The University Secretary's office supported the Copyright Office to develop a new Copyright Compliance and Administration Policy (IM7310). This new policy sets out how the university's copyright program is administered, and what individual units' responsibilities are. It also serves as the new home for the university's Fair Dealing Guidelines (which had been housed under the Records Management Policy). Approving this policy allowed the university to rescind two obsolete copyright-related policies.

Policy Management Framework Research Project

The Governance Services Manager undertook, with the executive's support, a study of selected comparator universities' policy renewal processes and structures. The final report, titled *University Policy Management Framework Design: Smart Practices for Strategic Implementation*, makes several recommendations to improve UVic's policy management framework.

The University Secretary's office will continue to discuss the report's recommendations with senior leadership, and is preparing to move ahead with improvements to the university's policy framework.

Other Policy Developments

The Purchasing Policy (FM5105), which had been revised in 2016, was given a more thorough overhaul in 2017. This is consistent with the changing needs of Purchasing Services, which led the review with support from the University Secretary's office.

The Procedures for the Imaging of University Records are new procedures attached to the Records Management Policy. Developed by University Archives, these procedures ensure that a unit's imaging program will copy source records accurately, reliably, and in compliance with legal and industry standards.

Lastly, revisions were made to the Buildings and Grounds Usage Policy (BP3105) and to the Traffic and Parking Regulations (BP3205), to keep these policies consistent with recent legislative developments and changes to university operations.

Looking Ahead

The Policy Renewal Project will continue through 2018 and beyond, with the goal of bringing the policy portfolio to 100% currency. Building on significant progress to date, the University Secretary's office will continue to work with DEOs and stakeholders to review outdated policies according to their risk level and the length of time since their last review.

Two major policy reviews are scheduled to begin in 2018: Academic Accommodation and Access for Students with Disabilities (AC1205), and Discrimination and Harassment (GV0205). These are policies with significant institutional impact, and will require comprehensive reviews with extensive stakeholder consultation. These reviews are expected to be multi-year projects.

Nine additional policies will become due for review in 2018. Reviews of these policies will begin in a timely fashion.

Other university policy-related priorities for 2018 include:

- (a) continue to identify and rescind or relocate university policies and procedures that no longer meet the university policy standard;

- (b) continue to analyze and determine where additional new university policies and procedures are required and where related policies can be consolidated; and
- (c) create tools and guides for the university community to improve policy management, development, and review.

Attachments

Appendix – Status of the Policy Portfolio

2017 Policy Annual Report

Appendix – Status of the Policy Portfolio

New Policies and Procedures

Since January 1, 2017, four new university policies and one new procedure were developed and approved.

Policy	Portfolio	Approved
New Policies Approved		
Booking of University Space (BP3440)	PRES	September 2017
Copyright Compliance and Administration (IM7310)	PRES	September 2017
Response to At-Risk Behaviour (SS9125)	PRES	September 2017
Sexualized Violence Prevention and Response Policy (GV0245)	PRES	May 2017, revised June 2017
New/Revised Procedures Approved		
Procedures for Interim Executive Appointments – REVISED	PRES	October 2017
Procedures for the Imaging of University Records – NEW	USEC	October, 2017

The following new policies and procedures continue to be under development:

Policy	Portfolio	Status	Purpose
New Policies in Development			
Procedures for the Appointment, Review, and Re-Appointment of Associate Deans (consolidation)	VPAC	Under development	New policy to consolidate the 13 appointment procedures for Associate Deans into one "umbrella" policy, similar to the consolidated decanal policy GV0450.

Policy	Portfolio	Status	Purpose
Poster, Banner, and Handbill Policy	VPFO/ VPAC	Under development	New policy will update guidelines on the posting of posters/banners on university property; the use of university notice boards; the distribution of handbills; and chalking on university property.
Student Residence Policy	VPAC	Under development	New high-level policy to replace existing Student Residences policy (BP3500) and Operation of Family Housing Policy (BP3505).
University-Sponsored Off-Campus Activities Risk Management Policy	PRES	Under development	New policy to replace existing Fieldwork and International Travel Risk Management Policy (AD2210) and Guidelines for Participation in International Activities (AD2200).

Revised Policies and Procedures

Since January 1, 2017, the following university policies and procedures were revised:

Policy	Portfolio	Approved
Outdated Policies Renewed		
Key and Access Card Control (BP3125)	VPFO	March 2017
Protection of Privacy Policy (GV0235)	PRES	June 2017
Records Management Policy (IM7700)	PRES	June 2017
Retention of External Legal Counsel (AD2100)	PRES	November 2017
Short Term Investment Policy (FM5200)	VPFO	January, September, & November 2017
Sustainability Policy (GV0800)	PRES	January 2017
Current Policies Revised		
Buildings and Grounds Usage (BP3105)	VPFO	September 2017

Policy	Portfolio	Approved
Purchasing Policy (FM5105)	VPFO	August 2017
Resolution of Non-Academic Misconduct Allegations (AC1300)	PRES	August 2017
Traffic and Parking Regulations (BP3205)	VPFO	September 2017
Editorial Changes Made		
Academic Accommodation and Access for Students with Disabilities (AC1205)	VPAC	December 2017

Rescinded Policies and Procedures

Since January 1, 2017, the university rescinded the following policies and procedures that no longer met the university policy standard or had been superseded by other policies or documents.

In order to meet the university policy standard, a policy must be current and relevant. University policies must also be principle-based statements to be followed in carrying out the activities of the university and must have broad application throughout the university.

Policy	Portfolio	Rationale	Date Rescinded
Policies Rescinded			
Booking of Physical Education, Athletics, and Recreational Facilities (BP3430)	VPAC	Consolidated into new Booking of University Space Policy	September 2017
Booking Policy Guide – Residence and Food Facilities (BP3425)	VPAC	Consolidated into new Booking of University Space Policy	September 2017
Copyright and Computer Programs (IM7300)	PRES	Replaced by new Copyright Compliance and Administration Policy	September 2017
Copyright and the Use of Video Materials (IM7305)	PRES	Replaced by new Copyright Compliance and Administration Policy	September 2017
Examinations & Grades (AC1125)	VPAC	The policy did not meet the university policy standard pursuant to the	January 2017

Policy	Portfolio	Rationale	Date Rescinded
		Policy on University Policies and Procedures.	
Policy Governing the Operation of the Cadboro Commons Building (BP3420)	VPAC	Consolidated into new Booking of University Space Policy	September 2017
Policy of External Booking of University Space (BP3400)	PRES	Consolidated into new Booking of University Space Policy	September 2017
Teaching & Organization of Courses and Programs (AC1150)	VPAC	The policy did not meet the university policy standard pursuant to the Policy on University Policies and Procedures.	January 2017
University Centre A180 Booking Policy (BP3415)	VPAC	Consolidated into new Booking of University Space Policy	September 2017
University Centre Auditorium: General Use and Booking Policy (BP3435)	VPER	Consolidated into new Booking of University Space Policy	September 2017
University Centre Foyer Booking Policy (BP3410)	VPAC	Consolidated into new Booking of University Space Policy	September 2017
Use of University Facilities of Academic Departments by External Organizations or Individuals (BP3405)	VPAC	Consolidated into new Booking of University Space Policy	September 2017
Violence and Threatening Behaviour (SS9105)	PRES	Replaced by Response to At-Risk Behaviour Policy	September 2017

Policies and Procedures Requiring Review

The following policies and procedures are past their mandated review date or otherwise require review.

Policy	Portfolio	Status
Targeted For Deletion		
Bookstore Budget Policy (FM5505)	VPAC	Under review

Policy	Portfolio	Status
Food Services Budget Policy (FM5510)	VPAC	Under review
Printing and Duplicating Services Budget Policy (AD2525)	VPAC	Under review
Residence Services Budget Policy (FM5515)	VPAC	Under review
Require Review		
Academic Accommodation and Access for Students with Disabilities (AC1205)	VPAC	To be reviewed – Committee to begin meeting in 2018
Acceptable Use of Electronic Information Resources	VPFO	Under review
Appointment of Associate Deans (13) (GV0500; GV0600-GV0655)	VPAC	To be reviewed
Appointment of Chairs of Departments or Divisions (GV0700)	VPAC	Under review
Appointment of Research Centre Directors (GV0705)	VPRE	Under review
Appointment of the Chancellor (GV0295)	PRES	To be reviewed
Appointment of the Non-Academic AVPs (GV0295)	PRES	Under review
Appointment of the Vice-President Academic and Provost (GV0305)	PRES	To be reviewed
Art Collections (BP3310)	VPER	To be reviewed
Audio-Visual and Maintenance Services Policy (AD2510)	VPFO	To be reviewed
Auditor Independence (GV0230)	VPFO	Awaiting approval – anticipated early 2018
Bookstore Operation (AD2500)	VPAC	Under review
Capital Expenditures on Physical Plant (FM5205)	VPFO	To be reviewed
Casual Employment of Students (HR6300)	VPFO	To be reviewed
Chairs of Departments and Directors of Schools (GV0710)	VPAC	To be reviewed

Policy	Portfolio	Status
Communicable Diseases (SS9300)	VPFO/ VPAC	Awaiting Approval – anticipated in January 2018
Conflict of Interest and Confidentiality (GV0210)	PRES	Under review
Conflict of Interest in Employment Practices (HR6200)	PRES	Under review
Conflicts of Interest in Student-Faculty Relationships (AC1200)	VPAC	Under review
Critical Incident Response Procedures (SS9115)	VPFO	To be reviewed
Deans of Faculties and Divisions (GV0660)	VPAC	Under review
Determination of Employment Relationship (HR6325)	VPFO	To be reviewed
Discrimination & Harassment (GV0205)	PRES	To be reviewed
Duties and Responsibilities of Directors of Research Centres (GV0715)	VPRE	To be reviewed
Educational Services Contract Policy (AC1110)	VPAC	Under review
Employment Accommodation (HR6115)	VPFO	Under review
Employment under Externally Funded Grants and Contracts (HR6305)	VPFO	To be reviewed
Equity Policy for Female Faculty Members (HR6105)	PRES	To be reviewed
Establishment and Review of Research Centres (RH8300)	VPRE	Under review
Establishment of Certificate and Diploma Programs (AC1135)	VPAC	Under review
External Research Funding Agreements (RH8200)	VPRE	Under review
Fieldwork and International Travel Risk Management Policy (AD2210)	PRES/ VPFO	Under review
Guidelines for Participation in International Activities (AD2200)	PRES	Under review
Guidelines on Preferential or Limited Hiring (HR6110)	PRES	Under review

Policy	Portfolio	Status
Human Rights, Equity and Fairness (GV0200)	PRES	To be reviewed
Indirect Costs of Research (FM5400)	VPRE	Under review
Information Security Policy (IM7800)	VPFO	To be reviewed
Intellectual Property (GV0215)	VPAC/ VPRE	Under review
Licensing Program Policy (AD2215)	VPAC/ VPER	Under review
Libraries Loan Policy (IM7600)	VPAC	Under review
Off-Campus Graduate Programs (AC1115)	VPAC	Under review
Photocopy and Facsimile Services Policy (AD2530)	VPAC	Under review
Political Leave Policy (HR6425)	VPFO	Under review
Post-Doctoral Fellows Policy (HR6310)	VPRE	To be reviewed
Printing and Duplicating Services Policy (AD2525)	VPAC	Under review
Prevention of Violence in the Workplace Policy (SS9120)	VPFO	Under review
Regalia Services Policy (AD2505)	VPAC	Under review
Relocation Grant Policy (HR6405)	VPAC	To be reviewed
Research Grants in Lieu of Salary Policy (RH8205)	VPRE	Under review
Research Involving Humans (RH8105)	VPRE	Under review
Research or Teaching Involving Animals (RH8110)	VPRE	To be reviewed
Research Policy (RH8100)	VPRE	To be reviewed
Risk Management Policy (GV0225)	VPFO	To be reviewed

Policy	Portfolio	Status
Specialist/Instructional Appointments (HR6315)	VPAC	Under review
Student Residence and Family Housing policies (BP3500, BP3505)	VPAC	Under review
Title of Emeritus or Emerita (AC1140)	VPAC	To be reviewed
Travel Allowance for Visiting and Sessional Appointments (HR6415)	VPAC	To be reviewed
Use of Vehicles and Parking on Campus (BP3200)	VPFO	Under review

Policies with Transferred Approving Authority

In 2017 no approving authorities were transferred based on current organizational responsibilities.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

March 12, 2018

To: Operations and Facilities Committee

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

A handwritten signature in blue ink that reads "Valerie S. Kuehne".

cc: President and Vice-Chancellor

Meeting Date: March 27, 2018

Subject: New and Revised Awards

Basis for Jurisdiction: University Act, 27(2)(k)
Senate meeting on February 2 and March 2, 2018

Strategic Relevance: These new and revised awards support our objective of increasing financial support to current and future students. The awards support our student recruitment and retention strategies, provide competitive undergraduate and graduate scholarships and bursaries that enable us to be nationally and internationally competitive in the recruitment and retention of outstanding students.

Previous Consultation: Senate meeting on February 2 and March 2, 2018

Recommendation:

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

- Glenn and Mary Daugharty Bursary in Music (revised)*
- Emergency Fund for Social Work Students (new)
- Harris & Company Award in Legal Ethics (new)
- Harris & Company Bursary (new)
- Faculty of Human and Social Development Indigenous Student Emergency Fund (new)*
- Nimrod Hungarian Mobility Award (revised)*
- Acheson Sweeney Foley Sahota LLP Prize in Torts (revised)
- Royal Jubilee Hospital School of Nursing Alumnae Association Student Award (revised)*
- Knowledge First Foundation Scholarship (new)*
- Rita Perry Hammett Bursary (revised)*
- Suntracker Technologies Scholarship (new)
- Phoenix Theatre Graduate Student Travel Award (new)
- Geraldine and Peter Shostak Scholarship in Ukrainian Studies (revised)
- Harper Scholarship in History (revised)*
- Physics and Astronomy Award (new)
- Edward “Teddy” Blenkinsop Scholarship (new)
- UVic Undergraduate Bursary (new)
- UVic Undergraduate Scholarship (new)
- Chair in Transgender Studies Undergraduate Research Scholarship for Trans, Non-Binary and Two-Spirit Students (revised)
- Edna Mary Wootten Scholarship (revised)*
- Alexander and Glenda Kirk Award (new)
- Jeffrey Rubinoff Scholar in Art as a Source of Knowledge Fellowship (revised)*
- Dr. Ian Stuart MBA Scholarship in Service Management (new)*
- Dr. Ian Stuart Memorial PhD Award (new)
- Mary Aitken Scholarship in Writing (new)*
- Gervin Métis Award for Distinguished Advocacy and Leadership (new)
- Angus & Marjorie McPherson Memorial Scholarship (revised)*
- Rajan Family Scholarship (revised)*
- Baynes Award in Engineering (revised)*

* Administered by the University of Victoria Foundation

Background:

The attached awards were reviewed by Senate Committee on Awards and recommended for approval to Senate. At its meetings on February 2 and March 2, 2018, Senate approved the attached awards and recommends their approval by the Board of Governors. These awards support our student recruitment and retention strategies, provide competitive scholarships and enable the university to continue to recruit and retain outstanding students.

Planned Further Action:

Student Awards and Financial Aid will administer the awards after approval.

Attachment(s):

- Memorandum to Senate dated January 17, 2018
- Memorandum to Senate dated February 16, 2018

Student Awards and Financial Aid

University Centre A202
PO Box 3025 STN CSC Victoria BC V8W 3P2
Phone: 250-721-8425 | Fax: 250-721-8757
Email: lnolt@uvic.ca | Website: www.uvic.ca/safa

DATE: January 17, 2018

TO: Secretary of Senate
University Secretary's Office

FROM: Lori Nolt, Director, Student Awards and Financial Aid
Secretary, Senate Committee on Awards

RE: Awards Recommended to Senate for Approval



Lori Nolt

2017/2018 Senate Committee on Awards

J. Walsh (Chair), A. Cirillo, H. Hallgrimsdottir, A. Lepp,
M. Runtz, C. Saint-Vil, C. Schallie, L. Welling, J. Wyatt,
C. Watt, N. Greengoe, L. Nolt, Y. Rondeau, L. Hume.

The Senate Committee on Awards recommends that the Senate approves and recommends to the Board of Governors the following awards:

*Administered by the University of Victoria Foundation
Additions are underlined
Deletions are ~~struck through~~

**GLENN AND MARY DAUGHARTY BURSARY IN MUSIC*
(REVISED-UG)**

One or more bursaries are ~~An award will be awarded made annually~~ to a students in the Bachelor of Music program.



EMERGENCY FUND FOR SOCIAL WORK STUDENTS (NEW-UG)

One or more bursaries, to a maximum value of \$200 each, are awarded to undergraduate students in the School of Social Work. The bursary is intended to offer students one-time financial assistance in the event of an unforeseen emergency or circumstance while attending the University of Victoria.

HARRIS & COMPANY AWARD IN LEGAL ETHICS (NEW-UG)

A prize in the amount of \$1,000 is awarded to a student in LAW 360: Legal Ethics and Professionalism who has demonstrated an especially in-depth and thoughtful understanding of course material, has made leading, meaningful contributions to class discussion, and has shown excellence in their written and oral work. Selection of the recipient will be made by the Senate Committee on Awards upon the recommendation of the Faculty of Law. This award may be given to a student who is graduating.

HARRIS & COMPANY BURSARY (NEW-UG)

One or more bursaries are awarded to undergraduate students in the Faculty of Law. Preference will be given to students in their first year.

FACULTY OF HUMAN AND SOCIAL DEVELOPMENT INDIGENOUS STUDENT EMERGENCY FUND (NEW-UG/GS)

One or more bursaries, with a maximum value of \$700 each per year, are awarded to Indigenous students (First Nations Status or Non-status, Inuit, Métis) enrolled in the Faculty of Human and Social Development in the event of an unforeseen emergency or circumstance while attending the University of Victoria.

The funding is intended to assist with financial emergencies including, but not limited to:

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

Applicants are advised to contact the Faculty of Human and Social Development Indigenous Student Support Centre.

NIMROD HUNGARIAN MOBILITY AWARD* (REVISED UG/GS)

One or more awards are given to academically outstanding undergraduate, graduate or post graduate students in the field of science, medicine, technology or social sciences disciplines who are either: 1) Hungarian students coming to study at UVic from accredited Hungarian universities or 2) UVic students going to Hungary to



study at accredited Hungarian universities. This award would include funding for a graduate fellowship exchange. Selection of the recipients will be made by the Global Engagement Selection Committee. Two competitions are held each year. The deadlines for applications are 4:30 p.m. on the third Wednesday of March and November. Applications must be submitted to the Office of Global Engagement either in person to University Centre, Room B202, or by email as a single pdf document to world@uvic.ca.

ACHESON ~~WHITLEY~~ SWEENEY AND FOLEY SAHOTA LLP PRIZE IN TORTS (REVISED-UG)

Two A prizes of \$3500 each are, or such higher value as the donor may determine, is awarded to a student in the Faculty of Law who has demonstrated excellence in the first year Torts course.

ROYAL JUBILEE HOSPITAL SCHOOL OF NURSING ALUMNI ALUMNAE ASSOCIATION STUDENT AWARD* (REVISED-UG)

One or more awards are given ~~annually~~ to undergraduate students continuing in the BSN program, distance or on campus, who are with preference given to descendants of an alumnae member graduate of the Royal Jubilee Hospital School of Nursing. Applicants must state their relationship to the alumnae and the year the alumnae graduated. Students registered in at least 4.50 academic units are eligible for this scholarship.

KNOWLEDGE FIRST FOUNDATION SCHOLARSHIP* (NEW-UG)

One or more scholarships of \$1,000 each are awarded to academically outstanding undergraduate students. Preference will be given to students who demonstrate outstanding contributions to their community. Students must submit a one-page statement outlining their volunteer and/or community involvement.

RITA PERRY HAMMETT BURSARY* (REVISED-UG)

One or more A bursaries are is-awarded to a continuing student in Writing. Selection of the recipient will be made by the Senate Committee on Awards.

SUNTRACKER TECHNOLOGIES SCHOLARSHIP (NEW-UG)

One or more scholarships of \$1,000 or more are awarded to academically outstanding undergraduate women students in Computer Science or Software Engineering who have a third or fourth year standing. Preference will be given to students who have pursued a project or work term in photorealistic lighting. Students in combined programs with Computer Science will be eligible for this award.



PHOENIX THEATRE GRADUATE STUDENT TRAVEL AWARD (NEW-GS)

One or more awards will be given to graduate students in the Department of Theatre to enhance their learning experiences through field schools, exhibitions, auditions, performances or conferences. The selection of the recipients will be made by the Graduate Awards Committee, upon the recommendation of the Department of Theatre.



Student Awards and Financial Aid

University Centre A202
PO Box 3025 STN CSC Victoria BC V8W 3P2
Phone: 250-721-8425 | Fax: 250-721-8757
Email: lnolt@uvic.ca | Website: www.uvic.ca/safa

DATE: February 16, 2018**TO:** Secretary of Senate
University Secretary's Office**FROM:** Lori Nolt, Director, Student Awards and Financial Aid
Secretary, Senate Committee on Awards**RE: Awards Recommended to Senate for Approval**

Lori Nolt

2017/2018 Senate Committee on Awards

J. Walsh (Chair), A. Cirillo, H. Hallgrimsdottir, A. Lepp,
M. Runtz, C. Saint-Vil, C. Schallie, L. Welling, J. Wyatt,
C. Watt, N. Greengoe, L. Nolt, Y. Rondeau, L. Hume.

The Senate Committee on Awards recommends that the Senate approves and recommends to the Board of Governors the following awards:

*Administered by the University of Victoria Foundation
Additions are underlined
Deletions are ~~struck through~~

**GERALDINE AND PETER SHOSTAK SCHOLARSHIP IN
UKRAINIAN STUDIES (REVISED-UG)**

Two scholarships of \$1,000 each are awarded to academically outstanding undergraduate students enrolled in courses on Ukrainian language, history or culture who are artistically or musically inclined or who have demonstrable academic interest in Ukrainian art or music. Applicants must submit a statement of 500 words



outlining their accomplishments and/or studies in music and/or fine arts. Students must apply to the Department of Germanic and Slavic Studies by May 31. Selection of recipients will be made by the Senate Committee on Awards, based on the recommendation of the Department of Germanic and Slavic Studies. Part-time and graduating students are eligible for this award.

HARPER SCHOLARSHIP IN HISTORY* (REVISED-UG)

One or more scholarships of \$1,000 each are awarded to academically outstanding undergraduate students in a Major or Honours program in History, with a strong preference for students with a demonstrated commitment to World History.

PHYSICS AND ASTRONOMY AWARD (NEW-UG)

An award will be given to a student who has received a minimum 5.0/9.0 GPA in one or more 300 level courses in Physics or Astronomy. Selection of the recipients will be made by the Senate Committee on Awards upon the recommendation of the Department of Physics and Astronomy.

EDWARD “TEDDY” BLENKINSOP SCHOLARSHIP (NEW-UG)

A scholarship of \$1,000 is awarded to an academically outstanding undergraduate student entering third or fourth year in the Faculty of Science or the Faculty of Engineering. Preference is for students with demonstrated financial need. The scholarship will be awarded to a student who is not receiving any other scholarships.

UVIC UNDERGRADUATE BURSARY (NEW-UG)

One or more bursaries are awarded to undergraduate students.

UVIC UNDERGRADUATE SCHOLARSHIP (NEW-UG)

One or more scholarships are awarded to academically outstanding entering or continuing undergraduate students.

CHAIR IN TRANSGENDER STUDIES UNDERGRADUATE RESEARCH SCHOLARSHIP FOR TRANS, NON-BINARY AND TWO-SPIRIT STUDENTS (REVISED-UG)

Two or more \$500 scholarships ~~are will be~~ awarded to ~~two~~ academically outstanding trans, non-binary or Two-Spirit undergraduate students entering third or fourth year who are and pursuing a degree in any field. Priority will be given to students whose studies are trans-related, research in any field, including creative or performative activity. Priority will be given to ~~students who self identify as trans or non-binary and f~~ Further preference will be given to students who demonstrate financial need.



EDNA MARY WOOTTEN SCHOLARSHIP* (REVISED-UG)

One or more scholarships are awarded to academically outstanding undergraduate students in the School of Nursing with financial need. Preference will be given to a student who is a parent. Selection of the recipients will be made by the Senate Committee on Awards upon the recommendation of the School of Nursing. Students registered in at least 4.50 academic units are eligible for this scholarship.

ALEXANDER AND GLENDA KIRK AWARD (NEW-UG)

Up to a maximum of three awards are given to students in a Major or Honours program in the Department of Chemistry who have a minimum 7.0/9.0 GPA. Preference is given to single parents or caregivers with demonstrated financial need and personal circumstances that prevent them from participating in co-op and/or work terms. If there are no eligible Chemistry students then the award may be given to students in a Major or Honours program in Biochemistry. Selection of the recipients will be made by the Senate Committee on Awards upon the recommendation of the Departments of Chemistry or Biochemistry.

JEFFREY RUBINOFF SCHOLAR IN ART AS A SOURCE OF KNOWLEDGE FELLOWSHIP* (REVISED-GS)

An award of \$30,000 is given to a doctoral student in the field of Modern and Contemporary Art History. If there are no eligible candidates in this field, only outstanding doctoral candidates (excellent PhD proposal, high GPA) in other areas of Art History and Visual Studies will be considered. The award will be renewable for up to an additional 3 years providing the student maintains a first class GPA and is, in the opinion of the academic unit, making good progress to the completion of their degree. Selection of the recipient will be made by the Graduate Awards Committee upon the recommendation of the Art History and Visual Studies Department.

DR. IAN STUART MBA SCHOLARSHIP IN SERVICE MANAGEMENT* (NEW-GS)

One or more scholarships of at least \$1,350 each are awarded to academically outstanding students in the MBA program at the Sardul S. Gill Graduate School, Peter B. Gustavson School of Business, who are specializing in Service Management and have a degree in Engineering or Applied Math. Preference will be given to students who demonstrate financial need with an additional preference for students who are Canadian citizens. Applications must be submitted by March 31 to the Dean's Office of the Gustavson School of Business. Selection of the recipient will be made by the Graduate Awards Committee upon the recommendation of the Gustavson School of Business.

DR. IAN STUART MEMORIAL PHD AWARD (NEW-GS)

One award of \$7,650 is given to an entering or continuing student in the PhD program at the Sardul S. Gill Graduate School, Peter B. Gustavson School of Business who has a dependent child or children and can demonstrate financial need. Applications must



be submitted by March 31 to the Dean's Office of the Gustavson School of Business. Selection of the recipient will be made by the Graduate Awards Committee upon the recommendation of the Gustavson School of Business. This award is to be given in addition to the PhD stipend provided by the School of Business.

MARY AITKEN SCHOLARSHIP IN WRITING* (NEW-UG)

One or more scholarships are awarded to academically outstanding undergraduate students entering their third or fourth year in Writing with an interest in using technology to expand the horizons of literature. Preference will be given to students in the Digital and Interactive Media in the Arts Minor program. Selection of the recipients will be made by the Senate Committee on Awards upon recommendation from the Department of Writing.

GERVIN MÉTIS AWARD FOR DISTINGUISHED ADVOCACY AND LEADERSHIP (NEW-UG)

An award of \$1,000 is offered annually to an undergraduate student in the Faculty of Law who self-identifies as Métis, and who has shown a commitment to strengthening their Indigenous community at home, the community where they reside during the academic year, or the Indigenous presence within the University. Selection of the student recipient will be made by the Senate Committee on Awards upon the recommendation of the Faculty of Law.

