



**University
of Victoria**

**UNIVERSITY OF VICTORIA
BOARD OF GOVERNORS
Monday, June 29, 2015
2:00 p.m. – 3:00 p.m.
Administrative Services Building, boardroom 120**

DRAFT AGENDA - OPEN BOARD

Welcome

1. Approval of Agenda

MOTION:

THAT the agenda of the open session of the regular meeting of June 29, 2015 be approved.

2. Minutes of Regular Meeting of May 26, 2015 (attached)

MOTION:

THAT the minutes of the open session of the regular meeting of May 26, 2015 be approved.

3. Business Arising

4. Remarks from the Chair

5. Correspondence - Nil

CONSENT

6. Operations and Facilities Committee (B. Van Ruyven)

a. Discontinuation of the Certificate in Business Studies for International Students (CBSIS) BOG-June29/15-06

MOTION:

THAT the Board of Governors approve the Discontinuation of the Certificate in Business Studies for International Students (CBSIS).

- b. **Establishment of Trades as a Teaching Option to the Existing (5-year) Bachelor of Education Degree** BOG-June29/15-07

MOTION:

THAT the Board of Governors approve the Establishment of Trades as a Teaching Option to the Existing (5-year) Bachelor of Education Degree effective immediately.

- c. **Due Diligence Reports 2014** BOG-June29/15-17
- d. **Status Report on Capital Projects** BOG-June29/15-15
- e. **Discrimination and Harassment Policy (GV0205)—update to include WorkSafeBC bullying and harassment policy requirements** BOG-June29/15-28

MOTION:

THAT the Board of Governors approve changes to the Discrimination and Harassment Policy (GV0205) effective immediately.

- f. **Annual report on University of Victoria approved Research Centres** BOG-June29/15-01

7. Finance Committee (L. LeBlanc)

- a. **University of Victoria Staff Pension Plan Financial Statements for the Year Ended December 31, 2014** BOG-June29/15-11
- b. **Staff Pension Plan Investment Performance Report for the Period Ended March 31, 2015** BOG-June29/15-10
- c. **University of Victoria Staff Pension Plan Compliance Report for the Year Ended December 31, 2014 from Staff Pension Plan Governance Committee** BOG-June29/15-12

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

REGULAR

8. Operations and Facilities Committee (B. Van Ruyven)

- a. **2015/16 Five Year Capital Plan** BOG-June29/15-16

MOTION:

THAT the Board of Governors approve the 2015/16 Five Year Capital Plan and submit capital priorities to the Ministry on the basis of the Capital Plan.

- b. **University of Victoria Institutional Accountability Plan and Report** BOG-June29/15-24

MOTION:

THAT the Board of Governors approve the University of Victoria Institutional Accountability Plan and Report; and

That the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors authorize the President and the Board Chair to make any final adjustments to the Institutional Accountability Plan and Report.

f. Strategic Research Plan Update BOG-June29/15-03

9. Finance Committee (L. LeBlanc)

a. 2014/15 Year End Management Statements and Budget Review BOG-June29/15-14

b. Statement of Financial Information for the Year Ended March 31, 2015 BOG-June29/15-13

MOTION:

THAT the Board of Governors approve the Statement of Financial Information for the year ended March 31, 2015 and that the Chair of the Board of Governors and the Vice-President Finance and Operations be authorized to sign on the Board's behalf.

10. Executive and Governance Committee (E. Mohr)

a. Review of Board Governance Checklist (attached)

MOTION:

THAT the Board of Governors approve the posting of the updated board governance checklist, as circulated, on the university's website for 2015/16 as part of UVic's accountability framework.

11. President's Report

12. Other Business

13. Adjournment



**University
of Victoria**

**UNIVERSITY OF VICTORIA
BOARD OF GOVERNORS
Tuesday, May 26, 2015, 11:00 a.m.
Administrative Services Building, boardroom 120**

OPEN BOARD

DRAFT MINUTES

Present: Ms. Beverly Van Ruyven (Acting Chair), Mr. Nav Bassi, Prof. Jamie Cassels, Ms. Ida Chong, Mr. Bradley Cranwell, Mr. Peter Gustavson, Mr. Michael Kennedy, Ms. Lindsay R. LeBlanc, Ms. Isobel Mackenzie, Dr. Ana Maria Peredo, Ms. Tracy Redies, Ms. Shelagh Rogers, Dr. Julia Eastman (Secretary)

Regrets: Dr. Hélène Cazes, Ms. Kayleigh Erickson, Dr. Erich Mohr

By Invitation: Dr. David Castle, Ms. Carmen Charette, Ms. Gayle Gorrill, Mr. Murray Griffith (for part), Mr. Bruce Kilpatrick (for part), Dr. Valerie Kuehne, Ms. Samantha Watkins

1. Approval of Agenda

MOTION (T. Redies/N. Bassi):

THAT the agenda of the open session of the regular meeting of May 26, 2015 be approved.

CARRIED

2. Minutes of Regular Meeting of March 31, 2015 (attached)

MOTION (A. Peredo/L. LeBlanc):

THAT the minutes of the open session of the regular meeting of March 31, 2015 be approved.

CARRIED

3. Business Arising

There was none.

4. Remarks from the Chair

There were none.

5. Correspondence

There was none.

CONSENT

6. Operations and Facilities Committee (M. Kennedy)

a. New and Revised Awards BOG-May26/15-17

MOTION:

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

- Student Ambassador Scholarship (revised)
- Black Press Business Scholarship (revised)
- Butterfield Law Prize (revised)
- Vincent Short Memorial Theatre Scholarship (new)
- Joyce Clearihue Undergraduate Co-op Scholarship (new)*
- Speakman-Granewall Bursary in Mechanical Engineering (new)*
- Asia Pacific Entrance Grant (new)
- Margaret Beck Student Research Travel Award (revised)*
- Thomas Wirral Cup Award (new)
- Stó:lō Ethnohistory Legacy Scholarship (new)
- Hutchison Bekius Scholarship in History (revised)*
- Vancouver, Island Trails Information Society Scholarship (revised)
- John Shields Scholarship in Public Administration (revised)*
- Kenneth L. Avio Honours Prize (revised)
- Joyce Clearihue Graduate Co-op Scholarship (new)*
- Maureen Mcleod Scholarship in Geography (new)
- Celebration of Joy Award (new)
- Jane Zhu MBA Cross-Cultural Integration Award (new)
- MBA Pay-It-Forward Award (new)
- Royal Jubilee Hospital School of Nursing Alumni Association Student Award (revised)*

b. Masters in Germanic and Slavic Studies with Two Streams: Germanic Studies and Slavic Studies BOG-May26/15-01 (Complete Proposal)

MOTION:

THAT the Board of Governors approve the Master of Arts in Germanic and Slavic Studies with Two Streams effective immediately.

c. Discontinuation of the Studies in Policy and Practice Program BOG-May26/15-02

MOTION:

THAT the Board of Governors approve the Discontinuation of the Studies in Policy and Practice Program.

- d. **Discontinuation of the Certificate in the Administration of Indigenous Government** BOG-May26/15-03

MOTION:

THAT the Board of Governors approve the Discontinuation of the Certificate in the Administration of Indigenous Governments.

- e. **Procedures for the Selection of the Registrar** BOG-May26/15-18
(Complete Proposal)

MOTION:

That the Board of Governors approve the updated Procedures for the Selection of the Registrar (GV0400).

- f. **Status Report on Capital Projects** BOG-May26/15-11

7. Finance Committee (L. LeBlanc)

- a. **2014 Annual Reports and Financial Statements University of Victoria
Combination Pension Plan and University of Victoria Money Purchase Pension
Plan** BOG-May26/15-10

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

CARRIED

REGULAR

8. Audit Committee (T. Redies)

Ms. Redies said that the Audit Committee had reviewed the draft financial statements and the auditor's findings report prepared by the office of the Auditor General. A clean opinion on the statements was expected.

- a. **2014/2015 Financial Statements** BOG-May26/15-13

Executive Director Financial Services Murray Griffith provided a presentation entitled 2014/15 Audited Financial Statements.

MOTION (T. Redies/B. Cranwell):

THAT the Board of Governors approve the 2014/2015 Audited Financial Statements and the appropriations as set out in the attached schedule;

and

THAT the Chair of the Board of Governors and the Vice-President Finance and Operations be authorized to sign the statements on behalf of the Board of Governors.

CARRIED

Mr. Griffith responded to questions regarding changes in benefits costs.

9. Operations and Facilities Committee (M. Kennedy)

a. 2014 Policy Review Annual Report BOG-May26/15-19

The Board received for information the 2014 Policy Review Annual Report.

b. Campus Plan Update – Phase One BOG-May26/15-12

The Board received for information the Campus Plan Update – Phase One. Mr. Kennedy said that the goal was to have the updated plan ready for the Board's approval in January 2016.

10. Finance Committee (L. LeBlanc)

Ms. LeBlanc said that the Board had previously approved renovations to the McKinnon building to provide improved teaching and research space. She outlined the factors that had increased the cost of the renovations.

a. McKinnon Renovations Budget Approval BOG-May26/15-14

MOTION (L. LeBlanc/M. Kennedy):

THAT the Board of Governors, in order to complete renovations to the McKinnon building, approve an increase in the overall budget for the Centre for Athletics, Recreation and Special Abilities of \$1.7M to a total revised budget of \$78.7M

CARRIED

11. President's Report

a. Presentation on the UVic Edge by Vice-President External Relations Carmen Charette, and Executive Director of University Communications and Marketing Bruce Kilpatrick

The Board received an update from Vice-President External Relations Carmen Charette and Executive Director of University Communications and Marketing Bruce Kilpatrick on the UVic Edge.

Ms. Charette thanked Board members for their contributions over the course of its development, and spoke about its significance.

Vice-President Academic and Provost Valerie Kuehne responded to a question and suggestions about how the student experience aligns with the Edge.

Mr. Cranwell said he was delighted to see the Edge incorporated into UVic's application and admission process.

Ms. Rogers said that this articulation of UVic's distinctiveness would make it much easier for all to share our university's story and she was eager to do so.

The President congratulated Ms. Charette and Mr. Kilpatrick on their work.

b. Other matters

President Cassels informed the Board of a number of campus events, including:

- A Special Convocation for Ken and Kathy Shields in April.
- A recent event for major donors.
- A breakfast event for on-campus donors at which executive members had served pancakes to faculty and staff donors as a way of saying “thank you”.
- Minister of Advanced Education Andrew Wilkinson had visited campus on April 9. He had met with Board Chair Erich Mohr, President Cassels and a number of students, and toured First Peoples House followed by a visit to the lab of Dr. Reuven Gordon. Dr. Castle announced Dr. Gordon had recently been awarded a \$1.6M NSERC grant.
- The Centre for Athletics, Recreation and Special Abilities (CARSA) had opened on May 1 with several hundred people in attendance.
- The Business School would be presenting its 2015 Distinguished Entrepreneur of the Year Award to David Foster.
- The Installation of Chancellor Shelagh Rogers would be taking place on June 8th marking the beginning of Convocation week and the first of nine ceremonies, graduating the largest class in UVic history of 3650 students.

President Cassels briefly described UVic’s placement in a number of recent ranking.

He noted that the Princeton Review had surveyed institutions concerning green and sustainability initiatives and had scored UVic 99/99 for sustainability on campus and in the curriculum.

12. Adjournment

There being no other business, the meeting adjourned at 12:03 p.m.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

June 30, 2015

To: Operations and Facilities Committee

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

A handwritten signature in blue ink, appearing to read 'Valerie S. Kuehne', is written over the printed name and title.

cc: President and Vice-Chancellor

Meeting Date: June 30, 2015

Subject: Discontinuation of the Certificate in Business Studies for International Students (CBSIS)

Basis for Jurisdiction: Senate Committee on Planning meeting March 11, 2015
Senate meeting April 10, 2015

Previous Consultation: Senate Committee on Planning meeting March 11, 2015
Senate meeting April 10, 2015

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the Discontinuation of the Certificate in Business Studies for International Students (CBSIS).

Attachment(s):
April 10, 2015 memo to Senate



University
of Victoria

Associate Vice-President Academic Planning

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MEMO

Date: April 10, 2015
To: The Secretary of the Senate
From: Dr. Catherine Mateer, Chair, Senate Committee on Planning
Re: **Discontinuation of the Certificate in Business Studies for International Students (CBSIS)**

At its meeting of 11 March 2015, the Senate Committee on Planning discussed and approved the request for Discontinuation of the Certificate in Business Studies for International Students (CBSIS). The following motion is recommended:

That Senate approve, and recommend that the Board of Governors that it also approve, the request for Discontinuation of the Certificate in Business Studies for International Students (CBSIS).

:mam

Committee Membership:

Dr. Catherine Mateer, Chair
Ms. Lauren Charlton
Dr. Stan Dosso
Ms. Katrina Flanders
Dr. Reuven Gordon
Ms. Cassbreea Dewis
Dr. David Castle
Dr. Maureen MacDonald
Dr. Timothy Iles
Dr. Merwan Engineer
Dr. Patrick Nahirney
Ms. Jessica Gelowsky, Secretary

Dr. Valerie S. Kuehne
Dr. David Boag
Dr. Catherine McGregor
Dr. Victoria Wyatt
Dr. Patricia MacKenzie
Dr. Ann Stahl
Mr. Alex Neiman
Dr. Norah McRae
Dr. Stephen Evans
Ms. Gillian Calder
Dr. Ralf St. Clair
Ms. Katrina Flanders



*Learn and Grow
With Us*


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February 3, 2015

TO: Katy Mateer
Chair, Senate Committee on Planning

FROM: Maureen MacDonald

Chair, Senate Committee on Continuing Studies

RE: Certificate in Business Studies for International Students

On January 21, 2015 the Senate Committee on Continuing Studies moved to have the Certificate in Business Studies for International Students (CBSIS) permanently discontinued effective immediately.

The CBSIS in was approved in 2005. The program was initially offered with positive student numbers and was successful between 2005 and 2010. In 2010 registrations numbered 23. With these numbers, the program generated a healthy surplus. However, since that time, enrollment has declined significantly due to the financial crisis and changes in partner expectations. Enrollments dropped to 9 in FY 2011 and 7 in FY 2012.

The CBSIS program was a cohort based nine month program which began each July and was completed in late April of the following year. There was no carryover of students from one program offering to the next. Each year all enrolled students completed the program and there have been no enrolled students since the completion of the last offering in 2012.

Other programs such as the Certificate in Business Administration seem to be a better fit for international students seeking business programming of a shorter duration. A recommendation to discontinue the certificate program was made to the Senate Committee on Continuing Studies by program staff. At this time we no longer see potential for this program and as such we recommend that we permanently discontinue the certificate program.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

June 30, 2015

To: Operations and Facilities Committee

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

A handwritten signature in blue ink, reading "Valerie S. Kuehne", with a long horizontal stroke extending to the right.

cc: President and Vice-Chancellor

Meeting Date: June 30, 2015

Subject: Establishment of Trades as a Teaching Option to the Existing (5-year)
Bachelor of Education Degree

Basis for Jurisdiction: Senate Committee on Planning meeting March 11, 2015
Senate meeting April 10, 2015

Previous Consultation: Senate Committee on Planning meeting March 11, 2015
Senate meeting April 10, 2015

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the Establishment of Trades as a Teaching Option to the Existing (5-year) Bachelor of Education Degree effective immediately.

Resource Plan for University of Victoria, Board of Governors

To Support the Faculty of Education's Proposal

To Add Trades as a Teaching Option to the

Existing (5-year) Bachelor of Education Degree (Secondary Curriculum)

1. Overview/nature of the academic program

The Faculty of Education proposes to add trades teaching options (Woodworking/Carpentry/Joinery; Electronics; Metalworking/Fabrication; & Machining) to their existing 5-year Bachelor of Education degree program (Secondary Curriculum). This is **not a new program**, but rather new areas of teaching to be offered to Red Seal certified trades people within an existing program.

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

The addition of trades teaching options in the Faculty of Education is compatible with the University of Victoria's 2012 Strategic Plan, *A Vision for the Future – Building on Excellence*. In its Mission Statement, the University is committed to being “a university of choice for outstanding students, faculty and staff” and to “contribute to the betterment of a rapidly changing global society” (p.5). In particular, the Faculty's proposal addresses the following objectives and action items:

Objective 1: To be a diverse, welcoming learning community, with a demonstrated commitment to equity and fairness

Objective 2: To actively recruit and retain outstanding students from diverse regions and backgrounds and remove barriers to admission and retention other than academic and creative potential

Objective 24: To support lifelong learning by increasing continuing education opportunities for on-campus and online adult and part-time learners

Objective 30: To strengthen community access to university programs, activities, facilities and knowledge

Objective 31: To develop effective relationships with the diverse constituencies that make up our local, regional, national and international communities

3. Senate/academic considerations

We will recruit tradespeople who possess Red Seal certification in three key trades areas for which there are currently government-generated high school curricula: Woodworking/Carpentry/Joinery; Electronics; Metalworking/Fabrication & Machining. These trades are compatible with British Columbia's high demand trades jobs as well as their alignment to BC Ministry of Education Curriculum Guides. The initial geographic region envisioned for recruitment is Vancouver Island and the lower mainland. We hope to enrol 8 students in year 1 and 12 in year 2. We would offer Red Seal tradespeople two years of block transfer credit (30 units) for their previously completed trades studies.

4. Demand and availability

The University of Victoria's Faculty of Education offered Industrial Education as a teaching area until 1980, when lack of demand led to its removal from the calendar. Over the past 30 years, trades offerings have languished in British Columbia's high schools, due to under-staffing and under-enrolment. For example, in 2013/2014, there were 2,368 high school students enrolled in technical education (trades training) programs in British Columbia, representing merely 2% of all grade 11 and 12 pupils.¹ Yet, in recent years the province has suffered from a chronic shortage of skilled tradespeople.² Concern over this situation has been voiced by teachers and administrators in school districts, both on lower Vancouver Island and in the Kootenay region where we offer a teacher education program in collaboration with College of the Rockies. Even more troubling for educators and education authorities is the fact that many trades instructors teaching in high schools today are doing so with a temporary letter of permission and have no formal teacher preparation at all due to the high demand for their skills. In April 2014, the provincial government released *BC's Skills for Jobs Blueprint: Re-Engineering Education and Training* that calls for better alignment of skills training with BC's future employment needs. Among the various strategies for increasing the number of provincial tradespeople, the government vowed to seek ways to enable qualified tradespeople who have received an interprovincial Red Seal designation to teach at the high school level.³ The Faculty of Education's proposal add trades teaching to the existing 5-year B.Ed (Secondary) provides a way for qualified Red Seal tradespeople to become certified teachers while acknowledging their specialization through years of training for the Red Seal.

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

The Faculty of Education will offer two new 1.5-unit courses: EDCI 487 Special Topics in Education (Technology Education Methods I) and EDCI 487 Special Topics (Technology Education Methods II). The annual cost of staffing these courses = **\$13,000**. The Faculty will rent facilities from the Greater Victoria School district (#61) to offer these classes. The annual rental cost = **\$2,400**.

Total estimated costs = **\$15,400**. Estimated student revenue through fees = **\$48,000 to \$72,000**.

6. Other relevant factors (including impact and outcomes)

This proposed addition to the Faculty of Education's 5-year Bachelor of Education (Secondary Curriculum) is significant in that it provides the University of Victoria with flexibility to respond to government directives without the development of a new program. The overall goal is to graduate up to 12 technology education (trades) educators per year. By doing so, the University can help to solve pressing educational and economic needs, while maintaining the mission and objectives of the Strategic Plan, not the least of which is to "contribute to the betterment of a rapidly changing global society."

¹ BC Ministry of Education, *Standard Reports: 2014 Student Statistics*.
www.bced.gov.bc.ca/reports/pdfs/student_stats/prov.pdf (accessed April 30, 2014).

² "BC construction industry looks to Ireland to recruit workers," *Times-Colonist*, 15 October, 2013, C1.

³ Government of British Columbia, *BC's Skills for Jobs Blueprint: Re-Engineering Education and Training*, April 2014.

Attachment(s): Proposal for Establishment of Trades as a Teaching Option to the Existing (5-year) Bachelor of Education Degree submitted to Senate April 10, 2015.



University
of Victoria

Associate Vice-President Academic Planning

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MEMO

Date: April 10, 2015
To: The Secretary of the Senate
From: Dr. Catherine Mateer, Chair, Senate Committee on Planning
Re: **Establishment of Trades as a Teaching Option to the Existing (5-year) Bachelor of Education Degree**

At its meeting of 11 March 2015, the Senate Committee on Planning discussed and approved the proposal To Add Trades as a Teaching Option to the Existing (5-year) Bachelor of Education Degree (Secondary Curriculum). The following motion is recommended:

That Senate approve and recommend to the Board of Governors that it also approve, subject to funding, the establishment of Trades as a Teaching Option to the Existing (5-year) Bachelor of Education Degree (Secondary Curriculum), as described in the document "To Add Trades as a Teaching Option to the Existing (5-year) Bachelor of Education Degree (Secondary Curriculum)", dated March 23, 2015, and that this approval be withdrawn if the program should not be offered within five years of the granting of approval.

:mam

Committee Membership:

Dr. Catherine Mateer, Chair
Ms. Lauren Charlton
Dr. Stan Dosso
Ms. Katrina Flanders
Dr. Reuven Gordon
Ms. Cassbreea Dewis
Dr. David Castle
Dr. Maureen MacDonald
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Dr. Norah McRae
Dr. Stephen Evans
Ms. Gillian Calder
Dr. Ralf St. Clair
Ms. Katrina Flanders

Summary of

Proposal To Add Trades as a Teaching Option to the Existing (5-year) Bachelor of Education Degree (Secondary Curriculum)

Faculty of Education

March 24, 2015

Over the past 30 years, high school trades programs have languished in British Columbia due to under-staffing and under-enrolment. With British Columbia's government predicting the generation of over 100,000 trades-related jobs by 2020, increasing numbers of tradespeople are currently teaching with letters of permission and no teacher preparation at all. Government has vowed to address this situation through a number of strategies including making it easier for Red Seal tradespeople to gain teaching certification. In light of the government's initiatives, the Faculty of Education is proposing to add trades teaching areas (Woodworking/Carpentry/Joinery; Electronics; Metalworking/Fabrication; & Machining) to the existing 5-year Bachelor of Education degree program (Secondary Curriculum). This is **not** a new program, but rather the addition of new teaching areas to be offered within an existing program. The anticipated start date is September 2015.

The Faculty of Education will offer Red Seal certified tradespeople two years of block transfer credit so that they may enter Year 3 of the existing 5-year Bachelor of Education (Secondary) program. In the first year, the Faculty plans to recruit a minimum of 8 students and will increase to a minimum of 12 in the second year. We will increase enrolment by 5 in each subsequent year until capacity is reached.

The Faculty will allocate resources to hire two instructors with graduate degrees to teach two trades teaching methods courses. For the time being, the courses will be offered as Special Topics in Education (EDCI 487). Should this initiative prove sustainable, calendar changes will be initiated for the two new methods courses. The Faculty of Education views this initiative as an opportunity to respond to the educational needs of a changing society, as per the Faculty's Strategic Plan, Objective 15. Indeed, for relatively little – in the way of resource allocation – the impact of this innovation stands to be significant.

Proposal:

To Add Trades as a Teaching Option to the Existing
(5-year) Bachelor of Education Degree (Secondary Curriculum)

Faculty of Education

March 23, 2015

1.0 Identification

1.1 Proposed Offering

To add trades teaching areas (Woodworking/Carpentry/Joinery; Electronics; Metalworking/Fabrication; & Machining) to the existing 5-year Bachelor of Education degree program (Secondary Curriculum). We are **not proposing a new program**, but rather new areas of teaching to be offered within an existing program.

1.2 Anticipated Date to Begin Offering Trades Teaching: September 2015.

1.3 Contact Person

Helen Raptis, Associate Dean, Undergraduate Programs, Faculty of Education
adup@uvic.ca; 250-721-6570

1.2 History and Context

Until 1979, the University of Victoria's Faculty of Education offered Industrial Education as a teaching area. In 1979-80 this teaching area was removed from the calendar due to lack of demand. Over the past 30 years, trades offerings have languished in British Columbia's high schools, due to under-staffing and under-enrolment. For example, in 2013/2014, there were 2,368 high school students enrolled in technical education (trades training) programs in British Columbia, representing merely 2% of all grade 11 and 12 pupils.¹ Yet, in recent years the province has suffered from a chronic shortage of skilled

¹ BC Ministry of Education, *Standard Reports: 2014 Student Statistics*.
www.bced.gov.bc.ca/reports/pdfs/student_stats/prov.pdf (accessed April 30, 2014).

tradespeople.² Concern over this situation has been voiced by teachers and administrators in school districts, both on lower Vancouver Island and in the Kootenay region where we offer a teacher education program in collaboration with College of the Rockies. Even more troubling for educators and education authorities is the fact that many trades instructors teaching in high schools today are doing so with a temporary letter of permission and have no formal teacher preparation at all due to such high demand for their skills. This proposed revision to our 5-year B.Ed (Secondary) seeks to address this critical need.

With government predicting that by 2022 the developing liquefied natural gas (LNG) sector will generate over 100,000 trades-related jobs, the gap between skills supply and job market demand will be significant. To address this dilemma, in April 2014, the provincial government released *BC's Skills for Jobs Blueprint: Re-Engineering Education and Training* that calls for better alignment of skills training with BC's future employment needs. BC's government has targeted 25% of post-secondary annual operating grants to support high demand occupations.³ Government has also committed to re-engineering the education system to provide students with a seamless pathway from the elementary level to post-secondary and on to the workforce. Education will be restructured to allow for increased hands-on learning in the early years of schooling; earlier exposure to trades training and a better alignment of post-secondary education to workforce demands. By 2016, government would like to 1) double the number of spaces available for Accelerated Credit Enrolment in Industry Training (ACE-IT)⁴ to 5,000; 2) increase the number of high school educators qualified to teach foundation courses for skills and apprenticeship training; and 3) seek ways to enable qualified tradespeople who have received an interprovincial Red Seal designation to teach at the high school level.⁵

² "BC construction industry looks to Ireland to recruit workers," *Times-Colonist*, 15 October, 2013, C1.

³ "Post-secondary funding to align with in-demand jobs." *BC Government Press Release*, 26 January, 2015.

⁴ ACE-IT is a program that enables high school students to complete the first level of training in specific trades; the program is normally offered at college training programs. This poses difficulties for students who do not live near community colleges.

⁵ Government of British Columbia, *BC's Skills for Jobs Blueprint: Re-Engineering Education and Training*, April 2014.

The Red Seal is Canada's standard of excellence for skilled trades and – for the areas that we would like to offer in our program – generally follows four years of apprenticeship after work-based technical training through a community college. There are two routes by which a tradesperson can obtain a Red Seal designation. The first is the apprenticeship route whereby a tradesperson must graduate from a recognized provincial or territorial apprenticeship training program and pass the Interprovincial Standards Red Seal Examination for that trade. The second route is to challenge the Red Seal Examination. In order to challenge the exam, an individual must have accumulated substantial verified work-based experience in a trade (usually 1½ times the normal work-based training hour requirement). The exam requires candidates to demonstrate both conceptual and applied knowledge. Due to the rigor of the exam, students are allowed to rewrite.

The Faculty of Education currently offers a (5-year) Bachelor of Education (Secondary Curriculum) program for students preparing to teach: Art and Physical Education. We would offer Red Seal tradespeople two years of block transfer credit (30 units) for their trades studies.

2.0 Aims, Goals and Objectives

2.1 Contribution to Faculty of Education Strategic Plan

The addition of trades as an area of teaching in the Faculty of Education is compatible with the Faculty's Strategic Plan. In its Mission Statement, the Faculty of Education asserts its commitment to the "education and development of professionals in a broad spectrum of educational and community settings within a context of lifelong learning" (p. 5). In particular, this plan addresses the following objectives and action items:

Objective 1: To recruit and retain the best quality students to our programs and ensure that diverse criteria are used in attracting and selecting those students.

This objective is supported by our willingness "to consider equivalency when looking at qualifications for entry" (see Faculty of Education Strategic Plan, item 1.a)

Objective 3: To respond to the changing educational needs of students and society.

This is supported by our Faculty's stated actions to "monitor changes in BC teacher supply and demand in cooperation with other teacher education bodies," to "monitor changes in professional areas in cooperation with the appropriate professional organizations," and to "research current and potential student demographics so as to identify and remove potential barriers."

Objective 10: To engage emeritus faculty, elders, teachers and other community members who are able to make significant contributions in research, scholarship, teaching, and professional development.

Integrating trades teaching areas into our existing programming will enable us to engage the services of practicing trades teachers who have expertise in trades but also hold advanced (MA or MEd) degrees.

Objective 15: To review programs for their relevance to a changing society.

Government and educational officials have expressed concerns in recent years about the high number of certified teachers whose teaching expertise lies in low-demand areas (such as English and Social Studies). Offering trades teaching areas will allow our Faculty to diversify its offerings, offset teacher surplus, and meet the growing need to certify secondary trades teachers.

2.2 Target Audience

We will recruit tradespeople who possess Red Seal designations in three key trades areas for which there are currently government-generated high school curricula: Woodworking/Carpentry/Joinery; Electronics; Metalworking/Fabrication & Machining (See Appendix). These trades have been selected due to their compatibility with British Columbia's high demand trades jobs as well as their alignment to BC Ministry of Education Curriculum Guides. The initial geographic region envisioned for recruitment is Vancouver Island and the lower mainland. We hope to enroll 8 students in year 1 and 12 in year 2.

2.3 Recruitment

We will recruit via trades organizations, such as the Industry Training Authority, WorkSafe BC; the BC Federation of Labour; the BC Building Trade Unions; the BC Regional Council of Carpenters; the International Association of Machinists and Aerospace Workers, to name but a few. In particular, we are interested in mid-career professionals who have experience in their trade, but might be seeking a career change due to physical ailment (such as physical injury) or are simply seeking a shift in career path. We will also offer Information Nights in various communities as a recruitment mechanism.

3.0 Admission Regulations and Requirements

Admission to the Faculty of Education's current 5-year B.Ed (secondary) program requires 3.0 units of English; all other requirements vary by teaching area. (See UVic calendar). The 3.0 units of English normally required for admission will be deferred so that trades students can complete these requirements concurrently in the first year of their program at UVic.

Students who apply for a trades teaching area will require a Red Seal designation. To gain an interprovincial Red Seal designation, tradespeople must complete apprenticeships or hold provincial or territorial certification in various designated trades and then pass a national examination based on validated occupational analyses. The trades teaching pathway through the 5-year B.Ed (Secondary Curriculum) would be framed around two distinct educational phases.

- 1) Phase 1 would consist of an Industry Component (Red Seal designation), which students will already possess. The university would grant students 2 years of block transfer credit (30 units) for students' Red Seal designation. The recognition of 30 units of block credit for the Red Seal credential is being awarded in the same way as block credit is currently awarded for certificates and diplomas in Child and Youth Care and Social Work programs at UVic. Students would apply to the program as **mature students** (See UVic Calendar, page 25: Special Access).

- 2) Phase 2 would consist of a Teacher Preparation Component. This includes three remaining years (45 units) of the B.Ed (Secondary Curriculum) program to be offered and staffed by the University of Victoria, Faculty of Education.

To apply as mature students, under Special Access guidelines, students must:

-be over the age of 23

-submit two Special Access Reference forms (in lieu of an interview)

We would also require students to

-hold a Red Seal designation in Carpentry, Electronics, or Metal Fabrication and/or Machining

-have at least 3 years of on-the-job experience as a journeyperson

4.0 Instructors and Facilities

We would need to hire trades instructors with Masters degrees for each of the trades methods courses (temporarily numbered EDCI 487 – Special Topics). We have already approached an instructor with the Sooke school district (SD 62) and he has indicated his interest in teaching. Cam Pinkerton, the Associate Superintendent of the Victoria School District (SD 61), has agreed to allow our Faculty to rent SD 61 facilities (for a modest fee) in order to teach the trades methods courses. All other courses (except Ed-D 407 – see footnote #7) are offered at the University of Victoria by existing faculty members or sessional instructors.

5.0 Curriculum and Course Sequence

Year 1 and Year 2: Credit granted for Red Seal designation and 3 years of journeyman experience.

Year 3:

2 of: English 135, 146, or 147 3.0 units

EDCI 487 - Special Topics in Education

(Technology Education Methods I)⁶ 1.5 units

EDCI 487 - Special Topics in Education

(Technology Education Methods II) 1.5 units

⁶ Red highlighting indicates new courses to be developed; they will be listed in the calendar at a later date should this initiative prove sustainable.

Ed-D 406 (Psychology of Adolescence)	1.5 units
Ed-D 420 (Learning Support)	1.5 units

Ed-D 401 (Classroom Psychology)	1.5 units
IED 373 (Indigenous Education)	1.5 units

Ed-D 407 ⁷ (Evaluating and Reporting Student Progress)	1.5 units
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Ed-P 498 (Seminar & 2-week Practicum)	<u>1.5 units</u>
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15 units

Students have the option to temporarily exit from the program at the end of Year 3 (that is, after 1 year in our program) and apply to the Teacher Regulation Branch for a Developmental Standard Term Certificate (DSTC) that would allow them to teach; they would have 8 years during which to complete their degrees.

Year 4:

Ed-P 780 (Secondary Field Experience Seminar)	1.5 units
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EDCI 431, 432, or 434 (Philosophy; History; or Sociology)	1.5 units
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EDCI 352 (Multiliteracies)	1.5 units
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Ed-D 410 (Teacher as Leader)	1.5 units
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EDCI 336 (Technology Innovation in Education)	1.5 units
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Ed-P 798 (Final Practicum)	3.0 units
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Electives	<u>4.5 units</u> (recommended: courses toward 2 nd teaching area)
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15 units

Year 5:

2nd Teaching Area; extended studies or other electives	<u>15 units</u>
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15 units

75 units

At this point, UVic would award the students a Bachelor of Education degree.

⁷ Ed-D 407 is an existing (foundational) evaluation course that will be tailored to trades students. Arts students take Ed-D 337A (Evaluation of Student Achievement in the Arts) and PE students take Ed-D 337C (Evaluation of Student Achievement in PE)

*Note: We hope to offer Years 4 and 5 through flexible delivery approaches in order that students can continue to teach while completing their degrees. Ed-D410 is already being offered using a blended approach (synchronous face-to-face and distance).

6.0 Enrolment and Support Plan

From February 2015 to May 2015, we will prepare recruitment materials including pamphlets, posters, newspaper advertisements, and entries for our website announcing the new offerings. If we receive Board of Governors approval on May 26th, these materials will be distributed. All recruitment materials will indicate that the offerings will be subject to enrolment. Our enrolment target is 8 students to begin September 2015 and an additional 12 in September 2016, continuing in increments of 5 until we reach capacity or demand drops off.

Our Faculty has discussed at some length whether tradespeople who have not been in a formal classroom for a number of years might find the transition to UVic difficult. We also discussed the various ways that we can ensure these students' success. First and foremost, our Faculty has a strong reputation for supporting our learners, due in part to our system of cohorting. That is, all students entering our programs are grouped into cohorts not exceeding 37. The cohorts remain together throughout their years of study. Exit surveys indicate that graduates find this approach to be one of the most appealing features of our Faculty. Small cohorts enable faculty and students to establish important relationships that – research has shown – enhance learning. Small, stable cohorts also enable more hands-on experiential learning that are mainstays of applied programs, such as ours, that prepare educators for applied fields. Small cohorts also eliminate the need for teaching assistants to mark class assignments, again creating a closer link between instructor and student. This close link enables instructors to monitor students work closely enough to intervene quickly if a student experiences difficulties. In addition, in recent years the university, overall, has become better equipped to address the needs of learners following non-traditional pathways. In particular, the transformation of the former Writing Centre into the Centre for Academic Communication – with its revised and expanded service offerings – leaves us confident that our students will be supported academically throughout their studies. UVic's Counseling Services and medical clinic are

also integral supports that will be available for the population we hope to recruit. Having said this, though, we do not anticipate any difficulties beyond those experienced by the average student currently enrolled in our programs. According to Dr. Wendy Carr, coordinator of UBC's Technology Teacher Education program, "graduation rates are very high; in fact the only candidates who do not graduate withdraw due to personal or medical reasons or achieve a deferred standing, which means they complete at a later date."⁸

7.0 Related Offerings at Other Institutions

There are currently only two routes by which a tradesperson can become a high school technology education (trades) teacher in British Columbia. The first route is via joint programming offered at the University of British Columbia (UBC) in partnership with a technical institution. (UBC Vancouver's partner is the BC Institute of Technology (BCIT); UBC Okanagan's partner is Okanagan College). By way of example, for the BCIT-UBC program, students undertake two years of study in general technology education training at BCIT and then transfer to UBC.⁹ Teachers who take this route are considered "generalists" who do not qualify for a Red Seal designation but can teach introductory/ exploratory technology education courses. Our program will prepare "specialist" teachers allowing for more in-depth (as opposed to broad) skill development.

The second route to trades teaching has recently been announced by Thompson Rivers University (TRU) to begin July 2015. This program will offer a five-year (150-credit or 75-unit) Bachelor of Education in Trades and Technology to Red Seal certified tradespeople. Despite recruiting Red Seal holders, 50% of the coursework will be in diverse trades (woodworking, electronics, power mechanics, drafting, metalworking.) As a result, the students will graduate as technology education "generalists." Again, our program, would prepare specialists, but would also put more emphasis on teaching than on trades and can be completed in less time than TRU's given the awarding of block transfer credit.

⁸ Dr. Wendy Carr, personal communication, email dated September 23, 2014.

⁹ For UBC-Okanagan who partners with Okanagan College, the process is the same as UBC-BCIT. See Appendix for list of trades areas that UBC students take as generalists.

8.0 Consultations to Date

Outside of UVic:

Laura Bickerton, BC Ministry of Education, Pre-Service Integration (formerly of the Teacher Regulation Branch and the College of Teachers)

Anna Lisa Bond, School District 61, Middle School Careers & Transitions Coordinator

Larry Espe, BC Ministry of Education, Superintendent of Skills & Career Pathways

Randy Grey, School District 71, District Careers & Transitions Coordinator; President of the BC Technology Education Association

Rodger Hargreaves, School District 62, District Career & Transitions Coordinator

Heather Hepworth, College of the Rockies, Acting Dean of Arts & Sciences

Sandi Lavery, College of the Rockies, Coordinator, UVic Teacher Education Program

Shawn McMullin, Teacher Regulation Branch, Director of Professional Excellence & Outreach

Cam Pinkerton, School District 61, Associate Superintendent of Schools

Nicola Priestley, School District 61, District Careers & Transitions Coordinator

Monica Winter, Teacher Regulation Branch, Director of Certification

Within UVic:

Lauren Charlton, Registrar

Katrina Gardner, Undergraduate Admissions Officer for the Faculty of Education

Iain Higgins, Chair, Department of English

Wendy Joyce, Director, Undergraduate Admissions

Catherine Mateer, Associate Vice-President Academic Planning

Pia Russell, MacPherson Library, Education Librarian

9.0 Support for the Initiative

See attached emails from:

Larry Espe, BC Ministry of Education, Superintendent of Skills & Career Pathways

Cam Pinkerton, School District 61, Associate Superintendent of Schools

Laura Bickerton, BC Ministry of Education, Pre-Service Integration (formerly of the Teacher Regulation Branch and the College of Teachers)

Randy Grey, School District 71, District Careers & Transitions Coordinator; President of the BC Technology Education Association

Iain Higgins, Chair, Department of English

Pia Russell, MacPherson Library, Education Librarian

Appendix

I. BC Curricula To Be Addressed by Proposed Offering for Red Seal Tradespeople

Carpentry Level 1 (2006)

Technology Education 8 to 10 (1995)

Technology Education 11 and 12: Carpentry and Joinery (2001)

Technology Education 11 and 12: Electronics (2002)

Technology Education 11 and 12: Metal Fabrication and Machining (2002)

Draft prepared by H. Raptis, Revised, March 23, 2015



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 black ink, appearing to read "G. Smith".

cc: President and Vice-Chancellor

Meeting Date: June 29, 2015

Title: DUE DILIGENCE REPORTS 2014
– **Financial Services**
– **Occupational Health, Safety and Environment**

Basis for Jurisdiction:

University Act Section 27(2) (y) and Due Diligence Report.

Attachments:

Statements of Compliance with:

Financial Services

- Business Practices and Consumer Protection Act
- Employment Standards Act
- Provincial Sales Tax (PST), Goods and Services Tax (GST) and Harmonized Sales Tax (HST)
- Canada Income Tax
- Provincial Sales Tax on Accommodation and Municipal, and Regional District Tax

Occupational Health, Safety and Environment

- Canadian Environmental Protection Act
- PCB Regulations under CEPA
- Chemical Weapons Convention Implementation Act
- Hazardous Products Act
- Controlled Products Regulations
- Transportation of Dangerous Goods Act and Regulation
- Nuclear Safety and Control Act
- ANSI Z136.1-2007 American National Standard for Safe Use of Laser
- Radiation Emitting Devices Act
- Integrated Pest Management Act and Regulation
- Human Pathogens and Toxins Act
- Environmental Management Act and Hazardous Waste Regulation
- Sewer Use Bylaw
- Workers Compensation Act and Occupational Health and Safety Regulation

DUE DILIGENCE REPORTS – FINANCIAL SERVICES – April 2015

Legislative Requirement	Report
Business Practices and Consumer Protection Act	<p>The University is required to provide an annual report confirming that:</p> <p>Any interest charges levied by the University are in compliance with the Interest Act (Canada) and the Consumer Protection Act; and</p> <p>Tuition refund policies are in compliance with the Consumer Protection Act</p> <p>The Interest Act (Canada) and the Consumer Protection Act have been reviewed. The University of Victoria is in full compliance in respect of the refund of tuition and the charging of interest.</p>
Employment Standards Act	<p>The Employment Standards Act of BC has been reviewed as it pertains to:</p> <ul style="list-style-type: none"> Deductions from salary and wages Payment of wages Payroll records Remission of statutory deductions <p>Accounting Services is aware of a small number of instances where the late submission of paperwork by departments has resulted in late payment of wages according to the Employment Standards Act. A memo to Deans, Chairs and Directors was issued by the Controller's Office in March 2015 to advise academic departments of the implications of late paperwork with respect to the ESA and collective agreements. The University of Victoria is in compliance with the Employment Standards Act as it pertains to deductions from salary and wages, payroll records and the remission of statutory deductions.</p>
Provincial Sales Tax (PST) and Goods and Services Tax (GST)	<p>The Province of British Columbia introduced a new Provincial Sales Tax Act on April 1, 2013 and also returned to the federal Goods and Services Tax</p> <p>The University of Victoria collects tax on the sale of certain goods and services.</p> <p>All taxes collected under the Excise Sales Tax Act and the Provincial Sales Tax Act has been remitted to the Canada Revenue Agency and the Province of British Columbia as appropriate.</p>
Canada Income Tax	<p>The University is required to report to the Board any Notices of Assessment received from the Canada Customs and Revenue Agency for taxes that the University is alleged to have failed to withhold and the University's response to these Notices.</p>

	No Notices of Assessment for alleged failure to withhold have been received during the year.
Provincial Sales Tax on Accommodation and Municipal, and Regional District Tax	As required by the Provincial Sales Tax Act the University of Victoria collects taxes on certain rentals of accommodation in the University's Residence facilities. All taxes collected under this Act have been remitted to the Province of BC.

DUE DILIGENCE REPORTS
OCCUPATIONAL HEALTH, SAFETY and ENVIRONMENT (OHSE)
Calendar Year 2014

Legislative Requirement	Report
<p>Canadian Environmental Protection Act (Federal Act) (CEPA)</p> <p>PCB Regulations under CEPA (Federal Regulation)</p> <p>Chemical Weapons Convention Implementation Act (Federal Act)</p> <p>Hazardous Products Act (Federal Act)</p> <p>Controlled Products Regulations (Federal Regulation)</p>	<ul style="list-style-type: none"> • Environment Canada collects information on select chemical and biological substances through the Domestic Substances List (DSL). As in previous years, UVic did not manufacture or import any reportable quantities of DSL substances. No reports were submitted in 2014. • The University is required to report any polychlorinated biphenyls (PCB) inventories to ensure compliance with “end-of-use” dates. No PCB-containing liquids or equipment were identified in any of the reporting categories in 2014. Registration with Environment Canada and annual reporting is not required in the absence of PCB inventories. • The University submitted its annual Declaration of Past Activities to the Canadian National Authority (CNA). Two departments indicated activities with regulated chemicals, but all were below reporting thresholds. UVic has not been involved in any activities with reportable quantities of regulated chemicals since 2003. • Workplace Hazardous Materials Information System (WHMIS) training was provided to 376 individuals on campus, both through web-based and classroom courses. WHMIS compliance is audited through regular laboratory inspections.

**DUE DILIGENCE REPORTS
OCCUPATIONAL HEALTH, SAFETY and ENVIRONMENT
Calendar Year 2014**

Legislative Requirement	Report
Transportation of Dangerous Goods Act and Regulation (Federal Act and Regulation)	<ul style="list-style-type: none"> • Transportation of Dangerous Goods (TDG) training is provided to those individuals involved in shipping and receiving dangerous goods in accordance with TDG and CNSC legislation. • TDG training is provided to Science Stores and OHSE staff on a regular basis using both online and classroom courses. Training is also provided to researchers requiring certification due to fieldwork or other off-campus activities. • No warnings, citations or notices were issued by Transport Canada to the University in 2014.
Nuclear Safety and Control Act (Federal Act)	<ul style="list-style-type: none"> • The University holds a consolidated licence for the use of radioactive materials in teaching and research from the Canadian Nuclear Safety Commission (CNSC). The licence is valid from 2012-2017. • A staff member from OHSE acts as the Radiation Safety Officer (RSO), as required by the CNSC. • As a condition of the 5-year licensing period, the University provides the CNSC with an Annual Compliance Report (ACR). The detailed ACR, approved by the Radiation Safety Committee, was submitted to the CNSC. A copy of the 2014 ACR is available through OHSE. • No accidents or incidents involving radioactive materials occurred in 2014.
Radiation Emitting Devices Act (Federal)	<ul style="list-style-type: none"> • All radiation emitting devices imported into Canada must conform to the RED Act, including both x-ray devices and lasers. • In July of 2012 a laser purchased by a UVIC researcher was seized by a Health Canada Border Services Officer citing non-compliance with the RED Act. The laser continues to remain in the custody of Health Canada until further notice.

DUE DILIGENCE REPORTS
OCCUPATIONAL HEALTH, SAFETY and ENVIRONMENT
Calendar Year 2014

Legislative Requirement	Report
<p>ANSI Z136.1-2007 <i>American National Standard for Safe Use of Lasers</i></p> <p>Human Pathogens and Toxins Act and Regulation (Federal Act and Regulation)</p> <p>Health of Animal Act (Federal Act and Regulation)</p>	<ul style="list-style-type: none"> • A staff member from OHSE acts as the Laser Safety Officer (LSO), as required by the ANSI Standard. • The Radiation Safety Committee has expanded its mandate to include laser safety. • The laser safety program includes training, inspections, signage and baseline eye exams for operators of Class 3B and 4 lasers. • There was no reportable laser safety incident(s) or non-compliance in 2014. • The Human Pathogen and Toxin Regulations (HPTR) were published in June 2014 and will come into force on December 1, 2015. At the same time all remaining sections of the Human Pathogens and Toxins Act (HPTA) will also come into force. • The HPTR will require the University to apply for a license from the Public Health Agency of Canada (PHAC) for all work with human pathogens and toxins as of December 1, 2015. • As a result of the new legislation, upgrades to the Containment Level 3 Lab were completed in July 2014; a project to upgrade Level 2 labs is planned for 2015; and new institutional program documents are being developed for 2015. • A staff member from OHSE acts as the Biosafety Officer as required by PHAC. • There were no issues of non-compliance in 2014. • The Health of Animal Act (HAA) requires permits for the importation of foreign animal disease pathogens, animals and animal by-products, plant pests and aquatic pathogens. • There were no issues of non-compliance in 2014.

**DUE DILIGENCE REPORTS
OCCUPATIONAL HEALTH, SAFETY and ENVIRONMENT
Calendar Year 2014**

Legislative Requirement	Report
<p>Integrated Pest Management Act and Regulation (Provincial Act and Regulation)</p> <p>Environmental Management Act (Provincial Act)</p> <p>Hazardous Waste Regulation (Provincial Regulation)</p> <p>Sewer Use Bylaw (Municipal)</p>	<ul style="list-style-type: none"> • Disposal of pesticide wastes is part of the University's hazardous waste management program. • No pesticide wastes were generated or disposed of in 2014. • OHSE is responsible for administering the University's Hazardous Waste Management Program. A specialized hazardous waste contractor provides operational services. • A total of 100,850 kg of chemical and biological wastes was disposed. There was no change in total volumes from 2013. • There were no issues of non-compliance in 2014. • The University complies with the CRD Sewer Use Bylaw and Codes of Practice by capturing chemical, biological and radioactive contaminated wastes at source and sending the waste for off-site treatment and disposal. Compliance is also addressed through the use of discharge permits and treatment/discharge practices that are reviewed and approved by CRD. • An inspection of various laboratories by the CRD noted minor deficiencies with waste container storage. The issue was addressed and reported back to the CRD with no further action required.

**DUE DILIGENCE REPORTS
OCCUPATIONAL HEALTH, SAFETY and ENVIRONMENT
Calendar Year 2014**

Legislative Requirement	Report
Workers Compensation Act (Provincial Act) Occupational Health & Safety Regulation (Provincial Regulation)	<ul style="list-style-type: none">• The University has a policy on Environmental Health and Safety, issued under the Board of Governors' authority. The policy was updated and approved in March 2012.• The University Safety Committee meets monthly to discuss and monitor campus health and safety policies and programs in accordance with WorkSafeBC regulations.• UVic Local Safety Committees were restructured in early 2013 to ensure compliance with WorkSafeBC joint occupational health and safety committee requirements. There are currently 27 joint local safety committees organized along faculty/departmental reporting lines and which meet monthly.• The University received no orders in 2014. In 2013, there were 5 orders related to 9 inspection reports which were all addressed.• No warning letters or administrative penalties were issued by WorkSafeBC.



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



cc: President and Vice-Chancellor

Meeting Date: June 29, 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: June 1, 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**

Project No.: 08-7758, 10-9565
Project Architect: Cannon Design Architecture Inc.
Contractor: Campbell Construction Ltd.

BUDGET STATUS:	Approved Budget 29-Jan-2013	Approved Budget 28-May-2015	FMGT Forecast Costs 01-Jun-2015
Consulting	\$ 7,404,000	\$ 7,530,670	\$ 7,530,670
Construction	\$ 62,255,600	\$ 64,265,700	\$ 64,265,700
Completion	\$ 4,680,900	\$ 4,686,165	\$ 4,686,165
Contingency	\$ 1,332,300	\$ 867,300	\$ 867,300
Sub-Total	\$ 75,672,800	\$ 77,394,835	\$ 77,394,835
HST (3.4%) / GST (1.65%)	\$ 1,327,200	\$ 1,350,165	\$ 1,350,165
TOTAL PROJECT COSTS	\$ 77,00,000	\$ 78,700,000	\$ 78,700,000

- Total Project Cost of \$78,700,000 reflects the BOG approved budget allocation of \$63,100,000 for the new CARSA Building and McKinnon Building renovations, plus \$15,600,000 for the Parkade. It incorporates the latest BOG supplemental funding of \$1,700,000 for the McKinnon Building. Funded separately are: Geothermal system, the McKinnon Building partial seismic upgrading, LED light fixtures, and funding for the Café.
- Total forecasted Commitments to date are approximately \$78,100,000, including \$5,407,000 allocated to McKinnon Building renovations, representing 99% of the approved Budget of \$78,700,000.

SCHEDULE STATUS:	Revised Target Date 29-Jan-2013	Actual / Forecasted Date 01-Jun-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 delay claims submitted by the Contractor have been addressed through a formal mediation process, undertaken at the end of May 2015. It is anticipated that UVic's portion of the 5-way settlement will fit within the remaining contingency.

PROJECT:	CONTINUING STUDIES BUILDING EXPANSION
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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-Jun-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-Jun-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	Dec 2015
Occupancy for Fit-Out	Jul 2015	Dec 2015
Operational	Aug 2015	Jan 2016

Major Risks:

- None



University
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SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

June 18, 2015

To: Operations and Facilities Committee

From: Julia Eastman, University Secretary
Cassbreea Dewis, Acting Director, Equity and Human Rights

cc: President and Vice-Chancellor

Meeting Date: June 29, 2015

Subject: Discrimination and Harassment Policy (GV0205)—update to include WorkSafeBC bullying and harassment policy requirements

Basis for Jurisdiction: University Act, s. 27(2)(g)
Policy on University Policies and Procedures (GV0100)
Workers Compensation Act
Occupational Health and Safety Regulation
Occupational Health and Safety Policies for Bullying and Harassment

Previous Consultation: Associate Vice-President Faculty Relations, General Counsel, Faculty Association, Executive Council, Union groups, Employment Equity Advisory Committee, Occupational Health and Safety

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve changes to the Discrimination and Harassment Policy (GV0205) effective immediately.

Background:

In recent years WorkSafeBC's Board of Directors approved Occupational Health and Safety (OHS) policies, under the Workers Compensation Act, dealing with bullying and harassment. The policies define bullying and harassment and explain the duties of employers, workers and supervisors to prevent and address bullying and harassment in the workplace. The policies came into effect November 1, 2013.

The Office of Equity and Human Rights has worked closely with Occupational Health and Safety in Human Resources to integrate the WorksafeBC policies into our existing Discrimination and Harassment Policy (GV0205). The update was completed with the advice of the Associate-Vice President Faculty Relations and General Counsel and involved consultations with the university's union groups, including most recently the Faculty Association.

The attached changes (highlighted in yellow) are considered a minor policy revision to bring the university policy in line with the WorkSafeBC policies. A full review of the policy as per the Policy on University Policies on Policies and Procedures (GV0100) will take place later in the year.

Planned Further Action: After Board approval the updated policy will be posted on the UVic policy website and Occupational Health and Safety will reference it in planned training sessions and materials.

Attachment: Revised Discrimination and Harassment Policy (GV0205).



DISCRIMINATION AND HARASSMENT POLICY

University Policy No.: GV0205

Classification: Governance

Approving Authority: Board of Governors

Effective Date: January 2008

Supersedes: July 1991

Mandated Review: January 2015

Associated Procedures:

[Discrimination and Harassment Complaint Procedures](#)

PURPOSE

- 1.00 The purpose of this policy is to prevent Discrimination and Harassment from taking place, and to act upon complaints of such behaviour promptly, fairly, judiciously and with due regard to confidentiality for all parties concerned.
 - 1.01 This policy recognizes that education about human rights and the development of work and learning cultures that value diversity and inclusion and foster respect are key to the prevention of Discrimination and Harassment.
 - 1.02 This policy deals with Discrimination and Harassment on the Prohibited Grounds of Discrimination set out in the *British Columbia Human Rights Code*. It also addresses Sexual Harassment and Personal Harassment. Discrimination and Harassment as defined in this policy are prohibited at the University of Victoria.
 - 1.03 This policy also deals with the process for addressing incidents of workplace bullying and harassment, as defined in regulations under the Workers' Compensation Act.*
 - 1.04 Nothing in this policy is intended to prohibit discrimination based upon bona fide and reasonable occupational or educational requirements.

DEFINITIONS

- 2.00 **Discrimination:** adverse differential treatment of a person or group of persons on the basis of a Prohibited Ground of Discrimination, as set out in the *British Columbia Human Rights Code*, that has the effect or purpose of unreasonably interfering with that person's or group's employment or educational status or performance or of creating a hostile or intimidating work or educational environment. Discrimination includes **adverse effect or systemic discrimination** which consists of entrenched and institutionalized practices, systems, and structures that operate to limit a group's or an individual's rights to opportunities or to exclude a group or an individual from participation on the basis of any Prohibited Ground of Discrimination.
 - 2.01 **Prohibited Grounds of Discrimination** are race, colour, ancestry, place of origin, political belief, religion, marital status, family status, physical or mental disability, sex (including gender identity), sexual orientation, age or conviction for a criminal offence that is unrelated to the employment or intended employment.
- 3.00 **Harassment:** any behaviour that satisfies one or more of the following definitions of Harassment:

3.01 **Harassment Based on a Prohibited Ground of Discrimination:** behaviour directed towards another person that:

- a. is abusive or demeaning; **and**
- b. includes a direct or indirect reference to a Prohibited Ground of Discrimination; **and**
- c. would be viewed by a reasonable person experiencing the behaviour as an interference with that person's participation in a University-Related Activity **or** creating an intimidating, humiliating or hostile environment.

3.02 **Sexual Harassment:** behaviour of a sexual nature by a person:

- a. who knows or ought reasonably to know that the behaviour is unwanted or unwelcome; **and**
- b. leads to or implies job or academically related consequences for the person harassed; **or**
- c. would be viewed by a reasonable person experiencing the behaviour as an interference with that person's participation in a University-Related Activity **or** creating an intimidating, humiliating or hostile environment.

3.03 **Personal Harassment :** behaviour directed towards **members of the University Community** that would be characterized by a reasonable person as:

- a. abusive and demeaning; **and**
- b. threatening or intimidating; **and**
- c. either interfering with the targeted person's participation in a University-Related Activity **or** creating an intimidating, humiliating or hostile environment.

In addition, Personal Harassment must either abuse the power one person holds over another or misuse authority or constitute a pattern of mistreatment.

Personal Harassment is not:

- a. interpersonal conflict or disagreement;
- b. the use of appropriate evaluation or discipline; or
- c. action where the harm by any objective standard is fleeting.

4.00 **Consultation:** a discussion with the Director by any member of the university community about issues of concern related to this policy. All Members of the University Community have access to the Director for Consultation about concerns related to Discrimination or

Harassment. This consultation will be held in confidence unless the Director is obliged to act under section 34.00 of this policy or section 7.00 of the procedures. A Consultation becomes a complaint when the complainant indicates they wish to make a complaint, or when the Director takes some action as required under sections of this policy or associated procedures as indicated above and a file is created.

5.00 **Informal Complaint:** a complaint that is addressed by the Director with a focus on finding a resolution to the complaint. An Informal Complaint does not result in a determination of whether or not this policy has been violated. A written complaint is not always required. Some forms of resolution may not require identification of the complainant to the respondent.

5.01 Resolution of an Informal Complaint may include, but is not limited to:

- a. recording of concerns by the Director in a complaint file to be retained in EQHR confidential files according to Section 78.00 of the procedures;
- b. a complainant communicating to a respondent that behaviour is unwanted;
- c. mediation (does not always require face to face meetings) or facilitated conversation; or
- d. education for the respondent, the complainant or an entire unit.

6.00 **Formal Complaint:** a complaint that must be submitted in writing and will be provided to the respondent. A Formal Complaint requires a full and thorough investigation which results in a determination of whether or not this policy has been violated. If an investigation or a hearing finds that Discrimination or Harassment has occurred, the Director may make recommendations and disciplinary processes may be initiated.

7.00 **Environmental Assessment:** an independent third party review of the work and/or learning environment in a particular department or unit with goals consistent with the purpose of this policy.

8.00 **Member of the University Community:** all university employees and registered students of the university, post doctoral fellows and all persons, employed under contracts with university faculty members as the employer, who provide research or administrative services directly supporting faculty members' research activities. It also includes:

- a. separately incorporated organizations operating on campus who voluntarily agree to submit to the processes under this policy;
- b. organizations and individuals whose contracts require them to comply with university policies;
- c. any person holding a university appointment whether or not that person is an employee;
- d. members of the Board of Governors; and

- e. anyone residing on campus.
- 9.00 **Eligible WorkSafeBC claimant:** a Member of the University Community to whom the university's WorkSafeBC coverage applies.
- 10.00 **University-Related Activity:** any type of activity that is directly related to or rises out of the operations of the university at any location. All activities on the university's campuses are university-related unless they are within the exclusive control of either separately incorporated organizations or an organization/group external to the university that does not fall within the definition of Members of the University Community.
- 11.00 **Line Authority:** the President or Vice-President responsible for the particular Member of the University Community who is the subject of a complaint under this policy. For students, the applicable Line Authority will usually be the Vice-President Academic and Provost.
- 12.00 **Office:** the Equity and Human Rights Office (EQHR) or whichever Office is designated by the Board of Governors to oversee the implementation of this policy.
- 13.00 **Director:** the Director, Equity and Human Rights and includes the Director's designate.
- 14.00 **Adjudicator:** the Adjudicator is selected from the roster of adjudicators and conducts the hearing provided for under sections 64.00 – 71.00 of the procedures.
- 15.00 **President:** the President of the university and includes the President's designate.
- 16.00 **Procedures:** the Discrimination and Harassment Complaint Procedures. [\(will be hyperlink to procedures\)](#)

JURISDICTION

- 17.00 Under this policy, a complaint of Discrimination or Harassment may only be made by a Member of the University Community against another Member of the University Community, except for circumstances described in 17.01, 17.02 and 17.04. Such a complaint must pertain to University-Related Activities.
 - 17.01 The Director may accept complaints from persons seeking to become Members of the University Community in circumstances directly affecting their application to become a member, from former Members of the University Community in circumstances directly affecting their dismissal or withdrawal from the University, visitors to campus or alumni where to do so would advance the goals of the policy.
 - 17.02 The university may make a complaint as per section 31.00.
 - 17.03 When the complainant and/or the respondent are members of a separately incorporated organization, the Director has the discretion to decide that the complaint will not be addressed by this policy.

17.04 Complaints of Workplace Bullying and Harassment may be made only by Eligible WorkSafeBC claimants (as defined in Section 9.00) and may be made about the behavior of Members of the University Community or about the behavior of others who are not Members of the University Community.

POLICY

- 18.00 Discrimination and Harassment are prohibited at the University of Victoria. Members of the University Community have the right to work, study and participate in activities at the university in an environment free of Discrimination and Harassment. Eligible WorkSafeBC claimants also have a right to an environment free of workplace bullying or harassment as it is defined by regulations pursuant to the British Columbia Workers' Compensation Act.*
- 19.00 The university recognizes academic freedom as a fundamental value, and this policy shall not be interpreted or applied to impose on the legitimate academic freedom of any Member of the University Community.
- 19.01 In exercising academic freedom, Members of the University Community must act in a responsible and reasonable manner and respect the rights of other Members of the University Community.
- 20.00 The university will take steps to prevent where possible, or otherwise minimize Discrimination and Harassment and to deal expeditiously with behaviour that violates this policy.

Responsibilities of Members of the University Community

- 21.00 Members of the University Community are expected to model respectful behaviour and refuse to engage in or condone behavior contrary to this policy.
- 22.00 Members of the University Community must comply with the provisions of this policy, including the confidentiality obligations.
- 23.00 Members of the University Community must participate in any procedures taken under this policy and the procedures.
- 24.00 Failure to comply with the provisions of this policy or any resolution agreed upon or imposed as a result of the procedures or refusal to participate in the procedures may result in disciplinary action by the university.

Responsibilities of University Employees

25.00 In addition to their responsibilities as Members of the University Community, university employees must report workplace bullying or harassment that they experience or observe other university employees experiencing. The two main routes for reporting workplace bullying and harassment are to the employee's supervisor or to the Equity and Human Rights office. Other options for reporting are specified in section 48.00 of the procedures.

Individuals with Supervisory Responsibilities

26.00 Individuals with supervisory responsibilities, in both academic and non-academic units, bear the responsibility to maintain work and learning environments free from Discrimination and Harassment by initiating positive measures and taking prompt remedial action should Discrimination or Harassment occur. This includes, but is not limited to:

- a. addressing incidents of possible Discrimination and Harassment that occur in the unit in a timely and confidential manner and keeping appropriate documentation of action taken;
- b. educating themselves and those in their unit with respect to human rights and with respect to workplace bullying and harassment;
- c. taking the initiative to seek appropriate advice and guidance to carry out their responsibilities with respect to Discrimination and Harassment;
- d. upon request, participating in the resolution of Informal Complaints;
- e. implementing the recommendations (which may include discipline) when required as the outcome of a Formal Complaint; and
- f. addressing promptly, confidentially and fairly complaints of workplace bullying and harassment from employees and seeking advice from the Equity and Human Rights Office or the appropriate supervisor as required to do so.

The Director's Responsibilities

27.00 The Director is responsible for:

- a. offering Consultation to Members of the University Community;
- b. offering advice and guidance to individuals with supervisory responsibility to carry out their responsibilities under this policy;
- c. offering advice and guidance to all parties to a complaint and those reporting incidents of Discrimination and Harassment;
- d. maintaining an un-biased approach to all complaints and all parties to a complaint;

- e. protecting the confidentiality of information received, while balancing the legal requirement to act upon and investigate allegations of violations of this policy;
- f. advancing the goals of the policy;
- g. processing complaints fairly and expeditiously;
- h. maintaining complaint records as specified in the procedures; and
- i. promoting public education on human rights and prevention of Discrimination and Harassment for Members of the University Community.

Complaints

28.00 This policy provides a process for addressing Discrimination and Harassment when they occur. Subject to any collective agreement, complaints will be handled according to this policy and the procedures. Complaints of workplace bullying and harassment may also be reported by University employees to the Director, to the employee's supervisor or as provided in section 48.00 of the Procedures. Complaints of workplace bullying and harassment will be dealt with confidentially, expeditiously and in accordance with the requirements of any collective agreement.

