



University  
of Victoria

UNIVERSITY OF VICTORIA  
BOARD OF GOVERNORS  
Tuesday, January 26, 2016  
11:00 a.m. – 12:00 p.m.  
Senate and Board Chambers

**DRAFT AGENDA - OPEN BOARD**

**Welcome**

**1. Approval of Agenda**

**MOTION:**

*THAT the agenda of the open session of the regular meeting of January 26, 2016 be approved.*

**2. Summary Record of Regular Meeting of September 29, 2015 (attached)**

**MOTION:**

*THAT the summary record of the open session of the regular meeting of November 24, 2015 be approved.*

**3. Business Arising**

**4. Remarks from the Chair**

**5. Correspondence**

- a. **Open letter from UVic Faculty for Divestment, received December 14, 2015 (attachment)**

**CONSENT**

**6. Finance Committee (L. LeBlanc)**

- a. **University of Victoria Staff Pension Investment Performance Report for the period ending September 30, 2015 BOG-Jan26/16-16**

**b. University of Victoria Staff Pension Plan Statement of Investment Policies and Goals BOG-Jan26/16-18**

**MOTION:**

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

1. *Section I(B), page 1: YMPE (\$53,600 in 2015) and actuarial valuation updated to 2013 (\$26.5 million surplus on assets of \$208.7 million and liabilities of \$182.2 million)*
2. *Section I(B), page 2, 2nd para: update membership demographics to, nearly one-half (50%) are under age 50, and over 30% are age 55 or older*
3. *Section II(A), page 5: update long term objective to 4% real return (should come from valuation assumptions – nominal return less inflation is  $5.9 - 2 = 3.9$ , rounded to 4)*
4. *Section II(B), page 5: real estate objective s/b CPI plus 4% (vs 5%) and update cdn equity index (delete “Capped”) – replace all instances in document.*
5. *Section IV(C), page 13: update combined fund benchmark to match Section II.*
6. *Section III, I page 10 – Maximum Quantity Restrictions - increase allocation of BBB bonds from 15% to 25%*

**7. Operations and Facilities Committee (T. Redies)**

- a. Status Report on Capital Projects BOG-Jan26/16-20**
- b. University of Victoria Bursary Program BOG-Jan26/16-31**
- c. New and Revised Awards BOG-Jan26/16-25**

**MOTION:**

*THAT the Board of Governors approve the following new and revised awards:*

- *Grad Class of 1964 Entrance Scholarship (New-UG)\**
- *Grace and Harry Hickman Scholarship (Revised-UG)*
- *Cuchulain Vikes Rugby Award (New-UG) \**
- *Lawson Lundell LLP Price in Securities Regulation (Revised-UG)*
- *Cassels Shaw Graduate Fellowship (New-GS) \**
- *Trussel Undergraduate Scholarship in Science and Technology (Faculty of Engineering) (New-UG)*
- *Trussel Undergraduate Scholarship in Science and Technology (Faculty of Science) (New-UG)*

*\* Administered by the University of Victoria Foundation*

- d. **Proposal for a new stream in the existing Masters of Music program - Music Technology** BOG-Jan26/16-24

**MOTION:**

*THAT the Board of Governors approve the establishment of a stream in the existing Masters of Music program, in Music Technology, to be effective immediately and that this approval be withdrawn if the program should not be offered within five years of the granting of approval.*

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

**REGULAR**

**8. Operations and Facilities Committee (T. Redies)**

- a. **Approval of the Campus Plan** BOG-Jan26/16-22

**MOTION:**

*THAT the Board of Governors approve the updated Campus Plan.*

**9. President's Report**

- a. **External Relations Update** BOG-Jan26/16-03
- b. **Presentation on Enhanced Planning Tools** by Vice-President Academic and Provost Valerie Kuehne, and Advisor to the Provost, Special Projects Sarah Blackstone

**10. Other Business**

**11. Adjournment**



University  
of Victoria

**UNIVERSITY OF VICTORIA  
BOARD OF GOVERNORS  
Tuesday, November 24, 2015, 11:00 a.m.  
Senate and Board Chambers**

**OPEN BOARD**

**SUMMARY RECORD**

**Present:** Dr. Erich Mohr (Chair), Mr. Nav Bassi, Prof. Jamie Cassels, Dr. Hélène Cazes, Ms. Ida Chong, Ms. Daphne Corbett, Mr. Michael Kennedy, Ms. Lindsay LeBlanc, Ms. Isobel Mackenzie, Ms. Brontë Renwick-Shields, Ms. Tracy Redies, Ms. Beverly Van Ruyven, Dr. Julia Eastman (Secretary)

**Regrets:** Dr. Ana Maria Peredo, Ms. Shelagh Rogers

**By Invitation:** Ms. Carmen Charette, Ms. Gayle Gorrill, Dr. Valerie Kuehne, Ms. Samantha Watkins, Mr. Tony Eder (for part)

**1. Approval of Agenda**

**MOTION (N. Bassi/K. Erickson):**

*THAT the agenda of the open session of the regular meeting of November 24, 2015 be approved.*

**CARRIED**

**2. Minutes of Regular Meeting of September 29, 2015 (attached)**

**MOTION (H. Cazes/B. Renwick-Shields):**

*THAT the minutes of the open session of the regular meeting of September 29, 2015 be approved.*

**CARRIED**

**3. Business Arising**

There was none.

**4. Remarks from the Chair**

Board Chair Erich Mohr reported that the Board had received reports on and discussed a number of strategic issues during Committee meetings. He said Finance Committee members had had a full and thoughtful discussion of the Budget Approach and Assumptions, including

residence fees. He thanked all Board members for the informed and robust discussion. He emphasized the mutual commitment of all Board members and of the university's leadership to the best interests of students and the university.

## **5. Correspondence**

There was none.

## **CONSENT**

### **6. Operations and Facilities Committee (M. Kennedy)**

#### **a. Academic Program Proposals:**

- i. Proposal for New Applied Theatre Concentration in Department of Theatre** BOG-Nov24/15-08 (See appendix document for full proposal)

**MOTION:**

*THAT the Board of Governors approve the Proposal for New Applied Theatre Concentration in the MA Program in the Department of Theatre effective immediately.*

- ii. Proposal for MA in Public History** BOG-Nov24/15-09  
(See appendix document for full proposal)

**MOTION:**

*THAT the Board of Governors approve the Proposal for an MA in Public History. Once the Board of Governors have approved the proposal, the proposal must be posted on the Ministry of Advanced Education website for peer review for a period of 30 days.*

- iii. Proposal for Honours Program in Slavic Studies** BOG-Nov24/15-10  
(See appendix document for full proposal)

**MOTION:**

*THAT the Board of Governors approve the Proposal for an Honours Program in Slavic Studies effective immediately.*

- iv. Proposal for Certificate in General Studies** BOG-Nov24/15-22  
(See appendix document for full proposal)

**MOTION:**

*THAT the Board of Governors approve the Proposal for a Certificate in General Studies effective immediately.*

- b. 2015-16 Annual Report on Status of Academic Program Review**  
BOG-Nov24/15-34

- c. New and Revised Awards** BOG-Nov24/15-12

**MOTION:**

*THAT the Board of Governors approve the following new and revised graduate and undergraduate awards:*

- *Lee Hayes Scholarship (revised) \**
- *London Drugs Undergraduate Scholarship in Nursing (new)\**
- *Miller Thomson LLP National Entrance Scholarship (new) \**
- *Viking Alumni Rugby Award (revised) \**
- *Edward Hammond King Bursary (new) \**
- *Campus Dental Bursary (revised)*
- *Balbir Singh Sidhu Memorial Bursary in the Faculty of Science (new) \**
- *Magher Singh and Basant Kaur Chima Memorial Bursary (new) \**
- *Hakai-Raincoast Bursary (new)*
- *Dr. Nora Haimberger Scholarships (revised) \**
- *Laura Szendrei Memorial Award (new) \**
- *Law Foundation of B.C. Public Interest Award (new)*
- *Aboriginal Health Career Bursary (new)*
- *John Tucker Friends of Medieval Studies Scholarship (revised) \**
- *MBA Leadership/Citizenship Award (new)*
- *Youth In Care Living Expenses Award (new)*
- *Urbanecology.ca Scholarship (revised)*
- *Corrine Lowen Memorial Award in Social Dimensions of Health (new)*
- *Elsa Eleonora Fagerberg & Clara Maria Fagerberg Entrance Scholarship (revised) \**
- *Colin Jones Prize in Canadian Public Policy (revised) \**
- *Leonard Laudadio Prize in Environmental Economics (revised)*
- *Jeto Sangara Nursing Bursary (new)*
- *Joyce Clearihue Scholarship in Forest Biology (new) \**
- *Ted Whelen Graduate Scholarship (new) \**
- *Ted Whelen Graduate Entrance Scholarship (new) \**
- *Russian Embassy in Canada Book Prize (new)*
- *Tectoria Video Game Industry Award for Developers (new)*
- *Shirley Case Memorial Scholarship (new)*
- *Ian & Sheila Barrodale Award in Computer Science & Mathematics (new) \**
- *Dr. Arne H. Lane Graduate Fellowships in Marine Sciences (revised)\**
- *Gregory Blue Scholarship in Global History (new)\**
- *Ronald F. MacIsaac Prize (revised)*
- *50<sup>th</sup> Anniversary Science Entrance Scholarship (revised)\**
- *University of Victoria Entrance Scholarship – The Brishkai Lund Scholarship (revised)*
- *University of Victoria Entrance Scholarship – The Donna Thomas Scholarship (revised)*
- *University of Victoria Entrance Scholarship – The Dr. & Mrs. R.B. Wilson Scholarship (revised)*
- *University of Victoria Entrance Scholarship – The Dr. J. Waelti-Walters (revised)*
- *University of Victoria Entrance Scholarship – The Howard Denike Scholarship (revised)*

- *University of Victoria Entrance Scholarship – The Dr. Hugh Stephen Scholarship (revised)*

*\* Administered by the University of Victoria Foundation*

- d. **Update on Process Improvements in Facilities Management** BOG-Nov24/15-31
- e. **Status Report on Capital Projects** BOG-Nov24/15-05

## 7. **Finance Committee (L. LeBlanc)**

- a. **University of Victoria Staff Pension Plan, Amendment No.29** BOG-Nov24/15-26  
(See appendix document for full document)

### **MOTION:**

*THAT the Board of Governors approve the attached Amendment No. 29 to the University of Victoria Staff Pension Plan and that the attached restated Plan text, consolidating all amendments up to and including Amendment No.29, be effective September 30, 2015.*

- b. **Staff Pension Plan Governance Policy** BOG-Nov24/15-27

### **MOTION:**

*THAT the Board of Governors approve the attached University of Victoria Staff Pension Plan Governance Policy.*

- c. **University of Victoria Money Purchase Pension Plan, Amendment #13**  
BOG-Nov24/15-28  
(See appendix document for full document)

### **MOTION:**

*THAT the Board of Governors approve the attached Amendment No. 13 to the University of Victoria Money Purchase Pension Plan and that the attached restated Trust Agreement and Plan text, consolidating all amendments up to and including Amendment No. 13, be effective September 30, 2015.*

- d. **University of Victoria Combination Pension Plan, Amendment No. 35**  
BOG-Nov24/15-29  
(See appendix document for full document)

### **MOTION:**

*THAT the Board of Governors approve the attached Amendment No. 35 to the University of Victoria Combination Pension Plan and that the attached restated Trust Agreement and Plan text, consolidating all amendments up to and including Amendment No. 35, be effective September 30, 2015.*

***Pro Forma Motion (K. Erickson/B. Renwick-Shields):***

*That the above items be approved by the Board of Governors by consent.*

**CARRIED**

**REGULAR**

**8. Operations and Facilities Committee (M. Kennedy)**

**a. Proposal to establish a Department of Civil Engineering BOG-Nov24/15-23**

Operations and Facilities Committee Chair Michael Kennedy said there had been discussion of the business case for establishing a Department of Civil Engineering, including opportunities for students and diversity, and that the committee was supportive of this very positive development.

***MOTION (M. Kennedy/N. Bassi):***

*That the Board of Governors approve the Proposal for a new Department of Civil Engineering effective immediately.*

**CARRIED**

**b. Establishment of Term Chair in Transgender Studies BOG-Nov24/15-11**

Mr. Kennedy reported that the Term Chair in Transgender Studies would be the first in Canada.

***MOTION (B. Renwick-Shields/K. Erickson):***

*THAT the Board of Governors approve the establishment of a term chair in transgender studies in the Faculty of Social Sciences for a five-year term commencing January 1, 2016 and ending December 31, 2020.*

**CARRIED**

**c. 2015/16 Enrolment Analysis BOG-Nov25/14-02**

Mr. Kennedy reported that the Committee had received a presentation on student enrolment. President Cassels noted that UVic had evolved over the decades into a research-intensive university and that interest from students and potential students in programs at the graduate level was strong and increasing.

**d. Report on Student Financial Aid 2014/15 BOG-Nov24/15-03**

The Board received for information the Report on Student Financial Aid 2014/15.

**e. Final draft of the Strategic Research Plan BOG-Nov24/15-21**

The Board received for information the Final draft of the Strategic Research Plan.

**f. Canadian First Research Excellence Fund (CRFEF) – UVic Ocean Proposal Letter of Intent for Competition 2 BOG-Nov24/15-17**

The Board received for information the Canadian First Research Excellent Fund (CFREF) – UVic Ocean Proposal Letter of Intent for Competition 2 for information. Mr. Kennedy said the Board could expect a decision on funding from the federal government in the fall.