ANGUS & MARJORIE MCPHERSON MEMORIAL SCHOLARSHIP* (REVISED-UG)

A scholarship is awarded to an academically outstanding undergraduate student in the Faculty of Engineering. Preference will be given to mature students who have served in the Canadian Military or whose parent(s) have served in the Canadian Military and who demonstrate volunteer community service. Applications are available from the Engineering Undergraduate Office (EUO), Faculty of Engineering and must be returned to the EUO by April 30th. Selection of the recipients will be made by the Senate Committee on Awards upon the recommendation of the Faculty of Engineering. Applicants must complete the online application by May 31.

RAJAN FAMILY SCHOLARSHIP* (REVISED-UG)

Two scholarships are awarded to undergraduate women students who are entering second, third or fourth ~~2nd, 3rd, or 4th~~ year in the Bachelor of Science Major or Honours program in Computer Science or the Bachelor of Software Engineering program. Applications for the scholarship should reference volunteer service in the community and/or demonstrated leadership in or outside of the classroom. Application forms are available from the Engineering Undergraduate Office, Faculty of Engineering and must be returned with the letter and resume to the Engineering Undergraduate Office by April 30th. Selection of the recipients will be made by the Senate Committee on Awards upon the recommendation of the Faculty of Engineering. Applicants must complete the online application by May 31.



BAYNES AWARD IN ENGINEERING* (REVISED-UG)

An award has been made available by G.E. Baynes, Consulting Engineer. The award will be made to an outstanding undergraduate student in Engineering (who is a Canadian citizen~~and~~) who has demonstrated strong qualities of leadership combined with active participation in sports. As part of the selection process, the Faculty will consult with the Engineering Students' Society. Selection of the recipients will be made by the Senate Committee on Awards upon the recommendation of the Faculty of Engineering. Applicants must complete the online application by May 31.





University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

March 12, 2018

FOR DECISION

To: FINANCE COMMITTEE

From: Vice-President Finance and Operations

cc: President and Vice-Chancellor

Meeting Date: March 27, 2018

Subject: COLLECTION AND REMISSION OF STUDENT FEES FOR THE UNIVERSITY OF VICTORIA STUDENTS' SOCIETY (UVSS)

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

Basis for Jurisdiction: University Act 27.1

Strategic Relevance:

Objective 36: To manage and protect our human, financial, physical and information resources in a responsible and sustainable fashion.

Recommendation:

THAT the Finance Committee recommend to the Board of Governors that that the Board of Governors collect and remit the fees as approved by the UVSS members and as outlined in the letter of March 12, 2018 from the Director of Outreach & University Relations of the UVSS to Jim Dunsdon, Associate Vice-President Student Affairs.

Attachment:

Letter dated March 12, 2018 from Pierre-Paul Angelblazer, Interim Director of Outreach & University Relations, to Jim Dunsdon, Associate Vice-President Student Affairs.



March 12th, 2018

Jim Dunsdon
Associate Vice-President Student Affairs
University of Victoria

Dear Jim Dunsdon,

I am authorized by the Bylaws of the University of Victoria Students' Society (UVSS) to send this notice to the University of Victoria with regard to the collection and remission of student fees in accordance with the University Act and to make the certifications and representations contained in this notice.

This purpose of this letter is to officially confirm the UVSS Fees for the 2018 Summer and Fall Semesters. The fees in this letter are near identical to the letter sent in ~~March 2018~~ ^{November 17} with a few updates regarding the successful referendum question passed this Fall. Any changes to fees are highlighted.

All three Referenda questions posed during the March election passed and achieved quorum. Specifically the questions were:

Do you support an increase to the Food Bank Fund of 75 cents per full-time student and 37 cents per part time student for the purpose of addressing student food insecurity?

Are you in favour of restructuring the fees for the UVSS Health and Dental Plan to create a fee for enhanced coverage in the amount of \$360 per academic year (Sept 1st – Aug 31st), with the option to pay less for basic coverage in the amount of \$290 per academic year, or, to opt out entirely if you have equivalent coverage?

Do you support the UVSS having the ability to adjust fees for the Health and Dental Plan up to 5% per year, starting during the 2019-2020 school year, to keep up with rising premiums?

All membership fees are set through a referendum as required by the University Act and the UVSS Bylaws.

In the fall of 2012, UVSS members voting in referenda approved by a majority, an increase to UVSS membership fees in the amount of \$5 per full-time student per semester and \$2.50 per part-time student per semester, to be implemented each semester for the next five years. The final approved membership fee increase from this referendum will occur in the Spring of 2018. **This fee is to be removed going forward.**

As set by a majority of the members of the UVSS who voted in referenda, I certify that the UVSS membership fees for the 2018 Summer and Fall semesters are as follows:

Fee	Amount
UVSS Fee Spring 2018	\$74.35 for full-time students and \$37.14 for part-time students each semester
Universal Bus Pass	\$81.00 per semester
Extended Health Plan	\$180.00 per year for students taking at least 3.0 on-campus credit in the fall semester and \$145.00 for students taking at least 3.0 on-campus credits in the spring semester but not assessed \$180.00 in the fall semester
Dental Plan	\$180.00 per year for students taking at least 3.0 on-campus credits in the fall semester and \$145.00 for students taking at least 3.0 on-campus credits in the spring semester not assessed \$180.00 in fall semester

The fees for the Professional Development Unions have been assessed as the following:

Fee	Amount
Commerce Student Society	\$50.00 per semester for Commerce Students
Engineering Student Society	\$30.00 per semester for full-time Engineering students registered in on campus classes
Education Student Association	\$7.50 per semester for students registered in Education
Law Student Society	\$170 per semester for full-time Law students and \$90 per semester for part-time Law students.

All students, including co-op and distance students, in 3.0 credits or more are assessed Health and Dental Plan fees. Distance and co-op students are not automatically enrolled but may choose to opt-in to the U-Pass.

The credit requirement for the assessment of each fee remains the same as in the previous academic year.

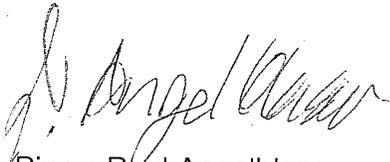
I hereby certify that the UVSS has made available to its members annual audited financial statements.

The University Act and the Bylaws of the UVSS require that these fees will be applied to all undergraduate students including distance and co-op students.

We expect no changes to policies or practices in relation to fee collection, including the appearance of the fee statement, the method and timeliness of the collection and the penalties imposed on those students who fail to pay their fees, except as otherwise stated in this letter.

See Appendix 'A' for a specific breakdown of the University of Victoria Student's Society Fee.

Sincerely,



Pierre-Paul Angelblazer
Interim Director of Outreach and University Relations

Copy: Lori Nolt
Director, Student Awards and Financial Aid

Tory Hasting
Manager, Payroll and Tuition Fee Assessments

Elaine Miller
Office of the Vice-President Finance and Operations

Appendix "A"

Fee Type	2018 Summer and Fall Semester (Full-Time)	2018 Summer and Fall Semester (Part-Time)
Student Association Fee (Society Operations)	26.6	13.3
Canadian Fed. of Students Fee-BC	N/A	N/A
Student Newspaper Fee	3.75	1.875
Student Union Building Fee	4.25	2.125
Dr Ewing Memorial	4.25	2.125
Medical/Dental Fee	No Fees Assessed in Summer Semester	No Fees Assessed in Summer Semester
Misc. Fees (list each separately)		
- CFUV	5	2.5
- Clubs and Course Unions/Travel Pool	2.5	1.25
- Constituency Organisations	2	1
- Daniel Jacobs Bursary	0.5	0.25
- Day Care Assistance Fund	1	0.5
- Food Bank	2.25	1.12
- International Student Award	0.5	0.25
- Native Students' Union	1	0.5
- Disability Advocacy	3	1.5
- Ombudsperson	1.5	0.75
- Anti-Violence Project	4	2
- UVSP	0.5	0.25
- VIPIRG	3	1.5
- Women's Centre	0.95	0.475
- WUSC	2.5	1.25
- Pride	0.95	0.45
- Community Gardens	1.50	0.75
- Events	0.5	0.25
- Elections	0.4	0.2
- Campaigns	0.5	0.25
- Students of Colour Collective	.70	.35
- Uni 101	.75	.37
	\$74.35	\$37.14



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

March 12, 2018

FOR DECISION

To: FINANCE COMMITTEE

From: Vice-President Finance and Operations 

cc: President and Vice-Chancellor

Meeting Date: March 27, 2018

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

Basis for Jurisdiction: University Act 27.1

Strategic Relevance:

Objective 36: To manage and protect our human, financial, physical and information resources in a responsible and sustainable fashion.

Recommendation:

THAT the Finance Committee recommend to the Board of Governors that the Board of Governors collect and remit fees for the GSS in 2018/19 as outlined in the letter of February 28, 2018 from the Executive Director of the GSS to Gayle Gorrill, Vice-President Finance and Operations, subject to confirmation of approval of the fees at the GSS Semi-Annual General Meeting on March 27, 2018.

Background:

As noted in the attached letter, the Graduate Students' Society (GSS) plans to increase its Mandatory Operating fee and Capital fee by 2.1% for the 2018-19 fiscal year.

The collection and remission of fees for the GSS is normally approved by the Board of Governors after the fees have been approved by the GSS Board. This year the fees will be approved at the

GSS Semi-Annual General Meeting on March 27, 2018. The GSS has notified the Board of Governors ahead of time in order to ensure May implementation of the fees.

If the fees are approved by both the GSS Board and the Board of Governors, they will come into effect May 1, 2018. The Board of Governors will be informed of this approval at the May meeting.

Attachment:

Letter dated February 28, 2018 from Stacy Chappel, GSS Executive Director, to Gayle Gorrill, Vice-President Finance and Operations.



Graduate Students' Society
UNIVERSITY OF VICTORIA

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

PO Box 1700 Victoria BC V8W 2Y2 Canada

February 28, 2018

Ms. Gayle Gorrill
Vice-President Finance and Operations
Administrative Services Building Room A212
University of Victoria
Victoria, BC, V8P 5C2

Dear Ms. Gorrill,

I am writing to offer preliminary notice of changes to University of Victoria Graduate Students' Society (GSS) fees for our 2018-19 fiscal year, and confirm our compliance with the regulations of the *University Act* and *Society Act*, as they relate to our fees. The fee schedule outlined in this letter will be finalized along with the GSS 2018-19 Budget at our March 27, 2018 Semi-Annual General Meeting. Once the budget is approved, the fee changes are effective May 1, 2018. A final notice confirming approval will be issued after the SAGM.

The GSS membership fee is made up of core operating fees and several specific purpose fees established by member referenda. In some cases the fee is fixed, while in others the fee is increased annually by the BC Consumer Price Index. Additionally, co-op students are charged 50% of their fees, and distance students and co-op students are not charged for certain fees that related to on-campus services they cannot access.

The GSS Operating and Capital membership fees will increase 2.1%. This increase is in keeping with our member-approved practice of increasing core fees at the rate of the BC Consumer Price Index, which requires the adjustment to be approved along with the GSS budget at the GSS Semi-Annual General Meeting (SAGM) on March 27, 2018.

A referendum to establish specific purpose fees in November 2015 specified that the conference travel fee, distance student travel grant fee, campus food bank fee, CFUV fee and University 101 fee will all increase annually by BC Consumer Price Index. Other specific purpose fees remain fixed.

Similar to UPASS fees, fees for the campus food bank, CFUV radio, and University 101 are charged to on-campus students only, excluding students registered in off campus courses, and registered solely in co-op.

Graduate students registered solely in the co-op program will be assessed at a 50% rate.

In accordance with the above policies the 2018-2019 GSS fee schedule is as follows:

<i>GSS 2018-19 fees by registration status</i>	Regular	Co-op	Distance
Operating*	\$ 42.52	\$ 21.26	\$ 42.52
Capital Fee*	\$ 9.65	\$ 4.82	\$ 9.65
Childcare fee	\$ 1.02	\$ 0.51	\$ 1.02
VIPIRG	\$ 2.00	\$ 1.00	\$ 2.00
Anti-Violence Project	\$ 1.00	\$ 0.50	\$ 1.00
Ombudsperson	\$ 1.00	\$ 0.50	\$ 1.00
Constituency Groups	\$ 1.00	\$ 0.50	\$ 1.00
Clubs	\$ 0.50	\$ 0.25	\$ 0.50
WUSC (Student Refugee Program)	\$ 3.00	\$ 1.50	\$ 3.00
Campus food bank*	\$ 1.04	\$ -	\$ -
CFUV*	\$ 0.52	\$ -	\$ -
University 101*	\$ 0.52	\$ -	\$ -
Conference Travel fee*	\$ 4.42	\$ 2.21	\$ 4.42
Distance travel fee*	\$ 1.04	\$ 0.52	\$ 1.04
TOTAL	\$ 69.24	\$ 33.58	\$ 67.16

* This fee is increased by the BC CPI

GSS Extended Health and Dental Plan fee changes are subject to our insurance renewal negotiations, which are currently underway. Any increases to these fees will require a referendum, and, if approved, would take effect September 1, 2018. The GSS will issue a separate notice if any change is made to these fees.

I hereby certify that the GSS circulated our 2017 audited financial statements and auditor's report at our October 24, 2017 Annual General Meeting. The GSS has satisfied the requirements of the *University Act* and of the *Society Act*; and the GSS remains in good standing with the Registrar of Societies.

Sincerely,

Stacy Chappel
GSS Executive Director

cc.

Ms. Olga Gould, *GSS Director of Finance*
 Mr. Jim Dunsdon, *AVP Student Affairs*
 Mr. Joel Lynn, *Director, Student Services*
 Ms. Ada Saab, *Director, Graduate Admissions and Records*
 Ms. Tory Hastings, *Manager, Tuition Fee Assessments*
 Ms. Julia Eastman, *University Secretary*
 Mr. Murray Griffith, *Executive Director, Financial Services*



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

March 12, 2018

To: Board of Governors

From: Professor Jamie Cassels, QC
President and Vice-Chancellor 

Meeting Date: 27 March 2018

Subject: Update on the UVic Strategic Framework 2018-2023

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

Strategic Relevance: The development of a new institutional strategic framework is an important opportunity to bring members of the university community together to discuss our shared vision and mission, to elicit input from external constituencies, to confirm, modify or refine the institutional direction, and to provide a framework for operational plans.

Previous Consultation:

- *Board of Governors, 29 May 2017 BOG-May30/17-39*
- *Board of Governors, 26 June 2017 BOG-Jun27/17-09*
- *Board of Governors, 26 September 2017 – verbal update under President’s Report*
- *Board of Governors, 28 November 2017 – verbal update under President’s Report*
- *Joint Senate and Board Retreat – 27 November 2017*
- *Board of Governors, 29 January 2018 BOG- Jan30/18-26*

A seven-month long engagement process with the University of Victoria community and external supporters and partners has been undertaken as part of the planning process. A detailed report on the engagement process will be included when the Strategic Framework is brought to the Board for approval.

Background: In June 2017 the Board approved the process and timing for the development of the university's new strategic framework (BOG-Jun27/17-09). An extensive consultation process took place in the Fall via targeted meetings on and off campus, and an interactive online forum, called Thoughtexchange, that was accessible to over 80,000 faculty, staff, students, alumni and retirees. The Joint Senate Board Retreat in late November provided validation of the themes that had emerged from the consultation process, and important input to the development of the priorities and strategies. Since December, a small writing team has been consolidating the feedback, seeking further advice in specific areas, and preparing the attached draft framework. In late January and early February, the Board and Senate reviewed and supported the direction of an early draft of the framework. In February, the draft framework was made available to the UVic community and targeted external partners and supporters for feedback. On 5 March, the Strategic Planning Advisory Group met to provide advice and assistance on analyzing the feedback received and incorporating it into the final draft.

Summary: The final version of the Strategic Framework will be presented to Senate on 6 April with a motion requesting that Senate recommend to the Board of Governors that it approve the document. If the motion is passed, Board may be asked to consider approval of the Strategic Framework via a special meeting, so as not to wait for eight weeks for the regular late May Board meeting. This would enable approval of the framework to be announced before the end of term and implementation to proceed without delay.

The version for approval will be a downloadable PDF version that can be printed by individuals. A hard copy printed version, one-page summary, poster and website are also being developed with the same look and feel.

Planned Further Action:

- Upon Senate's recommendation, the final version of the Strategic Framework will be presented to the Board for approval, either at the regular May Board meeting, or at an earlier special meeting convened for that purpose.
- The Board's decision will be communicated to the UVic community in the Spring and the framework will be officially launched in the Fall at the President's Campus Update.
- Work is continuing on the development of the implementation and reporting process. The Board will be consulted about that process in May or June this year.

Attachment(s): None



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

March 12, 2018

To: Board of Governors

From: Vice-President Finance & Operations

Vice-President Academic & Provost

cc: President and Vice-Chancellor

Meeting Date: March 27, 2018

Subject: Student Housing + Dining Project Program of Requirements

Basis for Jurisdiction: Committee's Terms of Reference

Strategic Relevance:

The construction of new student housing and associated programming supports our student by providing much needed housing, assists in alleviating affordable housing challenges in our region and addresses broad range of institutional objectives within our Campus Plan. This project also aligns well with our draft Strategic Framework.

Objective 36: To manage and protect our human, financial, physical and information resources in a responsible and sustainable fashion.

Previous Consultation:

#BOG-Nov28/17-17: Student Housing Update
#BOG-June26/17-01: Student Housing Update
#BOG-Jan30/18-19: Food Services Business Case

Background:

The Board is being asked to approve a student housing project budget of \$200M subject to confirmation of funding. A presentation on the proposed project will be provided at the meeting.

The University of Victoria New Student Residence Facility – Stage 1 Functional Program is available here:

https://www.uvic.ca/universitysecretary/assets/docs/meetings/2017_18/P+W%20Stage%201%20Functional%20Program.pdf



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

March 12, 2018

To: Operations and Facilities Committee

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

A handwritten signature in blue ink that reads "Valerie S. Kuehne".

cc: President and Vice-Chancellor

Meeting Date: March 27, 2018

Subject: Enrolment Projections for 2018-19

Basis for Jurisdiction: University Act, s. 27

Strategic Relevance: Enrolment projections enable the university to actively recruit and retain outstanding students from diverse regions and backgrounds and assists in developing effective, data-driven student recruitment and retention programs aligned with our Strategic Enrolment framework.

Previous Consultation: Senate meeting on February 2, 2018.

Recommendation:

*THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve a recommended enrolment level of **17,963 FTE** for the 2018/19 academic year, subject to revisions in the event of new information regarding mandated growth, funding levels, and application rates, consistent with the motion approved by Senate at its meeting on February 2, 2018 and subsequent information from the Ministry of Advanced Education, Skills and Training.*

Background:

The Board of Governors determines the level of student enrolments upon recommendation from Senate. This memorandum recommends a level of enrolment that will be subject to review throughout the year in light of changing information regarding application rates, summer session enrolments, funding levels and other factors. The University is finalizing negotiations with the Ministry on an expansion of Computer Science and Engineering programs which will lead to FTE increases over the next five years in those areas including an increase of 50 undergraduate FTE in 2018/19. The Ministry indicates that outside of those areas in 2018/19 there will be no other funded increase in graduate and undergraduate FTEs. Thus, the Ministry's total enrolment target for UVic is now set at 15,913.

Because international enrolments are not included in the Ministry target, UVic's total enrolment levels will be higher. The international enrolment plan called for 2,050 international undergraduate FTE in 2017/18. UVic achieved this level and actual enrolments are just over 2,280 FTE. As this enrolment level is expected to persist for at least three years, and Faculties and Departments have been resourced to support that enrolment, UVic is assuming that this international undergraduate enrolment level will be maintained at 2,050 FTE and therefore the **overall enrolment recommendation for 2018/19 will be set at 17,963 FTE.**

Planned Further Action: None.

Attachment(s): Memorandum to Senate dated February 2, 2018



University
of Victoria

Vice-President Academic and Provost

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MEMO

Date: February 2, 2018

To: Dr. Julia Eastman, University Secretary and Secretary
of Senate

From: Valerie Kuehne, Vice-President Academic & Provost

Re: **Enrolment Projections for 2018-2019**

Highlights

This memorandum recommends the level of student enrolment for the coming year (2018/19). For the year 2017/18, the University of Victoria was funded by the Ministry of Advanced Education, Skills and Training (AEST) to enrol 16,023 FTE students. As part of a continuing plan to recalibrate enrolments, including exchanging undergraduate FTE for graduate FTE at a favourable ratio, and in consultation with the Ministry as part of the provincial “jobs plan”, UVic lowered, with no loss in provincial grant, its overall enrolment target to 15,863 FTE.

The University is finalizing negotiations with the Ministry on an expansion of Computer Science and Engineering programs which will lead to FTE increases over the next five years in those areas including an increase of 50 undergraduate FTE in 2018/19. The Ministry indicates that outside of those areas in 2018/19 there will be no other funded increase in graduate and undergraduate FTEs. Thus, the **Ministry’s total enrolment target for UVic is now set at 15,913.**

Because international enrolments are not included in the Ministry target, UVic’s total enrolment levels will be higher. The international enrolment plan called for 2,050 international undergraduate FTE in 2017/18. UVic achieved this level and actual enrolments are just over 2,280 FTE. As this enrolment level is expected to persist for at least three years, and Faculties and Departments have been resourced to support that enrolment, UVic is assuming that this international undergraduate enrolment level will be maintained at 2,050 FTE and therefore **the overall enrolment recommendation for 2018/19 will be set at 17,963 FTE.** The recommended enrolment level for international undergraduates does not necessarily represent UVic’s long-term desired enrolment and will be reviewed within the context of remaining a comprehensive university with a breadth of

academic programs and with an overall student enrolment of about the same size, supporting students is a top priority.

Background

Under the *University Act*, the Board of Governors determines the level of student enrolments upon recommendation from Senate. This memorandum recommends a level of enrolment for the coming fiscal year, and this enrolment level will be subject to review throughout the year in light of changing information regarding application rates, summer session enrolments, funding levels, and other factors.

The university's operating grant from the province is based on a specified enrolment expectation. The enrolment projections and the funded levels set by government are defined in terms of annualized student FTEs (full time equivalent), which are calculated by dividing the total unit course registrations of students by the full-time unit course requirements of the program of their registration. The enrolment level is an annual target that is met through counting FTE in the summer session, the winter session, and the TRU/Open Learning courses delivered by UVic. FTEs are closely related to EETs (equivalent enrolments taught), which are calculated by dividing the total unit course registrations of students by 15 – this measure is used for internal enrolment monitoring purposes.

Analysis

This section describes the components of our enrolment plan.

The University is expected to meet the enrolment targets set by the Ministry of Advanced Education, Skills and Training, as they provide the base operating grant and programmatic funding to the institution. For the 2017/18 academic year the University of Victoria was funded for **13,558 FTE** undergraduate students and **2,305 FTE** graduate students, for a total of **15,863 FTE**. For 2018/19 we have been advised by AEST that our undergraduate enrolment target will increase by 50 FTE as part of the computer science and engineering expansion. Therefore, the total provincially funded enrolments will be set at **15,913 FTE**.

In addition to the targets set out and funded by the Ministry of Advanced Education, Skills and Training, the University enrolls other students. International students paying full fees are not included within the Ministry funded targets. UVic's plan is to enrol **2,050** international undergraduate students.

Report on 2017/18 Targets

The Fall interim enrolment report to the Ministry of Advanced Education, Skills and Training shows that 2017/18 AEST-funded enrolment accountabilities (which do not include international students) will all be met. The University of Victoria projects enrolment to be 106% over the overall target that is 16,879 FTE on a target of 15,863 FTE. UVic has exceeded both the undergraduate (103%) and graduate (126%) enrolment target sets by AEST.

Growing our international undergraduate population has been a strategic priority and that goal has been realized—there has been a 5% percent increase in international undergraduate students this year. International students now account for 14% of all undergraduates and 31% of all graduate students. Overall, international students comprise 17% of the student population.

International undergraduate enrolments are currently above the level set out in the enrolment plan: 2,280 FTE on a plan of 2,050. We expect those enrolments to persist for three years and have resourced Faculties and Departments to support that enrolment level. The recommended enrolment level of international undergraduate students at 2,050 FTE does not necessarily represent UVic’s long term desired enrolment level and will be reviewed as part of our academic, international, and enrolment planning efforts including our Strategic Enrolment Management initiative.

Each Faculty has undergraduate enrolment targets (EETs) and graduate enrolment targets (FTEs) for which they have been resourced. These internal, Faculty-specific targets are reviewed annually and adjustments to the targets and associated resourcing are made based on student demand and approved plans.

AEST Target Comparison

	AEST Funded 2017/18 Target	Projected 2017/18 Total	Variance from AEST Target
Domestic UG FTE	13,558	13,986	428
Graduate FTE	2,305	2,893	588
Total funded FTE	15,863	16,879	1,016

FTE Enrolments by Year (includes international students)

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	10 year change	1 year change
Undergrad	13,648	14,182	14,828	14,815	14,726	15,065	15,381	15,772	16,190	16,266	2,618	76
Graduate	2,252	2,447	2,678	2,808	2,847	2,952	2,986	3,002	2,911	2,893	641	-18
Total	15,900	16,629	17,506	17,623	17,573	18,017	18,367	18,774	19,101	19,159	3,259	58

Internal Enrolment Level Comparison

	UVic Internal 2017/18 Target	Projected 2017/18 Total	Variance from Internal Target
Domestic UG FTE	13,558	13,986	428
International UG FTE	2,050	2,280	230
Subtotal UG FTE	15,608	16,266	658
Graduate FTE	2,305	2,893	588
Total FTE	17,913	19,159	1,246

Enrolment matters continue to receive attention. Under the leadership of the Provost, a Strategic Enrolment Management initiative has been launched which will ensure our enrolment goals, including size, composition and quality, are refined and subject to continual assessment and improvement. Our strategic direction is to remain at our approximate current size as UVic has largely finished its aggressive growth period. Enhancing retention, and therefore student success, will continue to be a key enrolment management strategy.

From an enrolment perspective, enhancing quality will be achieved by offering competitive entrance scholarship packages, increasing applications and admissions of high calibre undergraduates, and enhancing retention rates and timely graduation for all students. This will also facilitate our achieving the Ministry target associated with domestic undergraduates. Internationalization will be achieved by diversifying enrolments and increasing retention rates of international students, but also by ongoing pathways between the Division of Continuing Studies and our academic programs, and increasing opportunities for international student exchange experiences.

With a substantial growth in post-secondary capacity across the province over the past decade and a declining domestic youth population, the student recruitment environment is increasingly competitive. With the goal of being a university of choice, the recruitment of outstanding students from diverse backgrounds and areas continues to be a high priority. Included in that priority is our ongoing commitment to increase indigenous enrolment at both the undergraduate and graduate levels.

Recommended Enrolment Levels for 2018/19

The list below shows expected enrolment levels for both Ministry-funded enrolment accountabilities and UVic's internal enrolment expectations for 2018/19. It is proposed that we approve a recommended enrolment level, which includes an FTE expansion of 50 undergraduate FTE for computer science and engineering, of **17,963 FTE**. Faculty plans have been developed to accommodate at least this level of enrolment. Admission standards will vary by program, depending upon levels of student interest and demand, but as in past years will be well above the Senate-approved standards (which are 67% for high school graduates and 60% for college transfers).

