



**University
of Victoria**

**UNIVERSITY OF VICTORIA
BOARD OF GOVERNORS
Tuesday, January 27, 2015
11:00 a.m. – 12:00 p.m.
Senate and Board Chambers**

DRAFT AGENDA - OPEN BOARD

Welcome

- 1. Approval of Agenda**
- 2. Minutes**
 - a) Minutes of Regular Meeting of November 25, 2014** *(attached)*

MOTION:

THAT the minutes of the open session of the regular meeting of November 25, 2014 be approved.

- 3. Business Arising**
- 4. Remarks from the Chair**
- 5. Correspondence**

CONSENT

- 6. Finance Committee (L. LeBlanc)**
 - a. University of Victoria Staff Pension Investment Performance Report for the Period Ended September 30, 2014** BOG-Jan27/15-11
- 7. Operations and Facilities Committee (M. Kennedy)**
 - a. Status Report on Capital Projects** BOG-Jan27/15-14
 - b. New and Revised Awards** BOG-Jan27/15-25

MOTION:

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

- *CIBC Bursary in the Peter B. Gustavson School of Business (new)*
- *Christine Elworthy Bursary in the School of Nursing (new)**
- *David Flaherty Undergraduate Student Library Scholarship (new)**
- *Viking Alumni Rugby Award (new)**
- *Schulich Leader Scholarship (revised)*
- *Henry & Marian Thiel International Business Award (revised)**
- *Howlers Rugby Award (new)**
- *New Canadian and Immigrant Entrance Scholarship (new)*
- *CIBC Scholarship in the Peter B. Gustavson School of Business (new)*
- *Bob Peart Graduate Scholarship in Terrestrial Parks and Protected Areas (new)**
- *William Petrie Graduate Student Library Scholarship (new)**
- *Hakai Fellowship (new)*
- *Jessie H. Mantle Fellowship in Nursing (revised)*
- *John Michael Brownutt Scholarship (revised)**
- *Castaway Wanderers Rugby Award (revised)*
- *Norah and Calvin Banks Aboriginal Leadership Award in Sciences (revised)**
- *25th Olympiad Scholarship (revised)*

** Administered by the University of Victoria Foundation*

- c. University Policy on University Policies and Procedures (GV0100) BOG-Jan27/15-27**

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

REGULAR

8. Operations and Facilities Committee (M. Kennedy)

- a. Campus Plan Update – Engagement Plan BOG-Jan27/15-15**
- b. Canada First Research Excellence Fund – UVic proposal BOG-Jan27/15-16**

9. President's Report

- a. Presentation on Strategic Enrollment Management** – Mr. Jim Dunsdon, Associate Vice-President Student Affairs and Mr. Tony Eder, Director of Institutional Planning and Analysis
- b. Other matters**

10. Other Business

11. Adjournment



University
of Victoria

**UNIVERSITY OF VICTORIA
BOARD OF GOVERNORS
Tuesday, November 25, 2014, 11:00 a.m.
Senate and Board Chambers**

DRAFT MINUTES - OPEN BOARD

Present: Dr. Hélène Cazes, Ms. Ida Chong, Mr. Bradley Cranwell, Dr. Ana Maria, Ms. Tracy Redies, Mr. Nav Bassi, Ms. Kayleigh Erickson, Dr. Erich Mohr, Prof. Jamie Cassels, Mr. Peter Gustavson, Mr. Murray Farmer, Ms. Lindsay R. LeBlanc

Regrets: Mr. Michael Kennedy, Ms. Isobel Mackenzie, Ms. Beverly Van Ruyven

By Invitation: Dr. David Castle, Ms. Carmen Charette, Ms. Gayle Gorrill, Dr. Valerie Kuehne

1. Approval of Agenda

The agenda was approved upon motion (B. Cranwell/A. Peredo) with the move of the Discontinuation of Canadian Studies Certificate Program BOG-Nov25/14-18 to the regular agenda.

2. Minutes of Regular Meeting of September 30, 2014

MOTION (L. LeBlanc/N. Bassi):

THAT the minutes of the open session of the regular meeting of September 30, 2014 be approved.

CARRIED

3. Business Arising

Vice-President External Relations Carmen Charette said that a forum on climate change would be held on January 26, 2015 as had been discussed at the June Board meeting. She said the forum was a joint effort with the Pacific Institute for Climate Studies (PICS) and was being planned as an exchange of various viewpoints. As part of the planning, discussions with Divest UVic, the Faculty Association and Professional Employees Association (PEA) were taking place.

4. Remarks from the Chair

Dr. Mohr reminded Board members that it was Chancellor Murray Farmer's last Board meeting. He said there would be an opportunity to recognize him at the end of the meeting.

Dr. Mohr reported that Operations and Facilities Committee Chair Michael Kennedy was not able to attend the meeting and he would report out on items from this committee on Mr. Kennedy's behalf.

Dr. Mohr reported that Board members had participated in a short workshop the previous day organized by University 101 and 102 alumni volunteers. He said Board members had very much appreciated the opportunity. They found it enlightening as well as a humbling experience and were delighted to see what had been achieved with relatively few resources. Copies of the University 101 and 102 student journals, provided for Board members by the organizers of the workshop, were distributed to Board members.

5. Correspondence

a. Letter of October 30, 2014 to Mr. Lee Doney, PSEC re: Code of Conduct Guidelines

Dr. Mohr reminded Board members that the government had directed post-secondary institutions to submit revised codes of conduct for employees or to show how their policies were aligned with provincial standards of conduct for the public sector. He noted that UVic's response was linked to the agenda.

CONSENT

6. Operations and Facilities Committee (M. Kennedy)

a. Status Report on Capital Projects BOG-Nov25/14-09

b. Due Diligence Reports – Facilities Management BOG-Nov25/14-10

c. Proposal for a Minor in Education BOG-Nov25/14-15

MOTION:

THAT the Board of Governors approve the proposal for a Minor in Education and that the program be withdrawn if the program is not offered within five years of the granting of the approval.

d. Proposal for a Minor in Geographic Information Technology BOG-Nov25/14-17

MOTION:

THAT the Board of Governors approve Minor in Geographic Information Technology and that the program be withdrawn if the program is not offered within five years of the granting of the approval.

e. New and Revised Awards BOG-Nov25/14-19

MOTION:

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

- *Wanosts'a 7 Scholarship (new)*

- *Class of 1981 Entrance Scholarship in Honour of Anne Fraser (new) **
- *Vera Allen Travel Award for Medical Sciences (new) **
- *Elias Mandel Prize for Study Abroad in Humanities (new) **
- *Susan Hill and Susanne Diakiw Bursary in Education (new) **
- *Susan Hill and Susanne Diakiw Bursary in Earth and Ocean Sciences (new) **
- *Cloverdale Paint Bursary (revised)*
- *Michiel Horn and Cornelia Schuh Scholarship (revised) **
- *Mansell-McLellan Entrance Scholarship (revised) **
- *Lorene Kennedy Field Course Award (revised) **
- *Mrs. Matilda M. Schill Scholarship (new) **
- *Heather Raven Leadership Award (revised) **
- *Hamber Foundation Women's Studies Bursary (revised)*
- *Aldyen Hamber Entrance Scholarship (revised)*
- *School of Public Administration Leadership Legacy Award (new)*
- *Victoria Real Estate Board Past Presidents Scholarship (new)*
- *Petch Bursary in Women's Studies (revised) **
- *Peter B. Gustavson School of Business Entrance Tuition Scholarship (revised)*
- *Class of 1996 Bursary (revised) **
- *Dorothy & Ernest Ayton Memorial Scholarship (revised) **
- *Edward Mothersill Scholarship in Philosophy (new) **
- *Norman J. Ruff Scholarship (revised) **
- *Political Science Alumni Scholarship (new)*
- *Iola Worthington Scholarship in Business (revised) **
- *DuMoulin Black LLP Prize in Securities Regulation (new)*
- *Microserve Scholarship in Business, Management Information Systems (new)*
- *Lorene Kennedy Restoration of Natural Systems Diploma & Certificate Selected*
- *Project Award (new) **
- *Motion Picture Technicians Union Local 891 Bursary (revised)*
- *Denise Heap Bursary (new) **
- *Dr. Ian MacPherson Memorial Scholarship (new)*
- *Hartwig Industries Graduate Award in Concussion Research (new)*

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Pro Forma Motion (A. Peredo/T. Redies): *That the above items be approved by the Board of Governors by consent.*

CARRIED

REGULAR

7. Operations and Facilities Committee (M. Kennedy)

a. Discontinuation of Canadian Studies Certificate Program BOG-Nov25/14-18

Acting Vice-President Academic and Provost Valerie Kuehne reported there had been no new applicants for the program since 2008. In response to a question that had been raised at the Operations and Facilities Committee about what courses or programs would continue to be available to students who are interested in Canadian studies she said the

Canadian Studies Diploma would still be offered through the Division of Continuing Studies and included a number of Canadian content courses.

MOTION (H. Cazes/B. Cranwell):

THAT the Board of Governors approve the request to discontinue the Canadian Studies Certificate Program.

CARRIED

b. 2014/15 Enrolment Analysis BOG-Nov25/14-02

Dr. Mohr reported this item had been presented for information. He said it described the enrolment levels for the current year. There were no questions.

c. Report on Student Financial Aid 2013/14 BOG-Nov25/14-16

Dr. Mohr reported this item had been presented for information. He said it provided an overview of the type and level of assistance available to undergraduate and graduate students and of need based funding. He reported it had been received positively by the committee.

8. President's Report

President Cassels provided a brief introduction to the ensuing presentation, University Rankings, commenting on the significance and the limitations of rankings. He then introduced Director of Institutional Planning and Analysis Tony Eder.

a. Presentation on University Rankings – Mr. Tony Eder, Director of Institutional Planning and Analysis

Mr. Eder gave a PowerPoint presentation on the 2014 university rankings. Mr. Eder responded to a question from Ms. Redies about how reputational surveys are conducted. Prof. Cassels summarized the findings of the UVic Difference Project regarding the university's reputation.

b. Update on Strategic Research Plan Website

Vice-President Research David Castle announced the launch of the Strategic Research Plan website and information available at uvic.ca/research. He reported that in addition to the website his office would be implementing an engagement process to generate input and observations about research and proposed strategic research directions at UVic. He said the draft plan would be brought to the Board in early fall of 2015 for final input.

c. Other matters

President Cassels provided his report.