29.00 Members of the University Community who believe they have been Discriminated against or Harassed may:

- a. seek Consultation with the Director;
- b. make an Informal Complaint; or
- c. make a Formal Complaint under the Procedures.

30.00 University employees who believe they have been subjected to workplace bullying or harassment may seek a consultation with the Director. Normally, such complaints will be addressed through informal procedures or referred to the appropriate supervisor or Line Authority.

31.00 The President or any Vice-President may invoke this policy in situations where they believe that Discrimination or Harassment may have occurred and in which they determine that the interests of the university would be best served by conduct of an Informal Complaint or a Formal Complaint.

31.01 The procedures will be adapted as necessary to allow the process to continue without a named complainant, but such adaptation will not jeopardize an individual's right to fair procedures.

31.02 Where the respondent or witnesses are members of a union or an employee association, a decision to invoke this policy and any procedures that follow must be in accordance with the applicable collective agreement or the Framework Agreement.

31.03 This policy is not to be applied in any manner that detracts from the rights and duties of those with supervisory authority to manage and, if necessary, to discipline faculty, staff and students in accordance with collective agreements, the Framework Agreement or university policies and procedures.

31.04 This process does not preclude a complainant from proceeding with a complaint.

32.00 The Director may make a request for an Environmental Assessment to the relevant Line Authority for a particular unit or department.

Confidentiality

33.00 The university recognizes that the protection of confidentiality is essential to the proper functioning of this policy and the procedures.

34.00 All Members of the University Community may consult with the Director about concerns and the information will be kept confidential unless there is a legal obligation to make further inquiries and take action to address the situation. Once a complaint has been made, confidentiality may be subject to the circumstances described in section 37.00.

35.00 The university recognizes its legal duty to comply with the *Freedom of Information and Protection of Privacy Act*. If there is a conflict between this policy or the procedures and the *Freedom of Information and Protection of Privacy Act*, the provisions of the Act prevail.

36.00 Any decision to contest any direction or order of the Information and Privacy Commissioner, court or administrative tribunal rests with the appropriate administrative authority of the university.

37.00 All information provided under this policy and the procedures to the Office, the Director, the designate of the Director or the Adjudicator appointed under this Policy is submitted in confidence, and all records created under this Policy and the procedures will be held in confidence, to the extent allowed by or required by:

- a. this policy and the Procedures;
- b. the law and, in particular, by the *BC Workers Compensation Act*, and the *Freedom of Information and Protection of Privacy Act*; and
- c. judicial and quasi-judicial proceedings, including, but not limited to, arbitration proceedings, proceedings before the BC Human Rights Tribunal and WorkSafe BC investigations.

38.00 All Members of the University Community, including those in positions of authority and those involved in either an Informal Complaint or a Formal Complaint, have an obligation to respect the confidentiality of information obtained under the procedures, subject to sections 33.00 – 37.00.

Implementation

39.00 This policy shall be implemented according to the procedures.

39.01 The procedures provide access to Consultation and expert advice for all Members of the University Community, educational and pro-active approaches to informal resolution and fair, transparent investigation and adjudication procedures.

40.00 A determination that this policy has been violated obtained through investigation of a Formal Complaint, a complaint by the University under section 31.00 or a Hearing may result in disciplinary action.

41.00 All Members of the University Community whose relationship with the university is governed by a collective agreement or any other agreement should consult the terms and conditions within their contracts or agreements that are relevant to a complaint under this policy.

42.00 Under the direction of the President, the Director shall conduct an annual review of the sections of this policy and associated Procedures pertaining to workplace bullying and Harassment and periodically shall conduct a full review of this policy and associated Procedures including consultation with and through the University Human Rights Committee (UHRC).

General

43.00 The complainant, the respondent and any other parties to proceedings under this policy are entitled to be treated fairly.

44.00 Those named in allegations, Informal Complaints or Formal Complaints under this policy will be presumed innocent unless a formal decision to the contrary is reached under the terms of this policy.

45.00 No person shall discharge, suspend, expel, intimidate, coerce, or otherwise retaliate against a person because that person, whether as a witness, party or in any other role, participates, in good faith, in the procedures. Any such reprisal shall be considered Harassment under this policy, and persons who believe they have been subject to reprisal, should immediately seek the assistance of the Office.

46.00 Any complaint that is found to be malicious, vexatious and submitted in bad faith may be considered Harassment under this policy.

47.00 A complainant has the right to withdraw a complaint at any time. The university may have a responsibility to proceed.

REPORTING

48.00 While maintaining confidentiality where required by the policy, the Office shall submit an annual report to the President.

AUTHORITIES AND OFFICERS

The following is a list of authorities and officers for this policy:

- a) Approving Authority: Board of Governors
- b) Designated Executive Officer: President
- c) Procedural Authority: President
- d) Procedural Officer: University Secretary

RELEVANT LEGISLATION

University Act

British Columbia Human Rights Code

Freedom of Information and Protection of Privacy Act

Judicial Review Procedure Act

British Columbia Workers Compensation Act and Regulations

**Definition of Workplace Bullying and Harassment: Includes any inappropriate conduct or comment by a person towards a university employee that the person knew or reasonably ought to have known would cause that university employee to be humiliated or intimidated, but excludes any reasonable action taken by the employer or a supervisor relating to the management and direction of a university employee or the place of employment (Adapted from the B.C. Workers' Compensation Act regulations)*

RELATED POLICIES AND DOCUMENTS

Policy on Human Rights, Equity and Fairness GV0200

Equity Policy for Employees at the University of Victoria HR6100

Employment Accommodation policy HR6115

Equity Policy for Female Faculty Members HR6105

Policy on Violence and Threatening Behaviour SS9105

Policy on Academic Accommodation and Access for Students with Disabilities AC1205

Framework Agreement

Collective Agreement Between University of Victoria and the Canadian Union of Public Employees LOCAL 917

Collective Agreement between Professional Employees Association and University of Victoria

Agreement Between University of Victoria and the Canadian Union of Public Employees LOCAL 951

Agreement Between University of Victoria and Canadian Union of Public Employees LOCAL 4163 (components 1, 2 and 3)

Terms of Reference UVSS/UVIC Operational Relations Committee

Agreements made between EQHR and separately incorporated organizations regarding the implementation of this Policy and the Procedures

Accommodation for Students for Days of Religious Observation AC1210

Guidelines on Preferential or Limited Hiring HR6110

Policy on Prevention of Violence in the Workplace SS9120

University Directory of Records- Harassment Complaints and Records

DISCRIMINATION AND HARASSMENT COMPLAINT PROCEDURES

Procedural Authority: President
Procedural Officer: Director, Equity and
Human Rights
Parent Policy: [Discrimination and Harassment
Policy GV0205](#)

Effective Date: January 2008
Supersedes: July 1991
Last Editorial Change: December 2009

Definitions

- 1.00 The definitions in the Discrimination and Harassment Policy ("the Policy") apply to these procedures.

General

- 2.00 Nothing in the Policy or these procedures bars the parties from claiming their rights under other procedures whether available at law or under a collective agreement or any other agreement.
- 3.00 Where a collective agreement or other agreement applies:
- a. complainants and respondents should consult with their union or other representative group prior to and during a Formal Complaint to ensure that the implementation of these procedures complies with the relevant collective agreement.
 - b. if the relevant agreement gives the complainant a choice of submitting the complaint under that agreement or under the Policy and these procedures, then an election to proceed under the agreement will normally prevent the complainant from proceeding under the Policy and these procedures unless, in the Director's discretion:
 - i. special circumstances exist; or
 - ii. the complainant has a separate ground to proceed under these procedures independent of rights under the agreement.
- 4.00 All time periods specified in these procedures for the filing of a response, reply, or other document by a complainant or a respondent are mandatory requirements that may be extended by the Director or the Adjudicator only where enforcement of the time period would be unreasonable or cause undue hardship.
- 5.00 In appropriate circumstances, the Director may assign her or his responsibilities to a designate, who shall have all the powers and responsibilities of the Director.
- 6.00 **Complaints of Discrimination and Harassment against any employee of the Office of Equity and Human Rights shall be made to the University Secretary.**

Confidentiality

- 7.00 Inquiries and Consultations that take place before a complaint has been filed with the Office, the Director or the designate of the Director are in confidence, unless the Director receives information that would lead a reasonable person to believe that there is a serious risk to the health, safety or welfare of any person or the university has a legal obligation to make further inquiries and take action to address the situation (see sections 37.00 of the policy and 11.00 of these procedures).
- 8.00 If, at any time, before or after a complaint has been filed, the Director receives information regarding serious risk, the Director has a duty to disclose that information without delay to the appropriate authority. Where time permits, the Director may obtain legal advice prior to making this disclosure.
- 9.00 After a complaint has been filed, all parties involved in allegations of Discrimination or Harassment have the right to request advice and guidance from the Director about the application of the Policy or other options available through any university policy, collective agreement, other employment agreements, or external agencies, but the extent of the confidentiality of this consultation will be determined by the *Freedom of Information and Protection of Privacy Act*.
- 10.00 At any time, confidentiality may be waived if the parties to a complaint have waived the requirements of confidentiality expressly or by acts that could reasonably be interpreted by the Director as a waiver of the right to confidentiality. In this case, the Director shall obtain legal advice before disclosing any information about the complaint.
- 11.00 Parties' rights to confidentiality under the Policy and these procedures and under the *Freedom of Information and Protection of Privacy Act* will change according to the stage of the procedures that the parties are involved in.
- 11.01 There are some stages of the procedures (e.g. formal investigations) where otherwise confidential information must be shared with other parties to the complaint or others involved in the complaint process.
- 11.02 There may be circumstances (e.g. grievance arbitration) where otherwise confidential information must be shared with parties outside the complaint process.
- 11.03 At all stages of the complaint process where rights to confidentiality may change, the Director will inform the parties of the implications for confidentiality before proceeding to that stage of the process.

Consultation and Participation

- 12.00 All Members of the University Community have the right to Consultation with the Director.

- 13.00 All parties to a complaint, including witnesses, have access to advice and guidance from the Director. The Director's role is to remain unbiased and to advocate for an environment free from Discrimination and Harassment but not to advocate for any party to a complaint.
- 14.00 Any employee of the university who participates in these procedures may normally do so during their regular working hours at a time that minimizes disruption to operations.
- 15.00 All parties to a complaint may be accompanied, consistent with the relevant collective agreement, by a union steward, a friend or an advocate, including a lawyer or legal advisor, through all stages of the procedures.
- 15.01 Where there is not solicitor/client privilege, individuals will be asked to sign a "confidentiality agreement" reflecting section 33.00 of the Policy.
- 16.00 The complainant may withdraw the complaint at any time. The university may have a legal responsibility to take steps to address the situation notwithstanding withdrawal of the complaint.

Director's Discretion

- 17.00 When a complaint is made to the Office, the Director shall gather preliminary information to review the complaint and may decide not to proceed with either informal or formal resolution of the complaint where the Director determines the complaint:
- a. is not within the jurisdiction of the Policy; or
 - b. is trivial, frivolous, vexatious, or made in bad faith; or
 - c. has been delayed to such an extent as to be seen as vexatious; or
 - d. is being or has been fairly and adequately addressed by a grievance under a collective agreement, the BC Human Rights Tribunal or some other legal process. Under these circumstances the Director may decide to put the complaint in abeyance pending the outcome of another process; or
 - e. is primarily an issue of interpersonal conflict or
 - f. is an issue of workplace bullying or harassment that would more reasonably be addressed by a manager or supervisor; or
 - g. involves either visitors or members of a separately incorporated organization except in cases where the complaint is made by an Eligible WorkSafeBC claimant.
- 18.00 Once a complaint has begun, the Director has the discretion at any time to refuse to proceed with either informal or formal resolution of the complaint where in the opinion of the Director section 17.00(b) or (d) applies.
- 19.00 If the Director decides not to proceed with a complaint under section 17.00 or 18.00, the complainant and, if appropriate, the respondent shall be notified in writing of this decision and the reasons for the decision within 10 working days from the date of the refusal.

- 20.00 Unless the Director's decision is based upon section 17.00 f, within 10 working days after the Director's written decision not to proceed with a complaint, a complainant may request a review of the Director's decision.
- 20.01 The review will be conducted by an individual member selected on the basis of availability from the roster of adjudicators.
- 20.02 The review is limited to determining whether the Director's decision was reasonable and is not an inquiry into the correctness of the decision not to proceed.
- 20.03 The review shall be based upon written submissions only and no oral hearing shall be held. The review must consider the complaint, the Director's reasons and any written submissions made by the parties.
- 20.04 The review will normally be completed within 20 working days of receiving the request of review.
- 20.05 There is no appeal from this decision. The complainant and the Director will be notified of the decision in writing.
- 21.00 Where the Director's refusal to proceed with a complaint is based upon section 17.00 f, the Director will refer the complaint to the appropriate manager or supervisor.

Interim Measures

- 22.00 Interim measures pending the outcome of a complaint may be required to ensure that all parties to these procedures, including witnesses, are treated fairly. Interim measures may also be instituted for reasons of safety. Examples of possible interim measures include but are not limited to:
- a. arranging for academic work to be supervised and evaluated by a disinterested party;
 - b. temporarily reassigning one of the parties until the complaint is resolved; or
 - c. having work performance supervised and assessed by an alternative supervisor.
- 23.00 If, in the opinion of the Director, a particular situation warrants interim measures, the Director will make the request to the appropriate university administrator and consult where appropriate with employee representatives, providing any details necessary to enable decision-making on suitable arrangements.
- 23.01 The administrator and any others involved in the arrangements will treat in confidence all information provided by the Director.
- 24.00 If the request is denied, the Director may refer the matter to legal counsel.

Complaints

- 25.00 Consultation becomes a complaint when the complainant signs a brief statement indicating that they are filing an Informal Complaint and the Director opens a complaint file or when a Formal Complaint is received in writing. If a complainant wishes the Director to take action on a situation a complaint must be lodged.
- 26.00 These procedures provide for Informal Complaints and Formal Complaints and a hearing. Usually informal resolution is attempted first but it is also possible to proceed directly to a Formal Complaint. A hearing can only occur after a formal investigation is completed.
- 27.00 At any time and providing all parties agree, a Formal Complaint may revert to an Informal Complaint. If informal resolution is unsuccessful, the Formal Complaint may resume.
- 28.00 The Policy provides three options to address situations where the Office does not receive a complaint:
- a. the President or any Vice-President may invoke this Policy;
 - b. the Director may request an Environmental Assessment; or
 - c. Where information of workplace bullying and harassment as defined in the B.C. Workers' Compensation Act regulations is received there may be a legal obligation for the university to act on the information and take whatever steps are necessary to prevent and address the situation.

Environmental Assessments

- 29.00 An Environmental Assessment is an independent third party review of the situation in a specific unit. It is a proactive, preventative and participatory process that identifies and addresses important issues in the work, learning or living environment of a particular department or unit. The purpose of the Environmental Assessment is to identify the specific strengths and challenges faced by a particular area and to make recommendations with the goal of improving the environment.
- 29.01 Only the Director may initiate an Environmental Assessment through a recommendation to the applicable Line Authority. The Line Authority has the discretion to decide whether to proceed or not. An Environmental Assessment may be requested when:
- a. there is a pattern of complaints and/or requests for confidential consultation from a specific area. These may be situations where the people coming forward are not willing or able to initiate a complaint or where individual situations have been resolved but issues continue to come to the attention of the Director;
 - b. it appears that the environment of the unit has been significantly impacted upon by allegations of Discrimination or Harassment; or

- c. any other circumstances arise that, in the opinion of the Director, could be addressed by an Environmental Assessment.

29.02 The purpose of the Environmental Assessment is may be to determine whether the situation constitutes a workplace hazard and/or to identify strategies to enhance and improve the environment (e.g., facilitation and education) and prevent incidents of discrimination and harassment.

- 30.00 Environmental Assessments are generally not appropriate in situations where there is an identified respondent or respondents or even a sense that one or several individuals are the root of a problem with the environment. In such situations directing people to the complaint procedures or other existing options for addressing the situation directly or exploring the potential for the university making a complaint may be options for moving forward.
- 31.00 Environmental Assessments will be done in cooperation and collaboration with the relevant union or Faculty Association and management as appropriate. An Environmental Assessment is generally an inclusive process offering an opportunity to all those potentially affected by the environment to have input.
- 32.00 The Environmental Assessment process begins with creating possibilities for individuals to share their experience of the environment in confidence. Those responses are compiled and themes are identified for consideration in facilitated group discussion.
- 33.00 The Environmental Assessment will result in a written report that includes recommendations consistent with the purpose of enhancing and improving the work/learning environment. These recommendations may include a provision that the Director or applicable Line Authority designate a person or persons to act as a facilitator to the department or unit or to conduct educational sessions.

Procedures for a Vice-President or President to invoke this Policy

- 34.00 The procedures in sections 34.00 to 45.00 are to be considered in situations that meet the criteria below:
 - a. the Director is in receipt of multiple allegations of Discrimination or Harassment made against the same respondent or respondents;
 - b. there is no person or persons willing to file a complaint and appear as complainant; and
 - c. the Director determines that it would advance the goals of the Policy to address the allegations.
- 35.00 The Director will advise all potential witnesses and respondents who may be subject to sections 34.00 through 45.00 of these procedures to inform their union or the Faculty Association, consistent with the requirements of the Framework Agreement or collective agreement as appropriate.

- 36.00 The Director will communicate with individuals who have made relevant allegations to determine who might provide evidence of Discrimination or Harassment should a Vice-President or President invoke this Policy.
- 37.00 Should there be no willing witness, the Director will consider, with legal advice, the likelihood of being able to proceed with the process and will take this factor into account in making a recommendation to the Vice-President.
- 38.00 The Director will meet with the alleged respondent to inform her or him of the allegations that are being considered and seek a response. The identity of the witnesses will not be revealed to the respondent at this stage. The alleged respondent will be informed of their right to be accompanied to this meeting and any proceedings under these procedures/the Policy by:
- a. a representative of their union;
 - b. a lawyer or legal advisor; or
 - c. a friend or advocate.
- 39.00 If the alleged respondent wishes to respond to the allegations in writing, this submission must be received by the Director within 15 working days of the meeting referred to in section 38.00. This time line may be amended by the Director if the Director has reason to believe that the respondent will not be able to prepare an adequate response within this time frame.
- 40.00 Within 5 working days of completing 34.00 through 39.00 above the Director will inform the witnesses and the respondent in writing of the decision to recommend or not to recommend the commencement of informal or formal complaint procedures to the Vice-President with authority over the respondent.
- 41.00 The Director will provide the appropriate Vice-President or, in the case of conflict of interest, the President, with a summary of the evidence from the witnesses and the respondent together with a recommendation to proceed or not to proceed under Section 31.00 of the Policy.
- 41.01 The summary will not include the names of the respondent or any possible witnesses. It will include reasons for the recommendation and any other information necessary to assist the Vice-President in deciding whether or not to follow the recommendation.
 - 41.02 Any recommendation to the Vice-President shall include advice regarding the support and protection of witnesses, if circumstances indicate the need for such measures.
- 42.00 The Vice-President will decide whether or not to accept the recommendation of the Director as soon as possible, but no later than 20 working days from receipt of the recommendation, and will inform the Director, the respondent and the witnesses of this decision in writing.

- 43.00 If a decision is made to proceed with a complaint, the complaint process should begin as soon as possible, but no later than 20 working days from the date of the decision to proceed.
- 44.00 The Vice-President will appoint an investigator who is not the Director or a mediator to implement procedures for a Formal or Informal Complaint.
- 45.00 The procedures for Informal Complaints and Formal Complaints will be adapted as necessary to allow the process to continue without a named complainant, but such adaptation will not jeopardize an individual's right to fair procedures.

Procedures for Reporting Workplace Bullying and Harassment

- 46.00 If a university employee believes they have been the subject of workplace bullying and harassment they are required to report whenever possible to their supervisor or to the Equity and Human Rights Office. Other options for reporting are specified in section 48.00 below. University employees have the option of filing an Informal Complaint or, where the behavior also satisfies the test for Discrimination or Harassment, a Formal Complaint under this Policy. If the university employee does not want to file a complaint, the university may have a legal duty to inquire further and take whatever steps necessary, including conducting an investigation, to address the situation.
- 47.00 Where a university employee reports observations of workplace bullying and harassment directed towards another university employee, the direct supervisor or the Office of Equity and Human Rights (or any other potential reportees, see section 48.00) will inquire further and take whatever steps necessary, including undertaking an investigation to address the situation.
- 48.00 Workplace bullying and harassment may also be reported to the employee's union or employee association, a human resources consultant, or a manager, Campus Security Services or Occupational Health, Safety and Environment. Faculty and Librarians may report to their Chair, Director or Dean, the University Librarian, the lead researcher in a laboratory, the principal investigator for grant funded research or to the office of the Vice-President Academic and Provost.

Procedures for Informal Complaints

- 49.00 Individuals who believe they have been subjected to behavior prohibited by this policy may submit an Informal Complaint to the Director. This may be done either orally or in writing although the complainant must sign a brief statement indicating they are filing an Informal Complaint.
- 50.00 On receipt of the Informal Complaint, the Director shall initially attempt to resolve the complaint informally through any means the Director deems appropriate in the circumstances, including mediation, negotiation and conciliation.
- 51.00 The Director will normally have up to 2 months in which to resolve the complaint informally. This time period may be extended by the Director if there are unusual circumstances.

- 52.00 Individuals whose complaint is not resolved to the complainant's satisfaction under an Informal Complaint may request in writing to proceed to the Formal Complaint and investigation process.

Procedures for Formal Complaints

- 53.00 Complainants who believe they have been Discriminated against or Harassed and wish to proceed with a Formal Complaint must submit their complaint to the Director in writing.
- 53.01 Once a finalized written complaint is received by the Director, it will take approximately 12 weeks until the investigation report is submitted to the applicable Line Authority.
- 54.00 All complainants who lodge a Formal Complaint must be prepared to be identified to the respondent. All witnesses to a Formal Complaint will also be identified to the respondent and the complainant.
- 55.00 At any time during a Formal Complaint, either party may allege that there is a reasonable apprehension that the Director is biased.
- 55.01 Participation of the Director in an Informal Complaint does not, of itself, constitute grounds for finding a reasonable apprehension of bias.
- 55.02 The allegation and reasons must be submitted in writing to the Associate Vice-President Faculty Relations and Academic Administration who will make a determination. This determination is final and binding.
- 55.03 In the event that a reasonable apprehension of bias is found to exist, the Associate Vice-President Faculty Relations and Academic Administration will appoint a designate to act in the Director's place.
- 56.00 If the Director decides to proceed with a Formal Complaint, the Director will forward a copy of the complaint to the respondent within 3 working days of that decision and invite a response. The respondent will have 10 working days from receipt of the complaint to submit a written response to the Director.
- 57.00 Within 3 working days of receipt of the written response, the Director will forward a copy to the complainant. The complainant will have 5 working days from receipt of the response to submit a written reply to the Director, which will be forwarded to the respondent within 3 working days.
- 58.00 All written communications between the parties and the Director under sections 53.00 - 57.00 will be delivered personally, or by courier, or by confidential facsimile, or by registered mail. Email may be used with the agreement of all parties.
- 59.00 Once any submissions under section 53.00, 56.00 and 57.00 are completed, the Director will proceed to a full investigation of the complaint. Within 30 working days of receipt of the written complaint, response and reply, if any, the Director will review the complaint and undertake all investigations considered necessary in order to prepare a written investigation report ("the Investigation Report") which contains a summary of the facts,

the evidence considered, the conclusion reached, and the findings with respect to Discrimination and Harassment. The Investigation Report will be provided to the complainant and the respondent.

- 59.01 The Investigation Report may, if appropriate, contain recommendations with regard to further action that should be taken including disciplinary action.
- 60.00 If either the complainant or respondent disagree with the findings or recommendations contained in the Investigation Report, within 5 working days of receiving the final Investigation Report, either party may request a hearing.
- 61.00 If no hearing is requested, the Director will forward the Investigation Report to the applicable Line Authority. If the investigation report makes recommendations, the Line Authority will consult with appropriate university offices (e.g., Human Resources, responsible line managers, academic Chairs, Directors, Student Affairs, EQHR, etc.) concerning implementation.
- 62.00 If an Investigation Report or a hearing report finds that a complaint was clearly made in bad faith, the Director will inform the applicable Line Authority of that finding.
 - 62.01 At the discretion of the applicable Line Authority, any individual found to have submitted a bad faith complaint may face disciplinary measures.

Hearings

- 63.00 Once a hearing is requested, it will take approximately 9 weeks till the hearing panel report is submitted to the Line Authority or the President.
- 64.00 Any hearing requested pursuant to section 60.00 shall be:
 - a. before a single Adjudicator selected from the roster of adjudicators;
 - b. a new hearing of all the evidence pertaining to the complaint; and
 - c. held as expeditiously as possible.
- 65.00 When a hearing is requested pursuant to section 60.00, the Director will present the complainant and respondent with the roster of adjudicators and they will select a single Adjudicator from the roster.
 - 65.01 If the complainant and respondent cannot agree on a single Adjudicator within five working days, each will select one representative from the roster. The two selected will appoint an Adjudicator who will conduct the hearing.
- 66.00 As per section 15.00, the parties to the complaint may have a friend or an advocate, including a lawyer, legal advisor or union steward with them through the hearing procedures.
- 67.00 If the complainant refuses to participate in a hearing, the Adjudicator may decide that the complaint will be dismissed.

- 68.00 The Director will provide the Adjudicator with a copy of the written Formal Complaint, the respondent's response, the complainant's reply, and the Investigation Report.
- 69.00 The Adjudicator will conduct the hearing, in private, in accordance with the principles of natural justice.
- 69.01 Prior to the hearing, the Adjudicator may require the parties to attend a pre-hearing conference to determine procedures to be followed at the hearing and to exchange any relevant documents prior to the commencement of the hearing.
- 70.00 The Adjudicator will normally have 30 working days from the date of receipt of the request for a formal hearing in which to complete the hearing and write the hearing report.
- 70.01 The hearing report shall include a binding determination with regard to whether the alleged Discrimination or Harassment by the respondent occurred.
- 71.00 Where the hearing report finds that Discrimination or Harassment occurred, the hearing report may include recommendations for remedial or preventive action and disciplinary measures, if appropriate, which may include suspension or dismissal.

Implementation of the Hearing Report

- 72.00 The hearing report and recommendations will be delivered to the Director. Within 5 working days of receipt, the Director will forward the hearing report and recommendations to the applicable Line Authority and to the complainant and the respondent.
- 73.00 Where remedial, preventive or disciplinary action is recommended in the hearing report, the applicable Line Authority will consult with appropriate administrative officers (e.g., Human Resources, responsible line managers, academic Chairs, Directors, Student Affairs, EQHR, etc.) before deciding to implement a recommendation or taking other remedial, preventative or disciplinary action.
- 74.00 Where a collective agreement, the Framework Agreement or a contract governs disciplinary action against a party who is the subject of a recommendation for discipline in the hearing report, the applicable Line Authority in accordance with the terms of the agreement or contract may initiate such action.
- 75.00 Where no collective agreement, Framework Agreement or contract governs disciplinary proceedings against a party who is the subject of a recommendation for discipline in the hearing report, then the applicable Line Authority may recommend disciplinary action to the President, and:
- a. a copy of the recommendation to the President will be given to the parties;
 - b. the parties may make written submissions to the President within 5 working days of receipt of the copy of the recommendation to the President;

- c. after receiving the recommendation and any submissions, the President will make a final decision on disciplinary action within 30 working days of receipt of the last submission; and
- d. the President will notify the Director and the parties of his or her decision in writing.

Roster of Adjudicators

76.00 The University Secretary will select a roster of adjudicators from which an Adjudicator for a hearing will be chosen.

76.01 The University Secretary will consult with student, Faculty Association and staff representatives as appropriate concerning candidates for the list and the selection of Adjudicators to become part of the roster.

77.00 The roster of adjudicators will be composed of six Adjudicators.

77.01 Adjudicators will be appointed for fixed three-year terms.

77.02 Adjudicators will be persons not currently employed by the university who have experience:

- a. in administrative proceedings, particularly in conducting hearings or tribunals; and
- b. experience in the area of human rights and Harassment.

Records

78.00 Records of complaints made under the Discrimination and Harassment Policy (GV0205) will be kept according to the University of Victoria Directory of Records, series title SA195 Harassment.

Revisions to Procedures

79.00 These procedures will be comprehensively reviewed and revised at the same time as a review of the Policy is conducted.

80.00 Interim revisions may be suggested by the Director to the Procedural Authority who will approve, modify or deny suggested changes to the procedures.




University
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SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

May 28, 2015

To: Operations and Facilities Committee

From: David Castle, Vice-President Research 

cc: Jamie Cassels, President and Vice-Chancellor

Meeting Date: June 29, 2015

Subject: Annual report on University of Victoria approved Research Centres

Basis for Jurisdiction: Establishment and Review of Research Centres RH8300

Previous Consultation:

Operations and Facilities Committee – May 26, 2014 (BOG-May27/14-22)

Executive Council – July 9, 2014

Operations and Facilities Committee – September 29, 2014 (BOG-Sept30/14-28)

Senate – May 1, 2015

Background:

At the September 29-30, 2014 meeting of the Board of Governors, a new way of reporting UVic-approved research centre establishment, renewal and closure was proposed and approved. The new reporting process was initiated to realign practices with procedure, and to give Board members an annual overview of research centre activity. It was agreed that the Vice-President Research report annually to the Senate (in May) and the Board of Governors (in June) on the establishment, renewal and closure of UVic-approved research centres, rather than doing so on an ad-hoc basis.

The 2014-2015 annual report is appended (Attachment A) for the information of Board members, along with the approval authorities (Attachment B) and list and description of current centres (Attachment C).

Planned Further Action:

Continue to report on an annual basis to the June BOG meeting.

Attachment(s):

- 2014-15 Annual Report on the establishment and renewal of UVic-approved research centres
- Approval levels for the establishment, renewal and closure of UVic-approved research centres
- Background information on UVic-approved research centres

ANNUAL REPORT TO BOARD OF GOVERNORS

Establishment, renewal and closure of UVic-approved research centres 2014-15

The purpose of this annual report is to provide the Board of Governors with information about the establishment, renewal and closure of UVic-approved centres.

ESTABLISHMENT OF NEW RESEARCH CENTRES

Intra-faculty

Astronomy Research Centre (ARC)

On March 1, 2015, the Dean of Science advised the Vice-President Research of the establishment of ARC as a new intra-faculty research centre in the Faculty of Science for a three year term beginning April 1, 2015. ARC builds on the excellent long-established achievements at UVic in astronomy, and will serve to identify and promote UVic as a national center for astronomy excellence. Dr. Kim Venn, Department of Physics and Astronomy, Canadian Research Chair (Tier II) in Observational Astrophysics, will serve as the inaugural Director of ARC.

REVIEW OF EXISTING CENTRES

Inter-institutional

No inter-institutional research centres were reviewed in the 2014-15 academic year.

Multi-faculty

Centre for Global Studies (CFGS)

At the 6 March 2015 meeting of Senate, on the recommendation of the Senate Committee on Planning, the renewal of CFGS from 1 July 2015 through 30 June 2020 was approved.

Centre for Cooperative and Community Based Economy (CCCBE)

At the 3 October 2014 meeting of Senate, on the recommendation of the Senate Committee on Planning, the term of the centre was extended to 31 March 2015 to allow the centre to settle its directorship issues. As of the time of this report a director had not been found and the AVPR is initiating closure procedures for the centre. A formal recommendation for approval, including information about how the existing projects and funding will be repurposed, will be submitted to Senate in October 2015.

Inter-faculty

No inter-faculty research centres were reviewed in the 2014-15 academic year.

Intra-faculty

Centre for Advanced Security, Privacy, and Information Systems Research (ASPIRe)

The ongoing status of ASPIRe is under review by the Dean of Engineering who by policy has authority to approve or disestablish an intra-faculty research centre in the Faculty of Engineering.

Centre for Forest Biology (FORB)

FORB was established as a research centre in 1990 and was classified as a multi-faculty centre when the current policy on research centres came into effect. The centre participants and activity are all focused on Biology. At the 4 February meeting of Senate Committee on Planning and the 6 March 2015 meeting of Senate notification was received from the VPR that FORB was to be re-established as an intra-faculty research centre in the Faculty of Science, reporting to the Dean of Science, and that consequently was not being renewed as a multi-faculty research centre reporting

to the Vice-President Research, The Dean of Science subsequently approved the renewal of the FORB as an intra-faculty research centre from 1 January 2015 to 31 December 2019.

CLOSURE OF EXISTING RESEARCH CENTRES

No centres have been formally closed although as noted above the ongoing status of CCCBE (multi-faculty) and ASPIRE (intra-faculty) are currently under consideration.

UVIC-APPROVED RESEARCH CENTRES
Approval levels for establishment, renewal and closure
(as required by policy/procedures RH8300)

ACTIONS					
Establishment of new centres	Dean(s)	VPR	SCP	Senate	BOG
Inter-institutional	consult	recommend	recommend	recommend	approve
Multi-faculty	consult	recommend	recommend	approve	information
Inter-faculty	recommend	approve	information	information	information
Intra-faculty	approve	information		information	information
Renewal/closure of existing centres					
Inter-institutional	consult	recommend	recommend	recommend	approve
Pacific Institute for Climate Solutions (PICS)					
Multi-faculty	consult	recommend	recommend	approve	information
Centre for Aboriginal Health Research (CAHR)					
Centre for Addictions Research BC (CARBC)					
Centre for Advanced Materials and Related Technology (CAMTEC)					
Centre on Aging (COAG)					
Centre for Asia Pacific Initiatives (CAPI)					
Centre for Biomedical Research (CFBR)					
Centre for Cooperative and Community-Based Economy (CCCBc)					
Centre for Early Childhood Research and Policy (CECRP)					
Centre for Global Studies (CFGs)					
Institute for Integrated Energy Systems (IESVic)					
Centre for Studies in Religion and Society (CSRS)					
Centre for Youth and Society (CFYS)					
Inter-faculty	recommend	approve	information	information	information
Institute for Studies & Innovation in Community-University Engagement (ISICUE)					
Intra-faculty	approve	information		information	information
Astronomy Research Centre (ARC)					
Centre for Advanced Security, Privacy & Information Systems (ASPIRe)					
Centre for Forest Biology (FORB)					
Centre for Social and Sustainable Innovation (CSSI)					
Victoria Subatomic Physics and Accelerator research centre (VISPA)					

BACKGROUND INFORMATION ON UVIC-APPROVED RESEARCH CENTRES

UVic Research centres are organizations made up of **a group of faculty members who collaborate on an area of research**. Their work provides added value over and above their individual research programs. UVic encourages the establishment of research centres that will enhance and facilitate disciplinary and interdisciplinary research collaboration, knowledge transfer and training. At UVic, the purposes of a Research Centre are listed in the policy on [Establishment and Review of Research Centres \(and Associated Procedures\)](#) RH8300, and include:

- a. Promote and facilitate collaborative and/or interdisciplinary research and enhancement of research networking capacity and infrastructure.
- b. Increase and effectively manage the resources and research support for its members and the wider university community.
- c. Provide education and training in research and related skills, especially for graduate and undergraduate students and thereby enhance the academic programs of their constituent academic units.
- d. Contribute to the university's strategic educational and research missions and to support synergies between research, teaching and learning.
- e. Transfer and mobilize knowledge gained through research for the benefit of society, via a variety of mechanisms as appropriate.
- f. Enhance the reputation of its members, the constituent academic units, and the university through the quality of its work.

UVic currently has 19 research centres, 13 of which report to the Vice-President Research (currently delegated to the Associate Vice-President Research) and the rest reporting to a Dean or Deans. More information about the centres can be found by clicking on the hyperlinked centre names below or by visiting: <http://www.uvic.ca/research/learnabout/centres/index.php>.

The administrative requirements, approval and renewal processes, breadth of activities, and other aspects of Research Centres occur along a continuum that is proportionate to the breadth of their academic constituencies. This proportionality is primarily based on the location of the majority of the membership and activities of the centre and approximately parallels a department-faculty-university structure. Information about the UVic-approved research centres is listed under their categories below:

INTER-INSTITUTIONAL - membership and activities between multiple universities

Pacific Institute for Climate Solutions (PICS)

Date of establishment: 11 March 2008

Name of Director: Dr. Tom Pedersen

The mission of PICS is to partner with governments, the private sector, other researchers and civil society, in order to undertake research on, monitor, and assess the potential impacts of climate change and to assess, develop and promote viable mitigation and adaptation options to better inform climate change policies and actions.

MULTI-FACULTY - membership and activities normally between 3 or more faculties

Centre for Aboriginal Health Research (CAHR)

Date of establishment: 1 June 2008

Name of Director: Dr. Charlotte Loppie

The goal of CAHR is to improve the health and well-being of Aboriginal Peoples through the products and processes of community-based research and knowledge translation. Aboriginal health research must be undertaken in partnership with communities and must meet the highest standards of both Indigenous and Western methodologies and ethics.

Centre for Addictions Research BC (CARBC)

Date of establishment: 1 April 2003

Name of Director: Dr. Tim Stockwell

CARBC's mandate involves the study of psychoactive substance use, with particular attention to the exploration of ways to minimize negative impacts on individuals and society. Substance use, like other human behaviours, is influenced by multiple factors: personal, social and environmental. Effectively addressing the negative impacts requires understanding the various factors that influence substance use and that contribute to the differential impact of that use (positive or negative).

Centre for Advanced Materials and Related Technology (CAMTEC)

Date of establishment: 1 November 1992

Name of Director: Dr. Alexandre Brolo

CAMTEC is a research centre committed to interdisciplinary work on advanced materials and technology. CAMTEC's objectives are to carry out fundamental and applied research in advanced materials, to train technical and academic personnel in these areas, and to disseminate the knowledge gained from the research through scientific publications, conferences, workshops and seminars.

Centre for Asia Pacific Initiatives (CAPI)

Date of establishment: 1 April 1989

Name of Director: Dr. Andrew Marton (interim)

The Centre's primary mandate is to conduct and facilitate research on policy issues related to the Asia-Pacific region. In addition, the Centre serves as a regional research facility to the University and to the larger community.

Centre for Biomedical Research (CFBR)

Date of establishment: 1 January 2002

Name of Director: Dr. Paul Zehr

The Centre for Biomedical Research (CBR) is a collaborative group of scientists and clinicians who are investigating a number of important biomedical problems. The CBR is a multidisciplinary unit with an emphasis on genetics, molecular biology, and biotechnology. The centre was created to promote interdisciplinary basic and translational biomedical research.

Centre for Cooperative and Community-Based Economy (CCCBe)

Date of establishment: 1 April 2000

Name of Director: Vacant

CCCBe has been a focal point on campus for the promotion of interdisciplinary research and learning on subjects related to co-operative and community-based economy engaging faculty members from the University of Victoria and elsewhere, graduate and undergraduate students, and members of the wider community.

As noted above, the continuation of CCCBe is under consideration.

Centre for Early Childhood Research and Policy (CECRP)

Date of establishment: 5 February 2011

Name of Director: Dr. Sibylle Artz (interim)

The Centre's interdisciplinary research, policy work, and educational activities aim to generate fresh insights, consolidate understandings, and improve policies and programs to support optimal child health and development within diverse socio-political and cultural contexts. The centre works collaboratively with communities and organizations on various initiatives.

Centre for Global Studies (CFGS)

Date of establishment: July 1998

Name of Director: Dr. Martin Bunton (acting for Dr. Oliver Schmidtke while on leave)

CFGS is committed to fostering reflection on the complex array of social forces associated with an increasingly interconnected world characterized by new forms of economic activity, artistic production, politics, media, nationalism, ethnicity, spirituality and community that increasingly transcend local, national and regional boundaries.

Centre for Studies in Religion and Society (CSRS)

Date of establishment: 1 April 1991

Name of Director: Dr. Paul Bramadat

The Centre for Studies in Religion and Society (CSRS) is a leading centre in Canada for scholarly interdisciplinary research on topics at the intersection of religion and public life. We host several national public policy research networks, sponsor visiting fellowships for senior and junior scholars and members of the community, and produce a dynamic annual program of public lectures and seminars.

Centre for Youth and Society (CFYS)

Date of establishment: 1 April 2002

Name of Director: Dr. Anne Marshall

Youth & Society aims to promote the well-being of youth from diverse social, economic, and ethnic backgrounds, across developmental transitions, and in evolving societal circumstances. The core mandate of the Centre is to promote research and action that contribute to the well-being of youth.

Centre on Aging (COAG)

Date of establishment: 1 May 1993

Name of Director: Dr. Scott Hofer

The Centre's mandate is to promote and conduct basic and applied research throughout the lifespan. Research is conducted in partnership with seniors, their families, organizations, health care providers, and the government. The research conducted includes needs assessments and social surveys, experimental research, program evaluations, development of clinical diagnostic tools, and social policy research; some of which is conducted using the Survey Research Centre.

Institute for Integrated Energy Systems (IESVic)**Date of establishment:** 1 February 1994**Name of Director:** Dr. Peter Wild

The Institute for Integrated Energy Systems at the University of Victoria (IESVic) is unique in its big picture approach to sustainable energy research. Collaboration between mechanical engineers, economists and environmental scientists is the norm rather than the exception. Students get hands-on experience, examining entire sustainable energy systems – from harnessing, storing and converting energy sources to delivering end-user services.

INTER-FACULTY - membership and activities normally between 2 faculties

Institute for Studies & Innovation in Community-University Engagement (ISICUE)**Date of establishment:** 1 April 2013**Faculties:** Human and Social Development; Social Sciences**Name of Director:** Dr. Leslie Brown

Using an innovative structure of community and university governance and collaboration, the Institute is a research centre providing space for the study and practice of engaged scholarship and interdisciplinary innovation. Focused on engagement, the Institute harvests new knowledge, contributing to solutions of community issues, with a focus on sustainability, public policy development and improved theory and practice. Funded by both university and community partners, daily operations of the Institute are delivered by staff in association with research associates, community partners and student interns.

INTRA-FACULTY - membership and activities normally within a single department, a non-departmentalized Faculty, or between departments in a single faculty

Astronomy Research Centre (ARC)**Date of establishment:** 1 April 2015**Faculty:** Science**Name of Director:** Dr. Kim Venn

ARC brings together world-renowned researchers with the expertise to answer many basic questions about our universe. UVic scientists work closely with colleagues at the nearby [NRC Herzberg](#) Astronomy and Astrophysics centre and at the [TRIUMF Laboratory](#) in Vancouver to form one of the largest concentrations of astronomy talent in Canada. Members are engaged in research ranging from observational planetary and stellar astrophysics, to computational astrophysics and cosmology, and observational galactic and extra-galactic astronomy. ARC is also involved in the development of some of the next-generation astronomical facilities, including the Thirty Meter Telescope, and leading edge technologies such as high contrast imaging and adaptive optics.

Centre for Advanced Security, Privacy, and Information Systems Research (ASPIRe)**Date of establishment:** 1 April 2011**Faculty:** Engineering**Name of Director:** vacant

The ASPIRe Centre's mandate is to bring together academic researchers working on data and systems security and privacy into an open, collaborative, multidisciplinary and multi-perspective Research Centre designed to:

Increase the visibility of active research that is on-going within the Faculty of Engineering in these areas of national importance. The centre serves as a focal point for technically-focused research intended to improve existing collaborations and act as a catalyst for future collaborations whether within the University or with industry, government, and academia outside of the University. The

centre also seeks to improve the linkages with industry, government, and other academic researchers, e.g., in Law, Business, Psychology, Health Information Science, etc., to enable the development of good solutions to these fundamentally hard problems.

As noted above, the continuation of ASPIRe is under consideration.

Centre for Forest Biology (FORB)

Date of establishment: 10 December 1990

Faculty: Science

Name of Director: Dr. Peter Constabel

The Centre for Forest Biology carries out fundamental and applied research in forest biology, and trains graduate students and postdoctoral fellows. Our research projects emphasize the adaptations of trees and their interactions with the environment. The Centre is now embarking on a major research and training initiative, the NSERC CREATE Program in Forests and Climate Change, which supports graduate students for research on the interaction of trees and forests with climate change, including carbon sequestration.

Centre for Social and Sustainable Innovation (CSSI)

Date of establishment: January 2011

Faculty: Business

Name of Director: Dr. Monika Winn

The Centre for Social and Sustainable Innovation (CSSI) is powered by the constantly charging battery of action, ideas and research housed at the Peter B. Gustavson School of Business. Our goal is to open a door to the array of resources that help students, faculty and staff incorporate all kinds of sustainability into their studies, careers and lives. Business leaders can learn how our research affects their industries, enlist students for creative sustainability solutions, and speak to our classes about their experiences in the field.

Victoria Subatomic Physics and Accelerator research centre (VISPA)

Date of establishment: January 2011

Faculty: Science

Name of Director: Dr. Dean Karlen

The Victoria Subatomic Physics and Accelerator (VISPA) Research Centre brings together people with the skills and expertise to investigate the fundamental constituents of the Universe. VISPA members work together on leading international particle physics experiments, share computing and laboratory resources, jointly support and manage technical staff, provide a natural home for adjunct faculty from other institutions, and support high quality graduate and post-doctoral training.



University
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SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

To: FINANCE COMMITTEE

From: VICE-PRESIDENT FINANCE AND OPERATIONS

cc: President and Vice-Chancellor

Meeting Date: June 29, 2015

Subject: University of Victoria Staff Pension Plan Financial Statements for the Year Ended December 31, 2014

Basis for Jurisdiction: Pension Benefits Standards Act (BC) Section 9(7)
The University of Victoria Staff Pension Plan Section 13(3)(d)(vi)

Background:

As per the Pension Benefits Standards Act, the Plan must file audited financial statements, prepared in accordance with generally accepted accounting principles, within 270 days after the end of the fiscal year. Responsibility for these statements rests with the employer, as administrator of the Plan. The Board of Governors through approval of the staff plan document has delegated authority to approve the audited statements to the Staff Pension Plan Investments and Administration Committee. At its meeting on May 21, 2015, the Staff Pension Plan Investments and Administration Committee reviewed the statements with the Plan's auditor, and the Committee passed the following motion:

THAT the University of Victoria Staff Pension Plan Financial Statements for the year Ended December 31, 2014 be approved.

The statements are then provided to the Board of Governors for information.

Financial Statement Highlights:

The statements show the assets of the Plan increasing from \$208.7 million at the end of 2013 to \$229.5 million at the end of 2014. During 2014, the Plan earned \$22.6 million (10.9%) before expenses, and \$21.5 million (10.31%) net of all expenses (including operating). This compares to a gain of \$23.2 million (12.5%) before expenses and a gain of \$22.2 million (11.9%) net of all expenses in 2013.

Employees were required to contribute 4.78% of earnings up to \$52,500 (\$51,100 in 2013) and 6.53% of earnings above \$52,500. This totaled \$2.2 million for 2014 (\$2.3 million in 2013). The employer has a single required contribution rate of 12.0% which totaled \$5.5 million (\$5.5 million in 2013). Total contributions in 2013 were \$8.1 million (\$8.2 million in 2013) including additional employee voluntary contributions of \$59,000 and additional employer contributions of \$284,370 to cover the commuted value transfer deficiency, as required under the BC Pension Standards Regulations, when the plan has a solvency deficiency. Benefit payments were \$8.7 million in 2014 (also \$8.7 million in 2013).

The Plan has a basic and supplemental component. The basic plan provides CPI indexing up to 3%. Subject to certain conditions, the supplemental component provides indexing over 3%. The Statement of Changes in Pension Obligations uses data prepared by the plan actuary and shows an extrapolation, from the previous valuation, of the basic benefit and supplementary benefit actuarial liabilities to the end of 2013. At the end of 2013, the net assets available for benefits exceeded the obligations for benefits by \$25.8 million. This is an improvement over an excess of \$13.1 million in 2013.

As required by legislation a full valuation was completed for the year end December 31, 2013. As required, the valuation was filed with the regulator at the end of September 2014.

Attachment:

University of Victoria Staff Pension Plan Financial Statements dated December 31, 2014.

The attached financial statements will be filed with the Superintendent of Pensions.



Financial Statements

University of Victoria Staff Pension Plan

December 31, 2014

Contents

	Page
Independent Auditors' Report	1-2
Statement of Financial Position	3
Statement of Changes in Net Assets Available for Benefits	4
Statement of Changes in Obligations for Benefits	5
Notes to the Financial Statements	6-16

Independent Auditors' Report

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To the Investments and Administration Committee

We have audited the accompanying financial statements of the University of Victoria Staff Pension Plan, which comprise the statement of financial position as at December 31, 2014 and the statements of changes in net assets available for benefits and changes in obligations for benefits for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for pension plans, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained in our audit is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the University of Victoria Staff Pension Plan as at December 31, 2014, and the changes in its net assets available for benefits and changes in its obligations for benefits for the year then ended in accordance with Canadian accounting standards for pension plans.



Victoria, Canada
May 21, 2015

Chartered accountants

University of Victoria Staff Pension Plan

Statement of Financial Position

December 31

2014

2013

Assets

Cash \$ 7,731 \$ 204,056

Investments (Note 4)

Short-term	1,861,166	3,493,770
Canadian bonds	79,274,130	72,962,037
Mortgages	6,762,407	5,350,970
Canadian equities	31,369,421	28,543,260
Foreign equities	72,281,979	63,522,256
Currency hedges	187,233	114,569
Real estate	24,562,708	22,862,361
Infrastructure	11,906,049	11,007,169

228,205,093 207,856,392

Receivables

Members' contributions	195,787	184,236
University contributions	493,487	470,321
Accrued interest and dividend income	260,423	160,054
Other	466,036	20,552

1,415,733 835,163

229,628,557 208,895,611

Liabilities

Accounts payable and accrued liabilities 133,938 234,520

Net assets available for benefits (Note 7)

Available for supplementary benefits	12,463,604	11,107,035
Available for accrued pension benefits	217,031,015	197,554,056

229,494,619 208,661,091

Obligations for benefits

Voluntary contribution accounts	862,618	1,121,641
Supplementary benefits (Notes 7 and 9)	12,463,604	11,107,035
Accrued pension benefits (Note 6)	190,319,631	183,355,440

203,645,853 195,584,116

Net assets available for benefits
less obligations for benefits

\$ 25,848,766 \$ 13,076,975

Approved by



Chair, Staff Pension Plan Investments and
Administration Committee, University of Victoria



Vice-President, Finance and Operations
University of Victoria

See accompanying notes to the financial statements.

University of Victoria Staff Pension Plan

Statement of Changes in Net Assets Available for Benefits

Year ended December 31

2014

2013

Change in net assets

Net return on investments (Note 5)

Interest and other income	\$ 3,124,014	\$ 3,607,360
Mortgage income	241,960	206,773
Dividend income	800,038	759,540
Net realized and unrealized gain on investments	18,483,627	18,628,160
Investment administration costs	(810,899)	(721,387)

21,838,740 **22,480,446**

Contributions (Note 1(b))

Members

Basic	2,115,804	2,101,362
Supplementary	114,550	114,708
Additional voluntary	59,031	58,427

University

Basic	5,364,569	5,389,542
Supplementary	114,550	114,708
CV transfer deficiency	284,370	436,671

8,052,874 **8,215,418**

Total increase in assets

29,891,614 **30,695,864**

Payments to or on behalf of members

Pensions to retired members

Basic	6,387,454	5,887,537
Supplementary	28,556	31,789

Pensions to disabled members

204,591 **225,973**

Termination payments and transfers to other plans

2,080,890 **2,601,377**

8,701,491 **8,746,676**

Operating expenses

Office and administrative costs

208,835 **201,227**

Actuarial fees

107,485 **12,759**

Audit, registration and legal fees

40,275 **38,020**

356,595 **252,006**

Total decrease of assets

9,058,086 **8,998,682**

Increase in net assets

20,833,528 **21,697,182**

Net assets available for benefits, beginning of year

208,661,091 **186,963,909**

Net assets available for benefits, end of year

\$ 229,494,619 **\$ 208,661,091**

See accompanying notes to the financial statements.

University of Victoria Staff Pension Plan

Statement of Changes in Obligations for Benefits

Year ended December 31

2014

2013

Change in obligations for benefits – accrued pension benefits

Beginning balance	\$ <u>183,355,440</u>	\$ <u>173,868,744</u>
Actual plan experiences and changes in actuarial assumptions	(2,308,979)	-
Interest accrued on benefits	10,804,584	10,572,195
Benefits accrued	6,733,393	7,596,665
Benefits paid	<u>(8,264,807)</u>	<u>(8,682,164)</u>
Change in obligations for benefits	<u>6,964,191</u>	<u>9,486,696</u>
Ending balance	\$ <u>190,319,631</u>	\$ <u>183,355,440</u>

Change in obligations for benefits – supplementary benefits

Beginning balance	\$ <u>11,107,035</u>	\$ <u>9,738,224</u>
Interest accrued on benefits	1,156,024	1,171,184
Contributions	229,101	229,416
Benefits paid	<u>(28,556)</u>	<u>(31,789)</u>
Change in obligations for benefits	<u>1,356,569</u>	<u>1,368,811</u>
Ending balance	\$ <u>12,463,604</u>	\$ <u>11,107,035</u>

Change in obligations for benefits – voluntary contribution accounts

Beginning balance	\$ <u>1,121,641</u>	\$ <u>977,606</u>
Interest accrued on benefits	90,074	118,331
Contributions	59,031	58,427
Benefits paid	<u>(408,128)</u>	<u>(32,723)</u>
Change in obligations for benefits	<u>(259,023)</u>	<u>144,035</u>
Ending balance	\$ <u>862,618</u>	\$ <u>1,121,641</u>

See accompanying notes to the financial statements.

University of Victoria Staff Pension Plan

Notes to the Financial Statements

December 31, 2014

1. Description of plan

The following description of the University of Victoria Staff Pension Plan ("the Plan"), established by the University of Victoria ("the University"), is a summary only. For more complete information, reference should be made to the Plan text, which is available from the Pension Office in Accounting Services.

(a) General

The Plan is primarily a defined benefit pension plan that covers primarily regular members of the Canadian Union of Public Employees (CUPE) locals 917, 951 and 4163 and exempt staff.

(b) Funding

In accordance with the Plan text, members are required to contribute no less than 4.53% of their basic salary up to the Canada Pension Plan Year's Maximum Pensionable Earnings (YMPE) (\$52,500 in 2014), and 6.28% of their basic salary in excess of that amount to the Basic Plan to fund basic pension benefits. Members contribute an additional 0.25% of salary to the Supplementary Retirement Benefit Account (Note 9).

A valuation for the plan was completed for the year ended December 31, 2013 and no change to the University basic contribution rate of 11.75% was required. The University contributes an additional 0.25% of salary to the Supplementary Retirement Benefit Account (Note 9).

Subject to Canada Revenue Agency maximums, members may elect to make additional contributions to a voluntary contribution account through payroll deduction or by transfer from other registered vehicles. These contributions are much like RRSP contributions and do not increase the defined benefit pension payable from the plan.

If a future valuation requires contribution changes (up or down) as a result of normal cost changes, then the increase or decrease will be shared on a one-for-one basis between the University and plan members. If there is sufficient surplus in the plan, and the University decides to take a contribution holiday the employees will share equally in the surplus in the form of either a one-time benefit improvement and/or an employee contribution holiday.

Minimum contribution rates will be 10.5% for the University and 4.78% for the employee (6.53% on salary above the YMPE), except at a time when the plan has excess surplus as defined under the Income Tax Act and a further reduction in contributions becomes a requirement. The parties may also negotiate a one-time benefit improvement or a combination of an employee contribution holiday and one-time benefit improvement to use the employees' share of excess surplus. Notwithstanding the above, should the University be required to make contributions as a result of a solvency and/or going concern deficiency, the University will contribute 100% of the cost and the University will then be entitled to 100% of future surplus until the amount contributed is fully recovered.

University of Victoria Staff Pension Plan

Notes to the Financial Statements

December 31, 2014

1. Description of plan (continued)

(c) Normal retirement

All members are eligible for a retirement benefit. Normal retirement is the end of the month in which the member reaches age 65. Pension benefits are calculated using the following formula:

Benefit accrual rate \times highest five year average salary \times years of credited service (full time equivalent).

The benefit accrual rates since the plan's inception in 1972 are as follows:

	On average salary up to the average YMPE	On average salary over the average YMPE
On service up to December 31, 1989	1.65%	2.00%
On service during 1990 and 1991	1.30%	2.00%
On service from 1992 through 1999	1.50%	2.00%
On service from January 1, 2000	1.70%	2.00%

(d) Early retirement

Members may elect early retirement at the end of any month following attainment of age 60 with no reduction provided that the member retired from active status. Members may retire between age 55 and 60 on a reduced pension. The reduction rates for retirement on an immediate pension are 3% for each year that the member is under age 60 when the pension commences. The reduction rates for retirement from inactive status (deferred) are actuarial and are between 5% and 6% for each year that the member is under age 65 when the pension commences.

(e) Disability pensions

Prior to April 1, 2006, members who became totally and permanently disabled and were in receipt of a disability pension from Canada Pension Plan were eligible to receive a disability pension from the plan equal to the pension they would have received had they continued to contribute to the plan to normal retirement. Only those members who met disability criteria prior to April 1, 2006 are in receipt of this benefit.

(f) Adjustments to pensions

Pensions are adjusted each January 1st by reference to the change in the Canadian Consumer Price Index (CPI) to a maximum of +/-3% per year since the member's last contribution date. The change in the CPI effective January 1, 2014 was 0.9%.

When the change in the CPI exceeds 3%, the Investments and Administration Committee may authorize additional indexing from the Supplementary Retirement Benefit Account (Note 9) to pensioners who are at least age 66, provided the actuary certifies that the increase can be financed by the assets of the Supplementary Retirement Benefit Account on a sound actuarial basis.

University of Victoria Staff Pension Plan

Notes to the Financial Statements

December 31, 2014

1. Description of plan (continued)

(g) Termination and portability benefits

Upon termination of employment, members may leave their contributions on deposit for a deferred pension or elect to transfer the lump sum commuted value of their pension to a locked-in Registered Retirement Savings Plan (RRSP) or another Registered Pension Plan. If the annual benefit is less than 10% of the YMPE or if the lump sum value is less than 20% of the YMPE in the year of termination, the member may transfer the commuted value on a non-locked-in basis or receive a cash payment, less withholding tax.

(h) Survivor benefits before retirement

The beneficiary of a member who dies before retirement is the member's spouse (if the member has a spouse) unless the spouse has completed and filed a Spouse's Waiver of Pre-Retirement Benefits with the Pension Office. If the member does not have a spouse or the spouse has completed a waiver, the beneficiary is the member's estate unless the member has designated another beneficiary. The survivor benefit for a spouse is either an immediate lifetime pension or, if the member was under 55 years of age, the lump sum commuted value of that benefit transferred to a locked-in RRSP or Life Income Fund, subject to the approval of Canada Revenue Agency. The survivor benefit for all other beneficiaries is a lump sum less withholding tax. The lump sum, before tax, is equal to the commuted value that would have been payable to the member had the member terminated employment on the member's date of death.

(i) Survivor benefits after retirement

The survivor benefit after retirement or commencement of a disability pension is determined by the optional form selected by the member when the pension commenced. The normal form for a member who has a spouse is a joint and last survivor pension where 50% of the benefit continues to the surviving spouse. The normal form for a member who does not have a spouse is a single life pension where payments continue for the member's lifetime with a guaranteed minimum of 10 years if the member does not survive for 10 years after retirement. The optional forms available are as follows:

- Joint and last survivor where 60%, 66.7% or 100% of the benefit continues to a surviving spouse (provided the member has a spouse).
- Single life where payments continue for the member's lifetime with a guaranteed minimum of 5, 10 or 15 years.

If the member has a spouse, the member must select a form which provides at least a 60% survivor benefit unless the spouse completes a waiver.

(j) Income taxes

The Plan is a registered pension plan as defined in the Income Tax Act (Canada) and is not subject to income taxes.

University of Victoria Staff Pension Plan

Notes to the Financial Statements

December 31, 2014

2. Statement of compliance with Canadian accounting standards for pension plans

These financial statements have been prepared in accordance with Canadian accounting standards for pension plans.

3. Summary of significant accounting policies

Basis of presentation

As indicated in Note 2, these financial statements have been prepared in accordance with Canadian accounting standards for pension plans. Accounting standards for pension plans require entities to select accounting policies for accounts that do not relate to its investment portfolio or pension obligations in accordance with either International Financial Reporting Standards ("IFRS") or Canadian Accounting Standards for Private Enterprises ("ASPE"). The University selected IFRS for such accounts on a consistent basis and to the extent that these standards do not conflict with the requirements of the accounting standards for pension plans.

Investments

Investments are stated at fair value. Fair value is determined using market values where available. Fair value for foreign investments held by BC Investment Management Corporation, are estimated based on preliminary market values supplied by the BC Investment Management Corporation, and any differences between the estimated values and final market values are adjusted in the subsequent period. Where listed market values are not available, estimated values are calculated by discounted cash flows or based on other approved external pricing sources. Price comparison reports are used to compare the prices of the bonds and publicly traded equities held in pooled funds against a secondary source. Mortgages are valued at the end of each month based on a discounted cash flow model. Real estate investments are valued quarterly by BC Investment Management Corporation's real estate investment managers and, at least once every ten to eighteen months, by accredited independent appraisers to establish current market values. At the end of each quarter BC Investment Management Corporation uses financial statements provided by the external managers and general partners or valuation reports to calculate the share values and the unit values for the externally managed holding corporations and limited partnerships. Investment sales and purchases are recorded on trade date. Infrastructure investments are held through limited partnership units investing in infrastructure assets. The fair value of limited partnership units are stated at values reported in their respective audited financial statements. Investments are valued twice annually based on the most recent external managers' valuations of the underlying infrastructure assets.

Investment income

Investment income is recorded on the accrual basis. Any adjustments to investments due to the fluctuation of market prices are reflected as part of the return on investments in the statement of changes in net assets available for benefits.

University of Victoria Staff Pension Plan

Notes to the Financial Statements

December 31, 2014

3. Summary of significant accounting policies (continued)

Use of estimates

The preparation of financial statements, in conformity with Canadian accounting standards for pension plans, requires management, within the assumption parameters regarding pension liabilities approved by the Plan's actuaries, to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of increases and decreases in assets during the period. Actual results could differ from those estimates. Significant areas requiring the use of management estimates relate to the valuation of investments and the estimate of the actuarial position of the obligations for benefits.

4. Investments (fair value)

The Plan's investments are recorded at fair value or at amounts that approximate fair value. Fair value is the amount at which the investment could be exchanged in a current financial transaction between willing parties. The investments are categorized according to a hierarchy which gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (Level 1 measurement) and the lowest priority to unobservable inputs (Level 3 measurement). The three levels of the fair value hierarchy are as follows:

Level 1 – Inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the reporting entity has the ability to access at the measurement date.

Level 2 – Inputs other than quoted prices included within Level 1 that are observable for the asset or liability either directly or indirectly.

Level 3 – Inputs that are unobservable for the asset or liability.

The Plan's proportionate share of investments in each fund, categorized according to the fair value hierarchy, is as follows:

		2014	2013
Short-term	Level 1	\$ 1,861,166	\$ 3,493,770
Canadian bonds	Level 1	38,725,342	43,911,195
Canadian bonds	Level 2	40,548,788	29,050,842
Mortgages	Level 1	6,762,407	5,350,970
Canadian equities	Level 1	31,369,421	28,543,260
Foreign equities	Level 2	72,281,979	63,522,256
Currency hedges	Level 2	187,233	114,569
Real estate	Level 3	24,562,708	22,862,361
Infrastructure	Level 3	11,906,049	11,007,169
		\$ 228,205,093	\$ 207,856,392
Fair value hierarchy			
Level 1		\$ 78,718,336	\$ 81,299,195
Level 2		113,018,000	92,687,667
Level 3		36,468,757	33,869,530
		\$ 228,205,093	\$ 207,856,392

University of Victoria Staff Pension Plan

Notes to the Financial Statements

December 31, 2014

4. Investments (fair value) (continued)

The following table summarizes the changes in the fair value of the Plan's financial instruments classified as level 3 investments:

	Real Estate	Infrastructure	Total
Beginning balance, January 1, 2014	\$ 22,862,361	\$ 11,007,169	\$ 33,869,530
Purchases	-	325,676	325,676
Sales	(152,258)	(104,855)	(257,113)
Unrealized gains	1,852,605	678,059	2,530,664
Ending balance, December 31, 2014	\$ 24,562,708	\$ 11,906,049	\$ 36,468,757
Beginning balance, January 1, 2013	\$ 21,191,690	\$ 12,812,532	\$ 34,004,222
Purchases	-	768,247	768,247
Sales	-	(4,210,303)	(4,210,303)
Unrealized gains	1,670,671	1,636,693	3,307,364
Ending balance, December 31, 2013	\$ 22,862,361	\$ 11,007,169	\$ 33,869,530

Commitments

The Plan has commitments in the amount of \$10.8 million (2013: \$10.5 million) to fund private equity infrastructure investments. It is anticipated that these commitments will be met in the normal course of operations.