Summary of 2017/18 Enrolment Recommendations:

2018/19 Ministry funded undergraduate FTE	13,608
2018/19 Ministry funded graduate FTE	2,305
Total Ministry funded FTE for 2018/19	15,913
Planned enrolments beyond funded level	2,050
Recommended Enrolment Level for 2018/19	17,963

I request that Senate approve the following motion:

*THAT Senate approve, and recommend to the Board of Governors that it also approve, a recommended enrolment level of **17,963 FTE** for the 2018/19 academic year, subject to revisions in the event of new information regarding mandated growth, funding levels, and application rates.*



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

March 12, 2018

To: Operations and Facilities Committee

From: David Castle, Vice-President Research 

cc: President and Vice-Chancellor

Meeting Date: March 27, 2018

Subject: Renewal of the Pacific Institute for Climate Solutions (PICS) as an Approved UVIC Research Centre

Basis for Jurisdiction: Senate Committee on Planning meeting February 6, 2018
Senate meeting March 2, 2018

Strategic Relevance: The mandate of the Pacific Institute for Climate Solutions (PICS) is in alignment with Strategic Priority 3: Expanding Partnerships, Innovation and Entrepreneurship, of the *Strategic Research Plan 2016-2021*, as well several of the either areas of dynamic research capabilities articulated in the SRP.

Previous Consultation: On February 6, 2018, the Senate Committee on Planning discussed and approved the recommendation that Senate approve and recommend to the Board of Governors that it also approve the renewal. At its meeting on March 2, 2018, Senate approved and recommended that the Board of Governors approve the renewal of the Pacific Institute for Climate Solutions (PICS) as an approved UVic research centre for the period April 1, 2018 through March 31, 2023.

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the renewal of the Pacific Institute for Climate Solutions (PICS) as an approved UVic research centre for the period April 1, 2018 through March 31, 2023.

Background:

Under the direction of Dr. Sybil Seitzinger, the Pacific Institute for Climate Solutions (PICS) is a collaborative knowledge network that brings together leading researchers, policy and decision-makers from British Columbia and beyond, to investigate climate change mitigation and adaptation solutions that are applicable both to the province and to the wider world. PICS supports research, produces publications and educational tools, and engages in outreach activities that inform diverse audiences such as policymakers, industry, educators, students and the public about climate change issues and solutions.

Created in April 2008 with a major endowment from the government of British Columbia, PICS is hosted and led by the University of Victoria in partnership with BC's three other research-intensive universities: Simon Fraser University, the University of British Columbia, and the University of Northern British Columbia.

A site-visit and external review of PICS was conducted on November 30 and December 1, 2017. The review panel subsequently provided a detailed and complementary report dated December 21, 2017. The review panel found that PICS is very well run, with an impressive record of research and communication around climate change mitigation and adaptation. It further stated that the consortium of four universities continues to work well; that students, researchers, staff, and external stakeholders all speak highly of PICS' activities and programs; and that PICS is benefitting from strong leadership. The Office of the Vice-President Research agrees with these observations and believes that PICS is poised to assume a higher profile nationally and internationally through the next 5 year cycle of activities.

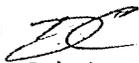
PICS has carried out a strategic review, which in turn has led to the publication of its *2017/2022 Strategic Plan*. This Plan sets the strategic research approach and governance direction for PICS. It focusses on three strategic areas (conducting collaborative research, communicating climate change solutions, and enhancing organizational development). It proposes a streamlined governance model and places an emphasis on measuring success.

Attachment(s): Proposal to Senate, dated January 18, 2018, for the renewal of the Pacific Institute for Climate Solutions (PICS) as an approved UVic research centre.

MEMORANDUM



University
of Victoria

Date: January 18, 2018
To: Dr. Nancy Wright, Chair of the Committee on Senate Planning
From: Dr. David Castle, Vice-President Research 
Re: Renewal of the Pacific Institute for Climate Solutions (PICS) as an Approved UVic Research Centre

I am writing to recommend the continuation of PICS as an approved Inter-institutional research centre for a further five-year term. PICS, a UVic-led collaboration with SFU, UBC and UNBC, is housed in University House 1 on our campus and is under the direction of Dr. Sybil Seitzinger. We recruited Dr. Seitzinger to this position in November 2015 following an extensive international search.

A site-visit and external review of PICS was conducted on November 30 and December 1, 2017. The review panel comprised:

- Chair: Professor Jean Palutikof, Director, National Climate Change Adaptation Research Facility, Griffith University, Queensland, Australia
- Dr. Roger Pulwarty, Chief Scientist, Physical Sciences Division, and Co-Chair, National Integrated Drought Information System (NIDIS), NOAA Office of Oceans and Atmospheric Research, Boulder, Colorado
- Professor Christopher Kennedy, Chair, Department of Civil Engineering, University of Victoria

The review panel subsequently provided a detailed report dated December 21, 2017, which is appended to this memo. The report is highly complementary of PICS. The review panel found that PICS *is very well run, with an impressive record of research and communication around climate change mitigation and adaptation*. It further stated that *the consortium of four universities continues to work well, that students, researchers, staff, and external stakeholders all speak highly of the institute's activities and programs*, and that the Institute is benefitting from strong leadership. I agree with these observations and believe that PICS is poised assume a higher profile nationally and internationally through the next 5-year cycle of activities.

The review panel offered 10 recommendations to help guide the next mandate for the institute. Dr. Seitzinger has reviewed these recommendations and responded in detail to each one, as shown in the attached document. In general, I agree with Dr. Seitzinger's comments so I will highlight only a few points for the sake of emphasis.

First, in the year prior to this review, PICS undertook a strategic review, which led to the development and release of a Strategic Plan for 2017-22. This was a significant and important step forward for the institute. The review panel recognized the value of the Strategic Plan and recommended that PICS produce an Implementation Plan to accompany it, to ensure that the objectives outlined in the plan are measured against specific milestones. I agree with this suggestion and was pleased to learn in the response provided by Dr. Seitzinger that PICS has already taken steps in this direction.

Second, several of the recommendations made by the review panel suggest ways for PICS to raise its profile, generally through changes to the research portfolio. Some of these recommendations would be quite easy to implement; others may take more time and consideration. I was pleased to see these recommendations in the report because as I have already mentioned, the time is right for PICS to raise its profile beyond British Columbia. One point to emphasize here is the review panel recommendation that *investigators working on PICS projects should be required to list PICS as their affiliation in publications*. This would certainly make clear the important role that PICS plays in enabling the published research. A related issue is the notion of establishing a membership model for PICS. At present, students and faculty who are funded by PICS do not have a formal relationship with the institute. Requiring a form of membership would strengthen ties between PICS funded researchers and the institute and help create a higher profile network of climate researchers in British Columbia.

Third, the review panel made several recommendations associated with the governance and administration of the institute. This included the idea that *PICS should have an independent Chair, drawn from government or the private sector, and that the PICS Board should be provided with clear terms of reference*. I agree with these recommendations, and note that Dr. Seitzinger also responded favorably.

In summary, the review panel provided a positive assessment of PICS as a UVic research centre and has made very constructive observations, suggestions and recommendations to be considered as PICS evolves. The panel has enthusiastically recommended the continuation of PICS as a UVic research centre.

I therefore recommend that the Senate Committee on Planning approve the following motion:

That the Senate Committee on Planning recommends that Senate approve and recommend to the Board of Governors that it also approve the renewal of Approved Centre Status for the Pacific Institute for Climate Solutions(PICS) for the period April 1, 2018 through March 31, 2023.

Second Review of the Pacific Institute for Climate Solutions (PICS)

December 21, 2017

Members of the Review Panel:

Professor Jean Palutikof (Chair)

Director, National Climate Change Adaptation Research Facility, Griffith University,
Queensland, Australia.

Dr Roger Pulwarty

Chief Scientist, Physical Sciences Division, and Co-Chair, National Integrated Drought
Information System (NIDIS), NOAA Office of Oceans and Atmospheric Research, Boulder,
Colorado, USA.

Professor Christopher Kennedy

Chair, Civil Engineering, University of Victoria, British Columbia, Canada.

Table of Contents

1.	Executive Summary.....	1
2.	Preamble/Background	2
2.1	Background information about Institute.....	2
2.1.1	Introduction.....	2
2.1.2	A brief history of the Institute	2
2.1.3	Objectives, activities and goals of the Institute.....	2
2.1.4	PICS organization, structure and staffing	3
2.2	Scope of review	4
2.3	Membership of Review Panel	5
2.4	Outline of review process	5
3.	Review/Assessment	8
3.1	Purposes, Objectives and Goals	8
3.1.1	Research programs.....	8
3.1.2	Communication activities	9
3.1.3	Governance and administration	9
3.1.4	Metrics.....	10
3.1.5	International activities.....	10
3.2	Review panel comments	11
3.3	Review of Proposed Future Objectives and Activities	11
4.	Recommendations	13
4.1	Strategic Area 1: Conducting Collaborative Research	13
4.1.1	The next five years – identification of priorities.....	13
4.1.2	The next 5 years - setting up the research	14
4.1.3	Fellowships, studentships and internships.....	14
4.1.4	Structure of the research portfolio	14
4.2	Strategic Area 2: Communicating climate change solutions	15
4.3	Strategic Area 3: Enhancing Organizational Development.....	15
4.4	Measuring success.....	16
4.5	Finally	16

1. Executive Summary

The Review Panel finds the Pacific Institute for Climate Solutions (PICS) to be very well run, with an impressive record of research and communication around climate change mitigation and adaptation. The consortium of four universities continues to work well. Students, researchers, staff and external stakeholders all speak very highly of the Institute's activities and programs. The Director, who has been in post only since late 2015, is providing clear and effective leadership. The completion of the PICS Strategic Plan for 2017 – 2022 sets out clear objectives, and guidance as to how these objectives will be achieved. It marks the start of a new phase for PICS, in which building a larger profile and making a greater contribution at national and international levels are key goals.

The Review Panel makes ten recommendations in this report. The first is overarching - that PICS should produce an Implementation Plan to accompany its Strategic Plan, allowing all PICS activities to proceed within a framing of identified milestones. Performance against these milestones provides measurable indicators for its monitoring and evaluation program, and to identify the need for any mid-course adjustments.

The remaining recommendations are organised around the three areas on which the Strategic Plan focusses: research, communication and governance.

Around the PICS research programs in future, we recommend that adaptation should have a higher profile to produce a balanced portfolio of projects more in keeping with the original vision for PICS. PICS should create open and transparent processes to identify research priorities and projects. Drawing in the wider community of researchers and practitioners in climate change solutions from across Canada and internationally in the identification of priorities and, subsequently, projects will help to build the profile of the Institute. We recommend that the research budget is partitioned to allow funding of both long-term large projects and short (up to a year) projects responsive to events. Investigators should be encouraged to consider themselves members of PICS, and should be required to name PICS as an affiliation on any publications arising out of PICS-funded work. Interviewees during the site visit were extremely enthusiastic about PICS programs to fund post-doctoral and post-graduate researchers through studentships, internships etc., and these programs should be continued and where possible enhanced.

The Panel found PICS activities around communicating climate change solutions to be imaginative and engaging. It is recommended that PICS works to build stronger channels of communication with influencers in government and the private sector in order to build its profile and ensure it is responsive to user needs.

With respect to governance, the Panel was unclear whether the proposed mixed-model for the Board, bringing together academics and practitioners, would be effective. The Panel would prefer to see, at a minimum, these two communities having the opportunity to meet separately to discuss their ambitions for PICS and progress in achieving those ambitions. We recommend an independent Chair for the Board, and clear Terms of Reference. PICS should consider the role of the proposed International Advisory Board, and whether ad hoc groups would not deliver more effectively to PICS objectives.

Finally, we make a series of short suggestions as to how PICS could build its international profile.

2. Preamble/Background

2.1 Background information about Institute

2.1.1 Introduction

The Pacific Institute for Climate Solutions (PICS) is a collaborative knowledge network that brings together leading researchers, policy and decision-makers from British Columbia (BC) and beyond to investigate climate change mitigation and adaptation solutions that are applicable both to the province and the wider world. PICS supports research, produces publications and educational tools and engages in outreach activities that inform diverse audiences such as policymakers, industry, educators, students and the general public about climate change issues and solutions.

Created in April 2008 with a major endowment from the government of British Columbia, PICS is hosted and led by the University of Victoria (UVic) in partnership with BC's three other research-intensive universities: Simon Fraser University (SFU), the University of British Columbia (UBC) and the University of Northern British Columbia (UNBC).

2.1.2 A brief history of the Institute

In February 2007, the University of Victoria presented to the provincial government a draft proposal to establish an independent research agency that would provide knowledge and public education directed toward finding solutions to the climate change challenge. Subsequent discussions with the province led to the inclusion of a \$90 million endowment (plus \$4.5 million in startup funds) in the 2008 provincial budget. This established PICS as a politically independent, four-university consortium, hosted and led by the University of Victoria. A portion of the endowment was earmarked at the outset for the support of a companion organization at the University of Victoria, the Pacific Climate Impacts Consortium (PCIC).

The Pacific Institute for Climate Solutions (PICS) began operations on April 1, 2008 with its offices located on the University of Victoria campus. In September 2009, Dr. Tom Pedersen was appointed Executive Director following an international search. In November 2015, following another global recruitment search, Dr. Sybil Seitzinger, former director of the International Geosphere-Biosphere Programme based in Stockholm, Sweden, became Executive Director.

2.1.3 Objectives, activities and goals of the Institute

PICS shares a global *vision* of net-zero greenhouse gas emissions by mid-century alongside all communities adapting to a changing climate. It sees as its *mandate* 'to produce leading climate solutions research that is actively used by decision makers to develop effective mitigation and adaptation policies and actions'. PICS has a global remit, but a focus on British Columbia.

On its webpage, PICS states that its *objectives* are to:

- Advance the global knowledge base on climate change solutions.
- Develop effective climate mitigation and adaptation solution options that are actively used by policy and decision-makers.
- Foster partnerships and networks that build capacity in addressing climate change.
- Promote an interdisciplinary approach to climate solutions.

- Communicate and inspire engagement on climate solution options by government, business and the general public.

The Self-Assessment document prepared for the review presents an overview of the history and organisation of PICS, its programs and products as well as an assessment of the challenges and successes realised, with an emphasis on the five-year period since the last review. The document contains an evaluation of progress against the recommendations of that review, which were:

1. To achieve a narrower more defined scientific focus
2. To strengthen ties with the private sector
3. To streamline governance structure and use of the Advisory Board
4. To enhance relations with government
5. To achieve greater leverage of resources
6. To implement ways to track impact and other metrics

There has been some progress in implementing these recommendations, most notably with Recommendation 1. In response to this, PICS reorganised its core research activities around what has come to be known as the Big 5 Projects. These are:

- Forest Carbon Management
- Energy Efficiency in the Built Environment
- BC Natural Gas Development
- Low-Carbon Pathways to 2060
- Transportation Futures

This has led in turn to greater leveraging of resources, and to stronger channels of communication with the private sector and government.

In the year preceding this review, PICS carried out a strategic review, which in turn has led to the publication of the *2017/2022 Strategic Plan*. This Plan sets the strategic research approach and governance direction for PICS. It focusses on three strategic areas (conducting collaborative research, communicating climate change solutions, and enhancing organizational development). It proposes a streamlined governance model (Recommendation 3 of the previous review) and places an emphasis on measuring success (Recommendation 6).

2.1.4 PICS organization, structure and staffing

PICS is a consortium of four research-intensive universities in British Columbia: University of Victoria, Simon Fraser University in Burnaby, University of British Columbia in Vancouver and University of Northern British Columbia in Prince George.

An executive committee chaired by the University of Victoria Vice-President, Research, oversees PICS operations. The committee includes the Vice-President, Research (or their delegates) from each of the consortium universities, the Executive Director of the Climate Action Secretariat (CAS) of the Province of British Columbia Ministry of the Environment and other members from the scientific and academic communities. A full list of members is provided in Appendix 1 of the Self-Assessment document.

A program committee helps shape PICS' research, fellowships and communications programs. Membership consists primarily of two faculty members from each consortium university as well as representatives from CAS and Environment Canada's Canadian Centre for Climate Modeling and Analysis based at UVic. The program committee is chaired by the PICS Executive Director, and meets every second Monday or as needed. Meetings are held by teleconference from September to early July. Program committee members are normally appointed to a three-year term by the Vice-President, Research, at each institution. The past and current membership is listed in Appendix 1 of the Self-Assessment document.

An advisory board composed primarily of senior executives from the private sector and NGOs offers broad strategic advice to PICS. As of 2012, the advisory board meets twice each year, on the first Fridays in June and November. The current membership is listed in Appendix 1 of the Self-Assessment document.

PICS currently has six staff members at the University of Victoria: The Executive Director, Administrative Officer, Senior Communications Officer, Science Writer, Events Coordinator/Communications Assistant, and Executive Assistant. A deputy director has recently been appointed but was not in post at the time of the Review Panel site visit.

PICS maintains a direct presence on each of the mainland campuses through full-time campus coordinators responsible for liaison with their respective communities and coordination and promotion of local PICS activities. The campus coordinators meet with PICS staff at the University of Victoria by teleconference every second Wednesday to discuss current and upcoming operations of the Institute as well as progress within their local constituencies.

2.2 Scope of review

The scope of the Review is determined by the regulations of the University of Victoria. It is set out in *The Procedures for the Establishment and Review of Research Centres* and in the *Guidelines for the Review of Research Centres*.

The Research Centre (in this case PICS) is required to produce a Self-Assessment document, to be provided to the Review Panel members at least one month prior to the review being conducted, i.e., before the site visit. The reviewers are asked to examine and be prepared to comment on the Institute's:

- Calibre and quality of the members' collaborative and/or interdisciplinary research and the degree to which it has enhanced the ability of its members to attract infrastructure and networking opportunities
- Success in assisting its members to attract external research funding support
- Extent and quality of involvement of its members (faculty, students, others) in the activities of the Institute
- Adequacy and effective utilization of its resources through its management of finances, staffing and other resources
- Advancement of student research training and support
- Contributions to the academic mission of the university and the Institute's constituent academic units

- Extent of knowledge transfer to the research community and to society through publications, outreach and other methods
- Impact on the reputation and image of the university

In addition, the Panel is encouraged to comment more generally on:

- Other benefits to the university resulting from the existence of the Institute
- The quality of the Institute compared to other similar organizations at the national or international level
- Its analysis of the areas of the Institute's strengths and weaknesses
- How the quality and performance of the Institute could be improved

Finally, the Panel is also requested to assess the feasibility and appropriateness of the Institute's activity, objectives and activities proposed for the next five years.

Note that PICS is an unusual, if not unique, university research centre, notable for its multi-campus structure and long-term funding. We have examined the Institute taking into account the criteria listed above, but not all are applicable to PICS and we have not structured this report around these criteria – if we were to do so, we would not be commenting fairly nor comprehensively on PICS' activities and progress.

2.3 Membership of Review Panel

The members of the Review Panel are:

Professor Jean Palutikof (Chair of the Panel): Director, National Climate Change Adaptation Research Facility, Griffith University, Queensland, Australia

Dr Roger Pulwarty: Chief Scientist, Physical Sciences Division, and Co-Chair, National Integrated Drought Information System (NIDIS), NOAA Office of Oceans and Atmospheric Research, Boulder, Colorado, USA.

Professor Christopher Kennedy, Chair, Civil Engineering, University of Victoria, British Columbia, Canada.

2.4 Outline of review process

The Review Panel received the Review Binder, including the Institute's Self-Assessment, in a timely manner, allowing Panel members adequate time to familiarize themselves with the Institute's Self-Assessment report prior to the site visit. During the site visit to the University of Victoria on 30 November and 1 December, the panel was able to conduct an evidence-based, comprehensive, and constructively critical review, focusing on degree to which the Institute has met the purposes of a research centre through its objective and goals. The itinerary of the site visit is provided in Table 1.

Table 1: Review panel itinerary

Time	Meeting With:	Location
October 31		
11:30 – 12:15	Lisa Kalynchuk – AVPR, UVic	MWB A110
12:15 – 12:30	Walk to UH1 (Sybil to escort)	
12:30 – 13:30	Working Luncheon - Sybil Seitzinger, Executive Director, PICS	UH1 214
13:30 – 14:30	PICS Executive Committee Helen Burt (Assoc VP, UBC) Michael Masson (Assoc Dean, Sciences, UVic) Susanna Laaksonen-Craig (BC Climate Action Sec) Nathan Gillett (Environment Canada)	UH1 Boardroom
14:30 – 14:45	BREAK	
14:45 – 15:30	PICS Program Committee Curran Crawford (UVic) Robert Gifford (UVic) Mark Groulx (UNBC) Meg Holden (SFU) Brian Menounos (UNBC) Thomas White (Climate Action Secretariat) Johanna Wolf	UH1 Boardroom
15:30 – 16:15	Francis Zwiers, Executive Director, Pacific Climate Impacts Consortium	UH1 Boardroom
16:15 – 16:45	PICS Campus Coordinators Sara Muir-Owen (UBC) Nastenka Calle (SFU) Michelle Connolly (UNBC)	UH1 Boardroom
16:45 – 17:15	Sybil Seitzinger	UH1 Boardroom
18:15 - 22:00	Working Dinner for Reviewers	Pho Vy Restaurant 772 Fort Street

Table 1 (cont.)

Time	Meeting With:	Location
November 1		
08:30 – 09:00	PICS Central Staff Megan Jameson – Admin Officer Jennifer Kwan – Sr Communications Officer Leigh Phillips – Science Writer Nancy Chan – Executive Assistant Stephanie Inman – Communications Assistant & Events Coordinator	UH1 Boardroom
09:00 – 10:30	PICS Researchers Werner Kurz – Forest Management Andrew Rowe - 2060 Project Ron Kellett – Built Environment Angelique Pilon – Built Environment Deborah Hartford – Adaptation to Climate Change Team	UH1 Boardroom
10:30 – 10:45	BREAK	
10:45 – 11:45	PICS Grad Fellows Ben Pelto (UNBC) Tugce Conger (UBC) Jackie Yip (UBC) Nazrul Islam (UNBC)	UH1 Boardroom
12:00 – 13:30	Lunch – with Oliver Schmidtke (former AVPR) and Sybil	University Club (#V0305)
13:45 – 14:15	PICS Advisory Board Peter Robinson (Former CEO, David Suzuki Fdn) Mossadiq Umedaly (Entrepreneur) Lori Ackerman (Mayor, Ft. St. John)	UH1 Boardroom
14:15 – 14:30	Sybil Seitzinger	UH1 Boardroom
14:30 – 15:15	BC Provincial Government and Climate Action Secretariat representatives Paul Wieringa (BC Min Energy, Mines & Petrlm) Dennis Paradine (BC Min Forests, Lands, Nat Res) Stephen Brydon (BC Min Energy, Mines & Petrlm) Susanna Laaksonen-Craig (CAS) Ian McLachlan (Ministry of Agriculture)	UH1 Boardroom
15:30 – 16:00	Lisa Kalynchuk – Associate VPR, UVic	UH1, Room 214
16:00 – 17:00	Wrap Up Meeting	UH1, Room 214

3. Review/Assessment

3.1 Purposes, Objectives and Goals

PICS is in the fortunate and rare position of having secure long-term funding provided with a light hand in terms of reporting and deliverable requirements. This can mean, however, that without those requirements, it can be hard to impose clear direction, and to understand the progress that has been made.

There is an awareness of this in PICS, which has led to a period of reflection culminating in the production of a Strategic Plan. This will shape direction from now to 2022, and is already beginning to have an impact.

One issue for the PICS Director is that the staffing arrangements are such that there are few if any academic colleagues to share day to day concerns. PICS maintains co-ordinators at the UBC, UNBC and SFU campuses, but communication with these individuals is necessarily by teleconference at pre-arranged intervals. A Deputy Director has recently been appointed, and this should greatly enhance the academic capacity of PICS.

3.1.1 Research programs

Research sits at the heart of PICS activities. To date, there have been two major research phases. The first, from 2009 to 2013, was organised around 5 themes (low carbon emission economy, resilient ecosystems, social mobilization, sustainable communities and carbon management in BC forests) and 33 projects identified through a competitive process. The second phase, from 2013 to present, identified five new areas of research focused on the major sources of greenhouse gas emissions in British Columbia, and these involve collaboration between universities and with non-university partners, and include interdisciplinary research teams. These new research themes, or Big 5, are: transportation futures, energy efficiency in the built environment, forest carbon management, liquefied natural gas (LNG), and low carbon energy pathways. Principal investigators for each project were selected based on their scholarly achievement. Each of the five projects was earmarked to receive funding to a maximum of \$1.5 million. Activities under the Big 5 are now drawing to a close. The Strategic Plan, which will guide activities for the period 2017-2022, is therefore timely.

The Strategic Plan is clear that research teams in the new phase will need to be responsive to PICS, and supportive of its mandate and objectives by defining key objectives and expected outputs, identifying target audiences, bringing resources to the table and staying connected, making contributions towards the success of the project throughout the research process. The Strategic Plan does not outline a process to identify research teams, although this step will be a crucial determinant of the success or failure of the next phase. The Review Panel recommends PICS arrives at a clear statement of what will be key topics for research in the next phase, and the process to identify recipients of research funding.

In the past, long-term (5-year) research projects have delivered effectively, and if thought through with an eye to the future can provide timely, relevant, innovative research. To respond more quickly in a fast changing research domain, however, PICS could designate a small fraction of the research budget for high-impact, short term projects (consistent with Objectives 1.2 and 1.3 in the Strategic Plan).

PICS is currently the go-to-place in BC for climate change mitigation solutions. It has also had some impacts nationally, e.g., results of the 2060 Project informing Canada's Climate Change Action Plan through participation of the provincial government. PICS is not, however, currently a go-to place globally for information and tools that address climate change mitigation. To date, PICS has also supported relatively little research on climate change adaptation. A critical question to consider is whether research on adaptation should become a separate project (e.g., a future Big 5 project) or be integrated into all/most future projects. An important additional question concerns whether PICS aspires to be a national and international source of climate mitigation and adaptation knowledge, information and tools.

Some interviewees suggested that PICS could seek ways to leverage its research funds more, e.g., by seeking matching funds. Other interviewees were not in favour of tying PICS funding to public or private sector contributions. There was an indication in the Forest Carbon project that PICS funding was being leveraged to attract funding for further research.

PICS has funded a large number of research studentships throughout its lifetime. This has generally been a very successful part of PICS activities – a number of interviewees commented on the positive contribution that PICS has made in this space. Studentships are just one part of initiatives on a broad front by PICS (through internships as well as studentships and post-doc fellowships) to encourage and sustain students and researchers in their early careers. There are opportunities for PICS to benefit from these potential goodwill ambassadors for PICS as their careers develop. This requires PICS to build a sense of community among PICS-funded students and early career researchers through, for example, on-campus and inter-campus activities, and to continue to engage with students and researchers after their direct involvement with PICS has ceased, for example through annual reunions.

The tracking of research output from students could be improved, i.e., students leading or contributing to PICS-sponsored publications could be identified in the list of publications.

3.1.2 Communication activities

PICS carries out a wide range of communication activities, including through a newsletter, lectures and events, its website and social media, a Youtube channel and a regular newspaper-type online publication, The Climate Examiner. In addition, the co-ordinators at the UBC, UNBC and SFU campuses carry out their own programs of activities. These clearly have impact – the Self-Assessment notes that the PICS YouTube channel has nearly 1000 subscribers, and the most popular video, "What YOU can do about climate change" has been viewed over 290,000 times. PICS YouTube videos have been viewed in 200 countries.