He spoke about developments at the Provincial level, including:

- a recent BC trade mission to India in which he and other university presidents had participated. He also shared data from a recent report by the Research Universities Council of British Columbia (RUCBC) on employment outcomes for university graduates in 2008.

Referring to the Federal level:

- President Cassels reported on a recent visit to Ottawa and Toronto.
 - He said he had attended a conference on contributions of universities to innovation and economic development with representatives of universities from Israel and Germany.
 - He said Minister of State, Science and Technology Ed Holder had spoken to a meeting of university presidents about the Canada First Research Excellence Fund (CFREF) and the science and technology strategy.
 - Dr. Castle reported it had been announced that \$15 million would be provided for community research through the Community and College Social Innovation Fund. He said universities could partner with community organizations and apply for up to \$200,000 toward projects that fall under the umbrella term of social innovation.
- President Cassels announced that the Association of Universities and Colleges of Canada (AUCC) would be changing its name to Universities Canada. He reported on his participation in current and future AUCC activities.

President Cassels reported briefly on developments at the municipal level.

Finally President Cassels provided an update on campus news:

- He described steps UVic was taking to develop a more robust approach to internal communications, including the new electronic “Campus checklist,” updates for the campus community by members of the university executive, and new social media instruments.
- President Cassels reported on demographic changes that would be seen over the next 10 years with a shrinking youth population. He said UVic would need to work hard to sustain and strengthen its status as a university of choice and a destination university.
- He reported on the Oct 22 launch of UVic’s Student Mental Health Strategy.
- He reported on his attendance at the launch of Ariel I at the TRIUMF nuclear lab at the University of British Columbia. He said Ariel I was the first of two new particle accelerators that would produce rare isotopes for a variety of research purposes including medical testing.
- President Cassels thanked Board members who had participated in November Convocation ceremonies. He extended a personal thank you to Chancellor Murray Farmer for all his contributions to convocation and to the university.

9. Other Business

Dr. Mohr recognized and thanked Chancellor Murray Farmer for his tremendous commitment to the University of Victoria and the Board of Governors. He noted that Chancellor Farmer had been the longest serving appointed or elected member of the Board.

Dr. Mohr presented Chancellor Farmer with a print in recognition of his Board service.

In response, Chancellor Farmer commented on the quality and the effectiveness of the Board. He said this was due not only to the high calibre of the individual members, but also to the way Board members with diverse perspectives come together to make decisions in the best interests of the university. He said he had enjoyed working with the Board and expressed gratitude for the opportunity.

10. Adjournment

There being no other business, the meeting adjourned at 12:04 p.m.



University
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SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

To: FINANCE COMMITTEE

From: VICE-PRESIDENT FINANCE AND OPERATIONS

A handwritten signature in dark ink, appearing to read "G. Smith".

cc: President and Vice-Chancellor

Meeting Date: January 27, 2015

Subject: **University Of Victoria Staff Pension Plan Investment Performance Report for the Period Ended September 30, 2014**

Basis for Jurisdiction:

Section 13(3)(d)(ii)(E) of the plan document for the University of Victoria Staff Pension Plan.

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 and 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, 2014. The fund has gained 7.9% year to date (1.7% for the three months ended September 30, 2014). The fund performance exceeded both the total fund benchmark and CPI + 3.5% on a one year, 4 year and 10 year basis.

As of September 30, 2014 the asset mix conformed to policy. 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, 2014.*

Appendix A - University of Victoria Staff Pension Plan Performance as of September 30, 2014

		Asset allocati on			Fund perfor mance			
	Market Value	% of portfolio	Policy % bench- mark	% allow- able range	YTD	1 Yr	4 Yrs	10 Yrs
	(\$)	(%)			(%)	(%)	(%)	(%)
Total Fund	223,238,936	100.0	100.0		7.9	13.4	9.0	7.1
Total Fund Benchmark					7.6	12.3	7.8	6.8
CPI + 3.5% p.a.					5.2	5.6	5.4	5.4
Canadian Equity	32,309,278	14.5	13.0	8 - 18	13.2	20.8	8.1	7.6
S&P/TSX Capped 10%					12.2	20.4	7.9	8.5
Foreign Equity	69,122,870	31.0	27.0	22 - 36	8.9	21.7	15.1	6.6
MSCI World Ex Canada Net					9.1	22.0	14.8	5.8
Canadian Fixed Income	85,754,365	38.4	40.0	30 - 50	6.5	7.2	4.9	6.1
FTSE TMX Universe Bond					5.9	6.3	4.2	5.4
Real Estate	24,191,062	10.8	10.0	0 - 15	5.9	7.8	12.5	n/a
CPI + 4.0% p.a.					5.6	6.1	5.9	
Infrastructure	11,861,092	5.3	10.0	0 - 15	1.1	6.0	10.0	n/a
CPI + 5.0% p.a.					6.3	7.1	6.9	

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: 2014 Towers Watson University of Victoria Staff Pension Plan - Performance Monitoring Report for Periods Ending September 30, 2014



University
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SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

To: OPERATIONS AND FACILITIES COMMITTEE

From: VICE-PRESIDENT FINANCE AND OPERATIONS

A handwritten signature in dark ink, appearing to be 'G. Smith'.

cc: President and Vice-Chancellor

Meeting Date: January 27, 2015

Subject: STATUS REPORT ON CAPITAL PROJECTS

Basis for Jurisdiction: Committee's Terms of Reference

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 01, 2015

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

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

BUDGET STATUS:	Approved Budget 31-May-2011	Approved Budget 29-Jan-2013	FMGT Forecast Costs 01-Jan-2015
Consulting	\$ 6,521,500	\$ 7,404,000	\$ 7,404,000
Construction	\$ 55,851,200	\$ 62,255,600	\$ 62,255,600
Completion	\$ 4,856,500	\$ 4,680,900	\$ 4,680,900
Contingency	\$ 3,056,200	\$ 1,332,300	\$ 1,332,300
Sub-Total	\$ 70,285,400	\$ 75,672,800	\$ 75,672,800
HST (3.4%) / GST (1.65%)	\$ 2,389,600	\$ 1,327,200	\$ 1,327,200
TOTAL PROJECT COSTS	\$ 72,675,000	\$ 77,000,000	\$ 77,000,000

- Total Project Cost of \$77,000,000 reflects the BOG approved budget allocation of \$61,400,000 for the new CARSA Building and McKinnon Building renovations, plus \$15,600,000 for the Parkade. Funded separately are: Geothermal system, the McKinnon Building partial seismic upgrading, LED light fixtures, and funding for the Café.
- Total Commitments to date are approximately \$75,250,000, representing 97% of the approved Budget of \$77,000,000.

SCHEDULE STATUS:	Revised Target Date 29-Jan-2013	Actual / Forecasted Date 01-Jan-2015
Schematic Design Start	Jan 2009	Jan 2009
Schematic Design Completion	Apr 2009	May 2009
Design Development	Oct 2009	May 2010
Construction Documents	Jan 2011	Sep 2012
Tender	Dec 2012	Dec 2012
Commence Construction	Feb 2013	Feb 2013
Construction Complete	Dec 2014	Mar 2015
Fit-up and Move In	Apr 2015	Apr 2015

Major Risks:

- The General Contractor has submitted delay claims to the University related to the precast concrete installations for the Parkade. All parties have retained legal counsel to review the claims and work towards a settlement. It is not possible at this time to determine whether the available contingency funds are adequate to offset UVic's liability, if any. Construction continues to proceed well, and we expect fit-up and move-in to be no later than May 2015 in order to proceed with opening as planned.

PROJECT: CONTINUING STUDIES BUILDING EXPANSION

Project No.: 12-00643
Project Architect: Hughes Condon Marler Architects (HCMA)
General Contractor: Knappett Projects Inc.

BUDGET STATUS:	Approved Budget 01-Oct-2013	FMGT Forecast Costs 01-Jan-2015
Consulting	\$ 1,570,000	\$ 1,340,000
Construction	\$ 9,500,000	\$ 10,640,000
Completion	\$ 1,900,000	\$ 1,240,000
Contingency	\$ 500,000	\$ 250,000
Sub-Total	\$13,470,000	\$13,470,000
GST (1.65%)	\$ 230,000	\$ 230,000
TOTAL PROJECT COSTS	\$13,700,000	\$13,700,000

Total Commitments to date are \$12,097,000 or 88% of the Approved Budget.

SCHEDULE STATUS:	Target Dates 01-Oct-2013	Actual/Forecasted Dates 01-Jan-2015
Programming Complete	Apr 2013	Apr 2013
Schematic Design Complete	Jun 2013	Jun 2013
Design Development Complete	Dec 2013	Dec 2013
Construction Documents Complete	Apr 2014	May 2014
Tender Complete	May 2014	June 2014
Commence Construction Complete	Jul 2014	Aug 2014
Construction Complete	Jul 2015	Nov 2015
Occupancy for Fit-Out	Jul 2015	Dec 2015
Operational	Aug 2015	Jan 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
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SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

January 12, 2015

To: Operations and Facilities Committee

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

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

cc: President and Vice-Chancellor

Meeting Date: January 27, 2015

Subject: New and Revised Awards

Basis for Jurisdiction: - University Act, 27(2)(k)
- Senate meeting of January 9, 2015

Previous Consultation: At its meeting on January 9, 2015 Senate approved and recommended to the Board of Governors for approval the attached new and revised graduate and undergraduate awards.