5. Net return on investments

The Plan earned a gross rate of return of 10.90% (2013: 12.46%) and a net rate of return of 10.31% (2013: 11.91%). Net returns are as follows:

	2014	2013
Interest		
Cash and short-term notes	\$ 43,820	\$ 23,459
Bonds	3,004,476	3,310,742
Mortgages	241,960	206,773
Other income	75,718	273,159
Dividends from Canadian equities	800,038	759,540
Net realized gains	7,858,203	15,342,984
Net unrealized gains	10,625,424	3,285,176
	<u>22,649,639</u>	<u>23,201,833</u>
Investment costs		
Manager fees	659,469	533,004
Custodial fees	67,438	66,750
Other	83,992	121,633
	<u>810,899</u>	<u>721,387</u>
Total net investment return	\$ <u>21,838,740</u>	\$ <u>22,480,446</u>

University of Victoria Staff Pension Plan

Notes to the Financial Statements

December 31, 2014

6. Obligations for pension benefits

The present value of accrued pension benefits was determined using the projected benefit method prorated on service and administrator's best estimated assumptions. An actuarial valuation was made as of December 31, 2013 by Towers Watson Canada Inc., a firm of consulting actuaries, and was then extrapolated by the actuary to December 31, 2014. The next required actuarial valuation for funding purposes will have an effective date of December 31, 2016.

The assumptions used in determining the actuarial value of accrued pension benefits were developed by reference to expected long-term market conditions. Significant long-term actuarial assumptions used in the valuation were:

	December 31, 2014	December 31, 2013
Economic Assumptions:		
Interest - assets	5.90%	6.00%
Interest – liabilities	5.90%	6.00%
Salary escalation		
2014	0.50%	3.25%
2015	1.50%	3.25%
2016 to 2018	2.00%	3.25%
2019 onwards	2.50%	3.25%
Cost of living increase	2.00% per annum	2.25% per annum
Demographic Assumptions:		
Mortality table	115% of the 2014 Canadian Pensioners Mortality Table projected generationally using improvement scale CPM-B	1994 Uninsured Pensioner Mortality Table, projected to 2020 using Scale AA

7. Net assets available for benefits

The net assets available for benefits as at December 31 have been allocated as follows:

	2014	2013
Basic Plan	\$ 216,168,397	\$ 196,432,415
Supplementary Retirement Benefit Account	12,463,604	11,107,035
Additional Voluntary Contribution Accounts	862,618	1,121,641
	\$ 229,494,619	\$ 208,661,091

University of Victoria Staff Pension Plan

Notes to the Financial Statements

December 31, 2014

8. Actuarial valuation for funding purposes

An actuarial valuation of the Plan's assets and pension obligations is performed every three years on both a going concern and solvency basis (as required under the *British Columbia Pension Benefits Standards Act [PBSA]*) to determine an appropriate contribution rate. For this purpose, the plan actuary values both accrued assets and benefit obligations to the financial statement date, as well as contributions and benefits for future service. The most recent valuation for funding purposes was prepared by Towers Watson as of December 31, 2013 and a copy of this valuation is filed with the British Columbia Pension Standards Branch.

The valuation on a going concern basis disclosed an actuarial surplus of \$26.5 million as at December 31, 2013 (2010: \$9.9 million). The solvency valuation as at December 31, 2013 resulted in a solvency deficiency of \$41.9 million (2010: \$33.0 million), which, under the *PBSA Regulation*, must be amortized over a period of five years, unless an extension is granted, or a letter of credit is secured in lieu of making the payments. The University has arranged a letter of credit to secure the solvency deficiency payment.

The next required valuation will be as at December 31, 2016.

9. Supplementary retirement benefit account

The Supplementary Retirement Benefit Account is a reserve to provide pensioners who have reached age 66 with increases that are supplemental to the increases provided under the Basic Plan (Note 1(f)). Supplementary increases are authorized by the Staff Pension Plan Investments and Administration Committee in consultation with the plan actuary and are subject to the availability of funds in the Supplementary Retirement Benefit Account. The increases are limited so that the total increase in any one year from the combined basic and supplementary provisions does not exceed the increase in the Canadian CPI.

10. Related party transactions

Administrative costs of \$208,835 (2013: \$201,227) represent a portion of the general administration costs incurred by the University and charged to the Pension Plan. The costs include salaries for the Pension Office and other operating and administrative costs.

11. Risk management

The Plan's investments are recorded at fair value. Other financial instruments consist of cash, receivables, and payables and accruals. The fair value of these financial instruments approximates their carrying values. Fair values of investments are exposed to price risk, liquidity risk and credit risk.

University of Victoria Staff Pension Plan

Notes to the Financial Statements

December 31, 2014

11. Risk management (continued)

Price risk

Price risk is comprised of currency risk, interest rate risk, and market risk.

Currency risk: Currency risk relates to the possibility that the investments will change in value due to future fluctuations in US, Euro and other international foreign exchange rates. For example, a 5% strengthening (weakening) of the Canadian dollar against foreign currencies at December 31, 2014 would have decreased (increased) the US equity value by approximately \$4.2 million (2013: \$3.7 million).

The bclMC Currency Hedging Fund is used for defensive purposes in order to protect clients' foreign investments from the impact of an appreciating Canadian dollar (relative to the foreign currency). The Fund purchases and sells currencies through the spot market, forward contracts, and/or futures. Unit values are calculated based on the net realized and unrealized gains/losses of the derivative financial instruments. The Fixed Income Manager, the Foreign Equity Manager and the Infrastructure Manager will (or may) purchase securities denominated in foreign currencies. The Investments and Administration Committee may give discretion to a manager to hedge some or all of its foreign currency exposures. The Committee will make such direction for either defensive or strategic reasons.

Interest rate risk: Interest rate risk relates to the possibility that the investments will change in value due to future fluctuations in market interest rates and that pension liabilities are exposed to the impact of changes in long term market interest rates. Duration is an appropriate measure of interest rate risk for fixed-income funds as a rise in interest rates will cause a decrease in bond prices – the longer the duration, the greater the effect. At December 31, 2014, the average duration of the bond portfolio was 7.22 years (2013: 6.42 years). Therefore, if interest rates were to increase by 1%, the value of the bond portfolio would drop by 7.22% (2013: 6.42%).

Market risk: Market risk relates to the possibility that the investments will change in value due to future fluctuations in market prices. This risk is reduced by the investment policy provisions approved by the Board of Governors for a structured asset mix to be followed by the investment managers, the requirement for diversification of investments within each asset class and credit quality constraints on fixed income instruments. Market risk can be measured in terms of volatility, i.e., the standard deviation of change in the value of a financial instrument within a specific time horizon. Based on the volatility of the Plan's current asset class holdings shown below, the expectation is that over the long-term, the Plan will return around 5.7% (2013: 6.3%), within a range of +/- 8.5% (i.e., results ranging from -2.8% to 14.2%). The volatility measures are calculated as average annual standard deviations over 20 years.

University of Victoria Staff Pension Plan

Notes to the Financial Statements

December 31, 2014

11. Risk management (continued)

Price risk (continued)

	<u>Estimated volatility %</u>
Short-term holdings	+/- 2.0
Bonds	+/- 5.4
Canadian equities	+/- 21.1
Foreign equities	+/- 17.5
Real estate	+/- 9.9
Infrastructure	+/- 16.0

Benchmark for investments	<u>% change</u>	<u>Net impact on market value</u> (in thousands)
DEX 91-day Treasury Bill Index	+/- 2.0	+/- 37
DEX Universe Bond Index	+/- 5.4	+/- 4,281
S&P/TSX Capped Composite Index	+/- 21.1	+/- 6,619
MSCI World ex-Canada Net Index	+/- 17.5	+/- 12,649
Canadian Consumer Price Index (real estate)	+/- 9.9	+/- 2,432
Canadian Consumer Price Index (infrastructure)	+/- 16.0	+/- 1,905

Liquidity risk

Liquidity risk is the risk of being unable to generate sufficient cash or its equivalent in a timely and cost effective manner in order to meet commitments as they come due. The primary liabilities in the Plan are future benefit obligations (Note 6) and operating expenses. Liquidity requirements are managed through income generated by monthly contributions and investing in sufficiently liquid (eg. publicly traded) equities, pooled funds and other easily marketable instruments.

Credit risk

Credit risk relates to the possibility that a loss may occur from failure of a fixed income security issuer or derivative contract counter-party to meet its debt obligations. At December 31, 2014, the maximum risk exposure for this type of investment is \$87,897,703 (2013: \$81,806,778).

The Plan limits the risk in the event of non-performance related to derivative financial instruments by dealing principally with counter-parties that have a credit rating of A or higher as rated by the Dominion Bond Rating Service or equivalent.

University of Victoria Staff Pension Plan

Notes to the Financial Statements

December 31, 2014

11. Risk management (continued)

Credit risk (continued)

The following shows the percentage of fixed income holdings in the portfolio by credit rating:

<u>Rating</u>	<u>Allocation</u>
Cash and short-term securities	4.7%
AAA	18.5%
AA	40.4%
A	15.2%
BBB	12.9%
BB and below	1.5%
Mortgages	6.7%
Unrated	0.1%
Total	100.0%

12. Capital disclosures

The purpose of Plan is to provide benefits to plan members. As such, when managing capital, the objective is to preserve assets in a manner that provides the Plan with the ability to continue as a going-concern. With the assistance of an outside consultant, the Plan's Investments and Administration Committee and Pension Office regularly monitor the asset mix to ensure compliance with the Statement of Investment Policies and Goals so that both immediate and long-term obligations can be met within an acceptable level of risk. An Asset-Liability Modeling Study (ALM) was also completed in 2012 for the purpose of determining a strategic asset mix that meets the objectives of the Plan given its underlying liability structure. The results of the study are being used in the development of a strategic asset mix that meets the objectives of the Plan given its underlying liability structure.

The Plan is also subject to the *Pension Benefits Standard Act* (BC) regulations, which require that solvency and going concern actuarial valuations are performed every three years, at which time the Plan must take measures to eliminate any funding deficiencies that may arise.



University
of Victoria

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 "D. Smith", is placed to the right of the "From:" line.

cc: President and Vice-Chancellor

Meeting Date: June 29, 2015

Subject: University Of Victoria Staff Pension Plan Investment Performance Report for the Period Ended March 31, 2015

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, 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 March 31, 2015. The fund gained 5.8% for the three months ended March 31, 2015. The fund performance exceeded both the total fund benchmark and CPI + 3.5% on a one year, 4 year and 10 year basis.

High returns in Global equities during the period resulted in this asset class breaching the upper limit of the allowable range (35.1% the market value of the fund excluding infrastructure, versus an upper limit of 35.0% as set out in the SIP&G). As per the policy guidelines, the fund was rebalanced at the end of April 2015 to bring the asset class back into range.

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 March 31, 2015.*

Appendix A - University of Victoria Staff Pension Plan Performance as of March 31, 2015

		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	241,769,507	100.0	100.0		5.8	12.9	9.9	7.3
Total Fund Benchmark					5.8	12.1	8.7	6.9
CPI + 3.5% p.a.					2.3	4.7	5.0	5.3
Canadian Equity	31,561,435	13.1	13.0	8 - 18	0.6	3.5	3.6	6.0
S&P/TSX Capped 10%					2.6	6.9	4.4	7.4
Foreign Equity	79,223,000	32.8	27.0	22 - 32	12.5	23.1	17.7	7.7
MSCI World Ex Canada Net					12.3	22.3	17.5	7.0
Canadian Fixed Income	91,953,961	38.0	40.0	30 - 50	4.3	10.7	6.8	6.3
FTSE TMX Universe Bond					4.2	10.3	6.3	5.6
Real Estate	24,755,964	10.2	10.0	0 - 15	0.8	7.7	10.8	n/a
CPI + 4.0% p.a.					2.4	5.2	5.5	
Infrastructure	14,275,147	5.9	10.0	0 - 15	-0.5	4.1	10.3	n/a
CPI + 5.0% p.a.					2.7	6.3	6.5	

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 March 31, 2015



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

To: FINANCE COMMITTEE

From: VICE-PRESIDENT FINANCE AND OPERATIONS

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

cc: President and Vice-Chancellor

Meeting Date: June 29, 2015

Subject: University of Victoria Staff Pension Plan
Compliance Report for the Year Ended December 31, 2014 from the Staff
Pension Plan Governance Committee

Basis for Jurisdiction:

Section 13(2)(e)(i) of the plan document for the University of Victoria Staff Pension Plan.

Background:

The attached table summarizes the fund's compliance with the primary requirement of the *Pension Benefits Standards Act* (BC), the *Family Law Act* (BC), the *Statistics Act* (Canada) and the *Income Tax Act* (Canada)

Compliance Report – University of Victoria Staff Pension Plan for the Year Ended December 31, 2014

(excludes requirements relating to investment of the fund)

Summary of primary requirements	Complies (yes/no)	Comments
Annual returns <ul style="list-style-type: none"> File Pension Standards “Pension Plan Annual Information Return” and CRA “Schedule 1” within 180 days after the end of the fiscal year (includes statement that certifies compliance with the relevant statutes) Pay filing fees of \$6.15 for each active member and \$4.50 for each inactive member File audited financial statements with Pension Standards within 270 days after end of fiscal year 	yes yes yes	
Enrollment of new members <ul style="list-style-type: none"> Enroll all regular continuing members Provide option to all other eligible employees with at least 2 continuous years of employment plus earnings of at least 35% of the YMPE in each of 2 consecutive calendar years Provide new members with plan summary within 30 days of employment or, if enrolment is not immediate, at least 30 days before meeting eligibility. 	yes yes yes	No eligible employees in this category Information is currently in the employee benefit handbook and an additional separate Staff Pension Plan handbook is also available
Remitting of Contributions <ul style="list-style-type: none"> Within 30 days of end of month 	yes	
Annual statement to members <ul style="list-style-type: none"> Content meets regulatory requirements Issue within 180 days after end of fiscal year 	yes yes	Also provide annual report to members with annual statement.
Statement on termination of membership <ul style="list-style-type: none"> Content meets regulatory requirements Issue within 90 days after termination of employment Allow a minimum of 90 days for member to exercise option 	yes yes yes	Regular audits are also performed to flag and follow up on terminated members for whom Advice of Separation has not been received.
Retirement Statement <ul style="list-style-type: none"> Content meets regulatory requirements Issue within 30 days of request for members retiring within one year 	yes yes	
Statement on death before pension commencement <ul style="list-style-type: none"> Content meets regulatory requirements 	yes	

Summary of primary requirements	Complies (yes/no)	Comments
<ul style="list-style-type: none"> Issue within 30 days of receipt of proof of death 	yes	
Payment of Termination Benefits <ul style="list-style-type: none"> Pay within 60 days of receipt of all required documentation Recalculate commuted value if more than 180 days has elapsed from effective date of calculation 	yes yes	
Pension Adjustments (PAs) <ul style="list-style-type: none"> Report to Payroll by mid-February for inclusion on employee T4s 	yes	
Pension Adjustment Reversals (PARs) <ul style="list-style-type: none"> Report PARs to CRA within 60 days of quarter end, except for the 4th quarter, which is reported within 30 days of quarter end 	yes	
Past Service Pension Adjustments <ul style="list-style-type: none"> Report to CRA as they arise 	n/a	There are no purchase of service provisions in the Staff Plan
Retain a member's full history for at least 6 years after the final transaction	yes	
Spousal waivers <ul style="list-style-type: none"> Ensure waiver is on file for members who have a spouse and who designate someone other than a spouse as the beneficiary Ensure waiver is completed no more than 90 days before retirement for members who select an option that provides less than 60% spousal survivor benefits Ensure waivers were witnessed as having been signed outside presence of member 	yes yes yes	
Family Law Act <ul style="list-style-type: none"> Acknowledge forms within 30 days of receipt Provide information within 60 days of receipt Provide limited members with 30 days notice of transactions affecting the pension (e.g., retirement of member) Provide annual statements to limited members 	yes yes yes yes	Statements are provided to limited members upon request
Statistics Canada <ul style="list-style-type: none"> Complete biennial "Census of Trusteed Pension Plans" by May 1st 	yes	Latest census completed for December 31, 2014
Actuarial valuation report <ul style="list-style-type: none"> At intervals not exceeding 3 years, or upon request File within 270 days of review date 	yes yes	The last actuarial valuation was performed as at December 31, 2013



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

To: OPERATIONS AND FACILITIES COMMITTEE

From: VICE-PRESIDENT FINANCE AND OPERATIONS



cc: President and Vice-Chancellor

Meeting Date: June 29, 2015

Subject: 2015/16 FIVE YEAR CAPITAL PLAN

Recommendations:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the 2015/16 Five Year Capital Plan and submit capital priorities to the Ministry on the basis of the Capital Plan.

Background:

UVic periodically prepares a five year capital plan. The capital plan is prepared for planning purposes to support management and the Board of Governors. The capital plan was developed from priorities identified and discussed as part of the Integrated Planning process.

The capital plan is also provided to the Ministry of Advanced Education. It is used by the Ministry to better understand university priorities and funding requirements.

The capital plan is updated as necessary. The last five year capital plan was completed in the 2014/15 fiscal year.

Attachment:

2015/16 Five Year Capital Plan



UNIVERSITY OF VICTORIA

2015/16 5 YEAR CAPITAL PLAN



New Centre for Athletics, Recreation and Special Abilities



**University of Victoria
2015/16
5 Year Capital Plan**

TABLE OF CONTENTS (to be revised)

INTRODUCTION	3
PLANNING ASSUMPTIONS	5
PROJECT DETAILS	5
1) Completed Projects.....	6
2) Projects Currently Under Construction	6
CARSA	
Campus electrical upgrade	
3) Capital Projects in Planning.....	7
Student Housing Expansion and Renewal.....	7
Business and Economics Building Expansion.....	8
Campus Renewal Program.....	9
PLANNING STUDIES.....	11



**University of Victoria
2015/16
5 Year Capital Plan**

A. INTRODUCTION

During the period 2001 to 2010, the physical aspect of the campus underwent significant change due to a program of expansion. This expansion provided much needed teaching, research, academic, residence and administrative office space to address the significant space shortage on campus resulting from student enrolment growth.

With expansion well underway, in 2007 the university shifted its focus to campus renewal. An assessment was completed of the university's six oldest buildings as well as the university's Athletic, Recreation and School of Exercise Science, Physical and Health Education facilities. Two projects emerged out of these assessments: the Renewal Program funded through the Knowledge Infrastructure Program (KIP), as well as the Centre for Athletics, Recreation and Special Abilities and Renovations to McKinnon – Phase I (CARSA). The KIP renewal project was completed in 2011 and the CARSA project is now substantially complete.

While the KIP renewal program addressed some deferred maintenance and infrastructure issues, overall the university's infrastructure is aging and deferred maintenance issues need to be addressed. In 2010 an assessment by an external organization, funded by the Ministry of Advanced Education, of the university's deferred maintenance was undertaken. This assessment work included looking at all academic buildings on campus to determine each building's physical condition using an industry standard index called the Facilities Condition Index or FCI. The overall FCI of our buildings was then determined to be 32%. An FCI number below 10 indicates that the buildings are generally in good condition and an FCI rating between 10 and 30 is considered poor. The investment that would be required to address all deferred maintenance and capital renewal over the next five years was estimated at \$361M. In 2014 there was an update of the VFA data. While the FCI was unchanged at 32%, the value increased to \$488M including residences. Given the magnitude of this issue, and the fact that these values will continue to grow over time, deferred maintenance continues to be an area of priority.

Another priority area is moving forward on the development of a new expansion plan. As noted in the 2014-15 five year Capital Plan, the previous expansion program completed in 2008 provided significant new space on campus. However when you compare our inventory to Ministry space standards, there is a shortfall of 29,642 net assignable square metres (NASM) – slightly more than 15% below standard (see appendix 1). Given this shortfall, the 2013-14 capital plan had as its first planning task the following:

A plan will be developed that outlines the next new priority building(s). The plan will consider how to incorporate inter-disciplinary educational and research programs with the new academic space. It will also include a review of the health services space which is currently inadequate to run a modern health care program.

During 2013-14 initial planning work was undertaken to determine the areas of priority for addressing the most significant space gaps noted in appendix 1 which include academic office



University of Victoria 2015/16 5 Year Capital Plan

space, maintenance space, student and central service space¹ and research laboratories. Further detailed work is required to determine specific building program(s) and potential decanting options. This work commenced in 2014-15 and is outlined in section D.

Given the above, capital planning efforts over the next 5 years will need to address both deferred maintenance requirements through renewal and seismic projects, as well as space pressure challenges through some moderate expansion.

The university's strategic plan provides guidance for capital priorities as follows:

- *2d) develop a plan for residential graduate and undergraduate student housing that maintains our first-year residence guarantee, gives priority to returning co-op, study-abroad and international students and contemplates a doubling of our current on-campus capacity.*
- *16e) enhance the capacity of our athletics and recreation programs to support both the physical well-being of members of the university community and enable the development of nationally competitive intercollegiate sports.*
- *20h) provide support for visiting international scholars, where possible making available working space in an office or laboratory and short term accommodation.*
- *34b) construct and maintain classrooms, research labs, graduate student space, informal learning spaces, etc. to meet the needs of our academic programs.*
- *34c) build an engaged campus by providing space for dialogue, engagement, activity and interaction outside of the classroom and by upgrading existing amenities; e.g. food services, residence, global lounge, athletics facilities (the Centre for Athletics, Recreation and Special Abilities), performance space and commercial venues.*
- *37a) ensure existing spaces are used to their full potential by identifying opportunities for shared spaces, designing our facilities for functional flexibility and optimizing our scheduling space.*

As well as the goals listed above, the university's Sustainability Action Plan: Campus Operations, outlines the following goals which impact capital planning:

- *Institutional greenhouse gas emissions reduction of 30% by 2019*
- *Reduce campus electricity consumption intensity by 8% by 2019*
- *Reduce campus natural gas consumption intensity by 12% by 2019*
- *Develop systems that provide for the reduction, measurement and reporting of construction and demolition waste and*

¹ Student and central services includes: food services, bookstore, AV/TV, data centre, student computer labs, health, student lounge space, student office and support space and general assembly such as galleries auditorium etc.



University of Victoria 2015/16 5 Year Capital Plan

- *Ensure all new buildings and major renovation projects achieve the standard of LEED Gold or equivalent certification.*

As well as institutional goals, capital planning is also influenced by provincial government objectives and priorities. These objectives are congruent with university goals and include carbon reduction, the renewal of existing infrastructure and “investing in new or improved skills training equipment, technology and facilities to support accessible skills training opportunities....” Capital planning is also impacted by provincial government policies and restrictions with respect to access to external debt.

Capital priorities are reflected in the Fund Raising priorities established by the university.

B. PLANNING ASSUMPTIONS

The university has experienced significant student growth over the last ten years. This growth was largely a result of substantial investments by the provincial government to increase post-secondary access in British Columbia. In the last few years, the rate of growth has moderated and government funded growth ended in 2010-11. During 2014-15, domestic student enrolment was flat and international enrolment continued to be very strong (two years of over 30% enrolment increases) and while it would not be prudent to predict that such growth continues, it is expected that a higher than historical average of international students will continue to enroll. This enrolment, however, is not distributed uniformly across the university – programs that have felt and will continue to feel the strongest pressure from rising international numbers are Engineering, Business, and Economics. These areas of growth for international students also align with provincial government priorities and are reflected in capital priorities for new academic space in order to accommodate the growth. While further growth may occur over the next 5 years, it is expected to be very moderate – less than 1% a year and within targeted areas such as Engineering.

The priorities outlined in this capital plan have been developed based on the above growth assumption.

C. PROJECT DETAILS

Capital projects fit into three categories: recently completed, currently under construction or in planning. While the focus of the five year capital plan is projects in planning, the following section also outlines information on recently completed and current projects in order to provide a comprehensive picture as well as to provide continuity between approved plans.



**University of Victoria
2015/16
5 Year Capital Plan**

1) Completed Projects

During 2014-15, a major renovation was completed to expand and renovate the cafeteria within the University Centre. The project resulted in a community space that enhances the student and community experience by providing a fresh food dining experience that is innovative and dynamic. The project was completed in September 2014.

2) Projects Currently under Construction

There are two major capital projects currently under construction: The first project is the new Centre for Athletics, Recreation and Special Abilities (CARSA) and associated parkade which started construction in early 2013 and is now substantially complete. This project includes the construction of a new facility, with an attached parkade, as well as significant renovations to the current McKinnon facility. The new facility and the attached parkade opened on May 1, 2015. Now that the new facility is complete, the renovations to the current McKinnon facility can commence. The project has been tendered and renovations are expected to commence in summer 2015. This portion of the project will provide research, teaching and office space to the School of Exercise Science, Physical and Health Education to help address pressures from student and faculty growth through the renovation of ~1,600 net assignable square metres.

The second project under construction is the addition to the Continuing Studies Building. This project, which includes an expansion to and a renovation of the current Continuing Studies Building, was approved by the Board to move to construction in January 2014. The addition will include ~ 1,300 net assignable square metres (NASM) including space for classrooms, offices, computer labs, preparation areas, student support space and some growth space for other campus purposes. The project will also include renovations to ~600 NASM within the current building for technical support and additional instructional preparation space. This project is scheduled to be completed at the end of 2015.

Aside from the above major projects, the university is proceeding with construction for its top major maintenance and rehabilitation project (see section 3 below). This project is the renovation to the Elliott Science Teaching Laboratory Upgrades and is estimated to cost \$7.375M. In 2008 the Faculty of Science developed a comprehensive program that looked at all space that was vacated as part of the expansion program with the goals of improving overall functionality and efficiency as well as addressing the renewal and ventilation needs of the undergraduate teaching laboratories. These labs were built in the 1960s, and as such, do not meet current requirements as well as posing potential health and safety issues. During 2014-15 the university received provincial funding and therefore approval to bring the project to tender ready. For 2015-16, approval and funding were sought from the Province in order to begin construction. While approval to commence construction was provided the Ministry only approval 35% of the phase I project total of \$3.765M. This level of funding means that the project will need to be



**University of Victoria
2015/16
5 Year Capital Plan**

phased further and that phase I will only include mechanical system changes. Funding for subsequent phases will be sought as part of the annual Ministry process.

3)

3) Capital Projects in Planning

This section outlines the priority capital projects for the university for the coming five years. Ministry guidelines classify major capital projects into two categories:

1. New priority requests, which include new buildings or additions to current building; and
2. Whole asset replacement and renewal projects, which are those projects where 50% or more of the asset is renovated.

With this categorization, projects that were previously considered major capital are now categorized as Major Maintenance and Rehabilitation (MMR). MMR projects are those projects, greater than \$250,000, where the renovation is less than 50% of the asset value. These projects have a separate Ministry funding process than whole asset replacement and renewal, and are therefore not considered part of the 5 year capital plan process. In order to provide a holistic picture of significant capital priorities on campus, current university priorities with respect to MMR greater than \$5.0M have been included below in their own section.

The projects below are listed in priority order within each category.

New Priority Projects – Category I

i) Student Housing Expansion and Renewal

As noted above, one of the goals of the strategic plan is to “develop a plan for residential graduate and undergraduate student housing that maintains our first-year residence guarantee, gives priority to returning co-op, study-abroad and international students and contemplates a doubling of our current on-campus capacity.” While the addition of the 106 bed South Tower Residence building has added some capacity, the waitlists for housing continue to be significant. This unmet need, combined with the low vacancy rates within Greater Victoria, make it difficult for returning students to obtain housing.

While there is unmet need for housing, before considering further expansion a comprehensive review of the current housing inventory was required to gain an understanding of the maintenance and renewal requirements of the current buildings. An initial assessment was completed in 2011, with a further detailed analysis completed in 2012. This review shows that there is approximately \$120M in deferred maintenance. During 2013-14 various expansion and deferred maintenance options were reviewed and a business case developed for each. From



University of Victoria 2015/16 5 Year Capital Plan

this it was determined that an expansion of ~600 beds combined with focused renewal is the best approach.

During 2014/15, a more comprehensive review of the deferred maintenance was completed resulting in a 10 year prioritized plan with a total cost of ~\$82M. The plan was developed with the goals of addressing all health and safety issues as a first priority, maintaining and improving the building facilities conditions and upgrading amenities and living conditions for students. The increase in housing fees required to support the most critical deferred maintenance investments was developed and approved by the Board of Governors with the first phase of housing fee increases coming into effect in September 2015.

The university recently released an Expression of Interest (EOI) as the first stage in the potential development of a new 500-600 bed residential project. Through the EOI process we will create a shortlist of companies that have the interest, experience, and capacity to effectively complete a project of this size and scope. The consultant's work will involve preliminary planning, feasibility and siting options.

Project Funding

The estimated cost to expand housing by 600 beds ranges from ~\$60-80M depending on room type and configuration. Part of the initial planning work will assess whether the project should include a new residence dining facility and / or a health services facility to replace current aging infrastructure. Costs for these would need to be added to the above housing cost. The associated renewal plan is estimated at ~\$82M. These amounts do not include any required infrastructure costs (sewer, etc.) which will be determined as part of more detailed planning.

The costs of expansion and renewal for housing will be funded from housing revenue and associated reserves. The university's ability to move forward with this project will depend on whether government will approve external borrowing or if other mechanisms for securing funding can be identified. There are not sufficient cash balances to fund this project.

ii) Business and Economics Building Expansion

This project includes an addition to the current Business and Economics (BEC) building (on the north side of the building) to provide for additional capacity to address program growth. The Peter B. Gustavson School of Business expanded by 120 full time equivalents (FTEs) several years ago and with additional expansion of 120 FTEs in 2014/15. This building expansion will provide incremental space for classroom and seminar spaces, academic offices and student support spaces. Preliminary planning indicates that the addition will be ~4,000 gross square metres.



**University of Victoria
2015/16
5 Year Capital Plan**

Project Funding

The estimated cost for expansion is \$20M. This project was originally to be funded solely from philanthropic sources. Enhancing space is a university priority (see section D) and as such funding is expected to be a combination of philanthropic sources, Ministry of Advanced Education and university sources. The timing for moving forward on this project will be dependent upon the percentage of philanthropic funding that can be secured and the availability of Ministry and university sources.

Whole Asset Replacement & Renewal Projects – Category II

i. Campus Renewal Program

In addition to completion of the KIP building renewals, the university has also undertaken a preliminary review of buildings on campus to identify next stage building renewal priorities. Projects identified consider the state of the current building condition as assessed under the provincial Capital Asset Management System (CAMS) in relation to preliminary seismic risk screening as undertaken for Gordon Head campus buildings in early 2012. The next major renewal buildings are proposed to be the Petch, Fraser and McPherson Library building. Two of these projects, Fraser and Petch, fit within the whole asset replacement category as the projects costs are close to or over 50% of the building's value and are therefore provided for in this plan. The McPherson project will be a future project for Major Maintenance and Rehabilitation. These renewal projects will be completed in conjunction with seismic work. The next steps include a detailed study of the renewal costs, seismic costs and recommended remediation for each identified building.

Project Funding

The projected budgets for each of these renewal projects are estimated as:

- Fraser project - \$16.0M
- Petch project - \$32.0M

These projects are expected to be funded primarily from the Ministry of Advanced Education.



University of Victoria 2015/16 5 Year Capital Plan

Major Maintenance and Rehabilitation Projects

i. Elliot Science Teaching Laboratory Upgrades

This project includes the renovation to the Science teaching labs within the Elliot building to address health and safety issues, modernize the 1960s facility and provide for more efficient and flexible teaching space. As noted above, this project received Ministry approval to proceed to construction in 2015-16. However the funding received will only address a small portion of the overall project costs of \$7.375M. This small component of the project will be completed this year and the project remains the top priority project for MMR funding and will be submitted for funding to government again for 2016-17.

ii. Campus Seismic Program

As noted previously, the knowledge infrastructure program (KIP) funded by the federal and provincials governments provided funding to undertaken renewal and seismic work within 6 of our oldest buildings on campus. One of the requirements of the program was that the work had to be completed by March 31, 2011. Given the program time constraints, some seismic components could not be completed while still maintaining classes. As such, seismic work needs to be completed for Clearihue, MacLaurin, Elliot Lecture Theatre and the University Centre Auditorium.

With respect to the remaining buildings on campus, a preliminary structural study that evaluated building risk during a seismic event affecting the campus has been completed. This information in combination with the deferred maintenance assessment will be used to develop future overall building renewal and seismic programs.

The estimated budget to address seismic work in the KIP buildings noted above is \$24 - \$28M. This project is expected to be funded primarily from the Ministry of Advanced Education.

iii. Saunders Building Expansion and Renovation

Over the last 10 years, the built environment on campus has increased significantly as a result of the campus expansion program. This expansion required an investment in resources within the facilities management department as the new buildings required custodial, maintenance and other support. As a result of this growth, appendix I shows that maintenance space is one of the largest space shortfalls on campus at 75.4% of ministry standards. In order to address the significant space shortage, and the operational and safety issues that have resulted from these pressures, detailed planning for a phased expansion and renovation will be undertaken in 2015-16.



**University of Victoria
2015/16
5 Year Capital Plan**

The estimated budget is \$7.8M over 3 phases. This project is expected to be funded primarily from university sources. The initial phase with estimated cost of \$2.8M will commence in 2015-16 and subsequent phases will be dependent upon the availability of funding.

iv. Enterprise Data Centre (EDC) Build out

The EDC building houses one of the university's data centres. When originally built, the building was sized for future expansion. Currently the data centre occupies a portion of ½ of the building, with the other ½ of the building used for storage. Build out of the facility, requiring increases in heating and cooling capacity, will be undertaken to ensure that there is adequate capacity for the university reflecting significant increases in computing infrastructure for research expected.

The budget for this project is \$4.7M. University funding has already been set aside for this purpose and detailed design work is underway.

v. Boiler Replacement project

The university uses a district hot water heating loop to provide space heating and domestic hot water heating to 32 of its buildings. The heating loop is part of a campus heating system that can be fed by central boiler plants from different buildings. The objective of this project is to replace the boilers in the plant in the Clearihue (CLE) Building with modern, energy efficient, industrial grade boilers in order to mitigate the risk of boiler failure as well as reduce energy use and carbon emissions of the system. This project will transform the CLE plant to be the primary heating plant and the Engineering Laboratory Wing plant (ELW) will become the main backup system. Replacement of the heat exchangers and controls in each building served by the district heating system will also be required to improve the system efficiency by allowing the system operating temperature to be lowered.

The budget for this project is \$6.15M. This project will be funded primarily from Ministry sources and approved planning funding has been awarded in 2015-16 to bring the project to tender ready.

D. PLANNING STUDIES

Over the course of the next two years, the university will be undertaking the following studies which may result in future capital projects. These include:

a) Academic and Non-Academic Support Needs

As noted above, over the past year work was undertaken to determine the areas of priority for addressing the overall campus space shortfall. Provincial space



**University of Victoria
2015/16
5 Year Capital Plan**

standards were utilized to determine the type of spaces that were required (Appendix 1), as well as the academic areas with the greatest pressures. Priority for expansion was then determined based on academic areas that have:

- significant shortfalls as a result of insufficient teaching lab space;
- the largest overall space pressures relative to standard or as a percent of standard; and/or
- grown significantly (FTEs) or are expected to grow in the future.

As well as the above, priority will be given to address space needs as a result of regulatory requirements.

Given this approach, the priority for addressing the overall shortfalls in academic office, undergraduate teaching labs and research space will be for the Faculties of Business, Engineering and Computer Science, Science and Social Sciences. Growth in Business will be largely accommodated through the addition to BEC noted above. Significant growth in student enrolment in Engineering, particularly with the introduction of a Civil Engineering program, will be a primary consideration in detailed planning and resulting requests for provincial funding.

In order to address space pressures with respect to student and central services other priority areas will include exhibition and assembly space namely for Fine Arts, health services space and space for the university arts collection to meet regulatory requirements.

Over the next year, additional planning work will be undertaken to:

- Develop a program of requirement for a new building or building addition that will address the priority areas noted above. It is expected that this will result in a request for funding to support planning activities on a new building that will support growth in Engineering as well as existing pressures in Science and Social Science.
- In conjunction with the new building program, consider whether departments within the David Turpin Building (DTB) or the Business and Economics Building (BEC) could be relocated on campus or to the new building to provide incremental space to Social Sciences and/or Business. Some incremental space will be provided to Social Sciences within the DTB in 2016 as University Systems moves to Clearihue. Once a new building configuration is developed, determine how to incorporate interdisciplinary educational and research programs with the new academic space;
- Review current buildings within the Fine Arts faculty to determine if and where expansion would be possible. This expansion could include providing space for the University Arts Collection;



**University of Victoria
2015/16
5 Year Capital Plan**

- Determine whether student common space and space for indigenous initiatives should/could be provided within a new building, through the construction of the Cornett Courtyard or both; and
- Determine how the work of the classroom infrastructure committee with respect to future classroom needs should be addressed as part of this expansion program. Space could be provided within a new building and/or BEC expansion.

b) Health Services Space

With the growth of the student population together with the increasing focus and demands related to mental health, it is apparent that the current Health Services facility is no longer adequate. It has not been determined whether a new Health Services facility would be included in a future residence or other building expansion/renovation or in a standalone facility.

c) Campus Plan Review

The current campus plan was completed and approved by the Board of Governors in 2003. The plan is over 10 years old, and as such, needs updating. Some topics that need campus and community consultation as part of this process include: transit exchange expansion, student housing expansion, biking infrastructure, future parking, area plans (village centre, Ian Stewart, etc.), Cedar Hill Corner and Queenswood parcels, building height and the 10 year moratorium and freeze on use in specified natural areas of campus. Extensive consultation has occurred over the last year and a draft plan will be presented to the community for consultation in Fall 2015 with expected completion in early 2016.

d) Space Optimization

One of the goals of the strategic plan is to “ensure existing spaces are used to their full potential by identifying opportunities for shared spaces, designing our facilities for functional flexibility and optimizing our scheduling space.” During 2012/13, a smart growth project was initiated which reviewed the use of classroom space. The project initially looked at class size and is now looking at classroom allocation with the goal of ensuring classroom use is optimized.

e) Ian Stewart Complex

With the construction of CARSA, the athletics facility at Ian Stewart will for the most part no longer be needed. Over the next year a plan will be developed on the specific components of the buildings that will be retained (e.g., rink, administrative building). As part of the update of the campus plan, the future use of this land will be considered.



**University of Victoria
2015/16
5 Year Capital Plan**

APPENDIX 1

Space Category Number	Space Category Name	BC Space Standards Formula	Nov 1, 2014 Age Adjusted* Inventory	NASM Surplus	NASM Shortfall	Inventory as a Percentage of BC Standards
1	Classrooms	17,024	15,888	■	1,136	93.3%
2	Undergraduate Labs	23,104	19,355	■	3,749	83.8%
3	Research Labs	23,271	20,396	■	2,875	87.6%
4	Academic Offices	46,931	33,774	■	13,157	72.0%
10	Administrative Offices	19,113	16,601	■	2,512	86.9%
5	Library Stack/Study/Service	21,487	20,264	■	1,223	94.3%
6	Recreation/Athletics	11,815	11,815	■		100.0%
7, 8, 11-15	Student and Central Services	26,626	22,430	■	4,196	84.2%
9	Maintenance Space	3,230	2,436		794	75.4%
				0	29,642	
TOTAL NASM		192,601	162,959		29,642	84.6%



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

June 29, 2015

To: Operations and Facilities Committee

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

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

cc: President and Vice-Chancellor

Meeting Date: June 29, 2015

Subject: **University of Victoria Institutional Accountability Plan and Report**

Basis for Jurisdiction: *University Act, s. 27*

Previous Consultation: Executive

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the University of Victoria Institutional Accountability Plan and Report.

and

That the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors authorize the President and the Board Chair to make any final adjustments to the Institutional Accountability Plan and Report.

Background:

Under the Ministry of Advanced Education's accountability framework, post-secondary institutions in British Columbia are required to prepare institutional accountability plan and report ("report").

As a compliance document the attached report is not meticulously reviewed although the Ministry prescribes the type of information required and makes it publicly available on their website.

Planned Further Action: The report will be sent to the Ministry after the President and the Board Chair make any final adjustments.

Attachment(s): 2015-16 University of Victoria – Institutional Accountability Plan and Report

The University of Victoria

2015-16

Institutional Accountability Plan and Report



Table of Contents

Institutional Overview and Strategic Direction	4
BC's Skills for Jobs Blueprint	4
First Collective Agreement	5
The UVic Edge	5
Dynamic Learning	6
A commitment to experiential learning	6
Extraordinary environment	7
International perspectives	7
Indigenous focus	7
Vital Impact: Groundbreaking Research and Research-inspired Teaching.....	7
Civic engagement.....	13
Graduate Studies at the University of Victoria	15
The University of Victoria Strategic Plan.....	16
The Vision of the University of Victoria	16
Mission Statement of the University of Victoria	16
Values	17
Planning and Operational Context.....	17
External Factors	17
Global shifts in education and research:	17
Economic recovery and the new economy	18
Changes in the BC post-secondary education system:	19
Technological change:	19
Internal Context	20
Enrolments	20
Accessibility.....	21
Student Recruitment and Enrolment.....	21
University of Victoria Strategic Plan Goals and Objectives.....	22
Goals and Objectives of the Ministry of Advanced Education.....	23
Major Institutional Goals Aligned to Ministry	23
Summary of major institutional goals, objectives, and performance measures.....	24
Description of goals, objectives, strategies and university-identified performance measures.....	26
Goal 1: High Quality Programs	26

Goal 2. Provide support for student success	33
Goal 3. Integrate teaching, learning, research, experiential learning, and community engagement across the disciplines	35
Goal 4. The University of Victoria will build on its commitment to and relationship with Aboriginal peoples and communities.	39
Goal 5. Employing our core strengths to benefit our external communities	42
Financial Information.....	45
Performance Measures and Targets	45
Summary	45

Institutional Overview and Strategic Direction

A globally recognized research-intensive university, UVic offers innovative programs for more than 20,000 students. Our dynamic hands-on approach to learning—in Canada's most extraordinary environment for discovery and innovation—gives students the UVic Edge.

The University of Victoria is:

- operating programs as efficiently and effectively as possible to ensure student seats are being filled;
- contributing to students' career success and to government's vision of a strong economy and secure tomorrow;
- realigning and reallocating programs to ensure responsiveness to student demand and labour market needs;
- collaborating with other public PSE institutions to minimize program overlap and duplication and improve outcomes for students and the public; and
- minimizing overheads and consolidating functions to achieve budget targets.

UVic has also identified future directions and opportunities for the university, making a commitment to:

1. build and expand education and research programs in areas that are in high demand and of high priority, e.g. civil engineering, biomedical engineering, and computing sciences;
2. further improve planning and aligning resources and priorities through the Enhanced Planning Tools process, including continuing to achieve efficiencies and cost savings;
3. re-profile our enrolment to lead to better alignment with student demand, areas of research excellence and strength, and labour market demand in a diversified economy;
4. consolidate our international student growth;
5. expand co-op education and experiential learning so that every student has an opportunity to undertake a significant and substantial experiential learning and employers can have access to that burgeoning talent pool; and
6. articulate a new Strategic Research Plan to position UVic's research programs at the cutting edge of societal and economic demands for the future.

BC's Skills for Jobs Blueprint

The recently announced "Skills for Jobs Blueprint: Re-engineering education and training" is the provincial commitment to ensure that BC students and workers have the skills to be first in line for jobs in a growing economy. The University of Victoria shares in that commitment and is positioned to provide the education and research programs to meet current and future labour market and societal demands.

First Collective Agreement

The University of Victoria and University Faculty Association have a first collective agreement since the association was certified as a union. The five year agreement, effective July 1, 2014, to June 30, 2019 applies to the approximately 900 faculty members and librarians. The agreement is within the BC government's Economic Stability Mandate with a 5.5 % increase over the length of the contract. In addition, net zero trade-offs and efficiencies enabled the inclusion of a differentiated salary adjustment of 1.44 per cent in each of two years and a three-year lift to the career progress increment plus some other minor enhancements. The agreement contains a number of streamlined procedures and some new features including, where necessary, reduction of administrative processes.

The UVic Edge

Dynamic learning, vital impact and an extraordinary academic environment are the foundation of The UVic Edge. Together, these elements nurture creative activity and ground us in the urgency of sustainability and healthy societies; shape our worldview with Indigenous and international perspectives; and fuel our commitment to economic wellbeing, technological advances and social justice.

The University of Victoria, established in 1963, has emerged as one of Canada's leading research universities, ranked among the world's top institutions. UVic's undergraduate and graduate programs in the sciences, social sciences, humanities, fine and performing arts and professional schools, as well as its programs of continuing study, enjoy a well-established reputation for both excellence and relevance. The university has flourishing research and teaching programs that address a wide range of issues of local, national and global relevance and concern. Our success is built on the provision of a high-quality education and outstanding student experience, excellence in research and the conscious integration of research and teaching, within a diverse and welcoming west coast environment.

Student enrolment in 2014/15 was 21,209, including 3,412 graduate students. UVic employs approximately 850 regular faculty and over 3,400 other staff. As of June 2015 there were over 115,000 degrees and certificates awarded.

Located in Victoria, UVic serves the people of Vancouver Island, British Columbia, Canada and the world. We take pride in our inclusive and increasingly diverse community of students, scholars and staff. We are committed to a personally engaging, intellectually stimulating learning environment that supports the development of students through a responsive curriculum, relevant academic support and a wide range of co-curricular activities and services. Our strength continues to be grounded in the quality and accessibility of faculty and staff, the excellence of the university's academic and research programs and their strong interdisciplinary and international focus.

Dynamic Learning

Dynamic learning creates a natural advantage for our students: research-inspired teaching integrated with hands-on experiences to accelerate personal growth and career success.

Seventy percent of students come to UVic from outside the immediate region and UVic enrolls one of the highest proportions of out-of-province students in Canada. Being a destination university creates an opportunity for the creation of a strong sense of community and a collegial, vibrant, student-centred culture. In order to ensure that our students share a strong sense of belonging, we aspire to create a socially and intellectually engaged and connected campus – physical and virtual. Since 2004, all first-year students are guaranteed a room in a campus residence that is within a short walking distance of classrooms, labs, libraries, food services and recreational and social activities. Student surveys (NSSE and CUSC) have consistently yielded high ratings on questions related to the quality of student life and the campus experience.

Given that our student body is becoming more diverse, we need to develop complex and well-articulated sets of responses to their needs. Students who come to UVic will need active support to achieve their goals. Student success remains our central focus, and improving student engagement and success will be a key to maintaining and enhancing the quality of our institution. Student success strategies will aim towards ensuring academic achievement of our students, their engagement in educationally purposeful activities, satisfaction, acquisition of desired knowledge, skills and competencies, persistence, attainment of educational objectives, and post-university performance.

A commitment to experiential learning

Through our large and well-established co-operative education program, wide-ranging practica, service-learning opportunities, field schools, work-study programs, clinical education and other co-curricular initiatives, including many in international locations, our students have the opportunity to participate in one of the largest experiential learning programs in Canada.

UVic has the highest proportion of co-op students in western Canada. In 2014/15, more than 3,200 co-op work term placements were made across Canada and in over 40 other countries. UVic has the highest number of graduate co-op placements in Canada with over 400 Master's and PhD students completing work terms in 2014/15. Co-op participation is mandatory in business, engineering, health information science, public administration and recreation & health education. In addition, opportunities are supported within every faculty to gain practical work experience through a co-op placement. Another 3,000 students participate in practica and other experiential educational programs that link academic study with community-based learning opportunities that engage students in the real issues and concerns of local, regional, national and international communities.

Extraordinary environment

Our extraordinary academic environment inspires new ways of thinking and bold action: discovery, creativity and innovation come naturally here, in a vibrant Pacific Rim community rich with Indigenous and international perspectives.

International perspectives

The university is committed to fostering global understanding by all students, faculty and staff. There is broad consensus that a global perspective is fundamental to a university's functioning, identity and achievement of excellence. We must build on our tradition of excellence in internationalization across our research, teaching, academic support and civic engagement activities. Building capacity at home and abroad, we will reach out and diversify our enrolment from around the world, encourage our students to participate in international exchanges and co-op placements, and further internationalize our curriculum to support our students' development as global citizens.

Our academic and research programs emphasize both the differences and the similarities in the social, cultural, linguistic and economic histories and current circumstances of the peoples of the world. We are committed to promoting communication and understanding and to building recognition of the rights and responsibilities of all of us as citizens of the world. We encourage all students to obtain a relevant international educational experience.

Indigenous focus

The university will continue to increase the number of Indigenous students graduating from all Faculties, building on our commitment to and our unique relationship with the First Peoples of Canada. Our key strategies include: a) utilizing the First Peoples House as a focal point for Indigenous student support programs and intercultural understanding; b) building on the success of LE_{NO}NET and other initiatives to coordinate, develop and enhance programs of recruitment, retention, education and services for Indigenous students in all faculties; and, c) strengthening our relationship with First Nations communities and increasing the recruitment and retention of Indigenous students and faculty.

Vital Impact: Groundbreaking Research and Research-inspired Teaching

Vital impact drives our sense of purpose: as an internationally renowned teaching and research hub we tackle essential issues that matter – to people, places and the planet.

Research, scholarship and creative activity differentiate universities from other educational institutions. The ideas, discoveries and innovations emanating from universities profoundly affect the well-being of society as well as its international competitiveness. UVic has established its position as a leading research university in Canada by building on areas of established strength, securing the external funding needed to sustain research growth, and by promoting mobilization and application of knowledge for societal benefit.

UVic is committed not only to developing new knowledge and technology, but also to applying and implementing it. UVic's Vancouver Island Technology Park (VITP) is the largest university-owned technology transfer space in BC. VITP and UVic's Office of Research Partnerships and Knowledge Mobilization work together to facilitate the growth of technology on Vancouver Island by providing physical infrastructure, linking local resources with emerging or growing tech companies, and providing flexible, efficient and versatile space suitable for biotechnology, high-tech manufacturing or information technology uses.

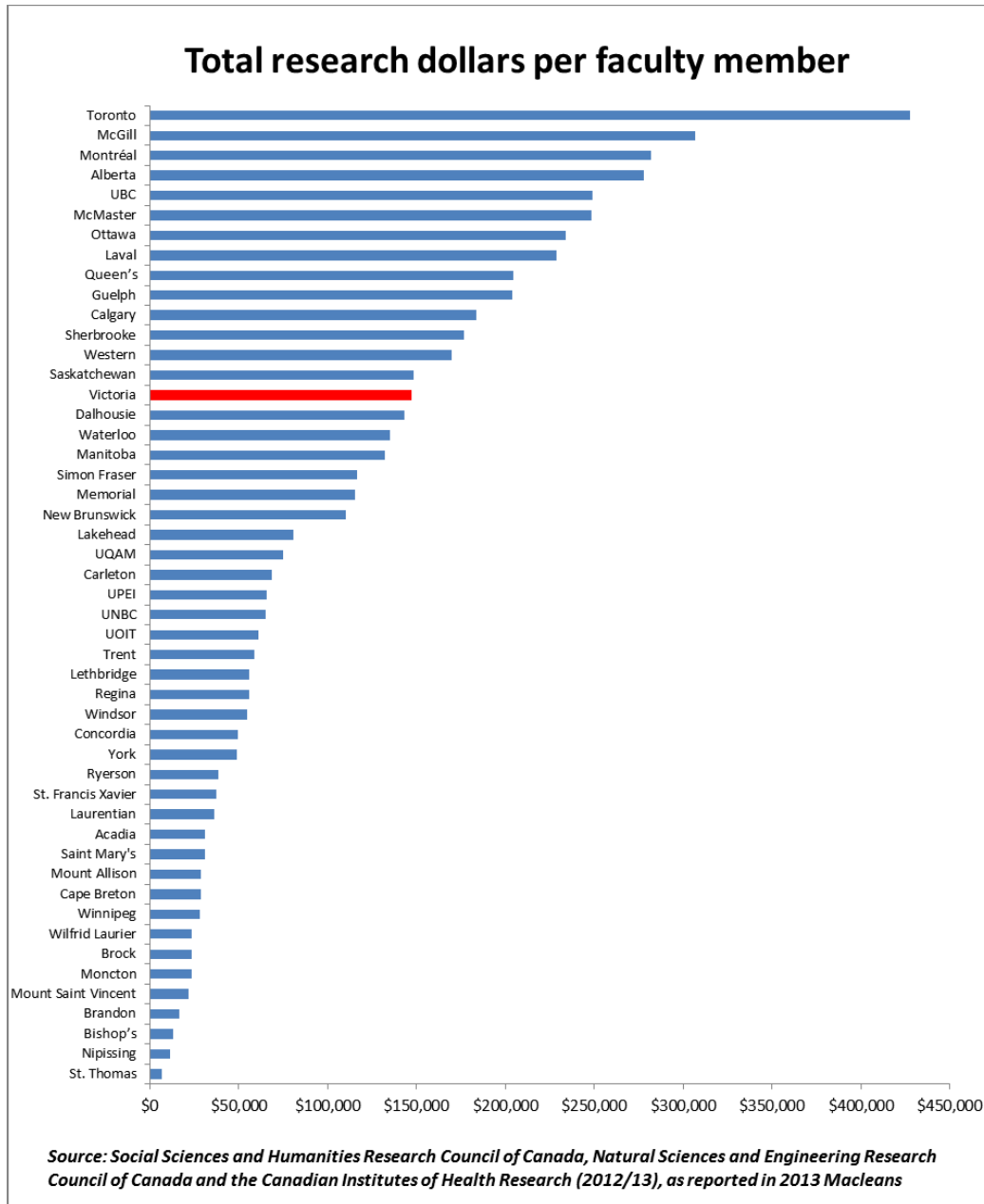
UVic continues to receive recognition as a world-leading research institution that supports major local, national and international research initiatives and platforms that focus on issues of national and global significance.

UVic is a major hub for global research and the data proves it. The 2015 Leiden University rankings puts UVic first in Canada for scientific impact in two broad fields - mathematics and computer science, and physical sciences and engineering. The ranking, produced by the Centre for Science and Technology Studies at Leiden University, also places UVic third in the country among all universities for overall scientific impact. UVic was the top Canadian university without a medical school in four of the ranking's five categories.

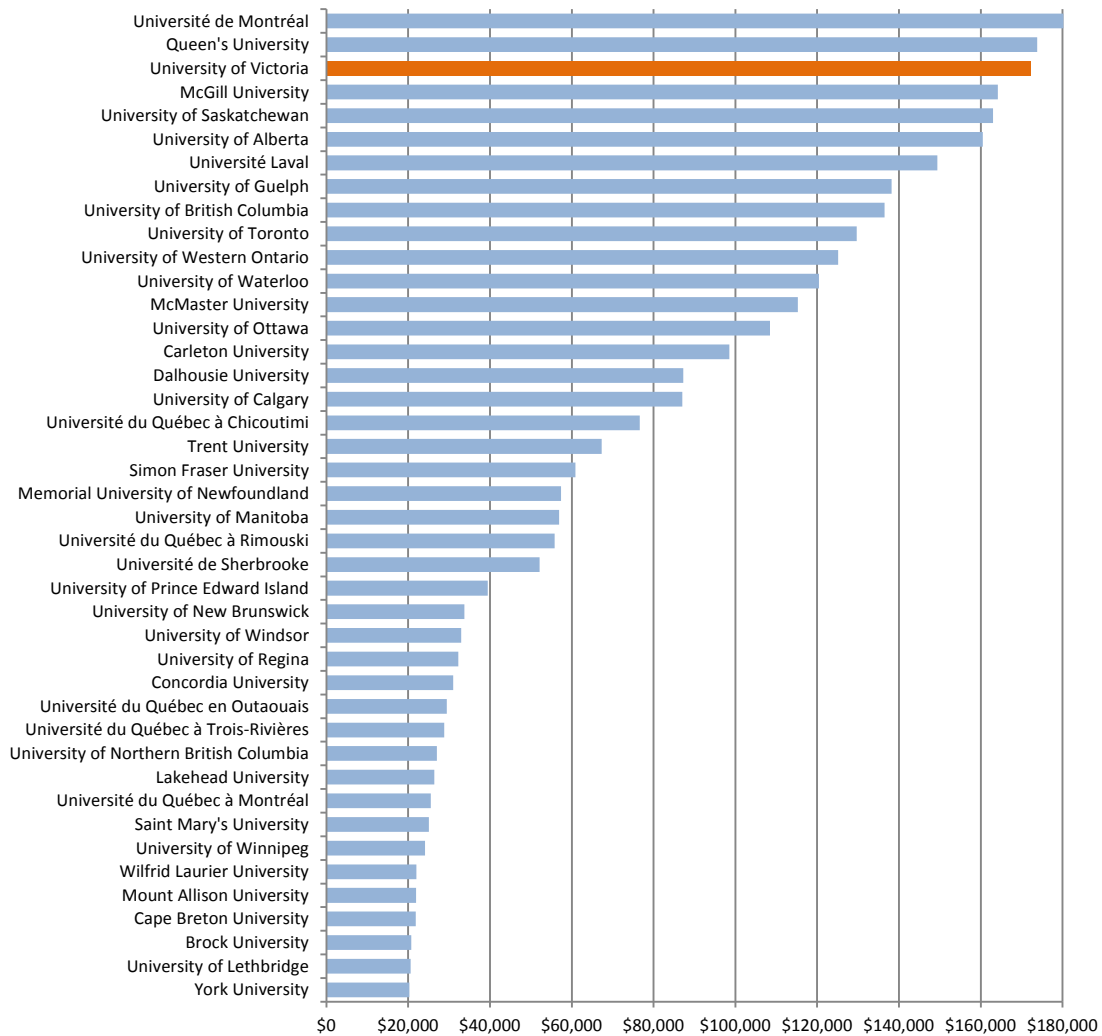
The 2015 QS World University Rankings by Subject also recognize UVic's leadership in a broad mix of academic fields. UVic is identified in the top 200 institutions globally for research in six QS subject areas: English language and literature, earth and marine sciences, geography, law, philosophy, and psychology. The QS subject ranking studied nearly 3,000 of the world's top universities—approximately 15 per cent of all institutions—and ranked fewer than 700 of them for statistically significant subject-specific leadership. The QS rankings also suggest that UVic's rising international reputation stems from extraordinary programs across the institution. The Department of English ranked in the top 100. In total, the university is ranked for world-class performance in 22 of 30 subject areas.

In 2014, the University of Victoria was ranked among the world's Top 200 by Times Higher Education's (THE) annual World University Rankings. In early 2013, THE also ranked UVic first in Canada and number 20 globally among universities less than 50 years old. In 2014 for the 12th consecutive year, UVic was named a Research University of the Year in Canada by Re\$earch Infosource.

Over the last three years, graduate student researchers were successful in bringing an average of \$4.9 million a year in tri-council scholarship funds to the University of Victoria. Measuring CFI research awards against base operating budgets, UVic is the second-highest research-intensive university in Canada.

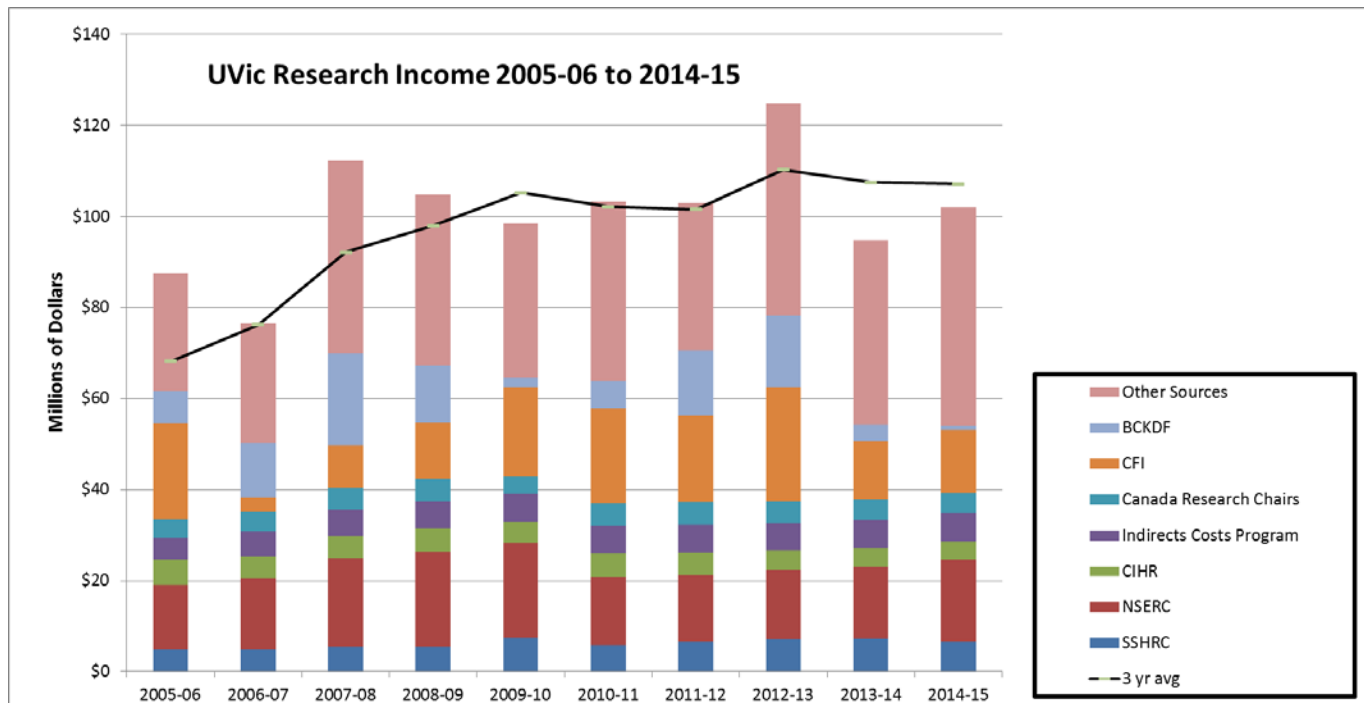


Canadian Foundation for Innovation (CFI) cumulative funding to 2014 per 2011 full-time faculty member



StatsCan no longer collects full-time faculty data, thus the latest figures available are for 2011.

In the past decade, research funding has increased by 17 percent and the three year average has almost doubled.



Major research themes pursued by faculty and graduate students include oceans, global climate change and the environment, matter and energy, genomics and proteomics, computational modelling, neuroscience, digital humanities, indigenous and cultural studies, and a wide range of areas related to individual and societal health, health care, and wellness.

Ensuring sustainability of the environment will require new knowledge, understanding and practice. Many academic units in the sciences, engineering, business and social sciences, including the School of Environmental Studies, the School of Earth and Ocean Sciences and the Department of Geography are undertaking research of critical importance to local, national and global sustainability.

UVic is at the forefront of research on climate change, hosting major initiatives such as the Pacific Institute for Climate Solutions (PICS), the Pacific Climate Impacts Consortium (PCIC) and the Canadian Centre for Climate Modelling and Analysis (CCCma).

PICS is currently focusing on five major research projects including: integrated energy system pathways for BC and Canada; maximizing the net social benefits of natural gas development; transportation futures for BC; energy efficiency in the built environment; and forest carbon management. PCIC continues to provide practical information on the

physical impacts of climate variability and change in the Pacific and Yukon Region of Canada. PCIC collaborates with climate researchers and regional stakeholders to produce knowledge and tools in support of long-term planning. The CCCma is an Environment Canada laboratory that has been hosted on UVic's campus for two decades. The laboratory is tasked with developing computer models of the climate system to simulate global climate, regional climate, and climate change, and predicting seasonal and longer term climate variations.

A world leader in oceans research, UVic has an international reputation for innovation and discovery based on cabled ocean observatories managed by Ocean Networks Canada (ONC). Project VENUS (Victoria Experimental Network Under the Sea), which focuses on an underwater array of sensors in the Saanich inlet, continuously delivers live images and data on the Internet, from its arrays in Saanich Inlet and the Strait of Georgia. Project NEPTUNE (North East Pacific Time-series Undersea Networked Experiments), for which UVic is the lead university, constitutes the world's first plate-scale undersea observatory. ONC is a world-leader in ocean observing technology supported by Oceans 2.0, its comprehensive data management system developed to provide a vital link between sensors and users around the world. ONC has recently expanded its footprint across Canada with the launch of a new collaboration with the Fundy Ocean Research Centre for Energy. With advanced observatories on the Pacific and Atlantic coasts, and the Canadian Arctic, ONC's operations now span three oceans.

Ocean Networks Canada (ONC) is partnering with Western Economic Diversification Canada and IBM on Smart Oceans, a three-year, \$21M-project to build upon the NEPTUNE and VENUS subsea observatories with an expanded series of 5 small-scale underwater observatories and high-frequency radar along the BC coast to monitor ocean conditions, help predict tsunamis and earthquakes, and improve marine safety. There are further radar systems in the Strait of Georgia and at Tofino, both providing live sea-state data which is crucial information for marine safety.

The Institute for Integrated Energy Systems (IESVic) in the Faculty of Engineering is unique in its big picture approach to sustainable energy research. The Institute's Canada-China Clean Energy Initiative supports collaborations between leading academic researchers, policy-makers, and business leaders in Canada and China to address the challenges and opportunities associated with the development of new forms of clean energy systems and technology.

UVic researchers are using genomics and proteomics to make important advances in gene function, and are contributing significantly to the study of endocrine disruptors from a variety of sources such as plants, pharmaceuticals, pesticides, environmental pollutants and from other forms of stress. This work is laying the foundation for advances in fields as diverse as genetic predisposition to disease, pharmacology, fisheries and law.

UVic is also leading the way in the use of advanced computer technology to explore massively complex systems including climate change, galactic evolution and high-energy collisions of subatomic particles. Our faculty and graduate students are working on a

spectrum of research in theoretical and applied areas that will promote the development of sustainable energy systems and overcome obstacles to the widespread adoption of sensible, clean energy alternatives.