**g. Due Diligence Reports – Facilities Management BOG-Nov24/15-06**

The Board received for information the Due Diligence Reports – Facilities Management.

**9. Finance Committee (L. LeBlanc)**

**a. 2016/17 Budget Approach and Key Assumptions BOG-Nov24/15-25**

Finance Committee Chair Lindsay R. LeBlanc said the Committee had received a report on and discussed the budget approach and key assumptions.

She reported that a motion had been brought forward by a member at the Finance Committee to reduce the increase in residence fees for 2016/2017 to less than the 6% increase projected in the budget document. Instead, it had been proposed to align the increase for 2016/17 with residential tenancy increases. She said there had been a full discussion by the Board.

Ms. LeBlanc said members of the Committee recognized that management often had to make difficult decisions and in doing so always had the best interests of the students in mind as did the members of the committee.

She said the residence fee increases previously approved were the minimum required to address deferred maintenance and that, in order to reduce rates as intended by the motion there would need to be budgetary reductions in other areas that would ultimately affect the university as a whole. She noted that residence rates at UVic were still 30% lower than at comparable universities.

Ms. LeBlanc reported that the motion to recommend that the Board limit residence fee increases to 2 to 4 % for 2016/17 had not been approved. She said residence housing costs would continue to be monitored.

Ms. Bronte Renwick-Shields requested the Board consider the impact the increase in residence fees would have on student mental health. She noted the increase was double what was allowed by the province for residential tenancies. Ms. Renwick-Shields delivered post cards to President Cassels on behalf of concerned students.

Dr. Hélène Cazes thanked Ms. Renwick-Shields for the motion and discussion. She echoed Ms. Leblanc's remarks about the Board and the university's leadership seeking to make the best possible decisions for students and the university community as a whole.

Ms. Kayleigh Erickson said she understood the complexity of the issue. She said she didn't want to jeopardize the health and safety of students by not completing maintenance.

She shared what she had observed as a residence advisor and said she hoped a creative solution could be thought up before March.

Ms. Renwick-Shields suggested the Board consider the way in which the bursary to assist with residence fees was being administered. She objected to the fact that students must take out the maximum amount of financial aid for which they are eligible before receiving UVic bursaries.

President Cassels said that access and affordability were important strategic goals for the university. He said that it would be theoretically possible to reallocate money to residence facility upkeep from other areas of the budget such as from student financial aid or library acquisitions or, alternatively, that people including students who live off campus could pay more for parking or food services, but that none of these seemed appropriate and that none of the alternatives to planned residence fee increases would be easy or painless.

Prof. Cassels said the 6% increase, while challenging, if coupled with well-crafted student financial assistance, would help to achieve maintenance if not improvement of residences. He thanked Board members for continuing to promote creative solutions.

Ms. Erickson said that the relatively low number of students who had accessed the residence bursary suggested a problem with the way it was being administered. President Cassels said he would bring information to the Board on how the bursary program worked.

Ms. Mackenzie said she thought it should be possible to find the funds needed for deferred maintenance in the residences within the university's budget and that she did not agree that users of a service should bear the costs involved.

## **10. President's Report**

### **a. Presentation on University Rankings**

Mr. Tony Eder, Executive Director of Academic Resource Planning, provided a presentation on university rankings and invited questions and comments.

There was discussion of how student satisfaction had been measured in some of the rankings. Mr. Eder said that UVic surveys students and graduates in a number of ways and that they tend to rate their experience highly. Board members expressed interest in learning more about student satisfaction survey methodology and results. Prof. Cassels said that the surveys are an important tool for monitoring the student experience and for improvement.

A presentation on student orientation was deferred because of the time.

## **11. Adjournment**

Dr. Mohr thanked Board members for their contributions. There being no other business, the meeting adjourned at noon.

**From:** James Rowe <[REDACTED]>  
**Date:** December 14, 2015 at 8:36:21 PM PST  
**To:** <[jeastman@uvic.ca](mailto:jeastman@uvic.ca)>, <[aus@uvic.ca](mailto:aus@uvic.ca)>, <[pres@uvic.ca](mailto:pres@uvic.ca)>  
**Subject:** Open Letter from UVic Faculty

Dear All,

Please find attached an open letter from UVic faculty. The over 200 signatories are asking that the Office of the President and the Board of Governors formally weigh the arguments and make a decision regarding divestment.

Could you please distribute this letter to President Cassels members of the Board of Governors.

Sincerely,

James Rowe

Assistant Professor

School of Environmental Studies

On behalf of UVic Faculty for Divestment

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[To see the list of over 200 faculty signatories follow this link:

<https://uvicfacultyfordivestment.wordpress.com/2015-open-letter/>

November 25th, 2015

Prof. Jamie Cassels

UVic Office of the President

Dr. Erich Mohr, Chair

UVic Board of Governors

Dear President Cassels and Dr. Mohr,

We are writing to pursue our initial call for the University of Victoria's endowment to divest from fossil fuel companies. Our request is to freeze new investments now, and phase out current investments over the next three years. Both students and faculty have voted in favour of this plan.

The Board of the University of Victoria Foundation, which governs the endowment, has communicated its opposition to divestment, citing financial concerns.[1] And yet the financial case for fossil fuel divestment has only grown stronger since our last communication. Just this past week two different reports were released indicating that large funds like the Canadian Pension Plan have lost billions of dollars by not divesting from fossil fuel companies in 2012, when the divestment campaign was launched.[2] Furthermore these calculations do not factor in the stranded asset theory that underpins the financial case for divestment. Given that only 1/3 of known reserves can be safely burned to avoid catastrophic climate change, and those reserves are already factored into company stock prices, it follows that they will become "stranded" when needed climate legislation comes into force.[3]

According to Arabella Advisors, "The increasing likelihood of near term carbon regulation has created financial risks to portfolios exposed to fossil fuel assets, which has driven exponential growth in divestment." [4] Fossil fuel free managers and funds

are now entering the mainstream.[5] The Toronto Stock Exchange recently launched a fossil fuel free index.[6]

Moreover divestment is not only a financial concern. The fundamental claim animating this global movement has always been a moral one: "If it is wrong to wreck the planet, then it is wrong to profit from that wreckage." UVic's fossil fuel investments (which have actually increased over the past 1.5 years) are a moral and reputational concern along with a financial one. We join UVic students in requesting that the Office of the President and Board of Governors weigh the arguments and make a decision regarding divestment. With our moral, reputational, and financial standing on the line, divestment needs careful consideration from more than a small endowment board with no student or faculty representation.

The moral and financial arguments for divestment are rooted in extensive ecological research evidencing the dangers of continuing to extract fossil fuels and invest in fossil fuel infrastructure, including recent studies that link climate change with extreme weather events.[7] A recent paper in *Nature* notes that 85% of viable reserves in the Albertan tar sands need to stay in the ground in order to avoid surpassing 2 degree warming.[8] And yet UVic continues investing in tar sands companies like Suncor who note in a recent annual report "absolute GHG emissions of our company will continue to rise as we pursue a prudent and planned growth strategy." [9] There is growing evidence that the entrenched interests of the fossil fuel companies have had a disproportionate effect on public discourse: historically fossil fuel companies have funded the disinformation campaign on climate change or in the widely-circulated case of Exxon, purposely withheld their own scientific evidence of climate change.[10]

Seeking profits from investments in fossil fuel companies is dangerous ecologically, morally, and increasingly on financial grounds. So why is UVic continuing down this path when sustainability, including sustainable investment, is prioritized in our strategic plan?[11] This question must be addressed by the Office of the President and the Board of Governors.

Institutions representing \$2.6 trillion in assets have committed to fossil fuel divestment.[12] This is a fifty-fold increase in the total combined assets of those committed to divestment over the past year. The Rockefeller Brothers Fund, The Canadian Medical Association, and the Norwegian Sovereign Wealth Fund are examples of the diverse institutions that have committed to divestment. Most recently the University of California sold off \$200 million of coal and tar sands investments, noting the need to manage risk.[13] Yet UVic continues to invest in fossil fuel companies in general and tar sand companies in particular. Again, we ask, why?

The United Nations Framework Convention on Climate Change, which will be overseeing negotiations in Paris in December, has endorsed the divestment strategy.[14] Executive Secretary Christiana Figueres recently challenged universities like ours that have failed to lead: "Academic institutions that are still vested in fossil fuels should ask themselves whether they are in breach of their social responsibility to serve the community, the nation, and the world." [15] UVic does not appear to be taking

seriously Figueres' challenge. Why in the face of the ecological, moral and financial evidence for divestment does UVic remain invested in the carbon status quo? This is a question that demands a broader airing than it has received so far, especially given the new evidence supporting the financial case.

We join UVic students in respectfully requesting a freeze in new investments now, and a phasing out of current investments over the next three years.

We look forward to hearing your response.

Sincerely,

[To see the list of over 200 faculty signatories follow this link:

<https://uvicfacultyfordivestment.wordpress.com/2015-open-letter/>]

[1] See

<https://www.uvic.ca/universitysecretary/otherbodies/foundations/governance/index.php>

[2] See news coverage of report at <http://www.cbc.ca/news/business/corporate-knights-fossil-fuel-divestment-1.3321265>, review underlying research

at <http://www.corporateknights.com/channels/responsible-investing/fossil-fuel-investments-cost-major-funds-billions-14476536/>. See also Lee, M. and J. Ritchie, J. 2015. Pension Funds and Fossil Fuels: The Ethical Case For Divestment. Canadian Centre for Policy Alternatives. Available

at [https://www.policyalternatives.ca/sites/default/files/uploads/publications/National%20Office%2C%20BC%20Office/2015/11/Pension\\_Funds\\_and\\_Fossil\\_Fuels.pdf](https://www.policyalternatives.ca/sites/default/files/uploads/publications/National%20Office%2C%20BC%20Office/2015/11/Pension_Funds_and_Fossil_Fuels.pdf)

[3] For more information see for example Clark, P. 2015. Carney on climate: Stranded fossil fuel theory proves potent. Financial Times September 30. Available at

<http://www.ft.com/cms/s/0/97ba13d4-6772-11e5-97d0-1456a776a4f5.html#axzz3r9GaDu00>.

[4] Arabella Advisors. 2015. Measuring the Growth of the Global Fossil Fuel Divestment and Clean Energy Investment Movement. Available at

<http://www.arabellaadvisors.com/wp-content/uploads/2015/09/Measuring-the-Growth-of-the-Divestment-Movement.pdf>

[5] See for example Genus Capital Fund <http://genuscap.com/fossilfree/divesting-in-canada-where-to-draw-the-fossil-fuel-line/> and VanCity Fossil Free Mutual Fund

<http://cleantechnica.com/2015/07/21/fossil-fuel-free-funds-come-to-canada/>

[6] For more information see <http://www.newswire.ca/news-releases/three-new-climate-change-index-series-launched-by-sp-dow-jones-indices-and-toronto-stock-exchange-538268551.html>

[7] On the links between extreme weather and climate change see Herring et al. 2015. Explaining Extreme Events of 2014 from a Climate Perspective. Bull. Amer. Meteor. Soc. 96 (12), S1–S172. To summarize the most recent climate science in general, the Intergovernmental Panel on Climate Change has unambiguously established that burning coal, oil and gas since the industrial revolution has led to an increase in atmospheric carbon dioxide, which in turn is causing and will continue to cause climatic change and ocean acidification. The rise in carbon dioxide concentrations from 260

parts per million (ppm) before the industrial revolution to 400 ppm now places us at a carbon dioxide level unseen for 4 million years – since before humans evolved. Under any “business as usual” scenario, there will be more carbon dioxide in the atmosphere than there has been for tens of millions of years. Moreover, the rate of change is extraordinary. To quote the IPCC report AR5 Summary for Policy Makers (2014), “Continued emission of greenhouse gases will cause further warming and long-lasting changes in all components of the climate system, increasing the likelihood of severe, pervasive and irreversible impacts for people and ecosystems. Limiting climate change would require substantial and sustained reductions in greenhouse gas emissions” (8). The IPCC report is clear in stating that adverse consequences of climate change will be felt in our lifetimes and our children's lifetimes if profound efforts to abate fossil fuel emissions are not made, with consequent human, economic and environmental loss. As the report states, some of these changes will be irreversible. Furthermore, the risks are unevenly distributed, and already disadvantaged communities will suffer most. The full report is available at [http://www.ipcc.ch/pdf/assessment-report/ar5/syr/AR5\\_SYR\\_FINAL\\_SPM.pdf](http://www.ipcc.ch/pdf/assessment-report/ar5/syr/AR5_SYR_FINAL_SPM.pdf)

[8] McGlade, C. and P. Ekins. 2015. The geographical distribution of fossil fuels unused when limiting global warming to 2 °C. *Nature* 517:187–190.

[9] See Suncor annual report at [http://www.suncor.com/pdf/Suncor\\_Annual\\_Report\\_2013\\_en.pdf](http://www.suncor.com/pdf/Suncor_Annual_Report_2013_en.pdf)

[10] On the first point, see Brulle, R.J. 2014. Institutionalizing delay: foundation funding and the creation of U.S. climate change counter-movement organizations. *Climatic Change* 122(4): 681-694. On the second point see Oreskes, N. 2015. Exxon's Climate Concealment. *New York Times* 9 October. Available at <http://www.nytimes.com/2015/10/10/opinion/exxons-climate-concealment.html>

[11] University of Victoria. 2012. A Vision for the Future- Building on Excellence: A Strategic Plan for the University of Victoria. Available at <http://www.uvic.ca/strategicplan/assets/docs/strategicplan.pdf>

[12] Arabella Advisors. 2015. Measuring the Growth of the Global Fossil Fuel Divestment and Clean Energy Investment Movement. Available at <http://www.arabellaadvisors.com/wp-content/uploads/2015/09/Measuring-the-Growth-of-the-Divestment-Movement.pdf>.