Recommendation:

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

- CIBC Bursary in the Peter B. Gustavson School of Business (new)
- Christine Elworthy Bursary in the School of Nursing (new)*
- David Flaherty Undergraduate Student Library Scholarship (new)*
- Viking Alumni Rugby Award (new)*
- Schulich Leader Scholarship (revised)
- Henry & Marian Thiel International Business Award (revised)*
- Howlers Rugby Award (new)*
- New Canadian and Immigrant Entrance Scholarship (new)
- CIBC Scholarship in the Peter B. Gustavson School of Business (new)
- Bob Peart Graduate Scholarship in Terrestrial Parks and Protected Areas (new)*
- William Petrie Graduate Student Library Scholarship (new)*
- Hakai Fellowship (new)
- Jessie H. Mantle Fellowship in Nursing (revised)
- John Michael Brownutt Scholarship (revised)*
- Castaway Wanderers Rugby Award (revised)
- Norah and Calvin Banks Aboriginal Leadership Award in Sciences (revised)*
- 25th Olympiad Scholarship (revised)

** Administered by the University of Victoria Foundation*

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 13, 2014

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

RE: Awards Recommended to Senate for Approval

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~~

CIBC BURSARY IN THE PETER B. GUSTAVSON SCHOOL OF BUSINESS (NEW)

Bursaries of up to \$2,500 are awarded to students in the Bachelor of Commerce program in the Peter B. Gustavson School of Business. Preference will be given to students in the first or third year of the program.

CHRISTINE ELWORTHY BURSARY IN THE SCHOOL OF NURSING* (NEW)

One or more bursaries are awarded to 3rd or 4th year undergraduate students in the School of Nursing Program. Preference will be given to a student who is a single parent.

DAVID FLAHERTY UNDERGRADUATE STUDENT LIBRARY SCHOLARSHIP* (NEW)

A scholarship is awarded to an academically outstanding undergraduate student in any discipline who can show how they have utilized library resources— be they print archival, music, multimedia, digital, etc. – for a class project, assignment or research paper. Eligible students must complete a 500 word essay explaining their use of library resources in an application. The University Librarian's Office will nominate the recipient.

VIKING ALUMNI RUGBY AWARD* (NEW)

One or more awards are given to undergraduate or graduate students who compete on the Vikes Men's Varsity Rugby team at the University of Victoria. Eligible students must meet all CIS 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 Varsity Head Coach and the Manager of Athletics.

SCHULICH LEADER SCHOLARSHIP (REVISED)

One Two-renewable scholarships valued at \$80,000, payable at \$20,000 per year for four years, for a student enrolled in a Bachelor of Engineering program and one renewable scholarship valued at \$60,000, payable at \$15,000 per year for four years, for a student enrolled in any other S.T.E.M. (science, technology, engineering, mathematics) faculty are offered by Seymour Schulich and the UJA (United Jewish Appeal) Federation of Greater Toronto to support Canadian undergraduate students entering UVic from high schools, secondary schools or CEGEPs in Canada. Students must be enrolled to study in the areas of science, technology, engineering, mathematics or other related disciplines (referred to as S.T.E.M. Faculties) as Seymour Schulich believes that these areas will help secure the future economic competitiveness of Canada. The Schulich Leader Scholarships are available to support and encourage young people to embrace science and technology in their future careers. When selecting Schulich Leaders consideration will be given to at least two of the following criteria: academic excellence; demonstrated leadership in school or community or evidence of entrepreneurial talent; or financial need. The scholarships are renewable for an additional three years, or until the first undergraduate degree is obtained, whichever is the shorter period. Schulich Leaders must continue to be enrolled in one of the University's S.T.E.M. Faculties to remain eligible for this scholarship. Students must be nominated by their high school, secondary school or CEGEP to be considered.

HENRY & MARIAN THIEL INTERNATIONAL BUSINESS AWARD* (REVISED)

An award will be given to a Canadian ~~4th-year~~ academically outstanding undergraduate student entering 4th year in the Bachelor of Commerce program who has completed the Bachelor of Commerce core and who is specializing in International Business.

HOWLERS RUGBY AWARD* (New)

One or more awards are given to undergraduate and graduate students of Indigenous descent who participate in the Vikes Men's or Women's Rugby program at the University of Victoria. 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 Varsity Head Coaches and the Manager of Athletics. Preference will be given to students who demonstrate community involvement.

NEW CANADIAN AND IMMIGRANT ENTRANCE SCHOLARSHIP (NEW)

A scholarship of \$2,000 is awarded to a student entering an undergraduate program at the University of Victoria from a Canadian secondary school who is an immigrant to Canada and can demonstrate financial need. Eligible recipients must be Canadian citizens or permanent residents and must have achieved a minimum average of 80% on secondary school courses used for admission.

CIBC SCHOLARSHIP IN THE PETER B. GUSTAVSON SCHOOL OF BUSINESS (NEW)

Ten scholarships of \$2,500 are awarded to academically outstanding entering and continuing students beginning their 2nd year in the Bachelor of Commerce program in the Peter B. Gustavson School of Business. Preference is given to students with demonstrated financial need. This scholarship is renewable for recipients' 3rd and 4th years of the program. To receive an automatic renewal, recipients must have completed a total of 12 or more units in any two terms of study between May and April and maintained a grade point average of 7.0 or higher on the best 12 units. Students taking a co-op term and 6 units between May and April are eligible for renewal if a grade point average of 7.0 is maintained. A student whose grade point average falls between 6.5 and 7.0 may file a written appeal with the Peter B. Gustavson School of Business to seek special consideration for renewal of the scholarship.

BOB PEART GRADUATE SCHOLARSHIP IN TERRESTRIAL PARKS AND PROTECTED AREAS* (NEW)

One or more scholarships may be awarded annually to a student enrolled in a Master's or PhD program in the Department of Geography or School of Environmental Studies, and whose research is related to terrestrial parks and protected areas. Preference will be given to a student who conducts applied or field research, and to a student whose research includes a focus on: terrestrial parks management, large landscape connectivity, the engagement of children and youth in nature and/or advocacy for children to develop a meaningful connection to the natural world. Selection will be based on a statement prepared by applicants showing evidence of academic achievement and intended research focus. Applicants will each apply to their "home" units by September 8th. Selection will be made by the Faculty of Graduate Studies Awards Committee on the recommendation of the Department of Geography and the School of Environmental Studies.

WILLIAM PETRIE GRADUATE STUDENT LIBRARY SCHOLARSHIP* (NEW)

A scholarship is awarded to an academically outstanding graduate student in any discipline who can show how the student has utilized library resources— be they print archival, music, multimedia, digital, etc. – for a class project, assignment or research paper. Eligible students must complete a 500 word essay explaining their use of library resources in an application. Graduate students must submit an application form to the University Librarian's Office by May 31st, to the attention of the Grants and Awards Librarian. Selection will be made by the Graduate Awards Committee upon the recommendation of the University Librarian's Office.

HAKAI FELLOWSHIP (NEW)

A fellowship of \$45,000 (\$20,000 each year for two years and \$5,000 in one-time lab support) is awarded to a graduate student at the MSc or PhD level pursuing a two or three year graduate research project in fisheries and marine ecosystems in the Department of Biology. Selection of the recipient is made by the Graduate Awards Committee upon the recommendation of the Department of Biology.

JESSIE H. MANTLE FELLOWSHIP IN NURSING (REVISED)

~~A Fellowship of \$5,000 is awarded to an outstanding graduate Ph.D. student in the School of Nursing who is doing research in the area of gerontological clinical nursing practice and who is working in collaboration with a health related group or organization that will provide the recipient with an opportunity to conduct research with the intent of positively impacting patient care. Selection of the recipient will be made by the Graduate Admissions and Awards Committee upon the recommendation of the School of Nursing.~~

A fellowship of \$5,000 is awarded to an outstanding graduate student in the School of Nursing who is employed in, studying or researching the area of gerontological clinical nursing practice. The work should be directly applicable to the care of older adults (usually defined as 65+ years) and have the potential to affirm or improve direct care. The recipient must demonstrate a commitment to the field of gerontological nursing practice by submitting an application statement detailing what the student is doing to improve clinical practice in gerontological nursing (e.g. presenting research at conferences, publishing articles, serving in leadership roles in geriatric practice, conducting research to inform clinical practice). Selection of the recipient will be made by the Graduate Awards Committee upon the recommendation of the School of Nursing.

JOHN MICHAEL BROWNUTT SCHOLARSHIP* (REVISED)

One or more scholarships are awarded to academically outstanding undergraduate ~~Aboriginal~~ Indigenous (First Nation Status, Non-Status, Inuit or Métis) students at the University of Victoria. Students must have demonstrated community involvement. ~~Applications may be obtained from the Office of Indigenous Affairs and must be submitted to that office by July 15th.~~ Students may apply through the on-line application via My page under Student Awards and Financial Aid.

CASTAWAY WANDERERS MEN'S RUGBY AWARD (REVISED)

One or more awards are given to undergraduate and graduate students who compete on the Vikes ~~Men's Varsity Rugby team~~ Men's and Women's Varsity Rugby teams at the University of Victoria. Eligible students must meet all CIS 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.

NORAH AND CALVIN BANKS ABORIGINAL LEADERSHIP AWARD IN SCIENCES* (REVISED)

One or more awards are given to undergraduate or graduate Aboriginal students in the Faculty of Science, Faculty of Engineering or School of Environmental Studies who demonstrate leadership by encouraging and/or promoting Science, Technology, Engineering and Math (STEM) fields of study in Aboriginal communities. Undergraduate students apply through the on-line application via My page under Student Awards and Financial Aid. For graduate students, applications may be obtained from the Office of Indigenous Affairs and must be submitted to that office by April 15th together with Applications must be submitted with reference letters from Aboriginal Community leaders outlining how they demonstrate leadership. Selection of the recipients will be made by the Senate Committee on Awards or the Graduate Admissions and Awards Committee upon the recommendation of the Director of the Office of Indigenous Affairs in consultation with the Dean of the Faculty of Science, ~~and~~ the Dean of the Faculty of Engineering and the Director of the School of Environmental Studies.