UVic has continuously expanded its applied health research programs. Research-intensive graduate programs in Nursing, Clinical Psychology, Health Information Science and Social Dimensions of Health link academic research with health policy and practice. UVic has a number of centres researching innovative approaches to physical and cognitive rehabilitation, community health and wellness, exercise and physiology: The Centre for Addiction Research BC, the Centre for Aboriginal Health, the Centre for Biomedical Research, the Centre for Youth and Society, and the Centre on Aging engage in research and training on issues of significance to the health of all British Columbians.

The Centre on Aging hosts the UVic node for the Canadian Longitudinal Study on Aging (CLSA) which follows 50,000 men and women between the ages of 45 and 85 for 20 years. This important national study will collect information on the changing biological, medical, psychological, social, lifestyle and economic aspects of people's lives as they age.

The Centre for Addictions Research of BC has been collaborating with the Ministry of Health and all health authorities in BC to plan a survey to describe patterns of service delivery for people with substance use problems and to identify gaps. The Centre is also developing a model which estimates need for treatment services for people with alcohol and drug problems in different parts of the province.

Civic engagement

UVic is committed to making a difference in the civic life of our communities, and developing in and with our students the combination of knowledge, skills, values and motivation to make that difference. Students are encouraged and supported to become involved in volunteer programs and community-based research projects, bringing learning to life while supporting community needs. UVic Co-op's Service Learning Internship Program (SLIP) and a growing number of courses that integrate a community engagement component, build on our students' social commitment and the university's long tradition of community service. The university's strong focus on civic engagement, locally and around the world, is reflected through a large number of community-based research programs, an extensive program of continuing education programs, artistic collaboration with community groups and agencies, athletic programs and special programs for children and youth, Aboriginal youth, international students, and older citizens. Indeed, UVic is acknowledged nationally and internationally as a leader in community-engaged research.

In 2014 UVic hosted the CUVic Conference – with the theme of “Beyond Engagement: Creating Integration, Innovation and Impact,” a global three-day conference to highlight the innovative experiences of universities and communities working together.

UVic is a regional centre of culture and both a repository of knowledge and an agent for transfer of knowledge and creative experience. There are more than 500,000 visits to campus by members of the public per year to public lectures, our libraries and galleries, theatre and music productions, exhibitions, film, athletics and recreation and other programs and activities that welcome all members of our community. The breadth and extent of UVic's educational outreach and programming is reflected in over 15,500 Continuing Studies registrations per year (generating about 1,925 FTEs in 2013/14) and its vibrant downtown and distance programs (e.g. UVic Downtown; deans' lunch-time lectures, a lecture series on 'downtown' issues and research, the UVic Speakers Bureau).

UVic's research programs are focused on issues of local, provincial and global concern, and the findings of that research are applied through extensive support of knowledge transfer. We are well known for serving community needs through a large number of community-based research initiatives. UVic supports highly active and productive centres of research excellence, including the Centre on Aging, the Centre for Youth and Society, the Centre for Global Studies, the Centre for Studies in Religion and Society, the Centre for Addictions Research BC, and the Centre for Aboriginal Health Research, just to name a few. Each of the centres actively engages faculty and students with the community around issues of societal need and concern. In 2006, the Office of Community-Based Research was established to further foster and support university-community research initiatives. In 2013 the research activities in the Office served as the basis for the newly created UVic Institute for Studies and Innovation in Community University Engagement which is tasked with examining the practice and impact of community-based research, and harvesting new knowledge that contributes to solutions of community issues focused on societal well-being through sustainability efforts, public policy development and improved theory and practice.

UVic is dedicated to improving society through research and creative activities and to further this goal it established the Research Partnerships and Knowledge Mobilization (RPKM) unit in 2013. RPKM is a leading-edge initiative in Canada that serves as a one-stop shop to enhance UVic's considerable strength in meeting our community and industry engagement mission through research. The establishment of RPKM demonstrates a thoughtful and comprehensive approach toward meeting our commitment to be one of Canada's most community engaged research universities.

In September 2013, an expansion in the resources available for entrepreneurs at the University of Victoria was announced. The Innovation Centre for Entrepreneurs (ICE) centre, which was initiated by the Gustavson School of Business in 2012, now provides support across all disciplines for new ideas and strategies to tackle society's complex challenges. ICE already has more than a dozen business start-ups in the pipeline.

The CanAssist program has served thousands of individuals who are challenged by physical disability through the development of devices and tools to enable participation and engagement in recreational, educational and community activities. This unique interdisciplinary program engages faculty and students in engineering, business, psychology, music, biology, mathematics, physics, education and other areas in

developing new technologies that support and enhance the integration of people with disabilities into all aspects of community.

IdeaFest 2015, UVic's fourth annual cross-campus festival of research and creative projects, engaged more than 4,500 participants from both on-campus and off-campus communities. Running from March 2-7, this year's festival showcased 50 outstanding events, with topics ranging from innovations in climate change research to social entrepreneurship and the art of healthy aging. IdeaFest's comprehensive offering proved once again to be a unique opportunity to celebrate the diversity of research at UVic—and most importantly— to make this research accessible and open to a broad audience.

In line with the university's vision of excellence in civic engagement and community-engaged research, UVic has established a new office to integrate support of its vision across all sectors of the university with specific strategic goals. The Office of Community University Engagement [OCUE] will build on the university's initiatives that over the years have forged strong relationships with community organizations aimed at meaningful change on society's economic, social, cultural, technological and environmental challenges. The establishment of the Office of Community University Engagement at UVic reflects the university's deep commitment to socially responsive research, community-university engaged scholarship and interdisciplinary innovation. OCUE will provide strategic oversight and an overarching vision around "five pillars":

- Community Engaged Learning (to enhance integration of community experience with student learning);
- Community Engaged Research (to strengthen mechanisms and resources to support this level of research);
- Good Neighbour/Citizen (to contribute to the well-being of our local region);
- Knowledge Mobilization (to foster a culture supporting knowledge exchange and application for the betterment of society);
- Policies and Institutional Supports (to focus on internal support of community-university engagement).

Graduate Studies at the University of Victoria

Over the last seven years, UVic has benefitted from the commitments made by AVED and the province to graduate training and education. As a result, UVic has expanded research-intensive graduate seats in areas of regional, national and global importance, as well as expanded scholarship and internship opportunities for graduate students. In 2013/14 UVic enrolled 3,406 graduate students, many in the areas identified as priorities for the province.

Graduate students play a crucial role in advancing research and embody an important link between research and the application of research in new and emerging fields of technology, health, sustainability and economic productivity. They also greatly enhance the quality of undergraduate learning and serve to reinforce the links between research and teaching. Graduate students at UVic have been highly successful in obtaining

external research funding, and have gone on to make important contributions to health care, business and economic development, scientific and technological innovation, environmental sustainability and social justice in both the public and private sectors.

The University of Victoria Strategic Plan

In February of 2012, after extensive consultation with students, faculty, staff, alumni and the community, an updated Strategic Plan, *A Vision for the Future – Building on Excellence* was approved by the university's Senate and the Board of Governors. Building on the success of the 2007 plan, *A Vision for the Future – Building on Strength*, the plan recommits to its goals of attracting and supporting outstanding people, building the quality of our programs in research and education, and strengthening the linkages with our external communities locally and around the world.

The Plan acknowledges the changing environment for post-secondary education, including global shifts in education and research, demographic and labour market trends, continuing economic uncertainty, changes in the BC post-secondary system, and the pace of technological change. These changes, along with others, will influence the evolution of our institution and require us to further differentiate ourselves from other institutions, regionally, nationally and internationally. The Strategic Plan makes an even more explicit commitment to internationalization, with increased opportunities for student and faculty exchange and enhanced international student enrolment. The plan reconfirms our commitment to Aboriginal students and communities. Also stressed is the importance of integrated planning, fiscal responsibility, and careful attention to outcomes that must be undertaken to achieve the goals within the current context.

The Vision of the University of Victoria

“Our vision is to be a university of choice for outstanding students, faculty and staff from British Columbia, Canada and the world. We aspire to be the Canadian university that best integrates outstanding scholarship, inspired teaching and real-life involvement. As members of a diverse and dynamic learning community, we challenge one another to become thoughtful, engaged citizens and leaders, prepared to contribute to the betterment of a rapidly changing global society.”

Mission Statement of the University of Victoria

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, recognized for excellence in teaching, learning, research, artistic creativity, professional practice and service to the community.

The University of Victoria is committed to:

- providing a high-quality learning and research environment, both in and outside the classroom
- integrating teaching, learning, research and community engagement across the disciplines
- employing our core strengths to benefit our external communities – locally, regionally, nationally and internationally – and promoting civic engagement and global citizenship
- promoting the development of a just and sustainable society through our programs of education and research and the stewardship of our own financial and physical resources
- collegial forms of governance that provide appropriate opportunities for all members of the university community to participate
- environments for work and study that are safe, supportive, inclusive and healthy, and that foster mutual respect and civility, recognizing that people are our primary strength
- public and internal accountability.

Values

The Strategic Plan states that fundamental values of *intellectual and ethical integrity, freedom of speech and freedom of inquiry, equal rights and the dignity of all persons* need to inform all of our actions and are a prerequisite to fulfilling the purpose of the university.

Planning and Operational Context

External Factors

Important changes in the University of Victoria's planning and operational context were identified in university's Strategic Plan:

Global shifts in education and research: Universities play a critical role in society, making substantial intellectual, social, cultural and economic contributions. Both the personal and the societal benefits of higher levels of education are well documented, and countries around the world are now investing in post-secondary education and research as a way of

building social and economic prosperity. It is widely recognized that university research yields answers to some of the immediate questions our society faces, while history tells us that great innovations emerge from basic research, often of an interdisciplinary nature. Society also benefits from a citizenry educated in the broad array of disciplines represented by the liberal arts and sciences. Building our society of the 21st century and finding solutions to its problems will require concerted efforts across all disciplines. The growing importance of post-secondary education internationally has resulted in a number of developments that will require attention. For example, China has become a major international student destination country rather than simply an exporter of students, and there has also been a rapid rise in both the quality and volume of research being produced at Chinese universities. In Europe, the Bologna process is driving a restructuring of the higher education system and the creation of a European Higher Education Area. Degree granting requirements are being harmonized, facilitating credit transfer and student mobility. In the coming years, internationalization, global student mobility and increased competition from other nations will have a significant effect on universities. Similarly, it will be important that students and faculty have access to the opportunities worldwide that international engagement presents.

Demographic and labour market trends: Both in British Columbia and in Canada, considerable labour market changes are predicted, with shortages in areas that demand higher education and advanced skills. This comes at a time when anticipated demographic changes are exacerbating the situation. Although the past decade saw a dramatic increase in the 18- to 24-year-old population in BC and Canada, most demographic projections show that this traditional university-age population will decline over the coming 20 years. The notable exceptions to the overall Canadian demographic pattern are the youth populations of Indigenous and new Canadians. This adds impetus to our commitment to increasing the participation rates from groups traditionally underrepresented at universities.

Universities of today are international institutions. Students from abroad show a strong interest in attending the University of Victoria, and all of our graduates are expected to engage as global citizens. Internationalization increasingly affects what we do, expanding the opportunities and obligations of our students and faculty. Global communications, economic and social interdependence and international co-operation and tensions have made our engagement at the international level both a responsibility and a prerequisite for our success. These trends have brought about changes in what we teach, whom we teach, where we teach and how we teach, as well as in the nature and focus of our research. These same trends mean that universities must compete globally for resources, research funding and the most talented students and faculty.

As the need for higher education increases and the population ages, more and more people are seeking to upgrade their qualifications and expand their horizons, resulting in a growing demand for online education and community-based delivery of programs as well as for graduate education and lifelong learning.

Economic recovery and the new economy: The continuing economic uncertainty in the global economy affects the financial as well as the policy environment within which

universities operate. In Canada, all levels of government have focused on strategies to support Canada's economic recovery. In the first years of the downturn, the federal and provincial stimulus funding supported renewal of university infrastructure through the Knowledge Infrastructure Program.

In the coming years, governments will be challenged to reduce deficits and debt while dealing with an aging population and growing healthcare costs and are therefore likely to emphasize austerity and fiscal prudence. With government revenues tight and cost pressures from inflation and mandated commitments rising, we will need to explore other revenue sources and make hard choices about what we do. We must recognize these challenges as well as the importance of post-secondary education for the future well-being of our society and work to maintain our strategic focus on the quality of the learning environment.

Changes in the BC post-secondary education system: Over the past decade, the postsecondary education system in British Columbia has changed dramatically. The province has significantly expanded capacity by adding 25,000 new undergraduate spaces and 2,500 spaces at the graduate level. Changes to the University Act in April 2008 paved the way for five new B.C. universities. There are now 25 publicly funded post-secondary institutions, including 11 universities, with UVic being one of BC's four research-intensive universities. Many of the post-secondary institutions have expanded their mandates to offer baccalaureate degrees. This is especially true on Vancouver Island where there is one research intensive university, one teaching university and one special-purpose university and two colleges. While institutions with different mandates and in different regions provide students greater access to and choice of university degree programs, they increase competition for student enrolment. Increasing competition requires that more resources be allocated to student recruitment and retention initiatives, and that UVic articulate the distinctiveness of our programs and opportunities for students and faculty.

Technological change: New technologies are revolutionizing the way we carry out our daily lives. They have had, and will continue to have, a dramatic influence on the way we access information and communicate, and are a significant driver of change in our institution. New opportunities for engagement, inspiration, dialogue and community building, often over great distances, are in our reach. UVic must position itself to take full advantage of these emerging opportunities and look to ways of incorporating the new tools and technologies in our approach to pedagogy, research, administrative systems and communications both on and off campus. We will need to continually update our technology infrastructure and communications systems and processes in ways that best support our academic and research mission.

In this changing environment UVic must respond in ways that build the quality of all our endeavours to achieve our vision of being a university of choice for outstanding students, faculty and staff from British Columbia, Canada and the world. As our university grows, we must also work to ensure that the university remains a diverse, welcoming and accessible community and that there are no hurdles to participation except academic and creative potential.

Internal Context

Enrolments

Over the past 15 years there has been a strong growth trend in both undergraduate and graduate enrolments at UVic with undergraduate education experiencing 26 percent growth and graduate education some 73 percent growth. Over that period, the University of Victoria has experienced total growth of 32 percent.

University of Victoria Audited FTEs¹

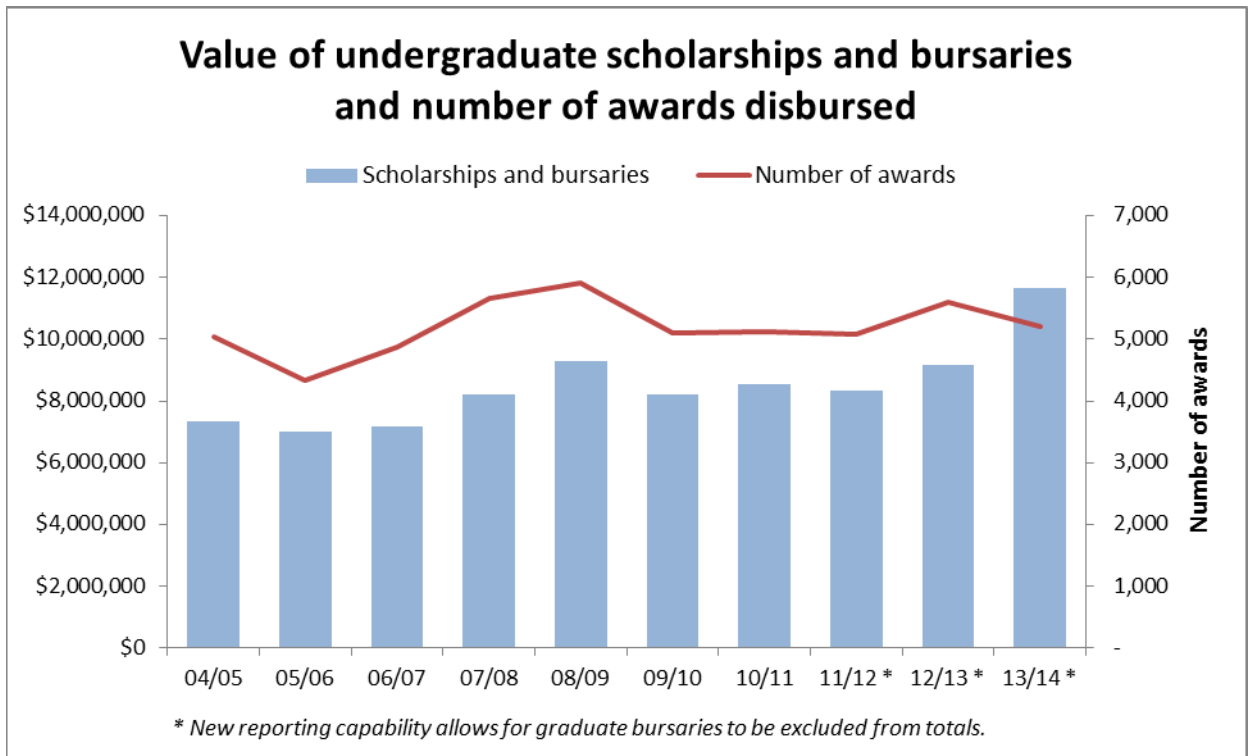
Year	Undergraduate	Graduate	Total
2000/01	12,190	1,731	13,921
2001/02	12,753	1,815	14,568
2002/03	12,583	1,923	14,506
2003/04	12,822	2,008	14,830
2004/05	13,018	2,012	15,030
2005/06	13,461	2,036	15,497
2006/07	13,694	2,096	15,790
2007/08	13,450	2,122	15,572
2008/09	13,648	2,252	15,900
2009/10	14,182	2,447	16,629
2010/11	14,828	2,678	17,506
2011/12	14,815	2,808	17,623
2012/13	14,726	2,847	17,573
2013/14	15,065	2,952	18,017
2014/15	15,381	2,986	18,367

Over the last couple of years, the growth rate at the undergraduate level has tailed off and it is becoming increasingly challenging to attract highly qualified undergraduate applicants. The supply of potential applicants is limited by low growth in the youth population, with a decline in the provincial population of 18-29 year-olds expected to continue over the next decade.

¹ These figures include full-fee paying international undergraduates

Accessibility

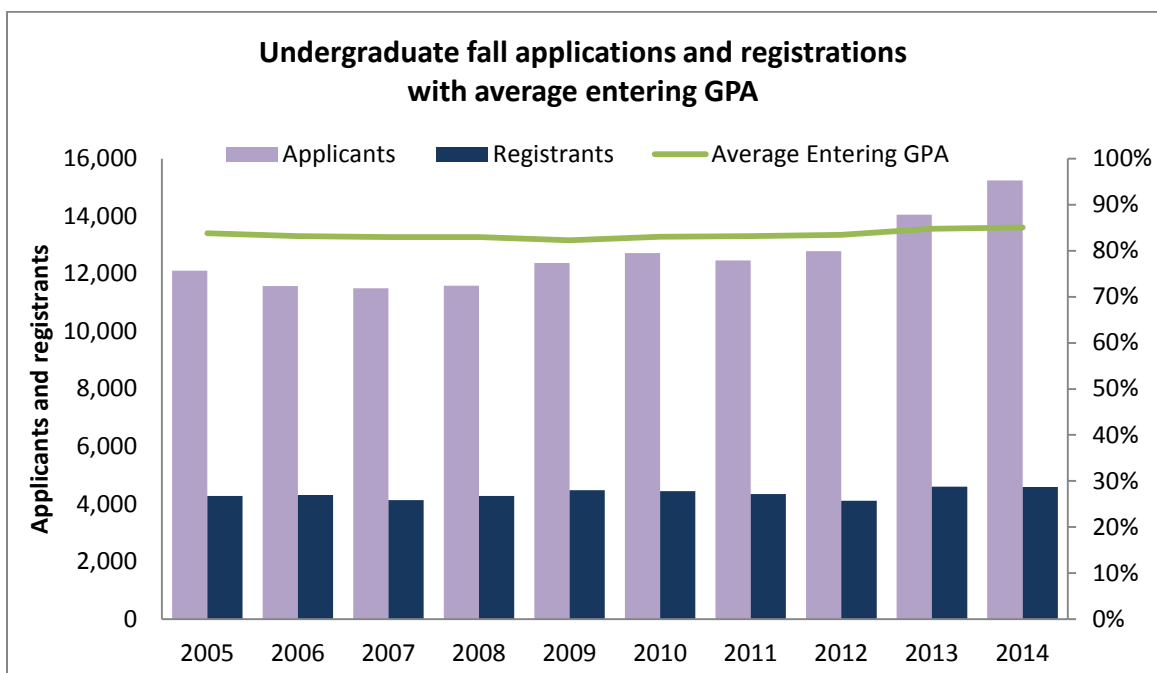
The University of Victoria has achieved government's undergraduate accessibility targets of providing university level education to direct entry students with a 75% or better high school GPA or a 2.0 college GPA for transfer students. The university's financial aid program ensures that bursaries are targeted to students in need. Some programs do have higher admissions cut-offs however. Enrolment planning objectives at the University have also focused on the expansion of graduate studies and we have succeeded in achieving graduate growth targets funded by the Ministry.



Student Recruitment and Enrolment

These demographic changes coupled with the rapid expansion of the BC system pose some special challenges and opportunities for UVic. The annual rate of undergraduate growth is expected to slow. Student recruitment will become far more competitive, and our students will continue to come from farther afield nationally and internationally. Our goal must be to continue to attract diverse groups of excellent students who continue to inspire excellent teaching and research. We must also recognize the increased need for strategically targeted distance and continuing education in some of our programs.

Although GPA cut-offs for admissions to UVic have varied over the past 10 years, there continue to be high academic standards for admitted students.



University of Victoria Strategic Plan Goals and Objectives

There are four overarching goals in the University of Victoria's Strategic Plan, A Vision for the Future: Building on Strengths:

Strategic Plan: Goal 1 – People

Our goal is to recruit and retain a diverse group of exceptionally talented students, faculty and staff and to support them in ways that allow them to reach their highest potential.

Strategic Plan: Goal 2 – Quality

Our goal is to offer programs in teaching, research and support of such quality as to place us in the upper 20 per cent of a national set of comparable programs as judged by peer evaluation.

Strategic Plan: Goal 3 – Community

Our goal is to establish UVic as a recognized cornerstone of the community, committed to the sustainable social, cultural and economic development of our region and our nation.

Strategic Plan: Goal 4 – Resources

Our goal is to generate the resources necessary from both public and private sources to allow us to achieve our objectives and to steward those resources in a sustainable fashion.

Goals and Objectives of the Ministry of Advanced Education

The goals of the British Columbia Ministry of Advanced Education are to work towards a vision of a leading-edge post-secondary system to support a strong economy and secure tomorrow. There is a commitment to advance the government priorities including the Skills for Jobs Blueprint to strengthen the post-secondary system.

1. Students are supported to achieve their education, employment and training goals	1.1: Align post-secondary education and training with labour market demand to achieve a highly skilled workforce. 1.2: Respond and adapt to the diverse and changing needs of students. 1.3: Increase participation and successful completion of all students.
2. Maintain a quality post-secondary system that provides BC with a global competitive advantage	2.1: Increase international participation throughout our education system. 2.2: Build on current strengths to enhance the quality of the post-secondary education system. 2.3: Increase collaboration, innovation and partnerships.
3. An education and training system that maximizes return on investment and supports British Columbia's diverse communities	3.1: Lead a post-secondary education system that is strong, accountable, transparent, flexible and delivers value. 3.2: Foster knowledge development to support the creation of new ideas and solutions to a range of economic, social, scientific and environmental issues. 3.3: Use and provide quality information for decision making and better societal outcomes.

Major Institutional Goals Aligned to Ministry

Given the overall mission and goals of UVic's Strategic Plan, the goals and objectives of the Ministry of Advanced Education, and the current planning context, we have identified *five major institutional goals aligned with Ministry objectives*. These goals are associated with specific objectives and performance measures. In the following table we identify the goals, objectives, and performance measures and indicate which system objective each addresses. In the section following the table, further information, background and performance data on the various goals and objectives is provided.

Summary of major institutional goals, objectives, and performance measures

INSTITUTIONAL GOALS	INSTITUTIONAL OBJECTIVES	PERFORMANCE MEASURES	
Goal 1: The University of Victoria will provide students with high quality programs that will allow them to acquire the knowledge and skills necessary to contribute to society and compete in current and future labour markets (aligns with AVED Goal 1.)	<i>Objective 1.1 Academic programs are of the highest quality and meet recognized standards of excellence.</i>	National Survey of Student Engagement Results (NSSE) Course Evaluation Survey (CES) Regular Academic Program Reviews by external reviewers	
	<i>Objective 1.2 Academic courses and programs integrate effective instructional technology</i>	Number of courses using educational technology enhancements	
	<i>Objective 1.3 Offer programs that are relevant to students and contribute to the preparation of a highly skilled and effective workforce that can address areas of societal need and benefit.</i>	Baccalaureate Graduate Survey Results on program relevance to employment	
Goal 2. Provide support for student success (aligns with AVED objective 1.2 and 1.3)	<i>Objective 2.1 Implement actions that promote and support student engagement and success and align university policies and procedures accordingly</i>	Increase retention from 1 st to 2 nd year	
	<i>Objective 2.2 Develop programs, policies and strategies to support students in achieving success in their academic studies</i>	Learning Commons Utilization Rates Reorganization of undergraduate advising Enhancement of services that support the academic success international students	
Goal 3. Integrate teaching, learning, research, experiential learning, and community	<i>Objective 3.1 Ensure that knowledge gained from research, the importance and value of research, and essential research principles are</i>	Sponsored research funding Number of Highly Qualified Personnel	

engagement across the disciplines (aligns with AVED objective 3.2)	<i>integrated into and inform all of the university's coursework and academic programs.</i>	(AVED Accountability Measures)	
	<i>Objective 3.2 Provide all students with opportunities to engage in research.</i>	Undergraduate research awards	
	<i>Objective 3.3 Provide opportunities for every student to engage in experiential learning.</i>	Increased participation in Co-operative Education and other forms of experiential learning	
Goal 4. The University of Victoria has special commitment to and relationship with Aboriginal communities. (aligns with AVED objective 1.3 and performance measure 3)	<i>Objective 4.1 Developing policy and programs to increase access to the full range of post-secondary education and training opportunities for Aboriginal learners and engage in activities that promote their success</i>	Continued participation of Aboriginal youth in access and preparatory programs	
	<i>Objective 4.2 Develop high quality academic programs for Aboriginal students and communities that meet their needs.</i>	Increased enrolment of and support services for Aboriginal students	
	<i>Objective 4.3 Develop programs in partnership with First Nations communities to support and promote educational, cultural, and socially relevant activities</i>	Academic partnerships with Aboriginal communities	
Goal 5. Employ our core strengths to benefit our external communities – locally, regionally, nationally and internationally – and promoting civic engagement and global citizenship (aligns with AVED goal 3)	<i>Objective 5.1 Develop and support programs of research that are relevant to the concerns and issues locally, nationally and internationally</i>	Increase in indicators of knowledge mobilization and the impact of research activities	
	<i>Objective 5.2 Promote the development of a sustainable society through programs of education and research and the stewardship of our own financial and physical resources</i>	Approval of a Sustainability Policy and a Sustainability Action Plan	

Description of goals, objectives, strategies and university-identified performance measures

Goal 1: High Quality Programs

The University of Victoria will provide students with high quality programs that will allow them to acquire the knowledge and skills necessary to contribute to society and compete in current and future labour markets (aligns with AVED Goal 1.)

Objective 1.1 Academic programs are of the highest quality and meet recognized standards of excellence.

Strategies

- Adapting to change in the external environment includes an intensified focus on student recruitment. Continued development of the student information system (BANNER) has allowed for better communication with both prospective and enrolled students and a more integrated platform for information storage and retrieval. Enhancements in reporting and continued process review have resulted in more timely and accurate review of applications, admissions, and registration.
- A standard instrument for student evaluation of all courses, the Course Evaluation Survey (CES), developed in 2008-09 (<http://www.ltc.uvic.ca/initiatives/CES.php>) continues to be used in all courses. It is used as one indicator of instructor and course quality and effectiveness and as a source of information for improvements to teaching practices. A manual has been developed to guide use of the CES to assess and improve teaching (http://www.ltc.uvic.ca/initiatives/documents/CES_manual_for_chairs_09_v8.pdf).
- UVic's Learning and Teaching Centre regularly provides support and training for course and curriculum redesign to improve learning outcomes. Workshops focus on enhancing the integration of teaching and research, internationalizing the curriculum, and inclusion of diversity issues.
- In May 2014, the University-wide Learning Outcomes, originally developed in 2006, were reviewed and revised by Senate. The learning outcomes include a broad range of high level skills that are relevant across all disciplines. They provide clear guidance about the skills and capacities students can expect to achieve as part of their UVic education. Faculties, units and programs are encouraged to interpret the outcomes in ways that are discipline-specific and to use the university-wide learning outcomes as guide posts for developing program-specific and course-specific learning outcomes.

- UVic regularly participates in the NSSE survey to evaluate the level of engagement by students across areas of academic study. Results are provided to academic faculty and units, as well as to administrative personnel to ensure quality of teaching and identify areas for improvement or enhancement.

2014 National Survey of Student Engagement - University of Victoria

Faculty: Example

1st year respondents n = 169

4st year respondents n = 284

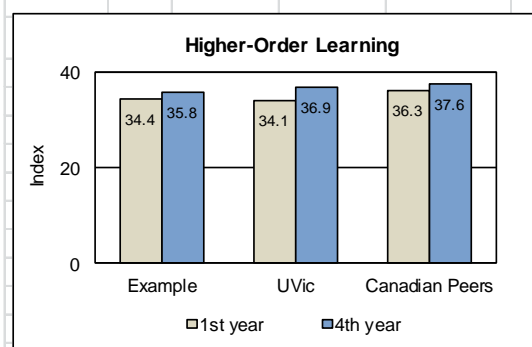
response rate = 25%

NSSE Engagement Indicators

In 2013, NSSE created ten engagement indicators (EI's) organized within four engagement themes adapted from the former "Benchmarks". Each EI provides valuable information about a distinct aspect of student engagement by summarizing responses to a set of related survey questions. In addition, six "high-impact practices" are reported separately. Further information about NSSE's indicators can be found at http://nsse.iub.edu/html/engagement_indicators.cfm. Canadian comprehensive universities make up the comparative category called "Canadian Peers".

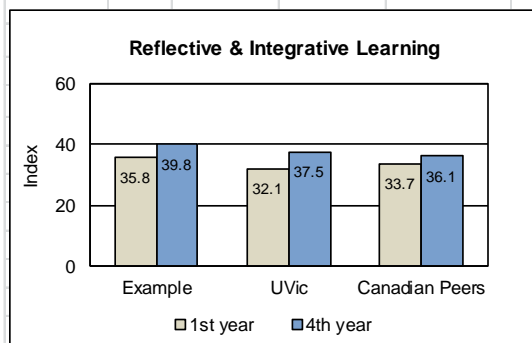
Higher-Order Learning

Challenging intellectual and creative work is central to student learning and educational quality. This Indicator captures how much students' coursework emphasizes challenging cognitive tasks such as application, analysis, judgment, and synthesis.



Reflective & Integrative Learning

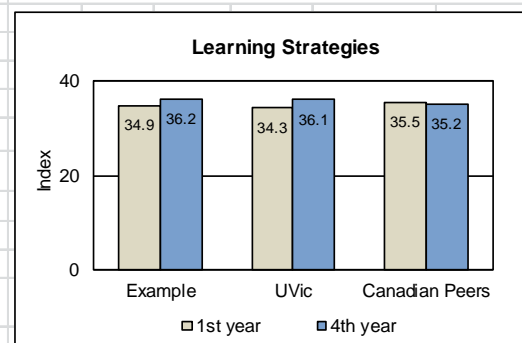
Personally connecting with course material requires students to relate their understandings and experiences to the content at hand. Instructors can motivate students to make connections between their learning and the world around them.



Note: Overall UVic and Canadian results in this report are weighted by gender, full-time/part-time status and institution size. Faculty level data are not weighted. Faculty is based on students' registration at the time of the survey.

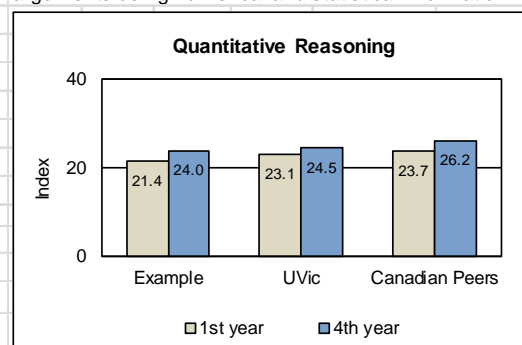
Learning Strategies

Students enhance their learning and retention by actively engaging with and analyzing course material: identifying key information in readings, reviewing notes, and summarizing course material.



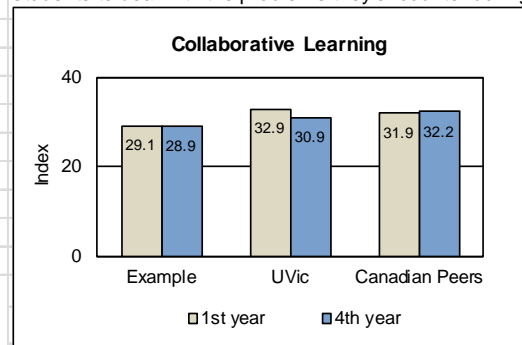
Quantitative Reasoning

The ability to use and understand numerical and statistical information is an important outcome of higher education. All students should have opportunities to evaluate and critique arguments using numerical and statistical information.

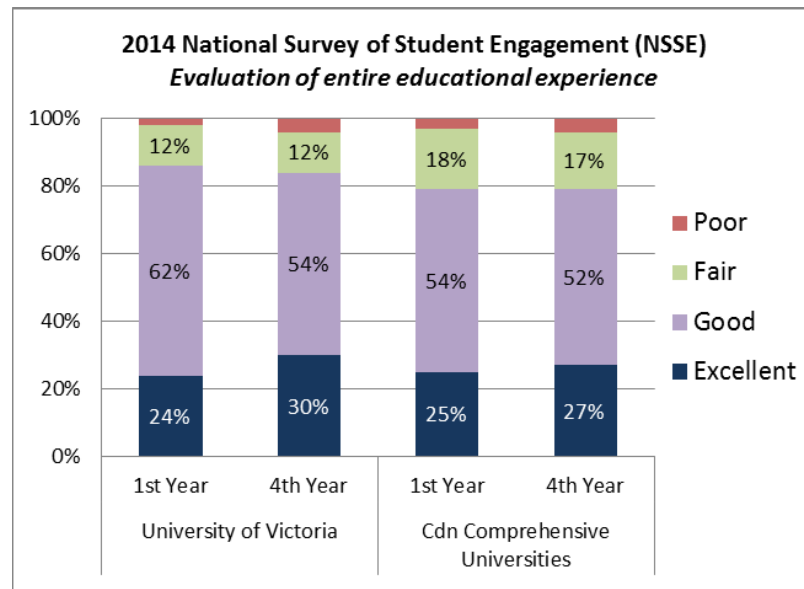


Collaborative Learning

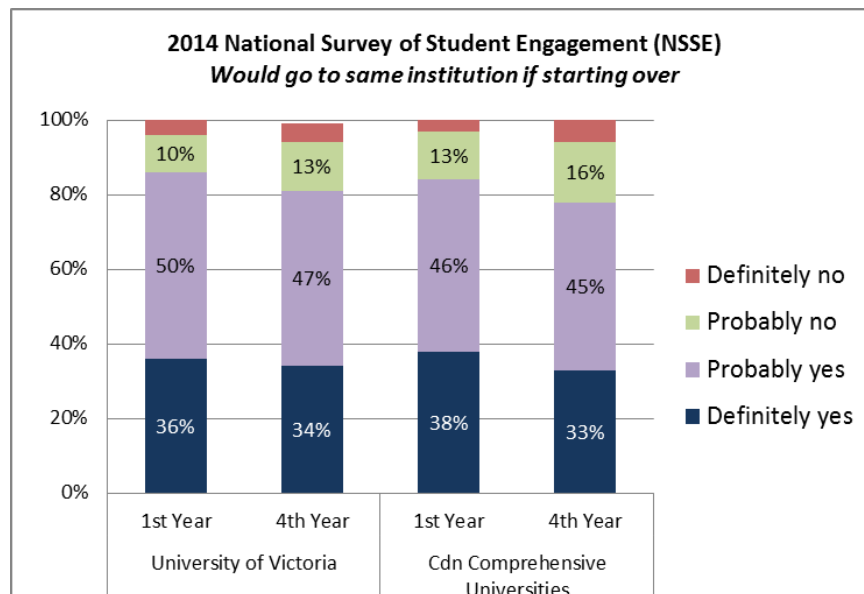
Collaborating with peers in solving problems or mastering difficult material deepens understanding and prepares students to deal with the problems they encounter during and



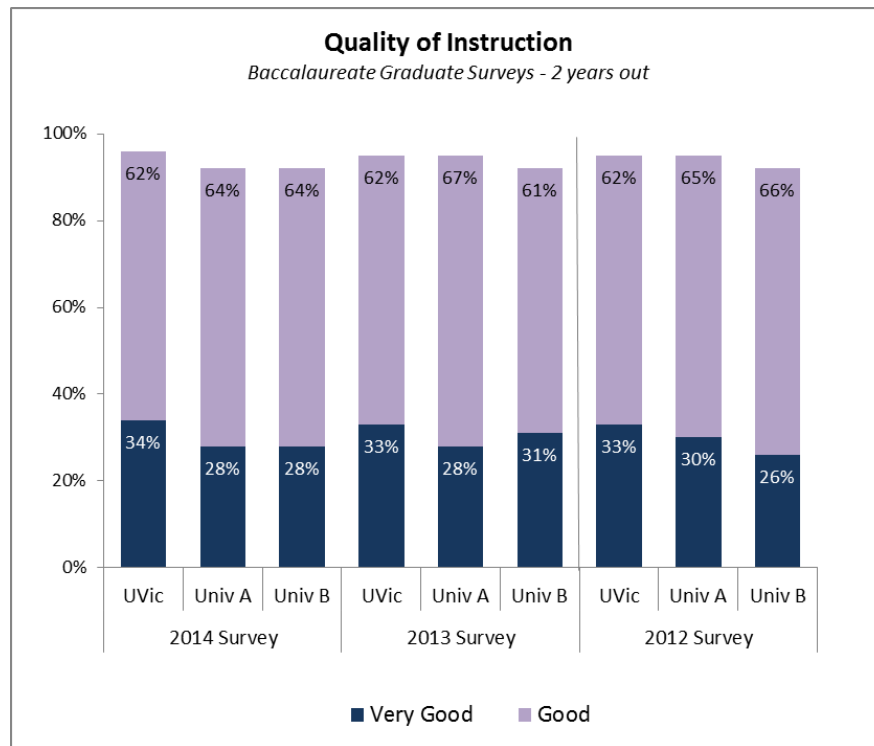
- The University of Victoria participated in the National Survey of Student Engagement (NSSE) for the first time in 2006, again in 2008, 2010, and 2012, and the results continue to be very positive for UVic.



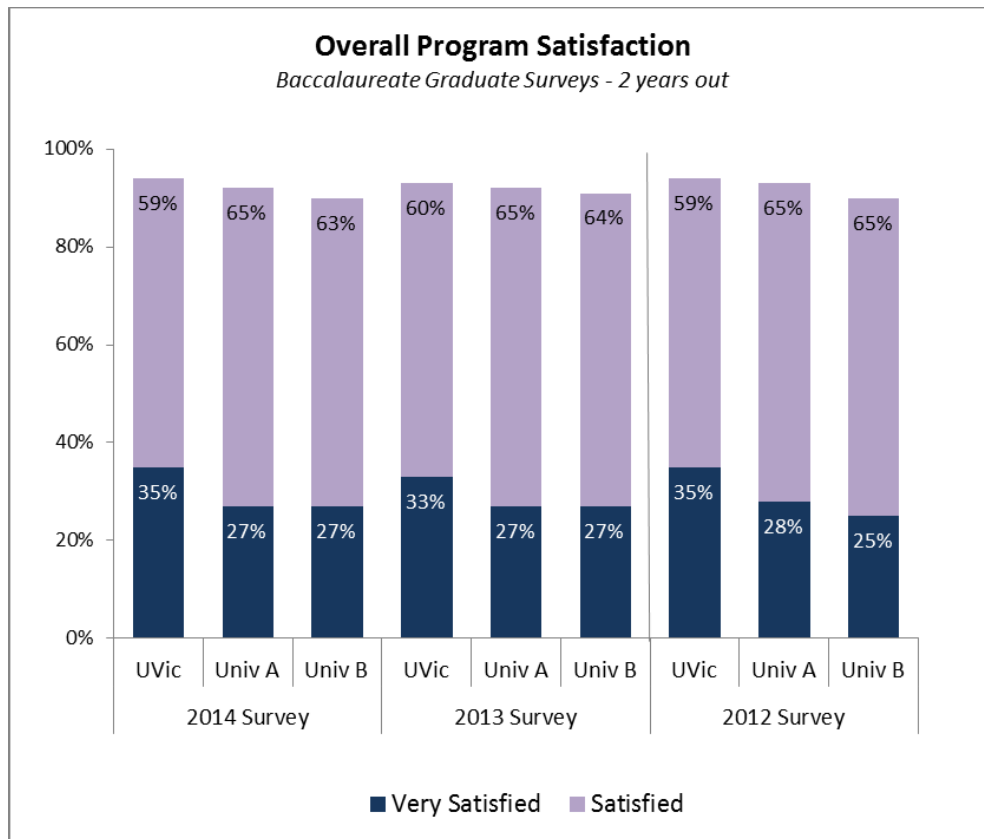
- Another NSSE measure used by the University of Victoria to monitor educational quality is whether students would choose to go to UVic again if they were starting over. The results from future surveys should consistently show this university as a leader in student satisfaction with their education.



- Graduates at UVic evaluate the quality of their instruction, and consistently give high marks to their instructors (see Framework target on assessment of quality of instruction).



- The annual Baccalaureate Graduate Survey measures how satisfied graduates are with the overall quality of their education, and UVic consistently has a large proportion of graduates who are *very* satisfied with their studies.



Objective 1.2 Academic courses and programs integrate effective instructional technology.

UVic promotes and supports best practices in teaching with technology, taking a ‘pedagogy first’ approach to integrating instructional technology into teaching and learning. Instructional technologies serve as a resource (e.g. online journal, course web page, online lecture slides), as a contextualizer (e.g. situate the content in an experiential simulation, in a learning object, on a website), as a communication medium (e.g., email, listserv, blog, wiki), as a construction kit (e.g., model and theory building software) and as a visualization/exploration tool (e.g., learning objects, simulations, games).

Strategies

- Technology Integrated Learning (TIL) unit is the university’s coordinated center for teaching and learning with technology. TIL assists faculty, instructors, teaching assistants and other support staff in the successful design and use of instructional technology through IT workshops, talks, presentations and hands-on demonstrations. TIL supports and provides training in the use of UVic’s course management system, CourseSpaces, as well as the university’s Online Academic Community. TIL serves as a hub of information for university community members as well as an outlet for the exchange of ideas and strategies

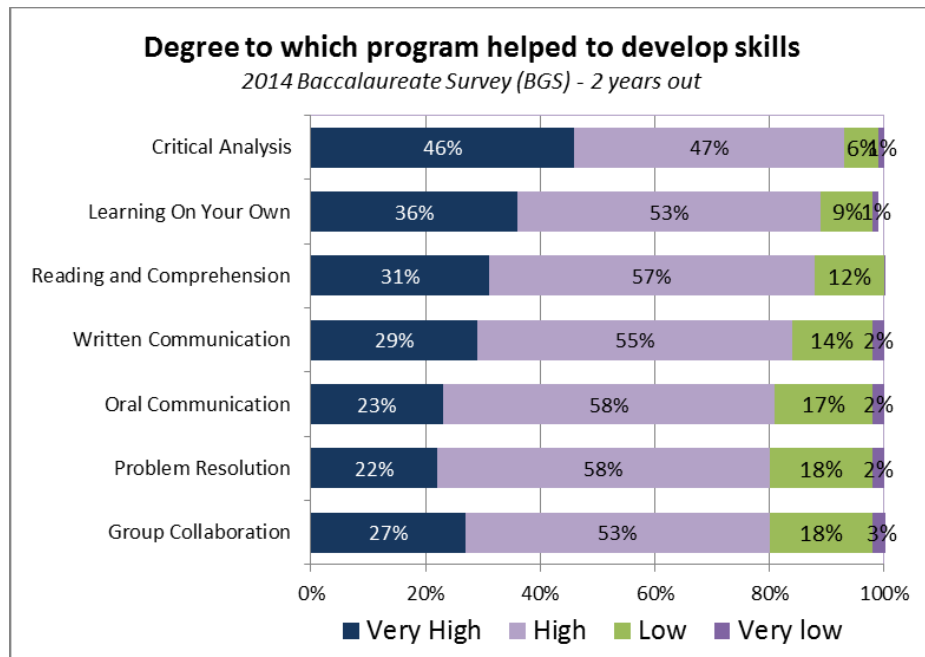
that allow us to maximize and leverage technology supports for excellence in learning and teaching.

- The university undertakes research on the effectiveness of IT strategies and develops programs and policies to support best practices. For example, based on research conducted at UVic on the use of clickers to engage students in large classes (http://webhome.csc.uvic.ca/~msanseve/class_clickers/), the university adopted an institutional strategy to support the adoption of and best practices with clickers (<http://www.ltc.uvic.ca/documents/InstitutionalPracticesreBestPracticeswithClickers.pdf>).
- The Humanities Computing and Media Centre furthers research, teaching and learning in the faculty of Humanities, in particular the fields of Humanities Computing and Language Learning, and those aspects of other fields involving audio, video or computing technology.
- The Teaching Technology committee, working within the university's IT Governance Structure evaluates fit and balance of instructional technology investments, assesses coordination of services, and advises on related academic policy with respect to IT.

Objective 1.3 Offer programs that are relevant to students and contribute to the preparation of a highly skilled and effective workforce that can address areas of societal need and benefit.

The university is committed to the renewal and development of academic and co-curricular programs that will prepare students to take their place in a highly skilled and educated workforce.

UVic graduates provide consistently high ratings for the skills they have acquired during their studies – skills that the Conference Board of Canada continues to articulate are crucial for success in the workforce.



Goal 2. Provide support for student success

UVic is committed to understanding the needs of students and providing supports that are needed for their success.

Objective 2.1 Understand the elements of the student experience that promote and support student engagement and success and align university policies and procedures accordingly

Strategies

- A Student Mental Health Strategy is in place to provide direction for the Division of Student Affairs and the broader university community to comprehensively and proactively review resources and opportunities for mental health promotion, planning, and responsiveness in support of our student community. It is intended as a framework for the development and implementation of action plans to support positive student mental health and well-being in order to enhance all students' potential for success.
- Recognizing the residential nature of the UVic experience for many students, expanded academic supports, counseling and other services have been implemented both in and outside of the residences to provide students with the support programs they need to excel.

- A number of diversity-related initiatives have been undertaken to ensure the success of all students, including international students and students with different learning needs (e.g., Annual Diversity Conference, International Commons, internal grants for internationalization of the curriculum).

Objective 2.2 Develop programs, policies and strategies to support students in achieving success in their academic studies.

Strategies

- The C.W. Lui Learning Commons, located in the McPherson Library, provides academic support services as a cohesive whole so that students have access to effective, efficient and integrated assistance with the overall goal of enabling student success. The Learning Commons provides library research and technical help, writing support, peer helping, math and statistics assistance, chemistry help, physics help, and computer help.
- A position was developed several years ago which reports jointly to the Department of Mathematics and Statistics and the Learning and Teaching Centre. The purpose was to enhance instructional effectiveness and course design in first and second year math courses. Multiple initiatives have been undertaken to support student success in math as a result. A Math Working Group made up of Deans of Science and Engineering, and faculty members who teach or engage with undergraduate math instruction, as well as specialists from the Learning and Teaching Centre meet regularly to address course design and delivery as well as other strategies to support student success. Student grades in first year math have increased significantly and failure rates have dropped.
- The Centre for Academic Communication (formerly The Writing Centre) has expanded to help students better understand academic expectations and provide them with strategies to develop their writing, presentation and communication skills. Services are utilized by both undergraduate and graduate students, and increasingly by international students.
- ED-D101, a course offered university-wide by the Department of Educational Psychology and Leadership Studies in the Faculty of Education was developed to assist any student in achieving academic success. It is based on contemporary research in the field of education and learning. It focuses on understanding one's own learning strengths and weaknesses, reading strategically, preparing for and writing examinations, and understanding assignments (<http://web.uvic.ca/calendar2015-05/CDs/ED-D/101.html>). Enrolment in ED-D101 has steadily increased and student evaluations of the course are extremely positive.

- The Learning and Teaching Centre supports a Teaching Assistant Training Program to support graduate students in their development and delivery of classroom teaching skills.
- In 2012 the university approved a Graduate Certificate in Learning and Teaching in Higher Education (LATHE program). This program, available to graduate students in any discipline, is designed to provide training in high quality teaching in post-secondary settings.
- The university encourages scholarship of teaching and learning and supports research to better understand student needs and learning outcomes. Recent studies conducted by UVic faculty that are informing the university's response to student needs include one that evaluated factors related to success in mathematics courses, and another that explored differing perceptions among students for whom English is not their first language and faculty members with respect to language areas in need of further development or support.
- UVic students won 3M National Student Fellowships in 2014 and 2015, and a UVic faculty member won a 3M National Teaching Fellowship in 2015.

Goal 3. Integrate teaching, learning, research, experiential learning, and community engagement across the disciplines

The promise made by research-intensive universities is that the research environment and culture enrich the educational experience for students by creating an intellectual vibrancy, and learning opportunities, that would not otherwise be available. – Prof. Jamie Cassels, President of UVic, Campus Conversations Report, January 2014

Research is an intentional process of study and creative expression that explores and extends human knowledge and experience. In a research-intensive university educational programs are delivered in an environment infused with, and enriched by, the full range of inquiry from discovery driven by curiosity to applied research. At UVic, research and educational missions are integrated, synergistic and valued by our governance structures and processes. Program development and pedagogy are enriched by the research environment. Research intensive universities have a unique opportunity to address the answers to important questions that society is demanding and to engage in knowledge mobilization. The university has internationally benchmarked excellence in areas including health, environment, oceans, aging, particle physics, and addictions.

UVic sustains superior achievement both in research income and in published research in leading scientific journals (<http://www.uvic.ca/research/fastlane.html>). Among its faculty are Guggenheim, Killam and Molson prize winners, as well as a number of fellows of the Royal Society of Canada and numerous faculty who have received similar honours and recognitions of their research excellence. As a research intensive university, UVic has a strong commitment to undertake original, relevant, and meaningful research across all of

its academic areas, and it has a similarly strong commitment to integrating research and scholarship with teaching. Students, graduate and undergraduate, have broad opportunities to engage in research, scholarship and creative activity, from theoretical to applied.

Students educated in a research rich environment are sensitized to the mobilization of information, creative insights, new theories, essential methods of inquiry, research skills, and the nature of creative discovery and debate. They are encouraged to develop the kind of skills conducive to creative endeavours and entrepreneurship, essential to the responsiveness and adaptability of the economy and the workforce.

Objective 3.1 Ensure that knowledge gained from research, the importance and value of research, and essential research principles are integrated into and inform all of the university's coursework and academic programs.

Strategies

- During the development of new programs and the review of existing academic programs, there is an analysis of ways in which and the degree to which teaching and research are integrated.
- Course Redesign Workshops support the development of courses that integrate research and teaching.
- With each discipline, ensure that academic programs offer appropriate coursework and training in research methods, research design, statistics and research writing, and research ethics and standards appropriate to the discipline.
- Maintain the high quality of UVic Libraries, which contain over 2 million books, journals, manuscripts, maps, data, newspapers, and other library materials (print and electronic) as an essential academic resource in support of scholarship.

Objective 3.2 Provide all students with opportunities to engage in research.

Attending the University of Victoria brings many advantages for students, but probably none more exciting or enhancing to their long-term educational and vocational goals than the opportunities to participate in world-class research with the country's top researchers. Graduate students most often select their university based on the opportunity to participate in particular research opportunities and be mentored by particular research faculty. Undergraduates also benefit significantly from UVic's research intensive environment. The opportunity to engage in original creative discovery and to learn essential research tools of critical thinking, synthesis and integration of knowledge, creative problem solving, analytic skills, and oral and written communication give students skill sets that will be valuable and indeed crucial in the workplace. They are essential if Canada is to retain its place in the global economy and its social fabric.

Research intensity applies equally to all disciplines – the professions, humanities, fine arts, and social sciences as well as technology, scientific and applied research.

The university has over 800 active research faculty across 40 fields of knowledge. Each week they and a host of adjunct faculty members, research staff, community researchers, graduate students and post-doctoral fellows engage in teaching over 20,000 students. The university sees every encounter as an opportunity to teach and inspire.

Strategies

- Students of UVic can choose from a broad range of opportunities to engage in research including, honours programs, research apprenticeships, research assistantships, fieldwork courses, laboratory experiences, and directed studies. All of the opportunities in research associated with courses are mapped in a directory of experiential learning opportunities that was developed in 2014.
- Several UVic undergraduate research journals, including the Arbutus Review, provide the opportunity for undergraduates to publish original research in their area of study.
- The Jamie Cassels Undergraduate Research Awards continue to be well subscribed, providing an opportunity for over 100 undergraduates to participate with faculty in original research each year.
- Co-operative Education and Career Services coordinates our Service-Learning Internship Program (SLIP). This program provides co-op positions in community-based organizations working collaboratively with UVic on joint research-related projects.
- The GS505 course paired graduate students with professionals from the Ministry of Children and Family Development (MCFD) to undertake a full term of research on a particular issue or problem identified by the ministry. To date, GS505 students have completed more than thirty projects across the ministry's six service areas: Adoptions, Youth Justice, Early Years, Child Welfare, Mental Health, Special Needs. Projects included jurisdiction scans, process and literature reviews, logic models and evaluation frameworks.

Objective 3.3 Provide opportunities for every student to engage in experiential learning.

It is well established that experiential, real-life learning opportunities provide a valuable opportunity for students to apply their learning, integrate new knowledge and gain practical skills in a meaningful context. For many students, an applied learning experience enriches their academic programs and solidifies their commitment to a field of work.

In 2014, the university identified and mapped the curricular and co-curricular experiential opportunities that exist for students across campus. The maps provide students with information about opportunities for experiential learning available in their respective academic program, as well as more generally. A site has been created so that students can explore possibilities including co-op opportunities, other forms of work-integrated learning, community service learning, field schools, practica, study exchanges and many more: <http://www.uvic.ca/coopandcareer/studentsalumni/resources/experiential-maps/index.php>

UVic has one of the largest and most respected Co-operative Education programs in Canada. In 2014/15, more than 3,200 co-op work term placements were made across Canada and in over 40 other countries. UVic has the highest number of graduate co-op placements in Canada with over 400 Master's and PhD students completing work terms in 2014/15.

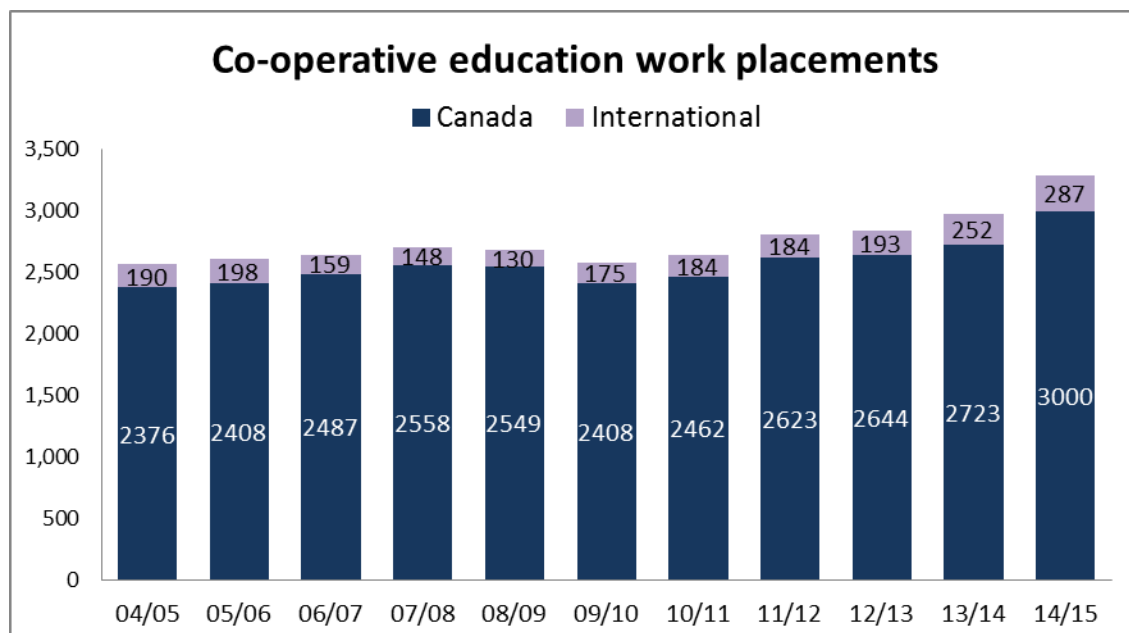
In a study of students participating in Co-operative Education co-conducted by UVic's Executive Director of Co-operative Education, it was demonstrated that for many students in B.C., the opportunity to participate in a co-operative education program is a strong factor in recruitment, retention and student success.

Also critical in preparing students for work is the provision of career education and support. UVic's integrated Co-operative Education and Career Services unit provides career support to students from new student orientation through to and beyond graduation. The unit hosts many career fairs, career-focused workshops within academic units, career learning goals and outcomes for every academic unit, job exploration and job seeking skills (e.g. resume writing, portfolio development, interview skills).

Strategies

- The alignment of Co-operative Education and Career Services ensures that the needs of students and employers are better served and integrated, resulting in increased coordination of career support across the faculties and many more opportunities for career preparation and support.
- Co-operative Education and Career Services has developed a series of learning modules for co-op students as well as a set of core competencies for work within various disciplines (<http://coop.uvic.ca/curriculum/welcome.html>).
- Co-operative Education and Career Services provides career development expertise by facilitating connections among students, alumni, employers and other community members
- This past year more than 800 mock interviews were conducted with employers to come onto campus to conduct the interviews and provide individualized student feedback.

- An international co-op coordinator, retained in 2011, has resulted in increased international co-op work placements.
- An Indigenous co-op coordinator was retained in 2014 for the purpose of increasing participation of Indigenous students in co-op and other experiential learning opportunities.



Goal 4. The University of Victoria will build on its commitment to and relationship with Aboriginal peoples and communities.

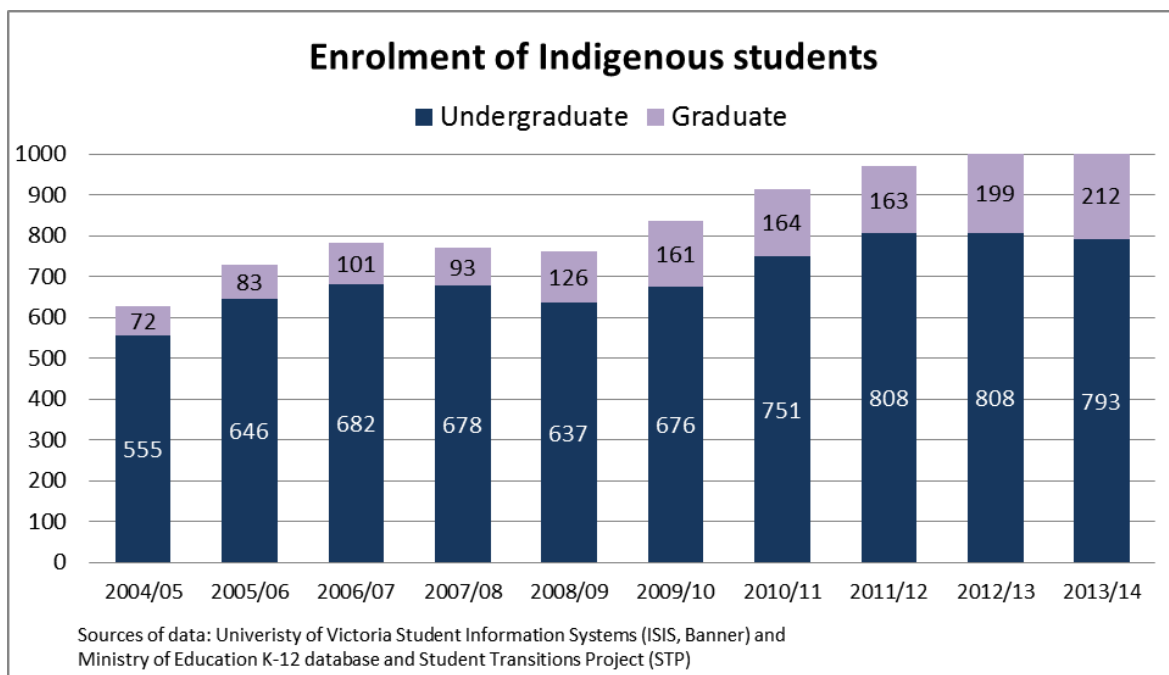
Aboriginal people and their communities, including First Nations, Métis, Inuit and non-status Aboriginal peoples of Canada continue to be disadvantaged in access to and full participation in economic and social prosperity. High school graduation rates among Aboriginal youth are much lower than the general population and unemployment among working-age Aboriginal people is three times higher than among the non-Aboriginal population. Increasing the participation of Aboriginal people in education will not only help fill labour and skills shortages in the provincial economy, but will also have a positive effect on individuals, families, and their communities and on the overall economic and social prosperity of the province.

Objective 4.1 Developing policy and programs to increase access to the full range of post-secondary education and training opportunities for Aboriginal learners and engage in activities that promote their success.

Strategies

- First Peoples House continues to provide a social, academic and cultural centre for Indigenous students and a safe and welcoming space on campus that encourages the building of community. The House includes academic, administrative and ceremonial spaces and is heavily used by students, faculty and community.
- UVic, through funding from the Aboriginal Service Plan, implemented the STEM Program for Aboriginal youth. The program, facilitated by faculty, staff and students from the Faculties of Science and Engineering, works with elementary and high school students, as well as adult learners, families and Elders, to develop skills and interest in science, computer technology, engineering and math. Current and past community partners with UVic in the STEM program include the Songhees Nation, Esquimalt Nation, Métis Nation, Tsawout Nation, Tseycum Nation, T'Sou-ke Nation, LAUWELNEW Tribal School, and Victoria Native Friendship Centre.
- Creating a Caring Community (CCC) is a series of initiatives that include a welcome celebration, Wellness Week, math and writing tutoring, Talking Circles, and a totem pole project.
- IAHLA Toolkit continues to be a resource to support communities in their current PPSI partnership engagements.
- Mini University Summer Camp, a summer program to acquaint Aboriginal students in Grades 8-10 and Grades 11-12, with opportunities at the university campus and with the range of academic and co-curricular programs available at UVic.
- An analysis was undertaken of the elements of the LE,NONET program that contributed to the success of Aboriginal students. Given the particular effectiveness of the mentorship program, the LE,NONET Mentorship and Financial Aid Coordinator position has received base funding along with two years of institutional programming for delivery of mentorship programming.
- Elders' Voices continues to expand with base funding supporting the Cultural Protocol Liaison position and Elders' programming, including Elders in residence (available Mondays through Thursdays during Fall and Winter semesters).

- A website describing Aboriginal activities at UVic provides an overview of academic programs, research programs, student services and links with Aboriginal communities. <http://www.uvic.ca/home/about/a-university-of/indigenous/index.php>
- Aboriginal enrolment is monitored to ensure that access to education is enhanced for this group. Aboriginal student numbers, as determined through self-identification and identification through BC Ministry of Education Personal Education Numbers (PEN), have *grown significantly* over the past eight years (see Framework targets on number and percent of students who are Aboriginal).



Objective 4.2 Develop high quality academic programs for Aboriginal students and communities that meet their needs.

Strategies

- The Masters program in Indigenous Communities Counselling Psychology (ICCP) is offered through the Department of Educational Psychology and Leadership Studies, in partnership with the Office of Indigenous Education. The first cohort had an enrolment of 19 students, all of whom have graduated. A second cohort of 13 students began in January 2014.
- The university's School of Public Health and Social Policy has developed an emphasis in Aboriginal health.

Objective 4.3 Develop programs in partnership conjunction with First Nations to support and promote educational, cultural, and socially relevant activities.

Strategies

- The university's Masters in Indigenous Language Revitalization began in 2012. Two new faculty positions were created in the department of Linguistics in the Faculty of Humanities and the department of Curriculum and Development in the Faculty of Education. Response to this credential from Aboriginal leaders and communities has been extremely positive.
- Our Elders Program developed as part of the Aboriginal Service Plan, links Elders with students, staff and faculty with the goal of integrating Indigenous cultural ways of knowing and being. Includes an Elders-in-residence program and Talking Circles, Culture nights, Community Kitchens, and Feasts.
- Community-based education pilots support community partners and internal departments for CBE projects, such as the Restoration of Natural Systems Program in partnership with UVic Environmental Studies.
- The Gustavson School of Business and Faculty of Law have established the National Consortium for Indigenous Economic Development. This initiative is directed in collaboration with leaders from Indigenous communities, business and government. The program will help to advance and share knowledge of best business practices, economic enablers, and institutional mechanisms to foster Indigenous economic development across the country.
- Canadian Aboriginal Management Program: The Gustavson School of Business Executive Programs, in partnership with TRICORP, provides important training for Canada's AFI's and village band officers. The program offers specialized short courses for participants at varying levels with a flexible format. Each course is four days long, composed of a dynamic combination of intensive study and a one day practicum. The design allows participants to not only learn key skills, but to go out in the community and apply these new skills to make a difference.