[13] Howard, E. 2015. California University divests \$200m from coal and tar sands holdings. *The Guardian* September 10. Available at <http://www.theguardian.com/environment/2015/sep/10/california-university-divests-200m-from-coal-and-tar-sands-holdings>

[14] For more information see Carrington, D. 2015. Climate change: UN backs fossil fuel divestment campaign. *The Guardian* March 15. Available at <http://www.theguardian.com/environment/2015/mar/15/climate-change-un-backs-divestment-campaign-paris-summit-fossil-fuels>

[15] Quoted in Yeo, S. 2014. Calderon dismisses ‘false’ choice between climate and economy. *Climate Home* April 17. Available at <http://www.climatechangenews.com/2014/04/17/calderon-dismisses-false-choice-between-climate-and-economy/>



University  
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**SUBMISSION TO THE UVIC BOARD OF GOVERNORS**

**FOR INFORMATION**

**To:** FINANCE COMMITTEE

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

**cc:** President and Vice-Chancellor

**Meeting Date:** January 26, 2016

**Subject:** **University Of Victoria Staff Pension Plan Investment Performance  
Report for the Period Ended September 30, 2015**

**Basis for Jurisdiction:** University of Victoria Staff Pension Plan Governance Policy,  
Appendix A – Duties of the Investments and Administration Committee, Section 4.

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**Strategic Relevance:**

One of the pillars of the strategic plan is that we will attract and retain a diverse group of exceptionally talented faculty and staff. Part of attracting and retaining faculty and staff is a strong benefits package. Pension is a critical part of any compensation package and as such good governance, including regular reporting and monitoring of the plans' performance is important.

**Previous Consultation:** Towers Watson, Investment Consultants

**Background:**

The university contracts with Towers Watson to provide investment consulting services to the Investments and Administration Committee of the Staff Pension Plan. The consultant measures the investment performance of the Fund and compares that performance against a selection of generally comparable funds. The services of the consultant include measurement of the performance of major asset classes by fund and manager, commentary on manager performance and issues, updates on industry trends, investment issues, best practices, and legislative developments and their potential relevance to the Plan.

The University of Victoria Staff Pension Fund is invested by the firms Phillips, Hager and North (PH&N); the BC Investment Management Corporation (bcIMC); Burgundy Asset Management; and Macquarie Infrastructure. Investment performance of the fund is compared against the performance of a theoretical "benchmark" portfolio. Although the managers are measured against a benchmark asset mix, within established ranges they may vary the asset mix in order to add value.

The fund managers invest in a number of different types of assets for our Fund within the constraints established by the Fund's Statement of Investment Policies and Goals (SIP&G).

The attached Appendix A shows the fund market value, current and policy asset allocation, fund performance, and relevant benchmarks for periods ending September 30, 2015. The fund gained 5.8% for the one year period ended September 30, 2015. The total fund performance did not meet its benchmark on a one year basis, but exceeded its benchmark on a 4 year and 10 year basis. The one year underperformance was largely a result of the underperformance of the Canadian equities manager (Burgundy) that held overweight positions in energy (which declined in value over the period) and very underweight positions in health care (which increased). Foreign equities outperformed the benchmark over the year-to-date and on a one year, four year and 10 year basis. The weakening of the Canadian dollar against major currencies over the YTD benefited the fund return in Canadian dollar terms.

The university remains in compliance with the provisions of the Plan, *BC Pension Benefits Standards Act* and the *Income Tax Act* relating to the investment of the Trust Fund.

Attachments – *Appendix A - University of Victoria Staff Pension Plan Performance as of September 30, 2015.*

### Appendix A - University of Victoria Staff Pension Plan Performance as of September 30, 2015

		Asset allocati on			Fund perfor mance			
	Market Value	% of portfolio	Policy % bench- mark	% allow- able range	YTD	1 Yr	4 Yrs	10 Yrs
	(\$)	(%)			(%)	(%)	(%)	(%)
<b>Total Fund</b>	236,197,599	100.0	100.0		3.0	5.8	9.8	6.2
Total Fund Benchmark					3.8	6.1	8.5	6.0
CPI + 3.5% p.a.					4.8	4.6	4.9	5.2
<b>Canadian Equity</b>	27,690,403	11.1	13.0	8 - 18	-11.7	-14.3	5.6	3.2
S&P/TSX Capped 10%					-7.0	-8.4	6.6	4.8
<b>Foreign Equity</b>	71,237,138	30.2	27.0	22 - 32	11.3	17.4	20.7	7.2
MSCI World Ex Canada Net					9.4	14.9	19.6	6.4
<b>Canadian Fixed Income</b>	98,662,762	41.8	40	30 - 50	2.8	5.6	4.7	5.7
FTSE TMX Universe Bond					2.5	5.3	3.9	5.0
<b>Real Estate</b>	24,185,414	10.2	10.0	0 - 15	4.0	6.3	9.7	n/a
CPI + 4.0% p.a.					5.1	5.1	5.4	
<b>Infrastructure</b>	14,421,883	6.1	10.0	0 - 15	0.4	2.5	8.7	n/a
CPI + 5.0% p.a.					5.9	6.1	6.4	

## NOTES:

- All returns shown are gross of fees, except infrastructure, which is net of fees.
- Current Total Fund Benchmark: 13% 'S&P/TSX Capped 10%' + 27% 'MCSI World Ex Canada Net' + 40% 'FTSE TMX Universe Bond' + 10% 'CPI + 4%' + 10% 'CPI + 5%'

Source: 2015 Towers Watson University of Victoria Staff Pension Plan - Performance Monitoring Report for Periods Ending September 30, 2015



University  
of Victoria

**SUBMISSION TO THE UVIC BOARD OF GOVERNORS**

**FOR DECISION**

**To:** FINANCE COMMITTEE

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

A handwritten signature in cursive script, likely belonging to the Vice-President Finance and Operations.

**cc:** President and Vice-Chancellor

**Meeting Date:** January 26, 2016

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

**Basis for Jurisdiction:** University of Victoria Staff Pension Plan Governance Policy, Subsection E.2. – BOARD MANDATE

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**Strategic Relevance:**

One of the pillars of the strategic plan is that we will attract and retain a diverse group of exceptionally talented faculty and staff. Part of attracting and retaining faculty and staff is a strong benefits package. Pension is a critical part of any compensation package and as such good governance of the plans that includes regular review of governing policies is critical.

**Previous Consultation:**

University of Victoria Staff Pension Plan Investments and Administration Committee  
Towers Watson (External investment consultants)

**Recommendation:**

*THAT the Finance Committee recommend to the Board of Governors that the Board of Governors approve the following amendments to the University of Victoria Staff Pension Plan Statement of Investment Policies and Goals (the SIP&G) effective immediately:*

1. *Section I(B), page 1: YMPE (\$53,600 in 2015) and actuarial valuation updated to 2013 (\$26.5 million surplus on assets of \$208.7 million and liabilities of \$182.2 million)*
2. *Section I(B), page 2, 2nd para: update membership demographics to, nearly one-half (50%) are under age 50, and over 30% are age 55 or older*
3. *Section II(A), page 5: update long term objective to 4% real return (should come from valuation assumptions – nominal return less inflation is  $5.9 - 2 = 3.9$ , rounded to 4)*
4. *Section II(B), page 5: real estate objective s/b CPI plus 4% (vs 5%) and update cdn equity index (delete “Capped”) – replace all instances in document.*
5. *Section IV(C), page 13: update combined fund benchmark to match Section II.*
6. *Section III, I page 10 – Maximum Quantity Restrictions - increase allocation of BBB bonds from 15% to 25%*

**Background:**

Items 1 – 5 are housekeeping revisions identified during the annual review of the SIP&G at the Staff Plan Investments & Administration Committee meeting on June 7, 2015.

The recommended change described in Item 6 arose as a result of a request from the Plan's fixed-income manager (Phillips Hager & North). The reasons for the recommendation to increase the allocation are as follows:

- The nature of the BBB market has changed. There are more BBB issuers and the market is more diverse and robust than was previously the case.
- The number and type of issuers and the liquidity of the Canadian corporate credit market has greatly increased since the mandate was set up and original limit was agreed.
- The ability to diversify between sectors and issuers may counteract the additional credit risk of a higher BBB issue limit in aggregate over whole portfolio.
- The Plan's investment consultant holds a positive view of PH&N as an investment manager and believes they have the ability to manage the additional credit risk via improved diversification, and are likely to only take on additional exposure when the risk/reward trade-off is attractive (which they believe is not currently the case).

**Attachment(s):** University of Victoria Staff Pension Plan – Statement of Investment Policies and Goals. Insertions are underlined and deletions are struck through.

**Planned Further Action:** Distribution of the revised document to the Plan's Investment Managers, and other service providers.

**UNIVERSITY OF VICTORIA  
STAFF PENSION PLAN**

**STATEMENT OF INVESTMENT  
POLICIES AND GOALS**

**29 January 2001**

as last revised ~~June 24, 2014~~ January 26, 2016

**Approved by the Board of Governors**

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**Chair**

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**Vice President Finance and Operations**

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**UNIVERSITY OF VICTORIA STAFF PENSION PLAN  
STATEMENT OF INVESTMENT POLICIES AND GOALS**

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## **I – INTRODUCTION**

### **A – Purpose of the Investment Policy**

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

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

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

### **B – Nature of the Plan**

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

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

Members are required to contribute 4.53% of their basic salary up to the Canada Pension Plan Year's Maximum Pensionable Earnings (YMPE) (~~\$48,300 in 2014~~)(\$54,900 in 2016), and 6.28% of their basic salary in excess of that amount to the Basic plan to fund basic pension benefits. The University contributes 11.75% to fund the Basic plan. The normal annual retirement benefit is years of credited service times 2% of the five-year final average earnings below final average YMPE for service prior to 1966, 1.65% for service from 1966 to December 1989, 1.3% for 1990 and 1991, 1.5% for 1992 through 1999 and 1.7% thereafter, and 2.0% of the five-year final average earnings above the final average YMPE. Retirement benefits are indexed to CPI up to a maximum of 3.0% per annum.

Supplementary member contributions of 0.25% of salary, matched by the University, are directed to a Supplementary Retirement Benefit Account. The purpose of this account is to provide cost of living adjustments above the 3.0% per annum guaranteed by the Plan. Supplementary retirement benefits paid out of this account are permanent (will not decrease) and must be financed on a sound actuarial basis from the assets in the account.

With respect to actuarial liabilities accrued to date, on 31 December, ~~2010~~ 2013, the date of the latest actuarial valuation, the Total Plan had a surplus of ~~9.9~~ 26.5 million on assets of ~~466.4~~ 208.7 million and liabilities of ~~456.5~~ 182.2 million.

**UNIVERSITY OF VICTORIA STAFF PENSION PLAN  
STATEMENT OF INVESTMENT POLICIES AND GOALS**

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From a cash flow perspective, net inflows from member and University contributions are close in amount to outflows for benefit payments, transfers, and expenses. Cash inflow from investment income and capital gains is providing solid growth for the Fund.

Nearly ~~two-thirds~~ ~~one-half~~ (60 50%) of the active members are under age 50 and around 2530% of the active members are age 55 or older and are eligible to retire. In summary, the age distribution indicates that the majority of members will not retire for many years, suggesting that a long-term investment horizon is appropriate. The age distribution is gradually shifting toward older members, but should not change dramatically, as new, younger members replace retirees.

In conclusion, a strong financial position, healthy cash flow and a relatively young plan, indicates the Plan can assume an above-average level of investment risk.

**C – Distinction of Responsibilities**

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

**UNIVERSITY OF VICTORIA STAFF PENSION PLAN  
STATEMENT OF INVESTMENT POLICIES AND GOALS**

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## **II – ASSET MIX AND DIVERSIFICATION POLICY**

### **A – Long Term Mission Statement**

The long-term investment goal of the Fund is to achieve a minimum annualized rate of return, after taking account of investment expenses, of three and one-half percentage points in excess of the Canadian Consumer Price Index. This ~~3-5~~ 4.0% real return objective is consistent with the overall investment risk level that the Fund could assume in order to meet the pension obligations of the Plans, and normally will be assessed over longer time periods; i.e. over ten years or more. Progress towards this goal will be monitored on rolling 4-year bases.

To achieve this long-term investment goal, the Fund has adopted an asset mix that has a bias to equity investments. Risk is controlled by investing in a well diversified portfolio of asset classes and managers. The Fund employs an active management style. Active management provides the opportunity to outperform specific investment benchmarks.