25TH OLYMPIAD SCHOLARSHIP (REVISED)

A scholarship of \$2000 is awarded to ~~a~~ an academically outstanding undergraduate student entering the University of Victoria who has demonstrated excellence in extramural athletics while maintaining a high academic standing. Students competing in any of the Vikes Varsity sports are eligible to apply. Male or female students completing in Vikes Varsity sports include: basketball, soccer, ~~volleyball~~, swimming, cross country and track, running, middle distance running, rowing, ~~men's~~ rugby, ~~or women's~~ field hockey, and golf are eligible to apply. Students must provide a coach's reference letter. 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.



Lori Nolt

2014/2015 Senate Committee on Awards

A. Lepp (Chair), A. Baniasadi, K. Barnes, L. Charlton,
A. Cirillo, C. Crippen, K. Erickson, S. Evans, L. Nolt,
Y. Rondeau, M. Sotoudehnia, J. Walsh, J. Wood,



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

January 13, 2015

To: Operations and Facilities Committee

From: Julia Eastman
University Secretary

A handwritten signature in black ink, appearing to be 'JE'.

cc: President and Vice-Chancellor

Meeting Date: January 27, 2015

Subject: University Policy on University Policies and Procedures (GV0100)

Basis for Jurisdiction: University Act, section 27
Procedures of the Board of Governors, section 8

Previous Consultation: Executive Council; Senate

Background:

The University of Victoria Policy on University Policies and Procedures (GV0100) (the Policy) was approved by Senate and the Board of Governors in November 2007. Amongst its provisions are that UVic policies be reviewed every seven years to ensure currency and alignment with other UVic policies and practices. Accordingly, in November 2014 the University Secretary as the Procedural Officer for the Policy initiated a review of the Policy on University Policies and

Procedures (GV0100) and the Procedures relating to the University Policy on Policies and Procedures (the Procedures).

Summary:

The purpose of the Policy is to define a set of standards for university policies and procedures, including a requirement for their periodic review. It is a useful tool for guiding policy development and high-level enough to allow for needed flexibility. It was found that the Policy has served its purpose well since its development.

Based on the review and consultations with those involved in the development, administration, and review of university policies, we found no need for major revisions to either the Policy or the Procedures and no changes to the Policy are recommended.

Senate was informed of this decision at its 9 January 2014 meeting. The purpose of this memo is to inform the Board of Governors that the Policy on Policies and Procedures will be continued with the next review date January 2022.

Attachment(s): Policy on Policies and Procedures (GV0100)



POLICY ON UNIVERSITY POLICIES AND PROCEDURES

University Policy No.: GV0100

Classification: Governance

Approving Authority: Board of Governors

Effective Date: ~~November~~[January/072015](#)

Supersedes:

Last Editorial Change: October/09

Mandated Review: ~~November~~[January/2022](#)¹⁴

Associated Procedures:

[Procedures Relating to the Policy on University Policies and Procedures](#)

PURPOSE

- 1.00 University Policies and Procedures should be current, functional and readily accessible to the university community. The purpose of this policy is to define and set standards for University Policies and Procedures, including a requirement for their periodic review.

DEFINITIONS

- 2.00 University Policy: defined by *all* of the following criteria:
- a. It is a principle-based statement to be followed in carrying out the activities of the university;
 - b. It has broad application throughout the university and is binding on members of the university community; and
 - c. The subject matter is such that it requires Board of Governors, Senate, presidential or vice-presidential review and approval for policy issuance and revision.
- 3.00 Procedure: a process or set of steps to be followed in order to give effect to a University Policy.

POLICY

- 4.00 A University Policy should promote governance, management practices, and behaviour consistent with the university's core principles; advance the university's mission; comply with applicable laws and regulations; promote operational efficiencies; and/or reduce institutional risk.

Roles and Responsibilities

- 5.00 A University Policy will specify:
- 5.01 An Approving Authority: the individual or body responsible for final approval of a University Policy. Approving Authorities include:

- a. the Board of Governors, which approves University Policies relating to the management, administration and control of the property, revenue, business and affairs of the university pursuant to section 27 of the *University Act*;
- b. the Senate, which approves University Policies relating to the academic governance of the university, pursuant to Section 37 of the *University Act*;
- c. the Senate and Board of Governors;
- d. the President, who approves University Policies in his/her capacity as Chief Executive Officer of the university, pursuant to sections 59-63 of the *University Act*;
- e. the President acting on authority delegated by the Board of Governors or the Senate; or
- f. a Vice-President acting on authority delegated by the Board of Governors, the Senate or the President.

5.02 A Designated Executive Officer: the President or Vice-President who is designated to be responsible and accountable for the:

- a. development, implementation, maintenance and review of a University Policy;
- b. education of members of the university community about a University Policy;
- c. promotion and monitoring of compliance with a University Policy; and
- d. development of a new University Policy within the scope of his or her authority or portfolio.

5.03 A Procedural Authority: the individual or body responsible for the approval of Procedures established under a University Policy and any amendments to them. ~~and~~

5.04 A Procedural Officer: the individual or body responsible for the development and recommendation of the Procedures established under a University Policy and any amendments to them.

6.00 A Vice-President will normally be named as the Designated Executive Officer for a University Policy within the scope of his or her authority or portfolio.

6.01 If a University Policy is within the scope of authority or the portfolio of more than one Vice-President, multiple Designated Executive Officers may be named.

6.02 The President will normally be named the Designated Executive Officer for a University Policy that is institutional in nature and transcends Vice-Presidential portfolios.

7.00 The Designated Executive Officer for a University Policy may also be specified as the Procedural Authority or the Procedural Officer or both.

8.00 Members of the university community are responsible for familiarizing themselves with and complying with University Policies and Procedures.

- 9.00 Individuals in senior administrative and management positions are responsible for making a reasonable effort to ensure that members of the university community in their areas and units are informed of University Policies and Procedures that govern their activities.
- 10.00 The Office of the University Secretary is the official repository for University Policies.
- 10.01 The University Secretary will maintain records of delegations of authority by Approving Authorities that occur under this policy.
- 11.00 The University Secretary may make editorial changes to a University Policy or Procedures, provided that such changes do not substantively affect the University Policy or Procedures. Editorial changes are subject to approval by:
- a. the Designated Executive Officer, in the case of editorial changes to a University Policy; or
 - b. the Procedural Authority, in the case of editorial changes to Procedures.

Format

- 12.00 A University Policy will be classified and presented in the format prescribed by the *Procedures Relating to the Policy on University Policies and Procedures*.

Procedures

- 13.00 Procedures associated with a University Policy may be developed subsequent to the establishment of the University Policy.
- 13.01 The Approving Authority for a University Policy has the authority to specify:
- a. the Procedural Authority; and
 - b. the Procedural Officer.

Effective Date

- 14.00 A University Policy becomes operational and enforceable upon approval or at a later date specified by the Approving Authority.
- 15.00 Procedures associated with a University Policy become operational and enforceable upon approval or at a later date specified by the Procedural Authority.

Review

- 16.00 A University Policy must undergo a substantive review every seven years, but may be reviewed at any time as needed.
- 17.00 Procedures associated with a University Policy must be reviewed when the University Policy is reviewed, but may be reviewed at any time as needed.

Other Policies and Agreements

- 18.00 Faculties and other academic and administrative units may establish local unit policies and procedures, but such policies may not contradict University Policies.
- 19.00 Where a University Policy or Procedures conflict with the Framework Agreement or any existing collective agreement between the university and its faculty or staff, the provisions of the agreement will prevail.

Reporting

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

AUTHORITIES AND OFFICERS

- 21.00 The following is a list of authorities and officers for this policy:
- a) Approving Authority: Board of Governors, on the recommendation of Senate
 - b) Designated Executive Officer: President
 - c) Procedural Authority: President
 - d) Procedural Officer: University Secretary

RELEVANT LEGISLATION

University Act



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR ADVICE

To: OPERATIONS AND FACILITIES COMMITTEE

From: VICE-PRESIDENT FINANCE AND OPERATIONS



cc: President and Vice-Chancellor

Meeting Date: January 27, 2015

Subject: CAMPUS PLAN UPDATE – ENGAGEMENT PLAN

Basis for Jurisdiction: Committee's Terms of Reference

Feedback is requested on the proposed Board of Governors participation and involvement in the campus plan update process.

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 process to update the current Campus Plan, which was prepared in 2003, commenced in the late spring of 2014 with the Campus Planning Committee's approval of Terms of Reference for the project and the establishment of a Steering Committee to guide the process. A Request for Proposals (RFP) for consulting services was issued in August. Dialog BC, as the successful consultant team was retained in October and the project was formally initiated with the preparation of background supporting documents and confirmation of the schedule of activities to be undertaken throughout 2015.

As input from members of the university community, neighbours and wider community interests will play an important part in the Plan Update process, a Campus and Community Engagement Plan for the project has been prepared. Its preparation has been guided by the Community Engagement Framework and the Campus Planning Consultation Process which were developed in 2012 and 2005 respectively. The Campus Planning Committee at its November 21st meeting reviewed a draft Engagement Plan and recommended to the President that it be approved with some adjustments.

The final Plan, dated December 11th, which received the President's approval, is attached for reference. A summary of the Plan is provided below.

Campus and Community Engagement Plan

The Plan provides for full engagement with the campus and the external community, along with other key stakeholders and organizations with an interest in the physical development of the campus. It covers engagement objectives, key audiences, types of messages and questions, communications, and various engagement activities, including their sequencing and timing. The Plan offers a point of reference for the university and all stakeholders, ensuring shared understanding in the execution of the process.

The overarching purpose of the engagement process is to open up a conversation with campus and community stakeholders to assist in creating a vision, goals and policies for the updated Campus Plan. Key audiences are listed in detail and include campus stakeholders, neighbours and other community stakeholders and local government stakeholders, and service providers. The engagement process is a two way conversation involving both "information out" as messages and questions and "information in" as input. Phase 1 is underway with the creation of a baseline and the initial conversations with stakeholders will begin in January and extend through to March. In Phase 2, from April to September 2015, engagement will focus on draft concepts and options to assist in developing the Plan. Lastly, from October to January 2016, attention will be given to completing the Plan with engagement activities oriented to providing opportunities for input on the draft plan and final plan.