Communication efforts are time consuming and it can be difficult to demonstrate their value from the perspective of a university. It is essential, therefore, that PICS is continually mindful of the return it gets from communication activities, both within and external to the University, and seeks to identify objectives and measures performance against these objectives. By so doing, it can discard those activities that do not provide sufficient return on investment, and concentrate on those that do.

Further enhancement of communication and engagement is planned under Objective 2.1 of the Strategic Plan.

3.1.3 Governance and administration

PICS uses a relatively high percentage of its annual budget for administrative support (i.e., all spending not directly on research), but this is reasonable given the mandate to engage the four BC universities. There is a considerable annual carry-over in the budget at the present time. PICS plans to disburse this carry-over in the next 5-year planning period, and the Review Panel supports that goal – in order to be seen to be making effective use of the resources provided to it, PICS should not be running with a large carry-over.

Governance arrangements have clearly been a prominent item for discussion at PICS for some time – they figure in the previous review, the Self-Assessment for the present review, and in the Strategic Plan. There is clearly the sense that the governance arrangements need fine tuning – at present the Board and two Committees require considerable investment of time by PICS staff. The Strategic Plan proposes a move to a single overarching governing body consisting of representatives from the four universities, government, and experts within climate relevant fields or industries.

The Review Team had some concerns about this ‘mixed model’ governing body, bringing together the the research community and its representatives from the constituent universities and partners in knowledge development across the public and private spheres together with the users of that knowledge (governments, communities, businesses) . The Review Team would prefer to see, at a minimum, these two communities having the opportunity to meet separately to discuss their ambitions for PICS and progress in achieving those ambitions.

The Strategic Plan further proposes a PICS international advisory team on climate solutions that will share information on emerging trends, identify research opportunities, and assist with the creation of ad hoc review panels to help ensure PICS research can deliver breakthrough climate solution knowledge. The Review Team considers it is essential that this advisory team has clear terms of reference, and that its role within PICS is spelt out in some detail. Otherwise, there is a risk that the team will become ineffective, will fail to meet at intervals sufficient to be useful and/or will fail to retain the interest of its membership.

3.1.4 Metrics

The need for metrics to measure progress against specified objectives and, specifically, impact, was highlighted in the previous review. The Strategic Plan stresses the need to evaluate success through quantitative and qualitative measures. The Review Team supports this viewpoint – identifying and tracking measurable indicators of success helps to shape programs of activity, identify future directions, and attract support.

3.1.5 International activities

Given the favourable and long-term funding basis of PICS, the expectation is that it would (and should) have a prominent international presence, similar to that of the Stockholm Environment Institute, the Tyndall Centre and UKCIP. Creating such a presence requires sustained effort to raise the profile, on the one hand through publication in high impact journals, and on the other through insistence that recipients of research funding prominently acknowledge PICS support.

The approach of the multi-centre Tyndall Centre could be considered as one model – researchers in receipt of support are seen as members of the Tyndall Centre, and are required through their contracts

to list the Tyndall Centre as their affiliation in journal papers and conference presentations. PICS does not currently have a formal system of membership. Researchers receiving funding from PICS may self-identify with PICS as well as being members of other research centres and academic units. Some formalisation of membership is strongly recommended by the Panel.

3.2 Review panel comments

In the close to 10 years since PICS came into existence, the institute has done a first-rate job of establishing itself in British Columbia as a centre of excellence for climate change response activities, especially on the mitigation side. It has carried out innovative research programs, and become an important source of funding for early career researchers, internships and Masters and PhD studentships. With its secure and long-term funding, PICS now needs to take the next step to establish itself more securely as the go-to Canadian centre for climate change mitigation and adaptation, making a significant contribution to activities in both areas at the national level. By so doing, it will help to build the profile of all activities, governmental and non-governmental, being undertaken in British Columbia to reduce emissions and manage climate change impacts.

We have made some suggestions and comments above as to changes and additions that PICS could make in support of growing its profile and public exposure in Canada and overseas. Here we list some additional ideas to raise PICS' national and international profile. This is a list of potential actions for further consideration, rather than a set of recommendations.

- I. Establish an annual flagship publication on climate solutions
- II. Establish a series of PICS sponsored critical literature reviews
- III. Push PICS research to a higher level, e.g., by conducting more competitive, strategic calls for proposals. This might involve encouraging participation by researchers more broadly from outside BC, which is a matter for PICS to decide.
- IV. Enhance and expand the visiting scholars program
- V. Create a small number of high-value graduate fellowships (e.g., tenable at BC universities, but with initial application to PICS)
- VI. Conduct workshops on pressing topics inviting international experts and stakeholders
- VII. Seek strategic partnerships for co-hosting or sponsoring of international events (e.g., COP side events) or studies (e.g., similar to UN Sustainable Development Network's Deep Decarbonization project).
- VIII. Establish a process of membership in PICS, including international collaborators
- IX. Put increased efforts into sharing of tools and data that assists climate solutions
- X. Encourage PICS researchers to be bolder in their publications and aim for higher profile journals, while insisting they list PICS as an affiliation.

If established, the International advisory board could be employed in supporting activities such as those above.

3.3 Review of Proposed Future Objectives and Activities

The Review Panel visited PICS during a period of transition. The Director had spent the past two years addressing many of the issues raised in the 2012 review and PICS had just gone through the process of creating a new Strategic Plan (Table 2). While there was obviously continuity to PICS activities during this

time, the new Strategic Plan sharpens and advances the mandate, objectives and goals of PICS. In this section, we comment on aspects of the new Strategic Plan, but do not specifically assess performance against the goals/objectives of the plan, because these largely remain to be fully acted upon.

PICS Strategic Area 1 (Goal 1) is to conduct collaborative research. This is the key and central activity for PICS, which it is undertaking with considerable success at the present time. The Big 5 projects involve collaboration with non-university partners and include interdisciplinary research teams. Objective 1.1 under the 2017-2022 Strategic Plan could push collaborative research activities further. However, there needs to be a clear statement, possibly through preparation of an Implementation Plan, of how Goal 1 in Table 2 is to be achieved. By setting out a program of work against a timeline, PICS will provide itself with a set of milestone metrics which can form the basis for its program monitoring and evaluation.

Goal 2 is around PICS' communication activities, which it undertakes successfully at the present time, although without any overarching contextual framework. Objective 2.1 (Table 2) seeks to provide that framework by creating a strategy that will integrate communication activities into all PICS projects and activities. This should have the effect of identifying measurable outcomes against which communication activities can be evaluated, and should provide PICS communications staff with certainty that their activities fall within the strategic framing of PICS and will be recognised for their success.

Goal 3 is around governance, and addresses the sense of PICS leadership that streamlining of current governance structures is required. The Review Panel is unsure whether the governance structures can be collapsed into a single Board consisting of both academic (including partner) and user-group representatives, and recommends that, at a minimum, the opportunity for these two communities to meet separately is provided.

Further comments on PICS' goals and objectives for the next five years are provided in Sections 3.1 and 3.2.

Table 2. PICS Goals and Objectives for the period 2017-2022, from the 2017 Strategic Plan

GOAL 1	PICS contributes ground-breaking knowledge that is actively used by a diverse and wide range of constituents to develop mitigation and adaptation solutions.
Objective 1.1	Implement a strategic partnership research model
Objective 1.2	Conduct timely and relevant research that is innovative and has an impact on decisions and actions.
Objective 1.3	Implement a funding approach that is responsive and flexible
Objective 1.4	Become the "go-to place" in BC, Canada and beyond for information and tools to address climate change mitigation and adaptation solutions.
GOAL 2	PICS mobilizes engagement and action on a diverse range of climate change solutions
Objective 2.1	Design and implement a communication and engagement strategy that effectively connects with target audiences, and is an integral part of all PICS projects and activities.
Objective 2.2	Raise the profile of PICS provincially, nationally and internationally
GOAL 3	PICS streamlines and improves the efficiency of its organizational structure, while strengthening its resource base and capacity, and expanding its research networks.
Objective 3.1	Implement and maintain an effective new governance model
Objective 3.2	Grow and strengthen the PICS network of researchers and partners
Objective 3.3	Strengthen in-house knowledge, skills and capacity

4. Recommendations

In these recommendations, we seek to comment on the existing context within which PICS operates, and hopefully to provide some constructive advice that would enable PICS to build its reputation and influence across British Columbia, across Canada, and into the international sphere.

The new 2017/2022 Strategic Plan provides a pathway forward for PICS for the next five years, identifying three activity streams around research, communication and governance. As the Big 5 projects move into their sunset years, this is a valuable first step in mapping the way forward. The Plan is accompanied by a very brief workplan which sets out a series of goals taking PICS through to the end of 2018. However, these aren't sufficient to guide activities. Without further guidance and detail at this stage, the management burdens on the Director and Deputy Director are likely to be substantial. Production of an Implementation Plan would also be a way of raising the PICS profile externally, by providing clarity and some level of detail on how PICS goals will be achieved.

Recommendation 1:

PICS should prepare and publish on the website a Board-approved Implementation Plan to accompany the Strategic Plan. By setting out a program of work against a timeline, PICS will provide itself with a set of milestone metrics which can form the basis for its program of monitoring and evaluation. PICS should also consider producing an Annual Work Plan.

Additional recommendations are structured under the three Strategic Areas outlined in the Strategic Plan, as well as the fourth heading in that Plan, 'Measuring success'.

4.1 Strategic Area 1: Conducting Collaborative Research

4.1.1 The next five years – identification of priorities

As the Big 5 projects move towards their conclusion, PICS will need to structure its research portfolio for the next period. A first step might be to identify knowledge gaps and hence research priorities.

PICS will need to identify and publicise its process for this. Will there be consultation? If so, how widely will it range – will it include national and international engagement? With whom – will this be researcher led or practitioner led? PICS could be more strategic in allocating resources – awarding research funds based on competitive processes, with calls for proposals in either open or target research areas. This is an opportunity to build a wider sphere of influence for PICS, by drawing in the community of adaptation and mitigation from across Canada and more widely, to solicit their views.

There has been an emphasis on mitigation aspects of climate change response in PICS to date. As PICS moves into its next phase, we strongly recommend that adaptation be given more emphasis than has been the case in the past. Given the present influences of climate change and the unlikely scenario that global warming will be limited to less than 2°C this century, there is an ongoing need for effective adaptation now and into the future, and PICS could play a strong role in identifying mechanisms and providing research support for implementation of action.

Recommendation 2:

There will need to be an open and transparent process to identify the next round of research priorities. This should involve researchers, practitioners, and institutions already working at this interface (including policy-makers, business etc.) drawn from across Canada and more widely.

Recommendation 3:

PICS should give thought and direct specific efforts on how it can grow its research portfolio in adaptation, thus providing support for adaptation planning and implementation at provincial, national and international levels.

4.1.2 The next 5 years - setting up the research

We assume that the identification of knowledge gaps will lead in a fairly straightforward manner to the identification of research priorities for funding. We strongly advise that the process for building the research portfolio is structured in such a way that it is visibly unbiased, open and objective. We have no particular recommendation around how this should be achieved, although we do recommend that at least some part of the budget is partitioned for an open call across the four universities, requiring formal proposals with clear reporting requirements. Evaluation panels which are drawn from across Canada and, possibly, the USA are a further mechanism to extend awareness of PICS and its work.

Recommendation 4:

The next round of research projects should be identified through an unbiased, transparent and objective process addressing knowledge gaps identified through consultation amongst the research and practice communities. The process can build PICS reputation and visibility through widespread consultation to identify knowledge gaps and by using national and international experts in proposal evaluation panels.

4.1.3 Fellowships, studentships and internships

The Review Panel learned during its two-day consultations of the very high value placed by both practitioners (e.g., the provincial government) and researchers on the PICS-funded fellowship, studentship and internship programs. For many, this has been the major contribution by PICS to date. Recipients of support under these programs spoke of the networks and interactions that have been created, and how they expected these to continue to support them and provide benefits as they move forward in their careers. These recipients become ambassadors for PICS, gradually building its profile throughout Canada and beyond.

Recommendation 5:

PICS should continue to provide fellowships, studentships and internships and may wish to explore whether these programs should be enhanced, for example, by providing career-development seminars and more networking events.

4.1.4 Structure of the research portfolio

We recommend that some part of the research budget is partitioned to fund short (up to a year) research projects which are in response to current and emerging issues relevant to adaptation and mitigation. These might be, for example, related to a recent extreme event, its impact, and learnings for adaptation. There would be a strong expectation that these would support the preparation of a paper in a high-ranking journal.

Authors of any papers arising from PICS funded work should be required to give PICS as their affiliation (if necessary, in addition to their home institution). They should be contractually required also to provide copies of papers to PICS HQ.

Recommendation 6:

In addition to longer-term multi-centre interdisciplinary research projects and teams, which have been the mainstay of PICS research to date, a process should be set up to identify and fund short projects responsive to current challenges, with the expectation of rapid publication in the peer-reviewed literature.

Investigators working on PICS projects should be required to list PICS as their affiliation in publications.

4.2 Strategic Area 2: Communicating climate change solutions

PICS has substantial experience in the production of high-quality materials in adaptation and mitigation for practitioners and policy-makers. We look forward to seeing the next generation of these materials, including the production of infographics (attractive and accessible short introductions to key response topics). We note the considerable time and effort required to achieve high-quality outputs, commend PICS for its efforts, and encourage continuation of this activity.

The communication of solutions is a two-way street, and the research community has as much to learn from the practice community as vice versa, and sometimes more. It is not clear how PICS plans to set up these channels of communication. The individual Big 5 projects have all managed their own advisory groups in some shape or form. However, it would be good to ensure that PICS itself has mechanisms to engage in-depth with its stakeholder community. It is unlikely that the proposed ten-member Board can provide sufficient access to and understanding of the needs and goals of the end-user community. How will PICS build engagement and collaborations with these sectors?

At the same time, PICS needs to be aware of and take account of the differing standpoints and perspectives of stakeholders. There is the possibility of conflicts of interest arising, which need to be handled sensitively and transparently by PICS.

Recommendation 7:

In order to enhance its profile and ensure it is responsive to user needs, PICS needs to build its own channels of communication with stakeholders, in all tiers of government and in the private sector. A number of approaches to this are likely to be required, and might include:

- *Visits by the Director and/or Deputy Director to provincial and federal government officers (both elected representatives and civil servants).*
- *Involvement of stakeholders in PICS activities, for example the identification of knowledge gaps and the evaluation of research proposals.*
- *A standing committee with the specific role of advising PICS on its communication and engagement strategy.*

4.3 Strategic Area 3: Enhancing Organizational Development

PICS currently has three governance/advisory groups: the Advisory Board, the Program Committee and the Executive Committee. The Review Panel did not see Terms of Reference, and it is not clear what their roles and functions are, and where synergies exist. Going forward, the intent is to merge these

bodies into a PICS Board and an International Advisory Team. Again, we had difficulty understanding what the precise role and function of these groups would be.

Recommendation 8:

The PICS Board should have an Independent Chair, drawn from government or the private sector. It is likely that this individual will be selected by the University of Victoria in consultation with the PICS Director, and should be a prominent and respected member of the provincial establishment committed to climate change response. The role of this individual will be to provide support and advice to the Director on the direction of research, and engagement with the adaptation and mitigation practice communities. The Chair should be remunerated appropriately.

PICS may wish to explore the possibility of appointing Co-Chairs (from the private and public sectors) to lead the PICS Board. This model is used in, for example, the NIDIS, and is beneficial in helping to produce integrated guidance and overcome any perceived biases of goals.

Recommendation 9:

The PICS Board, including the Chair, should be provided with clear terms of reference. The membership of the Board and the terms of reference should be published on the PICS website to ensure transparency of process.

With respect to the International Advisory Team, the Review Panel was of the opinion that there are considerable risks in creating a standing Team, most notably that the Team will be set up with initial enthusiasm, but that in the absence of clear roles and responsibilities, the individual members will rapidly lose interest. It may be more appropriate to take an ad hoc approach, drawing on relevant expertise as and when needed, for example to constitute proposal review committees.

Recommendation 10:

PICS needs to consider the role of the International Advisory Team, in particular whether ad hoc groups to address specific needs might not deliver more effectively to PICS objectives.

4.4 Measuring success

PICS has identified measuring success as a key task for the next period. Considerable progress has been made in identifying appropriate measures, and it is clear that PICS now has considerable expertise in this emerging area. We stress the need to emphasise to PICS researchers that they should seek to publish in high-profile peer-reviewed publications, should list PICS as their affiliation (see Recommendation 6), and should report all publications on a regular basis to PICS. In addition, metrics for measuring the impacts of jointly-produced climate solutions and how these may have informed local, provincial and national agenda (e.g. through applications and supporting technical documents) and for capacity-development (e.g. number of personnel trained) can be explored. We commend PICS on its progress towards identifying metrics and support the emphasis that PICS is placing on the need to evaluate success.

4.5 Finally

If implemented, it is important to note that these recommendations will in themselves lead to greater exposure for PICS, and wider knowledge of its existence and understanding of its role.

Response to External 5-year Evaluation of PICS

Prepared by Sybil P. Seitzinger, PICS Executive Director

9 January 2018

PICS thanks the external review committee for their excellent report and useful recommendations. As Executive Director, I agree with essentially all of their recommendations. The committee clearly understood PICS past direction and future ambitions as well as the challenges in meeting our new Strategic Plan (2017-2022) objectives.

Below is our first order response to the specific recommendations in the report.

Recommendation 1:

PICs should prepare and publish on the website a Board-approved Implementation Plan to accompany the Strategic Plan. By setting out a program of work against a timeline, PICS will provide itself with a set of milestone metrics which can form the basis for its program of monitoring and evaluation. PICS should also consider producing an Annual Work Plan.

PICS agrees that development of the Strategic Plan (PICS' first) is only a first major step. The PICS Strategic Plan with goals and objectives was finalized 1.5 months before documents were sent to the external review committee. Following that an 18-month work plan (with over 30 outcomes/tasks) was developed following the Strategic Plan approval, and that work plan was approved by the PICS Executive Committee 3 weeks before the review committee met (attached). Therefore the work plan was not formally a part of the documentation provided to the review committee, but a copy was provided during the review.

Starting in December 2017, we began developing details around each of the over 30 tasks outlined in the work plan, including milestones and timelines. PICS staff are involved in the development and implementation of these detailed plans. In the responses below I refer to some of the specific tasks in that work plan that relate to the recommendations of the external committee. The outcomes from these tasks will be the basis of an implementation plan. We will publish on our website information on the results of these, for example the new/revised processes for the collaboration research model (e.g. Tasks 1.1a, 1.3c in attached work plan), project identification (1.2 a), funding opportunities 1.3a and b), etc., etc.

Recommendation 2:

There will need to be an open and transparent process to identify the next round of research priorities. This should involve researchers, practitioners, and institutions already working at this interface (including policy-makers, business etc.) drawn from across Canada and more widely.

AND

Recommendation 4:

The next round of research projects should be identified through an unbiased, transparent and objective process addressing knowledge gaps identified through consultation amongst the research and practice communities. The process can build PICS reputation and visibility through widespread consultation to identify knowledge gaps and by using national and international experts in proposal evaluation panels.

PICS is currently developing detailed plans around development of open and transparent processes to identify potential new research topics (Task 1.2a and e), criteria for proposal selection (1.2c), and funding opportunities (1.3a, b, c). The development and implementation of these processes will undoubtedly involve researchers, practitioners, governments, and institutions drawn from across Canada and internationally.

Recommendation 3:

PICS should give thought and direct specific efforts on how it can grow its research portfolio in adaptation, thus providing support for adaptation planning and implementation at provincial, national and international levels.

As noted this will require considerable new effort as PICS has not engaged as extensively in adaptation research as it has mitigation. As a general statement, mitigation has fewer options and dimensions and is receiving more attention provincially, nationally and globally. Adaptation solutions cross a very broad spectrum from relatively simple changes in infrastructure design/codes to much less developed and tested adaptation solutions options needed in the financial, market, legal, health, behavior, etc. sectors. There is also a considerable gap between the academic work on adaptation compared to the (often more advanced) practitioner work. The expertise in the province is also somewhat limited on climate adaptation beyond infrastructure knowledge. We will draw on the growing national and international expertise, along with provincial expertise and existing reports such as the forthcoming Auditor General's report on climate adaptation in BC, to develop a world-leading agenda and program on climate adaptation.

Two of our external review committee members (Palutikof and Pulwarty) are internationally recognized leaders in climate adaptation. We intend to draw on their knowledge and network, among others, as we develop the PICS way forward.

Recommendation 5:

PICS should continue to provide fellowships, studentships and internships and may wish to explore whether these programs should be enhanced, for example, by providing career-development seminars and more networking events.

Fellowships and internships have been an important component of PICS research and activities. Internships have provided direct assistance to local and provincial

governments, crown corporations, industry, business, and NGOs in the province on climate mitigation and adaptation. PICS will continue to support internships. PICS has funded nearly 150 MSc, PhD and post-doctoral fellowships during our first 9 years. During their fellowships, these post-graduate students are an incredible source of the innovative ideas coming forth from PICS funded projects. After graduation many of these individuals have joined the workforce in BC, holding jobs in municipal and provincial governments, the private sector, academia, and NGOs. PICS is thus having a considerable positive impact on the workforce around climate solutions in the province. PICS funds will continue to support post-graduate students and postdocs. However, the process of funding students and the involvement/support by PICS staff will likely be modified to increase their contribution towards PICS objectives (solutions focus, engagement with users, active use of results by decision makers). We will certainly consider various approaches to enhance the benefit to the students and to PICS of PICS funding as we move forward.

As we move forward with evaluating a “membership model” for PICS (Task 3.2c) and defining responsibilities of researchers receiving PICS funding (part of Task 1.1a) we will consider the recommendation that investigators working on PICS funded work provide their affiliation with PICS on any papers or talks arising from PICS funded work.

Recommendation 6:

In addition to longer-term multi-centre interdisciplinary research projects and teams, which have been the mainstay of PICS research to date, a process should be set up to identify and fund short projects responsive to current challenges, with the expectation of rapid publication in the peer-reviewed literature. Investigators working on PICS projects should be required to list PICS as their affiliation in publications.

We agree and under Task 1.3a and b. are developing a project identification and funding approach which will include short-term responsive project funding, in addition to the longer-term projects. This will be clearly explained on the PICS website once developed.

Recommendation 7:

In order to enhance its profile and ensure it is responsive to user needs, PICS needs to build its own channels of communication with stakeholders, in all tiers of government and in the private sector. A number of approaches to this are likely to be required, and might include:

- *Visits by the Director and/or Deputy Director to provincial and federal government officers (both elected representatives and civil servants).*
- *Involvement of stakeholders in PICS activities, for example the identification of knowledge gaps and the evaluation of research proposals.*
- *A standing committee with the specific role of advising PICS on its communication and engagement strategy.*

The review committee makes a very good point that not only our researchers, but PICS staff need to enhance our own channels of communication with stakeholders. We are already doing a substantial amount of this (e.g., stakeholder identification of knowledge gaps, evaluation of research proposals, Exec Dir on provincial Climate Solutions Advisory Council, etc.). Stakeholders are already on the PICS Advisory and Executive committees and involved in the review of proposals, but we need to enhance our engagement/communication with municipal, provincial and federal decision makers and stakeholders, as well as targeted agencies/individuals outside of Canada. With a strategic plan and an Associate Director now in place we can devote more resources to developing a strategy for this and implementing it.

We had not thought previously about having a standing committee with the specific role of advising PICS on its communication and engagement strategy. This is a very interesting suggestion and we will seriously consider this as we develop our new communication and engagement strategy. We are in the process of contracting a communications consultancy to advise on our new communication strategy.

Recommendation 8:

The PICS Board should have an Independent Chair, drawn from government or the private sector. It is likely that this individual will be selected by the University of Victoria in consultation with the PICS Director, and should be a prominent and respected member of the provincial establishment committed to climate change response. The role of this individual will be to provide support and advice to the Director on the direction of research, and engagement with the adaptation and mitigation practice communities. The Chair should be remunerated appropriately. PICS may wish to explore the possibility of appointing Co-Chairs (from the private and public sectors) to lead the PICS Board. This model is used in, for example, the NIDIS, and is beneficial in helping to produce integrated guidance and overcome any perceived biases of goals.

This is very important advice as we develop and implement a new governance structure for PICS (Task 3.1b and c). We will be consulting widely on various models and their efficacy and fitness to PICS objectives, and will keep the above recommendation in mind.

Recommendation 9:

The PICS Board, including the Chair, should be provided with clear terms of reference. The membership of the Board and the terms of reference should be published on the PICS website to ensure transparency of process.

ToR for the new PICS governance structure, including Chair and any other specific positions, will be developed (under Task 3.1b and c) and published on the PICS website.

Recommendation 10:

PICS needs to consider the role of the International Advisory Team, in particular

whether ad hoc groups to address specific needs might not deliver more effectively to PICS objectives.

This is sage advice which we will take under serious consideration as we develop the new governance and advisory structure.

Measuring success

We are developing a process to identify metrics to track progress and impact of all new projects/activities supported by PICS (Task 1.2d and f).

Pacific Institute for Climate Solutions
Work Plan
Phase 1: September 2017 – December 2018

In September 2017 the new five-year strategic plan for PICS (2017-2022) was finalized.

This work plan was approved by the PICS Executive Committee (6 October 2017) and constitutes the first phase of implementing the strategic plan. Anticipated outcomes and timelines of the work to be completed by PICS staff between now and Dec 31, 2018 are outlined. The 2019 work plan will be developed at that point. Progress against work plans will be evaluated regularly both internally within PICS and by the Executive Committee.

The work plan is organized around the strategic plan’s strategic areas, goals, and objectives.

PICS Core Strategic Areas

Conducting Collaborative Research

Goal 1.0 – PICS contributes ground-breaking innovative knowledge that is actively used by a diverse and wide range of constituents to develop mitigation and adaptation solutions.

Objectives (through to 2022)	Anticipated Outcomes (through 2017-2018)	Completion target date (under revision)
1.1 Implement a strategic partnership research model	a. PICS has developed a strategic partnership research model that reflects PICS principles and defines partnership roles and responsibilities, project selection and implementation.	January 2018
	b. PICS has a transition plan in place describing how the current approach of project identification, partnership engagement and communications planning will evolve to the new model	January 2018
	c. PICS has 1 - 3 new partnership projects identified and underway	December 2018
1.2 Conduct timely and relevant research that is innovative and has an impact on decisions and actions	a. PICS has developed and is implementing a strategy to identify potential new topics that decision makers in BC, Canada and beyond are calling for new information on	April 2018 ongoing
	b. PICS continues to identify additional research expertise throughout the 4 PICS universities and beyond that could contribute to innovative mitigation and adaptation solutions research	April 2018 ongoing

	c. PICS has developed and implemented criteria for research and activity* proposal selection.	January 2018
	d. PICS has developed a process for defining, at the beginning of each new project/activity, a set of indicators that will be used to assess quality and impacts on mitigation and adaptation decisions and actions	February 2018
	e. PICS has developed and is implementing a strategy to stay informed of the latest advances in relevant mitigation and adaptation solution options for a changing climate	April 2018
	f. PICS has developed and implemented a process to track progress and impact of its new and ongoing research and activities.	August 2018
	g. PICS continues to support until the end of their funding cycle existing commitments to the research activities under the condition there are clear partnerships/ collaborations that demonstrates high impact on decisions and actions of the partner(s)	Ongoing
1.3 Implement a funding approach that is responsive and flexible	a. PICS has a funding approach that allows for short term responsive projects, emerging issues and longer term research	March 2018
	b. PICS new funding guidelines and project selection criteria are developed and available on the PICS website	March 2018
	c. PICS and our partner responsibilities in projects, including contributions to financial and human resources, are clearly described on the PICS website.	March 2018
1.4 Become the “go-to place” in BC, Canada and beyond for information and tools to address climate change mitigation and adaptation	a. PICS has developed and is implementing a strategy to increase the visibility of PICS in BC, Canada and internationally	April 2018
	b. PICS has developed and is implementing a strategy to increase the use of PICS research in BC, Canada and internationally.	April 2018
	c. PICS has made readily available (website, etc.) solution information and tools developed by PICS research and activities.	December 2018

* activities include e.g., workshops, special reports, special events, webinars, etc.