### **B – Combined Fund Primary Objective and Asset Mix Guidelines**

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

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

<b>COMBINED FUND BENCHMARK AND ASSET COMPONENT RANGES</b>			
	<b>Minimum %</b>	<b>Benchmark* %</b>	<b>Maximum %</b>
<b>Equities</b>			
Canadian equities	8	13	18
Foreign equities	22	27	32
Total Equities	30	40	50
<b>Fixed Income</b>			
Bonds	30	40	50
Mortgages	0	0	5
Short term investments	0	0	15
<b>Alternatives</b>			
Infrastructure/private equity	0	10	15
Real estate	0	10	15
TOTAL FUND		100	

**UNIVERSITY OF VICTORIA STAFF PENSION PLAN  
STATEMENT OF INVESTMENT POLICIES AND GOALS**

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**C – Manager Rebalancing Guidelines**

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

<b>MANAGER REBALANCING GUIDELINES</b> <b>(% of Market Value) – excluding Infrastructure assets)</b>			
<b>Manager</b>	<b>Minimum %</b>	<b>Target %</b>	<b>Maximum %</b>
Fixed Income Manager	40.0	45.0	55.0
*Canadian Equity Manager(s)	9.0	14.0	19.0
Foreign Equity Manager	25.0	30.0	35.0
Real Estate Manager	0.0	11.0	17.0

\*total allocation to all Canadian Equity Managers

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

**Procedures**

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

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

**UNIVERSITY OF VICTORIA STAFF PENSION PLAN  
STATEMENT OF INVESTMENT POLICIES AND GOALS**

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**D – Asset Mix Ranges for the Active Managers**

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

<b>FIXED INCOME MANAGER</b>			
	<b>Minimum</b> %	<b>Benchmark*</b> %	<b>Maximum</b> %
Bonds	85.0	100.0	100.0
Mortgages	0	0	10
Short term investments	0	0	15
<b>TOTAL</b>		100	
Investments in pooled funds are deemed to be fully invested in that pooled fund's asset class even though the pooled fund may have cash reserves.			
* Effective November 2008			

<b>CANADIAN EQUITY MANAGERS</b>			
	<b>Minimum</b> %	<b>Benchmark*</b> %	<b>Maximum</b> %
Canadian equities	90.0	100.0	100.0
Short term investments	0	0.0	10.0
<b>TOTAL</b>		100.0	
Investments in pooled funds are deemed to be fully invested in that pooled fund's asset class even though the pooled fund may have cash reserves.			
* Effective 24 June 2008			

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

**UNIVERSITY OF VICTORIA STAFF PENSION PLAN  
STATEMENT OF INVESTMENT POLICIES AND GOALS**

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

### **E – Foreign Currency Hedging**

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

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

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

## **III – PERMITTED AND PROHIBITED INVESTMENTS**

### **A – General Guidelines**

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

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

### **B – Canadian and Foreign Equities**

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

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**C – Bonds and Mortgages**

- bonds, debentures, notes, non-convertible preferred stock and other evidence of indebtedness of Canadian issuers whether denominated and payable in Canadian dollars or a foreign currency
- mortgages secured against Canadian real estate subject to Section III. I below
- mortgage-backed securities, guaranteed under the National Housing Act
- commercial mortgage-backed securities rated AAA
- term deposits and guaranteed investment certificates
- private placements of bonds and asset-backed securities subject to Section III. H

**D – Cash and Short Term Investments**

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

**E – Canadian Real Estate**

- Canadian real estate holdings, primarily institutional grade office, industrial, residential, retail or mixed-use properties
- full ownership or partial ownership interests in real estate holdings

**F – Infrastructure**

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

**G – Other Investments**

- investments in open-or closed-ended pooled funds provided that the assets of such funds are permissible investments under the Policy
- deposit accounts of the custodian can be used to invest surplus cash holdings
- currency forward and futures contracts used for defensive purposes only
- exchange-traded equity index futures contracts provided such contracts are not used for speculative purposes or on a leveraged basis

**H –Minimum Quality Requirements**

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

- in general, the minimum quality standard for individual bonds and debentures and asset-backed securities is "BBB" or equivalent as rated by a recognized bond rating agency, at the time of purchase (includes all sub-rating levels within the overall "BBB" rating)
- bonds rated "B" to "BB" ("high yield" bonds) are permissible as part of a diversified pool of high yield securities, subject to the quantity restrictions in III – I that follow
- unrated bonds should be assigned a rating by the investment manager before purchase

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- the minimum quality standard for individual short term investments is "R-1" or equivalent as rated by a recognized bond rating agency, at the time of purchase
- all investments shall be reasonably liquid (i.e., - in normal circumstances they should be capable of liquidation within three months)
- due to the relative illiquidity of mortgages, the net yield at the time of commitment should exceed the yield on Government of Canada bonds of a similar term by a minimum of 1%, after deduction of all administrative fees
- the amount of the mortgage loan may not exceed 75% of the appraised value
- the property mortgaged must be located within a metropolitan area including the recognized suburbs of all principal Canadian cities.
- the leverage on overall real estate holdings is not to exceed 30% of the value of the overall real estate portfolio

**I – Maximum Quantity Restrictions**

The following restrictions are to be respected:

**Equities**

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

**Bonds, Mortgages and Short Term Investments**

- except for federal and provincial bonds (including government guaranteed bonds), no more than 10% of the Manager's bond portfolio may be invested in the bonds of a single issuer and its related companies
- except for federal and provincial bonds, no one bond holding shall represent more than 10% of the market value of the total outstanding for that bond issue
- "BBB" bonds may not be purchased if the purchase would raise the "BBB" holdings to more than ~~45~~ 25% of the market value of the bond portfolio
- up to 5% of the market value of the bond portfolio may be invested in high yield bonds as outlined in III -H above
- no more than 15% of the market value of the Manager's bond portfolio shall be invested in bonds denominated in currencies other than Canadian dollars

**Pooled Fund/Limited Partnership Investments**

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

**J – Prior Permission Required**

The following investments require prior permission from the Committee:

- investments in private placement equities,
- direct investments in resource properties,

**UNIVERSITY OF VICTORIA STAFF PENSION PLAN  
STATEMENT OF INVESTMENT POLICIES AND GOALS**

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

**K – Securities Lending**

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

**UNIVERSITY OF VICTORIA STAFF PENSION PLAN  
STATEMENT OF INVESTMENT POLICIES AND GOALS**

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## **IV – MONITORING AND CONTROL**

### **A – Delegation of Responsibilities**

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

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

The Manager will:

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

The custodian/trustee will:

- maintain safe custody over the assets of the Fund,
- execute the instructions of the Sponsor, as delegated to any Manager appointed to manage the assets of the Fund, and
- record income and provide monthly financial statements to the Sponsor as required.

The actuary will:

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

The investment consultant will:

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

The Pension and Investment Services Department will:

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

**UNIVERSITY OF VICTORIA STAFF PENSION PLAN  
STATEMENT OF INVESTMENT POLICIES AND GOALS**

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- prepare annual financial statements, and
- advise the Committee of any exceptional issues that arise in the day-to-day operations and monitoring of the Fund and the Managers.

The auditor will

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

**B - Compliance**

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

**C – Performance Measurement**

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

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

**Combined Fund Benchmark**

The primary objective for the Fund is to earn a rate of return that exceeds the rate of return earned on a benchmark portfolio. The benchmark consists of the following market index total returns weighted as indicated:

<b>COMBINED FUND BENCHMARK*</b>	
S&P/TSX Capped Composite Index	<del>48</del> 13
MSCI World ex-Canada Net Index (Cdn. \$)	<del>22</del> 27
FTSE TMX Canada Universe Bond Index	40
CPI plus 4% per annum	10
CPI plus 5% per annum	10% <sup>1</sup>
	100%

- 30 November 2010

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<sup>1</sup> it is recognized that the 10% allocation to infrastructure will take time to achieve. This is to be taken into consideration when evaluating Combined Fund performance from April 1, 2008 until the target allocation to infrastructure has been achieved

**UNIVERSITY OF VICTORIA STAFF PENSION PLAN  
STATEMENT OF INVESTMENT POLICIES AND GOALS**

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### Active Manager Benchmarks

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

<b>FIXED INCOME MANAGER BENCHMARK*</b>	
FTSE TMX Canada Universe Bond Index	100%

- effective 1 December 2008

<b>CANADIAN EQUITY MANAGERS BENCHMARK*</b>	
S&P/TSX <del>Capped</del> Composite Index	100%

- \* effective 1 December 2008

<b>FOREIGN EQUITY MANAGER BENCHMARK*</b>	
MSCI World ex-Canada Net Index (Cdn. \$)	100%

- \* effective 1 October 2007

<b>REAL ESTATE MANAGER BENCHMARK*</b>	
CPI plus 4% per annum	100%

- effective November 30, 2010

<b>INFRASTRUCTURE MANAGER BENCHMARK*</b>	
CPI plus 5% per annum	100%

- \* effective 1 April 2008

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

Canadian equities (active)	=	S&P/TSX <del>Capped</del> Composite Index total return + 1.0%
Canadian equities (indexed)	=	S&P/TSX <del>Capped</del> Composite Index total return
Foreign equities	=	MSCI World ex-Canada Net Index (Cdn. \$) + 0.75% net of fees
Bonds	=	FTSE TMX Canada Universe Bond Index total return + 0.50% (FTSE TMX Canada Short Term Bond Index return plus + 1% for Mortgages) <sup>2</sup>
Real estate	=	CPI +4%
Infrastructure	=	Change in the Canadian Consumer Price Index plus 5% per annum

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<sup>2</sup> The Fixed Income Manager “views mortgages as a component of (their) Fixed Income allocation and one of multiple strategies to add value over the FTSE TMX Canada Universe Bond Index. (They) also combine bonds and mortgages for trading and compliance monitoring purposes.

**UNIVERSITY OF VICTORIA STAFF PENSION PLAN  
STATEMENT OF INVESTMENT POLICIES AND GOALS**

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

**D – Monitoring and Rebalancing the Fund's Asset Mix**

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

**E – Reporting by the Investment Managers**

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

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

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

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

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

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

The Fund invests in pooled funds, which have separate investment policies. Should a conflict arise between the provisions of this Policy, and the provisions of the pooled fund's investment policy, the Manager is required to notify the Committee immediately in writing, detailing the nature of the conflict and the Manager's recommended course of action.

**F – Investment Policy Review**

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

**UNIVERSITY OF VICTORIA STAFF PENSION PLAN  
STATEMENT OF INVESTMENT POLICIES AND GOALS**

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**V – OTHER ISSUES**

**A – Conflicts of Interest**

**Responsibilities**

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

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

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

**Disclosure**

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

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

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

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

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

**B – Related Party Transactions**

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

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

**UNIVERSITY OF VICTORIA STAFF PENSION PLAN  
STATEMENT OF INVESTMENT POLICIES AND GOALS**

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

"Related party" is defined in section 1 of Schedule III to the Pension Benefits Standards Regulations, 1985 (Canada). A related party is a person who is the administrator of the plan including any officer, director or employee of the administrator, or any person who is a member of a pension committee, board of trustees or other body that is the administrator of the plan. It also includes, the investment managers and their employees, a union representing employees of the employer, a member of the plan, a spouse or child of the persons named previously, or a corporation that is directly or indirectly controlled by the persons named previously, among others. Related party does not include government or a government agency.

### **C – Valuation of Securities Not Regularly Traded**

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

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

### **D – Voting Rights**

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

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

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

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

### **E – Directed Brokerage Commissions**

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

The University does not use directed commissions (i.e. soft dollars) to pay for any goods or services. The Manager may use soft dollars to pay for research and other investment-related services with

**UNIVERSITY OF VICTORIA STAFF PENSION PLAN  
STATEMENT OF INVESTMENT POLICIES AND GOALS**

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disclosure to the Committee, provided they comply with the Soft Dollar Standards promulgated by CFA Institute

**F – Reasons for Terminating an Investment Manager**

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

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

**- END -**

## APPENDIX

**UNIVERSITY OF VICTORIA STAFF PENSION PLAN  
FIXED INCOME FUND MANAGEMENT  
COMPLIANCE REPORT FOR THE PERIOD FROM \_\_\_\_\_ TO \_\_\_\_\_  
(date) (date)**

		GUIDELINES		POLICY COMPLIED WITH YES/NO*
%				
ASSET MIX (at Market Value)				
BONDS		85 - 100		
MORTGAGES		0 –10		
SHORT TERM & CASH		0 – 15		
CONSTRAINTS				
EQUITIES	- Publicly traded on recognized securities market			
	- Diversification	Max 15% of the market value of an equity portfolio in any single holding		
	- Concentration	Max 10% of the voting or public float stock of any corporation		
		Max 10% of the market value of a pooled fund		
BONDS	- Quality	Min "BBB"		
	- Quantity	“B” to “BB” permissible as part of diversified pool		
		Except for federal or provincial bonds, max 10% in one issuer.		
		Except for federal or provincial, max 10% of a bond issue		
		Max 15% of bond portfolio market value in bonds rated “BBB”		
	- Foreign Pay	Max 5% in high yield bonds		
		Max 15% of market value of bond portfolio		
MORTGAGES	- Yield	Net yield should exceed Government of Canada bonds of a similar term by 1%		
SHORT TERM INVESTMENTS	- Minimum Quality	"R-1" rating		
DERIVATIVES		Limited to currency futures, currency futures and forward currency exchange contracts for defensive purposes		
OTHER INVESTMENTS	- Prior Approval Required			
OTHER	- Statutory Requirements	Must meet requirements for eligible investments outlined in the Pension Benefits Standards Act (BC).		
		Must meet requirements for eligible investments outlined in the Income Tax Act (Canada).		
CONFLICTS OF INTEREST	- Disclosure	Conflicts of interest (if any) disclosed to the Committee Chair		

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

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

\_\_\_\_\_  
Signature and Title

\_\_\_\_\_  
Company Name

**UNIVERSITY OF VICTORIA STAFF PENSION PLAN  
CANADIAN EQUITY FUND MANAGEMENT  
COMPLIANCE REPORT FOR THE PERIOD FROM \_\_\_\_\_ TO \_\_\_\_\_  
(date) (date)**

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

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

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

\_\_\_\_\_  
Signature and Title

\_\_\_\_\_  
Company Name

**UNIVERSITY OF VICTORIA STAFF PENSION PLAN  
SPECIALTY FOREIGN EQUITY MANAGEMENT  
COMPLIANCE REPORT FOR THE PERIOD FROM \_\_\_\_\_ TO \_\_\_\_\_  
(date) (date)**