Phase 1 engagement activities include various communications, an online survey, an Instagram contest, mobile booth displays, a speaker's event on January 28th and a campus and community ideas forum on February 4th. For the external community, meetings will be scheduled with resident / community associations to share input on priorities, issues and opportunities and to encourage resident participation in the ideas forum on campus. Details on the various activities, along with those planned for the balance of the year are outlined in the Engagement Plan.

The design of the Engagement Plan has taken multiple factors, issues and interests into consideration. It provides an overview of the various engagement tasks and activities to help ensure shared expectations and understanding among all stakeholders about the nature of their involvement in the Campus Plan update process.

The Campus and Community Engagement Plan for the Campus Plan Update does not currently provide opportunities for Board participation and involvement in the project other than as part of the usual Board Governance process as outlined in the Next Steps below. If determined by the Board to be beneficial, additional opportunities for individual Board members, as members of the campus, could be provided. For example, notification could be provided to Board members of upcoming forums, opportunities for on-line feedback, or other engagement processes.

Next Steps

The Campus and Community Engagement Plan for the Campus Plan Update outlines various consultation and engagement activities scheduled throughout 2015, leading to the preparation of a final updated Campus Plan in early 2016.

Opportunities for Board input on the draft Plan will be scheduled for September and November as part of the process for completing a final Plan for the Board's consideration and approval in early 2016.

Attachment: Campus & Community Engagement Plan – University of Victoria Campus Plan Update

Campus & Community Engagement Plan

University of Victoria Campus Plan Update

Produced by DIALOG for:
University of Victoria, Office of Campus Planning & Sustainability

Last Revised December 11, 2014

Purpose of this Campus and Community Engagement Plan (CCEP)

The purpose of this CCEP is to chart the course for engagement activities over the life of the University of Victoria (UVic) Campus Plan update process. The Plan Update process will provide for full engagement with the campus and external community, along with other key stakeholders and organizations with an interest in the physical development of the campus.

The CCEP covers engagement objectives, general stakeholder groups, types of messages, and communications and engagement activities, including their sequencing and timing.

This CCEP offers a point of reference for the project team and all stakeholders, ensuring shared understanding in the execution of the work. Details surrounding logistics, for example, will be determined as the engagement is rolled out. It also provides an overview for stakeholders, ensuring shared expectations and understanding about the nature of involvement in the process.

Contents

This CCEP includes the following:

1. Campus and Community Engagement Objectives: Why are we engaging?
2. Key Audiences: With whom are we engaging?
3. General Messages and Questions: What are we saying and asking?
4. Methodology and Work Plan: How and when are we engaging?

1. CAMPUS & COMMUNITY ENGAGEMENT OBJECTIVES: Why are we engaging?

Background

The University of Victoria (UVic) is undertaking an update to its 2003 Campus Plan to provide a refreshed vision, guidelines, and direction for future campus development. The Plan update is intended to primarily focus on a planning horizon of 10 years, with longer term considerations given for the next 25 years.

In broad terms, the Plan update will consider the foundational elements of the current Plan, recognize future university needs as identified from strategic planning, respond to key issues, review previous planning principles, and suggest new directions relating to campus land use and buildings, natural and landscaped open space, and transportation and parking, and other realms that fall within the scope of a campus plan.

UVic's academic mission and priorities provide a starting point for the Plan update. The mission, contained in UVic's 2012 Strategic Plan ("A Vision for the Future – Building on Excellence") is as follows:

"The University of Victoria enriches its students and society by creating knowledge, fostering academic and experiential learning and serving communities in British Columbia, in Canada and around the world. We build on the strength and diversity of our people—students, faculty, staff and alumni—to strengthen our position among the best universities in Canada and the world, recognized for excellence in teaching, learning, research, artistic creativity, professional practice and service to the community."

Many other factors provide additional context and set parameters for the Plan Update, including: existing commitment and policies; the defining elements of the first Campus Plan and its evolution since 1961; current land uses and natural features; the campus setting and its relationship to its surrounding neighbours; and changing values that may impact future campus development.

Campus and community engagement is important to UVic. The Plan Update will provide opportunities for broad reaching engagement throughout the life of the process. The university's engagement processes are guided by the Community Engagement Framework and the Campus Planning Consultation Process.

Campus Community – Campus Planning Consultation Process Report

<https://www.uvic.ca/campusplanning/assets/docs/May%202005%20Campus%20Planning%20Consultation%20Process.pdf>

The approaches to campus community consultation processes are guided by the report approved by the Campus Planning Committee in 2005. It provides a set of principles, commitments and good practice considerations, and it identifies the need for the preparation of a consultation plan for major new projects. The models of consultation vary depending upon the scope, complexity and interest level in the project. They include the project information model, the project consultation model, and the comprehensive planning model.

External Community – Engaging with our Neighbours: Community Engagement Framework

http://www.uvic.ca/assets2012/docs/pdfs/UVic-Engagement-Framework-Dec-13-2012_v1.pdf

The Community Engagement Framework report provides for a consistent methodology to be used to determine the overall approach in devising an engagement program for new capital projects. In Step One of the Framework, an assessment of the project details and guidelines is outlined to assist in confirming the appropriate engagement approach. The Framework references different aspects of projects or impacts of

concern and demonstrates that the greater the level of impact, proximity to neighbouring communities and inconsistency with the Campus Plan and zoning bylaws, the greater the need to engage community stakeholders. It was developed with community stakeholders, and it responds to the desire to work collaboratively and respectfully with surrounding neighbourhood residents and other external stakeholders on land use and development projects.

Engagement Objectives

The overarching purpose of this engagement process is to open up a conversation with campus and community members and stakeholders – within the parameters of a Campus Plan scope – to assist in creating a vision, goals, and policies for the updated Campus Plan.

General engagement objectives are to:

- **Raise awareness** about the process and opportunities for involvement;
- **Obtain broad and diverse input** on general campus and community member priorities for the future of the UVic campus, for use in plan development;
- **Obtain deep and focused input** on priorities from stakeholders with a direct and specific interest in the functioning of the university, for use in plan development;
- **Inform, educate and build capacity** among stakeholders to participate in a highly informed dialogue about issue, pressures, and best practices, within the parameters of UVic's academic mission; and
- **Foster trust and create ownership** over the development and implementation of the Campus Plan.

Desired Outcomes

We will know that we have been successful when:

- There is a **strengthened understanding** among stakeholders surrounding existing issues, pressures, and best practices, as well as the **centrality of UVic's academic mission** and the scope of a campus plan;
- It can be **demonstrated** that this process has **engaged both broadly and deeply**, providing opportunity for a range of input from diverse participants, and resulting in representative input;
- Stakeholders are constructively engaged in the process and feel that their input has been **meaningfully considered**;
- The process has been **transparent**, with clear information provided on how input is being used;
- Diverse campus stakeholders feel ownership over the Campus Plan and that it is a shared success, and are **committed to implementing it**;
- Discussion on difficult issues is advanced, and **differences are reconciled** within the parameters of UVic's mission; and
- New **interest is sparked** more generally in campus planning at UVic, and the process serves to instill

pride and **strengthen constructive engagement** in campus planning issues and opportunities, positioning future planning initiatives for greater success.

Using Campus and Community Input

Transparency and clarity are important in any community engagement process, and participants rightly want to know how and the extent to which their input is used. As such, defining these parameters and setting expectations early in the process are vital to a genuine and successful dialogue.

UVic utilizes the guidelines in the Community Engagement Framework to confirm the engagement approach for campus land use planning and development projects. The approach is determined where an assessment of the potential impacts of a project best fits the “inform,” “consult,” or “involve” levels of engagement.

- Inform – provide balanced and objective information for better understanding of the project;
- Consult – obtain feedback; and
- Involve – work to ensure concerns and aspirations are understood and considered.

While the level of campus and community engagement varies throughout the process – ranging from “inform” (i.e., in providing information on issues and best practices) to “involve” – it is expected that most engagement will reach the “involve” level, with the commitment to the campus and community being as follows:

- *We will work with you to ensure that your priorities and aspirations are understood and considered in the Campus Plan update, and we will report back to you to demonstrate how campus and community input influenced the development of the plan.*

In the Community Engagement Framework, the “involve” level of engagement identifies a number of activities that support involvement. Activities utilized as part of this Campus Plan process include: workshops/forums including a design charrette component; public events with open house format and open space techniques, allowing stakeholders to participate in part according to their interest; survey; and further engagement and outreach through a project webpage, social media, media releases / print media, and email notifications.

Project Governance and Oversight

The day-to-day management of the process will be led by a project team through the Office of Campus Planning and Sustainability, and more broadly directed and overseen by the Campus Plan Update Steering Committee, which includes student, staff, and academic representatives. It is composed of:

- Dean, Faculty of Humanities
- Director of the School of Environmental Studies
- Director of Administration, Undergraduate Program (BCom)
- Chairperson, UVSS
- Associate Vice President, Academic Planning
- Associate Vice President, Financial Planning and Operations
- Executive Director, Facilities Management
- Director, Campus Planning & Sustainability

The process will also be guided by the Campus Planning Committee (CPC), which acts as an advisory body to the President and provides recommendations on the physical development of the campus. This includes amendments to the approved Campus Plan as well as general matters relating to campus planning and

sustainability. The Vice President Finance and Operations (VPFO) and the Vice-President Academic and Provost (VPAC) are co-chairs of the committee. CPC members include:

- Vice-President External Relations
- Vice-President Research
- Associate Vice-President Academic Planning
- Two Deans
- Three Faculty members
- Two staff members
- One local resident member of the Alumni Association
- One undergraduate student
- One graduate student

The project sponsors are the Vice President Academic and Provost and the Vice President Finance and Operations.