Goal 2.0 - PICS mobilizes engagement and action on a diverse range of climate change solutions.

Objectives (through to 2022)	Anticipated Outcomes (through 2017-2018)	Completion target date
2.1 Design and implement a communication and engagement strategy that effectively connects with target audiences, and is an integral part of all PICS projects and activities	a. PICS has a communication and engagement strategy that is being integrated into all new projects from initiation to completion	February 2018
	b. PICS has developed and implemented processes, used in all PICS projects and activities, to plan targeted communication products from project initiation to follow-up	February 2018
	c. PICS has achieved a faster turnaround between identifying knowledge gaps and producing and communicating research results to target audiences	March 2018
2.2 Raise the profile of PICS provincially, nationally and internationally	a. PICS develops and implements a strategy to increase and track the awareness and recognition of PICS research provincially, nationally and internationally	June 2018
	b. PICS convenes a 10-year anniversary celebration to increase recognition of past accomplishments and inform future direction	December 2018
	c. PICS publishes a 10-year anniversary report documenting its achievements and future direction	December 2018

Enhancing Organizational Development

Goal 3.0 - PICS streamlines and improves the efficiency of its organizational structure, while strengthening its resource base and capacity, and expanding its research networks.

Objectives (through to 2022)	Anticipated Outcomes (through 2017-2018)	Completion target date
3.1 Implement and maintain an effective new governance model	a. PICS has developed a memorandum of understanding amongst the four universities for signature	November 2017
	b. PICS has developed a streamlined governance model that will provide for more efficient and responsive feedback and support for PICS management and researchers, plus better track progress and accountability.	February 2018
	c. PICS has implemented the new governance structure	April 2018

3.2 Grow and strengthen the PICS network of researchers and partners	a. PICS has a stronger network of past and present fellows to support activities such as information exchange, skill and career development.	December 2018
	b. PICS has strengthened its existing partnerships and developed at least two new partners with diverse expertise to address climate change	December 2018
	c. PICS explores the feasibility and value-added of various "membership" models, gauges interest within the PICS community in becoming "PICS members", and uses that information to decide on further action.	December 2018
3.3 Strengthen in-house knowledge, skills and capacity	a. PICS has assessed additional capacity needed to implement the strategic plan.	February 2018
	b. PICS staff, including campus managers, have received training that expands their skills, and identified and taken on responsibilities to assist with implementation of the strategic plan.	December 2017 ongoing
	c. The associate director position has been filled (vacant since 2015).	December 2017



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

March 20, 2018

FOR DECISION

To: FINANCE COMMITTEE

From: VICE-PRESIDENT ACADEMIC AND PROVOST
VICE-PRESIDENT FINANCE AND OPERATIONS

cc: President and Vice-Chancellor

Meeting Date: March 27, 2018

Subject: 2018-19 to 2020-21 PLANNING AND BUDGET FRAMEWORK



Basis for Jurisdiction: Committee's terms of reference, and
University Act Section 27

Previous consultation

- Finance Committee November 2017
- Finance committee January 29, 2018

Strategic Relevance:

Managing our human, financial, physical and information resources in a responsible and sustainable fashion is critical to achieving the university's goals.

Recommendation:

THAT the Finance Committee recommend to the Board of Governors that the Board of Governors – taking into account PART I of the 2018-19 to 2020-21 Planning and Budget Framework summarizing the results of the integrated planning process – approve PART II of the 2018-19 to 2020-21 Planning and Budget Framework, including the tuition and fee increases contained therein, and authorize the President to develop and implement the detailed operating budget for the 2018/19 fiscal year.

Background:

Attached is the 2018-19 to 2020-21 Planning and Budget Framework. The budget framework is based on the university's Strategic Framework as prioritized for the next three years by the Integrated Planning Committee, led by the Provost.

Part I of the Integrated Planning and Budget Framework, has been updated from the draft presented to the Board in January to reflect terminology in the new Strategic Framework.

For the 2018-19 fiscal year, the Board of Governors is asked to approve fees, consistent with discussions at previous Board meetings, as follows:

- as per Ministry policy, increase in domestic student fees and all application fees equal to 2.0% as outlined in Appendix 1;
- increase in international undergraduate student fees of 20% for all new students excluding those in the BCOM program where the increase is 6%. Current international undergraduate students fees will be grand-parented and the increase for these students will be 4% as outlined in Appendix 1;
- increase in international graduate student fees of 4% for all graduate students excluding those in the MBA program where the increase will be 14% and the MGB program where the increase will be 20%. The higher fees for MGB and MBA will be charged to new graduate students only as current students will be grand-parented as outlined in Appendix 1;
- increase in the athletics fee by 2%;
- increase in housing fees and residence meal plan for 2018-19 as contained in Appendix 2. The meal plan increase is required as part of the longer term plan to address facilities requirements;
- increase in parking fees as contained in Appendix 3;
- increase in child care fees as contained in Appendix 4; and
- a new mandatory fee for temporary medical insurance for international students of \$265 per semester (4 months of coverage).

As part of the development of this Budget Framework, in November 2017 and January 2018 the Board was provided an update which outlined the projected financial position of the university for the next 3 years excluding any enrolment changes, the suggested budget approach that would be used for the development of the 2018/19 operating budget and the expected fee rate increases for both international tuition and ancillary operations. This Budget Framework is consistent with the approaches discussed in November and in January.

Attachment: 2018-19 to 2020-21 Planning and Budget Framework

2018-2021

Planning & Budget Framework

Part I: Integrated Planning Framework

Part II: Budget Framework and Three Year Plan



Contents

Part 1: Integrated Planning and Budget Framework	2
Planning Process	2
Context	3
Strategic Priorities	5
Conclusion	11
Part 2: 2018-19 Budget Framework and Three Year Plan	12
A. Financial Overview	13
B. Resource Allocation Recommendations and Fund Information	14
1. General Operating Budget.....	15
2. Ancillary Budgets	27
3. Specific Purpose Funds.....	34
4. Sponsored Research Funds	35
5. Capital Fund.....	37
C. Financial Risks	39
D. Compliance with Section 29 of The University Act.....	40
Appendices:	41
Appendix 1: Schedule of Proposed Tuition Fees.....	42
Appendix 2: Housing Fee Table.....	47
Appendix 3: Parking Fee Table.....	48
Appendix 4: Schedule of Child Care Fees.....	49

Part 1: Integrated Planning and Budget Framework

Planning Process

UVic's annual Planning and Budget Framework ensures alignment between the university's Strategic Framework and the academic and operational priorities along with their associated resource commitments in the immediate one to three years.

In fall 2017, President Cassels launched a Strategic Framework process including in-person and online consultations. While themes have emerged which will inform the new Strategic Framework and the university's priorities for the next five to ten years, at the time of this writing, the Framework is still in draft form. This Planning and Budget Framework is informed by those consultations and the priorities that have emerged thus far and it is anticipated that, as the Strategic Framework and its associated implementation plan is finalized, future Planning and Budget Frameworks will reflect those objectives and commitments for the coming decade.

Because UVic's Planning and Budget Framework and its related investments span one to three years, some priorities are continuations of previous investments, while others, which may have drawn to a close, are reviewed and revised based on experiences and lessons learned. This document sets out the areas of focus and opportunities for improvement in quality that the Integrated Planning Committee, led by the Provost, has identified for the coming three years. Rather than being a comprehensive document covering all university activities, this document is focused on areas of priority and investment between 2018 and 2021 and builds on the range of multi-year commitments initiated in previous years' Frameworks. The Integrated Planning process involves the careful evaluation and examination of a wide range of requests to establish priorities and balance needs – what follows is the outcome of those deliberations.

As a leading destination university, and based on our Strategic Framework consultations, UVic's vision is to be the Canadian research university that best integrates outstanding scholarship, engaged learning and real-life involvement to contribute to a better future for people and the planet. This vision is informed by our values which include:

- Excellence in all our endeavours
- Ethical and intellectual integrity
- Freedom of inquiry and freedom of speech
- Equity, diversity and inclusion

Within the context of maintaining our commitment to being a research-intensive university with a wide array of academic programs and maintaining overall student enrolment at about the same size, attracting, retaining and supporting the very best students continues to be of utmost importance for this Framework. While no new substantial growth is anticipated, quality enhancement, student demand and UVic's strategic priorities will continue to change the shape of our enrolment. In particular, the emerging Strategic Enrolment Management initiative will sharpen those goals related to our enrolment profile.

The academic and research goals of our faculty are the university's core activities. Modest growth and reallocation of the faculty complement to support areas of demand and strategic priorities will continue. In addition to supporting new Canada 150 and Canada Research Chairs, a new Division of Learning and Teaching Support and Innovation as well as enhanced research grant facilitation are continuing foci for the coming years. A more deliberate integration between our academic and research portfolios will continue in order to better support our faculty and a rich and diverse set of academic programs while ensuring students are exposed to and enriched by our research culture.

Last year, UVic's first Indigenous Plan was approved and launched, reaffirming our commitment to act on specific Truth and Reconciliation Commission calls to action to enhance educational opportunities for Indigenous students and to further develop initiatives and programs of education, research, outreach and engagement with an Indigenous focus. The Office of Indigenous Academic and Community Engagement brings together our academic and student support priorities, including the highly successful LE,NONET program.

Our Strategic Research Plan, Campus Plan, Communications and Marketing Plan, Employment Equity Plan and International Plan each continue to provide important direction within virtually all areas of the University. The Strategic Research Plan identifies eight areas of dynamic research capability and five priorities for action. The Campus Plan and the Sustainability Action Plan guide future decisions on the physical development and operations of the campus. The Campus Plan also provides an important decision-making Framework for open space, land use, built form and mobility on campus. The International Plan expresses UVic's ability to generate greater impact in four areas of international priority.

The priorities that have emerged from the Strategic Framework consultation process include:

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

These priorities will form the main thematic areas of this year's Planning and Budget Framework.

Context

The environment and financial model for post-secondary education in BC remains consistent with the past several years. Provincial operating grants for post-secondary institutions have increased in the current year (and are expected to in the next) to fund negotiated compensation increases following earlier years of grant reductions, however there is no additional lift to meet other inflationary pressures.

UVic has received positive signals from government on the expansion and funding of key program areas although it is expected that future investments from the province will continue to be highly

targeted. There exists uncertainty in future budgets as the post-secondary sector in BC learns more of the implementation of the Employer Health Tax. Domestic tuition fee increases are restricted to the rate of inflation, limiting UVic's ability to increase revenues. International tuition fees for undergraduate students and in select graduate programs at UVic are substantially below those of peer universities both in Canada and around the world. Consultations have taken place on international fees as well as an assessment of the range of supports and services that are needed to ensure access and success of the highest quality international students. A plan is proposed over the coming years to reset international fees and invest in supports and programs to ensure international student success.

Contractual obligations related to salaries and rising costs associated with library acquisitions and the impact of the lower value of the Canadian relative to the US dollar are examples of pressures that continue to constrain financial planning. These pressures have had a negative budgetary impact on a number of areas including information technology, research infrastructure and, most visibly, the Library's acquisitions budget. Rising costs of serial subscriptions has further eroded the Library's ability to maintain the comprehensiveness and competitiveness of its holdings.

Within BC, a fifteen-year demographic trough which saw decreasing numbers of 18-24 year olds, is gradually ending. This is the traditional age group associated with undergraduate enrolments and, historically, UVic's largest demographic segment. Competition continues to intensify for new students, both domestic and international and UVic is responding by maintaining its focus on recruiting the best students and enhancing its unique, high quality student experience. Retention and engagement of existing students are key focus areas of our Strategic Enrolment Management initiative. Our branding, the Edge, continues to shape how communications and outreach activities help reinforce the message that UVic is a university of choice for the highest quality students from British Columbia and beyond. Graduate enrolment remains robust and will evolve incrementally, in alignment with research strengths including the thematic areas in the Strategic Research Plan.

Supports for all students, domestic and international, undergraduate and graduate, are essential for student success. Competitive funding and needs-based financial supports are key to excellence, access and affordability. Programs in support of student life, student mental health, advising and counselling services, and health services including services for students with disabilities will continue to receive significant attention.

International student demand has been very strong and while it would not be prudent to expect that such growth continues, it is expected that a higher than historical average of international students will continue to enroll. This enrolment is from a limited range of countries and is not distributed uniformly across the university. Our ongoing international recruitment tiering strategy has been successful in diversifying the range of students' countries of origin. Faculties are actively engaged in building pathway and laddering opportunities to increase the visibility and options for a wider range of program opportunities.

The refreshed International Plan expresses UVic's ability to generate greater impact in four primary areas of international impact: international development, health and education; science technology and sustainability; borders, trade, immigration, laws and government; and, arts, language culture and

history. A global perspective and strategy are fundamental to our university's functioning, identity and achievement of excellence. Building capacity at home and abroad, we will encourage every student to obtain an international experience that links them with the world and that supports their development as global citizens.

UVic's physical infrastructure requires further renewal and enhancement – priorities have been identified in the Capital Plan to address deferred maintenance and increase academic and research space for those areas with the greatest pressures. Student residences are also in need of expansion and renewal. Government funding for capital projects is limited and therefore fundraising as well as increased university resources will be important funding sources for these infrastructure priorities.

Strategic Priorities

The following priorities have emerged from the Strategic Framework consultation process:

(a) Intensify Dynamic Learning

The University of Victoria will be Canada's leader in research-enriched and experiential learning. Our focus on teaching excellence and an exceptional student experience will ensure that UVic students are transformed by their time at UVic, and are equipped for personal success and to contribute effectively as alumni and global citizens.

To ensure our curriculum delivers what students need for personal success and lifelong learning, the new Division of Learning and Teaching Support and Innovation will focus on improving supports to course delivery, ongoing curricular reviews and the development of program-level learning outcomes. The Division will support efforts across campus to further decolonize and internationalize curricula. Continued investments in educational technology, learning and teaching support as well as enhancements to classrooms and laboratories in need of renewal were initiated in previous years' Frameworks and will continue in the coming years. Classroom and lab enhancements will include the implementation of a long term plan to renew classroom technology and infrastructure based on updated classroom standards; and, upgrading teaching laboratories.

We will build further on UVic's leadership in engaged and experiential learning so that every student has the opportunity to be engaged in, and recognized for, a substantial experiential learning opportunity. UVic has a unique position as a leading Canadian institution that provides a wide range of experiential learning opportunities for students. Ongoing investments in experiential learning will be needed, particularly in areas of student enrolment demand as well as for work-term placements, internships and practica here and abroad for both domestic and international students.

As in previous years, enhancing the quality of academic programs along with anticipating and supporting student demand in key program areas are always priorities, and initiatives focussed on improving student retention and engagement will inform our Strategic Enrolment Management approach.

A distinctive feature of the University of Victoria has been a focus on the integration of research and education. UVic's significant research impact relative to its size provides a strategic opportunity to engage all students in our research culture and activities. This integration will be further enhanced by aligning research and educational activities and capabilities as much as possible, as well as defining learning outcomes in terms of the skills and abilities of a researcher (inquiry, analysis, problem solving, communication, etc.). Further investment will be required to ensure that every graduate and undergraduate student benefits from the research activity and culture of the university, as well as the personal growth and career advantages of a UVic education.

As elaborated in previous years' Frameworks and as part of a multi-year commitment to change our overall enrolment profile, there will be continuing investments in support of our plans to grow the Faculty of Engineering, in parallel with a funding request to government. Enrolment shifts are not limited to that area however; demand for programs in the Gustavson School of Business and the Faculties of Social Sciences and Science continue to be strong. Our proposed joint program in Common Law and Indigenous Legal Orders is attracting interest from provincial and federal governments as well as private foundations.

We will evolve high quality co-curricular and support programs based on research and international best practice that positively impact the student experience, resilience and persistence towards achievement of educational goals, timely graduation and fulfilling futures. Student success remains a key priority: student life programs; student mental health initiatives; sexualized violence prevention and awareness programs; and health services have all been identified as priority areas over the next three years.

Consultations have taken place on international fees as well as an assessment of the range of supports and services that are needed to ensure access and success of the highest quality international students. A plan is proposed over the coming years to reset international fees and invest in supports and programs to enhance international student success. Some of the key areas that international students have identified that could be expanded or improved include academic advising, counselling, language skills and work-study opportunities.

(b) Advance Research Excellence and Impact

The University of Victoria will excel in diverse forms of research and creative activity, innovation, and knowledge mobilization that advance human knowledge, improve and enrich lives, tackle global challenges, and promote the sustainability of the planet. We will heighten our place in the top tier of Canada's research-intensive universities.

The development of the Strategic Research Plan in 2015 provided UVic with the opportunity to reflect on our research strengths, the high calibre of our faculty, staff and students, and the significant impact of our research on BC, Canada and beyond. The implementation of the Plan, guided by annual plans, progress reports, and 'scorecards', enable UVic to build further strengths in priority areas with goals of achieving global prominence in strategic areas and achieving maximum impact.

A renewed approach to research communication, including government relations and advocacy work, will continue to ensure optimal outreach to key audiences and stakeholders, including our key research partners.

We will develop the ocean-climate campus initiative at Queenswood, bringing together key UVic research teams with government and private sector partners, with the goal of providing a unique research and solutions-oriented hub for ocean-climate research in Canada to address the critical societal challenges of climate change prediction, mitigation and adaptation. For the more than 200 people involved in this initiative, consolidation in a single, purpose-renovated facility will stimulate new and impactful research collaboration, access to training, and opportunities to engage with government and private sector partners.

Over the past year, several pilot programs have been implemented, including new guidelines for sustaining research chairs, particularly the Canada Research Chairs Program, and a coordinated grant facilitation program, with the goal of enhancing our research success. In addition, the acquisition, management, and sustainability of large scale research infrastructure will continue to benefit from central coordination and supports. To this end, we will continue to increase our appetite for risk, but in a focused and strategic way, and will consider the associated investments necessary to pursue and support more opportunities for external research collaborations, partnerships and funding.

The Library will continually review its serial subscriptions as well as its participation in large purchasing consortia to defray some of the impact of rising costs but investments in the Library acquisitions budget will continue to be necessary in the coming years to support our research intensity for students and faculty.

(c) Cultivate an Extraordinary Academic Environment

The University of Victoria will be recognized internationally as a university of choice for talented students, faculty and staff. People and place provide the foundation upon which we will continue to build an extraordinary environment for the creation, dissemination and mobilization of knowledge. Our beautiful Pacific coast location, inclusive and collegial culture, the influence of Indigenous and international perspectives, and our dedication to the highest standards of teaching, research and creative activity, and service make UVic the place where people want to learn, work, engage, and discover.

Recruiting and retaining the highest quality students, both undergraduate and graduate, is key to meeting our Strategic Framework goals, including enhancing the quality of our student body. As a destination university, attracting the best students from near and far will always require financial investments – we know that competitive multi-year entrance scholarship packages are key to meeting this objective. Robust graduate enrolments in research programs contribute to the academic and strategic objectives of the institution and so graduate students continue to be a strategic focus for the university. Our success as a research-intensive university and in particular our success in attracting outside funding from the research granting agencies depends on high quality and robust graduate enrolments. To achieve these goals, an enhanced and sustainable fellowship program that provides competitive funding to graduate students across research programs will be implemented

and further grown, in concert with the expectation that the provincial government will make this a priority for investment in the coming years as well.

As UVic continues to be a destination university with over 75% of students coming from outside the Victoria region, work is underway to expand Student Residences. On campus housing is an important component of student life and research shows it contributes to overall student success. Providing additional student accommodation will also help address affordable housing in the region as more students will live on campus thereby freeing space in the community. With one of the lowest vacancy rates in Canada, our students and people in the broader community are challenged to obtain affordable housing.

The Centre for Athletics, Recreation and Special Abilities (CARSA) provides to record numbers of students, faculty and staff, as well as alumni and the broader community, a state of the art recreation facility that assists in marketing the university as a desirable destination for all students, including student athletes. CARSA has also actively supported our community-university engagement priorities and is a critical component of our campus wellness strategy.

The Campus Plan guides future decisions on the physical development of the campus and provides an important decision-making Framework for open space, land use, built form and mobility on campus. Priorities for the coming years include completion of our first campus cycling master plan, design and development of the grand promenade, public realm improvements and a natural areas and grounds management plan. These priorities will help to make our campus more vibrant; enhance the natural and built environment; and create opportunities for more interaction and collaboration.

UVic's success in meeting its teaching, research and community engagement mission would not be possible without our excellent and dedicated faculty and staff. Recruitment, retention and engagement of faculty and staff remain a priority. For faculty in particular, continuing a productive and cooperative relationship following the first collective agreement is a university priority. This first agreement reflects the university's commitment to improving the relative position of faculty salaries within the constraints of the government; indeed some successes have been accomplished in this area as evidenced by the most recent UCASS salary survey which shows improvement in UVic's position relative to other universities.

While faculty, sessional lecturers, teaching assistants and other academic staff are responsible for teaching on our campus, many of our administrative and support staff are responsible for providing services to support student engagement and success as well as faculty research success. Staff contributions are a vital element of the extraordinary academic environment we have promised to our community. Timely and relevant professional development opportunities/training during the entire employment lifecycle from arrival through to retirement planning are ongoing areas of focus. We also continue with the implementation of our campus-wide Employment Equity Plan (2015-20) in support of our goal to be a diverse, welcoming learning community, with a demonstrated commitment to equity and fairness.

A key part of our Employment Equity Plan will see UVic promote and sustain an inclusive and positive working environment including an education and training plan to support staff and faculty. This will

be accomplished through professional development opportunities that focus on equity, diversity, inclusion and human rights as fundamental values of the university.

Faculty, students and staff rely on information systems that are effective, secure and available 24/7. Information systems also play a key role in supporting and furthering activities across campus. Higher education institutions are increasingly the target of cyber attacks. Over the coming years, we will make investments in information technology infrastructure to enhance security and increase capacity. UVic will continue to grow its role in supporting high performance computing for our researchers and research partners across the country. The growth in data and systems, primarily related to research and teaching, led us to expand the Enterprise Data Centre and we will support that growth in the future. Over the coming years, we will continue to invest strategically in the digitization of university processes and modernizing the classroom experience.

(d) Promote Sustainable Futures

The University of Victoria will be a global leader in environmental, social and institutional sustainability through our research, academic programs, campus operations, and the impact and influence of our students, faculty, staff, and alumni.

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

In a post-secondary environment where enhancing the quality of academic programs is critical, it is more important than ever to align the university's resources with its priorities. In recent years, with the roll-out of the Enhanced Planning Tools (EPT) and initial revisions to our Budget Model, our planning and budgeting processes have become more transparent and data-informed to provide faculty, staff and leadership with the tools to facilitate planning and better align resources with university priorities.

Once again, for the 2018-19 academic and administrative planning cycle, all units on campus have used the EPT data to identify areas where investment is required. AVPs, Deans and Executive Directors have used the EPT data to prioritize their requests and likewise Vice-Presidents have used EPT data to identify and prioritize portfolio and institutional priorities at the Integrated Planning Committee. While many of the measures used in the Enhanced Planning Tools are the same or similar to those used by decision-makers in years past, this new system allows them to be used with greater transparency and rigour and be applied consistently across all academic and administrative units.

In conjunction with the development of Enhanced Planning Tools, we have reviewed our current budget process to determine if there are opportunities to improve transparency, inform good decisions, and provide for appropriate incentives. While work is still continuing, changes to position management provides units with some increased flexibility to better manage their staffing and budgets and changes to carry forward policy will provide funding for strategic purposes. Over the next year, work will be undertaken to provide better aligned incentives including reviewing how academic budgeting could be more closely tied to revenue drivers.

Philanthropy plays an increasingly important role in ensuring that the University of Victoria will provide a quality educational experience to students and build support for its research strengths. To further a culture of philanthropy, administrators, faculty, and staff are uniquely positioned to foster relationships with partners and promote a common understanding and appreciation for the value of philanthropy and importance of fund development in the advancement of the university.

The university has completed a review of its fund development program and has begun the implementation of recommendations that will strengthen relationships with potential donors and increase philanthropic support to the university over the coming years. A number of operational improvements are being implemented by redefining roles and re-allocating resources, but further investments will be required in order to achieve the objectives set out in the five year plan. A culture survey conducted as part of the review showed a willingness to adopt best practices as an institution. Adopting these practices will stimulate a shift in campus culture wherein all leaders, faculty and staff are better prepared to serve as philanthropic ambassadors within the organization and the community to identify and cultivate prospective donors and fund-raising volunteers.

(e) Foster Respect and Reconciliation

The University of Victoria will be a global leader in creating better opportunities for Indigenous students, entering respectful educational and research partnerships with Indigenous communities, and advancing respect, reconciliation and mutual understanding.

Last year, UVic's first Indigenous Plan was approved and launched, reaffirming our commitment to enhance educational opportunities for Indigenous students and to further develop initiatives and programs of education, research, outreach and engagement with an Indigenous focus. In the coming year, ongoing resourcing will support the Office of Indigenous Academic and Community Engagement to bring together our academic and student support priorities including the highly successful LE, NONET program. Key to this Office is increasing and regularizing the staffing capacity to support sustainable programs and services for our students as well as creating and nurturing meaningful and respectful partnerships with communities, governments and organizations. Support for First Peoples House is also a priority, to ensure a welcoming and inclusive campus environment and to educate the entire university community on promoting mutual understanding.

Within Faculties, the recruitment and retention of Indigenous students, faculty and staff will be supported with new investments. New academic programs, such as the joint JD/JID in the Faculty of Law, Indigenous Education in the Faculty of Education and an Indigenous Major in the Faculty of Humanities are all either planned or already underway. Pathway programs are being explored to improve access and success for Indigenous students. Supports are also being enhanced in the office of Co-operative Education and Career Services to ensure Indigenous students fully benefit from these programs.

(f) Engage Locally and Globally

The University of Victoria will be the preferred partner and a leader in local and global engagement. Working together for mutual benefit with community, private sector, government and other educational and research organizations, UVic will expand and inform its approach to engaged research, creative activity, learning, and knowledge mobilization to foster connections and co-create positive change for people, places and the planet.

We will continue to strengthen internal communications, engagement and the sense of community on campus, with senior leaders committed to improving internal communications and implementing various approaches that respond to the identified communication needs of staff and faculty in their areas.

Our university aspires to be a cornerstone of the community, committed to the sustainable social, cultural and economic development of our region and our nation. It does so by strengthening community access to university knowledge and promoting community engagement in research and teaching activities. Achieving these aims involves enhancing partnerships with Indigenous communities, community organizations and local, regional, national and global communities, governments and industry.

UVic's reputation (and how we are reflected in international rankings) is a key factor in attracting talented faculty, students and staff; encouraging philanthropy; improving donor and alumni relations; and strengthening public and government support for our strategic priorities. We are investing in the development of strategies to communicate our distinct strengths, successes and achievements and to enhance our reputation as a university of quality and excellence.