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

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

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

\_\_\_\_\_  
Signature and Title

\_\_\_\_\_  
Company Name

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

		GUIDELINES	POLICY COMPLIED WITH YES/NO*
		%	
<b>ASSET MIX (at Market Value)</b>			
<b>REAL ESTATE</b>		95 – 100	
<b>SHORT TERM &amp; CASH</b>		0 – 5	
<b>CONSTRAINTS</b>			
<b>REAL ESTATE</b>	<ul style="list-style-type: none"> <li>- Canadian real estate partial or full ownership</li> <li>- Canadian real estate-related securities</li> </ul>		
	<ul style="list-style-type: none"> <li>- Leverage</li> </ul>	Max 30% of the market value of the real estate portfolio	
<b>SHORT TERM INVESTMENTS</b>	<ul style="list-style-type: none"> <li>- Minimum Quality</li> </ul>	"R-1" rating	
<b>DERIVATIVES</b>		Not permitted	
<b>OTHER INVESTMENTS</b>	<ul style="list-style-type: none"> <li>- Prior Approval Required</li> </ul>		
<b>OTHER</b>	<ul style="list-style-type: none"> <li>- Statutory Requirements</li> </ul>	Must meet requirements for eligible investments outlined in the Pension Benefits Standards Act (BC).	
		Must meet requirements for eligible investments outlined in the Income Tax Act (Canada).	
<b>CONFLICTS OF INTEREST</b>	<ul style="list-style-type: none"> <li>- Disclosure</li> </ul>	Conflicts of interest (if any) disclosed to the Committee Chair	

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

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

\_\_\_\_\_  
Signature and Title

\_\_\_\_\_  
Company Name

## **Legislative Constraints**

### ***Pension Benefits Standards Act (BC) Constraints***

The Regulations to the PBSA (BC) state that investments made after July 1, 1994 must be made in accordance with the investment policy of the plan and Schedule III to the Pension Benefits Standards Regulations, 1985 (Canada), SOR/87-19, as amended from time to time.

### ***Pension Benefits Standards Act Regulations, 1985 (Canada) Constraints***

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

- |    |   |  |
|----|---|--|
| 1. | Maximum investment in one company's securities                            | 10% of the book value of the Fund                                    |
| 2. | Maximum proportion of the voting shares of any company                    | 30%  |
| 3. | Maximum holding in one parcel of real estate or one resource property     | 5% of the book value of the Fund at the time the investment is made  |
| 4. | Maximum aggregate holding of resource properties                          | 15% of the book value of the Fund at the time the investment is made |
| 5. | Maximum aggregate holding of real estate and resource properties combined | 25% of the book value of the Fund at the time the investment is made |

### ***Income Tax Act (Canada) and Canada Revenue Agency Constraints***

1. No money is to be borrowed by the Fund, except for the purpose of acquiring real property or occasionally for 90 days or less as provided in Income Tax Regulation 8502(i).
2. No prohibited investment (see Income Tax Regulation 8514) may be purchased, such as the securities of a participating employer, if the shares of that employer are not listed on one of the stock exchanges prescribed in Income Tax Regulations 3200 or 3201.



University  
of Victoria

**SUBMISSION TO THE UVIC BOARD OF GOVERNORS**

**FOR INFORMATION**

**To:** OPERATIONS AND FACILITIES COMMITTEE

**From:** VICE-PRESIDENT FINANCE AND OPERATIONS

**cc:** President and Vice-Chancellor

**Meeting Date:** January 26, 2015

**Subject:** STATUS REPORT ON CAPITAL PROJECTS

**Basis for Jurisdiction:** Committee's Terms of Reference

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**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: January 1, 2016

1. Centre for Athletics, Recreation and Special Abilities (CARSA) and Parkade Buildings
2. Continuing Studies Building Expansion



<b>PROJECT:</b>	<b>CENTRE FOR ATHLETICS, RECREATION AND SPECIAL ABILITIES (CARSA) + PARKADE BUILDINGS</b>
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Project No.: 08-7758, 10-9565  
 Project Architect: Cannon Design Architecture Inc.  
 Contractor: Campbell Construction Ltd.

<b>BUDGET STATUS:</b>	<b>Approved Budget 29-Jan-2013</b>	<b>Approved Budget 28-May-2015</b>	<b>FMGT Forecast Costs 15-Dec-2015</b>
<b>Consulting</b>	\$ 7,404,000	\$ 7,530,670	\$ 7,530,670
<b>Construction</b>	\$ 62,255,600	\$ 64,265,700	\$ 64,826,500
<b>Completion</b>	\$ 4,680,900	\$ 4,686,165	\$ 4,686,165
<b>Contingency</b>	\$ 1,332,300	\$ 867,300	\$ 306,500
<b>Sub-Total</b>	\$ 75,672,800	\$ 77,394,835	\$ 77,394,835
<b>HST (3.4%) / GST (1.65%)</b>	\$ 1,327,200	\$ 1,350,165	\$ 1,350,165
<b>TOTAL PROJECT COSTS</b>	<b>\$77,000,000</b>	<b>\$78,700,000</b>	<b>\$78,700,000</b>

- Total forecasted Commitments to date are approximately \$78,100,000, including \$5,407,000 allocated to McKinnon Building renovations, representing 99% of the approved Budget of \$78,700,000.

<b>SCHEDULE STATUS:</b>	<b>Revised Target Date 29-Jan-2013</b>	<b>Actual / Forecasted Date 01-Dec-2015</b>
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**CARSA & PARKADE**

<b>Commence Schematic Design - Complete</b>	Jan 2009	Jan 2009
<b>Schematic Design - Complete</b>	Apr 2009	May 2009
<b>Design Development - Complete</b>	Oct 2009	May 2010
<b>Construction Documents - Complete</b>	Jan 2011	Sep 2012
<b>Tender - Complete</b>	Dec 2012	Dec 2012
<b>Construction Stage - Complete</b>	Feb 2013	Feb 2013
<b>Commissioning - Complete</b>	Dec 2014	Mar 2015
<b>Fit-up and Move In - Complete</b>	Apr 2015	Apr 2015

**MCKINNON BLDG RENOVATIONS**

<b>Commence Construction - Complete</b>	May 2015	Jul 2015
<b>Construction Stage</b>	Jul 2016	Jul 2016
<b>Fit-up and Move In</b>	Aug 2016	Aug 2016

**Major Risks:**

- The McKinnon Building renovation work has uncovered some unforeseen conditions, which have been addressed.

<b>PROJECT:</b>	<b>CONTINUING STUDIES BUILDING EXPANSION</b>
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Project No.: 12-00643  
 Project Architect: Hughes Condon Marler Architects (HCMA)  
 General Contractor: Knappett Projects Inc.

<b>BUDGET STATUS:</b>	<b>Approved Budget 01-Oct-2013</b>	<b>FMGT Forecast Costs 01-Jan-2016</b>
<b>Consulting</b>	\$ 1,570,000	\$ 1,340,000
<b>Construction</b>	\$ 9,500,000	\$ 10,640,000
<b>Completion</b>	\$ 1,900,000	\$ 1,240,000
<b>Contingency</b>	\$ 500,000	\$ 250,000
<b>Sub-Total</b>	\$13,470,000	\$13,470,000
<b>GST (1.65%)</b>	\$ 230,000	\$ 230,000
<b>TOTAL PROJECT COSTS</b>	<b>\$13,700,000</b>	<b>\$13,700,000</b>

Total Commitments to date are \$13,294,826 or 97% of the Approved Budget.

<b>SCHEDULE STATUS:</b>	<b>Target Dates 01-Oct-2013</b>	<b>Actual/Forecasted Dates 01-Jan-2016</b>
<b>Programming</b> Complete	Apr 2013	Apr 2013
<b>Schematic Design</b> Complete	Jun 2013	Jun 2013
<b>Design Development</b> Complete	Dec 2013	Dec 2013
<b>Construction Documents</b> Complete	Apr 2014	May 2014
<b>Tender</b> Complete	May 2014	June 2014
<b>Commence Construction</b> Complete	Jul 2014	Aug 2014
<b>Construction Complete</b>	Jul 2015	Jan 2015
<b>Occupancy for Fit-Out</b>	Jul 2015	Feb 2016
<b>Operational</b>	Aug 2015	Mar 2016

### Major Risks:

- Additional temporary facilities will be required for Continuing Studies to house increased student population perhaps for a longer duration than originally envisioned.



University  
of Victoria

## SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

January 13, 2016

**To:** Operations and Facilities Committee

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

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

**cc:** President and Vice-Chancellor

**Meeting Date:** January 25, 2016

**Subject:** University of Victoria Bursary Program

**Basis for Jurisdiction:** Strategic Plan, Objective 2 and 4  
Committee's terms of reference

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**Strategic Relevance:** The university bursary program supports our efforts to recruit and retain outstanding students from diverse regions and backgrounds and remove barriers to admission and retention (Objective 2). The program also enables the university to be nationally and internationally competitive in the recruitment and retention of graduate students of the highest calibre (Objective 4).

### Background:

Following an extensive review of Student Financial Assistance in 2002, changes to the UVic bursary program and the recommended eligibility criteria and procedures were adopted on May 1,

2003. Since that time, periodic reviews and changes have been implemented to UVic's program to ensure the largest bursary awards are made to students with the greatest demonstrated need.

### **Definition**

A bursary is a non-repayable award issued for the purpose of assisting students with basic educational expenses. Bursaries are awarded primarily on the basis of financial need. They are a resource available when the student's allowable educational expenses cannot be met by expected student contributions (includes scholarships, bursary funding, earnings, savings, etc.), parental or spousal contributions and government student aid. As bursary funds available are limited, there is no guarantee that all eligible applicants will receive assistance.

### **Guiding Principles**

Objectives 2 and 4 of the university's strategic plan are the principles guiding the allocation of need based resources to undergraduate and graduate students:

"To actively recruit and retain outstanding students from diverse regions and backgrounds and remove barriers to admission and retention other than academic and creative potential."

"To be nationally and internationally competitive in the recruitment and retention of graduate students of the highest calibre."

### **Eligibility Criteria**

The following eligibility criteria were included in the recommendations in the paper Student Financial Assistance 2002. Criterion #2 reflects the minimum course registration requirements for students to qualify for government student aid.

1. Applied for and received maximum government student aid for the period of study.
2. Registered in a minimum 60% full course load (40% for students with a permanent disability) in each term.
3. The recipient must be in good standing with the University of Victoria. Entering students are eligible based on their admissibility to UVic; continuing students are eligible based on a sessional GPA of 2.0 or above.

### **Assessment Procedures**

Applications and the provincial/territorial notification of government student aid are reviewed by SAFA to determine bursary eligibility.

Basic educational expenses recognized by the provincial student aid authority are included in the assessment of financial need. The Student Aid BC weekly moderate standard of living allowances are used to determine bursary eligibility. These costs include the associated program costs for tuition and mandatory fees, books and supplies, accommodation, food, transportation, personal expenses and childcare costs if applicable.

Unmet need is calculated by deducting student, parental, spousal contributions, bursary, or government student aid from the allowable costs detailed above. Bursaries may be made available to cover a portion of the applicant's unmet need. Students demonstrating the highest unmet need will be given priority in accessing available bursary funds.

## **Appeal Process**

Students who are ineligible for the maximum government student aid available may be eligible for a Tuition Assistance Bursary. Students are required to complete a Tuition Assistance Bursary application and meet with a Financial Aid Officer to discuss their extenuating circumstances. If the student demonstrates that they have made a reasonable effort to obtain financial assistance through all means and still have unmet need they may be approved for bursary assistance on the basis of their appeal.

### **Summary: Feedback on questions from the Board of Governors**

#### **1. The background on our bursary program and how it compares to other institutions.**

The background on the UVic bursary program appears on pages 1 and 2. In November 2015 an anonymous survey was sent by UVic's SAFA office to the 90 member institutions of the Canadian Association of Financial Aid Administrators (CASFAA). SAFA received 14 responses to that survey. Results are included in the answers below.

##### **a. Is it governed by a national or provincial framework?**

There is no national or provincial framework governing the administration of bursaries.

##### **b. Are there best practices that we follow?**

The UVic bursary program includes the following best practices used by other research universities in BC and other comparator institutions across Canada:

- The calculation of unmet need is based on the provincial/territorial government student aid assessment to ensure that students do not have their eligibility for government aid reduced.
- SAFA does not replace government student aid with bursaries nor does UVic award bursary assistance in excess of the government student aid assessment of unmet need. Doing so could put the student in a position of having their government student aid reduced which would impact their eligibility for future funding.
- 60% of a student's government student aid is disbursed in September and 40% is disbursed in January. The majority of UVic bursaries are awarded in January when students receive the smaller portion of their government student aid.
- For the purposes of awarding bursaries, actual tuition and fee costs are used in the calculation of unmet need.

##### **c. Have there been any significant changes in the last years; are we consistent with other institutions or different in any important ways?**

The most significant change to the UVic bursary program was introduced in May 2003 when UVic created a more transparent bursary program with the requirement that students must be receiving government student assistance in order to qualify for bursaries. The government needs assessment, including allowable costs and resources, is used to determine eligibility. This is consistent with the bursary programs offered by institutions including, but not limited to, UBC, U of Alberta, U of Manitoba, McGill, U of Toronto, Queens, Waterloo, Western, and Dalhousie.