2. KEY AUDIENCES: With whom are we engaging?

Stakeholders are individuals and groups with a stake or interest in the future of this process. While many engagement activities will be geared to broad audiences and will encompass comprehensive planning discussions, other engagement activities will be more focused, depending on the unique needs and interests of specific stakeholders. Some stakeholder groups may require unique engagement/outreach approaches, and they will be given the opportunity to offer focused input.

Campus Stakeholders

There are diverse stakeholders on campus, all of whom will be provided the opportunity to engage with the Campus Plan Update, including:

- UVic Governance and Administration
 - Executive Team
 - President's Advisory Council
- Faculty and other academic appointments
 - Deans' Council
 - All faculty, including but not limited to:
 - faculty with an academic (teaching or research) interest in the Campus Plan process, such as the example of the Community Mapping Collaboratory; and
 - other faculty with expertise and/or expressed interest in planning issues and opportunities, including former participants in the 2003 Campus Plan process
 - Sessional instructors
- Staff
 - All staff, with particular attention given to:
 - Facilities Management and Campus Security
 - Administrative officers within academic units
 - Student Affairs, including:
 - Athletics and Recreation
 - Campus Services
 - Student Recruitment
 - Indigenous Affairs

Student Services (i.e. Counselling, Health Services, International Student Experience, Residence Services, Food Services, Resource Centre for Students with a Disability, and more)
- Students
 - General student body
 - Undergraduate UVic Students' Society (UVSS) and Graduate Student Society (GSS)
 - Student Clubs including (but not limited to) those with an expressed interest in campus planning issues, such as the Urban Development Club and the Campus Community Garden group
 - International students
 - Continuing Studies students
 - Other students with an academic (study or research) interest in the Campus Plan process
- Alumni

Ongoing direct engagement will be undertaken with the UVic committees that are responsible for guiding and overseeing the Campus Plan Update, which includes the Campus Plan Update Steering Committee and the Campus Planning Committee.

Neighbours and Other Community Stakeholders

Community stakeholders are broad and include (but are not necessarily limited to):

- General public, with specific attention paid to neighbours
- Community Association Liaison Committee (CALC)
- Residents/Community Associations:
 - Quadra Cedar Hill Community Association
 - Gordon Head Residents Association
 - Cadboro Bay Residents Association
 - Mount Tolmie Community Association
 - Camosun Community Association
 - Community Association of Oak Bay
 - Saanich Community Association Network (SCAN)
 - North Henderson Residents' Association
- Public users of UVic recreational and other facilities
- Special interest groups and organizations such as the Bowker Creek Urban Watershed Renewal Initiative (BCI)
- Other interest groups that emerge during the process

Local Government Stakeholders and Service Providers

UVic straddles two municipal jurisdictions and is the second largest transit destination in the Capital Region.

- District of Saanich
- District of Oak Bay
- BC Transit

3. GENERAL MESSAGES AND QUESTIONS: What are we saying and asking in each phase?

The engagement process is a two-way conversation involving both “information out” (i.e. educating, informing, raising awareness) and “information in” (i.e. obtaining input). While the language will be made highly accessible and will vary in detail depending on the engagement activity/channel/stakeholder group, there are some basic messages and question areas that will form the basis of each phase. They are roughly as follows:

Phase 1: Create a Baseline and Begin the Conversation (October 2014 – March 2015)

Purpose of Engagement in Phase 1: To publicly launch the process, spark interest in the project, invite involvement, and obtain input in order to refine the current Plan’s vision, goals, and principles that will lay the foundation for the planning in Phase 2.

- Information Out:
 - Messages will focus on information about the process and opportunities for involvement. For example: *The University of Victoria is undertaking an exciting process to shape the future of its campus. Your input is important. Join the conversation!*
 - Messages will also set expectations for how input will be used, and will define the scope of the Campus Plan within the context of the academic mission.
- Information In:
 - Questions will focus on general hopes, concerns, and priorities for the future of the campus. The input received will be used to refresh the vision and goals, and will feed into a deeper engagement that delves into specific planning ideas in Phase 2.

Phase 2: Develop the Plan (April 2015 – September 2015)

Purpose of Engagement in Phase 2: To obtain input on draft concepts and options, and to continue educating on campus plan issues and raising awareness about opportunities for involvement.

- Information Out:
 - Messages will revolve around presenting the draft policy directions and land use concept created from the research and engagement in Phase 1. For example: *We heard from UVic stakeholders that the following priorities (“xxxxx”) are important. The draft concepts for the future of the UVic campus respond to these and other priorities in the following ways: (“xxxxxx”).*
 - Information will continue to be provided on the process and opportunities for involvement.
- Information In:
 - Questions will focus on obtaining feedback on and input into the draft Campus Concept Plan (i.e., draft policy directions and land use concept). The input received will be used to inform revisions.

Phase 3: Finalize the Plan (October 2015 – January 2016)

Purpose of Engagement in Phase 3: To present the final draft Campus Plan and provide final opportunity for input.

- Information Out:
 - Messages in this phase focus on informing/presenting the final plan, demonstrating how public input has been used in creating revisions and refinements to the draft plan, culminating in the final draft plan.
- Information In:
 - Questions will focusing on obtaining final feedback on and input into the final draft policy directions and land use plan, which will be used to make limited revisions.

4. METHODOLOGY AND WORK PLAN: How and when are we engaging?

What follows are the engagement activities proposed for each stage of the process, involving broad and diverse stakeholders both on and off campus.

It is also important to note that we are always learning, and this process may encounter opportunities or challenges that were not foreseen at the time of writing of this Engagement Plan. As such, while the following activities offer strong direction, they are flexible enough to adapt to changing circumstances. They may be adjusted over time or new engagement activities may be added to the process. Logistical and timing detail is offered for Phase 1, while further information on timing and logistics will be developed for Phases 2 and 3 once the process is underway.

Phase 1: CREATE A BASELINE AND BEGIN THE CONVERSATION (October 2015 – March 2015)

1. Stakeholder Interviews (Late October 2014)

Activity Overview:

These interviews involved small group discussions on October 29th and 30th that provided stakeholders with the opportunity to learn about the process and share early input on priorities, issues, challenges, and opportunities for both the campus plan and the campus planning process. An important objective was to obtain information to help guide the development of this Engagement Plan.

Audience:

Participants included campus stakeholders representing diverse faculty, staff, and students. Participants also included community stakeholders, including representatives from the Community Association Liaison Committee (CALC), as well as long range and development planners from the District of Saanich.

The interviews were facilitated by DIALOG.

2. Project Name and Visual Identity (Mid-Late November 2014)

Activity Overview:

This involves developing a project name and visual identity that provide an identifiable, fresh brand that will be the face of the project, encouraging recognition and familiarity through the life of the process. It will include a logo and tag-line that would be used on the project webpage and in social media, all project documents, print media (e.g., event advertisements) and in all of the public engagement materials developed throughout the process (e.g., event panels, presentations, signage, and so forth).

Audience:

The targeted audience for the project name and visual identity is broad, as it includes anyone who could possibly come into contact with the project. This includes everyone on campus and the external community at large,

including the neighbourhoods surrounding UVic.

Key Steps, Timing, and Responsibilities:

- Develop draft logo and tag-line – Week of November 10th (DIALOG)
- Review, refine, and finalize logo and tag-line – Weeks of November 17th and 24th (DIALOG + UVic)

3. Communications Launch and Instagram Contest (Roll Out in Early January 2015)

Activity Overview:

This is the official launch of the public process, in which key messages and the visual identity are introduced through: a project webpage, social media, and the Campus Plan Mobile Booth (see #4 below). It will also include an Instagram contest, in which campus stakeholders will be invited to submit photos relating to the campus plan update. Winners' photos will be posted at the Campus and Community Ideas Forum (see #7 below).

Audience:

The targeted audience for the launch is broad, as it includes anyone who could possibly come into contact with the project. This includes everyone on campus and the external community at large. The audience for the Instagram contest is campus stakeholders.

Key Steps, Timing, and Responsibilities:

- Webpage
 - Develop draft text and images for webpage, to be linked from the Planning and Sustainability webpage – Week of November 24th (DIALOG)
 - Review, refine, and finalize webpage text and images – Week of December 1st (DIALOG + UVic)
 - Develop mock-up of webpage – Weeks of December 8th and 15th (UVic)
 - Launch webpage (i.e. webpage goes live) – Week of January 5th (UVic)
- Social Media
 - Facebook:
 - Using draft text and images for webpage, develop mock-up of Facebook page – Week of December 8th (DIALOG)
 - Launch Facebook page – Week of January 6th (DIALOG)
 - Twitter:
 - Develop Twitter handle and first few tweets – Week of December 8th (DIALOG)
 - Review and refine tweets – Week of December 15th (DIALOG + UVic)
 - Launch Twitter account and send first tweet – Week of January 5th (DIALOG)
 - Instagram Contest
 - Develop Instagram contest handle and promotional text – Week of December 8th (DIALOG)
 - Review and refine handle and promotional text – Week of December 15th (DIALOG + UVic)
 - Launch contest (see advertising below) – Week of January 5th (DIALOG)
- Advertisements/Outreach
 - Media Release
 - Develop draft media release, for use in both campus and off-campus media – Week of December 8th (DIALOG)
 - Review and refine media release – Week of December 15th (DIALOG + UVic)

- Issue media release – Week of January 5th (UVic)
- Advertise through UVic’s other outreach channels, likely including email blasts, campus and community newsletters, and others – Week of January 5th (UVic)
- Poster
 - Develop poster – Week of December 15th (DIALOG)
 - Post in high traffic locations on campus – Week of January 5th (UVic)

4. Campus Plan Mobile Booth - #1 (Mid-January 2015)

Activity Overview:

This is a mobile booth stationed in high visibility locations to reach a broader audience on campus, including those who would not otherwise be likely to participate in a campus plan process. The purpose of the booth will be to raise awareness about the process – including opportunities for involvement and building understanding about campus planning issues/opportunities – and to obtain preliminary input on priorities and ideas for the future of the campus. The booth is recommended to be situated on campus on January 13th, 14th, 15th, and 16th, at the Student Union Building, McPherson Library (outside), Book Store at transit exchange, Mystic Market, the cafeteria at Cadboro Commons, and a location or locations frequented by faculty and staff. They would be set up during the day, except for the one at Cadboro Commons, which would be set up in early evening.