The UVic Edge has produced a compelling narrative and a renewed commitment to more strategic communications and marketing on campus. It also guides how we communicate our university's distinctive strengths and unique experiences, answering the fundamental "Why UVic?" question for our key audiences, whether prospective students, faculty and staff or donors, funders, partners or policy-makers. The development of a 2018-2021 Communications and Marketing Plan is underway and will build on the success and lessons learned of the first plan focused on the initial implementation of the Edge. While the Edge and its associated communications priorities have focused on domestic recruitment and awareness building to enhance UVic's reputation as a research powerhouse committed to working on issues that matter to people, communities and organizations around the world, the coming years will see an increased emphasis on international audiences to further communicate our strengths and build our reputation with wider audiences.

Conclusion

With enhancing quality as an overall foundation, this Planning and Budget Framework (2018 - 2021) has identified areas of strategic priority requiring investment, and builds on the emerging goals from the Strategic Framework consultations as well as commitments made in previous years' Frameworks. Rather than attempting to describe all university activities, this Framework is focused on areas of priority over the coming three years. Within the context of limited financial flexibility, UVic will focus

on key and important strategic initiatives including the Indigenous Plan, International Plan, Strategic Research Plan, Communications and Marketing Plan, Employment Equity Plan, Campus Plan, 5 year Fund Development Plan, Sustainability Action Plan, and the implementation of the UVic Edge. We will also retain our emphasis on quality enhancements and student and faculty supports by:

- shifting support in some areas of student program demand;
- augmenting academic resources and student services; and
- enhancing the undergraduate and graduate student experience by improving student awards, financial aid and health services.

Modest growth of the faculty complement is anticipated to support our priorities, including our C150 and Canada Research Chair programs. New, ongoing leadership in the recently launched Division of Learning Teaching Support and Innovation and Office of Indigenous Academic and Community Engagement will also guide the achievement of important campus-wide priorities. Embedded within all of these priorities and crucial to maintaining quality across our university and our reputational advancement, the UVic Edge provides a guide for consistently and distinctively articulating our priorities and actions as an institution, based on our commitments to dynamic learning, vital impact and an extraordinary academic environment.

Part 2: 2018-19 Budget Framework and Three Year Plan

The purpose of developing and approving an institutional budget is to ensure that financial resources are aligned with institutional priorities and areas of strategic focus. Part 1 of this document outlines these priorities and areas of focus for the coming three years while Part 2 provides the associated financial framework.

With advice from the Senate Committee on University Budget (SCUB), this Framework is developed by the Integrated Planning Committee for recommendation to the President and then approval by the Board of Governors. In developing this Framework, unit leaders, Vice-Presidents and the Integrated Planning Committee made use of information and data gathered and presented from the university's Enhanced Planning tools. This is the second year that these data have been used and feedback on its use will help inform how the tools can be improved to continue to support resource planning into the future and to incorporate the goals set out by the new Strategic Framework.

This Framework provides summary level information on the university's financial plan for the next three years and is submitted for approval to the Board of Governors in March. The development of a detailed operating budget, consistent with this financial plan, is delegated to the President. Therefore, once the Framework is approved, an annual detailed operating budget is developed for approval by the President. A report on this more detailed budget (called the Budget Expenditure Allocation Report) is then provided to the Board of Governors for information, typically in September of each year.

The university develops its annual budget Framework, financial models and plans within the context of a three-year planning cycle. A three-year planning horizon provides a realistic time-frame for the

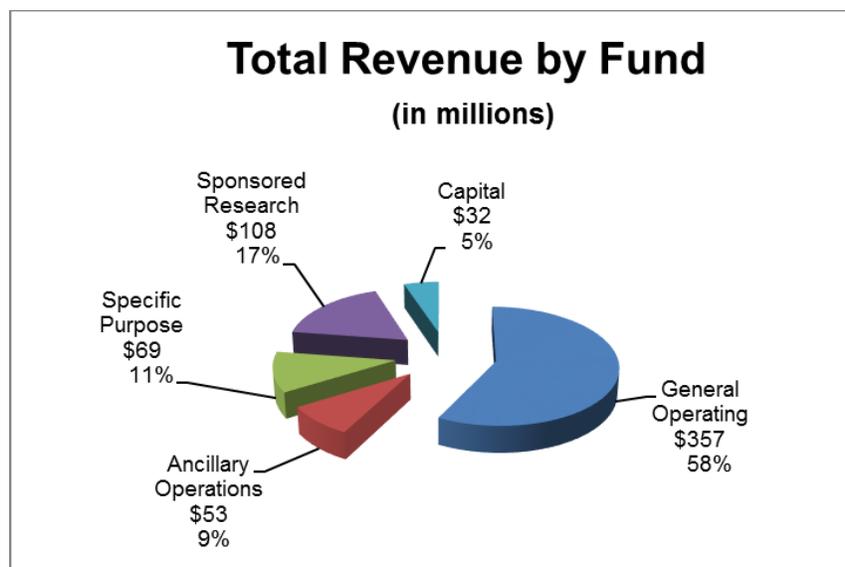
development of university initiatives and provides greater flexibility than permitted within an annual process.

A. Financial Overview

UVic is responsible for the financial stewardship of over \$600 million in total annual revenue. To enhance accountability, budgetary control and stewardship of resources, UVic maintains separate funds for its many diverse activities, which for reporting purposes are grouped as follows:

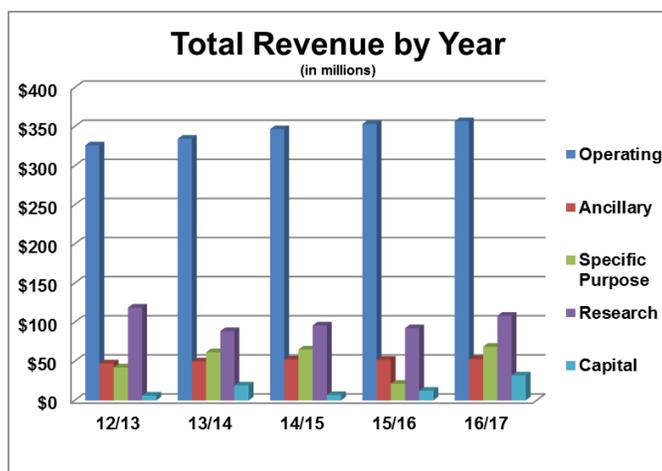
- general operating fund – includes the general operations of the university;
- ancillary enterprises fund – includes the operation of service areas that are considered self-funding such as bookstore, parking, student residences, child care, etc.;
- specific purpose fund – includes contract services, special projects, and distributions from the university’s endowment funds;
- sponsored research fund – includes external grants provided specifically for research; and
- capital fund – accounts for funds provided for the acquisition of capital assets and major renovations.

For the most recently completed fiscal year, 2016/17, the total actual revenue for UVic was \$618M and was distributed across the above five funds as follows:



Total university revenue increased by \$87M or 16% from the prior year. The majority of this increase was the result of an increase within specific purpose of \$47M due to an increase in investment income, an increase in sponsored research of \$16M and an increase in capital funds of \$20M due to an increase

in external capital funding. There was a relatively small increase in operating of \$4M and ancillary of \$1M. The increase in the general operating fund is mainly the result of increased international tuition from higher international enrolment levels. The following chart outlines revenue by fund as well as changes across funds for the last 5 years:



Revenue is expected to grow modestly over the next three years reflecting increased international tuition revenue and funding from the Provincial government for an expansion in engineering and computer science. Capital funding will continue to increase over the next couple of years reflecting commitments from the federal and provincial governments to infrastructure enhancements and for deferred maintenance.

B. Resource Allocation Recommendations and Fund Information

While financial plans have been developed at a high level for the three-year planning cycle to 2020/21, this document focuses on resource allocations for the coming 2018/19 fiscal year, and specifically requests Board of Governors' approval of:

- the operating budget Framework which includes:
 - the overall financial plan including projected revenue and high level expenditure allocations;
 - domestic and international tuition and mandatory fees increases associated with the projected revenue including application fees and the universal athletic and recreation fee increases;
- the routine capital plan; and
- fee changes included in ancillary budgets.

Budgets for specific purpose and sponsored research funds are individually approved by external agencies, such as federal and provincial governments and the University of Victoria Foundation, and therefore are included in the document solely to provide a more complete financial picture of the institution. Major capital projects (i.e., those greater than \$5.0M) are individually approved by the Board of Governors prior to project commitment.

Activities related to sponsored research, capital and specific purpose funds, and their impact on the general operations are estimated and, where appropriate, reflected in the operating budget resource allocation plan.

1. General Operating Budget

(a) Budget Assumptions

Before developing the operating budget, the university makes certain assumptions about the planning environment in which the budget is developed. The 2018/19 operating budget has been developed based on the following key assumptions:

- UVic will develop a balanced budget that provides for financial flexibility in order to mitigate potential future financial challenges that may arise as a result of declining enrolment (domestic or international). In the development of this budget the university will consider the overall impact on its audited financial statements prepared in accordance with Public Sector Accounting Standards and used by the provincial government for consolidating the University into the public accounts;
- Budget allocations will reflect the planning priorities of the institution as determined through the integrated planning process;
- Provincial government funding will be provided for the first year of the computer science and engineering expansion;
- Domestic undergraduate and graduate tuition will increase by 2% consistent with government policy of limiting tuition increases;
- International undergraduate tuition for new students will increase by 20%, except for the BCom program which will increase 6%. Current international undergraduate students will be grand-parented with a fee increase of 4%;
- International graduate tuition will increase by 4% except for new MBA and MGB international students. Fees for new MGB and MBA international students will increase 14% and 20% respectively;
- We will achieve our budgeted student enrolment levels;
- The provincial government will fund 100% of the salary increases within the provincial mandate resulting from the last round of bargaining and from future bargaining;
- Compensation amounts reflect known and projected costs for salary and benefit changes resulting from current collective agreements, collective bargaining and/or statutory obligations such as increases in Canada Pension Plan rates and the MSP reduction;
- As the announcement of the Employer Health Tax was very recently announced and the implications are not yet known, the costs have not been included in the 2018/19 budget. If there are incremental costs during 2018/19 these costs will be funded through non-recurring sources including potentially reallocating from current priorities;
- Research support fund program revenue will be consistent with the grant amount received

in 2017/18 and indirect revenue from other sources will continue to be at an amount consistent with prior years;

- While the funding for minor routine capital has not yet been confirmed for 2018/19, it is assumed to be \$675K consistent with 2017/18; and
- On-going costs of the Island Medical Program (IMP) will be covered by the joint medical expansion budget. In addition to this, UVic will continue to receive \$1.0M plus additional allocations to offset building and other overhead costs. The operating budget included in the framework document reflects those allocations approved by the program.

(b) Financial Summary

The following Table 1 provides a financial summary of the projected operating revenues and expenditures for 2018/19 and the following 2 years based on the above assumptions:

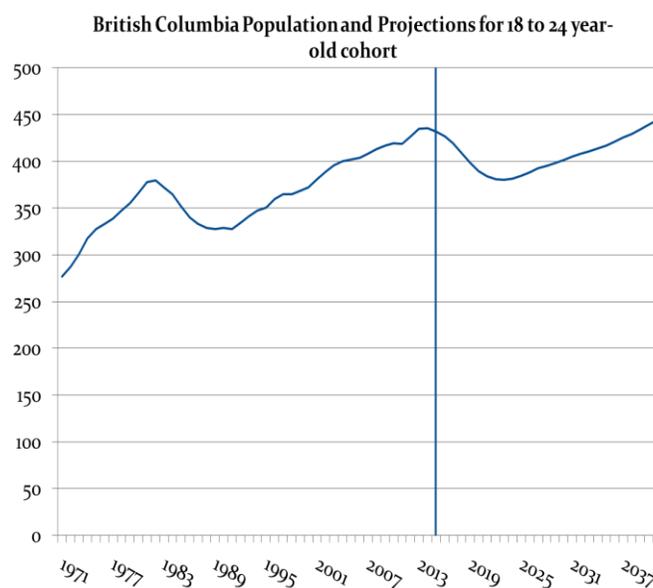
TABLE 1	2017-18 Operating Budget	Projected 2018-19 Operating Budget	Projected 2019-20 Operating Budget	Projected 2020-21 Operating Budget
	(000's)	(000's)	(000's)	(000's)
Revenues				
Provincial Grants	179,870	186,168	193,706	200,353
Federal Grant	6,693	6,693	6,693	6,693
Other Grants and Contracts	5,994	5,994	5,994	5,994
Student Fees	131,670	136,481	144,303	151,400
Department Revenue	31,095	31,205	31,205	31,205
Investment Income and Other	2,603	2,603	2,603	2,603
Total Revenues	357,925	369,144	384,504	398,247
Expenditures				
Salaries and Benefits	284,372	290,773	301,518	313,924
Operating Expenses - Current	73,553	73,553	76,074	79,071
New Allocations (base and term):				
Strategic Initiatives		2,560	1,250	850
Academic Programs		5,432	1,647	844
Institutional Priorities		3,910	3,629	3,164
Maintenance and Inflation		715	385	395
Fees and Differentials		276		
Total Budgeted Expenditures - Base and Term	357,925	377,219	384,504	398,247
Current Year Budget Surplus / (Deficit)	-	(8,075)	-	-
Other Funding Used for Allocations:				
Prior Year Reallocation		374		
Use of Institutional Carry Forward		3,939		
Prior Year Funding Not Committed to Base		3,762		
Budget Surplus/Shortfall	-	-	-	-

The three-year financial plan outlined in Table 1 above shows a balanced budget for the next three years. The plan provides for both base budget and term allocations in 2018/19 consistent with the strategy developed in 2015/16. The goal of this strategy is to retain financial flexibility to address, if required, potential future enrolment declines.

Given typical undergraduate program lengths of four to five years (with co-op), enrolments are expected to remain relatively stable over this plan's time horizon (three years).

Enrolment projections beyond three years however are more difficult to estimate given the wide range of factors. International enrolment levels can be difficult to predict given this segment of our student population is sensitive to world events and post-secondary strategies in countries around the world. However, our enrolment data shows that international students have a high retention rate once enrolled and we therefore have confidence on 3 year enrolment levels.

For domestic students our enrolment is sensitive to BC population trends for the 18-24 year old cohort which, per the chart attached, is expected to decrease year over year until approximately 2023 where the trend is projected to reverse. Given UVic's reliance on enrolment directly from high schools and considering that our enrolment has previously mirrored this trend, the demographic trough poses a recruitment challenge and could have a substantial impact financially over the longer term. As the university is part-way through this trough, the risks with respect to enrolment decline as a result of this trough are diminishing. While diminishing, it is still prudent for us to continue our focus on both the recruitment and retention of the highest quality students, and retain financial flexibility by continuing with the model developed in 2015/16 such that we can respond to changes with the least institutional impact.



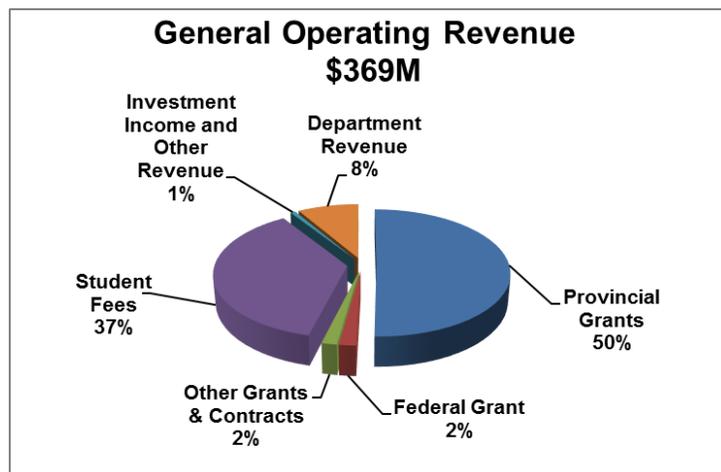
As noted above, this framework encompasses the 3 year planning cycle to 2020/21 and provides for on-going (base) funds to academic, strategic initiatives and other areas while retaining some future flexibility to help address, if necessary, impacts from potential future enrolment declines by allocating a portion as term or non-recurring. The incremental new revenue available for allocation in 2018/19 as per Table 1 is \$11.2M however total budget allocated is \$19.3M. The difference between the new revenue and the total allocations is \$8.1M representing use of institutional carry forward (\$3.9M), prior year reallocation of base (\$0.4M) and prior year funding not committed to base allocations (\$3.8M). Of the total \$19.3M, \$11.6M is allocated to base commitments while \$7.7M is allocated to term or one time commitments to continue to retain some future financial flexibility. Section (e) below outlines the base and term expenditure allocations in more detail.

(c) 2018/19 Operating Revenue Information and Changes

Operating costs for the university are mainly funded from two sources:

- government grants which account for 50% of projected revenues in 2018/19; and
- student fees which account for 37% of revenues.

Total general operating revenue for 2018/19 is projected at \$369M from the following sources:



The **provincial grant** for 2018/19 is expected to increase by \$6.3M. Of that increase \$5.2M represents funding from the Province to cover the bargained compensation increases under both the Public Sector Employee Council (PSEC) mandate as well as the Economic Stability Dividend (ESD) recently announced by the Province. The remaining \$1.1M is new funding to support the expansion in our undergraduate computer science and engineering programs.

For 2018/19 the operating grant is provided to the university based on the following expected enrolment levels which now includes 50 undergraduate FTE out of an anticipated 500 FTE computer science and engineering expansion:

Undergraduate FTEs	13,608
Graduate FTEs	2,305
Total funded FTEs	15,913

Student Fees represent tuition paid by all student groups (undergraduate and graduate including domestic and international) and this framework projects total student fees to increase by \$4.8M in 2018/19. About one third of this increase is from a 2% increase in domestic student fees, reflecting current provincial policy of limiting domestic tuition increases.

As the tuition limit policy does not apply to international students, starting May 2017, the university will implement a policy to increase international fees to reflect actual costs of inflation. The university has inflation rates higher than inflation in a number of areas including compensation, capital-related costs, information technology, utilities and library. For this year, the inflation rate being used is 4%. The university is committed to re-investing incremental fees paid by international graduate students into graduate student support.

The 2017/18 Framework document noted that both graduate and undergraduate international tuition would be reviewed with the goal of ensuring that future fees reflect the cost of education. The objective of the review was to develop a fee structure guided by the following Board-endorsed principles:

- reflects the quality of the degree being offered;
- is comparable to peers both nationally and internationally for tuition and total cost of education;
- aligns with our Strategic Enrolment Management goals for both recruitment (in relation to size, composition, diversity and quality) and retention (progression rates, graduation rates, and quality of student experience) and ensures the recruitment of students of the highest calibre;
- allows for the provision of quality programs and services to ensure international students are successful in achieving their academic and personal objectives;
- provides for enhanced student financial assistance for students for whom higher fees would be a substantial barrier; and
- contributes to enhanced quality and the long-term financial sustainability of UVic.

Consistent with these principles there was Board support that the approach should also:

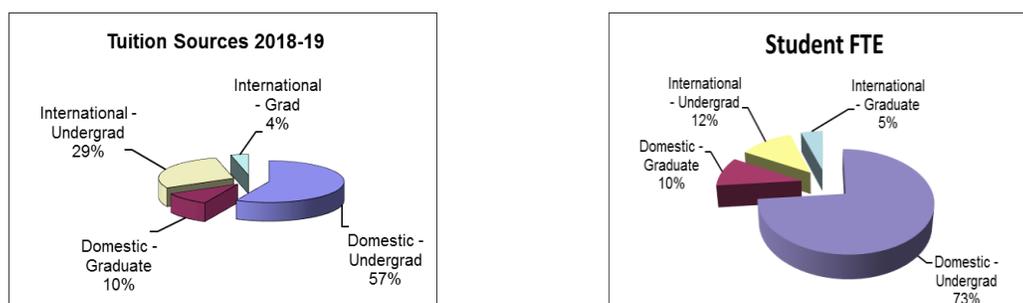
- ensure that current students are only charged the inflationary increase (e.g., grandparent current students); and
- determine whether there should be differential rate increases for different programs of study and/or differential rate increases for graduate relative to undergraduate international students.

Given the scope of the review, a broad consultation was conducted to ensure a full understanding of impacts as well as the services and supports that are essential for international student success. Based on the above principles, the feedback received during consultations, and to ensure our degree programs are appropriately priced and thereby signal the correct message about the quality of our programs, this budget has been developed that includes the following recommendations with respect to international tuition fees:

- inflationary only increases for graduate programs (4%). This recommendation is based on graduate program fees that are already comparable to our peers and reflects that graduate students have a differential role at the university in that they contribute to the teaching and research mission. The exception to this recommendation is for MBA and MGB programs as our fees for those programs are lower than our peers which can lead to the impression of lower quality programming. The recommendation for these programs is to increase both fees over a two year period starting in 2018/19 as follows:
 - MGB – 20% and 20%
 - MBA - 14% and 14 %

- undergraduate students increase of 20% for 2018/19 and 15% for 2019/20, to reflect the quality of our degree programs and therefore to be priced among our peer group. These increases will adjust our fees such that they will be comparable to SFU, Western and Carleton's current 2017/18 fees. The exception to the above recommendation is to adjust BCom fees by 6% total in each of the next two years. This lower rate of increase reflects that tuition is more comparable to peers than other programs.

Given the growth in undergraduate international students over the last three years, tuition from international sources makes up ~33% of total tuition whereas international students comprise 17% of the student body as follows:



The proportion of tuition revenue from international students will likely increase each year as new tuition rates become applicable to a larger portion of the international student population as grand-parented students graduate.

The attached Appendix 1, Schedule of Tuition Fees for 2018/19, outlines the tuition fees by program and requires Board approval as part of the budget process. In order to address potential access issues that may arise for international students, additional base budget for bursaries was approved in 2017/18 of \$50,000 to support international students. This funding was not fully utilized.

The Federal Grant Revenue is annual funding received through the federal government's research support fund (RSF) to help defray the indirect costs attributable to research. The overall goal of the RSF is to help ensure Canada's research institutions remain among the best in the world. By subsidizing the financial burden of the indirect costs of research, the fund helps researchers and universities focus on delivering innovative research and scholarly excellence. This grant is calculated using the three year average of the research grants received from the tri-council funding agency, comprised of NSERC, SSHRC and CIHR. During 2017/18, the university was notified that it would receive an additional \$0.05M in funding for 2017/18 and that this amount would be on-going. Therefore while the funding letter has not yet been received for 2018/19 this plan projects revenue to be consistent with the increased amount received in 2017/18.

Department Revenue is projected to increase by \$110K as a result of a 2% increase in the athletics and recreation fee, a 2% increase for domestic application fees and a 4% increase for international application fees. The athletic and recreation fee increase will be used to fund inflationary pressures on the athletics and recreation budget. The costs of Athletics and Recreation (ATRS), including programs, administration and building operating and infrastructures costs (including repayment of an internal loan for the construction of CARSA) are supported through an annual contribution

from UVic, membership fees (for the fitness and weight centre and climbing wall), other rental fees (e.g., fields, track, ice rink etc.) and a per semester mandatory student fee. Consistent with approval of tuition fees, the Board approves the mandatory student fee whereas other fees such as rental rates, membership fees etc. are determined by administration. A 2% increase in the mandatory student fee will bring the per-semester ATRS fee to \$87.14.

The 2% domestic and 4% international increase in application fees will result in the following fee changes:

- domestic undergraduate: \$74.75 to \$76.25
- domestic graduate: \$119.00 to \$121.50
- domestic law: \$ 93.75 to \$ 95.75
- international undergraduate: \$122.00 to \$127.00
- international graduate: \$150.00 to \$156.00

For 2018/19 the budget recommends a new mandatory temporary medical insurance fee of \$265 per semester for international students. This new fee will ensure that international students have coverage during the 3 month waiting period before they are eligible to access the BC Medical Services Plan – a practice consistent among all post-secondary institutions in our province. Currently international students are required to opt into coverage through a private provider. While students are provided information about the requirement and the coverage, a survey of students in 2016 found that only 45% had purchased temporary insurance. With this low level of take-up and the significant risk for international students to be without medical coverage, even for a short period of time, a new mandatory fee will be implemented effective September 1, 2018 to support a mandatory temporary insurance program.

The **Other Grants and Contracts** budget is comprised of revenue from the University of British Columbia in support of the Island Medical Program (IMP). The annual IMP budget is approved by the administrative committee representing the three universities and can only be used for the IMP program.

Investment Income and Other is mainly comprised of interest, dividends and gains/losses earned from university cash balances which are invested in short term investment vehicles such as money market, mortgage and bond funds. The remaining revenue is comprised of incremental revenue expected from real estate entities UVic Properties and Heritage Realty, and overhead revenue from research contracts. Income is also generated through internal loans to ancillary services provided to fund capital improvements. With a low but rising interest rate environment, it may be challenging to earn sufficient returns to achieve the current budget. The investment income budget has not been adjusted given the investment reserve (\$2.1M) will be able to cover the shortfall. Increasing interest rates, while detrimental in the short term, will eventually improve revenue from investment income.

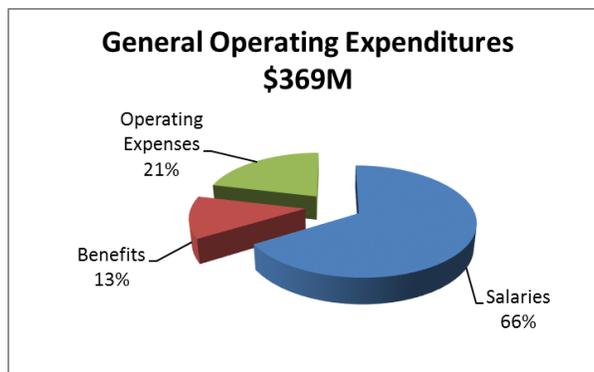
Based on the information outlined above, this framework projects revenue in 2018/19 to increase in total by \$11.22M over the prior budget as follows:

Provincial grant compensation funding \$ 5.20M

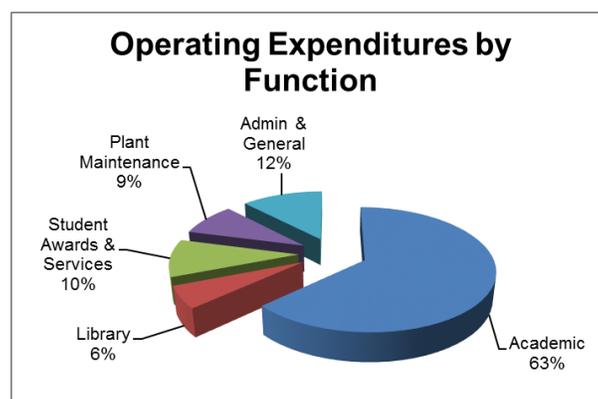
Provincial grant enrolment funding	\$1.10M
Student fees – 2% domestic tuition increase.....	\$ 1.70M
Student fees – 4% (grandfathered) - 20% (new) international tuition increase	\$ 2.94 M
Student fees – differentials.....	\$ 0.17 M
Department revenue and other income.....	\$ 0.11 M
Total revenue increase	\$11.22 M

(d) Operating Expenditure Information

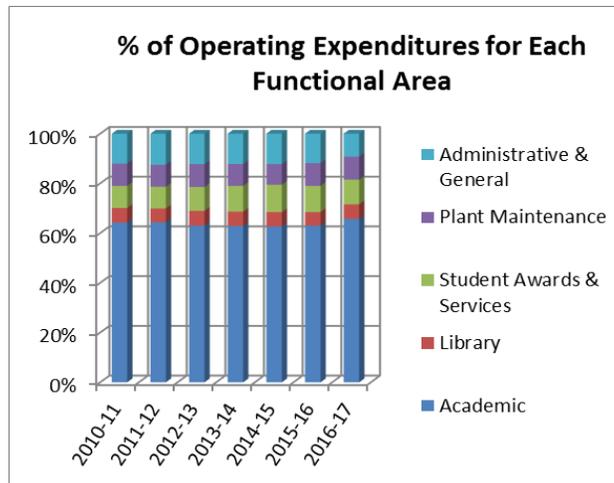
The importance of people to the university is well reflected in the operating budget, with 79% of annual operating expenditures allocated to support salary and benefit costs.