**2. How do we determine need and, specifically, why do we include parental income in the calculation?**

**a. Is this consistent with calculations done provincially/federally?**

For the purposes of our bursary program, UVic uses the need assessment information provided by the student's provincial or territorial student aid authority. All government student aid applications require that dependent students provide the income declared by their parent(s) on line 150 of their income tax assessment. A student is categorized as dependent if they have completed high school within the last four years, unless they are married, have dependents, or have spent two periods of 12 consecutive months in the full time labour force. The parental income declared is used to determine the expected parental contribution which is a resource when assessing financial need. Alberta is the only province or territory that does not use an expected parental contribution when calculating eligibility for the Alberta portion of student aid. The province of Alberta does two separate needs assessments for each application. The provincial aid calculation does not use parental income and the federal aid calculation does use parental income. Students are approved for a combination of Alberta and Canada funding on the basis of the dual assessment.

**b. Is this consistent with other institutions? What would happen to our program if we didn't include parental income?**

Of the schools that replied to our November 27<sup>th</sup> survey, the majority indicated that that they used the parental contribution in their bursary need assessment. This practice is also consistent with the universities listed above that require applicants be receiving government student aid to qualify for bursary funding.

If we did not include the parental contribution calculated by the provincial or territorial student aid authority there would be implications for both our bursary program and potentially for bursary recipients.

For our bursary program:

Removing the expected parental contribution from the calculation of unmet need would increase the financial demand on the bursary program at a time when we are operating in a resource-constrained environment. The bursary budget is finite and eliminating this resource from the needs assessment will result in dependent students receiving a greater amount of bursary funding. This will reduce the amount of funding available to independent students.

For our bursary recipients:

Issuing bursary funds to replace the parental contribution could result in government loan and non-repayable grant reductions in addition to possible loan over-awards that could impact the student's eligibility for future funding.

Removing the parental contribution from the calculation of unmet need means that UVic bursary funds would replace the expected parental contribution used in the assessment of government student aid. Providing this UVic funding to replace the parental contribution would put dependent students in the position of having their government student aid reduced.

Eligible students may also receive non-repayable grant funding in addition to a loan. If UVic were to provide bursary funding to replace the parental contribution the government student aid need assessment would need to be revised.

From the Report on Student Financial Aid 2014-15 presented to the Board in November, 2015, the following table details the efficacy of the current bursary program in addressing the financial need of students: applicants with need greater than \$7,500 were awarded bursaries to cover 100% of the need not covered by other sources.

Range of Unmet Need	Percentage of Need Met
\$20,000+	100%
\$15,001 – 20,000	100%
\$10,001 – 15,000	100%
\$7,501 – 10,000	100%
\$5,001 – 7,500	90%
\$4,001 – 5,000	90%
\$3,001 – 4,000	80%
\$2,001 – 3,000	80%
\$1,001 – 2,000	70%
\$501 – 1,000	70%

**3. A summary of the outcomes of the residence bursary program with # of apps, # of awards, total \$ spent and any planned changes and/or amendments for next year.**

Below are the numbers for the UVic Residence Bursaries awarded for the 2015/16 winter session:

Total number of applications	152
Total number of Awards	22
Total amount awarded	\$18,170

It should be noted that the majority of the students who applied for the bursary did not have a contract with UVic Housing. As a result, they were not eligible for the bursary.

SAFA has been in contact with all applicants who have 8 month contracts with UVic Housing. There are 18 applicants who have not yet provided SAFA with a copy of their provincial/territorial notification of government student aid. When these students submit this document SAFA will assess their eligibility for the UVic Residence Bursary. As a result, further bursary allocations are possible in the coming months.

Fourteen of the twenty two recipients received the \$1,000 maximum stated in the terms of reference for the UVic Residence Bursary. Eight of the recipients received funding that covered 100% of their unmet financial need using the standard needs assessment process for bursaries.

At this point in time there are no proposed changes to the terms of reference for the UVic Residence Bursary. SAFA will be reviewing the terms of reference with the Student Affairs Executive once all awards for this year have been made to determine if changes need to be made for the 2016/17 program year.

Going forward, information regarding the UVic Residence Bursary will be included in the annual Student Financial Aid Report to the Board of Governors provided each November.



University  
of Victoria

**SUBMISSION TO THE UVIC BOARD OF GOVERNORS**

**FOR DECISION**

January 11, 2016

**To:** Operations and Facilities Committee

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

A handwritten signature in blue ink, reading "Valerie S. Kuehne".

**cc:** President and Vice-Chancellor

**Meeting Date:** January 25, 2016

**Subject:** New and Revised Awards

**Basis for Jurisdiction:** University Act, 27 (2)(K)  
Strategic Plan

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**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 (see objectives 2, 4, 16 b) and 18 b) of the Strategic Plan) .

**Previous Consultation:** At its meetings on December 4, 2015 and January 8, 2016, Senate approved and recommended that the Board of Governors approve new and revised undergraduate awards.

**Recommendation:**

*That the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the following new and revised awards:*

- *Grad Class of 1964 Entrance Scholarship (New-UG)\**
- *Grace and Harry Hickman Scholarship (Revised-UG)*
- *Cuchulain Vikes Rugby Award (New-UG) \**
- *Lawson Lundell LLP Price in Securities Regulation (Revised-UG)*
- *Cassels Shaw Graduate Fellowship (New-GS) \**
- *Trussel Undergraduate Scholarship in Science and Technology (Faculty of Engineering) (New-UG)*
- *Trussel Undergraduate Scholarship in Science and Technology (Faculty of Science) (New-UG)*

*\* Administered by the University of Victoria Foundation*

**Background:**

At its meeting on December 4, 2015 and January 8, 2016, Senate reviewed and approved the attached new and revised undergraduate awards. Senate recommends that the Operations and Facilities Committee recommend to the Board of Governors that the Board approve these new and revised awards.

**Planned Further Action:**

The revisions to existing awards and establishment of the new awards will be completed by the Department of Student awards and Financial aid.

**Attachment(s):**

- Memorandum to Senate dated November 18, 2015.
- Memorandum to Senate dated December 16, 2015.

## MEMORANDUM

## University of Victoria

Student Awards and Financial Aid  
Email: lnolt@uvic.ca  
Tel: (250) 721-8425  
Fax: (250) 721-8757

**TO:** Secretary of Senate  
University Secretary's Office

**DATE:** November 18, 2015

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

**RE:** Awards Recommended to Senate for Approval



Lori Nolt

### 2015/2016 Senate Committee on Awards

J. Walsh (Chair), S. Banerjee, K. Barnes, D. Begoray  
A. Cirillo, M. Runtz, H. Hallgrimsdottir, D. Mellin, J. Wood  
A. McLaughlin, L. Charlton, L. Nolt, Y. Rondeau.

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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~~

### **GRAD CLASS OF 1964 ENTRANCE SCHOLARSHIP\* (NEW-UG)**

One or more scholarships are awarded to academically outstanding undergraduate students entering the Faculty of Science directly from a Canadian secondary school or college. Students must demonstrate a high level of extra-curricular involvement in their school or community.

### **GRACE AND HARRY HICKMAN SCHOLARSHIP\* (REVISED-UG)**

~~One~~ Scholarships will be awarded to assist ~~a~~ students to study French at a university in France or Quebec. Applicants must be registered in a full time program, including at least one course in French, at the University of Victoria, and intend to study at an appropriate French institution for one year and to return to the University of Victoria to complete the program requirements; ~~preference will be given to a first or second year student~~. The scholarship will be paid upon receipt of documents demonstrating the student's registration at an acceptable institution. Only students in first through third year are eligible.

Selection of the recipients will be made by the Senate Committee on Awards on the recommendation of the Department of French. Written applications, including details of the proposed program, are to be submitted to the Department of French by April 1 of the academic year preceding the proposed study at another institution.

### **CUCHULAIN VIKES RUGBY AWARD\* (NEW-UG)**

One or more awards are given to undergraduate students who compete on the Vikes Men's or Women's Varsity Rugby teams at UVic. Eligible students must meet all CIS (Canadian Interuniversity Sport) eligibility requirements. Award recipients will be selected on the basis of work ethic, commitment and performance criteria by the Director of Athletics and Recreation in consultation with the Manager of Athletics.

### **LAWSON LUNDELL LLP PRIZE IN SECURITIES REGULATION (REVISED-UG)**

A prize in the sum of \$1,500 is awarded to a student who has achieved high academic standing in the Securities Regulation course in the Faculty of Law, or in a year when the course is not offered, the prize may be awarded to a student who has completed a paper on a related topic. Selection of the recipient will be made by the Faculty of Law.

## MEMORANDUM

## University of Victoria

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Student Awards and Financial Aid  
Email: lnolt@uvic.ca  
Tel: (250) 721-8425  
Fax: (250) 721-8757

**TO:** Secretary of Senate  
University Secretary's Office

**DATE:** December 16, 2015

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

**RE:** Awards Recommended to Senate for Approval



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Lori Nolt

### 2015/2016 Senate Committee on Awards

J. Walsh (Chair), S. Banerjee, K. Barnes, D. Begoray  
A. Cirillo, M. Runtz, H. Hallgrimsdottir, D. Mellin, J. Wood  
A. McLaughlin, L. Charlton, L. Nolt, Y. Rondeau, F. Canjura

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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~~

### **CASSELS SHAW GRADUATE FELLOWSHIP\* (NEW-GS)**

One or more fellowships each year will be awarded to an outstanding graduate student, entering or continuing in the Faculty of Graduate Studies. The recipient will be selected on the basis of high academic achievement and demonstrated financial need. Students must be nominated by their academic department, and complete a budget assessment form. Selection of the recipient will be made by the Graduate Awards Committee of the Faculty of Graduate Studies.

### **TRUSSEL UNDERGRADUATE SCHOLARSHIP IN SCIENCE AND TECHNOLOGY (FACULTY OF ENGINEERING) (NEW-UG)**

One or more scholarships totalling \$2,750 are awarded to academically outstanding entrance, transfer or in-course undergraduate students in the Faculty of Engineering who have graduated from a secondary school in the Kootenay-Boundary area of British Columbia (School Districts #5, 6, 8, 10, 20 and 51).

## **TRUSSELL UNDERGRADUATE SCHOLARSHIP IN SCIENCE AND TECHNOLOGY (FACULTY OF SCIENCE) (NEW-UG)**

One or more scholarships totalling \$2,750 are awarded to academically outstanding entrance, transfer or in-course undergraduate students in the Faculty of Science who have graduated from a secondary school in the Kootenay-Boundary area of British Columbia (School Districts #5, 6, 8, 10, 20 and 51).



University  
of Victoria

**SUBMISSION TO THE UVIC BOARD OF GOVERNORS**

**FOR DECISION**

January 11, 2016

**To:** Operations and Facilities Committee

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



**cc:** President and Vice-Chancellor

**Meeting Date:** January 26, 2016

**Subject:** Proposal for a new stream in the existing Masters of Music program - Music Technology

**Basis for Jurisdiction:** Senate Committee on Planning meeting November 5, 2015  
Senate meeting December 4, 2015

**Strategic Relevance:** The University's success is dependent on the ability to provide rich, relevant and diverse quality programs that demonstrate societal need and value, meet student demand and faculty expertise. The proposed program aligns with the Strategic Plan's emphasis on interdisciplinary (A Vision for the Future, p. 8); experiential learning (p. 8); response to the rapid pace of technological change (p. 12); international focus (in terms of student recruitment and established faculty research partnerships; p. 18, 31) and building bridges between university researchers, community groups, and the private sector (p. 32).

**Previous Consultation:** Senate Committee on Planning meeting November 5, 2015  
Senate meeting December 4, 2015

## **Recommendation:**

*THAT the Operations and Facilities Committee recommend to the Board of Governors that it approve the establishment of a stream in the existing Masters of Music program, in Music Technology, to be effective immediately and that this approval be withdrawn if the program should not be offered within five years of the granting of approval.*

## **Background:**

### **Resource Plan for University of Victoria, Board of Governors**

#### **1. Overview/nature of the academic program**

The proposed Master's program in Music Technology, which will be the only one of its kind in BC, aims to provide integrative training in music technology for a diverse contingent of students—composers, performers, musicologists, instrument builders, programmers, and engineers. The program builds on strengths that exist within the School of Music—a successful joint major undergraduate program in Music and Computer Science (with 40 students currently enrolled); a composition faculty well versed in music technology; and cross-listed appointments in Computer Science, and Electrical and Computer Engineering.

#### **2. Alignment with the university's mission and strategic plan**

The proposed program aligns with the Strategic Plan's emphasis on interdisciplinary (A Vision for the Future, p. 8); experiential learning (p. 8); response to the rapid pace of technological change (p. 12); international focus (in terms of student recruitment and established faculty research partnerships; p. 18, 31) and building bridges between university researchers, community groups, and the private sector (p. 32).

#### **3. Senate/academic considerations**

The proposal received enthusiastic support within the School of Music, the Faculty of Fine Arts, the Graduate Executive Committee, and the Faculty of Graduate Studies. Campus-wide consultations with other units' Deans and Chairs yielded favourable comments. The proposal was passed by the Senate Committee on Planning and Senate on 5 November.

#### **4. Demand and availability**

The proposed program is a new stream within the existing MMus program: the MMus in Music Technology. There are no MMus in Music technology programs in British Columbia, and only two other programs in Canada. With the undergraduate combined major program in Music and Computer Science (40+ students) and the Computer Music option program in Electrical Engineering at UVic, as well as the undergraduate Digital Audio Arts program at the University of Lethbridge and a new minor in Applied Music Technology at UBC, UVic is well placed to recruit students to the MMus in Music Technology.