Opportunities will also be explored for posting interactive panels “in situ” for a period of 2-3 weeks. These panels would include opportunity for participants to learn about the process and include input on sticky notes that would be collected after a period of time.

Audience:

The targeted audience for the mobile booth are mainly students, however may also include faculty, staff, and visitors to campus.

Key Steps, Timing, and Responsibilities:

- Develop draft materials for booth, including:
 - Two panels: one that is informational, including an overview of the process, scope of the Campus Plan, and opportunities for involvement; and one that is interactive, including a map on which participants can identify campus assets/strengths, weaknesses, and opportunities.
 - Small take-away cards with links to website and social media, and advertising the Instagram contest and survey – Week of December 15th (DIALOG)
- Review and refine materials for booth – Week of January 5th (DIALOG + UVic)
- Print panels – Ready for week of January 12th (UVic, with DIALOG’s assistance)
- Book supplies and ensure they are on site: one table, two chairs, two strong easels – Ready for week of January 12th (UVic)
 - DIALOG to bring other supplies (interactive materials such as post-it notes and markers)
- Staff booth – January 13-16th (DIALOG)

5. Online Survey (Mid-January to mid-February 2015)

Activity Overview:

This is an online, 5-10 minute survey that both educates on campus plan matters, and allows participants to prioritize issues and opportunities. Questions will include topics of land use and housing, transportation, and open spaces as they relate to existing assets and challenges, and priorities and opportunities for the future.

Audience:

The targeted audience for the survey is campus stakeholders. Three versions will be developed: one for students, one for staff, and one for faculty.

Key Steps, Timing, and Responsibilities:

- Develop draft surveys – Week of December 15th (DIALOG)
- Review and refine draft surveys – Week of January 5th (DIALOG + UVic)
- Launch surveys – Week of January 12th (DIALOG)
- Advertise surveys through mobile booth (DIALOG), social media (DIALOG), project webpage (UVic, with assistance from DIALOG), and email blasts (UVic, with assistance from DIALOG).
- Close survey – Week of February 9th (DIALOG)

6. Community Stakeholder Meetings (Various Dates in January and February 2015)

Activity Overview:

These are a limited number of existing meetings held by resident/community associations that will be attended by UVic. They will provide the opportunity for residents to share early input on priorities, issues, and opportunities. They will also provide the opportunity to encourage resident participation in the Campus & Community Ideas Forum (#7 below).

Audience:

The targeted audience is CALC and resident/community associations who extend invitations to UVic to attend their regularly scheduled meetings.

Key Steps, Timing, and Responsibilities:

- Prepare information sheets and potential questions for group – Week of January 5th (DIALOG)
- Review and refine information sheets and questions – Week of January 12th (DIALOG + UVic)
- Attend meetings – Various dates in January and February (UVic)

7. Campus Plan Update Speakers Event (January 28, 2015)

Activity Overview:

This is the first major public event, which will broadly launch the process with inspiring presentations on opportunities and best practices surrounding campus planning. It is intended to generate interest and excitement about the process, and to inform on best practices and other ideas in advance of the Ideas Forum the following week.

The structure of the event is proposed as follows:

- 4:30-5:30pm
 - Welcome
 - Introduction to process and the exciting opportunity before us – Martin Nielsen + UVic Project Team champion/member (TBD)
 - Speaker #1 – TBD
 - Speaker #2 – Antonio Gomez-Palacio on “What makes a great campus?”
- 5:30-6:00pm
 - Q & A with audience and speakers
 - Closing and next steps (TBD)

In the room or lobby, 2-3 panels will be posted that: provide project background and an overview of the process; outline opportunities for involvement; and offer the opportunity to share a “big idea” or other form of input.

Audience:

The targeted audiences for this event are the broad campus (students, faculty, and staff) stakeholders and the external community at large, including interested community members and stakeholders.

Key Steps, Timing, and Responsibilities:

- Book large venue with flexible space for presentation, large group discussion, and break-out discussion groups – (UVic)
- Identify and book other speaker and panel participants – (UVic)
- Include information in overall media release (refer to activity #3 in the CEEP)
 - Draft media release – Week of December 8 (DIALOG)
 - Review and refine as needed – Week of December 15 (UVic)
 - Issue media release - Week of January 5 (UVic)
- Coordinate logistical needs (screen, projector, laptop, refreshments, and three easels) – As soon as needed (UVic)
- Advertise through UVic’s other outreach channels such as email blasts, newsletters, and more (refer to activity #3 in the CEEP) – Week of January 5 (UVic)
- Include in poster (refer to activity #3 in the CEEP)
 - Develop poster – Week of December 15 (DIALOG)
 - Post in high traffic locations on campus – Week of January 5 (UVic)

- Develop slides for welcome, introduction and Antonio’s presentation, and panels
 - Develop draft versions – Week of January 12 (DIALOG)
 - Review and refine as needed – Week of January 19 (UVic)
 - Finalize and print panels – Early the Week of January 26 (DIALOG)
- Attend CPC meeting to discuss this event and Ideas Forum – January 29 (DIALOG + UVic)

8. Campus and Community Ideas Forum (February 4th 2015)

Activity Overview:

This is the second major public event, and it will seek input on priorities, issues, and opportunities. A key objective will be to confirm and evolve the vision, goals, and principles, within the context of the scope of the campus plan and the parameters of UVic’s academic mission. It will have two components:

- A workshop with discussion and charette components, involving:
 - presentations by DIALOG + UVic on the background research, overview of the existing Campus Plan and the scope of the updated Campus Plan, and inspiration/opportunities for creating a great campus;
 - smaller group break-out discussion and hands-on planning sessions, with opportunity to focus on specific issues such as parking or natural areas; and
 - large group report back.
- A larger come-and-go / drop-in format in which the outcomes of the workshop are posted for broader participant review and comment.

Audience:

Invitations will be extended to participants for the first/workshop component in order to manage the size of the session and ensure representation from diverse interests and perspectives. The targeted audience for this component is:

- Campus Plan Update Steering Committee and Campus Planning Committee;
- Faculty identified by Deans (including those identified in Section 2 – “Key Audiences” – of this Plan);
- Staff, including representatives from Facilities Management and Campus Security, and Student Affairs;
- Students, including representatives from UVic Students’ Society, Student clubs such as the Urban Development Club and Campus Community Garden group, and others who have been involved in or interested in campus planning;
- CALC and representatives from resident/community associations; and
- Representatives from the Districts of Saanich and Oak Bay.

The targeted audiences for the second component are the broad campus (student, faculty, and staff) stakeholders and the external community at large, including interested community members and stakeholders.

Key Steps, Timing, and Responsibilities:

- Book large venue with flexible space for presentation, large group discussion, and break-out discussion groups – As soon as possible (UVic)
- Develop draft invitations for first component – Week of December 8th (DIALOG)
- Review, refine, and issue invitation, including request for RSVP by January 9th – Week of December 15th (UVic)
- Send reminders for RSVP – January 5th (UVic)
- Once RSVPs are confirmed, book tables (round tables preferred) and chairs – Week of January 12th (UVic)
- Develop draft materials, including presentation and panels – Week of January 12th (DIALOG)
- Coordinate other logistical needs (screen, projector, laptop, refreshments, easels) – Week of January 12th (UVic)
- Review, refine, and finalize materials – Weeks of January 19th and 26th (DIALOG + UVic)
- Print panels – Early in week of February 2nd (UVic with DIALOG's assistance)
- Facilitate event – February 4th or 5th (DIALOG with participation from UVic)
 - One facilitator will be required for every 8-10 participants in the first component of the event. DIALOG can provide five facilitators.
- Integrate information about event in advertising/outreach (see #2 – Communications Launch)

9. Planning and Review Meetings with Steering Committee and Campus Planning Committee (dates TBD throughout Phase 1)

Regular check-ins with the Campus Plan Update Steering Committee and Campus Planning Committee will be undertaken throughout Phase 1. Important check-ins will include:

- Review and discuss plans for engagement activities in Phase 1;
- Review and discuss consolidated input from engagement activities in Phase 1; and
- Review and discuss refined vision, goals, and foundation principles.

Using Input:

The input received through social media, mobile booth, online survey, stakeholder discussions and Campus & Community Ideas Forum will be used to create the refined vision, goals, and principles for the Campus Plan, as well as some early ideas that will set the stage for the concepts developed in Phase 2. DIALOG will gather, synthesize, and report back on all input received. Summaries will be posted on the project website within one month of the last engagement activity in Phase 1.

Monitoring and Evaluation:

Near the end of Phase 1, the Campus Plan Update Steering Committee and consultant team will meet to discuss the engagement, identifying elements and approaches that worked well, and others that could be improved

upon for Phase 2. Based on this evaluation and as new information becomes available, activities in Phase 2 will be expanded upon and adjusted as needed.

Phase 2: DEVELOP THE PLAN (April 2015 – September 2015)

10. Ongoing Communications (April – September 2015)

- **What:** This is ongoing communications through digital and print media, to continue raising awareness, inviting participation, and offering updates on the planning process. Communications and outreach will be heightened in early September to advertise the major campus and community event: “Emerging UVic Campus Concept Plan”. It will include ongoing opportunities for student input via social media.
- **Audience:** The targeted audience for ongoing communications is broad, as it includes anyone who could possibly come into contact with the project. This includes everyone on campus and community members along with stakeholders in the neighbourhoods surrounding UVic.
- **DIALOG Role:** Provide material and support to UVic as needed.
- **UVic Role:** Continue managing digital and print media updates, with assistance from DIALOG.