Aligned with the mission of the university, ~79% of the total operating budget is allocated to academic areas including faculties, research, library, student financial aid and student services, with the remaining ~21% allocated to facilities and support functions. The following chart outlines expenditures by functional area:



The above proportions have remained consistent over a long period of time as outlined in the following chart:



(e) Operating Expenditure Plan

The annual expenditure budget is adjusted each year first to account for known contractual, inflationary and other regulatory requirements. It is also updated to reflect the allocations to departments as a result of revenue that is collected specifically for their program (ATRS fees, faculty program fees, etc). For 2018/19 these total \$7.40M as follows:

Compensation (salaries and benefits)	\$6.40M
Library acquisition inflationary costs0.25M
Department revenue – fees and differentials	0.28M
Maintenance and inflationary costs	<u>0.47M</u>
Total	\$7.40M

The \$0.25M for Library represents additional base funding to address rising costs of acquisitions as a result of a lower Canadian dollar and annual inflation on periodicals and subscriptions. The \$0.47M for maintenance and inflationary includes allocations to facilities management to address inflationary costs of supplies and to providing funding to support a preventative maintenance program.

With the above allocations there remains \$3.82M in incremental base budget available for allocations (\$11.22 incremental revenue less \$7.40 in allocations). Added to this base amount is \$0.38M in prior year budget that will be reallocated for a total of \$4.20M. The 2018/19 budget also, as noted above and outlined in table 1, has \$7.7M in one time funding for allocation. This funding is from two sources: uncommitted institutional carry forward of \$3.9M and prior year funding not committed to base allocations (\$3.8M). The latter funding is the amount the university has retained in base to be used each year for non-recurring or term allocations in order to retain some financial flexibility (outlined above). With these non-recurring funds, there is a total of \$11.90M available. Table 3 below provides a breakdown of the allocation of the \$11.90M:

TABLE 3 - (in millions)	2018/19		
	Base	Non-Recurring	Total
2018/19 Budget available to be allocated	\$ 4.20	\$ 7.70	\$ 11.90
Strategic initiatives funding	1.01	1.55	2.56
Academic Allocations:			
Faculty enrolment and program support	1.13	0.30	1.43
Library inflationary support	-	0.75	0.75
Student services and support	0.37	0.83	1.20
Indigenous law program	-	0.39	0.39
Indigenous initiatives and support	0.47	0.19	0.66
Learning and teaching support and innovation	0.14	0.38	0.51
University health services	-	0.49	0.49
Other Institutional priorities:			
Research infrastructure and plan	0.24	0.74	0.98
Reputational advancement	0.18	1.23	1.41
Fund development plan	0.40	0.22	0.62
IT security, employee support services, policy, licensing and other	0.27	0.63	0.90
Total allocated	\$ 4.20	\$ 7.70	\$ 11.90

Table 3 outlines the available funding that will be used to support priorities as outlined in the Strategic Framework, including an allocation to support several emerging strategic initiatives, and reflected in Part I of this document. The allocation of this funding will be part of the detailed budget allocation process approved by the President (presented to the Board in September for information).

Academic allocations totaling \$5.43M, including base and non-recurring funding, will be used to support the following priorities:

- faculty enrolment and program support includes funding to support approved enrolment plans within engineering and business, and program support across the Faculties;
- non-recurring funds to the library of \$0.75M will supplement the base amount of \$0.25M noted above to provide the library a total \$1.0M to address inflationary and US dollar impacts while a review continues of the acquisitions budget;
- Student services and supports includes base and non-recurring funds for international student priority support areas including work study, co-op and global communities program. It also includes funding to enhance programs and services offered by the office of student life and provide additional supports for recruitment and admissions;
- Non-recurring funding is allocated to law to support the initiation of the in the Indigenous Law program. While operating funding has been announced by government it will not be available until 2019/20 however the program is expected to start this year;
- A total of \$0.66M will be provided to support the Office of Indigenous Academic and Community Engagement including funding for increased staffing capacity, programs and community outreach;
- \$0.51M to support the mandate of the new Division of Learning and Teaching Support and

Innovation (LTSI); and

- In order to ensure access to health care for both international students and domestic students from away, \$0.49M in non-recurring funding has been allocated to support health services.

Other significant allocations include:

- close to \$1.0M to support research including funding to build international research connections, support infrastructure such as animal care, and a new research support fund for assistance with external research applications;
- \$1.41M in funding to continue to support our strategic priority of reputational advancement;
- \$0.62M in funding to begin to address the priority of enhancing our fund development team in order to increase funding from philanthropic sources; and
- Increased resourcing for IT security (\$0.21M) to address cyber security risks, continued funding for employee services such as retirement planning to faculty and staff, immigration support and leadership training, and additional program funding for sexualized violence, conflict resolution and equity and privacy training.

The above allocations were established before the Provincial budget was released at the end of February. That budget included the announcement of a new employer payroll tax of 1.95% of salary to replace the provincial revenue lost from the elimination of medical service plan (MSP) premiums. The details around implementation of this tax are not yet known and therefore have not been included in this framework. If the tax applies to the university, based on what is currently known the total cost is \$5.8M annually (all funds). This cost is far in excess of the amount that would be saved through the elimination of MSP premiums which is estimated at \$2.5M annually. The difference is the result of:

- Current bargained sharing in the MSP premium with employees;
- the new payroll tax being calculated as a percentage of salary instead of a flat amount and therefore higher salaries will attract a higher tax; and
- the tax applying to all salaries regardless of whether the employee currently has MSP coverage. This requirement will increase total compensation costs for researchers and ancillaries that typically have more part time and term employees.

Within the operating fund the projected annual impact once the MSP is fully eliminated is \$2.6M with the estimated impact for 2018/19 of \$1.2M. This is the amount by which the above budget would need to be adjusted should the tax be implemented as announced.

Table 1 above projects modest funding available for allocation of ~\$3.6M (1% of budget) in 2019/20 and ~\$3.1M in 2020/21. This projection assumes that international tuition will increase as noted in the student fees section above. It does not include costs for the new employer payroll tax as implementation is not yet known nor does it include costs for compensation as a result of collective bargaining in 2019 which are assumed to be funded by government.

As noted above, in 2018/19, \$3.76M of non-recurring funding allocated this year represents prior year funding not committed to base in order to maintain financial flexibility to protect against potential enrolment fluctuations or other unforeseen events. This level of base funding provides protection from enrolment decline roughly equal to 174 (~8%) undergraduate international students or 674 (~5%) domestic students as follows:

TABLE 4	# of FTEs	Percent
	2018/19	
Base funding retained (\$)	\$ 3.76	1.0%
International FTE fluctuation absorbed (FTE)	174	7.6%
or Domestic FTE fluctuation absorbed (FTE)	674	4.8%

The difference in number of FTEs is a result of the difference in tuition for a domestic student compared to an international student.

(g) Routine Capital Funding

Annually, the provincial government provides post-secondary institutions with funding for the maintenance, renovation, and upgrade of institutional academic facilities. There are two sources of funding from government to address maintenance and renovations within an overall program called Routine Capital.

The first source of funding is called Minor Maintenance and Rehabilitation and is intended for project planning (e.g., studies or design work) or more minor projects to address maintenance or rehabilitation issues (e.g., replace flooring). For 2018/19 this funding is expected to be ~\$675,000 and is provided as envelope funding - institutions have full discretion over its allocation.

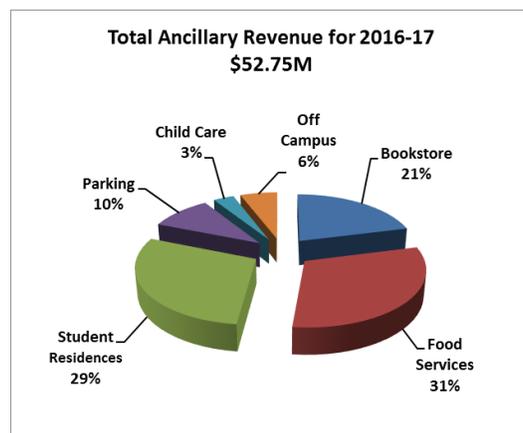
The second source of funding is Major Maintenance and Rehabilitation (MMR) and it is intended to address deferred maintenance and some functional improvements. This funding is provided through a notional allocation against which each institution submits specific projects for approval. This process allows the institution some flexibility with respect to the use of these funds but also ensures, through the requirement for Ministry approval, that provincial priorities are addressed (e.g., deferred maintenance). While not yet approved for the coming year, during 2016/17 the government provided a 3 year funding plan for MMR. For 2017/18 we anticipate funding from government of ~\$8.5M however there is a requirement for a 25% contribution from the institution. The university contribution towards MMR projects will be allocated from funds transferred to capital as part the Ministry program to allow deferral of operating grants for capital requirements if the university has a surplus. Given the deferred maintenance and functional requirements across the campus, investment in capital improvements remains a priority.

The allocation of this funding is coordinated annually through the office of the Vice-President Finance and Operations and approved by the Vice-President Finance and Operations and the Vice-President Academic and Provost, based on overall campus priorities and ranked submissions from the departments.

2. Ancillary Budgets

An ancillary operation is a unit or department within the university that is required to be financially self-sufficient. That is, each operation must generate sufficient revenue to not only cover its annual operating costs, including utilities and maintenance, but also provide for the renovation, maintenance and replacement of its physical assets including any required debt servicing costs.

Revenues from ancillary operations in fiscal 2016/17 totaled \$52.7M or about 9% of the entire operations of the university. This revenue comes from a variety of operations such as housing, food, bookstore, parking, child care and off-campus operations.



The majority of revenue for an ancillary operation comes from the sale of services or products. For 2016/17, this source of revenue accounted for ~94% of total ancillary revenue. Other revenue includes government grants (namely child care - ~3%) and investment income (~2%).

The following sections outline the proposed ancillary budgets for 2018/19 along with the corresponding fee increases that require board approval.

(a) Residence Services

Residence Services provide on-campus accommodation to students and visitors to campus. Accommodation is provided through 21 dormitory buildings, 121 cluster units for single students and through 181 self-contained units (apartments and town houses) for students with families. Table 5 summarizes the current year budget and the proposed Residence Services budget for the next 3 years.

Table 5

Residence Services	Budget 2017-18 (000s)	Projected Budget 2018-19 (000s)	Projected Budget 2019-20 (000s)	Projected Budget 2020-21 (000s)
Total Revenue	\$15,958	\$16,963	\$17,615	\$17,506
Salaries and Benefits	\$4,590	\$5,541	\$5,652	\$5,765
Operating Expenses	\$5,003	\$5,293	\$5,488	\$5,691
Debt Servicing	\$2,393	\$2,395	\$2,393	\$2,393
Capital projects	\$5,200	\$3,500	\$3,500	\$3,500
Provision for Capital & Reserves	\$0	\$233	\$582	\$158
Total Expenditures	\$17,186	\$16,963	\$17,615	\$17,506
Loan / Draw from capital reserve	-\$1,229	\$0	\$0	\$0

After completing a comprehensive review of residence infrastructure (buildings) the Residence Services Department (RSD) developed a 10 year plan to address renewal. This plan included a prioritized list of deferred maintenance work totalling ~\$82M. The plan was developed with the following goals:

- Address all health and safety issues as a first priority;
- Maintain and improve the building facilities conditions; and
- Upgrade amenities and living conditions for students.

Work commenced in 2012 and to date has included significant renewal projects such as window replacement, balcony upgrades, railings, electrical and fire safety system upgrades, fire alarms, roof repairs, etc. The budget in table 5 on the previous page reflects a 4% increase in residence rates as contemplated in the 10 year plan and provides \$3.5M to address the following projects in 2018/19:

- Conclusion of McGill residences including exterior work and interior finishes;
- Roofing for Lam family housing (deferred from 2017/18);
- Lighting updates in Cluster housing; and
- Other various renovations (carpets, paints, stairs, furniture, etc.).

The term rates resulting from the proposed 4% increase for 2018-19 will apply to single student housing as per the attached Appendix 2. Family Housing rates are limited by our loan agreement with BC Housing Corporation under their Low Income Housing Subsidy Program. Rental increases are limited to the percentage of rental increase experienced in the Metro-Victoria area as surveyed and reported by CMHC for October 2017. As family housing continues to be subsidized by single student housing and is generally priced below market, the proposed increases for 2018-19 are within the allowable range for increases permitted under the agreement for some housing types and range from 3.3% to 5.0% as also outlined in Appendix 2.

(b) Food Services

Through 11 unique outlets on campus, University Food Services (UFS) provides a variety of on-campus food choices to faculty, staff, student and visitors to campus. They also provide on-campus catering for university functions. Given the continuing restructuring of the food services operations, Table 6 below provides the projected budget for 2018/19 only whereas normally 3 years would be provided.

Table 6

Food Services	Budget 2017-18 (000s)	Proposed Budget 2018-19 (000s)
Total Revenue	\$18,059	\$18,646
Salaries and Benefits	\$8,908	\$9,177
Operating Expenses	\$8,538	\$8,517
Debt Servicing	\$592	\$637
Provision for Capital and Reserves	\$21	\$315
Total Expenditures	\$18,059	\$18,646

For the last 3 years the food service operation has run an annual deficit. Current projections however anticipate a small surplus for 2017/18 and the above chart projects a surplus for 2018/19. While the operation has returned to a positive position, refinements continue to ensure longer term health of the operation. These refinements include staffing changes, food cost management, alternative products and pricing. Over the past 3 years, as a result of annual deficits, the operations accumulated deficit reached over \$600,000. The operation has been paying interest on this outstanding amount and it has now been converted to debt through an internal loan and included as part of debt servicing.

Revenue for 2018/19 is projected to increase ~4% from the prior year's adjusted budget. This increase reflects expected revenue growth from the introduction of branded units as well as a meal plan rate increase of 7% as outlined in Appendix 2. A 7% increase is needed to ensure that the budget includes dedicated funding for capital investments that directly enhance the residence dining environments, facilities and equipment. From our research, such a fund is becoming the norm for self-operating food services departments at other Canadian comparator institutions (e.g., UBC, McMaster University, University of Guelph), in order to fund long term asset renewal. In the case of food services, this funding will support current capital costs for equipment etc. and then be used to fund the costs of replacing the Cadboro Commons. This recommended increase is supported by our analysis of average standard meal plan rates at our comparator institutions. The below comparators are the ones we typically benchmark against in terms of pricing as they all have self-operated food services departments.

Table 7

**2017-18 Average Standard Meal Plans (ASMP)
costs for declining balance plans**

University	ASMP
University of British Columbia*	\$ 5,495
University of Guelph*	\$ 5,050
McMaster University*	\$ 4,355
University of Waterloo*	\$ 5,010
Western University	\$ 4,895
Average	\$ 4,961
University of Victoria	\$ 4,731
UVic Compared to Average	-\$ 230
UVic Compared to Average	-5%

The above table shows that UVic rates are currently 5% below peers using 2017-18 rates. Assuming most institutions raise rates annually by at least 2% to reflect inflationary costs, a 7% rate increase will put UVic rates near the average and provide a viable financial model for moving forward.

Capital expenditures for the coming year will be fairly modest consisting of a new inventory management software and environmental upgrade to the general store exhaust system.

(c) Parking Services

Parking Services receives revenue from parking passes, meters and fines to cover the cost of operations including:

- a contribution toward the student UPASS bus pass program;
- parking lot maintenance and repair;
- patrol costs;
- service enhancements;
- travel choices programs (also known as traffic demand management or TDM); and
- capital cost of new/expanded parking capacity.

The following Table 8 summarizes the Parking Services budget for 2017/18, as well as projections to 2020/21.

Table 8

Parking Services	Budget 2017-18 (000s)	Projected Budget 2018-19 (000s)	Projected Budget 2019-20 (000s)	Projected Budget 2019-20 (000s)
Total Revenue	\$5,086	\$5,294	\$5,422	\$5,660
Salaries and Benefits	\$1,667	\$1,799	\$1,835	\$1,872
Operating Expenses	\$1,374	\$1,284	\$1,189	\$1,205
Capital, Provision for Reserve and TDM	\$2,045	\$2,211	\$2,398	\$2,582
Total Expenditures	\$5,086	\$5,294	\$5,422	\$5,660

The proposed budget for 2018/19 reflects a rate increase of 5% as well as modest increases in the number of annual permits sold. This rate increase is required to ensure that:

- sufficient capital reserves are built to address future supply needs and infrastructure maintenance;
- parking costs are not subsidized by other areas on campus;
- an appropriate level of funding is available to support a comprehensive travel choices program; and
- the monthly cost of parking aligns with the monthly cost of taking transit (sustainability goal).

The parking budget provides funding for a number of initiatives under the Travel Choices program that promote sustainable transportation options and assists in managing parking demand on campus. They include Bike to Work Week sponsorship, regular cycling infrastructure improvements, the subsidized employee monthly bus pass program, a partnership with MODO the car share co-op, as well as the availability of electric vehicle and electric bicycle charging stations, Zipcar, and carpooling options, all of which are supported by various educational, committee and communication activities.

The October 2016 campus traffic survey results indicated that the split between the different modes of travel remained relatively unchanged for the last six years. Progress on achieving the 2014 - 2019 *Sustainability Action Plan* goal to increase transit, cycling and carpooling to 70% of the campus travel modal split, from the current 60%, has been identified as a challenge in the 2016 *Sustainability Action Plan Progress Report*. Achieving the university's modal split target of 70% non-single occupancy vehicle use will require a renewed effort to consult with stakeholders on new measures to influence campus travel patterns. Therefore, a large portion of the Transportation Demand Management (TDM) budget 2018-19 will be allocated to specifically address the modal split goal by developing a new TDM plan for the university. As well as a new TDM plan the funding will be used to:

- Support the SPOKES program operating out of the Campus Bike Centre;
- Subsidize the Employee Bus Pass program;

- Sponsorship of Greater Victoria Bike to Work Society;
- Foster the Modo carshare partnership, as well as promote other carshare, carpool, rideshare, and vanpool opportunities;
- Advocacy for future BC Transit service additions and routes to serve the campus community
- Install a new fixed bike pump in the Campus Bike Centre; and
- Continue with various educational, committee and communication activities as they relate to sustainable and active transportation.

A 5% increase in parking rates will raise the annual general parking permit to \$515.00 a year, maintaining the goal of price comparability between a general parking pass and the subsidized monthly bus pass. The daily parking rate will remain at a maximum of \$8.00 and the evening parking rate will remain at a maximum of \$3.00.

The parking rates resulting from the increases noted above are contained in Appendix 3. These rates will be effective September 1, 2018. All parking passes expire August 31st of each year.

(d) Child Care Services

Child Care Services, directed by Student Affairs and overseen by an advisory committee, operates six centers at UVic. The university currently provides an annual subsidy to the program by funding the director, one office staff person and their office supplies as well as some building costs and a portion of the salary costs of the day care workers. The total subsidy is ~\$0.5M per year.

The following Table 9 summarizes the proposed Child Care Services budget for 2017/18.

Table 9

Child Care	Budget 2017-18 (000s)	Projected Budget 2018-19 (000s)	Projected Budget 2019-20 (000s)	Projected Budget 2020-21 (000s)
Total Revenue	\$1,668	\$1,783	\$1,948	\$1,977
Salaries and Benefits	\$1,437	\$1,533	\$1,695	\$1,721
Operating Expenses	\$226	\$238	\$242	\$247
Reserve Allocation	\$5	\$12	\$11	\$10
Total Expenditures	\$1,668	\$1,783	\$1,948	\$1,977

The above budget includes fee increases of 1% for infants (6 months to 18 months), 2% for toddlers (18 months to 36 months) and 4% for pre-school children (37 months to 5 years). The recommended fee increases are required to cover cost increases. At the above fee levels, UVic rates will continue to be comparable to rates at UBC, SFU and Camosun College. The overall budget increases from 2017/18 levels reflect plans to open Centres 7 and 8 on September 1, 2018.

See Appendix 4 attached for the 2018/19 schedule of child care fees effective May 1, 2018.

(e) Bookstore

The University Bookstore receives revenue through the sale of textbooks, books, computers, supplies (including food and beverages), and services such as regalia rental to students, faculty, and staff. The following Table 10 summarizes the proposed Bookstore budget for 2018/19 as well as projections to 2020/21.

Table 10

Bookstore	Budget 2017-18 (000s)	Projected Budget 2018-19 (000s)	Projected Budget 2019-20 (000s)	Projected Budget 2020-21 (000s)
Total Revenue	\$10,750	\$10,172	\$9,988	\$9,808
Salaries and Benefits	\$2,150	\$2,107	\$2,068	\$2,031
Cost of Goods Sold	\$8,362	\$7,863	\$7,722	\$7,583
Operating Expenses	\$212	\$168	\$170	\$171
Reserve Allocation	\$26	\$33	\$28	\$23
Total Expenditures	\$10,750	\$10,172	\$9,988	\$9,808

The overall budget for the bookstore is expected to decrease in 2018/19 (from last year's budget) and then continue to decline for the next 2 years. This overall decline in projected revenue reflects anticipated reduced sales in physical books over the 3 year period. Over the following two years, the continued decline in physical book sales is expected to be greater than the increase in merchandise sales. For 2018/19, the Bookstore and the UVic Division of Learning, Teaching, Support and Innovation have identified courses to pilot all-inclusive access for digital course materials, adopt course materials within the BC Open Textbook initiative, and to support access to Open Educational Resource materials.

(f) Off campus properties

The university has two profit-oriented subsidiaries: Heritage Realty Properties and the Vancouver Island Technology Park. Heritage Realty Properties manages the rental properties and downtown hotel and brew-pub which were donated to the university by the late Michael C. Williams. The Vancouver Island Technology Park (VITP) is a research park which leases space to high-technology companies on Vancouver Island. Both these entities have Boards that oversee and approve their annual budgets. These entities, which are recorded in the university's financial statements on an equity basis, are considered investments of the university. Heritage Realty Properties, including properties owned directly by UVic, provides an annual return to the university, expected to be at least \$900K, which is invested in university initiatives consistent with the wishes of the donor. A financial return to the university from VITP is also expected each year of at least \$600K.

3. Specific Purpose Funds

The specific purpose fund is composed of revenues and expenditures from:

- The University of Victoria Foundation;
- Non-operational department grants from external sources provided for designated purposes (department revenue);
- The Foundation for the University of Victoria;
- The US Foundation;
- Long-term disability trust; and
- UVic Industry Partnerships (UVic IP).

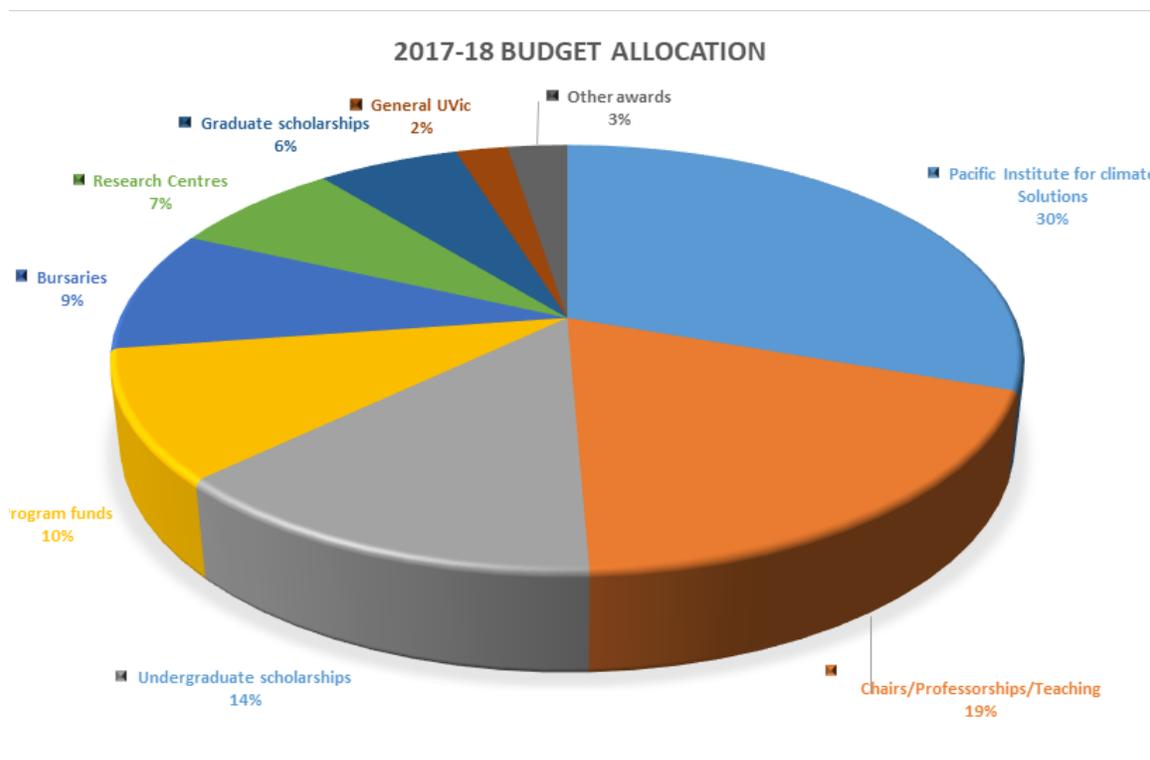
Total revenue for specific purpose increased \$47.4M in 2016/17. This is largely the result of an increase in investment income within the Foundation of \$42.9M over the previous year. The majority of revenue (90.0% in 16/17) in the specific purpose fund is either departmental revenue or revenue from the University of Victoria Foundation.

Departmental revenue is mainly derived from external grants designated for specific purposes such as programs in business and fees from academic and administrative conferences held by departments and are generally non-recurring in nature.

Revenue from the UVic Foundation is comprised of investment income and gains and losses on investments, which by their nature are variable and therefore fluctuate year to year. Given the unpredictable nature of revenue within this fund, it can vary considerably from year to year.

The University of Victoria Foundation holds and invests funds raised for endowment purposes. As at December 31, 2017, there were over of 1,300 funds with a market value of \$451.4M. Annually, the Foundation Board approves a distribution (budget) from the Foundation to the university based on the terms of each endowment fund and the overall spending policy of the Foundation.

For 2017/18, the total Foundation distribution was \$15M and was allocated as follows:



The Foundation distribution budget increased by 3% in 2017/18 or ~\$0.5M. This was as a result of the inflation adjustment on the endowment principal and some funds getting an increase in distribution from 4.0% to 4.5% given strong financial markets in 2016/17. The distribution budget for the foundation is based on:

- 4.0% of inflation adjusted principal; plus
- an additional annual spending of 0.5% to those funds whose value was greater than 108% of inflation adjusted principal.

For 2018/19 the budget is expected to grow again by the 2017 inflation rate of 1.6% and as a result of strong financial markets in 2017/18. This has led to a greater number of endowments becoming eligible for the additional 0.5% spending. The budget for 2018/19 is approved by the Foundation in May 2018.