Goal 5. Employing our core strengths to benefit our external communities

Employing our core strengths to benefit our external communities – locally, regionally, nationally and internationally – and promoting civic engagement and global citizenship

Objective 5.1 Develop and support programs of research that are relevant to the concerns and issues locally, nationally and internationally.

UVic researchers are engaged in a broad range of relevant research, with world-class research programs in the areas of society and health, genomics and proteomics, global change and sustainability, oceans and climate, Indigenous and cultural studies, fine and performing arts, computational modelling, and matter and energy.

The university's researchers have a strong commitment to the full range of knowledge mobilization. In addition to publishing in the most respected peer review journals, they serve on local, provincial, national and international bodies of scientists, engineers, leaders in health care research and delivery, and governmental agencies. They are featured in many public lectures and forums and their work appears regularly in the local, national and international press, validating UVic's position as one of Canada's leading comprehensive university and confirming the stature and relevance of our research (uvic.ca/research).

Strategies

- UVic leads the way with socially-driven programs that turn community needs into evidence-based community action. In June 2013, the university established the Institute for Studies and Innovation in Community-University Engagement (ISICUE) to further extend its agenda of community and civic engagement. ISICUE is building on the history and context of commitment by UVic to community-engagement that is embedded in the Strategic Plan. It is also building on the work of the Office of Community Based Research which was created in 2007 and became a major catalyst for community-university engaged research and practice, locally, nationally and globally. In 2013, the Research Partnerships and Knowledge Mobilization Unit (RPKM) was created in the Office of Research Services. RPKM serves as an open door for our researchers to connect with public and private sector partners to address important social, economic, environmental and cultural challenges. Collaborative research with these partners helps UVic leverage expertise and resources, and can be a key component in producing world class research results that are relevant to the needs of our stakeholders and provide critical benefits to society. This year, the Office of Community-University Engagement (CUE) was developed to set institutional goals and ensure integration across programs and units involved in community-engaged learning, community-engaged research, knowledge mobilization and being a good neighbour.
- By giving high-tech a place to grow, the UVic-owned Vancouver Island Technology Park (VITP) has helped transform Greater Victoria into the second largest technology centre in BC. At VITP, emerging technology companies are linked with local, provincial, national and international resources, fostering an overall environment of collaborative development. Today the 17,744-square metre facility is home to 34 high-tech companies and 1,300 highly-skilled

workers who contribute over \$317.5 million annually to BC's economy. With VITP, UVic owns more technology transfer space than any other BC university, making it a key resource for UVic faculty, graduates, co-op students and spin-off companies.

Objective 5.2 Promote the development of a sustainable society through programs of education and research and the stewardship of our own financial and physical resources.

In its role as a public institution, the University of Victoria is committed to developing its organizational, human, financial, and physical resources into a high-quality infrastructure needed to achieve its goals. Sustainability is a strategic priority in its 2012 Strategic Plan which states: "Continuing to improve the quality of these resources in a responsible, healthy, accessible, and sustainable fashion is vital to our ongoing success."

Strategies

- UVic regularly monitors and updates its Sustainability Policy and a Sustainability Action Plan (www.uvic.ca/sustainability). The plan focuses on energy and climate, transportation, ethical and sustainable purchasing, governance, decision-making and sustainability resources, green buildings and renovations, grounds, food, and urban agriculture, waste management and water management.
- The UVic campus is also at the head of the proverbial class when it comes to sustainability. Whether it's classroom curriculum, part of our campus operations, or research on clean energy solutions, we all contribute to a campus environment that's the greenest in Canada according to the 2015 [The Princeton Review's](#) recent guide to sustainable colleges and universities. Only five universities across the country made the list of 353 institutions (mostly in North America)—and UVic was the only Canadian institution awarded a perfect score for its efforts.
- The new Campus Bike Centre, LEED Gold buildings, staff and student sustainability action teams, recycling and composting programs at UVic's including commitment to sustainability has resulted in a gold rating in 2014 in the Sustainability, Tracking, Assessment and Rating System (STARS), administered by the Association for the Advancement of Sustainability in Higher Education (AASHE).
- UVic is the fifth Canadian university to achieve a gold rating under the STARS system, and the first using the updated version 2.0 reporting system. Only 56 or approximately 18 per cent of the 300 institutions in Canada and the US who have participated in STARS have received a gold rating.
- Sustainability issues are addressed in a large number of academic courses and programs. Students in many programs have an opportunity to engage in

coursework, fieldwork, and research projects involving aspects environmental and social sustainability.

- The Pacific Institute for Climate Solutions (PICS), a multi-institution initiative located at UVic. PICS is now well established and bringing together top scientists, researchers, governments and the private sector to develop innovative climate change adaptation and mitigation solutions.
- The Centre for Social and Sustainable Innovation was established in the Gustavson School of Business in 2010. Its mission is to promote sustainability and corporate social responsibility within the School, the university and the broader community.
- A commitment to sustainability supports the CRD Regional Growth Strategy and the associated policies and bylaws of the surrounding municipalities and the Province of B.C.

Financial Information

For financial information, please see our Audited Financial Statements available on our website at <https://www.uvic.ca/vpfo/accounting/resources/financial-statements.php>

Performance Measures and Targets

- Attached

Summary

The University of Victoria is today ranked among the world's top research and teaching institutions. Our success is built on the provision of a high-quality education and student experience and research excellence. Our strength continues to be grounded in the quality and accessibility of faculty and staff, the excellence of the university's programs across a wide range of disciplines, particularly their interdisciplinary and international focus, a commitment to environmental sustainability and stewardship, and the opportunities we offer for civic engagement and experiential learning in every faculty.

Moving forward, our commitment and promise include:

- operating programs as efficiently and effectively as possible to ensure student seats are being filled;
- contributing to students' career success and to government's vision of a strong economy and secure tomorrow;

- realigning and reallocating programs to ensure responsiveness to student demand and labour market needs;
- contributing to a strong diversified economy and secure tomorrow;
- collaborating with other public PSE institutions to minimize program overlap and duplication and improve outcomes for students and the public; and,
- minimizing overheads and consolidating functions to achieve budget targets.

University of Victoria

2014/15 Accountability Framework Performance Measure Results¹

Performance measure	Reporting year			
	2013/14 Actual	2014/15 Target	2014/15 Actual	2014/15 Assessment
Student spaces ²				
Total student spaces	16,649	16,463	16,594	Achieved
Nursing and other allied health programs	833	705	880	Exceeded
Credentials awarded ³				
Number	4,290	4,308	4,376	Achieved
Sponsored research funding ⁴				
Sponsored research funding from all sources (million \$)	\$124.8	≥ previous year	\$95.4	Not achieved
Federal sources (million \$)	\$72.2		\$64.9	
Provincial sources (million \$)	\$31.8		\$11.7	
Other sources (million \$)	\$20.8		\$18.8	
University of Victoria response: While tri-council funding to UVic remained stable, funding for CFI projects is highly variable from year to year as major projects are funded in large tranches rather than smoothly funded from year to year. CFI funding to UVic from 12/13 to 13/14 (13/14 to 14/15 as per targets) declined from \$25m to \$13m. Similarly, provincial BCKDF funding declined from \$16m to \$3.7m over that same period.				
Aboriginal student spaces ⁴				
Total Aboriginal student spaces	714	N/A	722	Not assessed
Ministry (AVED)	714		722	
Industry Training Authority (ITA)	N/A		N/A	

Student satisfaction with education⁵						
	%	+/-		%	+/-	
Bachelor degree graduates	93.6%	0.9%	≥ 90%	94.4%	1.0%	Achieved
Student assessment of the quality of instruction⁵						
	%	+/-		%	+/-	
Bachelor degree graduates	95.3%	0.8%	≥ 90%	95.8%	0.9%	Achieved
Student assessment of skill development⁵						
	%	+/-		%	+/-	
Bachelor degree graduates	84.2%	1.4%	≥ 85%	84.8%	1.5%	Achieved
Student assessment of usefulness of knowledge and skills in performing job⁵						
	%	+/-		%	+/-	
Bachelor degree graduates	83.8%	1.7%	≥ 90%	85.1%	1.8%	Substantially achieved
Unemployment rate^{5,6}						
	%	+/-		%	+/-	
Bachelor degree graduates	7.3%	1.1%	≤ 12.4%	7.8%	1.3%	Exceeded

Continued on the next page...

Notes:

TBD - for measures where results are still to be received, the fields have been labelled as "To Be Determined".

N/A - Not applicable

Please consult the 2014/15 Standards Manual for a current description of each measure. See http://www.aved.gov.bc.ca/framework/docs/standards_manual.pdf

Results from the 2013/14 reporting year are based on data from the 2013/14 fiscal year; results from the 2014/15 reporting year are based on data from the 2014/15 fiscal year. Excludes Industry Training Authority student spaces.

Annual performance is measured using a rolling three-year average of the most recent fiscal years, e.g., the results for the 2014/15 reporting year are a three-year average of the 2011/12, 2012/13 and 2013/14 fiscal years.

Results from the 2013/14 reporting year are based on data from the 2012/13 fiscal year; results from the 2014/15 reporting period are based on data from the 2013/14 fiscal year.

Results from the 2013/14 reporting year are based on 2013 survey data; results from the 2014/15 reporting year are based on 2014 survey data. For all survey results, if the result plus or minus the margin of error includes the target, the measure is assessed as achieved. In all cases, the survey result and the margin of error are used to determine the target assessment. Survey results are not assessed if the number of respondents is less than 20 or the confidence interval is 10% or greater.

Target is the unemployment rate for those aged 18 to 29 with high school credentials or less for the province.

Target assessment scale	Description
Exceeded	110% or more of the target
Achieved	100% - 109% of the target
Substantially achieved	90% - 99% of the target
Not achieved	Less than 90% of the target
Not Assessed	Survey results with less than 20 respondents or a margin of error of 10% or greater, descriptive measures, and measures without targets

APPENDIX

University of Victoria

2014/15 Accountability Framework Performance Measure Results

Performance measure	Reporting year					
	2013/14 Actual		2014/15 Target	2014/15 Actual		2014/15 Assessment
Bachelor degree graduates' assessment of skill development						
	%	+/-		%	+/-	
Skill development (avg. %)	84.2%	1.4%	≥ 85%	84.8%	1.5%	Achieved
Written communication	83.5%	1.4%		84.0%	1.6%	
Oral communication	79.5%	1.6%		80.6%	1.7%	
Group collaboration	77.1%	1.6%		79.1%	1.8%	
Critical analysis	91.0%	1.1%		92.8%	1.1%	
Problem resolution	78.8%	1.6%		79.8%	1.8%	
Learn on your own	89.6%	1.2%		89.6%	1.3%	
Reading and comprehension	89.6%	1.2%		87.5%	1.4%	

University of Victoria

Accountability Framework Performance Targets: 2015/16 to 2017/18

Performance measure	2015/16	2016/17	2017/18
Student spaces			
Total student spaces	16,528	16,463	TBD
Nursing and other allied health programs	705	705	TBD
Credentials awarded			
Number	4,366	TBD	TBD
Student satisfaction with education			
Baccalaureate graduates	≥ 90%		
Student assessment of the quality of instruction			
Baccalaureate graduates	≥ 90%		
Students' assessment of skill development (average %)			
Baccalaureate graduates	≥ 85%		
Student assessment of usefulness of knowledge and skills in performing job			
Baccalaureate graduates	≥ 90%		
Unemployment rate			
Baccalaureate graduates	10.5%	≤ unemployment rate for individuals with high school credentials or less	
Sponsored research funding			
Funding from all sources (million \$)	\$95.4M	≥ previous year	



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

June 15, 2015

To: Operations and Facilities Committee

From: David Castle, Vice-President Research

cc: Jamie Cassels, President and Vice-Chancellor

Meeting Date: June 29, 2015

Subject: Strategic Research Plan update

Basis for Jurisdiction: University Act, s. 27 (1)
University of Victoria Strategic Plan 2012, Objectives 21, 22 and 23

Previous Consultation:

Board of Governors - BOG-Sept30/14-26

Senate – September 2014 & May 2015

Executive Council – August, October & November 2014; January, June & April 2015

Deans' Council – May and June 2015

Background: From January to May, 2015, the Office of the Vice President Research (OVPR) has undertaken an extensive engagement process in support of the development of the Strategic Research Plan (SRP). Below, a synopsis of engagement process and preliminary findings from the review of the Office of Research Services (ORS) are provided. For the Board's information, a high-level draft framework for the plan is discussed, and next steps in the planning process are indicated. The Board of Governors was last updated on the planning process in September 2014.

Summary:**1) Engagement process**

The Office of the Vice President Research will publish a report on the SRP engagement process in July at <http://www.uvic.ca/research/learnabout/home/researchplan/engagement/index.php>

The report will show that nearly 600 faculty, staff and students have been engaged, and 42 out of 43 on campus meetings and 17 out of 30 external meetings have been completed. In terms of groups, all faculties and divisions, and a number of administrative units, have been engaged and the local and national external engagement are now almost complete, aside from a small number of upcoming meetings with provincial and federal government representatives and industry partners.

The SRP workshops with research Chairs, Research Advisory Committee and Council of Centre Directors resulted in some interesting discussion of issues related to research support at UVic.

Senate received an update on the planning process at the May meeting. The topic of identifying existing research strengths at UVic was discussed at May 6 meeting of Deans' Council and the Deans provided some useful feedback and direction for the framework of the plan. The draft framework will be discussed at the 16 June meeting of Executive Council and the 17 June meeting of Deans' Council.

2) Preliminary findings from the ORS review

With the significant growth in research volume and success at UVic over the past 15 years, and the strategic research planning process that is underway, it is an appropriate time to initiate a review of the services offered by ORS. The purpose of the review is to gather information on, and assess the quality and effectiveness of, the structures and processes related to the services offered by ORS. The information collected and recommendations resulting from the review will inform the strategic research planning process as a key component of the environmental scan.

The ORS review committee members are Martin Kirk (UBC), Susan Blum USask) and Caroline Cameron (UVic). They received ORS self-study documents in April 2015. On May 5 & 6, on-campus meetings were held between the review committee and ORS staff by unit, Research Support and Operations Advisory Group, Research Advisory Committee, Council of Centre Directors, SRP Advisory Committee, and a group of faculty who are considered regular users of ORS services. Some of the messages that were heard by the review committee include:

Strengths

- High quality, well trained staff, functional organizational structure and business processes, good morale (though overworked)
- High degree of satisfaction with services based on survey results
- Good overall compliance
- Good working relationships with other admin units, faculties and Principal Investigators

Weaknesses

- Lack of an enterprise class integrated research IT system
- Vulnerable to compliance issues and inefficiency of information retrieval
- Lack of depth/resilience because of low staffing in key areas, e.g. grants, finances and budgets
- Risk of staff turn-over/burnout due to high workloads and desire to keep up with demands

The final review report is expected in late June. An action plan, based on the recommendations in the report, will be developed in coordination with the SRP process.

3) Draft, high-level framework for the SRP

Many elements of the SRP planning process are now coming together: desk-based research, outcomes of the engagement process, and the review of ORS. The OVPR is now considering how to frame the SRP, and has developed a draft, high-level framework for the SRP. Current thinking holds that the SRP document will be relatively concise at approximately 20 pages, but to make the SRP actionable, annual implementation plans will be developed. These implementation plans would be developed in concert with the relevant Vice-Presidents and other units and will be executed, monitored and evaluated using established project management techniques and tools.

High-Level SRP Framework

- Strategic research plan: purpose and context
- Demonstrated research excellence at UVic
- How research excellence is achieved
- Strategic directions
- Initiatives and planning processes related to UVic's research strategy
- Strategic research plan: implementation process
- Appendices

Planned Further Action:

June 17	Deans' Council considers draft SRP framework
June 29	Board of Governors receives update
July 2015	Refinement of SRP framework and drafting
September 2015	Completed draft SRP for feedback from Deans, Centre Directors, Associate Deans Research, Presidents Advisory Council and Executive Council
November 2015	Final draft for consideration by Senate and Board
December 2015	Finalization and approval of strategic research plan by Executive Council, and roll out of communications strategy
January 2016	SRP implementation

Attachment(s): None



University
of Victoria

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: June 29, 2015

Subject: 2014/15 YEAR END MANAGEMENT STATEMENTS AND BUDGET REVIEW

Basis for Jurisdiction: University Act 27 (1)

Background:

As required, the university's audited financial statements are prepared in accordance with Public Sector Accounting Standards supplemented with regulations 257/2010 and 198/2011 issued by the Province of BC Treasury Board. The presentation of these statements is similar to those found in the public sector and therefore focuses on a government's ability to meet financial obligations, maintain the level and quality of services and determine future tax and other revenue requirements. While this information may be useful for external reporting purposes it does not reflect well the financial results of the university from a management perspective, as the university manages its operations on a fund accounting basis. This approach is consistent with how other universities manage their resources as the focus is on the stewardship of resources through ensuring that restricted grants and donations and other contributions are spent only for the purposes intended.

Given the above, the university annually produces fund accounting statements and schedules along with management commentary on the results. The purpose of this report is to provide management and the board information to assess operating results and performance against budget (operating fund and ancillary fund).

Fund Accounting Statement Highlights**Balance Sheet (Statement 1)**

The university ended the year with total assets of \$1.8B, an increase of \$55.1M over the prior year. This increase was largely the result of \$36.4M of additional capital assets and an increase in the fair value of endowment assets of \$41.3M. Over the same period liabilities decreased by \$2.7M, fund balances increased by \$19.4M and equity in plant grew by \$29M. Further information on balance sheet results can be found on pages 2 and 3 of the attached report.

Appropriated Expendable Funds (Statement 2)

At year end appropriated expendable funds (reserves) totaled \$84.7M comprised of the following:

General Operating Reserves - \$128.8M

During the year general operating reserves decreased by \$636,000 to \$128.8M made up of the following:

- \$52.7M (41%) for capital projects (Continuing Studies building addition, deferred maintenance, and classroom and labs improvements) and for equipment replacement;
- \$6.7M represents reserve funds for insurance, utilities and library; and
- \$69.4M is department and institutional carry forward funds.

The decrease in reserves is mainly comprised of:

- \$2.4M reduction in equipment reserves due to replacement spending;
- \$2.5M increase in the capital reserve for future capital projects (e.g. continuing studies addition and renovation); and
- \$.07M reduction in carry forward reserves.

Within the carry forward category, a significant portion of these funds are required to meet employee obligations (22% or \$15.1M) or research support commitments (17% or \$12.1M) and another 6% is externally targeted funding for the Island Medical Program which can't be reallocated. Further details can be found at pages 3-6 of the attached report.

Ancillary Reserves - \$10.4M

These reserves are capital reserves for ancillary operations as follows:

- Residences services - \$4.8M
- Parking services - \$3.1M
- Bookstore - \$1.4M
- Food services - \$0.6M
- Heritage realty 0 \$0.5M

Capital Advances – (\$54.5)M

These are amounts internally loaned to ancillary operations for capital projects such as prior residence expansion and CARSA. These loans will be repaid through future revenue streams.

General Operating Fund results (Schedules A and F-J)

Revenue in the general operating fund exceeded expenditures by \$13.8M for 2015. This result is consistent with prior years and largely expected as excess funds are required to fund future capital (building and equipment replacement) and/ or to cover unfilled commitments such as employee obligations (Pro D). \$14.5M of this surplus was transferred to other funds to cover capital or other projects costs and \$0.6M was drawn from appropriated reserves as noted above.

On a budget basis, there was a positive variance of \$24.4M comprised of \$13.1M in revenue and \$11.3M in expenditures. Revenue exceeded plan as a result of \$3.9M in additional tuition mainly due to greater than planned growth in undergraduate international students. The remainder of the additional revenue resulted from \$7.4M in additional departmental revenue compared to budget. Department revenue is comprised of external funding such as donations, grants, non-credit tuition etc. and as such is not consistent year to year making it difficult for departments to predict or rely on for on-going expenditures (i.e., to budget for).

With respect to expenditures, the positive variance of \$11.3M is largely a result of planned allocations to equipment or other reserves of \$3.5M, positive variances in central budgets such as benefits and other centrally allocated accounts, utilities variance of \$1.0M due to favourable weather, prices and optimization programs, vacant positions in departments and allocations for international enrolment which could not be fully expended in the year. The favourable variance in benefits results from vacancies and mid-year rate increases which are budgeted for the whole year.

Further detail can be found on page 8 (Schedule A) and 14-19 (Schedules F-J).

Ancillary (Schedules B, K-N)

All ancillary operations, except Food Services, had sufficient revenues to cover expenditures for the year with the bookstore, residences and parking each contributing to their capital reserves. Specific details on these results as well as key performance indicators for these operations can be found on pages 10-11 (Schedule B), and pages 20-28 (Schedules K-N).

Specific Purpose (Schedule C)

Specific purpose revenue exceeded expenditures by \$39M and the fund balance increased by \$28.5M mainly as a result of the largest dollar return the University of Victoria Foundation has experienced in its history representing a 13.3% return.

Sponsored Research (Schedule D)

While sponsored research revenue was exceeded by expenditures by \$722,000 year over year, revenues increased by \$7.3M..

Capital (Schedule E)

Expenditures in ty in the capital fund increased in 2015 as construction of CARSA continued. This project was the main factor resulting in increased expenditures of \$4.6M.

Attachments:

- Financial Results and Analysis for the Year Ended March 31, 2015 on a Fund Accounting Basis
- Consolidated Fund Accounting Financial Statements and Schedules for the University of Victoria – Year ended March 31, 2015 with comparative information for the year ended March 31, 2014.

Financial Results and Analysis for the Year Ended March 31, 2015 on a Fund Accounting Basis

Presentation of Management Information

To enhance accountability, budgetary control and stewardship of resources, the university maintains separate funds of assets, liabilities, revenues and expenditures for its many activities. Fund accounting is used by the university for its operating budget allocations and to ensure that restricted grants, donations and other contributions are spent only for the purposes intended. These funds are grouped as General Operating, Ancillary Enterprises, Specific Purposes, Sponsored Research, Capital and Endowment funds and are defined as follows:

- The General Operating Fund reports revenue and expense related to the general operations of the university.
- The Ancillary Enterprises Fund reports revenue and expense related to service operations that are expected to function on a self-supporting basis. These operations comprise the bookstore, food services, student residences, parking services, child care services, donated property rental, hotel and brew-pub operations, and the Vancouver Island Technology Park.
- The Specific Purposes Fund accounts for revenue and expense relating to contract services, special projects and endowment funds.
- The Sponsored Research Fund accounts for monies designated for the support of research.
- The Capital Fund accounts for monies designated for the acquisition of capital assets and major renovations. Where monies designated for capital use are received as part of the resources for general operations, ancillary enterprises, specific purposes and sponsored research activities - generally for equipment, furnishings, computer equipment and library holdings - the revenue and expense related to those assets are accounted for in those respective funds.
- The Endowment assets, held as invested principal, comprise the accumulation of endowment contributions and the portion of investment income that is required by the donors and the Foundation Board to be added to the fund to offset the eroding effect of inflation.

The university conducts certain activities through related entities. These financial statements consolidate the accounts of five wholly owned subsidiaries of the university:

- UVic Industry Partnerships (formerly University of Victoria Innovation and Development Corporation) which assists with intellectual property management and commercialization of research discoveries.
- University of Victoria Properties Investments Inc. which manages the university's real estate holdings including the Vancouver Island Technology Park Trust.
- Ocean Networks Canada Society which manages the university's VENUS and NEPTUNE ocean observatories.
- Pacific Climate Impacts Consortium which stimulates collaboration to produce climate information for education, policy and decision making.

- Byron Price and Associates Ltd. which holds land in North Saanich.

The financial statements consolidate the accounts of the University of Victoria Long Term Disability Trust (LTD Trust) which administers an employee benefit plan on behalf of the university's faculty and administrative professional staff.

The financial statements also consolidate the accounts of related not-for-profit organizations whose activities benefit the University:

- University of Victoria Foundation, the Foundation for the University of Victoria, and the U.S. Foundation for the University of Victoria which encourage financial support of the University and administer the University's endowment funds.

The operations of University of Victoria Properties Investments Inc. are reported in Schedule B as Ancillary Enterprises, Ocean Networks Canada Society and the Pacific Climate Impacts Consortium are reported as Sponsored Research, while the operations of the other five entities are reported as Specific Purposes.

The financial statements proportionately consolidate the accounts of the following joint ventures:

- Tri-Universities Meson Facility (TRIUMF) which operates a research facility for sub-atomic physics located at the University of British Columbia. The financial statements include the University's 8.33% interest.
- Western Canadian Universities Marine Sciences Society (WCUMSS) which operates a marine research facility at Bamfield on the west coast of Vancouver Island. The financial statements include the University's 20% interest.

The financial statements include the accounts of the University's three profit-oriented subsidiaries using the equity method of accounting:

- Heritage Realty Properties Ltd. which manages the property rental and downtown hotel and brew-pub operation donated by the late Michael C. Williams.
- Vancouver Island Technology Park Trust which provides leased space to technology companies on Vancouver Island.
- Gustavson School of Business Executive Education Inc. which provides executive education and other non-credit education.

All entities have a fiscal year end of March 31 with the exception of Heritage Realty Properties Ltd. which has a December 31 year end.

Balance Sheet – Statement 1

A key feature of fund accounting is that plant or capital assets are recorded on the balance sheet without amortization, unlike the accounting treatment within the external audited financial statements. Treatment within fund accounting is to record, at original cost, buildings, land and site development until disposal while equipment and furnishings are written off after 8 years.

Key balance sheet highlights are as follows:

- Total assets increased by \$55.1M while liabilities decreased by \$2.7M. Fund balances increased by \$19.4M and equity in plant assets grew by \$38.4M.
- Endowment investments are recorded at fair value and have increased by \$41.3M to \$398.4M. The \$41.3M increase is made up as follows:

Donations	\$4.7M
Investment income	48.5M
Disbursements (fees and awards)	(14.2)M
Changes in receivables/payables	(2.3)M
	<u>\$41.3M</u>

- Capital assets increased by \$36.4M with increases in buildings of \$46.4M and library holdings by \$2.3M. The majority of the increase in buildings (\$32.0M) was related to the CARSA project. Increases in buildings and library holdings were offset by equipment and furnishings write offs that exceeded acquisitions by \$15.6M
- Long term debt decreased by \$1.8M resulting from regularly scheduled debt payments.
- Funds held for employee future benefits, excluding any unfunded portion, increased by \$2.7M to \$23.1M and are made up as follows:

Vested sick leave benefits	\$3.2M
Supplemental pension obligations	6.2M
Group life insurance	1.5M
LTD liability	12.2M
	<u>\$23.1M</u>

- Endowment principal funds, held primarily in the UVic Foundation, increased by \$10.6M due to external donations of \$3.4M, UVic transfers of \$838K and capitalized investment income of \$6.3M.
- Equity in plant assets increased by \$38.4M due to capital additions of \$70.3M and debt repayment of \$1.9M less \$33.8M of equipment, furnishings and library holdings written off.

Statement of Appropriated Expendable Balances – Statement 2

For over 30 years, departments have been asked to save (i.e., to appropriate) from their annual operating budgets sufficient funds to replace computers and other equipment. Interest is paid on equipment reserve balances in order to encourage savings and during the year the interest allocated was 2.25%. Statement 2 summarizes these replacement appropriations. The university also has a carry forward policy whereby

departments who do not spend all of their General Operating Fund allocation in a year have it appropriated at the Faculty or department level for spending in future years. These two policies permit departments to plan for new projects, restructuring, and equipment needs over a longer timeframe. Should a department incur a deficit in a fiscal year, that deficit becomes a first charge on its operating budget for the following year. Unspent carry forward balances are categorized according to how departments plan to use these balances in the future. Statement 2 reflects these departmental allocations.

The university expects that the provincial operating grant and tuition fees will not subsidize ancillary operations and, as such, each ancillary enterprise must budget to break even, including a provision for periodic renovation replacement and expansion of its facilities. As such, there are appropriated funds from ancillary operations in order to be able to invest in equipment replacement and capital improvements.

Due to restrictions in the ability of the university to borrow externally, appropriated fund balances are used on a temporary basis to fund capital projects that will generate future revenues from which to repay the internal loan (e.g., residences).

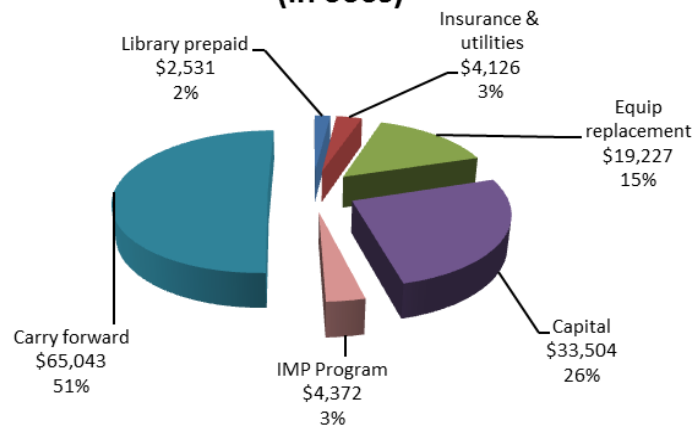
Total appropriated expendable funds were as follows:

<i>(in thousands of dollars)</i>	2015	2014
General operating	128,803	129,439
Ancillary enterprises	10,368	17,688
Less loans for Capital	(54,491)	(36,941)
Total	84,680	110,186

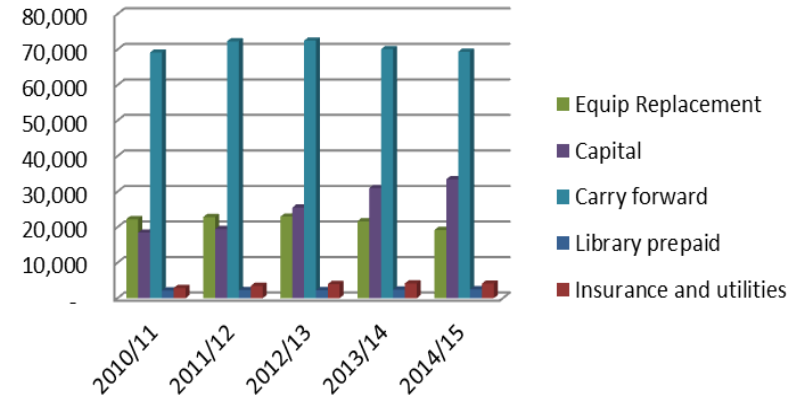
The following charts show the distribution of the appropriated funds (reserves) within the major categories of: capital, equipment, carry forward¹, library prepaid and insurance. It also shows how these reserves have changed over time.

¹ This category includes program development and operation support, research support, student assistance and financial aid, employee obligations, training and support, other commitments, contingency and the externally funded Island Medical Program.

Reserve Balance 2014-15 (in 000s)

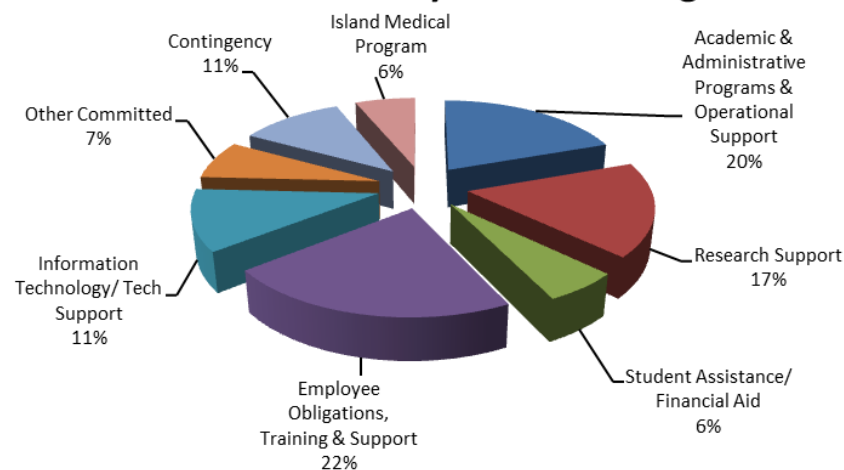


Reserve History from Fiscal 2011 to 2015 (in 000s)



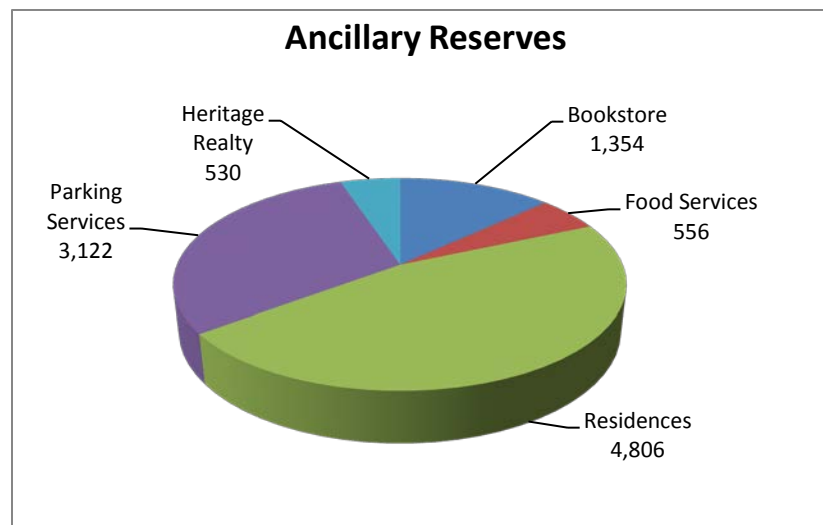
As shown in the table above, total operating fund appropriations decreased by \$0.6M in 2015. This is the result of a decrease within the carry forward fund categories, including decreases in funds set aside for Island Medical Program (\$1.0M), Program Development and Operation Support (\$1.4M), Student Assistance and Financial Aid (\$1.2M), Information Technology and Technical Support (\$1.4M) and Research Support and Employee Obligations (\$0.7M). There were offsetting increases in funds set aside for Other Commitments (\$2.6M) and Contingency (\$2.3M). The following chart summarizes the intended use of the carry forward balances of \$69.4M:

Fiscal 2014-15 Carry Forward Categories



The largest allocation or 22% is for employee obligations including accumulated professional development, leave and other contractual commitments. Research support is 17% of the total and is generally made up of commitments to individual faculty for research start-up, travel grants, etc. Another category of note is the Island Medical Program. This represents 6% and is not available for reallocation as it is externally targeted, specific funding.

The Ancillary appropriated fund balance of \$10.4M is made up of reserves as shown in the following chart:

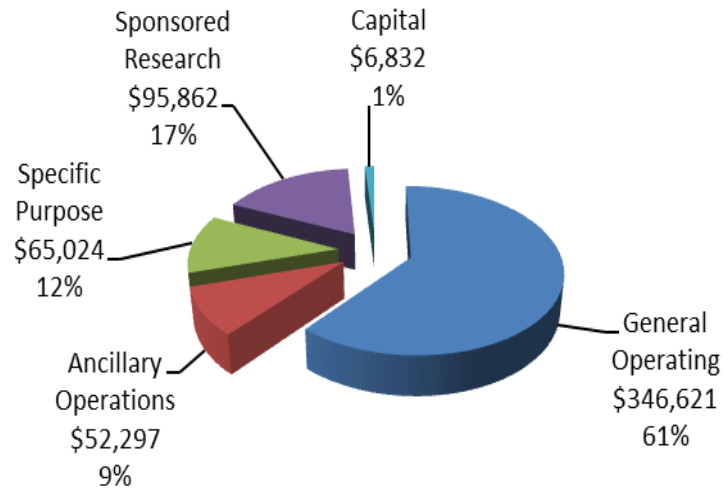


Unappropriated Expendable Funds – Statement 3

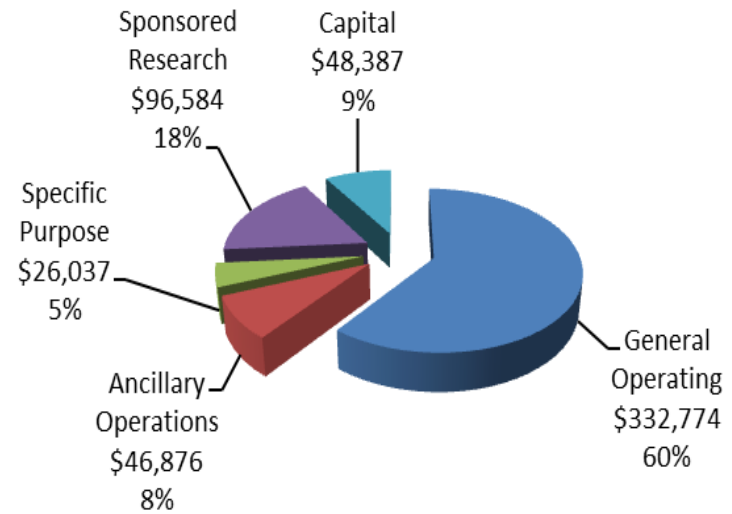
Total revenue across all five funds increased by \$13M to \$566.6M, representing an increase of 2.4% while total expenditures increased by \$13.1M to \$550.7M representing a 2.4% increase. On a total fund basis, total revenues of \$566.6M exceeded expenditures of \$550.7M by \$15.9M. After transferring \$7.2M to endowment principal and adding \$25.5M from appropriated reserves, total unappropriated expendable fund balances increased by \$34.3M. This increase is primarily in the Specific Purpose fund related to the positive investment returns that increased the endowment expendable balances of the UVic Foundation. Each of the fund balances will be discussed subsequently in this report.

Total revenue and expenditures are broken down by fund as follows:

Total Revenue by Fund

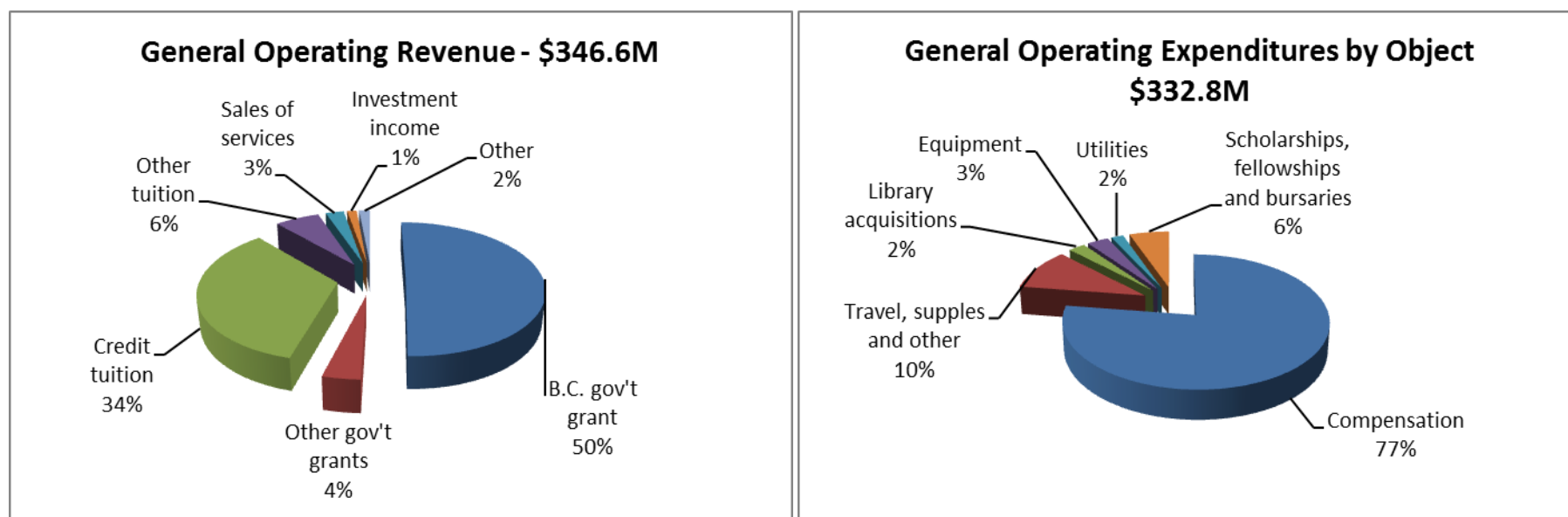


Total Expenditures by Fund



General Operating Fund (GOF) – Schedule A

The General Operating Fund represents 61% of the university's activities. Total General Operating revenues and expenditures are made up as follows:

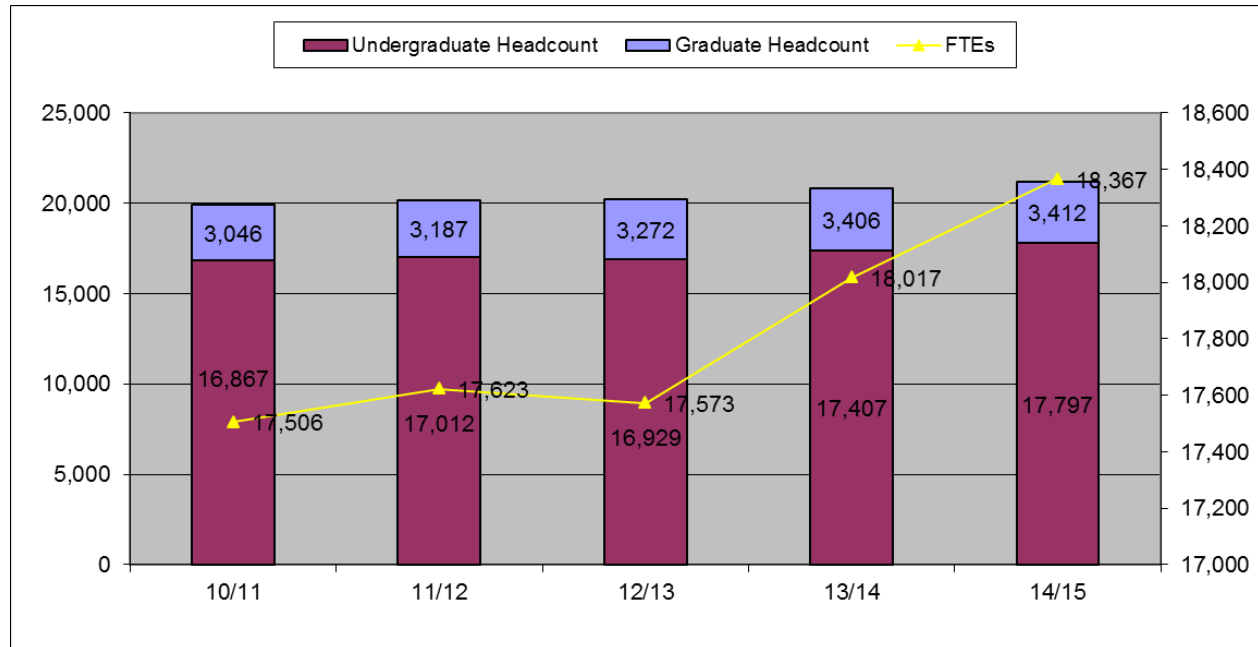


Total revenue in the General Operating Fund increased by \$12.1M (3.6%) and total expenditures increased by \$11M (3.4%). Government grants and tuition accounted for 95% of revenue while compensation costs (i.e., salary and benefits) accounted for 77.3% of total expenses.

While revenue exceeded expenditures by \$13.8M, \$14.5M was transferred to the other funds to cover the costs of commitments to a variety of capital and other projects and a net of \$0.6M was transferred from appropriated reserves bringing the General Operating fund balance to zero, which is consistent with past practice. The net excess of revenue over expenditures of \$13.8M represents 4.0% of total revenue compared to \$12.7M and 3.8% of total revenue for the year ended March 31, 2014. The surplus results from circumstances that are difficult to predict (for example, vacancies and enrolment levels) and planned surpluses to ensure that there are sufficient funds to invest in, for example, equipment and major capital.

The university's provincial operating grant was \$173.2M which was reduced \$1.8M or 1.0% from the previous year. Other government grants include \$6.2M of federal government grants, the majority of which is the federal indirect cost of research grant and \$6.7M of other government grants representing funding from the University of BC specifically for the Island Medical Program.

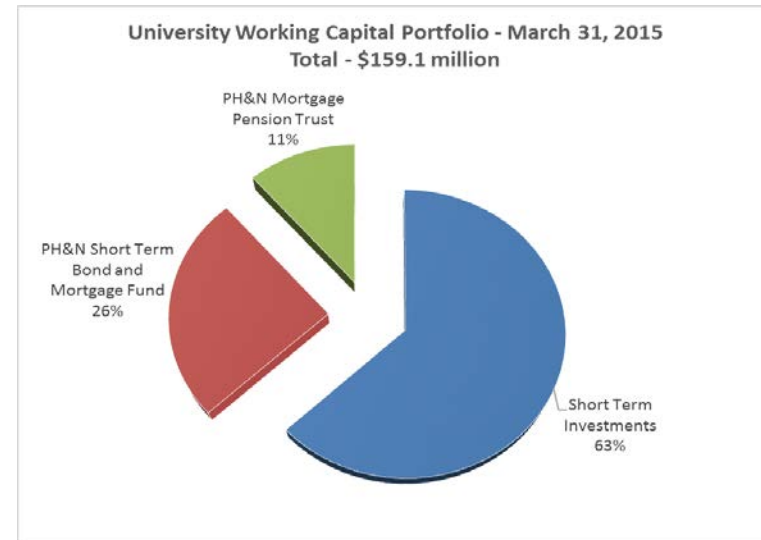
Credit tuition increased by \$8.9M made up of \$1.2M for domestic student fees reflecting the 2% increase in tuition fees (the maximum allowed by the Province of BC) and \$7.7M of international student fees reflecting growth in enrolment of international students that have fees higher than the domestic rate of tuition.



Non-credit tuition increased by \$2.6M due to strong enrolments in Continuing Studies.

Investment income increased by \$1.5M due to higher returns on investments. The return on the university's working capital was 2.8% compared to last year's return of 1.5%.

The short term Investments of the portfolio are invested in Guaranteed Investment Certificates (GICs) all with terms to maturity under 1 year. The long term investments of the working capital portfolio are professionally managed by Phillips Hager and North (PH&N). This year the PH&N Mortgage Pension Trust was introduced and replaced the PH&N Bond Fund. The working capital portfolio provides daily liquidity along with enhanced returns from investments with a longer duration. The investments are as shown in the working capital portfolio chart.



Academic salaries increased by \$1.8M reflecting progression through the ranks and gender equity adjustments. Support staff salaries increased by \$2.2M with salary increases arising from the settlement of the Professional Employees Association collective agreement and progression through the ranks for several employee groups. Employee benefits increased by \$0.3M due to the higher salaries.

Scholarships, fellowships and bursaries increased by \$1.3M reflecting enhanced undergraduate entrance scholarships with the objective of improving the quality and number of students accepting their entrance offer.

Ancillary Enterprises Fund – Schedule B

An ancillary operation is a department that is required to be financially self-sufficient. That is, each operation must generate sufficient revenue to not only cover its annual operating costs, including any compensation changes, but also provide adequate funding to address building maintenance or renovation requirements as well as capital expansion needs.

Schedule B (page 34) of the attached fund accounting schedules show the financial results of university ancillary operations both on and off campus.

Off-campus Business Enterprises include the operations of the Broad Street commercial/residential rental properties owned by the university and the property rental and hotel operations owned by Heritage Realty Properties Ltd., both accounted for using the equity method of accounting. The hotel operations and rental properties, received as part of the Michael C. Williams' estate, provide a large and sustainable

cash flow to the university. During the year \$1.2M was provided by Heritage Realty to the university to support initiatives consistent with the wishes of the donor.

Off-campus Business Enterprises also include the Vancouver Island Technology Park Trust, accounted for using the equity method of accounting, and the operations of the University of Victoria Properties Investments Inc. The University of Victoria Properties Investments Inc. acts as trustee for the Trust and also manages the Marine Technology Centre owned by the university. The Vancouver Island Technology Park provides a range of commercial space for external high-tech companies and some UVic research and teaching activities. The Trust is intended to be self-funding with a return on investment provided to the university. During the year \$856K was provided by VITP Trust to support university priorities.

The results of the on campus ancillary operations including the bookstore, housing food and conference services, parking and child care are summarized in the Ancillary Budget – Schedules K through O (pages 44-48).

Specific Purposes Fund – Schedule C

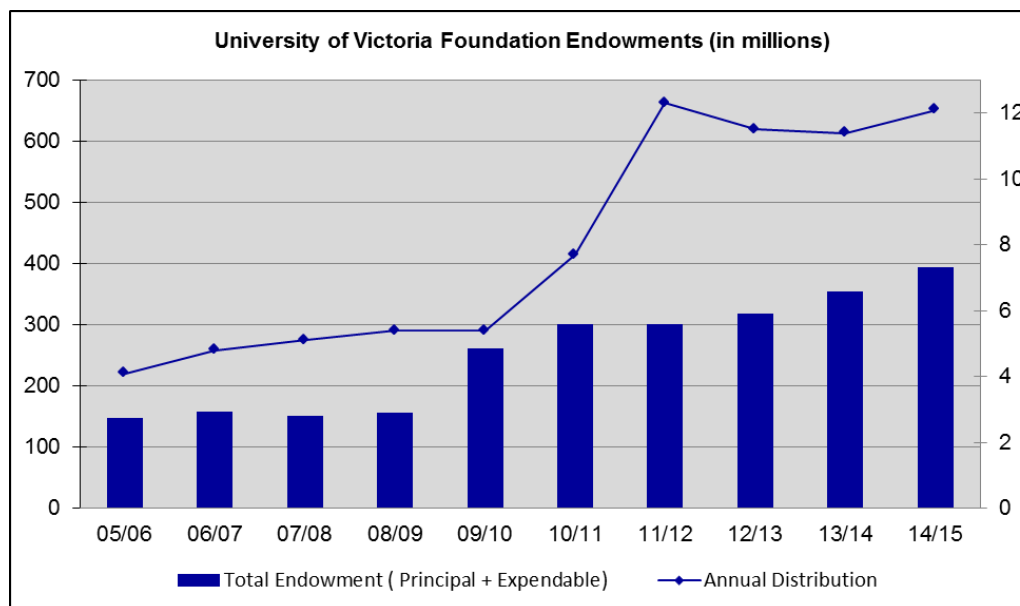
The Specific Purposes Fund includes the expendable funds of the University of Victoria Foundation, the Foundation for the University of Victoria and the U.S. Foundation for the University of Victoria. It also includes the revenues and expenses of the LTD Trust as well as UVic Industry Partnerships.

Overall, revenue exceeded expenditures by \$39M. Of this amount \$10.5M was transferred with the majority added to endowment principal to protect against the eroding effects of inflation, and to Sponsored Research to provide funding to certain research centers who receive their funding from endowments. The Specific Purpose fund balance increased by \$28.5M to \$89.7M, of which \$74.1M represents the portion of funds within the UVic Foundation, referred to as the expendable fund, that is available to be expended in accordance with the terms of the endowment at any time,

Other highlights include:

- Investment income increased by \$4.8M, primarily within the UVic Foundation.

Most endowment funds benefiting the university and its students are held by the University of Victoria Foundation. The Foundation's investments experienced its largest dollar return in its history with investment income of \$48.5M representing a 13.3% return for the year ended March 31. With the receipt of \$4.3M of endowment contributions less disbursements of \$14.2M, the total market value of the UVic Foundation endowment fund increased from \$355.1M to \$394.0M, comprised of \$319.9M of principal and \$74.1M of expendable funds.



The Foundation's investments are managed by professional investment counsel with separate managers for Canadian equity and Canadian fixed income mandates, global equity mandates split evenly between two managers, a real estate manager and an infrastructure manager. The Foundation's investment policy provides for a target asset mix of 25% fixed income, 25% Canadian equities, 30% global equities, 10% real estate and 10% infrastructure. External investment consultants assist the Foundation's Board in monitoring performance and considering an appropriate asset mix.

The Foundation's endowment management policy follows a "total-return" approach with awards based on 4.0% of the December 31 inflation adjusted balance of the funds principal with an additional 0.5% available for funds with a market value in excess of 108% of inflation adjusted principal. In most years, an amount is capitalized to the principal of each endowment to protect against the eroding effects of inflation and for this year the amount added to the principal for this purpose was \$6.3 million.

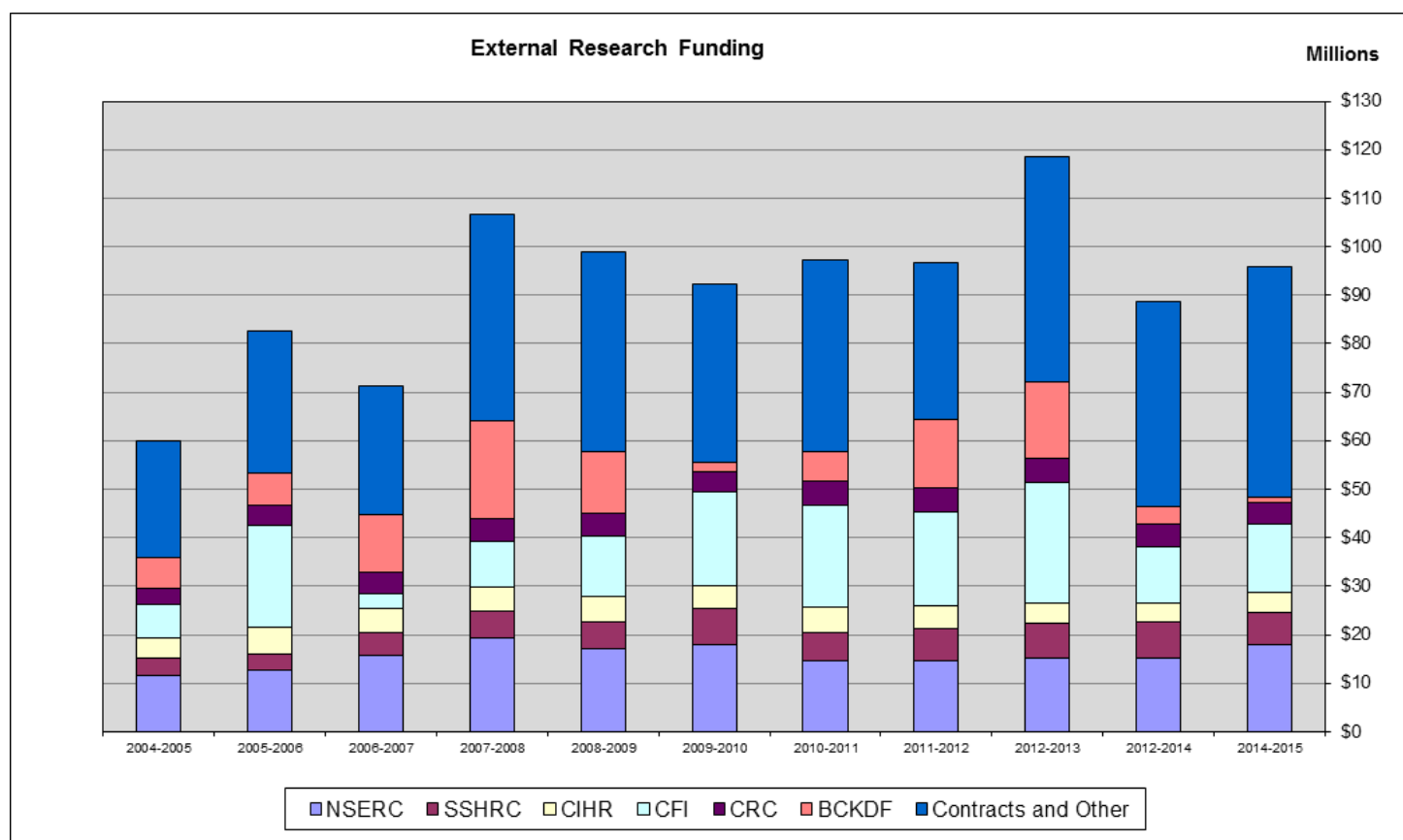
Sponsored Research Fund – Schedule D

The Sponsored Research fund includes the revenues and expenses of the related entities including Oceans Networks Canada, Pacific Climate Impacts Consortium, TRIUMF and WCUMSS.

Sponsored Research expenditures for the year exceeded revenues by \$722K although a net amount of \$5.2M was transferred in from other funds resulting in a net increase in the fund balance of \$4.5M to \$51.4M. This balance represents external grant funding that has been received but not yet spent.

Revenues increased by \$7.3M (8.2%) to \$95.9M while expenditures decreased by \$6.9M (6.6%). The university's faculty continued their high level of success in attracting research grants and contracts. The university ranks second amongst Canadian comprehensive research intensive universities in total research funding, first in NSERC/CIHR grants and third in SSHRC grants.

The following shows the trend of sponsored research funding over the last 11 years.



Capital Fund – Schedule E

The Capital Fund includes monies designated for the acquisition of major capital assets and renovations, although capital assets such as equipment, furnishings, computer equipment and library holdings are recorded as expenditures in other funds to match the funding source.

Revenues in the Capital Fund decreased by \$12.3M due to a reduction in Provincial funding of \$4.1M related to routine capital and maintenance and the \$10M of authorized capital borrowing for the construction of the CARSA / parkade structure recorded last year.

Expenditures continued to be relatively high at \$48.4M, an increase of \$4.6M from the prior year. Construction continued on CARSA and the Food Services renovation projects, and commenced on the Continuing Studies building expansion.

Operating Budget Schedules F through J

Each year the budget office prepares operating fund budget schedules in order to provide management and the Board of Governors with information to assess the financial performance of the operations of the institution for the fiscal year. These schedules differ from the fund accounting statements (Statements 1 to 3 and Schedule A through E) in that they compare actual results, both revenue and expense, for the fiscal year against the budget plan whereas the fund accounting statements provide a comparison of actual results with those of the previous year. These budget schedules provide useful information to determine whether changes to budget or changes in activity should be made for the current or future fiscal years.

Another difference between the budget schedules and the fund accounting statements is that they are prepared on a function basis, as compared to an object basis (i.e. type of expense), which better reflects university budgetary responsibility, accountability and control.

The detailed budget versus actual schedules for the year ended March 31, 2015 include schedules F through J and can be found at pages 38-43. These schedules compare actual operating results for fiscal 2014-15 with the total budget for the year. The total budget column includes not only the base budget for each functional area or revenue item but also any non-recurring / one time entries for that year. These entries include one-time items such as a drawdown of carry forward or equipment reserves, budget reallocations between different functional areas or an allocation from a central budget (e.g., enrolment management funds or salary increase budget) to a department.

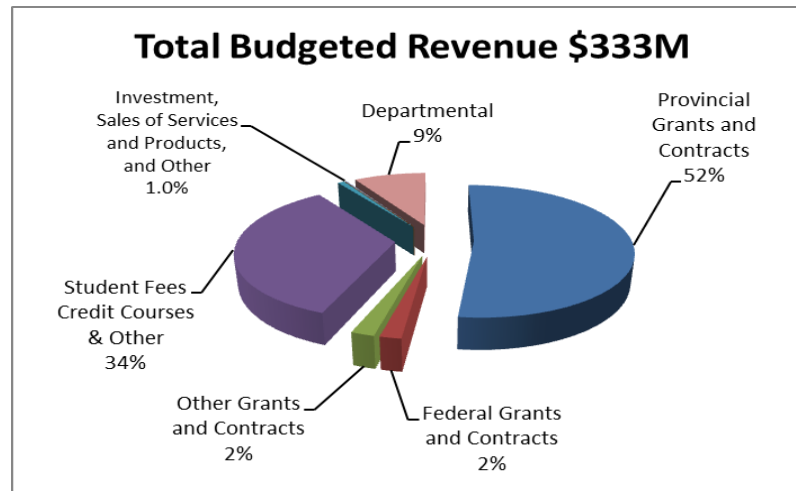
The following points should be kept in mind when reviewing these schedules:

- unfavourable variances from the budget (i.e. either revenues or cost recoveries are less than budget; or expenditures are greater than budget) are shown with brackets;
- benefits are budgeted and accounted for centrally and therefore costs within each function do not include benefits whereas the external PSAS statement have benefits allocated to functions;
- the revenue amounts per schedule F will not align with the revenue on Statement 3 or Schedule A of the fund accounting statements as statement F shows department revenue separately. Department revenue will include revenue from sources such as provincial and federal grants, student fees etc; and
- variations from budget are sometimes offset by variations in related revenues or expenditures. For example, an apparent shortfall in revenues may be offset by reduced expenditures or alternatively, an expenditure in excess of budget may be compensated for by increased revenues or cost recoveries (see schedule I for a summary).

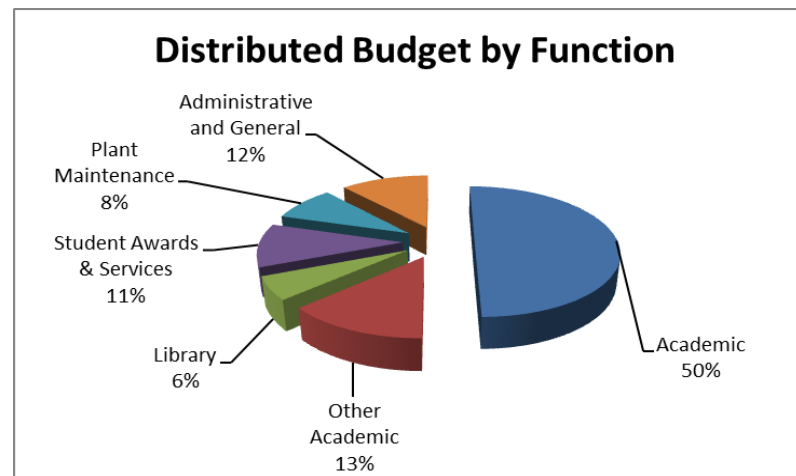
Operating Budget – Schedule F

Revenue and Expenditure Overview

Total budgeted revenue in 2014-15 was \$333M comprised of the following sources:



The majority of this funding is allocated to support academic purposes as follows:



Year End Results

As noted above, for the fiscal year ended March 31, 2015 there was an excess of operating revenue over expenditures of \$13.8M. This excess is a result of a number of items as follows:

- Positive results as compared to budget due to increased or unanticipated revenue and/or favourable expenditures variances;
- Planned reserves for future major capital projects and equipment replacement;
- Planned sources of non-recurring funding; and
- Costs related to capital and entities that are funded by operating but are presented as interfund transfers (below the line) whereas they are budgeted as expenditures (\$14.5M for 2014-15 as noted above).

In comparing actual results to budget there was a positive result of \$24.4M - \$13.4M in additional revenue and an \$11.0M positive variance on expenditures.

From a budget responsibility point of view this positive variance is derived from both central and departmental budgets as follows:

Central revenue (tuition, investment income, internal financing and other)	\$ 5.7M
Central expenditures and recoveries (benefits, overhead and centrally allocated budgets)	<u>\$ 4.7M</u>
Positive variance from central accounts	\$10.4M
Positive variance from departmental accounts	<u>\$14.0M</u>
Total	<u>\$24.4M</u>

Central Revenue Accounts

The primary sources of general operating revenue are government grant, tuition and investment income. In 2014-15 the additional revenue of \$5.7M or 1.7% of the revenue budget resulted from:

1. Tuition revenue \$ 3.9M

International enrolment grew significantly in 2014. Early projections in September 2014 indicated that revenue would be up close to \$7.0M as a result of this growth. Given the impact on this level of growth on individual faculties, funding of \$2.4M was allocated early to

provide support for this growth. This allocation was made from projected revenue and therefore the budget for tuition increase by \$2.4M during the year.

2. Investment income (\$1.8M - \$.3M)..... \$ 1.5M

Schedule F shows a budget variance of \$1.8M for investment income. This amount however is offset by negative variance of \$0.3M from internal loans which is shown under administrative and general in schedule I (page 41) as it is an internal allocation. Therefore the Investment income budget, once internal financing is taken into account, had a surplus balance in 2014-15 of \$1.5M. This surplus is a result of unexpected decreases in interest rates during the year that were not anticipated in the financial markets. Funding from this positive variance have been allocated to the investment reserve as interest rates are expected to increase which will generate losses on the portfolio.

As per the university policy to ensure multi-year financial planning for equipment replacement, \$0.53M of the investment income balance was allocated to department equipment reserves and \$.38M was allocated to ancillary reserves.

3. Other income\$0.3M

This variance is an accumulation of small amounts from various accounts.

Impact on Future Budgets from Revenue Variances

The budget for tuition revenue for 2015-16, as approved by the Board, was increased by \$7.2M reflecting increased undergraduate international enrolment. When developing the 2016-17 budget in the fall of 2015, enrolment levels will be reviewed to determine whether further adjustments should be considered given an early indications of enrolment levels.

With respect to the investment income, given the current interest rate environment the budget will need to be monitored each year to assess whether the level of budget is still achievable and therefore appropriate. As noted above there is a reserve to protect against losses that will occur when interest rates rise. The impact of this has been mitigated to some extent through the change in 2014-15 to a mortgage fund away from a longer term bond fund.

Other central revenue budgets will not be adjusted as the variances are considered insignificant.