#### **5. Resource implications (including resource plan, revenue and expenditure implications)**

Tuition revenue generated by the program is expected to begin at \$7,144 per year (with an initial intake of two students) and reach \$35,722 per year after five years (with an intake of eleven students). Total tuition revenue after five years is expected to be \$132,171.

The proposed program requires no new faculty appointments; current regular, cross-listed and adjunct faculty are able to teach all courses. One undergraduate course (1.5 units) will need to be covered with new instructional money (\$6,700) to enable core Music Technology faculty to take on the instruction of these courses.

No new staff are required for the launching of the program. Once the student body exceeds the currently targeted number of FTEs, an increase in graduate secretary support may be necessary.

No new space is required for the program.

#### **6. Other relevant factors (including impact and outcomes)**

Core courses in this program will fill curricular gaps that have been identified in other disciplines working with sound on-campus (Anthropology of Sound, Computer Science, and Visual Arts). A degree program that integrates music technology with traditional musical studies will attract national and international students looking to proceed to a PhD degree program. The creative industries, including music technology, have been identified as one of the fastest growing segments of the provincial economy. This program responds directly to this trend by training talent for this industry, and also providing individuals the opportunity to upgrade their research skills, formalize their creative practice, or obtain graduate degrees to support their professional development.

**Attachment(s):** Proposal for a new stream in the existing Masters of Music program - Music Technology submitted to Senate December 4, 2015.



University  
of Victoria

**SUBMISSION TO THE UVIC BOARD OF GOVERNORS**

**FOR DECISION**

**To:** OPERATIONS & FACILITIES COMMITTEE

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

Two handwritten signatures in black ink, one above the other, corresponding to the Vice-Presidents mentioned in the 'From' field.

**cc:** President and Vice-Chancellor

**Meeting Date:** January 26, 2016

**Subject:** Approval of the Campus Plan

**Basis for Jurisdiction:** Committee's Terms of Reference

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**Strategic Relevance:**

One of the goals in the Resource section of the 2012 Strategic Plan is "Developing and sustainably stewarding our resources". It further provides under Objective 34: To update, renew and implement our Campus Plan, driven by academic priorities and informed by community input and our commitment to sustainability, with the goal of building an engaged campus, vibrant seven days a week.

**Previous Consultation:**

The process to update the 2003 Campus Plan has been overseen by the Campus Planning Committee (CPC). They have undertaken extensive engagement as part of the process, including surveys, open house sessions, mobile booths across campus and workshops, along with specific

liaison with municipalities, interest groups, Resident Associations, First Nations and other stakeholders.

Previous consultation with the Board of Governors at various stages of the Plan update process occurred on September 30, 2014 and in 2015 on January 27, May 26 and November 23. At the meeting in November, the Board received a presentation from the consulting team on the draft plan and the proposed changes to the plan, reflecting the feedback received during the consultation process.

### Recommendation:

*THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the updated Campus Plan.*

### Background:

The Campus Plan guides the physical development of the campus in accordance with the university's strategic priorities and its research and teaching needs. The Plan update process, under the guidance of the Campus Planning Committee (CPC), was initiated in the fall of 2014 with background research and initial consultations and proceeded throughout 2015, leading to the completion of a final updated Campus Plan in December.

### Engagement

As referenced in the diagram below, engagement with stakeholders, as provided for in the Campus and Community Engagement Plan was a key part of the project and the overall process to update the Plan. Engagement outcomes and project updates were provided on the project webpage at [www.uvic.ca/campusplanning](http://www.uvic.ca/campusplanning) throughout the process.



The primary purpose of public engagement during phase one was to educate and raise awareness about the Plan update process and to provide opportunities for stakeholders to share their input about priorities for the physical development of the campus.

Between January and March 2015, hundreds of stakeholders, including students, faculty, staff and neighbours in the broader community provided input and ideas. Engagement activities included a mobile booth with display panels at various locations on campus between January 13 - 16, a January 28<sup>th</sup> Speakers Event, a February 4<sup>th</sup> Ideas Forum which included two drop in open houses and a workshop, an online survey, a photo contest, meetings with neighbourhood resident associations and the UVic Alumni Board and a UVision report received through the UVic

Sustainability Project, led by student volunteers. Attention was also given to engagement with local First Nations communities in conjunction with the UVic Office of Indigenous Affairs. A physical baseline report for the campus was also completed in the first phase of the project. It provided context for how the campus functions today and was used to assist with the engagement activity discussions and in preparing the draft Campus Plan.

Subsequent phases of the Plan update focused on the development of ideas and concepts through mobile booths and a Concept Plan Charette held in April, along with further consultation with the CPC. The ideas and concepts from this work then formed the basis of the built form, open space and mobility frameworks that were included as key directions in the updated draft Plan that was prepared over the summer. In October and November, further engagement activities included open house, mobile booth and workshop sessions and meetings with community associations held in conjunction with the release of the draft Plan.

The major themes from the engagement activities in the Fall that are referenced in the Phase 2 Engagement Summary report were:

- Strong support for the Vision, Goals, Principles and the 'Big Moves' of the Plan;
- Protect all of Cunningham Woods from development and protect, restore and expand natural areas;
- Enhance cycling infrastructure and separate pedestrian and cyclist facilities on Ring Road; and
- Secure a permanent location for the campus community garden.

The CPC considered all of the comments received on the draft Plan at their meetings in late November and early December and provided for a number of substantive adjustments, along with a variety of minor technical changes, to be incorporated into the final Plan. A final Plan and a recommendation to the President for its approval was provided by the CPC in their role as advisors to the President at their December 7<sup>th</sup> meeting.

An overview of the Plan, along with the adjustments undertaken to key items to address the comments received from the campus community and others on the draft Plan, is outlined in the next section.

With the completion of the Plan, various communication measures to update the campus and external community have been undertaken. They include adding text to the Campus Plan website, to ensure that interested parties are fully informed on the overall planning process, the feedback received from the phase two engagement activities, and the adjustments that have been undertaken subsequent to the draft Plan.

An information session and display on the Campus Plan was also scheduled for January 13<sup>th</sup>, in the University Centre lobby. It provided an opportunity to highlight the new directions and the implementation strategy outlined in the Plan and to respond to any final questions that participants may have on the project.

#### Updated Campus Plan

##### a) Vision, Goals, Principles, Big Moves and Concept Plan

The final updated Campus Plan builds on the current 2003 Plan, reflects the input received from students, faculty, staff and community members during the Plan update process and responds to new challenges and opportunities.

It includes a vision which embraces the broader strategic goals of the university and provides for goals on natural and landscaped open space, land and buildings, movement and accessibility and engagement.

The nine principles to provide guidance for generating policy directions for the Plan start with the need for development decisions to give priority to the academic, teaching and research needs of the university, including opportunities to strengthen the sharing of ideas and collaborative learning and the use of the campus as a living laboratory. Other principles relate to a vibrant campus, campus and broader community engagement, natural areas and the open space system, compact growth, sustainable buildings and facilities, spirit of place and movement and accessibility.

Bringing the vision, goals and principles to life are a number of design strategies or 'big moves' that comprise the key physical elements of the concept plan, which integrates frameworks for campus open space, land use and the built form and mobility. Each framework is comprised of more detailed policy directions.

#### b) Policy Frameworks

The Open Space policy direction provides for a renewed commitment to the overall preservation and enhancement of existing natural areas on campus, along with a further commitment to increasing the overall area of natural landscape, tree canopy coverage and ecological connectivity. It also sets out an open space system comprised of the quadrangle, commons, plazas, courtyards, playing fields, activity hubs and promenades that provide safe, pedestrian-friendly links throughout the campus and encourages social interaction through outdoor meeting places, relaxation spaces and other outdoor recreational venues.

Based on the feedback received on the draft Plan, changes were made to the Natural Areas section, to provide for one category of natural areas, including areas like Mystic Vale, which has an environmental protection covenant in place, as well as other natural areas such as the South Woods, Garry Oak Meadow and Bowker Creek areas on campus. In addition, the policy that referenced the northern edge of Cunningham Woods as a potential future building site, was removed and replaced with a special study area designation. This special study designation provides for further studies and processes to be undertaken as required in the future in response to a building proposal, that should consider possible building uses and designs, ecological impacts and stakeholder feedback from engagement. A policy in this section was also revised to reinforce the university's intention of providing space for the campus community garden for its ongoing use over the longer term. It also references a commitment to dialogue and consultation for alternative arrangements should the space ever be needed to serve the university's academic needs and priorities.

Other adjustments were also made to this section of the Plan to emphasize that the concept of a possible future plaza at Gabriola Road, between the CARSA and McKinnon buildings, are options for review rather than specific directions. This item, as well as the illustration and corresponding policies related to a possible future University Drive gateway at the south end of the campus, were moved to a new Appendix, entitled Potential Road Design Options.

In the Built Form framework, the policy directions provide a structure to guide the desired build out of the campus, by promoting a compact campus, fostering place making and vibrancy, and creating a harmonious relationship with open spaces and connections. It supports the university's academic mission and integrates strategies for land use, programming and building design. Directions for building form, in terms of massing, height, transition and character are also provided in order to enhance the campus identity, sense of safety, a pedestrian scale and a positive relationship to the public realm.

The key change in this section of the Plan from the draft previously presented to the Board revises the Potential Future Building Sites to add the special study area designation, in lieu of a possible future building site at the northern edge of Cunningham Woods.

The policy directions in the Mobility framework establish a renewed commitment to walkability, safe access, yet reduced demand for personal vehicles, to help manage pressures on surrounding neighbourhoods, and the promotion of increased cycling, walking and public transit use, to make these priority modes convenient, safe and enjoyable for all users. It also supports universal accessibility so that individuals of all physical abilities are able to move through campus without barriers of impediments. Policies that provide for the continued implementation and enhancement of the Transportation Demand Management (TDM) program are outlined to help reduce demand for single occupancy vehicular use and to help increase the attractiveness of travel by foot, bicycle and transit. A vision for the Ring Road as a people place, with an improved public realm that establishes strong, intimate relationships with adjacent buildings and other destinations is also outlined.

Adjustments to this section, undertaken as part of the review of feedback on the draft Plan, highlighted the goals and vision for Ring Road, while moving the specific road and pathway design options to the Appendix. The text was also revised to indicate that the proposed pathway for use by pedestrians and cyclists could be either shared or separated facilities and that further study and engagement with campus and external stakeholders such as BC Transit, Oak Bay and Saanich is needed before any redesigns are finalized and implemented in the future.

#### c) Implementation

The final Plan also includes an Implementation Strategy. It advances the action oriented policies in the Open Space, Land Use and Built Form and Mobility Frameworks and includes an Ongoing Engagement section. This section was further developed by the CPC based on input received during the engagement activities in October and November. In particular, the adjustments reflect the feedback and the need for further study on the topics relating to cycling and other mobility directions. The CPC also considered in the list of nineteen actions, the range of follow up activities that could best address the Plan's directions over the next ten years. The Plan notes that priorities for the implementation items are best established as part of future discussions and decisions on resource availability, needs and appropriate timelines, and within the usual university processes for decision making and approvals.

#### **Conclusion:**

The Campus Plan update commenced in the Fall of 2014 and has involved three phases of technical work and engagement activities, leading to the preparation of the final Plan. Throughout the process, the various engagement activities were broadly based and successful in obtaining broad and deep input from diverse audiences from both the campus and the external community.

The Plan is designed to serve the academic and research mission of the university and to help advance the vision for the campus by guiding decision making related to open space, the built form and mobility for a planning horizon of ten years, with longer term considerations given for the next twenty five years.

#### **Attachment(s):** Campus Plan



University  
of Victoria

**SUBMISSION TO THE UVIC BOARD OF GOVERNORS**

**FOR INFORMATION**

**To:** Board of Governors  
**From:** Carmen Charette, Vice-President External Relations  
**cc:** President and Vice-Chancellor  
**Meeting Date:** 26 January 2016  
**Subject:** **EXTERNAL RELATIONS UPDATE**

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

**ALUMNI AND DEVELOPMENT**

The university is on track to meet its 2015-16 fundraising goal of \$14 million by 31 March 2016. As at mid-January \$10.2 million has been raised. This includes the \$2 million Youth in Care Student Award Endowment from the Sisters of St. Ann, which will cover the annual tuition costs for an undergraduate degree for up to 15 former youth in care.

The UVic [2015 Donor Impact Report](#) was recently awarded Bronze recognition at the 2016 CASE District VIII Communication Awards. The report was created by our donor relations and marketing teams and distributed this summer to approximately 4,500 donors by either mail or email.

Alumni Week 2016 takes place the first week of February. This year's celebration will be a spotlight on thinkers, changers and difference-makers. There are 14 engaging and informative events scheduled to celebrate the economic, social and cultural impact of UVic grads everywhere, including two branch events in Calgary and Vancouver. A full list of events is available at [Alumni Week 2016](#). Board members are welcome to register online to attend any of the Alumni Week events or contact Alumni Relations at [alumni@uvic.ca](mailto:alumni@uvic.ca) for assistance. Highlights include:

- Vikes Basketball Alumni Appreciation Night (January 29) - over 200 alumni and their families will be in attendance to cheer on the Vikes vs UBC, plus the unveiling of the Spirit Section of bleacher seating established by the UVic Alumni Association with occur that evening
- Distinguished Alumni Awards Night (February 2) - an evening of inspiration and celebration as the awards are presented to individuals whose careers and community involvement define the positive impact of UVic alumni
- Introverts' Night Out (February 5) - Chancellor Shelagh Rogers will be *in conversation* with University of Cambridge psychologist Brian Little (UVic BA'64), author of *Me, Myself and Us: The Science of Personality and the Art of Well-Being*

There will also be a social media blitz reinforcing UVic pride and demonstrating the vital impact of UVic alumni everywhere, and an online contest where all alumni who enter are eligible to win a \$1,500 travel voucher from UniGlobe Travel. We expect Alumni Week 2016 to exceed 2015's cumulative activity of 2,163 participants (non-unique total for both events and online).