11. Campus Plan Mobile Booth - #2 and #3 (A few dates in early April and September 2015)

- **What:** The purpose of the booth in April will be to continue raising awareness about the process (including opportunities for involvement, specifically building interest in the process and understanding about campus planning issues/opportunities), and to obtain input on early ideas. The purpose of the booth in September will be to specifically advertise the Campus and Community Event in mid-late September (see #11 below), and obtain input on the draft Campus Concept Plan. As was the case in Phase 1, the mobile booth will be stationed at high visibility locations such as the McPherson Library and Mystic Market for a period of a few days at a time.
- **Audience:** Mainly students, with opportunities for faculty, staff, and campus visitors. As April is an exam period, the September sessions at the start of the new academic term will provide for more extensive student body participation.
- **DIALOG Role:** Develop materials and staff mobile booth.
- **UVic Role:** Review and refine materials with DIALOG and book table, chairs, and easels.

12. Campus and Community Event – Review of Emerging UVic Campus Concept Plan - (Late September 2015)

- **What:** This will be the second major event, which will seek to obtain input on the emerging UVic Campus Concept Plan. The details of the event will be determined later in Phase 1, however it will include opportunities for both deep engagement of invited stakeholders, as well as broad engagement of a wider audience. There will be opportunities for both interaction and input, and similar to the Campus and Community Ideas Forum, there will be opportunities to have deep discussions on particular topics as needed.

- Audience: Same as the Campus and Community Ideas Forum, which includes diverse campus stakeholders (faculty, staff, students), community stakeholders (CALC and others), and representatives from the Districts of Saanich and Oak Bay. It also includes the external community at large, including neighbourhoods surrounding UVic.
- DIALOG Role: Develop all materials and host/facilitate.
- UVic Role: Host/facilitate with DIALOG.

13. Planning and Review Meetings with Steering Committee and Campus Planning Committee (dates TBD throughout Phase 2)

Regular check-ins with the Campus Plan Update Steering Committee and Campus Planning Committee will be undertaken throughout Phase 2. Important check-ins will include:

- Brainstorm and explore ideas and directions to inform the development of a draft Campus Concept Plan (i.e. early draft policy directions and land use plan);
- Review and discuss draft Campus Concept Plan; and
- Review and discuss campus and community input on draft Campus Concept Plan, to inform development of draft Campus Plan (i.e. policy directions and land use plan).

Using Input:

The input received through the mobile booth sessions in April and September will be used to refine early ideas, informing the development of a draft Campus Concept Plan. The input received at the Campus & Community Event will be used to refine the draft Campus Concept and create a more refined draft Campus Plan (i.e. land use plan, policy directions). DIALOG will gather, synthesize, and report back on all input received. Summaries and updates will be posted on the project website within one month of the last engagement activity in Phase 2.

Monitoring and Evaluation:

Near the end of Phase 2, the Campus Plan Update Steering Committee and consultant team will meet to discuss the engagement, identifying elements and approaches that worked well, and others that could be improved upon for Phase 3. Based on this evaluation and as new information becomes available, activities in Phase 3 will be expanded upon and adjusted as needed.

Phase 3: FINALIZE THE PLAN (October 2015 – January 2016)

14. Ongoing Communications (October 2015 – January 2016)

- What: This is ongoing communications through digital and print media, to continue offering updates on the planning process. Communications and outreach will be heightened in early November to advertise the major campus and community event: “Final Plan Review”.
- Audience: The targeted audience for the launch is broad, as it includes anyone who could possibly come into contact with the project. This includes everyone on campus and the external community at large, including

the neighbourhoods surrounding UVic.

- DIALOG Role: Provide material and support to UVic as needed.
- UVic Role: Continue managing digital and print media updates, with assistance from DIALOG.

15. Campus and Community Event – Final Plan Review - (Mid-Late November 2015)

- What: This will be the final major event, which will seek to obtain input on the final draft Campus Plan. The format of the event will be determined late in Phase 2, however will likely include a drop-in / come-and-go component.
- Audience: The targeted audience is broad, and includes everyone on campus and the external community at large, including the neighbourhoods surrounding UVic.
- DIALOG Role: Develop all materials and facilitate.
- UVic Role: Facilitate with DIALOG.

16. Planning and Review Meetings with Steering Committee and Campus Planning Committee (dates TBD throughout Phase 3)

Check-ins with the Campus Plan Update Steering Committee and Campus Planning Committee will be undertaken in Phase 3. Important check-ins will include review and discussion of a draft Final Plan before campus and community event, and final presentations of the final Plan.

Using Input:

The input received through the final event will be used make refinements to the Final Draft Plan. DIALOG will gather, synthesize, and report back on all input received. Summaries will be posted on the project website within one month of the last engagement activity in Phase 3.

Overall Evaluation:

In addition to providing an overview of input and how it was used to develop the Campus Plan, the final Engagement Summary Report will include an evaluation of the engagement based on the engagement objectives listed on page 4 of this CCEP.

The evaluation will be both qualitative and quantitative, the latter including performance measures such as: diversity of campus stakeholder groups participating in engagement; diversity of community stakeholder groups participating in engagement; and estimated number of campus participants. Participation will be tracked over the life of the process through: sign-in sheets at events; basic demographic information collected via the online survey; manual counts of mobile booth visitors; and social media counts (e.g., Twitter retweets, Facebook comments, and Instagram photo submissions).



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

January 14, 2015

To: Operations and Facilities Committee

From: David Castle, Vice-President Research

A handwritten signature in black ink, appearing to read 'D. Castle'.

cc: President and Vice-Chancellor

Meeting Date: January 26, 2015

Subject: Canada First Research Excellence Fund – UVic proposal

Basis for Jurisdiction: Strategic Plan: objectives 4, 6, 14, 21, 22, 23, 29, 31
CFI/CRC Strategic Research Plan objectives 1-6, themes 5, 8
Signing Authority Policy FM5100
Establishment and Review of Research Centres RH8300

Previous Consultation:

Executive Council – January 6, 2015

Deans' Council – January 13, 2015

Deans, Associate Deans Research, Research Centre Directors, PCIC and ONC Presidents –
December 15, 2014

Background: In the 2014 federal budget, the \$1.5 billion [Canada First Research Excellence Fund](#) (CFREF) was announced. The objective of the fund is, “to help Canadian post-secondary institutions excel globally in research areas that create long-term economic advantages for Canada.” The funding program is seeking institutional proposals and individual researchers are not

eligible to apply. Institutions may only submit one proposal as the lead institution for each competition, but may partner on any number of proposals lead by other institutions.

In mid-December it was announced that Notices of Intent were to be submitted by February 2, and full proposals by March 2, 2015. Deans, Associate Deans Research and Research Centre Directors were consulted to solicit ideas and 17 concept notes were submitted by faculty from across campus. Some of the concept notes were not viable; some needed to be clustered together, and others needed further development. As a result of further discussions between faculty and the Office of the Vice-President Research, draft Notices of Intent were submitted in early January for the following proposals:

- Institute for Future Digital Ecosystems (IDE);
- Institute for Translational Metabolomics and Proteomics in Environmental and Personalized Health (ITMP); and
- Future Ocean Institute.

While having potential, the IDE and ITMP proposals were not far enough developed to allow for the finalization of successful full proposals by the March 2 deadline. The proponents of these proposals have been strongly encouraged to continue developing their plans over the coming months and revised proposals will be considered for the second funding round in the Summer/Fall of 2015, along with any additional proposals that may come forward.

Summary: It was agreed that, due to a number of factors including the tight deadlines, the Future Ocean Institute proposal was the strongest and has the most reasonable chance of developing a successful proposal by the March 2 deadline. UVic's current research strengths in oceans and marine science, climate (e.g. PICS and PCIC) and coastal studies and environmental law, in combination with the recent significant investment in ONC by UVic, the federal and provincial governments, and relevance to the [Canadian science and technology strategy](#) combine to make the Future Ocean Institute a strong candidate for the CFREF funding program. The Future Ocean Institute intends to:

- establish UVic as Canada's leading institution for providing coastal and ocean knowledge and technology solutions for a secure and sustainable future;
- respond to an urgent global need for multi-sectoral research programs that directly support sustainable development of ocean resources in a future where climate warming and industrial activities (e.g. resources, shipping, human pressures) are driving change; and
- advance understanding of the future ocean to provide mitigation and adaptation solutions in support of a sustainable future that improves the lives and economic future of Canadians and coastal nations around the world.

The CFREF competition is intended to capitalize on existing strengths and propel Canadian research excellence onto the world stage. Accordingly, competitive proposals must demonstrate significant institutional resolve and commitment to support the proposed research. The Future Oceans Institute envisions an interdisciplinary institute, including faculty from potentially five UVic faculties and other partner institutions, and will require dedicated office and meeting space. UVic will be requesting \$35-50 million, over 7 years, for the proposal. Support for up to six new faculty positions could be partially met through the allocation of CRCs (either at renewal or as new NSERC and SSHRC chairs) and the establishment of an Industrial Research Chair.

At a meeting of Executive Council on January 6 it was agreed to proceed with the development of a Notice of Intent on oceans and climate. The commitment of institutional resources for both planning and implementation (if successful) of the proposal was also discussed, including space and recruitment requirements as mentioned above.

The Office of the Vice-President is aware that a number of implications will arise for the governance of the new Institute and ONC, leadership of the new Institute, and sustainability of the Institute after 7 years and these issues will be considered over the coming months.

Role of the Board: Announcement of competition results for the first round of funding is scheduled for July 2015. The Board will have two significant roles in the implementation of the proposal if successful.

1. The Board will be required to approve the funding agreement, as required in section 2 of the *Signing Authority* policy FM5100.
2. If the Future Ocean Institute is established by UVic as an inter-institutional centre its establishment will be approved by the Board, before receipt of the funds, as required in section 43 of the procedures associated with the policy on the *Establishment and Review of Research Centres* RH8300 – 2016

The Board will be briefed regularly on progress of the proposals in the first and second rounds of funding.

Planned Further Action:

- Submit Notice of Intent by 2 February and full proposal by 2 March 2015.
- Update the Board on the details of the final proposal at the March meeting.
- Communication with Board when results of competition are published in July 2015.

Attachment(s): none