Central Expenditures and Recoveries

Central accounts include compensation (benefits, salary, position turnover etc.), overhead recoveries as well as contingency funds. In 2014-15 the positive central variance of \$4.7M resulted from:

1. Benefits \$2.3M

The benefit accounts continue to have a positive result as a result of departmental position vacancies (\$1.7M). The remaining variance generally results from budgeting for a full annual increase for a benefit change even though actual increases are only a portion of the year (benefits on salary increases, increase in Employment Insurance or extended health, etc.).

2. Overhead recoveries\$0.2M

This variance is the result of additional overhead research income. Overhead recoveries fluctuate from year to year and are difficult to estimate given they are derived from contract research grants.

3. Centrally Allocated Budgets.....\$2.2M

As noted above centrally allocated budgets include budgets to fund compensation increases. They also include funds to top-up vacant positions once filled and a contingency amount to cover unforeseen events. These accounts are reviewed each year as part of the development of the annual budget to ensure they remain appropriate.

Impact on Future Budgets from Expenditure Variances

Given the favorable variance in the benefits budget is largely a result of vacant positions this variance will continue as long as there continues to be vacant positions.

The overhead variance is not considered significant but will be reviewed for 2016-17 based on information from research on projected contract revenue and the revenue trend over the last few years.

Centrally allocated budgets are considered prudent to provide funds for unforeseen events or strategic one time allocations. The total variance represents less than 1.0% of actual expenditures for the year.

Departmental Accounts

As noted above, departments had a year-end positive budget variance of \$14.0M. Departments are expected, for the most part, to have favourable year end balances as they are required to put aside funds to address future equipment replacement and capital needs. In 2014-15 departments planned to allocate \$3.5M to reserves for this purpose with actual transfers totaling \$6.4M - \$4.8M for equipment and \$1.6M for capital.

The largest source of positive budget variances within departments is departmental revenue which was \$7.4M higher than budgeted. Departmental revenue is largely comprised of external funding (i.e., gifts, grants, sales, non-credit tuition, application and athletic fees, etc.), and as such is not consistent year to year, making it difficult for departments to predict or rely on for on-going expenditures. Given this fact, most departments budget this revenue conservatively. Some examples of revenue received in 2014-15 include donations; executive education,

MBA non-credit, and MGB fees in Business; recoveries for marine science vessel usage; external cost recoveries (i.e., Vancouver Island Cancer Centre); one-time government program grants; auditorium fees; field school fees; Fine Arts shows (i.e., women's choir, theatre); and athletic club fees. For some departments the positive revenue result is offset by increased expenditures (Schedule I).

Within the expenditures budgets, the largest source of positive variance was the utility budget at \$1.0M. This resulted from significant efforts within facilities management to reduce utility costs through continuous optimization programs, a very favourable winter and lower prices for natural gas. The remaining expenditure variances resulted from mid-year funding to support international students which could not be fully expended in the year, vacant positions or partial year hires, favourable supply account variances, or drawdowns from reserves or carry forward in excess of the actual costs.

At the individual faculty and department level, all were on or under budget when available carry forward is taken into account. Some units within a faculty or department however were over budget by small amounts. These deficits will be a first charge against the unit's budget in 2015-16 or have been offset by carryover or alternatively have been covered at the faculty level.

Operating Budget – Schedule G

This schedule provides a breakdown of departmental revenue by functional area. Some highlights include:

- The department / faculty with the largest budgeted departmental revenue is continuing studies at \$16.3M. Continuing studies is a mainly self-funded Division and as such tuition for their programs is allocated to them directly. As well, they are required to fund salary increases within the program areas. The Division has also used revenues to support capital expansion including the current expansion and renovation of the Continuing Studies building.
- Student services departmental revenue is mainly comprised of student athletic and recreation fees, physiotherapy fees, and external funding for Health Services.

Operating Budget – Schedules H through J

Schedules H and I summarize total budget, actual results and a comparison to the prior year of expenditure budgets by function. These schedules provide information on relative sizes of faculties and departments with the largest ones being the tri-faculties - Science at \$24.0M, Social Sciences at \$21.9M and Humanities at \$20.1M. The 'other academic' budget of \$22.9M is comprised of many smaller functions such as Academic Advising, Learning and Teaching Centre, faculty professional development, faculty research - internal grants and travel, Research services and centres, overhead research, and academic related information technology.

Most areas had increased expenditures as compared to the prior year. This increase is largely a result of compensation increases including the progression through the ranks and the faculty gender equity increases. Increases in nonacademic areas are mainly comprised of PEA staff and a component of management excluded positions who received progress through range increases.

Schedule J as noted previously compares additional departmental revenue against expenditures to demonstrate that additional revenue is often offset by additional expenditures. (e.g. Engineering variance in department revenue of \$622K is largely offset by an expenditure variance of -\$422K).

Ancillary Budget – Schedules K through O

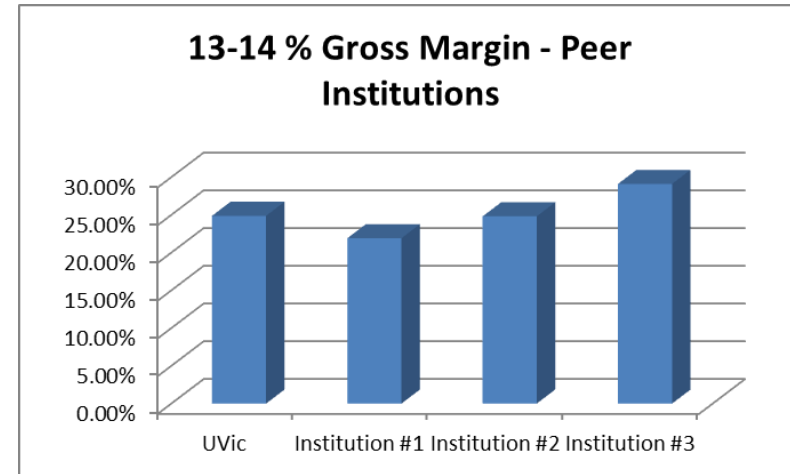
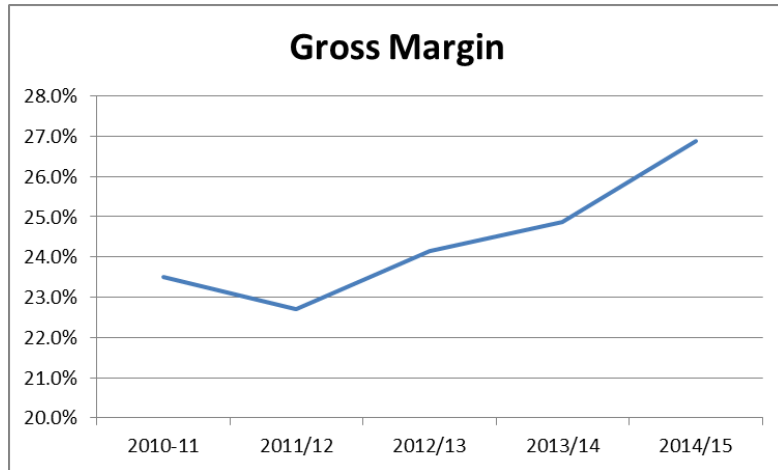
Schedule B (page 34) of the attached fund accounting schedules show the financial results of university ancillary operations both on and off campus. The results of the off campus businesses were noted above. This section will focus on the results of the on campus ancillary operations as well as provide information on some key performance indicators (KPI).

While these operations are often viewed as on campus “businesses,” it is important to know that while they are required to be financially self-sufficient, they also contribute to student life on campus and are therefore important service areas. The result of this approach is that each area may make program decisions that are not necessarily financially driven. For example, parking services subsidizes employee and student bus passes in an effort to reduce traffic to campus, residence services operates student life programs and food services has extended hours to support academic purposes. Given the above it is difficult to compare these operations to what appear to be similar off campus businesses.

Bookstore – Schedule K

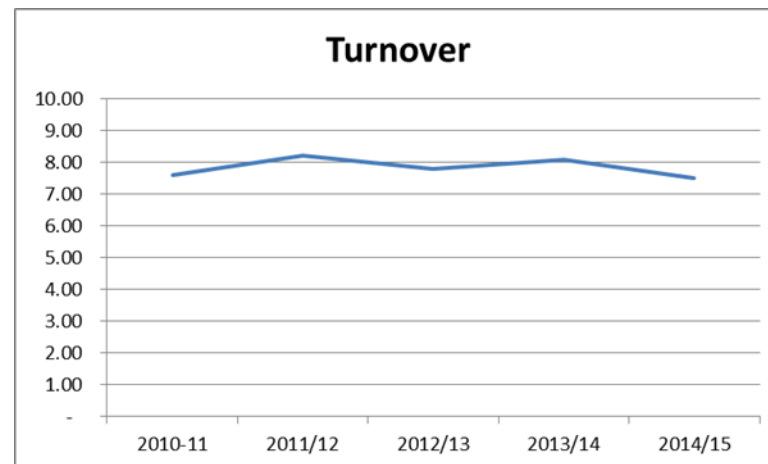
Schedule K (page 44) attached shows the financial results of the bookstore operations, which include the computer store, compared to budget as well as the results of the prior year. As anticipated, both revenue and expenses for fiscal 2015 are less than the prior year. The majority of the sales decrease was within the Computer Store due to the loss of Apple store. Textbook sales however increased by 1.9% outperforming industry trends. The overall financial results for the store was slightly higher than budgeted at \$244K as a result of higher than anticipated sales and a staff reorganization. This enabled a larger transfer to the capital reserve at year end.

The following KPIs provide useful information against which to assess the operations of the Bookstore:

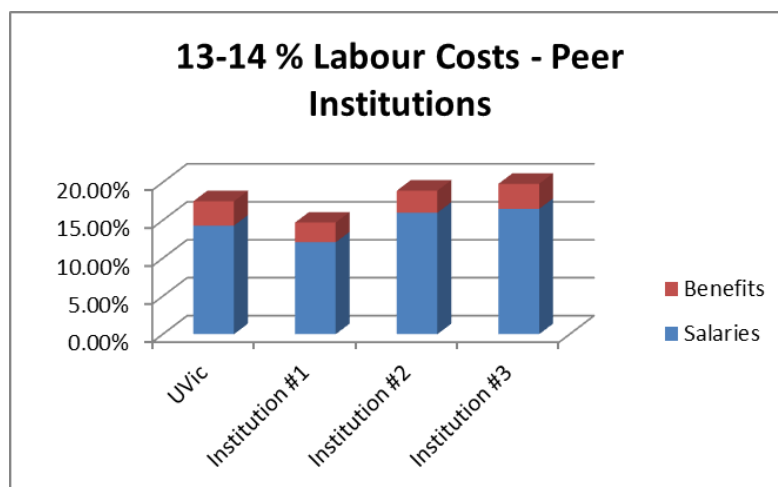


The above charts show that gross margin as a percentage of sales continues to trend positively improving to 26.88% in 2014-15. The Bookstore's gross margin compares well with other similar sized institutional bookstores (peer institutions using 13-14 as the most recent data for comparison).

Turnover rates, though down from the prior year, continue to be strong at 7.6 times:



With respect to labour costs, these tend to be higher given contractual agreements. The average of the peer group is 17.8% of total costs and therefore our operations are consistent with peers as outlined in the following chart:



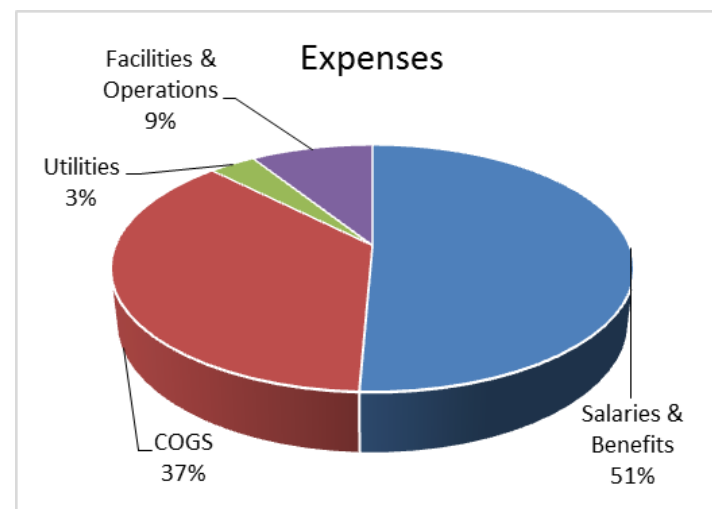
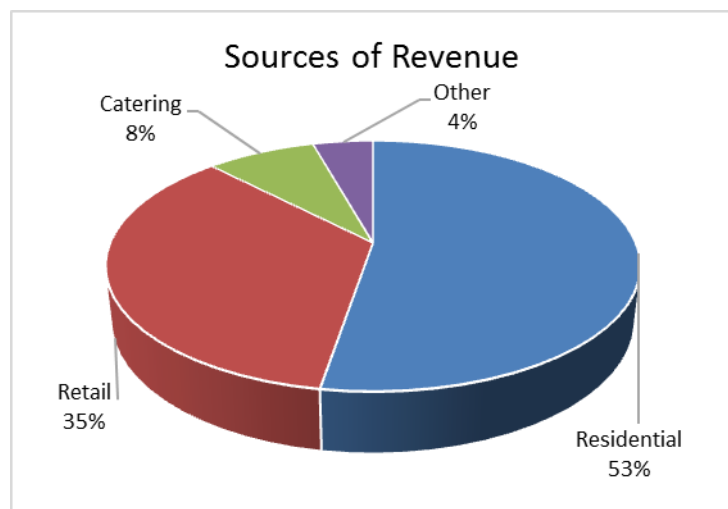
The above comparison data is from the National Association of College Stores – Large Stores Group and has been shared on a confidential basis therefore the names have not been included.

Food Services – Schedule L

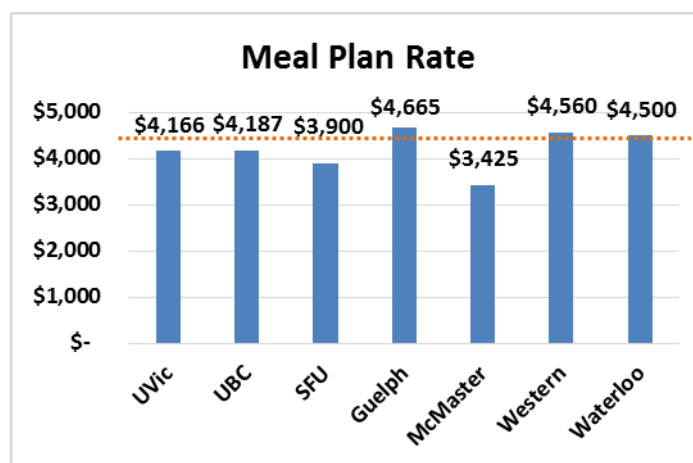
Schedule L (page 45) shows the results of the food service operation on campus. Total revenue grew by 4.7% compared to the prior year, but was slightly below budget (-0.8%), while expenses grew by 12.9%, and were 8.5% above budget. This disparity resulted in a \$983K operating loss requiring food services to withdraw \$834K additional funds from their capital reserve at year end (leaving \$556K). This draw supplemented by the operating fund balance of \$148K covered the operating deficit.

While some of the negative financial results is the result of stabilizing the new food services operations in Mystic Market, initiatives are underway to make, improvements around forecasting, cost controls, inventory and labour management in order to improve results for 2015-16. Additionally, new leadership for Food Services is being sought, along with other key organizational restructuring to advance the profitability and financial controls of the operation.

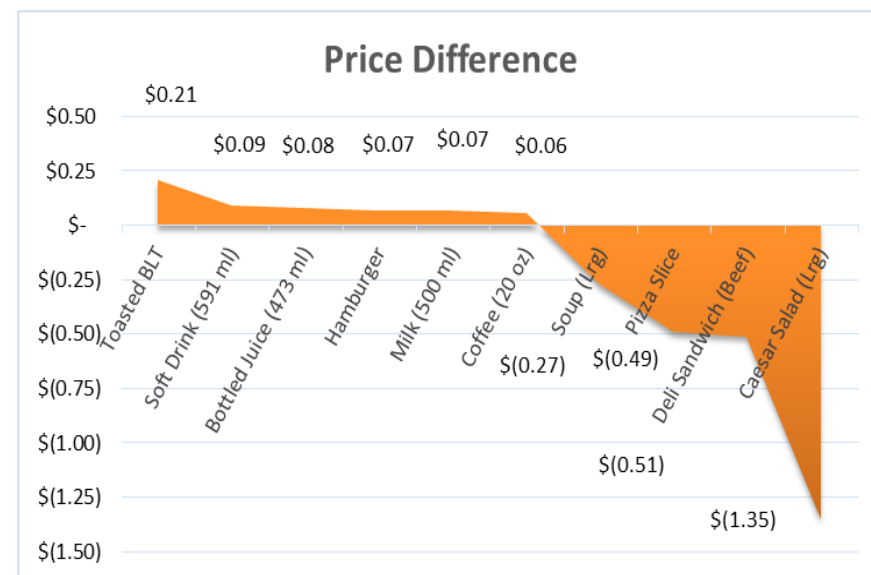
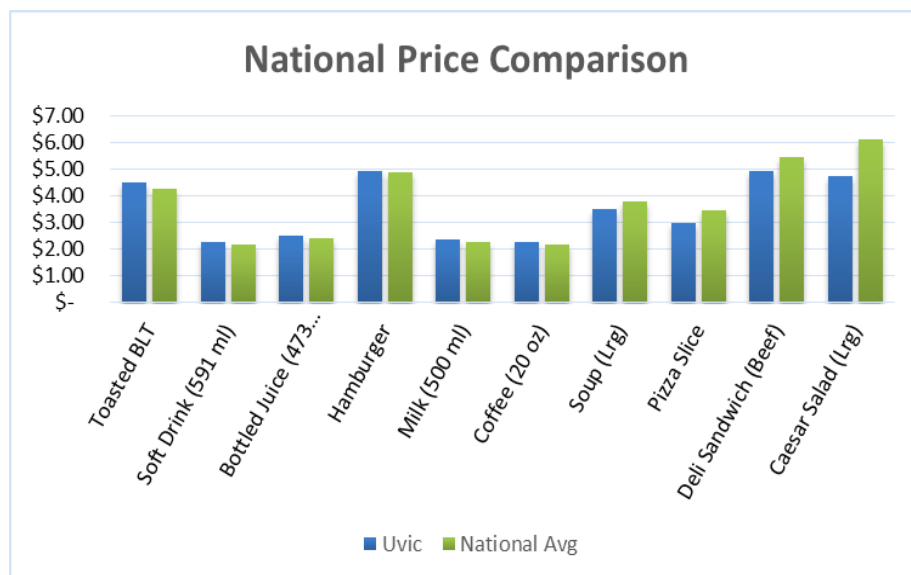
The majority of food service revenue (53%) comes from on campus housing through the residence meal program with retail sales and catering contributing an additional 35% and 8% respectively. With respect to expenses, the majority is for labour (51%):



In regards to pricing, food services monitors both the mandatory meal program and specific product pricing. For the meal program UVic pricing is comparable to peer institutions as follows:



On food product pricing, the university's food service department is a self-operation whereas most campuses across Canada contract out their food operations. This fact makes comparing information nationally difficult as, unlike bookstores, information on operations is not readily shared. There is information however on product pricing available through the Canadian College and University Food Service Association. Using this information, UVic's retail pricing compares as follows:



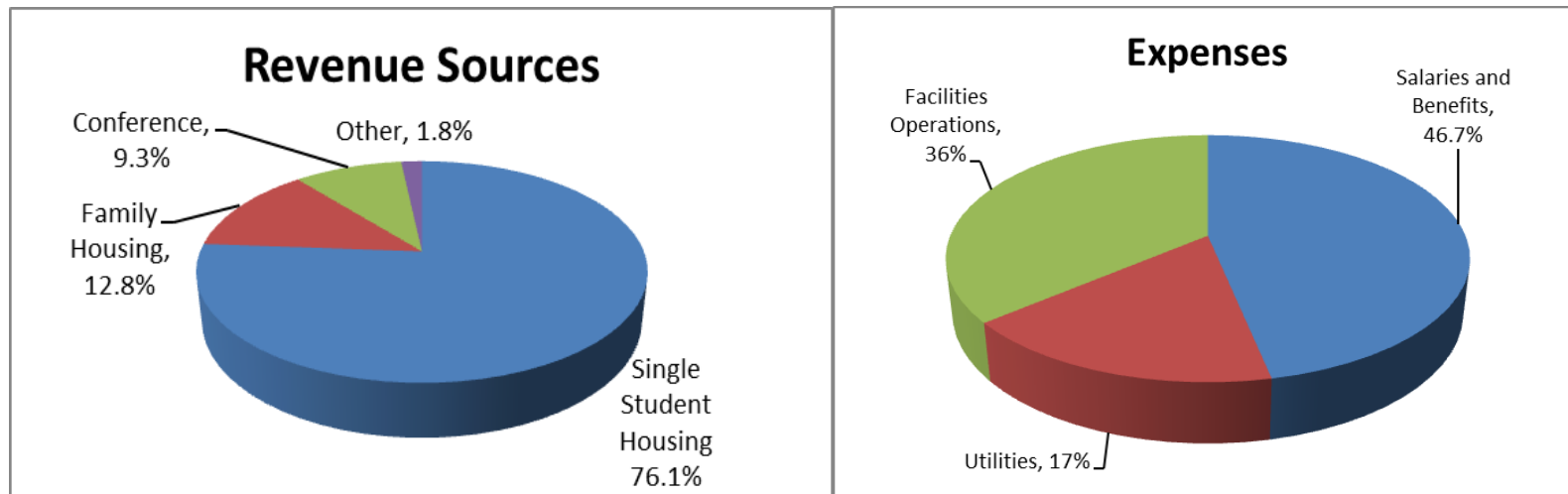
UVic's prices are generally in line with the national average and in some categories, even lower. The department pays a very competitive wage compared to other Food Services operations and contributes significantly to the overall university sustainability program through purchasing an estimated 85% of its products locally.

In 2014-15 Food Services completed a key capital renewal project – the renovation of the University Centre dining room, which was reopened as Mystic Market at the end of September 2015, approximately six weeks behind schedule. This delay in opening impacted sales revenues, and resulted in an unplanned increase in labour and other related expenses. Food services' debt obligation for this capital project is \$6.34M, following a down payment of \$550,000 from reserves. In order to ensure appropriate cash flows and uninterrupted operations of Food Services, the internal loan repayment schedule was extended to a 14 year term. However, as operations normalize, following significant organizational changes over the next year, the long-term strategy is to reduce the payback period through the contribution of annual balloon payments from operating profits.

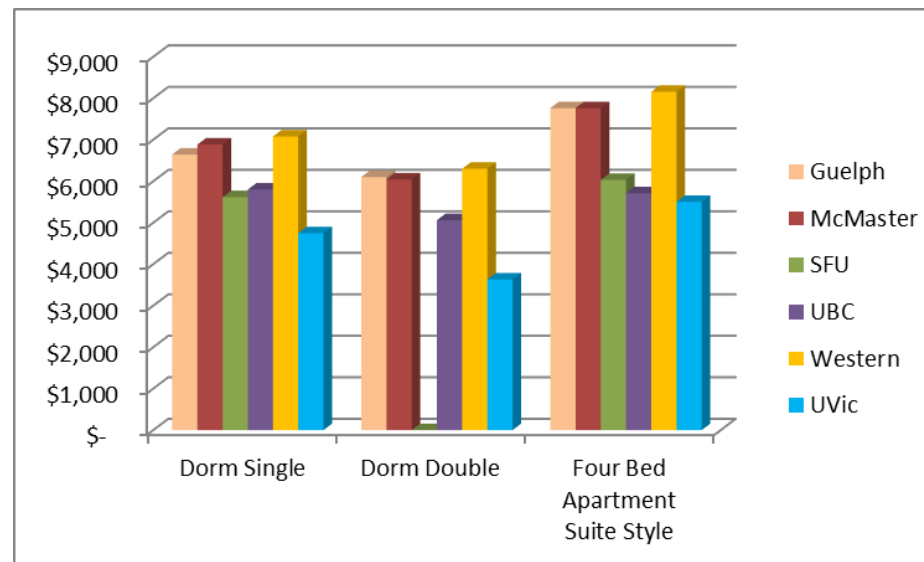
Residence Services – Schedule M

For 2014-15, schedule M (page 46), shows that revenue for residence services remained relatively flat compared to the prior year, while expenses decreased by 2.7%, generating an excess in revenue over expenses, of which \$1.6M was contributed at year end to their capital reserve. This contribution to reserves is vital for the department to enable it to begin to address required deferred maintenance.

The majority of housing revenue (76%) is generated from dorm/apartment revenue, followed by family housing at 13%. With respect to expenses, the majority is for labour (47%):



Rates for dorm and apartment style rooms are low compared to peer institutions as follows:



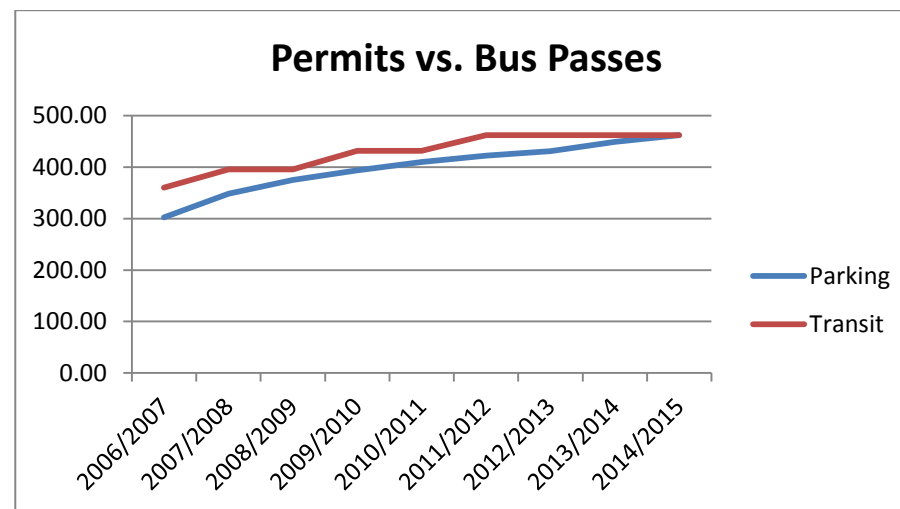
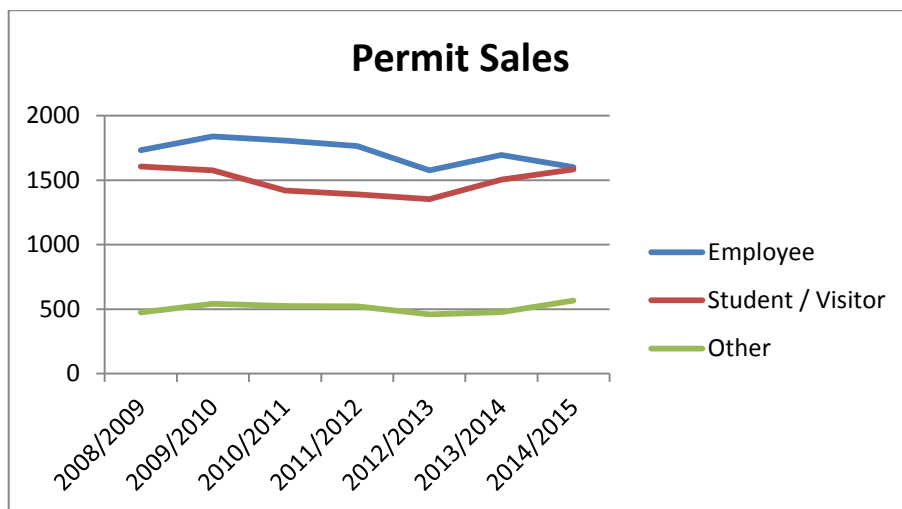
Over the last couple of years an assessment by an external organization of the university's deferred maintenance was undertaken. This assessment work included looking at the residence inventory and reviewed each building's physical condition using an industry standard index called the facilities condition index or FCI. The FCI for housing remains at .40 which is considered poor to critical. A 10 year renewal plan was developed that aims to complete approximately \$82M in related projects over the next ten years. A 13% increase in residence dormitory rates will be implemented in September 2015 with further increases planned in future years. The resulting increase in revenue will be used to begin addressing deferred maintenance, starting with an estimated \$4M in renewal work including electrical, roofing and building envelope projects, planned for 2015-16.

Aside from an FCI metric, two other important performance metrics include occupancy rates and the department's ability to cover its debt. Housing tracks occupancy levels at two points in time - October 1st and February 1st. For 2014-15, occupancy level in September in the dormitory buildings was over 100%, but by October 1st this declined slightly to 99%. The 1% decline was due to vacancies primarily in family housing. By February 1st, the overall occupancy rate was 98%. With respect to debt, an important metric is the entity's ability to cover annual debt service costs. One way to look at this is through a debt service coverage ratio which assesses net income before debt service compared to total debt service costs. Housing currently has debt service costs of \$2.4M annually which means their net income before debt service obligations is \$4.2M and their debt service coverage is 1.75. A ratio of greater than 1 means there is sufficient cash to service debt annually, in this case housing has sufficient cash to cover their debt 1.75 times. With respect to a debt to assets ratio (total debt / total assets), housing's is currently .4 which indicates 40% of the assets of the department are funded from debt with the balance funded from reserve.

Parking Services – Schedule N

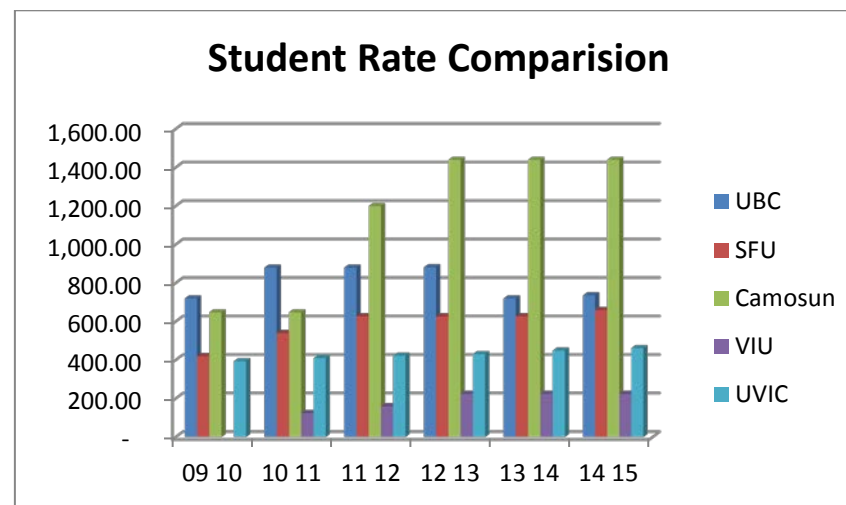
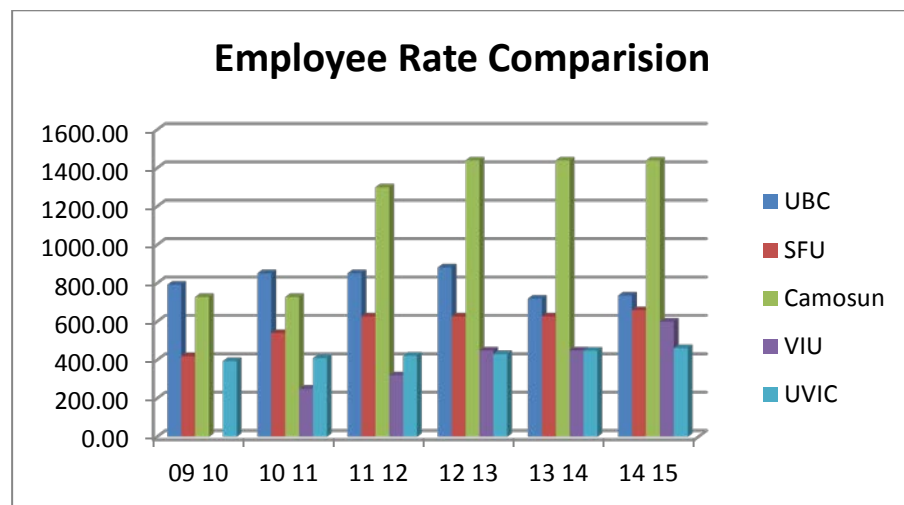
The parking services budget includes revenue and expenses associated with the management of parking on campus as well as the university's travel options programs which includes, among other things, the student and staff bus pass programs. Schedule N (page 47) attached shows that revenue increased 5.9% year over year and exceeded budget. This increase is mainly the result of increased investment income and an increase in permit prices. Total expenses were also up year over year mainly as the result of equipment purchases with compensation costs only slightly higher as salary increases were offset by a reduction in casual labour and sick time. Overall financial results were slightly better than budget at \$1.86M compared to planned \$1.74M enabling the department to contribute slightly more to the capital reserve than anticipated.

The following charts outline some of the KPIs that parking services monitor:

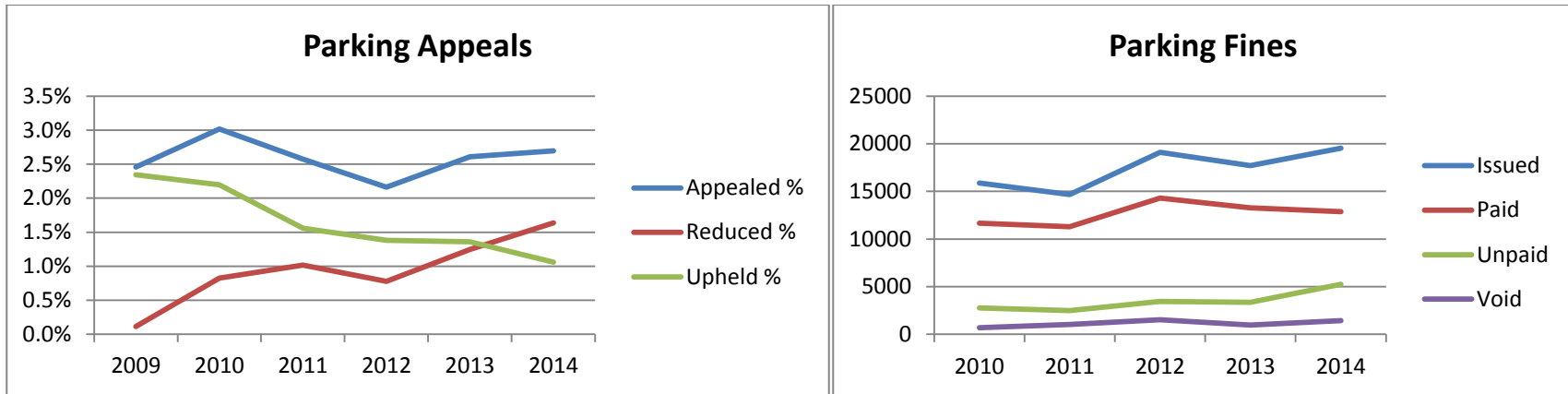


While normally a goal for a parking operation would be to grow permit sales, the university is committed to minimizing vehicle traffic to campus. These charts overall demonstrate the success the university has had in encouraging faculty, staff and students to utilize alternative modes of transportation.

Employee and student parking rates, for an annual parking pass, are either less than or comparable to peers institutions as follows:



Another source of revenue for parking services is fines. While this is a source of revenue, the objective of issuing citations (fines) is to ensure the safety (e.g., parking in fire lanes) and access (parking without paying) of patrons. While the department issues over 19,000 fines in a year, very few are appealed as follows:



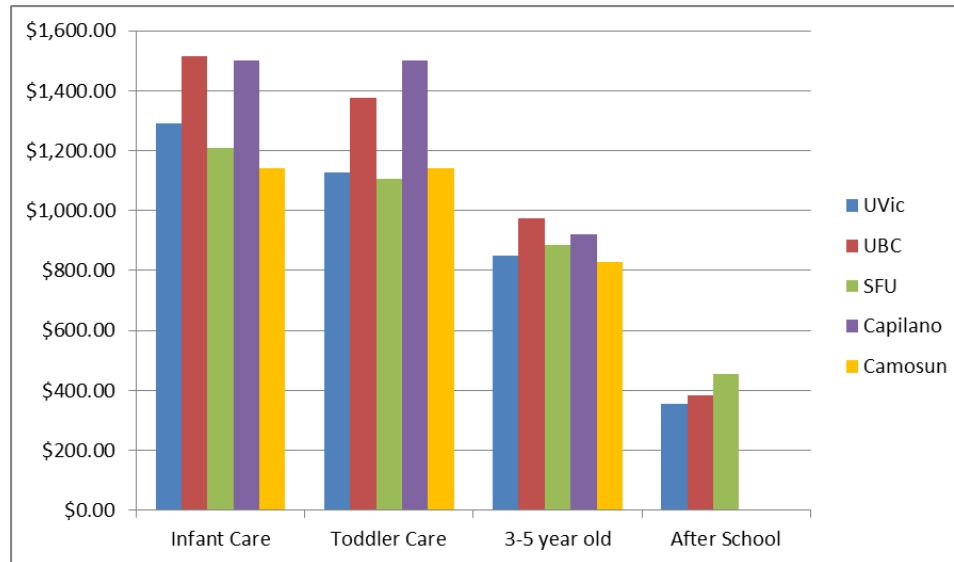
Of those appealed through an independent committee made up of representatives from the campus community, most are upheld with less than 2% reduced.

Child Care – Schedule O

Child Care services provides full and part time day programs for children aged 6 months to 5 year and after school and summer programs for school age children. Schedule O (page 48) attached shows that revenue and expenses are fairly consistent year to year with small changes to reflect fee increases or changes in compensation. While child care services are expected to replace larger equipment, the facilities were provided through funding from government, donors and the university.

Total revenue for the year exceeded expenditures by \$2K which combined with an interfund transfer reduced the accumulated fund balance deficit to zero.

Child care monitors the rates of other comparable institutions to ensure parent fees are reasonable. The following chart compares our 2015 fees at various care levels to other educational institutions:



This chart shows that our child care fees are in line with other similar institutions.

Attachments: Consolidated Fund Accounting Financial Statements and Schedules (Statements 1 through 3 and schedules A through O)

(Prepared without audit)

UNIVERSITY OF VICTORIA
BALANCE SHEET

As at March 31, 2015 (in thousands of dollars)

	2015	2014
ASSETS		
Cash and temporary investments	100,725	117,127
Accounts receivable	48,720	59,981
Prepaid expenses	15,372	16,869
Inventories	3,182	3,438
Long-term investments	85,537	78,736
Endowment investments (2014 cost \$290,080; 2013 cost \$281,144)	398,354	357,095
PLANT ASSETS		
Land and site improvements	57,248	54,937
Buildings	732,752	686,345
Equipment and furnishings	240,065	255,676
Library holdings	127,075	123,738
	<u>1,809,030</u>	<u>1,753,942</u>
LIABILITIES		
Accounts payable and accrued liabilities	31,417	33,323
Deferred revenue	10,981	12,676
Long-term debt	54,739	56,574
Employee future benefits	23,058	20,341
FUND BALANCES		
Expendable funds		
Appropriated (Statement 2)		
General Operating	128,803	129,439
Ancillary Enterprises	10,368	17,688
Capital Fund	(54,491)	(36,941)
Unappropriated (Statement 3)		
General Operating		
Ancillary Enterprises	9,191	10,156
Specific Purposes	89,679	61,202
Sponsored Research	51,447	46,947
Capital	14,868	12,563
Non-expendable funds		
Student Loan	73	73
Endowment Principal	319,940	309,343
EQUITY IN PLANT ASSETS	<u>1,118,957</u>	<u>1,080,558</u>
	<u>1,809,030</u>	<u>1,753,942</u>

UNIVERSITY OF VICTORIA
SCHEDULE OF CHANGES IN APPROPRIATED EXPENDABLE FUNDS
Year ended March 31, 2015 (in thousands of dollars)

FUND ACCOUNTING - Statement 2
(Prepared without audit)

	Balance at beginning of year	Released to meet expenditures	Additions and/ or transfers during year	Balance at end of year
GENERAL OPERATING FUND				
Equipment				
Printing and duplicating	1,599		47	1,646
Network services	4,883	1,588	777	4,072
Rental properties	2,552		(2,552)	-
Other departments	12,638	1,929	2,800	13,509
Capital and renovation projects	31,024	11,291	13,771	33,504
Academic and administrative program development and operation support	14,959	3,139	1,789	13,609
Research support	12,541	3,433	2,986	12,094
Student assistance and financial aid	5,090	3,182	2,018	3,926
Employee obligations, training and support	15,387	1,494	1,254	15,147
Information technology and technical support	9,247	2,274	851	7,824
Other commitments	2,374	717	3,303	4,960
Contingency	5,141	248	2,590	7,483
Externally funded Island Medical Program	5,379	184	(823)	4,372
Insurance and utilities	4,183	177	120	4,126
Library prepaid expenses	2,442	2,442	2,531	2,531
	129,439	32,098	31,462	128,803
ANCILLARY ENTERPRISES FUND				
Equipment replacement and capital improvements				
Bookstore	1,190	98	262	1,354
Food services	1,565	1,009		556
Student residences	3,181		1,625	4,806
Parking services	11,222	10,000	1,900	3,122
Heritage Realty Properties	530			530
	17,688	11,107	3,787	10,368
CAPITAL FUND				
Plant Assets funded to/from Appropriations				
Business & Economics Building	(3,741)		561	(3,180)
Centre for Athletics, Recreation and Special Abilities	(15,986)	15,166		(31,152)
Others	(17,214)	7,395	4,450	(20,159)
	(36,941)	22,561	5,011	(54,491)
TOTAL APPROPRIATED EXPENDABLE FUNDS	110,186	65,766	40,260	84,680
2014 COMPARATIVE	118,770	44,496	35,911	110,186

(Prepared without audit)

UNIVERSITY OF VICTORIA
SCHEDULE OF CHANGES IN UNAPPROPRIATED EXPENDABLE FUNDS
 Year ended March 31, 2015 (in thousands of dollars)

	General Operating	Ancillary Operations	Specific Purpose	Sponsored Research	Capital	Total 2015	Total 2014
REVENUE AND OTHER ADDITIONS							
Government grants and contracts-provincial	174,788	1,459	1,327	8,774	2,093	188,441	195,491
-federal	6,234		909	64,794		71,937	65,078
-other	6,692			9,473		16,165	14,454
Student fees-credit courses	119,042					119,042	110,181
- non credit courses	14,303		1,402			15,705	14,663
- other	7,056		98	1		7,155	7,064
Gifts, grants and bequests	1,741	944	7,424	9,914	2,971	22,994	20,130
Sales of services and products	8,750	46,834	3,061	2,420	1,045	62,110	60,448
Investment income	4,521	1,524	50,308		8	56,361	49,484
Equity in earnings of long term investments		1,352				1,352	753
Other revenue	3,494	184	495	486	715	5,374	5,867
Capital borrowing						-	10,000
	346,621	52,297	65,024	95,862	6,832	566,636	553,613
EXPENDITURE AND OTHER DEDUCTIONS							
Salaries - academic	100,462		2,165	5,345		107,972	106,681
- other instruction and research	15,790		1,812	24,601		42,203	41,807
- support staff	100,333	16,065	899	8,213	16	125,526	122,240
Total salaries	216,585	16,065	4,876	38,159	16	275,701	270,728
Employee benefits	40,674	3,512	1,728	5,213	1	51,128	49,527
Travel	6,093	66	1,314	6,118		13,591	13,237
Library acquisitions	7,829		467			8,296	7,795
Supplies and expenses	30,933	4,178	10,145	21,038	3,407	69,701	71,500
Equipment additions and replacements	6,225	343	550	8,571	1,114	16,803	14,093
Equipment rental and maintenance	3,642	149	42	827	4	4,664	5,008
Utilities	5,679	2,213	150	598	40	8,680	9,889
Scholarships, fellowships and bursaries	18,385	1	6,239	12,815		37,440	35,925
Cost of goods sold		14,094				14,094	14,386
Debt service	1,403	1,221			1,869	4,493	4,399
Construction and renovation contracts	1,168	1,015	2	21	42,496	44,702	41,053
Property Acquisitions		1,365				1,365	-
Internal cost allocations	(5,842)	2,654	524	3,224	(560)	-	-
	332,774	46,876	26,037	96,584	48,387	550,658	537,540
TRANSFERS AND APPROPRIATIONS							
Inter-fund transfers	(14,483)	(13,706)	(10,510)	5,222	26,310	(7,167)	(3,951)
Appropriations released to meet expenditures	32,098	11,107			22,561	65,766	44,496
New appropriations	(31,462)	(3,787)			(5,011)	(40,260)	(35,911)
	(13,847)	(6,386)	(10,510)	5,222	43,860	18,339	4,634
NET INCREASE (DECREASE) DURING YEAR	-	(965)	28,477	4,500	2,305	34,317	20,707
FUND BALANCES AT BEGINNING OF YEAR	-	10,156	61,202	46,947	12,563	130,868	110,161
FUND BALANCES AT END OF YEAR	-	9,191	89,679	51,447	14,868	165,185	130,868

(Prepared without audit)

UNIVERSITY OF VICTORIA
CHANGES IN GENERAL OPERATING FUND
Year ended March 31, 2015 (in thousands of dollars)

	2015	2014
REVENUE		
Government grants and contracts -provincial	174,788	176,523
-federal	6,234	6,274
-other	6,692	6,027
Student fees-credit courses	119,042	110,181
-non credit courses	14,303	11,703
-other	7,056	7,039
Gifts, grants and bequests	1,741	1,357
Sales of services & products	8,750	8,614
Investment income	4,521	3,056
Other revenue	3,494	3,716
	<u>346,621</u>	<u>334,490</u>
EXPENDITURE		
Salaries - academic	100,462	98,677
- other instruction and research	15,790	15,639
- support staff	100,333	98,145
Total salaries	216,585	212,461
Employee benefits	40,674	40,391
Travel	6,093	5,734
Library acquisitions	7,829	7,377
Supplies and expenses	30,933	28,726
Equipment additions and replacements	6,225	4,916
Equipment rental and maintenance	3,642	3,430
Utilities	5,679	6,496
Scholarships, fellowships and bursaries	18,385	17,107
Debt service	1,403	1,401
Construction and renovation contracts	1,168	355
Internal cost allocations	(5,842)	(6,587)
	<u>332,774</u>	<u>321,807</u>
TRANSFERS AND APPROPRIATIONS		
Inter-fund transfers	(14,483)	(10,561)
Appropriations released to meet expenditures	32,098	26,891
New appropriations	(31,462)	(29,013)
	<u>(13,847)</u>	<u>(12,683)</u>
NET INCREASE (DECREASE) DURING YEAR	-	-
FUND BALANCE AT BEGINNING OF YEAR	-	-
FUND BALANCE AT END OF YEAR	-	-

(Prepared without audit)

UNIVERSITY OF VICTORIA

CHANGES IN ANCILLARY ENTERPRISES FUND

Year ended March 31, 2015 (in thousands of dollars)

Off-Campus Business

Enterprises

	(1) Bookstore & Shop	Food Services	Student Residences	Parking Services	Child Care	UVic Broad Street Properties	UVic Properties	Heritage Realty Properties	Van. Island Technology Park Trust	Byron Price	Total 2015	Total 2014
REVENUE												
Sales of services and products	11,429	14,561	13,479	4,423	1,077	872	993				46,834	46,467
Government grants - provincial	167	580	50		662						1,459	1,489
Gifts, grants and bequests		5	26		18					895	944	25
Investment income	27	37	67	247		1,082			64		1,524	928
Equity in earnings of long term investments								885	467		1,352	753
Other revenue	61	90	7	4	15	7					184	207
	11,684	15,273	13,629	4,674	1,772	1,961	993	885	531	895	52,297	49,869
EXPENDITURE												
Salaries-support staff	1,951	7,116	3,539	1,241	1,328		890				16,065	15,136
Employee benefits	411	1,666	686	294	310		145				3,512	3,276
Travel	23	17	20	5	1						66	58
Supplies and expenses	337	836	1,589	1,013	86	307	2			8	4,178	4,453
Equipment additions and replacements	27	84	152	77	3						343	326
Equipment rental and maintenance	17	44	48	37	3						149	134
Utilities	93	589	1,436	31	34	30					2,213	2,300
Scholarships, fellowships and bursaries			1								1	-
Cost of goods sold	7,750	6,342		2							14,094	14,386
Debt service			1,221								1,221	1,222
Renovation contracts		35	903	11		66					1,015	431
Property purchases										1,365	1,365	
Internal cost allocations	831	(473)	2,203	88	5						2,654	2,644
	11,440	16,256	11,798	2,799	1,770	403	1,037	-	-	1,373	46,876	44,366
TRANSFERS AND APPROPRIATIONS												
Inter-fund transfers	(80)	(175)		(10,000)	38	(3,131)	42		(400)		(13,706)	(1,889)
Appropriations released to meet expenditures	98	1,009		10,000							11,107	948
New appropriations	(262)		(1,625)	(1,900)							(3,787)	(3,630)
	(244)	834	(1,625)	(1,900)	38	(3,131)	42	-	(400)	-	(6,386)	(4,571)
NET INCREASE (DECREASE) DURING YEAR	-	(149)	206	(25)	40	(1,573)	(2)	885	131	(478)	(965)	932
FUND BALANCE AT BEGINNING OF YEAR	192	148	299	150	(40)	3,250	(12)	1,532	4,637	-	10,156	9,224
FUND BALANCE AT END OF YEAR	192	(1)	505	125	-	1,677	(14)	2,417	4,768	(478)	9,191	10,156

(1) Revenues are for external sales to faculty, staff and students and do not include \$203,000 (2014-\$777,000) of internal sales through the Computer Store to University departments. Of the internal cost recovery net of expenses, \$31,000 (2014 - \$129,000) represents the margin on those sales.

	2015	2014
REVENUE		
Government grants and contracts -provincial	1,327	1,010
-federal	909	760
-other		
Student fees - non credit courses	1,402	2,955
- other	98	25
Gifts, grants and bequests	7,424	7,243
Sales of services and products	3,061	3,220
Investment income	50,308	45,485
Other revenue	495	884
	65,024	61,586
EXPENDITURE		
Salaries - academic	2,165	2,266
- other instruction and research	1,812	1,563
- support staff	899	1,249
Total salaries	4,876	5,078
Employee benefits	1,728	822
Travel	1,314	1,316
Library acquisitions	467	418
Supplies and expenses	10,145	8,670
Equipment additions and replacement	550	350
Equipment rental and maintenance	42	57
Utilities	150	
Scholarships, fellowships and bursaries	6,239	6,258
Construction and renovation contracts	2	2
Internal cost allocations	524	1,190
	26,037	24,161
INTER-FUND TRANSFERS	(10,510)	(8,024)
NET INCREASE DURING YEAR	28,477	29,401
FUND BALANCE AT BEGINNING OF YEAR	61,202	31,801
FUND BALANCE AT END OF YEAR	89,679	61,202

(Prepared without audit)

UNIVERSITY OF VICTORIA
CHANGES IN SPONSORED RESEARCH FUND
 Year ended March 31, 2015 (in thousands of dollars)

	2015	2014
REVENUE		
Government grants and contracts -provincial	8,774	10,266
-federal	64,794	58,044
-other	9,473	8,427
Student fees - non credit courses	1	1
Gifts, grants and bequests	9,914	9,764
Sales of services and products	2,420	1,714
Other revenue	486	346
	<u>95,862</u>	<u>88,562</u>
EXPENDITURE		
Salaries - academic	5,345	5,738
- other instruction and research	24,601	24,605
- support staff	8,213	7,709
Total salaries	<u>38,159</u>	<u>38,052</u>
Employee benefits	5,213	5,038
Travel	6,118	6,129
Supplies and expenses	21,038	25,926
Equipment additions and replacements	8,571	7,807
Equipment rental and maintenance	827	1,386
Utilities	598	1,055
Scholarships, fellowships and bursaries	12,815	12,557
Construction and renovation contracts	21	1,846
Internal cost allocations	3,224	3,655
	<u>96,584</u>	<u>103,451</u>
INTER-FUND TRANSFERS	5,222	6,290
NET INCREASE (DECREASE) DURING YEAR	4,500	(8,599)
FUND BALANCE AT BEGINNING OF YEAR	46,947	55,546
FUND BALANCE AT END OF YEAR	<u>51,447</u>	<u>46,947</u>

(Prepared without audit)

UNIVERSITY OF VICTORIA
CHANGES IN CAPITAL FUND
 Year ended March 31, 2015 (in thousands of dollars)

	2015	2014
REVENUE		
Government grants and contracts-provincial	2,093	6,203
Gifts, grants and bequests	2,971	1,741
Sales of services and products	1,045	433
Investment income	8	15
Other revenue	715	714
Capital borrowing	-	10,000
	<u>6,832</u>	<u>19,106</u>
EXPENDITURE		
Salaries-support staff	16	1
Employee benefits	1	-
Supplies and expenses	3,407	3,728
Equipment additions and replacements	1,114	694
Equipment rental and maintenance	4	1
Utilities	40	38
Debt service	1,869	1,776
Construction and renovation contracts	42,496	38,419
Internal cost allocations	(560)	(902)
	<u>48,387</u>	<u>43,755</u>
TRANSFERS AND APPROPRIATIONS		
Inter-fund transfers	26,310	10,233
Appropriations released to meet expenditures	22,561	16,657
New appropriations	(5,011)	(3,268)
	<u>43,860</u>	<u>23,622</u>
NET DECREASE DURING YEAR	2,305	(1,027)
FUND BALANCE AT BEGINNING OF YEAR	12,563	13,590
FUND BALANCE AT END OF YEAR	14,868	12,563

UNIVERSITY OF VICTORIA
SCHEDULE OF CHANGES IN GENERAL OPERATING
UNAPPROPRIATED EXPENDABLE FUNDS - BY FUNCTION
Year Ended March 31, 2015 (in thousands of dollars)

Schedule F
Budget vs. Actual

		2014-2015 Total Budget	2014-2015 Actual	Variation from Budget	%	2013-2014 Actual
General Revenue						
Provincial Grants and Contracts		173,171	173,171	-	0%	174,979
Federal Grants and Contracts		6,150	6,150	-	0%	6,174
Other Grants and Contracts		6,685	6,685	-	0%	6,025
Student Fees Credit Courses & Other		114,905	118,798	3,893	3%	109,832
Investment Income		2,707	4,521	1,814	67%	3,058
Sales of Services and Products		90	144	53	59%	84
Other Revenue		510	797	287	56%	994
Total General Revenue		304,218	310,265	6,047	2%	301,146
Departmental Revenue	G	28,943	36,356	7,413	26%	33,344
Total Revenue		333,161	346,621	13,460	4%	334,490
Expenditures						
Academic	H	149,322	148,734	588	0%	144,337
Other Academic	H	39,977	34,906	5,072	13%	32,802
Library	I	16,977	16,698	279	2%	16,116
Student Awards & Services	I	31,965	32,325	(360)	-1%	29,236
Plant Maintenance	I	25,775	24,175	1,600	6%	24,821
Administrative and General	I	35,038	35,915	(877)	-3%	34,917
Benefits		42,947	40,698	2,248	5%	40,216
Overhead Recoveries		(470)	(677)	207	44%	(640)
Centrally Allocated Budgets		2,204	-	2,204	100%	-
Total Expenditures		343,734	332,775	10,959	3%	321,807
Transfers and Appropriations						
Interfund transfers		(14,885)	(14,483)	402		(10,561)
Appropriations released to meet expenditures		32,098	32,098	-		26,891
New appropriations		(6,640)	(31,462)	(24,822)		(29,013)
Total Transfers and Appropriations		10,573	(13,847)	(24,420)		(12,683)
Fund Balance at End of Year		-	-	-		-

UNIVERSITY OF VICTORIA
SCHEDULE OF DEPARTMENTAL REVENUE - BY FUNCTION
Year Ended March 31, 2015 (in thousands of dollars)

Schedule G
Budget vs. Actual

Analysis by Function	2014-2015 Total Budget	2014-2015 Actual	Variation from Budget	2013-2014 Actual
Academic				
Business	534	1,182	648	965
Education	47	465	418	395
Engineering	3	629	626	169
Fine Arts	148	347	198	299
Human & Social Development	2	149	148	128
Humanities	55	248	193	216
Law	301	367	66	396
Sciences	139	769	630	835
Social Sciences	10	168	158	177
Medical Sciences	35	369	334	423
Cooperative Education	-	29	29	7
Graduate Studies	9	101	92	12
Total Academic	1,282	4,823	3,542	4,023
Other Academic				
Continuing Studies	16,295	17,124	829	14,557
Other Academic Projects	416	617	201	1,077
Total Other Academic	16,711	17,741	1,030	15,634
Library	291	304	14	392
Student Awards & Services	6,005	7,742	1,737	7,070
Plant Maintenance	2,133	2,382	249	2,868
Administrative and General	2,522	3,363	842	3,357
Total Departmental Revenue	28,943	36,356	7,413	33,344

UNIVERSITY OF VICTORIA
GENERAL OPERATING FUND EXPENDITURES
ACADEMIC AND OTHER ACADEMIC
Year Ended March 31, 2015 (in thousands of dollars)

Schedule H
Budget vs. Actual

	2014-2015 Total Budget	2014-2015 Actual	Variation from Budget	%	2013-2014 Actual
Academic					
Business	10,103	10,196	(93)	-1%	9,505
Education	11,657	11,602	55	0%	11,485
Engineering	14,780	15,201	(422)	-3%	14,212
Fine Arts	10,861	10,931	(70)	-1%	10,696
Human & Social Development	18,310	17,931	380	2%	17,571
Humanities	20,079	19,910	169	1%	19,920
Law	4,995	4,920	75	2%	4,875
Science	24,011	23,001	1,010	4%	22,744
Social Sciences	21,943	21,308	635	3%	20,491
Medical Sciences	7,107	8,307	(1,200)	-17%	7,444
Cooperative Education	4,606	4,509	97	2%	4,442
Graduate Studies	<u>869</u>	<u>919</u>	<u>(51)</u>	-6%	<u>953</u>
Total Academic	<u><u>149,322</u></u>	<u><u>148,734</u></u>	<u><u>588</u></u>	0%	<u><u>144,337</u></u>
Other Academic					
Continuing Studies	17,084	16,550	534	10%	14,672
Other Academic Projects	22,893	18,355	4,538	6%	18,130
Total Other Academic	<u><u>39,977</u></u>	<u><u>34,906</u></u>	<u><u>5,072</u></u>	<u><u>13%</u></u>	<u><u>32,802</u></u>

UNIVERSITY OF VICTORIA
GENERAL OPERATING FUND EXPENDITURES
Year Ended March 31, 2015 (in thousands of dollars)

Schedule I
Budget vs. Actual

	2014-2015 Total Budget	2014-2015 Actual	Variation from Budget	%	2013-2014 Actual
Library					
Library Acquisitions	7,668	7,628	40	1%	7,068
Library Operations	9,309	9,070	239	3%	9,048
Library Total	<u>16,977</u>	<u>16,698</u>	<u>279</u>	<u>2%</u>	<u>16,116</u>
 Student Awards & Services					
Student Awards	19,427	18,925	502	3%	17,513
Student Services	12,538	13,400	(863)	-7%	11,724
Total Student Awards & Services	<u>31,965</u>	<u>32,325</u>	<u>(360)</u>	<u>-1%</u>	<u>29,236</u>
 Plant Maintenance					
Utilities	6,122	5,198	924	15%	5,877
Other	19,653	18,977	675	3%	18,944
Total Plant Maintenance	<u>25,775</u>	<u>24,175</u>	<u>1,600</u>	<u>6%</u>	<u>24,821</u>
 Administrative and General					
Executive Offices	5,062	5,004	58	1%	5,080
Alumni and Development	3,291	3,185	106	3%	3,304
Administrative Registrar	4,641	5,309	(668)	-14%	5,200
Student Recruitment	2,816	3,050	(234)	-8%	2,567
Budget and Capital Planning	1,546	1,573	(27)	-2%	1,220
Financial Services	3,818	3,806	13	0%	3,574
Human Resources	3,343	3,347	(4)	0%	3,511
Chief Information Officer	3,619	3,511	107	3%	3,785
Internal Financing	(462)	(199)	(263)	57%	(132)
Other Expenses	7,364	7,328	36	0%	6,809
Total Administrative and General	<u>35,038</u>	<u>35,915</u>	<u>(877)</u>	<u>-3%</u>	<u>34,917</u>

UNIVERSITY OF VICTORIA
SCHEDULE OF DEPARTMENTAL REVENUE AND EXPENDITURES - BY FUNCTION
Year Ended March 31, 2015 (in thousands of dollars)

Schedule J
Budget vs. Actual

Analysis by Function	2014-2015 Total Budget	2014-2015 Actual	Variation from Budget	2013-2014 Actual
Academic				
Business				
Departmental revenue	534	1,182	648	965
Expenses	10,103	10,196	(93)	9,505
Total	<u>(9,569)</u>	<u>(9,014)</u>	<u>556</u>	<u>(8,540)</u>
Education				
Departmental revenue	47	465	418	395
Expenses	11,657	11,602	55	11,485
Total	<u>(11,610)</u>	<u>(11,137)</u>	<u>473</u>	<u>(11,090)</u>
Engineering				
Departmental revenue	3	629	626	169
Expenses	14,780	15,201	(422)	14,212
Total	<u>(14,777)</u>	<u>(14,572)</u>	<u>204</u>	<u>(14,042)</u>
Fine Arts				
Departmental revenue	148	347	198	299
Expenses	10,861	10,931	(70)	10,696
Total	<u>(10,713)</u>	<u>(10,584)</u>	<u>129</u>	<u>(10,397)</u>
Human & Social Development				
Departmental revenue	2	149	148	128
Expenses	18,310	17,931	380	17,571
Total	<u>(18,309)</u>	<u>(17,781)</u>	<u>527</u>	<u>(17,443)</u>
Humanities				
Departmental revenue	55	248	193	216
Expenses	20,079	19,910	169	19,920
Total	<u>(20,024)</u>	<u>(19,662)</u>	<u>362</u>	<u>(19,704)</u>
Law				
Departmental revenue	301	367	66	396
Expenses	4,995	4,920	75	4,875
Total	<u>(4,694)</u>	<u>(4,553)</u>	<u>142</u>	<u>(4,480)</u>
Sciences				
Departmental revenue	139	769	630	835
Expenses	24,011	23,001	1,010	22,744
Total	<u>(23,873)</u>	<u>(22,232)</u>	<u>1,640</u>	<u>(21,909)</u>
Social Sciences				
Departmental revenue	10	168	158	177
Expenses	21,943	21,308	635	20,491
Total	<u>(21,933)</u>	<u>(21,140)</u>	<u>793</u>	<u>(20,314)</u>
Medical Sciences				
Departmental revenue	35	369	334	423
Expenses	7,107	8,307	(1,200)	7,444

UNIVERSITY OF VICTORIA
SCHEDULE OF DEPARTMENTAL REVENUE AND EXPENDITURES - BY FUNCTION
Year Ended March 31, 2015 (in thousands of dollars)

(Continued) Schedule J
Budget vs. Actual

Analysis by Function	2014-2015 Total Budget	2014-2015 Actual	Variation from Budget	2013-2014 Actual
Total	<u>(7,072)</u>	<u>(7,937)</u>	<u>(865)</u>	<u>(7,020)</u>
Cooperative Education				
Departmental revenue	-	29	29	7
Expenses	4,606	4,509	97	4,442
Total	<u>(4,606)</u>	<u>(4,479)</u>	<u>127</u>	<u>(4,435)</u>
Graduate Studies				
Departmental revenue	9	101	92	12
Expenses	869	919	(51)	953
Total	<u>(860)</u>	<u>(818)</u>	<u>41</u>	<u>(941)</u>
Other Academic				
Continuing Studies				
Departmental revenue	16,295	17,124	829	14,557
Expenses	17,084	16,550	534	14,672
Total	<u>(789)</u>	<u>574</u>	<u>1,363</u>	<u>(115)</u>
Other Academic Projects				
Departmental revenue	416	617	201	1,077
Expenses	22,893	18,355	4,538	18,130
Total	<u>(22,477)</u>	<u>(17,738)</u>	<u>4,739</u>	<u>(17,053)</u>
Library				
Departmental revenue	291	304	14	392
Expenses	16,977	16,698	279	16,116
Total	<u>(16,686)</u>	<u>(16,394)</u>	<u>292</u>	<u>(15,724)</u>
Student Services				
Departmental revenue	6,005	7,742	1,737	7,070
Expenses	31,965	32,325	(360)	29,236
Total	<u>(25,959)</u>	<u>(24,583)</u>	<u>1,376</u>	<u>(22,166)</u>
Plant Maintenance				
Departmental revenue	2,133	2,382	249	2,868
Expenses	25,775	24,175	1,600	24,821
Total	<u>(23,642)</u>	<u>(21,793)</u>	<u>1,848</u>	<u>(21,954)</u>
Administrative and General				
Departmental revenue	2,522	3,363	842	3,357
Expenses	35,038	35,915	(877)	34,917
Total	<u>(32,516)</u>	<u>(32,552)</u>	<u>(35)</u>	<u>(31,560)</u>

UNIVERSITY OF VICTORIA
CHANGES IN ANCILLARY ENTERPRISES FUND - BOOKSTORE
UNAPPROPRIATED EXPENDABLE FUNDS
Year Ended March 31, 2015 (in thousands of dollars)

Schedule K
Budget vs. Actual

	2014-2015 Total Budget	2014-2015 Actual	Variation from Budget	%	2013-2014 Actual
Revenue					
¹ Sales of services and products		11,429			12,370
² Sales of services and products - internal		645			1,245
Subtotal sales of services and products		12,074			13,615
Government grants - provincial		167			167
Investment income		27			14
Other revenue		61			60
Total Revenue	11,429	12,329	899	8%	13,856
Expenditures					
Salaries and benefits	2,048	2,362	(314)		2,599
Cost of goods sold	9,118	7,750	1,368		8,562
³ Operating expenses	234	1,973	(1,738)		2,533
Total Expenditures	11,401	12,085	(683)	-6%	13,694
Transfers and Appropriations					
Interfund transfers		(80)	(80)		(89)
Appropriations released to meet expenditures		98	98		89
New appropriations	(28)	(262)	(234)		(160)
Total Transfers and Appropriations	(28)	(244)	(216)		(160)
NET INCREASE (DECREASE) DURING YEAR	-	-	-		2
FUND BALANCE AT BEGINNING OF YEAR		192	192		190
Fund Balance at End of Year	-	192	192		192

¹ Revenues are for external sales to faculty, staff and students and do not include \$203,000 (2014-\$777,000) of internal sales through the Computer Store to University departments. Of the internal cost recovery net of expenses, \$31,000 (2014 - \$129,000) represents the margin on those sales.