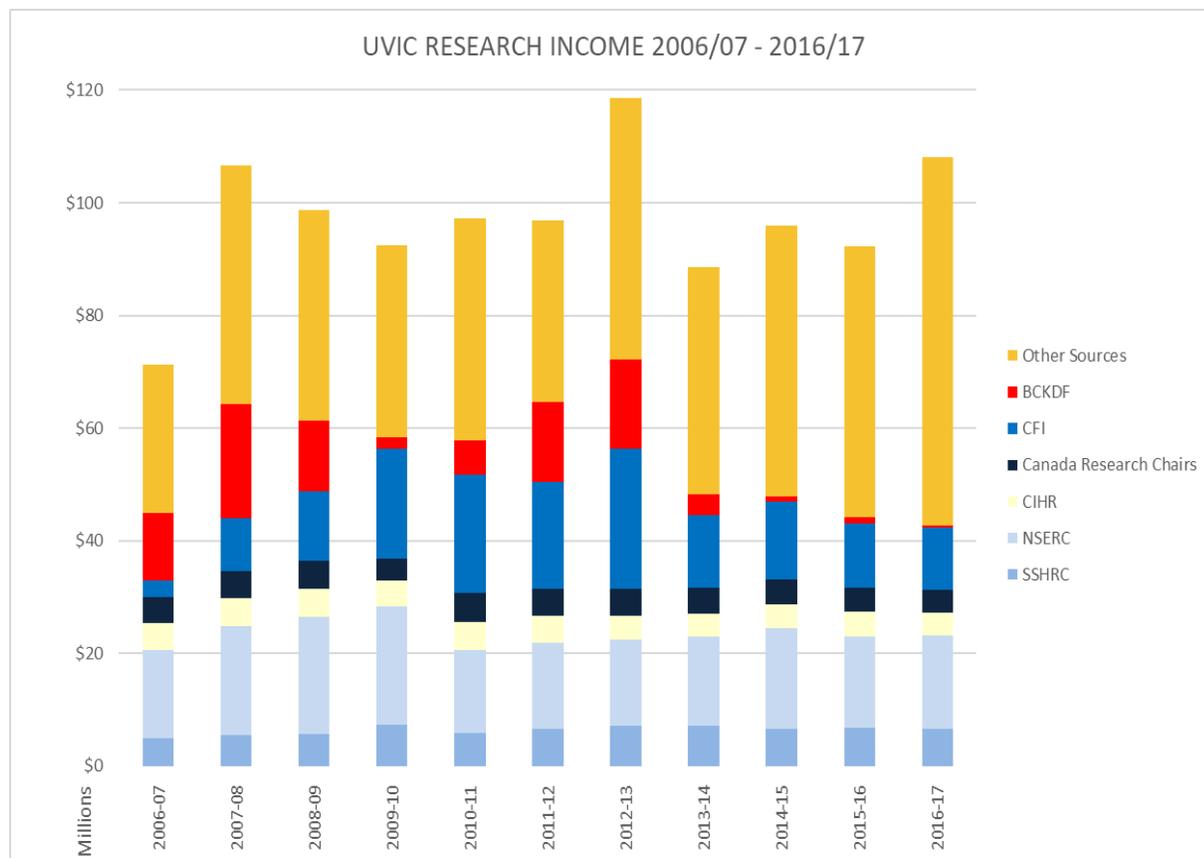
4. Sponsored Research Funds

(a) Research Income

There are five major categories of sponsored research funds: 1) competitively adjudicated funding from the Tri-Agencies; 2) Research Support Funds (RSF) from the Tri-Agencies; 3) Canada Research Chairs (CRC) program; 4) competitively awarded major research infrastructure support from the Canada Foundation for Innovation (CFI), the BC Knowledge Development Fund (BCKDF); and 5) other sources including research agreements and contracts with governments, foundations and industry as shown in the bar chart below.

In 2016/17, UVic received \$114.8M in external research funding (including income from the RSF for indirect costs of research). The fluctuations in overall funding over the last five years are due to the timing in cash flow from CFI and BCKDF in support of our large infrastructure projects. Notwithstanding these fluctuations, external research funding has been at a stable level of approximately \$100M over the past 5 years.

Over the 2010-2016 period the amount of funding from the federal Tri-Agencies (i.e., NSERC, SSHRC and CIHR) has been steady. We continue to see growth in funding from a diversity of programs from sectors such as government agencies, non-governmental organizations, and industry.



(b) Research Highlights

Strategic Research Plan

The Strategic Research Plan 2016-2021 supports intellectual inquiry at its inception, enables the research projects and programs of faculty, staff, students and research partners, and sustains an environment that promotes excellence in research, education and training for the next generation of researchers and leaders. At the core of UVic's SRP are five overarching priorities for enhancing and leveraging the best of UVic research:

1. Defining and Achieving Research Excellence
2. Enhancing the Integration of Research and Education

3. Expanding Partnerships, Innovation and Entrepreneurship
4. Improving Research Competitiveness through Differentiation and Specialization
5. Enhancing and Optimizing the Provision of Research Service

Infrastructure Funding

UVic was awarded \$7M over 7 years for a C150 Research Chair in Material Sciences. The Canada 150 Research Chairs Program is a one-time funding program designed to attract the world's most talented researchers and scholars. A second nomination in Indigenous Nationhood is on the reversion list and may be awarded if other nominees do not accept approved chairs.

UVic's world-leading Ocean Networks Canada (ONC) received \$7.2 million in new funding from the federal government to continue its work monitoring Canada's ocean and coasts. The new investment, managed by Fisheries and Oceans Canada through the Oceans Protection Plan, allows ONC to secure the \$46.6M Major Science Infrastructure (MSI) grant awarded by the Canada Foundation for Innovation (CFI) for operating funds for the next 5 years. These investments from the Canadian government will ensure that ONC continues to lead the world in ocean observatory science and technology. The MSI is only awarded to a small number of selected major science facilities across Canada that serve communities of researchers nationally and internationally, support leading-edge R&D, and promote the transfer of knowledge for the benefit of society.

Two UVic led projects in ocean sciences and technologies were awarded \$6,250,000 in the last CFI Innovation Fund major competition. Additionally, UVic was awarded \$3.5M as partner in another 4 projects in particle physics, astrophysics, seismology and social sciences. UVic ranked 10th nationally in the competition with 46% of the funds requested approved (national average was 33%).

Major Research Funding

UVic researchers have received highly competitive SSHRC and NSERC grants this past year. SSHRC Partnership Grants provide up to \$2.5M to support formal partnerships between academic researchers and partners working together to advance knowledge, build connections, and support training initiatives. In 2017, UVic received a SSHRC Partnership Grant for Indigenous language revitalization (\$2,499,764 over 6 years). NSERC Collaborative Research and Training Experience (CREATE) provide up to \$1.65M in funding to support innovative training programs for highly qualified students and postdoctoral fellows. UVic received two of these grants in 2017 in the areas of drug delivery and astronomy instrumentation, totalling \$3.3M.

5. Capital Fund

The capital fund accounts for the revenues and expenditures that result from the acquisition or construction of major physical assets such as buildings or enterprise information systems. Given the project nature of the activities in this fund, revenues and expenditures can fluctuate greatly from year to year. For example capital revenue was \$19.1M in 2013/14, \$6.8M in 2014/15, and \$12.3M in 2015/16.

Major capital activity over the past year included:

1 Elliot Science Teaching Lab Upgrades

This is the final year for upgrades to the chemistry teaching labs in the Elliot Building. These labs were built in the 1960s and have not had significant upgrades since that time. In order to continue to meet teaching requirements during renovations this project was broken into several phases. Phase I which included project planning and design occurred in 2014/15, phase II and III included majority of the construction of the new labs during 2015/16 and 2016/17 with final construction completion to be in 2017/18. This project has been funded by the Ministry of Advanced Education through the Major Maintenance and Rehabilitation program referenced above with a 25% contribution from the university. This project has had a significant impact in the quality of the teaching environment for chemistry.

2 Deferred Maintenance program

As part of the MMR funding program noted above, the university undertook a number of projects that will improve the conditions of our buildings. These include:

- The completion of the Elliot roofing project;
- Post disaster upgrades to the campus security and Saunders buildings;
- Energy efficiency lighting upgrades;
- Elevator renewals;
- Emergency eye wash station upgrades; and
- various other smaller deferred maintenance projects (back flow prevention, sidewalk renewal, etc.).

3 District Energy Plant

As per the 5 year capital plan, the current district energy plant is nearing end of life. Therefore one of the priority projects within the capital plan (see below) is the replacement of this plant. Work began on this project during 2016/17 which included finalizing the building design and beginning site prep work, including the installation of piping required for the facility. Construction started in 2017/18. The project is expected to be complete at the end of 2018/19 and will include those components required to ensure the continuation of district heating. Other components (loop expansion, efficiency equipment in various buildings, etc.) will be completed over a longer period of time as funding becomes available.

4 Petch Building Renewal

As outlined in the 5 year capital plan and referenced below, addressing the university's accumulated deferred maintenance is an institutional priority. To begin to address this issue, the Ministry has provided additional Major Maintenance and Repair funding to undertake multiple projects within the Petch Building. These projects include both deferred maintenance and functional improvements. The total of all projects within the Petch Building is \$20M. This project commenced in 2016/17 but will be completed over 2017/18 and 2018/19.

5 Decanting Program

One of the priorities of the capital plan (outlined below) is to develop plans to provide incremental space to the Faculties of Science and Social Science to address current space pressures. During 2016/17 work commenced to address some pressures within Social Sciences – namely for the School of Environmental Studies. In order to enable the program to consolidate (for the most part) within the David Turpin Building (DTB), Audiovisual and Media Services (a department of within University Systems) were relocated to the Clearihue Building. The DTB was renovated in 2017/18 to support the teaching and research needs of the School of Environmental Studies.

Current planning is also underway to move the Canadian Centre for Climate Modeling and Analysis (CCCma) and the Water and Climate Impact Research Centre (WCIRC) groups to Queenswood. These two moves would free space in the Bob Wright Building for the Faculty of Science and space within the David Turpin for both Science and Social Sciences. Current expectations are that these groups will move in late 2018/19.

The capital priorities approved in the 2017/18 capital plan for the next five years include:

- Student housing expansion;
- An addition to the Engineering and Computer Science Building;
- An addition to the Fraser Building for the Indigenous Legal Lodge
- An addition to the Business and Economics Building (BEC);
- Additional space to address pressures in Science and Social Science;
- Campus seismic and renewal program;
- Petch and MacPherson building renewals; and
- Elliot Building science teaching laboratory upgrades to address safety and functionality issues.

The capital plan is approved separately by the Board each year.

C. Financial Risks

This budget framework has been developed based on certain assumptions with respect to revenues and expenditures. Changes in these assumptions will have a financial impact that may affect the university's ability to implement some of the strategies outlined in this document.

These include:

- The province has not yet provided the funding letter for 2018/19. Given this fact, there is risk that the allocation may be a different amount than estimated in this budget;
- This 3 year budget plan has been developed on the assumption that the Province will fully fund collective bargaining costs resulting from negotiations beginning in 2019. The mandate for the next round of bargaining is not yet known and therefore the costs and associated revenue from government have not been included in this document;

- The Province of BC announced that there will be a new employer health tax effective January 1, 2019. The impact of this new tax has not been incorporated into this budget as implementation details and therefore the ultimate impact on UVic is not yet known. The total impact from this new tax, should UVic be required to fully fund, is significant;
- Enrolment levels can be affected by the economy, competition, the world economic environment and demographics. Changes in these conditions can have a significant impact on tuition revenues should international students, for example, choose to stay in their home countries for post-secondary education. While this budget provides for financial flexibility by not allocating all the revenue generated to base commitments, enrolment could vary greater than the amount held;
- Utility and/or other non-salary expenditures may experience inflation beyond those provided for in this budget;
- The university has a total operating budget of approximately \$ 369M and total annual expenditures across all funds over \$618M. Within this total budget, there is limited flexibility to address significant unforeseen events;
- While the Federal/Provincial Knowledge Infrastructure (KIP) project which renewed six of the oldest buildings on campus and the current MMR program within government has enabled us to address some of deferred maintenance, overall building conditions remain an issue. Given the age of some buildings, there is a greater likelihood of a large unexpected repair. The university does not have funding set aside for such occurrences; and
- A weak Canadian dollar relative to the US dollar has had a negative impact on the university's purchasing power particularly with respect to library acquisitions, software licensing, facilities construction and other supplies. A sustained lower dollar or a worsening of the dollar will further erode purchasing power in these areas and may require realignment of resources.

D. Compliance with Section 29 of The University Act

Section 29 of the University Act requires that the University may not have a deficit in any year. The determination of deficit is in accordance with the standards used in the preparation of the university's external, audited financial statements. As noted above, the University prepares its budgets and manages its financial activities using fund accounting. In order to be in compliance with Section 29 of the University Act, the University also completes a forecast of the expected results in accordance with the requirements of the University Act. At this time, it is anticipated that the budget will be developed within the context of the Budget Framework and will result in small surpluses in each of the next three years.

Appendices:

Appendix 1 – Schedule of Proposed Tuition Fees

Appendix 2 – Housing Fee Table

Appendix 3 – Parking Fee Table

Appendix 4 – Schedule of Child Care Fees

Appendix 1: Schedule of Proposed Tuition Fees

Schedule of Proposed Tuition Fees to be Effective May 1, 2018				
		Effective May 1, 2016	Effective May 1, 2017	Effective May 1, 2018
Undergraduate Tuition				
Tri Faculty				
Per fee unit -	Domestic	357.84	365.00	372.30
	International	1,157.84	1,204.16	1,444.98
	Grandfathered International	1,157.84	1,204.16	1,252.32
Course Challenge				
Per fee unit -	Domestic	178.92	182.50	186.15
	International	578.92	602.08	722.49
	Grandfathered International	578.92	602.08	626.16
AHVS 488 and HA 499 per unit		445.95	454.86	463.96
Business Faculty				
Per fee unit -	Domestic	487.85	497.60	507.56
	International	1,501.40	1,561.46	1,655.16
	Grandfathered International	1,501.40	1,561.46	1,623.92
Co-op Program Fee -	Domestic	337.85	344.60	351.50
	All International	563.08	585.60	609.02
Engineering Faculty				
ENGR courses				
Per fee unit -	Domestic	357.84	365.00	372.30
	International	1,157.84	1,204.16	1,444.98
	Grandfathered International	1,157.84	1,204.16	1,252.32
CENG, ELEC, MECH, CSC, SENG, BIOM				
Per fee unit -	Domestic	395.95	403.88	411.96
	International		1,299.28	1,559.14
	Grandfathered International	1,249.30	1,299.28	1,351.25
Co-op Program Fee -	Domestic	337.85	344.60	351.50
	All International	563.08	585.60	609.02
Co-op Work Term				
Per work term -	Domestic	675.70	689.20	703.00
	All International	1,126.16	1,171.20	1,218.04
Co-op Work Term Challenge				
	Domestic	337.85	344.60	351.50
	All International	563.08	585.60	609.02
Law Tuition				
Full time, per term -	Domestic	4,696.72	4,790.65	4,886.46
	International	12,490.56	12,990.18	15,588.22
	Grandfathered International	12,490.56	12,990.18	13,509.79
Part-time per unit -	Domestic	626.24	638.76	651.54
	International	1,665.42	1,732.04	2,078.45
	Grandfathered International	1,665.42	1,732.04	1,801.32

Page 2 of 5		Effective May 1, 2016	Effective May 1, 2017	Effective May 1, 2018
Graduate Tuition* (per term)				
Full fee installment -	Domestic	1,858.26	1,895.44	1,933.34
	All International	2,211.16	2,299.60	2,391.58
Half fee installment -	Domestic	929.13	947.72	966.67
	All International	1,105.58	1,149.80	1,195.79
Non-degree -	Domestic	738.04	752.80	767.86
	All International	880.42	915.64	952.26
Graduate Re-registration Fees, per term until maximum completion limits				
	Domestic	738.04	752.80	767.86
	All International	880.42	915.64	952.26
Thereafter -	Domestic	1,858.26	1,895.44	1,933.34
	All International	2,211.16	2,299.60	2,391.58
MBA Tuition * per term Daytime and Weekend Program				
Full fee installment -	Domestic	4,001.02	4,081.04	4,162.66
	International	4,353.92	4,528.08	5,162.02
	Grandfathered International	4,353.92	4,528.08	4,709.20
Non-degree -	Domestic	1,320.34	1,346.76	1,373.70
	International	1,436.80	1,494.28	1,703.48
	Grandfathered International	1,436.80	1,494.28	1,554.06
MBA Re-registration Fees, per term until maximum completion limits				
	Domestic	1,320.34	1,346.74	1,373.68
	International	1,436.80	1,494.28	1,703.48
	Grandfathered International	1,436.80	1,494.28	1,554.06
Thereafter -	Domestic	4,001.02	4,081.04	4,162.66
	International	4,353.92	4,528.08	5,162.02
	Grandfathered International	4,353.92	4,528.08	4,709.20
MBA/JD *per term MBA fees until maximum completion limits				
	Domestic	2,667.34	2,720.70	2,775.12
	International	2,902.61	3,018.70	3,441.32
	Grandfathered International	2,902.61	3,018.70	3,139.45
Thereafter -	Domestic	1,320.34	1,346.76	1,373.68
	International	1,436.80	1,494.28	1,703.48
	Grandfathered International	1,436.80	1,494.28	1,554.06
Master of Global Business (MGB) fees per term				
Full fee installment -	Domestic	6,756.98	6,892.12	7,029.96
	International	8,633.94	8,979.30	10,775.16
	Grandfathered International	8,633.94	8,979.30	9,338.48
MGB Re-registration Fees, per term until maximum completion limits				
	Domestic	2,252.32	2,297.38	2,343.32
	International	2,877.96	2,993.08	3,591.70
	Grandfathered International	2,877.96	2,993.08	3,112.80

Page 3 of 5		Effective May 1, 2016	Effective May 1, 2017	Effective May 1, 2018
MA in Community Development (MACD-D)				
fees per term				
	Domestic	2,646.48	2,699.40	2,753.40
	All International	3,096.96	3,220.84	3,349.68
MACD-D Re-registration Fees, per term				
until maximum completion limits				
	Domestic	882.18	899.82	917.82
	All International	1,032.32	1,073.60	1,116.54
Graduate Co-op Work Term -				
	Domestic	675.70	689.20	703.00
	All International	801.84	833.90	867.26
Health Informatics fee, per term -				
	Domestic	4,545.62	4,636.54	4,729.26
	All International	4,898.50	5,094.44	5,298.22
Health Informatics re-registration fee				
until maximum completion limits				
	Domestic	1,629.78	1,662.38	1,695.62
	All International	1,746.26	1,816.10	1,888.74
Master of Public Health (MPH)				
fees per term				
	Domestic	2,252.32	2,297.38	2,343.32
	All International	2,680.28	2,787.50	2,899.00
Master of Public Health (MPH)				
Re-reg fees, per term				
	Domestic	750.78	765.80	781.12
	All International	893.42	929.16	966.32
Double Degree in Nursing & Health Informatics				
fees per term				
	Domestic	3,753.88	3,828.96	3,905.54
	All International	4,467.12	4,645.80	4,831.62
Double Degree in Nursing & Health Informatics				
Re-registration fee, per term				
	Domestic	1,251.30	1,276.32	1,301.86
	All International	1,489.04	1,548.60	1,610.54
Double Degree in MEng/MBA and MSC				
(CompSci)/MBA				
	Domestic	4,258.60	4,343.78	4,430.66
	International	4,641.88	4,827.56	5,276.52
	Grandfathered International	4,641.88	4,827.56	5,020.66
Double Degree in MEng/MBA and MSC				
(CompSci)/MBA				
Re-registration fee, per term				
	Domestic	1,419.54	1,447.92	1,476.88
	International	1,547.30	1,609.20	1,758.86
	Grandfathered International	1,547.30	1,609.20	1,673.56
MEng Telecommunications &				
InformationSecurity - fees per term				
	Domestic	6,936.00	7,074.72	7,216.22
	All International	8,670.00	9,016.80	9,377.48

Page 4 of 5		Effective May 1, 2016	Effective May 1, 2017	Effective May 1, 2018
Audit Fees per fee unit				
Under age 65				
Undergraduate -	Domestic	178.92	182.50	186.15
	International	578.92	602.08	722.49
	Grandfathered International	578.92	602.08	626.16
Graduate -				
	Domestic	310.62	316.82	323.16
	All International	392.28	407.98	424.30
Age 65 or over				
Undergraduate -				
		60.60	61.82	63.06
Graduate -				
		102.06	104.12	106.20
Graduate Certificate in Entrepreneurship fees per unit				
	Domestic	844.62	861.50	878.74
	All International	1,126.16	1,171.20	1,218.06
Graduate Diploma in Entrepreneurship fees per unit				
	Domestic	844.62	861.50	878.74
	All International	1,126.16	1,171.20	1,218.06
Graduate Certificate in Medical Physics fees per unit				
	Domestic	1,300.50	1,326.50	1,353.04
	All International	1,547.60	1,609.50	1,673.88
Master's Certificate in Digital Humanities fees per unit				
	Domestic	1,040.40	1,061.20	1,082.44
	All International	1,248.48	1,298.42	1,350.36
PhD in Health Informatics (HINF)				
	Domestic	5,306.04	5,412.16	5,520.40
	All International	6,314.20	6,566.78	6,829.46
Grad re-reg fees, per term until maximum completion limits -				
	Domestic	1,750.98	1,786.00	1,821.72
	All International	2,083.68	2,167.02	2,253.70
Thereafter -				
	Domestic	5,306.04	5,412.16	5,520.40
	All International	6,314.20	6,566.78	6,829.46
Grad Certificate Health Terminology Standards per unit -				
	Domestic	n/a	1,416.68	1,445.02
	All International	n/a	1,556.28	1,618.54

Page 5 of 5		Effective May 1, 2016	Effective May 1, 2017	Effective May 1, 2018
Program Fees, per term:				
Inacademic Program Fee (BCom)				
	International	400.00	400.00	424.00
	Grandfathered International	400.00	400.00	416.00
Master of Business Administration (MBA)				
	Daytime and Weekend Program			
	Domestic	520.20	530.60	541.22
	International			604.88
	Grandfathered International			551.82
Master of Business Administration (MBA)				
	JD/MBA Double Degree			
	Domestic	346.82	353.76	360.84
	International			403.28
	Grandfathered International			367.91
Master of Global Business (MGB)				
	Domestic	971.06	990.46	1,010.26
	International			1,188.56
	Grandfathered International			1,030.08
Grad Certificate - Entrepreneurship				
	Domestic	1,560.60	1,591.80	1,623.64
	All International			1,655.48
Grad Diploma - Entrepreneurship				
	Domestic	1,170.46	1,193.86	1,217.74
	All International			1,241.62
PhD in International Management & Organization				
	Domestic	500.00	500.00	500.00
	All International			520.00
Professional Specialization Certificate in Special Education				
	Domestic	364.14	371.42	378.86
	All International			445.70
MEd/MA EPLS Counselling				
	Domestic	364.14	371.42	378.84
	All International			386.28
Double Degrees in MEng/MBA and MSC(CompSci)/MBA				
	Domestic	445.88	454.80	463.90
	International			518.48
	Grandfathered International			473.00
Indigenous Ed grad prog in Indigenous Revitalization				
	Domestic	364.14	371.42	378.85
	All International			386.28
LATHE (Learning/Teaching in Higher Ed Certificate) Degree Students				
	Domestic	738.04	752.80	767.86
	All International	880.42	915.64	952.26
Indigenous Nationhood Certificate Program Degree Students				
	Domestic	n/a	752.80	767.86
	All International	n/a	915.64	952.26
Child and Youth Care MA				
	Domestic	357.00	364.14	371.42
	All International			378.70
Health Terminology Standards Degree Students				
	Domestic	n/a	2,125.00	2,167.50
	All International	n/a	2,334.40	2,427.78

Appendix 2: Housing Fee Table

Housing Fee Table

Student Residences			
	2017-18 Current Per Term	2018-19 Proposed per Term	Percentage Increase
Single Room	\$2,666	\$2,773	4.0%
Twin Room	\$2,040	\$2,122	4.0%
Standard Meal Plan	\$2,366	\$2,531	7.0%
Cluster Housing			
Single Cluster Room	\$3,091	\$3,215	4.0%

<i>For the academic year (September to April) these rates yield:</i>			
	2017-18 Current	2018-19 Proposed	Percentage Increase
Single room + Standard Meal Plan	\$10,064	\$10,608	5.4%
Twin room + Standard Meal Plan	\$8,811	\$9,305	5.6%
Cluster Room (no meal plan)	\$6,182	\$6,429	
Family Housing (monthly)			
	2017-18 Current	2018-19 Proposed	Percentage Increase
One bedroom apartment	\$856	\$899	5.0%
Two bedroom apartment		\$1,070	5.0%
Two bedroom townhouse	\$1,141	\$1,179	3.3%
Three bedroom townhouse	\$1,270	\$1,334	5.0%

Note: The above term rates include 24 hour, 7 days a week internet service to all rooms.

Appendix 3: Parking Fee Table

The rates outlined below reflect the cost of purchasing the pass, expiring in August of each year, in the time-frame shown.

2018-2019 Parking Fee Table				
Purchased between dates:	September 01 and December 31	January 01 and April 30	May 01 and August 31	Monthly
General Reserved Parking	\$900	\$603	\$297	\$180
General Parking	\$515	\$345	\$170	\$10
General Student Parking	\$515	\$345	\$170	\$10
Motorcycle and Scooter	\$196	\$131	\$65	\$44
Flexible Reserved	\$630	N/A	N/A	N/A
Flexible General	\$360	N/A	N/A	N/A
Carpool	Annual Rate			
2017-2018 Parking Fee Table				
Purchased between dates:	September 01 and December 31	January 01 and April 30	May 01 and August 31	Monthly
General Reserved Parking	\$858	\$575	\$283	\$172
General Parking	\$490	\$328	\$162	\$98
General Student Parking	\$490	\$328	\$162	\$98
Motorcycle and Scooter	\$186	\$125	\$61	\$42
Flexible Reserved	\$601	N/A	N/A	N/A
Flexible General	\$343	N/A	N/A	N/A
Carpool	Annual Rate			

Appendix 4: Schedule of Child Care Fees

	Current Rates 2017-18 (\$ per month)	Proposed Rates (\$ per month) effective May 1, 2018
INFANT CARE – CHILDREN AGED 6 TO 18 MONTHS		
Level A: Faculty/Staff	\$1,396	\$1,410
Level B: Students	\$1,288	\$1,300
CHILDREN AGED 18 TO 36 MONTHS		
Level A: Faculty/Staff	\$1,210	\$1,234
Level A (1): Faculty/Staff 3 day/week	\$809	\$825
Level A (2): Faculty/Staff 2 day/week	\$550	\$561
Level B: Students	\$1,090	\$1,112
Level B (1): Students 3 day /week	\$750	\$765
Level B (2): Students 2 day/week	\$510	\$520
CHILDREN AGED 37 MONTHS TO 5 YEARS		
Level A: Faculty/Staff	\$911	\$947
Level A (1): Faculty/Staff 3 day/week	\$642	\$668
Level A (2): Faculty/Staff 2 day/week	\$438	\$456
Level B: Students	\$762	\$792
Level B (1): Students 3 day/week	\$554	\$576
Level B (2) 2 day/week	\$387	\$402