## **CEREMONIES, FARQUHAR AUDITORIUM, LEGACY ART GALLERIES**

Ceremonies and the Farquhar recently joined with Fine Arts and Facilities Management to arrange a UVic float in the Santa Day Parade downtown promoting both UVic and Tuba Christmas, and sporting specially created Edge banners. 40,000 people are estimated to have seen the UVic float and it also received mention during the CHEK broadcast of the parade.

The Farquhar has an exciting line-up of shows in the New Year including International Guitar Night on January 17, The Paperboys on February 13, De Danann (the Rolling Stones of Irish Folk Music) on March 20 and the internationally renowned Glenn Miller Orchestra on March 23.

The Legacy Art Galleries' strong focus on Indigenous art and collaborative programming celebrates Indigenous culture and, along with UVic's many faculty working with First Nations communities, contributes to UVic's dedication to the reconciliation process reflected in the Truth and Reconciliation Commission calls for action.

The Galleries have an almost-full year of First Nations art programming in 2016:

- Opening in February, *Emerging through the Fog* is curated by UVic MFA student and Nuuchah-nulth artist Hjalmer Wenstob and explores the mentorship on his artistic practice of the late renowned Nuuchah-nulth artist, Art Thompson. As part of this project, Legacy will include 32 public school tours (fully booked with a long waiting list) that feed into the enhanced Indigenous education component of the BC elementary school curriculum.
- In summer 2016 *Out of the Frame* will be the feature exhibition curated by UVic Anthropology professor Dr. Andrea Walsh and her students. This project will bring together junior, emerging and senior Coast Salish artists to share ideas and create new collaborative work that expands the boundaries of traditional printmaking.
- In fall 2016, the art of UVic MFA and sessional Indigenous education instructor Lindsay Delaronde will produce the exhibition *Squaw* which includes edgy portrait photographs of 30 First Nations women. This project encourages healing and celebrates strength and individuality while challenging us to rethink stereotypes particularly related to the treatment of Aboriginal women in society in the wake of increased awareness of the disturbing issue of missing and murdered women.

## **COMMUNITY AND GOVERNMENT RELATIONS**

### **Capital Trade Mission - February 17 to 19, 2016**

In response to the successful San Francisco Trade Mission in September 2015, UVic is collaborating with the City of Victoria and other community partners to stage a return visit by the San Francisco contacts to promote ongoing dialogue and business development within our city. A key element of interest for San Francisco / Silicon Valley companies is access to talent within a region. UVic will be hosting a dinner on Opening Night and will use this time to showcase the talent, knowledge and capacity of our student body. Camosun College and Royal Roads University have been offered the opportunity to co-host the evening with UVic.

### **Civic Studio**

UVic, Camosun College and Royal Roads are partnering with the City of Victoria to develop a downtown presence for post-secondary institutions. Through the Civic Studio, students from the three institutions will be invited to participate in credit courses designed around a curriculum of solving a social, economic or physical challenge facing the City. A pilot course called Biketoria (officially known as Geography 491 and led by UVic Professor Trisalyn Nelson), was featured in the *Times Colonist* in early January and is being lauded by Mayor Helps and others as a great collaboration between the City, the community and UVic.

### **Students Living in the Community**

UVic convened a meeting with over 20 members of the community including municipal liaisons, community association representatives, bylaw officers, law enforcement officers, the GSS Chair (UVSS representative was unable to attend) and staff from campus security and student services. Best practices were discussed with input from all groups on how to effectively manage challenges and ensure positive outcomes for students living within the broader community.

### **Refugees - request to use Queenswood**

As was mentioned at the November Board meeting, UVic was approached about the possible use of the Queenswood property to provide temporary housing for refugees. Jean McRae, Executive Director of the Intercultural Association of Greater Victoria (ICA), visited the facility on December 15. The possibility was discussed at length and ICA decided to seek other options. The cost of furnishings, staffing a kitchen, and disassembly of the same after several months were the key reasons for not proceeding. ICA was very appreciative of UVic's willingness to consider this option and they look forward to partnering with UVic on other aspects of welcoming refugees to our region through English language learning opportunities and other career-related courses offered through Continuing Studies.

### **Business Council of BC (BCBC) – Federal Government Engagement Committee**

President Cassels is participating on this sub-committee of the BCBC executive. The intent of the committee is to provide strategic guidance to enable business to proactively educate the new federal government elected officials and staff on BC's economy, the key issues facing the business community as a whole and to advance priority files to support a competitive economy and its fiscal, policy and infrastructure needs. President Cassels is the only committee member from the post-secondary sector.

### **Universities Canada (UC)**

UC is launching in January a new initiative around 'Thought Leadership' with a two-fold purpose: position universities as conveners of important public policy dialogue; and unearth new third-party champions. UC is selecting six cities across Canada to host signature events (details will be announced mid-January).

### **South Vancouver Island Economic Development Association (SVIEDA)**

The Greater Victoria Development Agency, an organization in which UVic was a funding partner and has supported for nine years, is being transitioned to the SVIEDA (aka 'YYJ Prosperity Project'). As a funding partner for the new association, UVic is working collaboratively with 12 of the 13 municipalities, local businesses, community organizations, and First Nations to create this new entity. An Interim Board of Directors is in place until end of April and there is a communications strategy underway to request applications from the community for the Board of Directors.

The mission of SVIEDA is to facilitate and promote development of a strong, diversified economy in South Vancouver Island. The vision is a collaborative region that is a vibrant place to work through the creation of household-sustaining jobs in targeted sectors of our regional economy. The objective is to launch a new public-private partnership model for economic development in the region and implement economic development approaches that lead to increases in the number of new jobs in targeted sectors, median household income, and project funding from other levels of government.

In order to inform the work of this new economic development model, there is a need for greater understanding of the local economy as it relates to best practices in economic development and benchmarks to measure progress. UVic has been asked to contribute expertise from staff, faculty and students to assist in the analysis of the local economy to develop baselines, metrics and methodologies that will provide foundational support to the new model.

## **Canada's 150th Celebration**

A UVic working committee has been created to discuss how we can support Canada's 150th anniversary celebration. The goal is to build on, and bring the 150th message to programs, events and activities that already exist. We will also work with our municipal, provincial, federal, community and post-secondary partners to collaborate on initiatives.

## **Provincial Government**

Work continues to address priority areas at the provincial level, both for the system as a whole in collaboration with RUCBC and on specific UVic files.

The president and VPs had a very productive visit with Fazil Mihlar, the Assistant Deputy Minister of Institutions and Programs on December 10. This provided the opportunity to introduce the new ADM to UVic and discuss government and UVic priorities:

1. Continued investment in quality of education and student success – operating grant support taking into account rising cost pressures
2. Continued, stable and predictable research support to continue production of knowledge and innovation + successful leveraging of provincial funding (BCKDF)
3. Continued financial support for students: in particular, reintroduction of a scholarship program for graduate students who are key to innovation and knowledge mobilization
4. Green light on self-financed projects: building residences to house and support students and enhance their success – not at the expense of government or the taxpayer (debt room)
5. Preservation and enhancement of the investment in infrastructure – capital funding for deferred maintenance
6. Support for new Civil Engineering program

Topics discussed included:

- a) student outcomes (satisfaction and employment outcomes, experiential learning opportunities, access and debt, learning outcomes)
- b) research strengths (strategic research plan, the role of graduate students, rankings and indicators)
- c) jobs and innovation (responsive programming to jobs skills agenda and economic innovation through partnerships and knowledge mobilization)

## **Federal Government**

Green Party Leader Elizabeth May visited UVic on January 12 for meetings with President Cassels, Vice-Presidents Castle and Charette, PICS Director Sybil Seitzinger and Indigenous Affairs Director Ruth Young.

President Cassels attended Universities Canada (UC) board meetings in Ottawa on January 18 and 19, and had further meetings with UC staff as part of their series of conversations with university presidents. He also attended the *Ocean Science in the Arctic Workshop* (co-hosted by UVic and Polar Knowledge Canada).

## UNIVERSITY COMMUNICATIONS + MARKETING

The implementation of the university's communications and marketing plan continues in the following ten key priority areas:

### 1. Establish a strong governance model for managing the UVic positioning and identity

The Strategic Positioning Council (SPC) and Edge Team (ET) governing bodies have been established. The SPC met in March and November; the ET in June, October and November. Additional meetings of both groups are scheduled for the first part of 2016.

### 2. Create a communications and marketing master planning process

An annual communication and marketing master planning process at UVic has been initiated. A draft plan for 2016-17, including a timetable, was reviewed by both the SPC and ET in November. A summary version of the plan is being prepared and is intended to increase awareness and understanding of and support for Edge-related communications and marketing objectives in our community.

### 3. Update UVic “look and feel”

Detailed [Edge Brand Guidelines](#) were released in September. They govern how key Edge elements such as look and feel, photography and video, story, messaging and voice are applied. Additional downloadable elements and templates are continuously being added to the site for the use of the university community. Work is commencing on creating an appropriate Indigenous presence within the Edge and developing sub-brand agreements with various units who fall into the sub-brand category of the university's brand architecture.

### 4. Launch and support positioning internally

UC+M completed its Edge implementation circuit of faculties and major units in December. The circuit was designed to create a firm internal foundation of support for the Edge and to identify unit needs for supports/materials as well as how to work together effectively.

A series of regular [workshops](#) on the Edge that will eventually form an “Edge curriculum” is underway. They include an introduction to the Edge brand guidelines, as well as workshops on writing, social media, photography and video in the Edge vernacular.

A hiring process has been initiated for an implementation team to support adoption of the Edge at the faculty/unit level. Over two years, this small dedicated team will provide writing, design, photography, videography, and project management services to faculties and academic departments/schools, in support of their student recruitment goals and to assist them to adopt the Edge look, feel, and voice more generally. It will also create Edge-consistent introductory materials for research centres.

New guidelines have been developed to explain the Edge transition process and levels of support to campus units, and a brand checklist has been created for their use.

### 5. Create a media-rich storytelling strategy

The implementation of an online UVic StoryHub is underway to curate and share stories that speak to Edge positioning according to audience, topic, positioning, faculty, etc. A “story grid” has been created to house videos and Instagram photos that tell the UVic story. It was implemented as part of the UVic homepage redesign launched this month. Student video testimonials continue to be developed using a “themed” style, with a template for subsequent use and the first set of videos to be available early this spring. Video projects currently in planning will showcase our research community, and will also gather user-generated content via contests. The first contest will take place this term.

**6. Update key UVic website elements**

95 faculty, department, centre and program websites have been moved into the new Edge web template. An Edge-based redesign of the university homepage and central web presence (landing pages for all the key audience pathways) was launched the week of January 19.

**7. Create a content management strategy for social media**

A social media coordinator to plan and execute social media campaigns and coordinate social media initiatives on campus is in place as of this month. The coordinator is creating a work plan that will prioritize the adoption of a university-wide social media monitoring and collaboration platform (now in the evaluation phase of a purchasing process), revise university social media guidelines, research social media campaigns and advertising buys, and develop a cohesive social media administrators' community at UVic.

**8. Create a more dynamic recruitment experience**

New Edge-grounded student recruitment materials have been produced in partnership with Student Recruitment and Global Engagement. Work on the next version of the student welcome package is underway.

The [virtual tour](#) of campus launched in October has been viewed more than 7,900 times. The average time on the site is more than eight minutes, indicating a high level of engagement, and UVic's "conversion" rate for visitors asking for more information, booking a physical tour, or applying to UVic is double the average for other universities with similar tours.

Work has now been initiated on a web-based project that would allow students to chart their multi-stage journey through co-curricular and dynamic learning opportunities at UVic, university learning outcomes, and career preparation steps in a highly interactive way that provides rewards (e.g., badges) for completing essential steps. The project is currently in the research phase, including audience research and a competitive analysis.

**9. Develop and implement an above-the-line paid advertising campaign**

The scope for a multi-year above-the-line advertising campaign has been widened. The campaign was previously targeted at brand awareness for prospective undergraduate students (high school students 15-18 years of age in grades 10, 11 and 12) in BC and select regions in Calgary and the Greater Toronto area in order to keep UVic top-of-mind for recruitment purposes in these vital markets. It is now being re-engineered to focus on additional key audiences. As a result, three connected campaigns are being planned to launch late summer/early fall 2016.

In addition to the prospective student campaign aimed at increasing awareness of the Edge components to aid the recruitment of best-fit students (as above), there will be a mass-media Edge brand awareness campaign for a wide audience in the Lower Mainland and Greater Victoria as well as a targeted campaign focusing on the vital impact of UVic's research aimed at decision-makers, policy-influencers, and community, government and business leaders in Vancouver and Ottawa with the goal of enhancing reputation with these key groups. The latter campaign will also employ public relations approaches and include below-the-line advertising.

**10. Promote UVic's thought leadership**

The potential to position UVic as a thought leader in targeted areas, both geographic and thematic, will be actively explored with the completion of the strategic research plan. An early move in this direction is being pursued through the UVic sponsorship of a health themed Walrus Talk in Vancouver on June 2. With a date, venue and theme identified, the Talk is now in the detailed planning stage. It will also assist university objectives for one of the campaigns identified in #9 above.