² Sales of services and products - internal - In Schedule B, internal revenue is part of Internal cost allocation in the Expenditure section. Internal sales in above note have been reclassified to this line.

³ Operating expenses - Expenses are greater than in Schedule B, as in Schedule B, internal revenue is offset by internal expenses.

UNIVERSITY OF VICTORIA
CHANGES IN ANCILLARY ENTERPRISES FUND -
FOOD SERVICES
UNAPPROPRIATED EXPENDABLE FUNDS
Year Ended March 31, 2015 (in thousands)

Schedule L
Budget vs Actual

	2014-2015 Total Budget	2014-2015 Actual	Variation from Budget	%	2013-2014 Actual
Revenue					
Sales of services and products - external		14,561			13,583
¹ Sales of services and products - internal		938			1,208
Subtotal sales of services and products		15,499			14,791
Government grants - provincial		580			580
Investment income		37			14
Other revenue		95			104
Total Revenue	16,013	16,211	198	1%	15,489
Expenditures					
Salaries and benefits	7,599	8,782	(1,183)		7,481
Cost of goods sold	5,798	6,342	(544)		5,823
² Operating expenses	2,597	2,070	527		1,923
Total Expenditures	15,995	17,194	(1,199)	-7%	15,227
Transfers and Appropriations					
Interfund transfers		(175)	(175)		
Appropriations released to meet expenditures		1,009	1,009		
New appropriations	(18)	-	18		(260)
Total Transfers and Appropriations	(18)	834	852		(260)
NET INCREASE (DECREASE) DURING YEAR	-	(149)	(149)		2
FUND BALANCE AT BEGINNING OF YEAR		148	148		146
Fund Balance at End of Year	-	(1)	(1)		148

¹ Sales of services and products - internal - In Schedule B, internal revenue is part of Internal cost allocation in the Expenditure section.

² Operating expenses - Expenses are greater than in Schedule B, as in Schedule B, internal revenue is offset by internal expenses.

UNIVERSITY OF VICTORIA
CHANGES IN ANCILLARY ENTERPRISES FUND -
STUDENT RESIDENCES
UNAPPROPRIATED EXPENDABLE FUNDS
Year Ended March 31, 2015 (in thousands)

Schedule M
Budget vs Actual

	2014-2015 Total Budget	2014-2015 Actual	Variation from Budget	%	2013-2014 Actual
Revenue					
Sales of services and products		13,479			13,503
¹ Sales of services and products - internal		5			10
Subtotal sales of services and products		13,484			13,513
Government grants - provincial		50			50
Investment income		67			18
Other revenue		33			27
Total Revenue	13,520	13,634	114	1%	13,608
Expenditures					
Salaries and benefits	3,952	4,225	(273)		4,477
Cost of goods sold		-	-		1
² Operating expenses	7,238	7,578	(340)		7,653
Total Expenditures	11,190	11,803	(613)	-5%	12,131
Transfers and Appropriations					
Interfund transfers		-	-		(249)
Appropriations released to meet expenditures		-	-		249
New appropriations	(2,329)	(1,625)	704		(1,475)
Total Transfers and Appropriations	(2,329)	(1,625)	704		(1,475)
NET INCREASE (DECREASE) DURING YEAR	-	206	206		2
FUND BALANCE AT BEGINNING OF YEAR		299	299		297
Fund Balance at End of Year	-	505	505		299

¹ Sales of services and products - internal - In Schedule B, internal revenue is part of Internal cost allocation in the Expenditure section.

² Operating expenses - Expenses are greater than in Schedule B, as in Schedule B, internal revenue is offset by internal expenses.

UNIVERSITY OF VICTORIA
CHANGES IN ANCILLARY ENTERPRISES FUND - PARKING SERVICES
UNAPPROPRIATED EXPENDABLE FUNDS
Year Ended March 31, 2015 (in thousands of dollars)

Schedule N
Budget vs. Actual

	2014-2015 Total Budget	2014-2015 Actual	Variation from Budget	%	2013-2014 Actual
Revenue					
Sales of services and products		4,423			4,310
¹ Sales of services and products - internal		63			61
Subtotal sales of services and products		<u>4,486</u>			<u>4,371</u>
Investment income		247			98
Other revenue		<u>4</u>			<u>3</u>
Total Revenue	<u>4,319</u>	<u>4,737</u>	<u>418</u>	<u>10%</u>	<u>4,472</u>
Expenditures					
Salaries and benefits	1,598	1,535	63		1,541
² Operating expenses	<u>977</u>	<u>1,327</u>	<u>(349)</u>		<u>1,200</u>
Total Expenditures	<u>2,576</u>	<u>2,862</u>	<u>(286)</u>	<u>-11%</u>	<u>2,741</u>
Transfers and Appropriations					
Interfund transfers		(10,000)	(10,000)		(610)
Appropriations released to meet expenditures		10,000	10,000		610
New appropriations	<u>(1,743)</u>	<u>(1,900)</u>	<u>(157)</u>		<u>(1,735)</u>
Total Transfers and Appropriations	<u>(1,743)</u>	<u>(1,900)</u>	<u>(157)</u>		<u>(1,735)</u>
NET INCREASE (DECREASE) DURING YEAR	-	(25)	(25)		(4)
FUND BALANCE AT BEGINNING OF YEAR		150	150		154
Fund Balance at End of Year	<u>-</u>	<u>125</u>	<u>125</u>		<u>150</u>

¹ Sales of services and products - internal - In Schedule B, internal revenue is part of Internal cost allocation in the Expenditure section.

² Operating expenses - Expenses are greater than in Schedule B, as in Schedule B, internal revenue is offset by internal expenses.

UNIVERSITY OF VICTORIA
CHANGES IN ANCILLARY ENTERPRISES FUND - CHILD CARE SERVICES
UNAPPROPRIATED EXPENDABLE FUNDS

Year Ended March 31, 2015 (in thousands of dollars)

Schedule O
Budget vs. Actual

	2014-2015 Total Budget	2014-2015 Actual	Variation from Budget	%	2013-2014 Actual
Revenue					
Sales of services and products	1,161	1,077	(84)		969
Government grants - provincial	542	662	120		692
Other revenue	10	33	23		31
Total Revenue	1,714	1,772	58	3%	1,692
Expenditures					
Salaries and benefits	1,513	1,638	(125)		1,556
Operating expenses	183	132	51		130
Total Expenditures	1,696	1,770	(74)	-4%	1,686
Transfers and Appropriations					
Interfund transfers		38	38		
Appropriations released to meet expenditures			-		
New appropriations	(18)		18		
Total Transfers and Appropriations	(18)	38	56		-
NET INCREASE (DECREASE) DURING YEAR	-	40	40		6
FUND BALANCE AT BEGINNING OF YEAR		(40)	(40)		(46)
Fund Balance at End of Year	-	-	-		(40)



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

To: FINANCE COMMITTEE

From: VICE-PRESIDENT FINANCE AND OPERATIONS

A handwritten signature in black ink, appearing to read "G. Smith", is placed to the right of the "From:" line.

cc: President and Vice-Chancellor

Meeting Date: June 29, 2015

Subject: Statement of Financial Information for the year ended March 31, 2015

Basis for Jurisdiction: University Act 27 (1)

Previous consultation: Audit Committee and Open Board meeting May 26, 2015

RECOMMENDATION:

THAT the Finance Committee recommend to the Board of Governors that the Board of Governors approve the Statement of Financial Information for the year ended March 31, 2015 and that the Chair of the Board of Governors and the Vice-President Finance and Operations be authorized to sign on the Board's behalf.

Background:

The Statement of Financial Information for the year ended March 31, 2015 is required by the Provincial Government and is published in accordance with the requirements of the *Financial Information Act*.

Attachment:

Appendix 1 – Statement of Financial Information for year ended March 31, 2015

UNIVERSITY OF VICTORIA
STATEMENT OF FINANCIAL INFORMATION
MARCH 31, 2015

Published in accordance with the requirements of the *Financial Information Act*

TABLE OF CONTENTS

Financial Information Approval

Statement of Administrative Responsibility for Financial Statements

Independent Auditors' Report

Audited Statements

Consolidated Statement of Financial Position

Consolidated Statement of Operations and Accumulated Surplus

Consolidated Statement of Changes in Net Debt

Consolidated Statement of Cash Flows

Consolidated Statement of Remeasurement Gains and Losses

Notes to Consolidated Financial Statements

Schedule of Long Term Debt

Schedule of Guarantee or Indemnity Agreements

Statement of Severance Agreements

Schedule of Board of Governors Remuneration and Expenses

Schedule of Employees' Remuneration and Expenses

Schedule of Payments for Goods and Services

UNIVERSITY OF VICTORIA
FINANCIAL INFORMATION APPROVAL

The undersigned represents the Board of Governors of the University of Victoria and approves all the statements and schedules included in this Statement of Financial Information, produced in accordance with the *Financial Information Act* of the Province of British Columbia.

Erich Mohr
Chair,
Board of Governors

Gayle Gorrill
Vice-President,
Finance and Operations

June 25, 2015

Consolidated Financial Statements of

UNIVERSITY OF VICTORIA

Year ended March 31, 2015



**University
of Victoria**



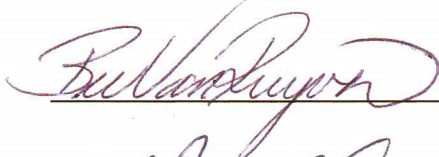
STATEMENT OF ADMINISTRATIVE RESPONSIBILITY FOR FINANCIAL STATEMENTS

The University is responsible for the preparation and presentation of the accompanying consolidated financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian public sector accounting standards and Treasury Board direction outlined in note 2 (a). This responsibility includes selecting appropriate accounting principles and methods and making decisions affecting measurement of transactions in which objective judgment is required. In fulfilling its responsibilities and recognizing the limits inherent in all systems, the University's management has developed and maintains a system of internal controls designed to provide reasonable assurance that the University assets are safeguarded from loss and that the accounting records are a reliable basis for the preparation of financial statements. The system of internal controls is monitored by the University's management.

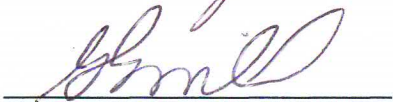
The Board of Governors carries out its responsibility for review of the financial statements principally through its audit committee. The members of the Audit Committee are not officers or employees of the University. The Audit Committee meets with management and with the internal and external auditors to discuss the results of audit examinations and financial reporting matters. The auditors have full access to the Audit Committee, with and without the presence of management.

The consolidated financial statements have been examined by the Office of the Auditor General of British Columbia. The Independent Auditors' Report outlines the nature of the examination and the opinion on the consolidated financial statements of the University for the year ended March 31, 2015.

On behalf of the University:



Chair, Board of Governors



Vice-President Finance and Operations



University
of Victoria



UNIVERSITY OF VICTORIA

Consolidated Statement of Financial Position

As at March 31, 2015

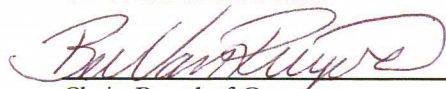
(in thousands of dollars)

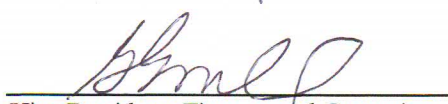
		2015	2014
Financial Assets			
Cash and cash equivalents	(Note 3)	\$ 100,725	\$ 117,127
Accounts receivable		9,712	15,357
Due from governments	(Note 4)	8,262	11,618
Inventories for resale		1,488	1,744
Portfolio investments	(Note 6)	170,902	134,009
Loans receivable	(Note 5)	28,576	29,671
Investments in government business enterprises	(Note 7)	6,290	6,756
		325,955	316,282
Liabilities			
Accounts payable and accrued liabilities	(Note 9)	34,347	36,507
Derivatives	(Note 6)	2,410	1,331
Due to governments		4,321	3,933
Employee future benefits	(Note 10)	20,246	21,725
Deferred revenue		14,878	16,271
Deferred contributions	(Note 11)	146,162	113,624
Deferred capital contributions	(Note 12)	379,426	394,933
Long-term debt	(Note 13)	54,739	56,574
		656,529	644,898
Net debt		(330,574)	(328,616)
Non-financial Assets			
Tangible capital assets	(Note 14)	694,679	674,562
Restricted endowment investments	(Note 6)	308,531	298,074
Inventories held for use		1,694	1,694
Prepaid expense		15,372	16,869
		1,020,276	991,199
Accumulated surplus	(Note 16)	\$ 689,701	\$ 662,583
Accumulated surplus is comprised of:			
Endowments	(Note 17)	\$ 295,532	\$ 289,970
Invested in capital assets		277,306	239,705
Internally restricted		80,470	101,974
Unrestricted		19,069	18,738
Accumulated operating surplus		672,377	650,387
Accumulated remeasurement gains		17,324	12,196
Accumulated surplus		\$ 689,701	\$ 662,583

Contractual Obligations (Note 18)

Contingent Liabilities (Note 19)

On behalf of the Board:


Chair, Board of Governors


Vice President, Finance and Operations

The accompanying notes are an integral part of these financial statements.



UNIVERSITY OF VICTORIA

Consolidated Statement of Operations and Accumulated Surplus

Year ended March 31, 2015

(in thousands of dollars)

	Budget (Note 2(m))	2015	2014
Revenue:			
Province of British Columbia grants	\$ 188,000	\$ 184,180	\$ 190,439
Government of Canada grants	56,000	61,064	54,522
Other government grants	15,500	14,098	17,412
Student tuition - credit courses	114,000	118,740	109,903
Student tuition - non-credit courses	22,000	22,860	21,727
Donations, non-government grants and contracts	15,500	18,389	15,439
Sales of services and products	61,150	61,988	60,448
Investment income	3,254	21,980	17,904
Income from business enterprises	800	1,352	753
Other revenue	16,000	5,374	5,867
Revenue recognized from deferred capital contributions	28,771	30,941	29,278
	520,975	540,966	523,692
Expenses: (Note 20)			
Instruction and non-sponsored research	206,304	209,547	205,491
Academic and student support	124,612	131,304	124,375
Administrative support	18,660	18,787	18,253
Facility operations and maintenance	48,462	44,682	46,780
Sponsored research	110,484	108,295	107,303
External engagement	11,783	11,923	11,534
	520,305	524,538	513,736
Operating surplus before restricted funding	670	16,428	9,956
Restricted endowment contributions			
Endowment principal donations	3,000	4,268	4,297
Net investment income & donations capitalized	-	1,294	1,068
Net restricted endowment contributions	3,000	5,562	5,365
Annual operating surplus	3,670	21,990	15,321
Accumulated operating surplus, beginning of year	650,387	650,387	635,066
Accumulated operating surplus, end of year	\$ 654,057	\$ 672,377	\$ 650,387

The accompanying notes are an integral part of these financial statements.



UNIVERSITY OF VICTORIA

Consolidated Statement of Changes in Net Debt

Year ended March 31, 2015

(in thousands of dollars)

	Budget (Note 2(m))	2015	2014
Annual surplus	\$ 3,670	\$ 21,990	\$ 15,321
Acquisition of tangible capital assets	(75,735)	(69,977)	(68,908)
Amortization of tangible capital assets	49,945	49,861	47,313
	(25,790)	(20,116)	(21,595)
Restricted endowment investments		(10,457)	(8,848)
Acquisition of inventories held for use		(1,769)	(1,749)
Acquisition of prepaid expense		(5,630)	(7,418)
Consumption of inventories held for use		1,769	1,711
Use of prepaid expense		7,127	6,590
		(8,960)	(9,714)
Net remeasurement gains		5,128	6,781
Decrease (increase) in net debt	3,501	(1,958)	(9,207)
Net debt, beginning of year	(328,616)	(328,616)	(319,409)
Net debt, end of year	\$ (332,117)	\$ (330,574)	\$ (328,616)

The accompanying notes are an integral part of these financial statements.



UNIVERSITY OF VICTORIA

Consolidated Statement of Remeasurement Gains and Losses

Year ended March 31, 2015

(in thousands of dollars)

	2015	2014
Accumulated remeasurement gains, beginning	\$ 12,196	\$ 5,415
Unrealized gains (losses) attributed to:		
Portfolio investments	6,005	5,853
Derivatives	(1,079)	988
Foreign currency translation	202	(60)
Net remeasurement gains for the year	5,128	6,781
Accumulated remeasurement gains, end of year	\$ 17,324	\$ 12,196

The accompanying notes are an integral part of these financial statements.



UNIVERSITY OF VICTORIA

Consolidated Statement of Cash Flows

Year ended March 31, 2015

(in thousands of dollars)

	2015	2014
Cash provided by (used in):		
Operations:		
Annual surplus	\$ 21,990	\$ 15,321
Items not involving cash		
Amortization of tangible capital assets	49,861	47,313
Revenue recognized from deferred capital contributions	(30,941)	(29,278)
Change in deferred contributions	32,538	17,506
Change in employee future benefits	(1,479)	1,496
Equity in income of government business enterprises	466	(650)
Unrealized foreign exchange gain (loss)	202	(60)
Changes in non-cash operating working capital:		
Decrease (increase) in accounts receivable	5,645	(5,125)
Decrease in loans receivable	1,095	1,003
Decrease in inventories	256	409
Decrease (increase) in prepaid expenses	1,497	(828)
Increase (decrease) in accounts payable and accrued liabilities	(2,160)	2,517
Increase (decrease) in due to/from government organizations	3,744	(2,320)
Increase (decrease) in deferred revenue	(1,393)	5,569
Net change from operating activities	81,321	52,873
Capital activities:		
Cash used to acquire tangible capital assets	(69,977)	(68,908)
Investing activities:		
Sale (Purchase) of portfolio investments	(4,993)	24,909
Acquisition of endowment investments	(36,352)	(31,937)
Net change from investing activities	(41,345)	(7,028)
Financing activities:		
Proceeds from (repayment of) long-term debt	(1,835)	8,346
Cash proceeds from deferred capital contributions	15,434	24,338
Net change from financing activities	13,599	32,684
Net change in cash and cash equivalents	(16,402)	9,621
Cash and cash equivalents, beginning of year	117,127	107,506
Cash and cash equivalents, end of year	\$ 100,725	\$ 117,127

The accompanying notes are an integral part of these financial statements.



UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2015

(in thousands of dollars)

1. Authority and Purpose

The University of Victoria (the “University”) operates under the authority of the *University Act* of British Columbia. The University is a not-for-profit entity governed by a 15 member Board of Governors, eight of whom are appointed by the government of British Columbia including two on the recommendation of the Alumni Association. The University is a registered charity and is exempt from income taxes under section 149 of the *Income Tax Act*.

2. Summary of significant accounting policies

The consolidated financial statements of the University are prepared by management in accordance with the basis of accounting described below. Significant accounting policies of the University are as follows:

(a) Basis of accounting

The consolidated financial statements have been prepared in accordance with Section 23.1 of the *Budget Transparency and Accountability Act* of the Province of British Columbia supplemented by Regulations 257/2010 and 198/2011 issued by the Province of British Columbia Treasury Board.

The *Budget Transparency and Accountability Act* requires that the consolidated financial statements be prepared in accordance with the set of standards and guidelines that comprise generally accepted accounting principles for senior governments in Canada, or if the Treasury Board makes a regulation, the set of standards and guidelines that comprise generally accepted accounting principles for senior governments in Canada as modified by the alternate standard or guideline or part thereof adopted in the regulation.

Regulation 257/2010 requires all tax-payer supported organizations in the Schools, Universities, Colleges and Hospitals sectors to adopt Canadian public sector accounting standards without any PS4200 elections related to not-for-profit accounting standards.

Regulation 198/2011 requires that restricted contributions received or receivable for acquiring or developing a depreciable tangible capital asset or contributions in the form of a depreciable tangible capital asset are to be deferred and recognized in revenue at the same rate that amortization of the related tangible capital asset is recorded.

For British Columbia tax-payer supported organizations, these contributions include government transfers and externally restricted contributions.

The accounting policy requirements under Regulation 198/2011 are significantly different from the requirements of Canadian public sector accounting standards which requires that:

- government transfers, which do not contain a stipulation that creates a liability, be recognized as revenue by the recipient when approved by the transferor and the eligibility criteria have been met in accordance with public sector accounting standard PS3410; and

UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2015

(in thousands of dollars)

2. Summary of significant accounting policies (continued)

(a) Basis of accounting (continued)

- externally restricted contributions be recognized as revenue in the period in which the resources are used for the purpose or purposes specified in accordance with public sector accounting standard PS3100.

As a result, revenue recognized in the statement of operations and certain related deferred capital contributions would be recorded differently under Canadian public sector accounting standards. (See note 23)

(b) Basis of consolidation

(i) Consolidated entities

The consolidated financial statements reflect the assets, liabilities, revenues, and expenses of organizations which are controlled by the University. Controlled organizations are consolidated except for government business enterprises which are accounted for by the modified equity method. Inter-organizational transactions, balances, and activities have been eliminated on consolidation.

The following organizations are controlled by the University and fully consolidated in these financial statements:

- UVic Industry Partnerships (formerly University of Victoria Innovation and Development Corporation) which facilitates research partnerships between the private sector and the University.
- University of Victoria Properties Investments Inc. which manages the University's real estate holdings including the Vancouver Island Technology Park Trust.
- Ocean Networks Canada Society which manages the University's VENUS and NEPTUNE ocean observatories.
- Pacific Climate Impacts Consortium which stimulates collaboration to produce climate information for education, policy and decision making.
- University of Victoria Long-Term Disability Trust which administers an employee benefit plan on behalf of the University's faculty and administrative professional staff.
- University of Victoria Foundation, the Foundation for the University of Victoria, and the U.S. Foundation for the University of Victoria which encourage the financial support of the University and administer the University's endowment funds.
- Byron Price & Associates Ltd. which holds land in North Saanich.

UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2015

(in thousands of dollars)

2. Summary of significant accounting policies (continued)

(b) Basis of consolidation (continued)

(ii) Investment in government business enterprises

Government business enterprises are accounted for by the modified equity method. Under this method, the University's investment in the business enterprise and its net income and other changes in equity are recorded. No adjustment is made to conform the accounting policies of the government business enterprise to those of the University other than if other comprehensive income exists, it is accounted for as an adjustment to accumulated surplus (deficit). Inter-organizational transactions and balances have not been eliminated, except for any profit or loss on transactions between entities of assets that remain within the entities controlled by the University.

The following organizations are controlled by the University and consolidated in these financial statements using the modified equity basis:

- Heritage Realty Properties Ltd. which manages the property rental and downtown hotel and brew-pub operation donated by the late Michael C. Williams.
- Vancouver Island Technology Park Trust which provides leased space to high-technology companies on Vancouver Island.
- Gustavson School of Business Executive Education Inc provides executive training and other non-credit education.

(iii) Investment in government partnerships

Government partnerships that are not wholly controlled business partnerships are accounted for under the proportionate consolidation method. The University accounts for its share of the partnership on a line by line basis on the financial statements and eliminates any inter-organizational transactions and balances. Accounting policies of the partnership, which is not a business partnership, are conformed to those of the University before it is proportionately consolidated.

The following organizations are government partnerships and are proportionately consolidated in these financial statements:

- Tri-Universities Meson Facility (TRIUMF) which operates a research facility for sub-atomic physics located at the University of British Columbia. These financial statements include the University's 8.33% interest.
- Western Canadian Universities Marine Sciences Society (WCUMSS) which operates a marine research facility at Bamfield on the west coast of Vancouver Island. These financial statements include the University's 20% interest.

UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2015

(in thousands of dollars)

2. Summary of significant accounting policies (continued)

(b) Basis of consolidation (continued)

(iv) Funds held in trust

Funds held in trust by the University as directed by agreement or statute for certain beneficiaries are not included in the University's consolidated financial statements.

(c) Cash and cash equivalents

Cash and cash equivalents include highly liquid investments with a term to maturity of three months or less at the date of purchase.

(d) Financial instruments

Financial instruments are classified into two categories: fair value or cost.

(i) Fair value category

Portfolio instruments that are quoted in an active market and derivative instruments are reflected at fair value as at the reporting date. Other financial instruments designated to be recorded at fair value are endowment and portfolio investments. Transaction costs related to the acquisition of investments are recorded as an expense. Sales and purchases of investments are recorded at trade date. Unrealized gains and losses on financial assets are recognized in the statement of remeasurement gains and losses until such time that the financial asset is derecognized due to disposal or impairment. At the time of derecognition, the related realized gains and losses are recognized in the statement of operations and accumulated surplus and related balances reversed from the statement of remeasurement gains and losses. Unrealized gains and losses in endowment investments, where earnings are restricted as to use, are recorded as deferred contributions and recognized in revenue when disposed and when related expenses are incurred. Restricted unrealized gains spent to meet current year endowment expenses or capitalization transfers are recorded in the statement of remeasurement gains and losses.

The Standards require an organization to classify fair value measurements using a fair value hierarchy, which includes three levels of information that may be used to measure fair value:

- Level 1 – Unadjusted quoted market prices in an active market for identical assets or liabilities,
- Level 2 – Observable or corroborated inputs, other than level 1, such as quoted prices for similar assets or liabilities in inactive markets or market data for substantially the full term of the assets or liabilities; and
- Level 3 – Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets and liabilities.

UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2015

(in thousands of dollars)

2. Summary of significant accounting policies (continued)

(d) Financial instruments (continued)

(ii) Cost category

Gains and losses are recognized in the statement of operations when the financial asset is derecognized due to disposal or impairment and the gains and losses are recognized at amortized cost using the effective interest method; accounts payable and accrued liabilities and long-term debt are measured at amortized cost using the effective interest method.

(e) Short term investments

Short-term investments are comprised of money market securities and other investments with maturities that are capable of prompt liquidation. Short-term investments are cashable on demand and are recorded at cost based on the transaction price on the trade date. All interest income, gains and losses are recognized in the period in which they arise.

(f) Inventories for resale

Inventories held for resale, including books, merchandise and food are recorded at the lower of cost or net realizable value. Cost includes the original purchase cost, plus shipping and applicable duties. Net realizable value is the estimated selling price less any costs to sell.

(g) Non-financial assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

(i) Tangible capital assets

Tangible capital assets are recorded at cost, which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. Interest is not capitalized whenever external debt is issued to finance the construction of tangible capital assets. The cost, less residual value of the tangible capital assets, are amortized on a straight line basis over their estimated useful lives. Land is not amortized as it is deemed to have a permanent value.

Donated assets are recorded at fair value at the date of donation. In unusual circumstances where fair value cannot be reasonably determined, the tangible capital asset would be recorded at a nominal value.



UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2015

(in thousands of dollars)

2. Summary of significant accounting policies (continued)

(g) Non-financial assets (continued)

(i) Tangible capital assets (continued)

Asset	Straight line Rate
Buildings - Concrete	50 years
Buildings - Woodframe	30 years
Buildings - Heritage	35 years
Site Improvements	30 years
Equipment - Computing	3 years
Equipment - Other	8 years
Information Systems	8 years
Furnishings	8 years
Library Holdings	10 years
Ships/Vessels	25 years

Assets under construction are not amortized until the asset is available for productive use.

Tangible capital assets are written down when conditions indicate that they no longer contribute to the University's ability to provide goods and services, or when the value of future economic benefits associated with the tangible capital assets are less than their net book value.

(ii) Works of art and historic assets

Works of art and historic assets are not recorded as assets in these financial statements.

(iii) Leased capital assets

Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as leased tangible capital assets. All other leases are accounted for as operating leases and the related payments are charged to expenses as incurred.

(iv) Inventories held for use

Inventories held for use are recorded at the lower of cost and replacement cost.

(h) Employee future benefits

The costs of pension and other future employee benefits are recognized on an accrual basis over the working lives of employees as detailed in Note 10.



UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2015

(in thousands of dollars)

2. Summary of significant accounting policies (continued)

(i) Revenue recognition

Tuition and student fees and sales of goods and services are reported as revenue at the time the services are provided or the products are delivered, and collection is reasonably assured.

Unrestricted donations and grants are recorded as revenue when receivable if the amounts can be estimated and collection is reasonably assured.

Restricted donations and grants are reported as revenue depending on the nature of the restrictions on the use of the funds by the contributors as follows:

- (i) Contributions for the purpose of acquiring or developing a depreciable tangible capital asset or in the form of a depreciable tangible capital asset, in each case for use in providing services are recorded and referred to as deferred capital contributions and recognized in revenue at the same rate that amortization of the tangible capital asset is recorded. The reduction of the deferred capital contributions and the recognition of the revenue are accounted for in the fiscal period during which the tangible capital asset is used to provide services.
- (ii) Contributions restricted for specific purposes other than for those to be held in perpetuity or the acquisition or development of a depreciable tangible capital asset are recorded as deferred contributions and recognized in revenue in the year in which the stipulation or restriction on the contribution have been met.
- (iii) Contributions restricted to be retained in perpetuity, allowing only the investment income earned thereon to be spent are recorded as restricted endowment contributions in the statement of operations for the portion to be held in perpetuity and as deferred contributions for any restricted investment income earned thereon.

Investment income includes interest recorded on an accrual basis and dividends recorded as declared, realized gains and losses on the sale of investments, and writedowns on investments where the loss in value is determined to be other-than-temporary.

(j) Pledges, gifts-in-kind and contributed services

Pledges from donors are recorded when payment is received by the University or the transfer of property is completed since their ultimate collection cannot be reasonably assured until that time. Gifts-in-kind include securities and equipment which are recorded in the financial statements at their fair market value at the time of donation.

The value of contributed services is not determinable and is not recorded in the financial statements.

UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2015

(in thousands of dollars)

2. Summary of significant accounting policies (continued)

(k) Use of estimates

Preparation of the financial statements in accordance with Canadian public sector accounting standards requires management to make estimates and assumptions. These estimates and assumptions affect the reported amounts of assets, liabilities, and related disclosures. Key areas where management has made estimates and assumptions include those related to the amortization period of tangible capital assets, valuation allowances for receivables and inventories, the valuation of financial instruments and assets and obligations related to employee future benefits. Where actual results differ from these estimates and assumptions, the impact will be recorded in future periods when the difference becomes known.

(l) Foreign currency translation

Transactions in foreign currencies are translated into Canadian dollars at the exchange rate in effect on the transaction date. Monetary assets and liabilities denominated in foreign currencies and non-monetary assets and liabilities which were designated in the fair value category under the financial instrument standard are reflected in the financial statements in equivalent Canadian dollars at the exchange rate in effect on the statement of financial position date. Any gain or loss resulting from a change in rates between the transaction date and the settlement date or statement of financial position date is recognized in the statement of remeasurement gains and losses. In the period of settlement, any exchange gain or loss is reversed out of remeasurement and reflected in the Statement of Operations.

(m) Budget figures

Budget figures have been provided for comparative purposes and have been derived from the 2014 / 2015 to 2016/2017 Planning and Budget Framework approved by the Board of Governors of the University on May 21, 2014 and the University's first quarter forecast provided to the Province. The budget is reflected in the statement of operations and accumulated surplus and the statement of changes in net debt.



UNIVERSITY OF VICTORIA**Notes to Consolidated Financial Statements**

Year ended March 31, 2015

*(in thousands of dollars)***3. Cash and cash equivalents**

	2015	2014
Cash	\$ 15,229	\$ 8,351
Short term investments	84,600	107,816
Restricted cash	896	960
	\$ 100,725	\$ 117,127

Restricted cash is comprised of an escrow account balance related to TRIUMF's asset retirement obligations.

4. Due from governments

	2015	2014
Federal government	\$ 3,147	\$ 7,161
Provincial government	4,874	4,437
Other	241	20
	\$ 8,262	\$ 11,618

5. Loans receivable

	2015	2014
BCNET		
Interest at 4.5%, due April 2019, unsecured	\$ 454	\$ 555
Various faculty and senior administrators		
Home relocation loans, interest free for 5 years with option for further renewal unless employment ceases, secured by second mortgages	3,680	4,050
Heritage Realty Properties Ltd.		
Promissory note receivable, interest at Royal Bank Prime + 5.0%, due May 31, 2021, secured by an unregistered equitable mortgage	9,608	9,608
Vancouver Island Technology Park Trust loans receivable		
Interest at 5.13%, due April 2030, unsecured	11,923	12,434
Interest at 6.13%, due April 2030, unsecured	2,911	3,024
	\$ 28,576	\$ 29,671



UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2015

(in thousands of dollars)

6. Financial Instruments

Financial assets and liabilities recorded at fair value are comprised of the following:

(a) Portfolio investments

	Fair Value Hierarchy	2015	2014
Portfolio investments carried at fair value:			
Bonds	Level 2	\$ 10,677	\$ 5,482
Various pooled bond and mortgage funds	Level 1	89,872	77,604
Canadian equities	Level 1	24,707	18,764
Global equities	Level 1	33,346	20,828
Infrastructure and real estate	Level 3	10,782	6,092
Other	Level 1	-	4,238
		169,384	133,008
Portfolio investments at cost:			
Short-term investments		1,130	719
Cash		300	220
Other		88	62
Total portfolio investments		\$ 170,902	\$ 134,009

(b) Restricted endowment investments

	Fair Value Hierarchy	2015	2014
Restricted endowment investments carried at fair value:			
Bonds	Level 2	\$ 36,673	\$ 27,691
Various pooled bond and mortgage funds	Level 1	42,673	45,416
Canadian equities	Level 1	80,922	84,412
Global equities	Level 1	106,269	105,068
Infrastructure and real estate	Level 3	37,034	30,767
		303,571	293,354
Restricted endowment investments at cost:			
Short-term investments		3,882	3,630
Cash		1,031	1,090
Other		47	-
Total restricted endowment investments		\$ 308,531	\$ 298,074



UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2015

(in thousands of dollars)

6. Financial Instruments (continued)

Financial assets and liabilities recorded at fair value are comprised of the following (See note 13 for breakdown of debt related to derivatives):

(c) Derivatives

	Fair Value Hierarchy	2015	2014
Derivatives - interest rate swaps on long-term debt quoted at fair value:			
BC Immigrant Investment Fund interest rate swap fixed at 5.38% commencing in 2017	Level 1	\$ (162)	\$ (122)
Royal Bank of Canada floating interest rate fixed at 5.38%, through an interest rate swap due Nov 2024, unsecured	Level 1	(1,727)	(1,480)
BC Immigrant Investment Fund floating interest rate fixed at 3.56%, commencing 2023 through	Level 1	(521)	271
Total derivatives		\$ (2,410)	\$ (1,331)

7. Investments in government business enterprises

The University controls three profit oriented subsidiaries which are recorded using the modified equity method of accounting. The three entities are Heritage Realty Properties, Vancouver Island Technology Park and Gustavson School of Business Executive Education Inc.

	2015	2014
Equity at beginning of year	\$ 3,748	\$ 3,637
Dividends/distributions paid	(642)	(642)
Net earnings	1,352	753
Equity at end of year	4,458	3,748
Dividends/distributions payable	1,832	3,008
Investment in government business enterprises	\$ 6,290	\$ 6,756

Change in equity in government business enterprises

UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2015

(in thousands of dollars)

7. Investments in government business enterprises (continued)

Condensed financial information of these government business enterprises are as follows:

Consolidated Statement of Financial Position

	2015	2014
Assets	\$ 37,535	\$ 38,225
Liabilities	(33,077)	(34,477)
Equity	\$ 4,458	\$ 3,748

Consolidated Statement of Operations

	2015	2014
Revenue	\$ 11,423	\$ 11,665
Expenses	(10,071)	(10,912)
Surplus (deficit) for the year	\$ 1,352	\$ 753

8. Investments in government partnerships

The University is one of twelve university members of a consortium which manages the Tri-Universities Meson Facility (TRIUMF) for research in sub-atomic physics. The facility is funded by federal government grants and the University makes no direct financial contribution. TRIUMF's financial results are proportionately consolidated with those of the University based upon the University's share of its total ownership of 8.33% (2014 – 9.09%).

The University is one of five university members of the Western Canadian Universities Marine Sciences Society (WCUMSS) for marine field research. The University provided a grant to the Society in 2015 of \$253,400 (2014 – \$253,000). WCUMSS financial results are proportionately consolidated with those of the University based upon the University's share of its total contributions of 20% (2014 – 20%).

The proportionate amounts included in these consolidated financial statements are as follows:

Consolidated Statement of Financial Position

	2015	2014
Financial assets	\$ 2,347	\$ 2,526
Liabilities	907	1,111
Net assets	1,440	1,415
Non-financial assets	1,061	1,079
Accumulated surplus	\$ 2,501	\$ 2,494

UNIVERSITY OF VICTORIA**Notes to Consolidated Financial Statements**

Year ended March 31, 2015

*(in thousands of dollars)***8. Investments in government partnerships (continued)**

Consolidated Statement of Operations

	2015	2014
Revenue	\$ 6,403	\$ 8,078
Expenses	6,396	7,208
Surplus for the year	\$ 7	\$ 870

9. Accounts payable and accrued liabilities

	2015	2014
Accounts payable and accrued liabilities	\$ 23,702	\$ 25,423
Salaries and benefits payable	3,396	3,969
Accrued vacation pay	7,249	7,115
	\$ 34,347	\$ 36,507

10. Employee future benefits

Employee future benefit liabilities arise in connection with the University's self-funded group life insurance, long-term disability plans and accumulated sick leave plans. The University maintains pension plans, other retirement and supplementary benefit arrangements, and long-term disability plans for substantially all of its continuing employees.

	2015	2014
Staff pension plan	\$ (5,409)	\$ (2,581)
Supplemental pension obligations	6,155	5,369
Special accumulated sick leave	3,226	3,373
Long term disability benefits	14,765	14,097
Basic group life insurance plan	1,509	1,467
	\$ 20,246	\$ 21,725

Summary of employee future benefit obligations:



UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2015

(in thousands of dollars)

10. Employee future benefits (continued)

(a) Pension benefits

(i) Combination plan

The pension fund for full-time continuing faculty and administrative and academic professional staff is referred to as the Combination Plan. This plan's benefits are derived primarily from defined contributions. If a retiring member selects an internal annuity with the defined contribution account, the annuity may be supplemented from a defined benefit provision to bring total benefits up to a defined benefit minimum. Most members qualify for little or no supplement because the defined contribution benefits usually exceed 90% of the defined benefit minimum. Since 1991, only 121 members have received a defined benefit supplement. At December 31, 2014, 107 were receiving supplements that totalled \$34,985 of a total pension payroll of \$2,000,000 million per month. As a result, this plan has been accounted for as a defined contribution plan. The latest actuarial valuation as at December 31, 2012 showed that the accrued formula pension benefit liabilities of the Combination Plan were fully funded. The next valuation will be as at December 31, 2015. A pure defined contribution plan is available for part-time faculty and administrative and academic professional staff who meet certain eligibility criteria. The University has made contributions to these plans during the year of \$20,000,000 (2014 – \$18,800,000) and recorded them as a pension expense.

The University provides supplemental pensions in excess of those provided under registered plans. They are fully funded out of the general assets of the University. The accrued liabilities of these arrangements total \$6,154,000 as at March 31, 2015 (2014 – \$5,370,000). The University paid supplemental benefits of \$147,000 in the year (2014 – \$209,000) and recorded employee benefit expense of \$148,000 (2014 – \$129,000).

(ii) Staff plan

The Staff Pension Plan (the "Plan") is a contributory defined benefit pension plan made available to regular staff employees that are eligible to join the Plan. The Plan provides pensions based on credited service and final average salary. Based on membership data as at the last actuarial valuation for funding purposes as at December 31, 2013, the average age of the 1,152 active employees covered by the Plan is 47.8. In addition, there are 419 former employees who are entitled to deferred pension benefits averaging \$289 per month. At December 31, 2013, there were 639 pensioners receiving an average monthly pension of \$826. The employees make contributions equal to 4.53% of salary that does not exceed the year's maximum pensionable earnings ("YMPE") plus 6.28% of salary in excess of the YMPE. A separate pension fund is maintained. The University makes contributions to the plan in line with recommendations contained in the actuarial valuation for funding purposes. Though the University and the employees both contribute to the pension fund, the University retains the full risk of the accrued benefit obligation. The pension fund assets are invested primarily in Universe bonds and equities. The pension asset at March 31 includes the following components:

UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2015

(in thousands of dollars)

10. Employee future benefits (continued)

(a) Pension benefits (continued)

(ii) Staff plan (continued)

	2015	2014
Accrued benefit obligation	\$ 191,182	\$ 184,477
Pension fund assets	(217,031)	(197,554)
	(25,849)	(13,077)
Unamortized actuarial gains (losses)	20,440	10,496
Net obligation (asset)	\$ (5,409)	\$ (2,581)

Actuarial valuations for funding purposes are performed triennially using the projected benefit prorated method. The latest triennial actuarial valuation completed as at December 31, 2013 reported a going concern surplus and a solvency deficiency (i.e. if the plan were to be wound up on that date of \$41,866,000. The B.C. Pension Benefits Standards Act requires minimum annual contributions or the use of letters of credit to fund a solvency deficiency. The University has chosen to arrange a letter of credit in the amount of \$27.6 million at March 31, 2015 (2014 - \$19.9 million) to satisfy the contribution requirements through 2016. This letter of credit will be reassessed in conjunction with the December 31, 2015 plan valuation and updated solvency funding level. The accrued benefit obligation shown for 2015 is based on an extrapolation of that 2014 valuation. There is an unamortized gain to be amortized on a straight-line basis over the expected average remaining service life of the related employee group (12 years). The actuarial valuation was based on a number of assumptions about future events, such as inflation rates, interest rates, wage and salary increases and employee turnover and mortality. The assumptions used reflect the University's best estimates. The expected inflation rate is 2.0%. The discount rate used to determine the accrued benefit obligation is 6%. Pension fund assets are valued at market value.

The expected rate of return on pension fund assets is 6%. The actual gross return on Plan assets in 2014 was 12.5%. The total expenses related to pensions for the fiscal year ending, include the following components:



UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2015

(in thousands of dollars)

10. Employee future benefits (continued)

(a) Pension benefits (continued)

(ii) Staff plan (continued)

	2015	2014
Current period benefit cost	\$ 6,735	\$ 6,638
Amortization of actuarial gains (losses)	(1,060)	81
	5,675	6,719
Less: Employee contributions	(2,055)	(1,080)
Pension expense	3,620	5,639
Interest cost on the average accrued benefit obligation	10,832	10,628
Expected return on average pension plan assets	(11,631)	(10,559)
Pension interest expense	(799)	69
Total expenses related to pensions	\$ 2,821	\$ 5,708

The Supplementary Retirement Benefit Account is a separate fund available to provide pensioners over the age of 65 with supplemental indexing against inflation beyond that provided by the basic plan above. It is accounted for as a defined contribution plan, with University contributions during the year of \$114,000 (2014 – \$114,000).

(b) Special accumulated sick leave benefit liability

Certain unionized employees of the University are entitled to a special vested sick leave benefit in accordance with the terms and conditions of their collective agreements. Employees who accumulate and maintain a minimum balance of regular sick leave may opt to transfer sick days into this special accumulating and vested benefit. The University recognizes a liability and an expense as days are transferred into this benefit. At March 31, 2015 the balance of this special accumulated sick leave was \$3,226,000 (2014 – \$3,373,000).



UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2015

(in thousands of dollars)

10. Employee future benefits (continued)

(c) Long-term disability benefits

The University administers an employee-funded long-term disability plan for faculty and administrative and academic professional staff. It is self-insured and the liability for the discounted present value of estimated future payments to current claimants is recorded.

Information about liabilities for the University's long-term disability plan includes:

	2015	2014
Accrued benefit obligation:		
Beginning of year	\$ 14,097	\$ 13,056
Current service cost	4,280	4,358
Interest cost	258	202
Benefits paid	(2,060)	(2,001)
Actuarial gain/(loss)	(1,810)	(1,518)
Accrued benefit obligation, end of year	\$ 14,765	\$ 14,097

	2015	2014
Accrued benefit obligation:		
Plan assets	\$ 12,169	\$ 10,132
Liability, end of year	(14,765)	(14,097)
Accrued benefit obligation, end of year	\$ (2,596)	\$ (3,965)

Components of net benefit expense

	2015	2014
Service cost	\$ 4,280	\$ 4,358
Interest cost	258	202
Expected return on assets	(180)	(144)
Amortization of net actuarial gain	(2,566)	(1,441)
Net benefit expense	\$ 1,792	\$ 2,975



UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2015

(in thousands of dollars)

10. Employee future benefits (continued)

(c) Long-term disability benefits (continued)

The significant actuarial assumptions adopted in measuring the University's accrued benefit obligation are as follows:

	2015	2014
Discount rates	1.7%	1.7%
Expected future inflation rates	2.0%	2.0%
Salary increase assumption	2.0%	2.0%
Retirement age assumption	65	65

An insured long-term disability plan funded entirely by the University was commenced for other staff on July 1, 2000. The University contribution for the year ending March 31, 2015 was \$888,000 (2014 - \$1,118,000).

11. Deferred contributions

Deferred contributions are comprised of funds restricted for the following purposes:

	2015	2014
Specific purpose: (including endowment earnings)	\$ 92,336	\$ 64,199
Research	51,865	47,092
Capital	1,961	2,333
	\$ 146,162	\$ 113,624

2015						2014
	Specific Purpose	Research	Capital	Total		
Balance, beginning of year	\$ 64,199	\$ 47,092	\$ 2,333	\$ 113,624	\$ 96,118	
Contributions and endowment investment income	57,552	82,584	231	140,367	123,805	
Revenue recognized from deferred contributions	(29,415)	(77,811)	(603)	(107,829)	(106,251)	
Transfer to deferred capital contributions	-	-	-	-	(48)	
Balance, end of year	\$ 92,336	\$ 51,865	\$ 1,961	\$ 146,162	\$ 113,624	

UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2015

(in thousands of dollars)

12. Deferred capital contributions

Contributions that are restricted for capital are referred to as deferred capital contributions. Amounts are recognized into revenue as the liability is extinguished over the useful life of the asset. Treasury Board provided direction on accounting treatment as disclosed in Note 2 (a). Changes in the deferred capital contributions balance are as follows:

	2015	2014
Balance, beginning of year	\$ 394,933	\$ 399,873
Contributions received during the year	15,434	24,290
Transfers from deferred contributions	-	48
Revenue from amortization of deferred capital contributions	(30,941)	(29,278)
Balance, end of year	\$ 379,426	\$ 394,933

13. Long-term debt

Long-term debt reported on the consolidated statement of financial position is comprised of the following (see note 6(c) for related derivative information):

	2015	2014
Royal Bank of Canada 5.38% term loan due 2024, unsecured	\$ 9,179	\$ 9,888
British Columbia Immigrant Investment Fund 4.75% term loan due 2017, unsecured	3,527	3,742
British Columbia Immigrant Investment Fund 2.48% term loan due 2023, unsecured	9,310	9,710
Province of British Columbia 4.82% bond due 2027, unsecured, with annual sinking fund payments of \$327,000	10,800	10,800
Province of British Columbia 4.74% bond due 2038, unsecured, with annual sinking fund payments of \$302,000	10,000	10,000
Great West Life Insurance Company 5.13% term loan due 2030, unsecured	11,923	12,434
	\$ 54,739	\$ 56,574

UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2015

(in thousands of dollars)

13. Long-term debt (continued)

Long-term debt reported on the consolidated statement of financial position is comprised of the following:

(a) Principal repayments

Anticipated annual principal repayments, including sinking fund instalments and maturities, due over the next five years and thereafter are as follows:

	2015		
	Sinking Fund	Other	Total
2016	\$ 629	\$ 1,904	\$ 2,533
2017	629	1,994	2,623
2018	629	2,088	2,717
2019	629	2,187	2,816
2020	629	2,291	2,920
Thereafter	12,788	28,342	41,130
	\$ 15,933	\$ 38,806	\$ 54,739



UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2015

(in thousands of dollars)

14. Tangible capital assets

Cost	Balance at March 31, 2014	Additions	Disposals	Balance as at March 31, 2015
Land	\$ 21,769	\$ 1,365	\$ -	\$ 23,134
Site Improvements	33,168	946	-	34,114
Buildings	686,199	46,407	-	732,606
Equipment and furnishings	222,598	13,586	(21,217)	214,967
Information systems	18,441	-	-	18,441
Computer equipment	15,590	4,333	(2,872)	17,051
Library holdings	40,049	3,342	(2,920)	40,471
Total	\$ 1,037,814	\$ 69,979	\$ (27,009)	\$ 1,080,784

Accumulated amortization	Balance at March 31, 2014	Disposals	Amortization	Balance as at March 31, 2015
Land	\$ -	\$ -	\$ -	\$ -
Site Improvements	16,128	-	897	17,025
Buildings	181,508	-	13,735	195,243
Equipment and furnishings	121,645	(21,217)	24,789	125,217
Information systems	13,558	-	2,305	15,863
Computer equipment	9,115	(2,872)	4,256	10,499
Library holdings	21,298	(2,920)	3,880	22,258
Total	\$ 363,252	\$ (27,009)	\$ 49,862	\$ 386,105

Net book value	March 31, 2015	March 31, 2014
Land	\$ 23,134	\$ 21,769
Site improvements	17,089	17,040
Buildings	537,363	504,691
Equipment and furnishings	89,750	100,953
Information systems	2,578	4,883
Computer equipment	6,552	6,475
Library holdings	18,213	18,751
Total	\$ 694,679	\$ 674,562

UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2015

(in thousands of dollars)

14. Tangible capital assets (continued)

Contributed tangible capital assets:

Additions to equipment and furnishings and computers include the following contributed tangible capital assets:

	2015	2014
Equipment and furnishings	\$ 54	\$ 26

(a) Assets under construction

Assets under construction having a value of \$74,845,000 (2014 – \$78,438,000) comprised of buildings of \$74,845,000 (2014 – \$58,714,000) and equipment \$0 (2014 – \$19,724,000) have not been amortized. Amortization of these assets will commence when the asset is available for productive use.

(b) De-recognition of tangible capital assets

The de-recognition of tangible capital assets during the year was \$27,009,000 (2014 – \$24,974,000) related to fully amortized assets with a net book value of \$ nil (2014 – \$ nil) related to asset disposals.

15. Financial risk management

The University has exposure to the following risks from its use of financial instruments: credit risk, price risk and liquidity risk.

The Board of Governors ensures that the University has identified major risks and management monitors and controls them.

(a) Credit risk

Credit risk is the risk of financial loss to the University if a customer or counterparty to a financial instrument fails to meet its contractual obligations. Such risks arise principally from the amounts receivable and from fixed income assets held by the University.

The University accounts for amounts receivable by using a specific bad debt provision when management considers that the expected recovery is less than the account receivable.

The University limits the risk in the event of non-performance related to fixed income holdings by dealing principally with counter-parties that have a credit rating of A or higher as rated by the Dominion Bond Rating Service or equivalent. The maximum credit risk exposure of the University investments at March 31, 2015 is \$261,285,524.



UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2015

(in thousands of dollars)

15. Financial risk management (continued)

The following shows the percentage of fixed income holdings in the portfolio by credit rating:

Credit Rating	%
AAA	10.0%
AA	25.5%
A	7.3%
BBB	8.8%
BB and below	0.8%
Mortgages	11.7%
Cash and short term	
R1 high	33.9%
R1 mid	0.7%
R1 low	1.2%
	100.0%

(b) Price risk

Price risk includes market risk and interest rate risk.

Market risk relates to the possibility that the investments will change in value due to fluctuations in market prices. The objective of market risk management is to mitigate market risk exposures within acceptable parameters while optimizing the return on risk. This risk is mitigated by the investment policies for the respective asset mixes to be followed by the investment managers, the requirements for diversification of investments within each asset class and credit quality constraints on fixed income investments. Market risk can be measured in terms of volatility, i.e., the standard deviation of change in the value of a financial instrument within a specific time horizon. Based on the volatility of the University's current asset class holdings, the net impact on market value of each asset class is shown below.

Asset Class		Estimated Volatility (% change)
Canadian equities	+/-	21.1%
Foreign equities	+/-	17.5%
Real estate	+/-	9.9%
Bonds	+/-	5.4%
Infrastructure	+/-	16.0%
Benchmark for Investments		Net Impact on Market Value
DEX Universe Bond index	+/-	\$ 9,563
S&P/TSX Composite index	+/-	22,005
MSCI World Index	+/-	24,173
Canadian Consumer Price Index (Real Estate)	+/-	3,514
Canadian Consumer Price Index (Infrastructure)	+/-	1,190

UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2015

(in thousands of dollars)

15. Financial risk management (continued)

(b) Price risk (continued)

Interest rate risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in the market interest rates. The value of fixed-income and debt securities, such as bonds, debentures, mortgages or other income-producing securities is affected by interest rates. Generally, the value of these securities increases if interest rates fall and decreases if interest rates rise.

It is management's opinion that the University is exposed to market or interest rate risk arising from its financial instruments. Duration is an appropriate measure of interest rate risk for fixed income funds as a rise (fall) in interest rates will cause a decrease (increase) in bond prices; the longer the duration, the greater the effect. Duration is managed by the investment manager at the fund level. At March 31, 2015, the modified duration of all fixed income in aggregate was 4 years. Therefore, if interest rates were to increase by 1% across all maturities, the value of the bond portfolio would drop by 4%, contrarily if interest rates were to decrease by 1% across all maturities, the value of the bond portfolio would increase by 4%.

(c) Liquidity risk

Liquidity risk is the risk that the University will not be able to meet its financial obligations as they become due. The University manages liquidity risk by continually monitoring actual and forecasted cash flows from operations and anticipated investing and financing activities to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the University's reputation.

16. Accumulated surplus

Accumulated surplus is comprised of the following:

	2015	2014
Endowments	\$ 295,532	\$ 289,970
Invested in capital assets	277,306	239,705
Internally restricted	80,470	101,974
Unrestricted	19,069	18,738
Accumulated remeasurement gains	17,324	12,196
	\$ 689,701	\$ 662,583



UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2015

(in thousands of dollars)

16. Accumulated surplus (continued)

Endowments consist of restricted donations and capitalized investment income to be held in perpetuity.

Invested in capital assets consist of unrestricted funds previously spent on capital assets and debt repayment.

Internally restricted funds consist of balances set aside or appropriated by the Board of Governors for equipment replacement, capital improvements and other non-recurring expenditures.

Unrestricted funds consist primarily of balances arising from the University's ancillary and specific purpose funds, and consolidated entities.

17. Endowments

Changes to the endowment principal balances, not including remeasurement gains/losses, are as follows:

	2015	2014
Balance, beginning of year	\$ 289,970	\$ 284,605
Contributions received during the year	4,268	4,297
Invested income and donations capitalized	1,294	1,068
Balance, end of year	\$ 295,532	\$ 289,970

The balance shown does not include endowment principal with fair value of \$7,076,000 (2014 -\$6,628,000) and book value of \$4,820,000 (2014 -\$4,820,000) held by the Vancouver Foundation. The excluded principal is not owned or controlled by the University, but income from it is paid to the University to be used for specific purposes.



UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2015

(in thousands of dollars)

18. Contractual obligations

The nature of the University's activities can result in multiyear contracts and obligations whereby the University will be committed to make future payments. Significant contractual obligations related to operations that can be reasonably estimated are as follows:

	2016	2017	2018	2019	2020
Construction contracts	\$ 14,054	\$ -	\$ -	\$ -	-
Operating leases	\$ 569	256	23	7	-
Total	\$ 14,623	\$ 256	\$ 23	\$ 7	-

19. Contingent liabilities

The University may, from time to time, be involved in legal proceedings, claims, and litigation that arise in the normal course of business. It is management's opinion that the aggregate amount of any potential liability is not expected to have a material adverse effect on the University's financial position or results.

The University is one of 58 Canadian university subscribers to CURIE, which has provided property and liability insurance coverage to most campuses other than Quebec and Prince Edward Island since 1988. The anticipated cost of claims based on actuarial projections is funded through member premiums. Subscribers to CURIE have exposure to premium retro-assessments should the premiums be insufficient to cover losses and expenses.

20. Expenses by object

The following is a summary of expenses by object:

	2015	2014
Salaries and wages	\$ 275,545	\$ 270,134
Employee benefits	47,056	49,233
Travel	13,557	13,186
Supplies and services	71,089	65,688
Equipment rental and maintenance	4,664	5,007
Utilities	8,680	9,871
Scholarships, fellowships and bursaries	37,440	35,925
Cost of goods sold	14,094	14,386
Interest on long-term debt	2,541	2,495
Interest - other	11	498
Amortization of tangible capital assets	49,861	47,313
	\$ 524,538	\$ 513,736

UNIVERSITY OF VICTORIA

Notes to Consolidated Financial Statements

Year ended March 31, 2015

(in thousands of dollars)

21. Funds held in trust

Funds held in trust are funds held on behalf of autonomous organizations, agencies, and student societies having a close relationship with the University. These funds are not reported on the University's consolidated statement of financial position (2015 – \$1,906,000; 2014 – \$2,119,000).

22. Supplemental cash flow information

	2015	2014
Cash paid for interest	\$ 2,480	\$ 2,602

23. Differences between Financial Reporting Framework (FRF) and PSAS

As noted in the significant accounting policies, per the Budget Transparency and Accountability Act of the Province of British Columbia and the Restricted Contribution Regulation 198/2011 issued pursuant to it, the university is required to account for government funding of tangible capital assets by deferring and amortizing deferred capital contributions to income on the same basis as the related amortization expense. If restricted government funding for tangible capital assets does not contain stipulations that create a liability, then PSAS requires it to be reported as income immediately. The impact of this difference on the consolidated financial statements of the university would be as follows:

	2015		
	FRF	PSAS	Difference
Liabilities			
Deferred capital contributions	\$ 379,426	\$ -	\$ 379,426
Accumulated surplus			
Accumulated surplus	689,701	1,069,127	(379,426)
Revenue			
Government grants and contracts	259,341	270,726	(11,385)
Donations, non-government grants and contracts	18,389	22,438	(4,049)
Amortization of deferred capital contributions	30,941	-	30,941
Annual operating surplus			
Annual operating surplus (after restricted endowment contributions)	\$ 21,990	\$ 6,483	\$ 15,507



UNIVERSITY OF VICTORIA**Notes to Consolidated Financial Statements****Year ended March 31, 2015***(in thousands of dollars)***23. Differences between Financial Reporting Framework (FRF) and PSAS (continued)**

	2014		
	FRF	PSAS	Difference
Liabilities			
Deferred capital contributions	\$ 394,933	\$ -	\$ 394,933
Accumulated surplus			
Accumulated surplus	662,583	1,057,516	(394,933)
Revenue			
Government grants and contracts	262,373	282,989	(20,616)
Donations, non-government grants and contracts	15,439	19,161	(3,722)
Amortization of deferred capital contributions	29,278	-	29,278
Annual operating surplus			
Annual operating surplus (after restricted endowment contributions)	\$ 15,321	\$ 10,381	\$ 4,940



UNIVERSITY OF VICTORIA
SCHEDULE OF LONG TERM DEBT
MARCH 31, 2015

	PRINCIPAL	INTEREST	DUE	NET
	(in dollars)	RATE		LIABILITY
				(in dollars)
Province of British Columbia bond	\$ 10,800,000	4.820	2027	\$ 10,800,000
Province of British Columbia bond	10,000,000	4.740	2038	10,000,000
Royal Bank of Canada Bankers Acceptances (converted to term loan through interest rate swap)	9,178,662	5.380	2024	9,178,662
Great West Life Assurance Company term loan	11,923,464	5.130	2030	11,923,464
BC Immigrant Investment Fund term loan	3,527,149	4.750	2017	3,527,149
BC Immigrant Investment Fund term loan	9,310,212	2.4796	2033	9,310,212
Total long term debt secured by debt instruments				<u>\$ 54,739,48</u>

UNIVERSITY OF VICTORIA
SCHEDULE OF GUARANTEE OR INDEMNITY AGREEMENTS

This organization has not given any guarantees or indemnities, approved under the Guarantees and Indemnities Regulation during fiscal 2014-2015.

This statement is produced under the *Financial Information Regulation*, Schedule 1, subsection 5.

UNIVERSITY OF VICTORIA
STATEMENT OF SEVERANCE AGREEMENTS

There was one severance agreement representing two months compensation made between the University of Victoria and non-unionized employees during fiscal 2014-2015.

This statement is produced under the *Financial Information Regulation*, Schedule 1, subsection 6 (7).

UNIVERSITY OF VICTORIA
SCHEDULE OF BOARD OF GOVERNORS REMUNERATION AND EXPENSES
YEAR ENDED MARCH 31, 2015

No remuneration is paid to any member of the Board of Governors for Board activity.

<u>Chancellor and Order-In-Council Members:</u>		<u>Expenses (\$)</u>
Farmer, Murray	Chancellor (to December 31, 2014)	\$ 403
Rogers, Shelagh	Chancellor (from January 1, 2015)	428
Mohr, Eric	Chair, Alumni, Order-in-Council	970
Van Ruyven, Beverly	Vice-Chair, Order-in-Council	3,650
Mackenzie, Isobel	Order-in-Council (from Jan 18, 2014)	-
Redies, Tracy	Order-in-Council (from Sept 7, 2013)	332
Kennedy, Michael	Order-in-Council (to July 31, 2015)	447
LeBlanc, Lindsay	Order-in-Council (to July 31, 2015)	379
Chong, Ida	Order-in-Council (to July 31, 2016)	196
Butler McGregor, Jane	Order-in-Council (to July 31, 2014)	282
Gustavson, Peter	Order-in-Council (to July 31, 2015)	50
Mehinagic, Susan	Order-in-Council (to July 31, 2014)	-
<u>Student Members:</u>		
Orser, Lucia Heffelfinger	Student Member (to June 30, 2014)	58
Rogers, Emily	Student Member (to June 30, 2014)	183
Cranwell, Bradley	Student Member (from July 1, 2014)	96
Erickson, Kayleigh	Student Member (from July 1, 2014)	-
		<u>\$ 9,807</u>
<u>President, Faculty and Staff Members:</u>		
Cassels, Jamie	President (from July 1, 2013)	
Driessen, Peter	Faculty Member (to June 30, 2014)	
Whittington, Barbara	Faculty Member (to June 30, 2014)	
Peredo, Ana Maria	Faculty Member (from July 1, 2014)	
Cazes, Helene	Faculty Member (from July 1, 2014)	
Bassi, Navdeep	Staff Member	

Note: The remuneration and expenses of the President and the Faculty and Staff who are members of the Board are listed in the Schedule of Employees' Remuneration and Expenses or included in the amounts for employees earning less than \$75,000 at the end of the schedule.

UNIVERSITY OF VICTORIA
SCHEDULE OF EMPLOYEES' REMUNERATION AND EXPENSES
YEAR ENDED MARCH 31, 2015

Remuneration includes salary and wages of University employees, including payments to employees for services performed over and above their regular duties, and payments to employees in connection with retirement (*).

Reimbursement of work-related expenses represents payments for costs incurred by employees in connection with their duties. These include travel expenses, memberships, tuition, relocation (**), vehicle expenses, extraordinary hiring expenses, registration fees and similar amounts.

Both remuneration and expenses include amounts provided from grants and contracts administered by the University.

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Adam, Martin	94,952	4,464	Ault, Joshua	118,081	8,926
Adams, Michael	110,734	2,290	Ausio, Juan	149,943	7,669
Adjin-Tettey, Elizabeth	157,313	1,152	Awatramani, Gautam	117,171	4,428
Agathoklis, Panajotis	165,539	1,902	Baboula, Evanthia	85,184	235
Agueh, Martial	97,191	1,021	Babul, Arif	129,285	17,048
Albert, Jeff	91,743	1,516	Baer, Douglas	145,113	1,772
Albert, Justin	96,745	16,043	Baillargeon, Gerald	82,784	-
Albu, Catalin	77,991	2,205	Bain, Thomas	120,232	3,608
Alexander, Robert	122,684	5,211	Bakvis, Herman	137,158	3,516
Alexander, Vikky	127,655	2,517	Balfour, Annemarie	82,531	-
Alexandrowicz, Conrad	82,416	2,189	Ball, Jessica	117,632	9,970
Alfred, Gerald Taiaiake	134,620	4,247	Ban, Natalie	81,691	7,930
Allen, Geraldine	113,849	-	Banerjee, Sikata	146,700	4,919
Althaus, Catherine	86,264	6,139	Baniasadi, Amirali	119,911	8,573
Andersen, Leigh	100,147	259	Banister, Elizabeth	113,317	1,130
Anderson, Debra	79,910	2,572	Bardal, Stanley	96,150	2,921
Anderson, John	159,575	-	Barnas, Laurie	91,522	3,735
Andrachuk, Gregory	147,150	-	Barnhardt, Don	176,440	6,452
Anglin, James	189,396	8,527	Barr, Christopher	76,986	1,270
Anholt, Bradley	171,862	1,415	Bartlett, Kevin	80,224	1,099
Anslo, Faron	79,926	2,587	Bartley, Uwe	86,451	-
Anthony, Robert	110,615	2,109	Bashir, Rizwan	86,124	-
Antliff, Allan	114,048	9,381	Bassi, Navdeep	113,109	1,567
Aquila, Salvatore	77,792	1,604	Batur, Levent	79,300	2,934
Aragon, Janni	98,250	3,380	Baum, Julia	96,527	13,764
Archibald, John	165,084	14,564 **	Beam, Sara	107,493	2,769
Arneil, Stewart	85,196	1,909	Beaucamp, Craig	78,830	1,921
Arnold, Devin	77,246	466	Beaulieu, Gregory	104,654	2,116
Atherton, Pat	107,110	3,442	Bebbington, Tina	96,026	411
Atkinson, David	97,583	11,602	Bedi, Shailoo	112,011	1,617
Auld, Matthew Christopher	130,073	-	Beecroft, V. Lynne	76,277	5,001
			Begoray, Deborah	118,438	6,784

University of Victoria

Schedule of Employees'

Remuneration and Expenses

Year ended March 31, 2015

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Bell, Frederick	130,425	3,957	Briant, Douglas	80,061	2,686
Bengtson, Jonathan	172,546	21,034	Briggs, Alexander	107,279	1,716
Bennett, Colin	142,194	13,493	Brimacombe, Caroline Anna	135,403	1,518
Benoit, Cecilia	154,318	6,357	Brolo, Alexandre	116,790	9,051
Berg, Celina	99,318	-	Broome, David	80,120	292
Berg, David	121,481	2,020	Brown, Craig	124,809	9,237
Bergland, Donald	104,468	-	Brown, Graham	138,559	9,607
Berry, David	83,794	1,545	Brown, Leslie	166,169	6,625
Bertoni, Katherine	95,293	21,399 **	Bruce, Winnifred Anne	102,121	6,631
Bhat, Ashoka	125,751	6,932	Brunet-Jailly, Emmanuel	109,866	25,493
Bhiladvala, Rustom	100,605	3,331	Brunsdon, Wayne	83,764	2,596
Biddiscombe, A Perry	125,609	-	Brunt, John	209,436	6,430
Bird, Sonya	93,541	3,395	Bryden, Penny	128,272	5,144
Bjornson, Dora Leigh	79,859	-	Brydon, Marni	81,389	3,151
Black, Timothy	98,684	2,325	Bub, Daniel	128,660	1,587
Blackstone, Sarah	187,805	693	Buckham, Bradley	122,626	7,237
Blades, David	133,608	4,605	Budney, Ryan	84,559	475
Blair, William	101,948	2,049	Bultena, Bette	79,486	81
Blank, G. Kim	123,930	967	Bunton, Martin	102,429	2,726
Bligh, Sandra	113,142	4,088	Burford, Neil	211,067	3,452
Blonde, Patricia	76,499	-	Burgess, Judith	101,430	4,304
Bluck, Gerald	85,202	-	Burke, John	90,847	17,979 **
Boag, David	136,404	-	Burke, R. Brendan	104,814	5,230
Bodden, Michael	107,422	-	Burke, Robert	164,636	2,718
Boesenkool, Timen	75,564	6,621	Butler, Susan	80,643	1,415
Bohne, Cornelia	157,248	12,226	Butler-Palmer, Carolyn	81,830	21
Bomans-Allan, Diane	78,172	-	Butt, Leslie	118,192	24,837
Bonner, Michelle	94,711	5,086	Butterfield, Benjamin	90,903	1,454
Boraston, Alisdair	126,364	1,775	Butterfield, Christopher	124,175	2,387
Borchers, Christoph	188,931	80,275	Cacchioni, Thea	78,589	2,009
Bornemann, Jens	162,649	9,431	Cai, Lin	120,516	4,084
Borrows, John	215,891	3,985	Calder, Gillian	125,296	1,326
Borycki, Elizabeth	81,564	7,627	Cameron, Caroline	138,070	4,044
Bose, Christopher	131,304	7,203	Cameron, Margaret	97,808	1,538
Boudreault-Fournier, Alexandrine	85,057	10,048	Campbell, Erin	99,903	4,144
Boulanger, Martin	99,602	462	Campbell, Scott	92,040	4,826
Bowman, Laurel	107,445	676	Canessa, Rosaline	112,698	3,342
Boyd, Susan	135,555	2,404	Canil, Dante	126,065	3,631
Boyer, Wanda	120,970	3,664	Cannon, Alex	89,146	2,930
Boyle, Patrick	80,070	-	Capson, David W	208,483	4,440
Bradley, Colin	125,823	29,051	Carlin, Claire	155,434	2,925
Bradley, Maureen	101,651	2,462	Carriere, Jeannine	130,366	1,915
Bramadat, Paul	122,701	3,526	Carroll, William	145,984	7,092
Brandes, Oliver	96,219	7,050	Carruthers, Jillian	75,867	1,439
Brannen, Mary	211,170	32,859	Carson, Luke	110,290	796
Branzan Albu, Alexandra	121,608	14,058	Carter, Randy	75,157	358
Brenan, Glenn	107,059	5,774	Cascon, C. Keith	97,443 *	60
Brendle-Moczuk, Daniel	85,238	3,437	Case, Ian	108,175	-
Brenton-Haden, Sally	97,492	7,043	Casey, Marguerite	82,213	3,394
Brewer, Bonny	77,621	-	Casiro, Oscar	236,509	13,903

University of Victoria

Schedule of Employees'

Remuneration and Expenses

Year ended March 31, 2015

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Cassels, James	350,760	34,691	Costigan, Catherine	130,890	6,474
Castle, David	173,698	46,941 **	Cotton, Richard	79,799	5,007 **
Caws, Catherine	116,870	2,949	Courtney, Karen	92,975	-
Cazes, Helene	119,168	5,503	Courty, Pascal	127,037	4,313
Celona, John	146,228	2,435	Coward, Andrew	98,805	3,993
Chan, Kathryn	96,677	-	Cowen, Laura	94,903	7,267
Chang, Patrick	79,997	-	Crane, Margaret	80,442	938
Chapin, Edward	77,694	-	Crawford, Curran	103,322	4,571
Chapman, Alison	124,590	12,042	Crawford, Robert	90,073	-
Chappell, Neena	209,994	22,755	Crawley, Richard	76,277	1,476
Charette, Carmen	240,741	4,731	Crippen, Carolyn	105,728	4,753
Charlton, Lauren	137,205	4,618	Cullen, Jay	99,167	11,100
Chen, Yan	78,388	298	Cunningham, John Barton	122,844	4,401
Chen, Zhongping	106,058	8,443	Curran, Deborah	111,363	7,064
Cheng, Mantis	105,916	4,855	Cutler, A. Claire	124,116	14,119
Chia, Ai-Lan	79,802	1,113	Czaykowska-Higgins, Ewa	121,913	6,230
Choi, Byoung-Chul	111,884	427	Dadachanji, Behram	122,074	7,251
Choo, Raymond	82,765	2,421	Dakin, Del	117,889	16,511
Chow, Don	83,873	552	Dalton, Robert	132,889	1,882
Chow, Robert	114,726	-	Damali, Uzay	109,031	6,217
Choy, Francis Y M	131,828	4,554	Damian, Daniela	129,110	28,096
Christensen, Marc	78,354	1,442	Danis, Wade	142,275	7,740
Christie, Brian	139,421	5,261	Darcie, Thomas	190,503	928
Church, Lisa	77,554	2,175	D'Arcy, Alexandra	91,381	3,775
Clark, Thomas	90,423	15,334	Darimont, Christopher	93,868	9,282
Clarke, Judith	154,429	2,784	Dastmalchian, Ali	197,640	23,671
Clarke, Marlea	79,958	2,425	David, Tracy	78,215	6,963
Cleves, Rachel	94,897	6,824	Davis, Corey	80,280	8,870
Clewley, Nicholas	81,232	735	Davis, Evelyn	102,611	-
Cloutier Fisher, Denise	109,021	4,433	Davis, Joy	112,478	1,275
Clover, Darlene	101,784	5,736	Dawson, Teresa	147,994	1,968
Coady, Yvonne	127,762	5,723	de Alba-Koch, Beatriz	133,874	3,187
Coble, Evelyn	162,250	1,352	De Decker, Ludgard	104,582	905
Cochran, Patricia	75,333	8,957 **	de Finney, Sandrina	88,582	2,838
Cockerline, Terry	100,066	5,289	de Rosenroll, David	93,650	-
Colas Cardona, Silvia	109,778	2,378	de Sousa, Rogerio	92,032	7,543
Colby, Jason	100,633	3,030	Dean, Misao	141,158	2,655
Colgate, Mark	160,697	20,096	Dearden, Philip	164,596	32,571
Connelly, Neil	109,936	1,916	Dechev, Nikolai	110,349	234
Connor, Vincent	85,940	2,299	Deckha, Maneesha	124,659	-
Constabel, C. Peter	123,419	2,113	Deen, Eugene	85,712	2,094
Constantinescu, Daniela	99,471	4,179	Delaney, Kerry	145,197	4,682
Coogan, Laurence	110,406	10,772	Derry, Jonathan	88,648	5,803
Cook, Peter	79,634	1,650	Desmarais, Ronald	75,287	2,126
Cooley, Kenneth	126,851	1,967	Devereaux, Simon	92,194	3,632
Cormie, Matthew	85,712	-	Devor, Aaron	161,318	4,311
Corner, Susan	116,101	10,410	Dewey, Richard	122,925	8,919
Corntassel, Jeff	119,984	3,049	Dewis, Cassbrea	84,339	2,906
Corwin, Vivien	132,220	18,525	Dhamoon, Rita	86,084	1,414
Costa, Maycira	108,350	8,244	Diacu, Florin	125,181	4,319

University of Victoria

Schedule of Employees'

Remuneration and Expenses

Year ended March 31, 2015

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Dildy, Clifton	78,029	2,610	Fawthorpe, Kim	87,916	1,843
Dimopoulos, Nikitas	170,207	4,892	Feir, Donna	91,800	6,821
Dixon, Janet	94,849	2,196	Felix, James	91,294	5,871
Djilali, Nedjib	186,019	17,662	Fennema, Norman	75,586	1,320
Doane, Gweneth	139,731	3,026	Ferguson, Gerard	156,224	7,582
Dobson, Warwick	125,299	5,238	Fetcas, Klaudia	93,119	4,344
Donaldson, Daphne	91,219	2,919	Fiddler, Susan	80,458	635
Dong, Xiaodai	137,328	3,748	Figursky, Mike	75,633	76
Dong, Zuomin	160,630	17,492	Fillion, Michelle	148,039	-
Dopp, James	107,337	2,516	Finlay, Andrew	85,068	243
Dorin, Kelly	92,173	6,741	Fisher, Barbara	76,704	4,692
Dorocicz, John	116,726	7,338	Fisher, Lynne	75,532	4,225
Dosso, Stanley	139,732	10,818	Fitzsimmons, Stacey	90,213	17,941 **
Dost, Sadik	198,215	12,927	Flaherty, Mark	123,402	9,578
Douglas, Christopher	111,833	4,056	Fleming, Robert	89,498	3,617
Dower, John	115,997	3,559	Forbes, Jim	126,334	12,443
Downey, Angela	144,336	4,217	Foster, Hamar	80,997	2,781
Downie, Thomas	104,668	4,075	Foster, Kimberley	130,588	3,857
Doyle, Susan	104,031	-	Fougner, Brent	76,415	532
Driessen, Peter	116,759	1,065	Fox, Barbara	118,375	15,788
Ducharme, Alison	99,205	8,022	Foxgord, John	92,008	1,617
Duffus, David	94,788	479	France, Yasuko	79,526	2,458
Dukes, Peter	97,300	5,059	France-Rodriguez, M. Honore	101,031	1,552
Duncan, Gary	85,707	-	Francis Pelton, Leslee	145,577	6,307
Dunsdon, James	176,920	12,077	Frank, Charles	84,795	-
Durno, John	106,647	2,560	Frank, Natia	128,666	10,480
Dyson, William	130,513	3,437	Franz, Catherine	77,176	500
Eastman, Julia	161,756	2,808	Frisch, Noreen	180,200	6,451
Eder, Karl	131,249	3,067	Fromet de Rosnay, Emile	81,411	707
Edwards, Roderick	132,144	7,096	Fulton, Gordon	99,196	-
Ehrling, Juergen	95,177	2,424	Fyles, Thomas	158,557	2,245
Ehrenberg, Marion	135,723	1,200	Gagne, Lynda	103,483	4,183
Eisenberg, Avigail	156,887	5,483	Gair, Jane	91,773	5,713
Ekeltschik, Serguei	115,782	5,824	Galang, Maria Carmen	140,149	2,603
Elangovan, A R	157,729	24,461	Gallins, Glenn	144,193	4,532
Elemans, Patricia	159,928	9,534	Galloway, J Donald	127,839	3,286
Elliott-Goldschmid, Ann	141,513	1,150	Gammon, Lynda	141,369	883
Ellison, Sara	129,377	12,654	Ganley, Dale	114,072	1,304
El-Sabaawi, Rana	79,291	13,023	Ganti, Sudhakar	126,400	4,873
Emerson, Heath	95,812	6,833	Garcia-Barrera, Mauricio	82,560	1,341
Emme, Michael	111,195	2,920	Garlick, Stephen	84,248	-
Endo, Katsuhiko	84,167	-	Garman, Nella	87,600	646
Enge, Ryan	95,289	6,155	Gaston, William	91,503	1,605
Engineer, Merwan	129,562	472	Gaul, Catherine	148,034	5,826
Erikson, Bradley	79,103	5,791	Gauthier, Melissa	75,294	810 **
Eshuys, Sally	88,650	6,441	Gebali, Fayez	173,263	9,316
Evans, Stephen	149,212	1,908	Gebhard, Fran	79,869	-
Evers-Fahey, Karen	93,020	4,176	Geditz, Birgit Margaret	98,691	696
Fabbro, Sebastian	80,778	3,275	Geisreiter, Suzan	80,455 *	72
Farnham, Martin	112,619	-	Gemrich, Johannes	111,300	22,093

University of Victoria

Schedule of Employees'

Remuneration and Expenses

Year ended March 31, 2015

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
German, Daniel	126,501	7,342	Hammond, Carolyn	79,250	1,493
Gibbings, Corey	86,146	1,257	Han, Jun	94,429	4,024
Gibbons, Sandra	151,155	1,371	Hancock, Trevor	109,823	3,340
Gibson, Maxine	77,947	2,064	Harding, Catherine	151,970	6,529
Gifford, Robert	140,760	5,732	Hardy, Linda	117,835	-
Giles, Andrea	75,904	1,907	Harrington, David	135,059	7,962
Giles, David	194,612	2,518	Harrison, Gina	101,744	3,756
Gillen, Mark	139,599	364	Harrison, Justin	84,866	4,321
Gillie, Joan	85,692	-	Harrison, Kathy	78,073	168
Gillis, Kathryn	155,993	10,255	Hasanen, Reece	86,208	130
Godfrey, Jane	97,794	510	Haskett, Timothy	114,447	2,158
Goldblatt, Colin	81,406	8,157	Hastings, Victoria	76,567	-
Golz, Peter	141,132	3,558	Hawkins, Barbara	137,097	3,315
Gordon, Carol	109,673	3,689	Hayes, Kiriel	100,567	4,271
Gordon, John Alexander	85,569	-	Hayes, Michael	149,377	1,818
Gordon, Reuven	141,813	19,105	Hayward, Shannon	88,987	5,758
Gorham, Kevan	89,202	-	Hebb, Cheryl	119,501	1,547
Gorham, Stephen	126,224	3,263	Hedji, Denis	82,860	3,615
Gorrill, Gayle	253,352	10,978	Helbing, Caren	130,600	9,021
Gould, Lisa	121,965	5,474	Helm, Denise	106,011	365
Gouko, Tatiana	87,585	-	Helston, Suzanne	80,678	3,060
Gowen, Brent	76,296	114	Henderson, Lee	79,602	1,228
Graham, Christopher	121,931	10,176	Henry, Austin	87,855	1,232
Granot, Ori	79,997	329	Herring, Rodney	128,093	5,801
Grant, Lance	97,656	-	Herwig, Falk	104,235	9,889
Grant, M. L. Mariel	111,298	-	Hetherington, Bradley	98,147	975
Grant, Rebecca	165,580	4,309	Hicks, Robin	135,679	10,596
Gray, Catherine	98,069	4,643	Hiebert, James	84,841	8,265
Green, Jacque	114,738	5,284	Hier, Sean	114,584	1,023
Greenshields, Marcus	90,316	-	Higgins, Iain	133,921	-
Gregory, Patrick	145,249	9,569	Higgs, Eric	141,753	4,875
Gregresh, Monica	95,326	728	Highbaugh Aloni, Pamela	137,189	424
Greschner, Donna	179,499	16,828	Hilchey, Paul	89,360	3,277
Griffith, Murray	140,992	2,751	Hill, Diane	76,130 *	-
Grouzet, Frederick	94,547	5,442	Hills, Marcia	136,911	8,703
Grove-White, Elizabeth	147,055	1,194	Hintz, William	127,335	5,429
Gugl, Elisabeth	105,495	-	Hoeberechts, Maia	96,184	19,122
Guillemot, Eric	118,145	4,264	Hof, Fraser	118,378	5,202
Guitouni, Adel	120,000	42,620	Hofer, Scott	171,755	39,220
Gulliver, Thomas	173,772	6,279	Hoffman, Daniel	145,586	4,723
Gupta, Rishi	98,193	3,086	Hoffman, Faye	85,712	1,533
Gutberlet, Jutta	76,400	11,880	Hofmann, Martin	100,057	2,983
Haddock, Mark	110,371	2,914	Hogg, Duncan	79,997	1,487
Hadwin, Allyson	113,218	-	Holder, Cindy	111,770	2,964
Haist, Yvonne	96,796	3,059	Holmberg, Ingrid	129,092	2,346
Hall, Budd	138,752	6,540	Holroyd, Clay	118,764	13,329
Hallgrimsdottir, Helga	105,431	2,409	Hong, Angela	85,589	-
Hamilton, R. Clinton	139,055	10,346	Hood, Joanna	139,282	1,150
Hammado, Ahmad	76,280	1,589	Hood, Sarah	77,718	1,176
Hamme, Roberta	87,730	1,746	Hopper, Timothy	102,912	958

University of Victoria

Schedule of Employees'

Remuneration and Expenses

Year ended March 31, 2015

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Hore, Dennis	99,994	6,221	Kent, Barry	85,854	-
Horspool, R Nigel	106,528	5,711	Keogh, James	83,789	8,237
Hoskins, Marie	124,826	5,414	Kerns, Kimberly	109,957	7,933
Howard, Lloyd	160,159	3,096	Kerr, Kevin	82,854	1,453
Howard, Perry	100,441	860	Kerr, Mary	144,137	1,364
Howell, Robert	155,793	-	Kerschtién, Shane	94,833	409
Huang, Jing	101,455	12,128	Khouider, Boualem	102,720	8,327
Huang, Li-Shih	94,816	-	Khurana, Meeta	84,152	2,060
Hughes, Mary Jo	106,016	2,596	Kilbey, Christopher	169,117	4,661
Hume, Stephen	78,003	128	Kilpatrick, A Bruce	117,133	816
Hundza, Sandra	96,338	1,212	Kimura, Mika	93,400	183
Hunter, Michael	93,517	1,784	King, Gerald	133,903	3,278
Hurren, Wanda	130,884	10,226	King, Richard	136,297	2,040
Hutchinson, David	79,997	5,332	King, Valerie	139,814	17,323
Hutchinson, Emma	113,971	-	Kirkham, Heather	79,828	857
Ibrahim, Slim	100,450	8,251	Kitts, Jody	100,332	776
Iles, Timothy	106,589	772	Klatt, Albert	80,002	1,604
Inayatali, Ibrahim	144,185	-	Klatt, Margaret	113,272	2,947
Irvine, Valerie	91,976	5,580	Klein, Saul	241,324	42,074
Jackson, Lillanne	99,345	624	Klenk, Silke	103,142	11,077
Jackson, Lorna	99,736	1,145	Klimstra, Marc	80,861	2,434
Jacobs, Peter	82,948	3,938	Klit, Peter	76,419	4,599
James, Matt	95,517	6,602	Kluge, Eike-Henner	170,839	3,094
Jameson, Megan	76,964	771	Klymak, Jody	97,454	8,248
Jeeves, Helena	75,736	6,094	Knodel, Rita	111,548	1,276
Jeffery, Donna	111,007	2,691	Kobayashi, Karen	103,078	4,482
Jeffries, Marlene	78,079	1,093	Kobrc, Helen	76,802	3,156
Jelinski, Dennis	136,142	8,593	Kodar, Freya	117,035	1,182
Jenkyns, Reyna	78,917	7,966	Kohlmann, Shelley	88,662	6,497
Jenstad, Janelle	104,415	2,466	Kolb, Eric	95,406	2,577
Johnson, Janice	100,357	8,338	Koop, Ben	163,742	10,247
Johnson, Rebecca	136,002	781	Korol, Rhonda	79,486	3,371
Johnston, Scott	105,026	-	Koroll, Michelle	84,289	1,196
Johnston, Stephen	137,057	31,240	Kostek, Patricia	153,458	
Johnstone, Lynne	81,542	5,625	Kovtun, Pavlo	94,913	2,765
Joyce, Wendy	94,974	-	Kowalewski, Robert	138,582	14,771
Juanes, Francis	146,676	9,545	Kozsan, Ronald	111,254	1,419
Jun, Martin	98,171	19,847	Krawetz, Luanne	80,002	2,128
Juniper, Stanley	176,527	32,009	Krawitz, Adam	84,384	-
Kapron, Bruce	110,861	-	Krebs, Harald	119,065	18,722
Karlen, Dean	158,742	14,975	Kroker, Arthur	169,940	-
Karras, Sheryl	84,061	4,650	Kron, Geoffrey	94,515	3,278
Katz, Rodney	79,919	52	Krull, Catherine	140,900	21,676 **
Keeler, Richard	161,495	7,585	Kuchar, Gary	101,634	1,486
Keenan, Laurie	87,672	8,962	Kuehne, Valerie	279,152	5,065
Kehoe, Inbarani	107,439	2,310	Kulin, Ian	130,848	14,100
Kellan, Kurt	99,820	3,197	Kumar, Alok	124,562	5,090
Keller, C. Peter	169,471	5,283	Kuo, Mu-Hsing	100,728	3,967
Kelly, Erin	89,846	1,751	Kuran, Peter	219,445	-
Kennedy, Peter	124,285	-	Kurki, Helen	92,427	7,342

University of Victoria

Schedule of Employees'

Remuneration and Expenses

Year ended March 31, 2015

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Kushniruk, Andre	139,721	2,719	Lohrasbipecydeh, Hannan	80,286	1,874
Kwok, Harry	129,321	1,286	Loppie, Charlotte	125,873	3,843
Laca, Marcelo	133,154	6,735	Lorenzi, Daniela	108,499	-
Lacourse, Terri	96,761	1,079	Loughran, Kevin	77,401	-
Laidlaw, Mark	90,232	797	Lu, Tao	96,872	-
Lalonde, Christopher	111,749	4,201	Lu, Wu-Sheng	161,965	7,447
Lam, Eugenie	78,884	2,314	Lum, Wendy	88,348	666
Lam, Yin-Man	94,565	1,517	Luney, Birdena	86,811	284
Lantz, Trevor	84,355	10,472	Lusznjak, Diane	79,859	1,020
Lapprand, Marc	149,045	3,528	Lutz, John	114,415	4,124
Lardiere, Olivier	98,516	11,647	Ly, Minh	85,712	1,626
Laskarin, Daniel	132,005	2,193	Lydon, Maeve	82,105	6,132
Lathouwers, Tine	84,660	853	Lynn, Joel	153,903	12,259
Lau, Francis	133,656	6,943	Ma, Junling	91,746	6,718
Lauzon, Lara	98,423	-	MacDonald, John	95,898	
Lavallee, Timothy	85,696	5,623	MacDonald, Marjorie	140,158	19,929
Lawrence, Michelle	102,183	15,631 **	MacDonald, Maureen	160,486	13,451
Lawson, James	81,974	2,236	Macdonald, Nicol	156,708	32,727
Le, Duc	156,557	7,671	MacDonald, Scott	133,993	7,745
Leach, David	103,516	4,169	MacDonald, Stuart	161,206	14,708
Leacock, Brian	111,495	21,718	MacGillivray, Gary	142,315	7,381
Leadbeater, Bonnie	156,637	9,790	MacGregor, James	137,999	9,050
Leahy, Paula	77,735	1,427	MacKay, Robert	80,037	-
Leavett-Brown, Colin	84,501	4,164	MacKenzie, Patricia	148,977	1,119
Lee, Jo-Anne	114,374	2,000	Mackie, Quentin	102,186	7,468
Lefebvre, Michel	148,463	18,705	MacKinnon, Karen	84,359	452
Leger, Catherine	81,742	2,977	Macleod, Colin	138,462	2,891
Leighton, Mary Elizabeth	104,412	3,652	MacLeod, Joan	119,828	524
Leonard, Lucinda	75,873	7,156	MacLeod, Kathryn	115,416	4,824
Lepp, Annalee	134,069	4,495	MacNeil, Morag	83,800	2,163
Leske, Andrew	102,784	3,170	Macoun, Sarah	77,597	1,924
Leslie, Murray	76,870	6,386	Macoun, Timothy	110,073	9,539
Lesperance, Mary	147,472	3,637	Magassa, Moussa	87,090	-
Lessard, Hester	75,905	5,869	Magnuson, Douglas	101,654	2,260
Lewall, Kim	115,151	3,187	Mainprize, Brent	123,359	40,362
Lewis, Susan	119,114	9,019	Majerbi, Basma	125,054	3,116
Li, Kin	145,068	-	Maki, Mia	122,116	1,601
Liggett, Leslie	87,892	2,942	Makosinski, Arthur	90,245	
Lilburn, Tim	102,476	5,515	Mallidou, Anastasia	89,145	355
Lin, Hua	122,609	-	Marcellus, Lenora	93,887	4,183
Lin, Tsung-Cheng	79,700	4,049	Marcy, Richard	92,498	809
Lindgren, Allana	86,454	8,787	Markham, Roe	150,278	15,302
Lindquist, Evert	177,639	19,676	Marks, Lynne	132,355	7,323
Lindsay, Donald	152,999	3,077	Marrs, Peter	75,860	-
Lines, Michael	82,526	917	Marsden, Namaste	85,000	3,273
Lipson, Robert	195,753	3,293	Marshall, E. Anne	164,934	13,307
Little, Jarrett	76,542	5,818	Martin, Joan	99,506	-
Littlewood, Cedric	119,705	5,692	Martin, Michele	136,942	8,979
Livingston, Nigel	152,418	2,025	Martin, Stephen	75,922	-
Locke, Leona	86,422	995	Marton, Andrew	185,183	15,055

University of Victoria

Schedule of Employees'

Remuneration and Expenses

Year ended March 31, 2015

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Mason, Emma	75,901	1,047	Miller, Pamela	148,922	427
Masson, Michael	150,064	4,624	Milnes, Lynne	79,925	1,090
Mateer, Catherine	199,596	9,231	Milwright, Marcus	112,483	1,798
Matthews, Mary Kathleen	105,750	349	Mimick, Richard	83,544	4,226
Matwychuk, Margo	90,109	-	Mitchell, John Allan	95,684	10,471
Mavretic, Andy	102,717	-	Mitchell, Lisa	115,729	199
Mayes, Eric	94,066	-	Moa, Belaid	78,411	2,616
Maynard, Judy	77,893	-	Moen, Terry	75,927	678
Mazumder, Asit	126,987	21,565	Moffitt, Matthew	106,213	918
Mazzuca, Gaetano	91,642	2,307	Moir van Iersel, Cheryl	124,506	1,008
McAllister, Benjamin	80,813	2,464	Monahan, Adam	112,332	5,898
McBurney, W. Kurt	76,979	552	Moore, Michele-Lee	80,105	11,399
McCaffrey, Shanne	91,784	1,838	Moosa-Mitha, Mehmoona	126,628	1,007
McCutcheon, David	174,220	3,118	Moran, Kathryn	225,837	27,987
McDavid, James	136,400	5,015	Moreau, Jeannine	105,734	4,541
McDonald, Carol	105,033	-	Morell, Kristin	83,371	10,762
McDonald, Michele	109,420	1,217	Morgan, Dave	86,830	595
McDonald, Patti	90,978	-	Morgan, R Christopher	104,196	-
McDonough, Graham	91,041	2,792	Morrison, Jane	86,101	1,222
McDorman, Theodore	135,634	3,751	Mosk, Carl	142,937	320
McGhie-Richmond, Donna	85,678	1,716	Moss, Pamela	143,101	-
McGinnis-Archibald, Martha	112,733	-	Moyer, Elizabeth Jean	83,365	-
McGowan, Patrick	110,700	18,069	Mueller, Ulrich	108,935	4,191
McGregor, Catherine	93,131	1,111	Muller, Hans	174,985	437
McGuire, Erin-Lee	77,842	2,155	Mulligan, Greg	76,244	-
McGuire, Michael	108,959	1,990	Murdock, Trevor	108,730	3,167
McGuire, Peter	78,736	-	Murphy, Brian	110,080	7,177
McHale, M Jerry	151,523	4,475	Murray, Andrew	87,203	-
McHenry, Wendie	123,464	3,789	Muzio, Jon	99,005	643
McIndoe, J. Scott	120,027	10,118	Mynhardt, Christina	158,144	9,562
McIvor, Onowa	100,717	12,211	Myrvold, Wendy	157,677	20
McKenzie, Andrea	105,651	2,750	Nadler, Ben	106,394	3,611
McKercher, Brian	108,242	-	Nahachewsky, James	83,192	2,739
McLarty, Lianne	126,613	1,806	Nahirney, Patrick	113,284	3,342
McLean, Scott	184,369	61,442	Nair, Sudhir	117,918	8,959
McMahon, Martha	122,413	-	Nam, Sanghoon	120,383	6,109
McPherson, Janet	83,646	2,342	Nandi, Subhasis	106,975	-
McQuade, Charles	107,693	121	Nano, Francis	129,722	628
McRae, Norah	135,012	22,310	Napoleon, Valerie	108,667	13,272
Meigs, Sandra	154,766	2,494	Nashmi, Raad	102,134	-
Meldrum, John	84,115	1,260	Nassaji, Hossein	123,279	8,463
Meyer, Robyn	76,959	1,809	Nathoo, Farouk	103,059	5,988
Meyers, Lynn	87,109	3,420	Navarro, Julio	128,353	25,044
M'Gonigle, R. Michael	144,266	2,164	Naylor, Patti-Jean	114,467	2,032
Mihaly, Steven	80,729	8,805	Nayyer, Kim	95,066	4,148
Miles, Robert	133,189	2,554	Negin, Leigh	79,859	-
Milford, Todd	83,798	6,592	Nelles, David	79,486	3,130
Miller, D Michael	203,063	10,682	Nelson, Christopher	93,084	2,995
Miller, Eric	103,107	664	Nelson, Kathleen	108,961	3,722
Miller, Jonathon	80,527	5,640	Nelson, Trisalyn	128,700	5,280

University of Victoria

Schedule of Employees'

Remuneration and Expenses

Year ended March 31, 2015

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Neville, Stephen	108,827	-	Piccinin, Andrea	176,869	5,879
Newcombe, Andrew	122,130	3,110	Pickard, Richard	92,688	-
Ng, Ignace	180,988	34,721	Pirenne, Benoit	189,520	24,029
Niang, Sada	133,566	15,235	Pirie, Andrew	139,132	375
Nichols, Douglas	144,511	943	Piskor, Richard	96,051	-
Nicoll, Linda	75,928	-	Pitt, P Lawrence	77,274	8,646
Nielsen, Pamela	112,904	3,745	Player, Cindy	111,921	2,500
Niemann, K Olaf	130,246	1,880	Ployer, Gayle	102,943	305
Nolt, Lori	83,789	889	Pnevmonidou, Elena	85,405	3,231
Noro, Hiroko	123,280	1,967	Pohran-Dawkins, Alexandra	122,561	6,003
Nowell, April	110,649	46,262	Pollard, Matthew	99,684	-
Nowlin, Michael	126,181	2,160	Popadiuk, Natalee	91,330	8,580
O'Bonsawin, Christine	83,231	4,513	Pospelov, Maxim	133,441	11,918
O'Brien, David	84,375	-	Pospelova, Vera	93,543	4,994
O'Brien, Martha	142,657	5,012	Postnikoff, Marian	76,277	770
O'Connell, Ian	107,279	377	Poulson, Rozanne	79,756	4,467
Oldale, John	94,271	14,528	Poulton, M. Cody	108,186	4,343
Oleson, John	107,965	8,436	Preece, Alison	91,740	-
Oshkai, Peter	116,765	4,454	Prendergast, Monica	85,741	10,892
Oshkai, Svetlana	83,288	-	Price, Jason	96,991	1,965
Ostry, Aleck	116,381	13,446	Price, John	109,110	5,045
Owens, Cameron	79,873	1,280	Prince, Michael	170,792	2,502
Owens, Dwight	93,177	110	Pritchett, Christopher	152,807	13,768
Paci, Irina	86,782	9,614	Proctor, Alison	84,716	995
Pacini-Ketchabaw, M. Veronica	108,857	4,922	Proctor, Francine	75,601	4,032
Page, Louise	137,907	5,394	Proulx, Ronald	169,001	9,139 **
Palmer-Stone, David	87,892	478	Prowse, Jacqueline	91,430	22,934
Pan, Jianping	119,513	11,247	Pulez, Rosemary	76,419	513
Pan, Jingxi	80,718	2,725	Purkis, Mary Ellen	158,556	5,703
Pantaleo, Sylvia	112,626	3,289	Putnam, Ian	142,182	11,389
Papadopoulos, Christo	103,844	2,800	Qi, Song Hua	77,065	-
Parisi, Laura	97,377	-	Quas, Anthony	131,575	4,838
Parr, William	85,041	-	Rabillard, Sheila	111,910	5,866
Partridge, Colin	82,566	869	Rabourn, Corwin	78,271	705
Pauly, Bernie	112,496	6,238	Rajala, Richard	98,003	2,142
Pearson, Terry	156,859	3,222	Rakhmatov, Daler	105,001	3,867
Pedersen, Thomas	225,005	21,251	Ramji, Karima	79,997	14,752
Pelton, Timothy	99,170	9,984	Ramraj, Victor	142,070	29,769 **
Pence, Alan	145,241	7,442	Ranger, Louis	147,605	3,324
Pendray, Carol	104,953	2,062	Ranson, Heather	216,702	20,915
Penning, Margaret	129,135	9,392	Raptis, Helen	125,867	11,333
Percy, Andrew	85,114	9,759	Rast, Philippe	76,764	4,017
Peredo, Ana Maria	144,939	14,473	Ravelli, Bruce	108,549	-
Perlman, Steven	101,291	3,289	Raven, Heather	157,976	617
Perry, David	116,682	4,959	Raven, Michael	91,458	2,446
Peterson, Lianne	106,305	2,320	Raworth, Rebecca	97,077	7,428
Peterson, Michelle	99,601	2,443	Reading, Jeffrey	110,583	1,998
Peterson, Murray	78,922	3,240	Reed, Nancy	81,437	3,593
Petrachenko, Lisa	90,031	3,857	Rees, Gordon	122,380	21,015
Petrotenchenko, Evgeniy	95,333	3,906	Reist, Dan	124,351	8,918

University of Victoria

Schedule of Employees'

Remuneration and Expenses

Year ended March 31, 2015

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Reitsma, Hendrik	91,657	554	Said-Wilson, Tonya	79,832	-
Rempel, Evan	96,221	-	Sanderson, Dave	87,492	-
Restrepo-Gautier, Pablo	119,558	4,964	Sanford, Katherine	126,079	9,343
Rhodes, Ryan	129,909	3,905	Sangster-Gormley, Esther	86,817	5,407
Richards, Tim	85,957	-	Saracuse, June	87,892	1,062
Richmond, Brian	121,512	2,145	Sass, William	83,386	2,032
Riecken, Ted	150,806	9,220	Saunders, Thomas	124,190	3,181
Rincon, Ivan	103,811	3,515	Saxon, Leslie	150,682	2,838
Ritz, Adam	115,075	8,096	Sayers, Jentery	77,595	7,270
Rizeanu, Sorin	114,590	3,014	Scaia, Margaret	91,501	2,131
Roberts, Jillian	113,922	4,061	Scarth, Rachael	156,916	9,652
Robertson, Bryson	80,769	12,997	Schaefer, Valentin	78,420	1,693
Robinson, Lara	110,153	1,200	Schallie, Charlotte	85,669	7,274
Rocca, Bruno	76,415	44	Schloss, W. Andrew	118,100	224
Rochtchina, Ioulia	82,025	558	Schmidtke, Oliver	126,868	15,128
Rodriguez de France, Maria	85,682	4,031	Schnorbus, Markus	110,534	6,190
Rollins, Denise Caron	106,918	2,040	Scholefield, Corey	90,804	1,008
Romaniuk, Elena	113,465	-	Schouten, Ronald	77,061	5,823
Romaniuk, Paul	126,412	3,545	Schreiber, Rita	130,338	2,242
Rondeau, Daniel	137,411	-	Schuetze, Herbert	104,589	5,458
Roney, J. Michael	140,031	78,097	Schuetze, Ulf	90,042	2,668
Rosborough, Patricia	92,311	10,351	Schure, Paul	102,363	1,507
Rosenberg, Lisa	117,922	2,235	Scobie, Robin	100,379	3,275
Rose-Redwood, Reuben	91,773	2,764	Scoones, W David	143,389	750
Ross, Stephen	106,658	4,152	Scott, Daniel	111,870	-
Roth, Eric	149,433	1,640	Scott, David	103,656	688
Roth, Wolff-Michael	175,131	592	Scott, Nicolas	89,442	2,205
Round, Adrian	133,311	4,425	Secchi, Enrico	116,538	10,186
Routly, Heather	103,887	-	Serra, Micaela	76,358	2,171
Rowe, Andrew	116,896	11,872	Serrano, Xavier	119,124	7,409 **
Rowe, Arthur	126,533	2,782	Service, Susan	109,443	5,248
Rowe, Gregory	103,639	-	Seward, Patrick	87,845	3,265
Rowe, James	83,547	1,250	Seymour, Heather	90,948	2,390
Rowe, Stephanie	103,493	2,964	Shaw, Karena	114,384	928
Roy, Nilanjana	112,121	2,619	Shaykewich, David	93,987	1,728
Roy, Real	101,087	1,401	Sheaff, Benjamin	84,616	-
Rudnycky, Daromir	94,778	10,585	Sheets, Debra	110,393	2,263
Runtz, Marsha	113,192	2,449	Sheilds, Laurene	141,217	3,100
Rush, Richard	102,993	5,782	Shelton, Christine	80,002	986
Rusk, Raymond	77,500	-	Shen, Yan	109,868	20,883
Ruskey, Frank	134,505	11,318	Sheppard, Janet	87,892	22
Russek, Dan	93,151	6,664	Shi, Linda	118,491	10,549
Russell, Carolyn	115,538	21,838	Shi, Yang	123,032	11,728
Russell, Pia	84,308	1,081	Shirley, W. Gordon	83,415	2,036
Rutherford, Malcolm	127,610	2,420	Shlensky, Lincoln	84,720	-
Rutherford, Richard	93,330	-	Shore, Valerie	75,532	25
Ryan, Maureen	96,566	3,231	Shrestha, Rajesh	82,622	2,496
Rysiew, Patrick	105,838	1,103	Shukin, Nicole	93,254	1,696
Sager, Eric	125,789	6,080	Siemens, Lynne	93,005	17,679
Sagert, Garry	115,265	-	Siemens, Raymond	125,055	31,867

University of Victoria

Schedule of Employees'

Remuneration and Expenses

Year ended March 31, 2015

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Sima, Mihai	104,818	1,784	Strega, Susan	105,040	1,670
Simmons, Jill	98,918	2,131	Stringer, Jill	89,503	5,493
Simmons, Rebecca	76,815	277	Struchtrup, Henning	134,495	10,453
Simms, Heather	76,599	-	Stuart-Hill, Lynne	89,881	-
Simpson, Kristi	201,834	5,536	Suleman, Afzal	166,566	38,250
Skelton, Ronald	107,264	1,947	Surridge, Lisa	140,443	5,655
Sly, Bentley	85,874	240	Sutherland, T. Robin	88,070	3,272
Smart, Colette	86,716	4,820	Sutherland, William	83,823	646
Smith, Andre	92,307	-	Suzuki, Tadanobu	108,547	3,359
Smith, Daniel	166,672	9,069	Svec, Barbara	79,838	8,553
Smith, Derek	110,618	741	Swayne, Leigh Anne	108,090	5,653
Smith, J. Brock	166,056	11,236	Swayze, Carolyn	75,094	604
Smith, Martin	126,729	5,094	Swift, Megan	88,929	2,494
Smith, Timothy	77,124	-	Syme, Robin	133,250	938
Smith, Tracie	96,134	1,864	Szakacs, Ajtony Csaba	75,108	3,162
So, Poman	118,582	6,930	Talmon-Gros Artz, Sibylle	145,006	3,488
Solunac, Alex	82,403	313	Tanaka, James	140,941	6,616
Sourour, Ahmed	142,796	6,998	Tanaka, Michele	78,297	8,124
Spalteholz, Leonhard	86,500	7,114	Tapley, Heather	90,486	574
Speers, Kimberly	83,021	-	Tasker, Susan	87,129	4,943
Sperling, Claudia	87,377	6,654	Tate, Douglas	95,351	2,511
Springer, Simon	98,247	4,843	Tax, Stephen	174,479	5,316
Srinivasan, Venkatesh	104,384	1,580	Taylor, Duncan	77,301	-
St Michael, Gavin	81,546	1,116	Taylor, John	105,153	5,267
St. Clair, William	121,031	22,870 **	Taylor, Robert	85,707	603
Stack, Charmaine	81,303	9,373	Taylor, Wendy	92,343	2,776
Stahl, Ann	170,801	3,859	Tedds, Lindsay	119,633	1,779
Stajduhar, Kelli	117,548	6,665	Teghtsoonian, Katherine	139,316	2,569
Stanger-Ross, Jordan	93,218	6,670	Temple, Vivienne	127,072	4,431
Stanis, Sharon	140,765	660	Teo, Mary-Anne	79,859	766
Stark, Heidi	95,302	17,601	Thackray, Christopher	79,409	-
Starzomski, Brian	88,923	8,426	Thom, Brian	91,144	14,517
Starzomski, Rosalie	122,304	2,402	Thom, Jennifer	94,843	2,676
Steacy, Robert	101,151	2,620	Thom, Norman	85,707	-
Stead, Paul	86,168	-	Thoma, Marc	75,555	352
Steeves, Geoffrey	98,234	3,518	Thomas, Robina	120,445	7,900
Steeves, Thomas	85,760	132	Thomo, Imir	117,220	4,825
Stege, Ulrike	139,835	4,866	Thompson, Scott	98,726	4,883
Sternig, Brent	130,723	1,353	Thorne, Michael	75,903	285
Stewart, Kenneth	108,321	1,325	Thornicroft, Kenneth	140,044	4,599
Stewart, Rosa	139,247	3,724	Thorson, Helga	114,409	5,339
Stichbury, Allan	137,904	-	Thoun, Deborah	108,395	1,904
Stillwell, Jennifer	80,853	-	Tiedje, Thomas	205,650	8,882
Stinson, Danu	89,274	8,858	Timmermans, Gysbertus	93,389	49
Stockwell, Timothy	178,193	2,519	Tobin, Ruth Ann	96,324	2,470
Stokes, Paul	185,936	4,814	Todd, Patricia	90,703	716
Stone, Leah	84,138	13,323	Tollefson, Christopher	178,167	7,480
Storey, Catherine	76,422	30	Toogood, Richard	85,712	243
Storey, Margaret-Anne	175,401	21,393	Tory, Melanie	109,802	8,182
Street, David	96,084	4,008	Trajkovic, Sinisa	91,987	5,978

University of Victoria

Schedule of Employees'

Remuneration and Expenses

Year ended March 31, 2015

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Tranter, Graham	79,996	7,518	Walsh, John	135,729	-
Traore, Issa	118,103	5,095	Walshaw, Jillian	85,135	3,610
Trapero, Joaquin	75,894	2,226	Wan, Peter	132,410	1,054
Tremblay, Reeta	346,785	8,289	Warburton, Rebecca	96,069	200
Tripp, Calvin	77,801	1,703	Watson, Scott	88,355	3,894
Trott, William	93,764	1,066	Waye, Laurie	94,837	240
Tsao, Min	107,857	8,091	Webb, Michael	140,666	856
Tucker, John	76,445	-	Webber, Jeremy	209,487	26,842
Tunnell, Judson	89,498	-	Weber, Jens-Holger	126,336	23,348
Tunncliffe, Verena	174,240	6,382	Welch, S. Anthony	134,207	6,203
Tuokko, Holly	159,234	2,193	Welgan, Pamela	77,473	14,187
Tura, Armando	83,487	3,179	Welling, Linda	125,308	1,512
Turner, Michael	76,419	488	Welsh, Christine	86,581	882
Turner, Nancy	167,450	9,104	Wender, Andrew	75,566	5,891
Turpin, David	377,749	26	Wharf Higgins, S Joan	128,628	1,231
Tzanetakis, George	137,836	9,848	White, Jennifer	100,249	2,002
Upton, Christopher	132,831	4,188	Whitesides, Sue	180,308	17,422
Urbanczyk, Suzanne	113,769	4,106	Whiticar, Michael	129,722	5,640
Vahabpour Roudsari, Abdolla	185,375	9,496	Whittaker, Noreen	80,775	217
Vahabzadeh, Peyman	97,040	12,655	Whittington, Barbara	103,482	183
Vakil, Thea	115,532	-	Wickwire, Wendy	98,855	838
Valeo, Caterina	136,873	4,642	Wiebe, Michelle	99,681	3,888
Valeri, Dino	87,892	-	Wild, Peter	155,991	7,655
van Hoek, Mark	83,554	-	Wilkinson, Larry	83,505	-
van Kooten, Gerrit	200,595	2,766	Willerth, Stephanie	109,056	5,504
Van Luven, M. Lynne	162,272	3,648	Williams Boyarin, Adrienne	94,003	11,641
van Netten, Alexander	84,169	-	Willis, Jon	89,137	15,871
van Oort, Richard	88,333	1,392	Wilson, Bruce	75,904	244
van Veggel, Franciscus	150,090	2,291	Wilson, Lara	107,845	1,884
van Wiltenburg, Eric	89,594	5,178	Wilson, Margot	162,328	-
Vander Byl, Traci	79,283	1,609	Winn, Monika	176,152	14,749
Varela, Diana	111,584	-	Wise, Jennifer	112,782	-
Vautier, Marie	137,400	2,311	Wolfe, Richard	156,584	5,209
Venn, Kimberley	135,829	11,569	Wolowicz, David	99,764	590
Verdun, Amy	148,902	13,684	Wong Sneddon, Grace	106,673	774
Vickery, Anthony	85,040	-	Wood, Jan	106,028	-
Victorino, Liana	105,097	4,096	Wood, Paul	128,469	2,067
Vogt, Bruce	124,590	2,001	Woodcock, Scott	97,002	417
Volpe, John	110,284	-	Worthington, Catherine	120,570	3,040
von Aderkas, Patrick	131,700	7,070	Wright, Astri	121,572	-
Voss, Graham	127,677	1,858	Wright, Bruce	176,767	19,862 **
Wadge, William	136,620	2,499	Wright, Katharine	79,424	6,145
Wagner, Seann	89,995	88	Wu, Guoguang	113,689	20,738
Wakefield, Philip	79,798	-	Wu, Kui	119,851	11,897
Walde, Paul	94,822	3,340	Wu, Zheng	140,672	11,947
Waldron, Mary Anne	218,728	5,713	Wulff, Jeremy	109,103	4,055
Walker, Ian	115,986	15,356	Wyatt, Victoria	116,026	-
Walker, Robert	143,226	15,171	Wyvill, Brian	152,460	9,759
Wallace, Bruce	83,051	2,605	Xu, Feng	89,574	2,974
Walsh, Andrea	110,574	8,441	Yang, Hong-Chuan	119,386	14,217

University of Victoria
Schedule of Employees'
Remuneration and Expenses
Year ended March 31, 2015

	Remuneration (\$)	Reimbursement of Work Related Expenses (\$)		Remuneration (\$)	Reimbursement of Work Related Expenses (\$)
Yap, Audrey	89,202	743	Zhou, Min	90,321	10,549
Ye, Jane	130,383	7,658	Zielinski, Adam	169,419	4,929
Yodzis, Hans	87,265	-	Zimmerman, David	129,631	7,993
Yoon, Jin-Sun	101,332	6,285	Zsolnay, Tamas	201,557	31,924 **
Youds, Robert	142,614	-	Zwiers, Francis	154,502	12,420
Young, David	83,317	1,446			
Young, James	156,072	4,788	Total, employees with remuneration > \$75,000	134,176,030	<u>6,170,945</u>
Young, Lynne	113,041	-			
Young, Ruth	90,548	5,828	Total, employees with remuneration of \$75,000	<u>139,860,718</u>	
Young, Susan	100,690	-			
Zapantis, Nikiforos	85,707	-			
Zastre, Michael	116,779	-	Total	<u>274,036,748</u>	
Zehr, E. Paul	123,346	6,614			
Zhang, Hao	120,047	1,068			
Zhang, Lijun	76,826	-			
Zhao, Jinhui	82,649	4,016			
Zhou, Julie	120,136	4,393			

Total remuneration on the Schedule of Employees' Remuneration and Expenses differs from total salaries and wages on Note 20, of the Notes to Consolidated Financial Statements, due to the inclusion of taxable benefits, deferred income and exclusion of severance payments.

UNIVERSITY OF VICTORIA
SCHEDULE OF PAYMENTS FOR GOODS AND SERVICES
YEAR ENDED MARCH 31, 2015

	Amount (\$)		Amount (\$)
0764730 BC Ltd	38,640	Bayside Medical Services Inc	78,188
1121503 Alberta Ltd	37,275	BC Cancer Agency	173,517
477293 BC Ltd	209,633	BC Electronic Library Network	401,676
A & L Electronic	40,707	BC Hydro	4,399,249
AAA Service Laboratory Inc	27,813	BC Immigration Investment Fund	1,024,820
Academic Bookbinding Co Ltd	63,183	BC Life & Casualty	1,467,499
Access Copyright	491,803	BC Moving & Storage Ltd	114,476
Accruent Inc	73,682	BC Safety Authority	32,739
Acklands - Grainger Inc	37,142	BC Transit	484,471
Acme Supplies	146,924	BC Transit	170,757
Acoustic Pianocraft	39,816	BCNET	961,161
Acumen Communications Group Inc	50,708	Beijing Neworiental Vision Overseas	25,095
AD Instruments	42,274	Bell Canada	663,502
Adrian Yee MD and Janet Mak MD Inc	42,567	Belltech Systems Ltd	98,828
Affymetrix	406,019	Bio Basic Inc	33,762
Agenda Office Interiors	203,235	BioMed Central	25,493
AGI Advanced Geosciences Inc	27,660	Bio-Rad Laboratories Canada Ltd	103,096
Agilent Technologies	203,968	Black Press Group LTD	42,925
Air Canada	277,544	Blackbaud	86,194
Airgas Canada Inc	75,898	Blackboard Inc	539,134
Alaska Air	57,763	Blake Cassels & Graydon LLP	69,943
Alberta Innovates-Technology Futures	57,189	Boardwalk Communications	755,411
Alcatel-Lucent Submarine Networks Inc	50,261	Bob's Motor Electric Ltd	25,375
Alco Building Maintenance Ltd	140,303	Bond Bonds Bakery	32,677
Amazon	92,526	Boyden	85,137
Anixter Canada Inc	38,132	Brenric Construction	378,381
Aon Hewitt	64,429	British Columbia Fly Fishing Resources Inc	31,080
Aon Reed Stenhouse Inc	314,488	Broadview Press	56,902
Apex Steel and Gas Ltd	120,779	Brock University	25,331
Apple Canada	695,296	Bruker Canada Ltd	74,196
Apple Valley Promotions	57,563	Bubby Rose's	25,355
Applied Engineering Solutions Ltd	105,794	Budget Rent A Car	54,611
Aral Construction Ltd	527,483	Bureau van Dijk Electronic Publishing Inc	46,154
Arescon Ltd	70,470	Butchart Gardens	31,755
Ash City	27,474	Butterworths Canada Ltd	97,972
ASL Environmental Sciences Inc	453,427	C.E.I. Architecture Planning Interiors	242,708
Assembly of Manitoba Chiefs	32,500	Cambridge University Press	54,956
Assessment Technologies Institute LLC	51,854	Camosun College	34,848
Associated Victoria Pest Control	27,470	Campbell Construction Ltd	28,667,248
Association of Victoria Anesthesiologists	46,140	Campbell Scientific Canada	195,679
Atlassian	37,854	Canada Post Corporation	213,958
Atocrates Inc	50,266	Canada Wide Media Ltd	62,051
Association of Universities and Colleges of Canada	136,232	Canadian Linen Supply Co	26,465
AvePoint	40,280	Canadian Research Knowledge Network	2,721,326
AXIS Design Ltd	27,909	Canadian Scientific Submersible Facility	1,226,290
AXYS Technologies	146,302	Canadian Universities Reciprocal Insurance Exchange	846,519
B&C Food Distributors Ltd	1,084,101	Cannon Design Architecture Inc	1,126,727
Baker & Taylor	98,665	Canpro Construction Ltd	150,098
Bartle & Gibson Co Ltd	265,921	Cansel Survey-Vancouver	38,217

University of VictoriaSchedule of Payment for Goods and Services
Year ended March 31, 2015

Amount (\$)

Amount (\$)

Canterbury Food Service Ltd	645,222	David Castle	31,252
Capital City Power Vacuum	39,378	Day & Ross Inc	72,585
Carleton University	136,957	Dell Computer Corporation	939,853
Carol Parker	86,837	Delta Airlines	41,260
Carswell	397,956	Delta Foam Board Insulations Ltd	136,182
Cascadia Architects Inc	28,691	Delta Hotels	103,031
Cascadia Bakery	61,137	Delta Photonics	75,941
Cascadia Coast Research Ltd	36,924	DIALOG BC Inc	85,547
Canadian Association of University Business Officers	49,081	Digi-Key	44,277
CBC Non Broadcast Sales	28,871	Digital Boundary Group	28,796
CDW Canada Inc	49,438	Digital Direct Printing Ltd	49,816
Cedar Hill Auto Services	41,982	DM Cakes Etc Inc	437,544
Cedarlane Laboratories	116,730	Douglas Stewart Co	39,857
Centre for Addiction and Mental Health	67,273	Downs Construction Ltd	53,548
Certified Management Accountants Societies of BC and Yukon	511,754	Dr Angela Enright Inc	25,200
CES Engineering Ltd	37,800	Dr Darlene Hammell Inc	30,698
Cetacean Research Technology	40,713	Dr David M Forrest Inc	30,807
Charter Telecom Inc	124,786	Dr J K Balfour Inc	32,400
Checkered Flag Recreation	39,585	Dr J S Baidwan Inc	50,925
Cheryl Fitzpatrick	26,145	Dr Kim W King Inc	31,500
Chevron Canada Ltd	138,338	Dr Maggie Watt Inc	50,699
Cindy Andrew	31,914	Dr Paul Terlien Inc	49,200
Cineplex	32,574	Dr Steve Martin Inc	98,953
City of Victoria	75,222	Dr Susan Edwards MD Inc	31,736
Cloud Cap Technology	34,700	Dr Wei Yi Song Inc	26,866
Coast (VI) Environmental Ltd	31,444	Drs Brian D & Laura M Farrell Inc	78,750
Coast Hotels	54,289	Dubwear Inc	60,049
Coast SeismicSafe Inc	27,075	DVHA Hospitality Furniture	28,610
CODAR Ocean Senors	482,778	Dynamic Systems Analysis Ltd	119,227
CogniSens Athletics Inc	45,840	East West Plastic and Electric Products Corp	38,772
College Of The Rockies	84,360	EBSCO Canada Ltd	58,877
Comm Systems	336,078	Ecolab Ltd	77,479
Commercial Lighting Products Ltd	102,342	Editions Du Renouveau Pedagogique Inc	37,242
Compute Canada Calcul Canada	40,000	EIC Group Ltd	27,972
Concept2 CTS Inc	41,276	Elan & Govan Insights	86,395
Concordia University	78,029	Elan Data Makers	32,439
Cooks Day Off	33,139	Ellison Travel & Tours Ltd	365,216
Cordova Bay Consulting Ltd	66,185	Ellucian Support	322,443
Core-Mark Distributors	106,555	Elsevier	137,741
Corporation of the District of Saanich	1,933,766	Emery Electric Ltd	203,759
Corus Entertainment Inc	26,250	Emond Montgomery Publications Ltd	30,782
Cory Stephens	139,739	Engineering Harmonics Inc	46,500
Council of Prairie and Pacific University Libraries	784,415	Entz 1 Distributors Inc	61,701
Coutts Library Services Ltd	39,373	Environics Analytics	32,659
CRD Finance	50,137	Environmental Law Centre Society	135,000
CRi Inc	38,850	Environmental Monitoring Services	107,922
Cube Global Storage	33,192	Eppendorf Canada Ltd	40,745
Customer Focused Marketing Ltd	33,858	Eric B Fretz Inc	32,215
Canadian West Universities Athletic Association	60,722	ESI Inc	25,169
Dafco Filtration Group	60,227	ESRI Canada Ltd	29,800
Daffodil Consulting Group	89,670	Eugene's Greek Restaurant	41,360
Dalhousie University	25,398	Ex Libris	180,062
Dalkia Canada	288,750	Express Systems & Peripherals	40,807
Dana Wright	60,832	Eye on the Horizon Coaching and Consulting	33,023
Data Direct Networks	44,483	Fairmont Hotels	87,567
Data180 LLC	30,960	Falmat Custom Cable Technologies	27,809

University of Victoria

Schedule of Payment for Goods and Services
Year ended March 31, 2015

Amount (\$)

Amount (\$)

Farmer Construction Ltd	306,632	Illumina Canada Inc	126,485
Farris Vaughan Wills & Murphy	64,940	Inc Ottawa Inner City Health	30,387
Federal Express	316,893	Indaba Communications & Training Inc	36,120
Fisher Scientific Co Ltd	427,048	Independent Energy (BC) Ltd	49,980
Flynn Canada Ltd	111,480	Infosilem Inc	94,339
Focused Change International	31,500	Ingram Micro	163,028
Follett Higher Education Group	251,593	Insite Display	39,511
Forney LP	45,022	Insurance Corporation of BC	65,372
FortisBC-Natural Gas	1,962,257	Integra Strategic Solutions Inc	29,810
Foster Air Conditioning Ltd	50,816	Integrated DNA Technologies	35,164
Franklin Covey Canada	26,246	IntelliResponse Systems	30,752
Fraser Black MD Inc	35,015	Intelsat Corporation	39,156
Freeman Audio Visual Canada	68,990	International Education Centre IEC Online	43,774
Future Shop	50,675	International Telecom	80,755
G & E Contracting LP	272,425	Inteum Company LLC	55,526
Gale	189,240	Investors Group Trust Co Ltd	49,608
Gamble Technologies Ltd	39,599	IOG - Institute on Governance	51,509
Gartner Canada Co	112,035	iParadigms	31,077
GBS Construction Managers Inc	386,754	Iskut Band Council	36,000
GE Healthcare	93,228	Island Asphalt Ltd	127,785
Geneq Inc	37,761	Island Business Solutions Ltd	27,005
GenScript Corporation	26,495	Island Key Supplies	50,168
GFS British Columbia Inc	1,845,751	Island Office Equipment Ltd	59,000
Gilligan-Hackett & Company	309,277	Island Window Coverings Ltd	52,880
Global Marine Systems Limited	289,882	Islands West	520,769
Globe & Mail	31,275	ITB Subsea	638,295
Google	52,015	J Watson Roofing Consulting Inc	105,706
Grand & Toy	723,378	James W Spence MD FRCP(C) Inc	57,929
Graphic Office Interiors Ltd	439,209	JB Sheet Metal	26,041
Gray Beverage Inc	42,661	Jennifer Ferris	39,849
Great West Life Assurance	1,137,003	Jensen Chernoff Thompson Architects	195,216
Greater Victoria Chamber Of Commerce	34,566	JMP Consultants Inc	29,751
Guralp Systems Ltd	238,431	John Wiley & Sons	340,531
Hannon Hill	67,802	Kado Consulting	52,106
Harbour Air Seaplanes	105,000	K-Bro Linen	78,320
Harbour Towers Hotel	123,601	KCI Ketchum Canada	52,047
Harris & Company	61,041	Keeling Associates	75,049
Harwood Custom Composites	39,480	Kerr Wood Leidal Associates Ltd	31,614
Hawk Ridge Systems	26,459	Keystrokes Consulting Inc	56,700
Heather Routly	40,357	King Bros. Ltd	103,376
Higher One	25,554	Klarquist Sparkman LLP	271,205
Hill+Knowlton Strategies	99,551	Knappett Projects Inc	2,093,112
Hilton Hotels	71,278	Konica Minolta Business Solutions Canada Ltd	124,280
Home Depot	31,138	KPL James Architecture Inc	230,540
Honeybun Foods Ltd	236,659	KPMG LLP	217,683
Horizon Power Installations	50,517	Kwakiutl Band Council	62,247
Hoskin Scientific Ltd	83,175	Kyocera Mita Canada Ltd	565,025
Hot House Pizza	384,305	Lack of Gravity Pictures	35,683
Hotel Grand Pacific	80,025	Laerdal	165,404
Hotline Apparel Systems Inc	143,440	Lamar Companies	70,198
Houle Electric Ltd	426,920	Larlee Rosenberg Barristers & Solicitors	43,469
Huff & Puff Party Stuff	32,212	Laurel Point Inn	133,127
Hughes Condon Marler Architects	366,475	Laverne Smith & Associates	73,453
IBM Canada Ltd	1,281,550	Lawson Products Inc	25,039
IGI Global	89,634	Leica Microsystems Canada Inc	82,298
IIT Institute of Design	41,641	Lekker Food Distributors Ltd	30,846

University of Victoria

Schedule of Payment for Goods and Services
Year ended March 31, 2015

Amount (\$)

Amount (\$)

Les Enluminures Ltd	34,998	NCIX.com	88,037
Life Technologies Inc	151,726	Nebraska Book Company	141,282
Lifetimer Boats Inc	100,797	Nedco	84,918
Liu Pengpeng	59,703	Nelson Education Ltd	562,438
Login Brothers Canada	253,074	New England Biolabs Ltd	49,638
London Drugs	31,083	Newport Corporation	31,089
Long View Systems	727,571	Niche Plus Digital Media Inc	28,350
Lott Physiotherapy Consulting	59,749	Nicole Pedneault	26,400
Low Hammond Rowe Architects Inc	381,664	North Glass and Aluminum	25,471
Lufthansa	39,794	North Nanaimo Medical Center	32,014
M Cornish Enterprises	32,550	North West Environmental Group Ltd	39,492
MacArtney A/S	32,714	Nova Scotia Business Inc	52,638
Macquarie Equipment Finance Ltd	92,943	Number TEN Architectural Group	47,775
Maemac	131,670	NXsource Technology	41,373
Mammoth Landscaping	33,961	Oak Bay Beach Hotel	30,342
Manulife Financial Group	150,187	Ocean Marine Industries Inc	126,896
Maple Leaf EduConnect Pvt Ltd	60,533	Ocean Sonics Ltd	37,744
Marsh Canada Ltd	68,381	Oceanview Mechanical Ltd	28,950
MBS Textbook Exchange Inc	361,776	Oceanworks International Corp	139,478
McFarland Marceau Architects Ltd	52,066	OCLC Inc	59,211
McGraw-Hill Ryerson Ltd	291,754	Old Dutch Foods Ltd	40,499
McMaster University	65,313	Olympus Canada	80,998
McMaster-Carr Supply Co	80,809	Optum Health Services (Canada) Ltd	122,023
MCW Consultants Ltd	79,253	Oracle	460,713
Mecco Inc	96,671	Otto Harrassowitz	1,154,584
Media One Multimedia	28,741	Oxford Optronix	44,276
MediaCore Technologies Inc	38,500	Oxford University Press	246,945
Medical Services Plan of BC	2,393,721	Pacific Audio Works	134,017
Mercer (Canada) Ltd	40,005	Pacific Blue Cross	5,373,280
Mertin Auto Group of Companies	25,310	Pacific Business Intelligence Ltd	34,125
Metalogix International GmbH	44,653	Pacific Carbon Trust	332,640
MHPM Project Managers Inc	170,822	Pacific Controls Ltd	48,037
Microserve	1,575,891	Pacific Gyre	27,318
Microsoft	183,519	Pacific Institute for the Mathematical Sciences	66,600
Mike Shannon & Associates	131,059	Pacific International Cable Consulting Inc	26,695
Miles Richardson Associates	74,821	Parker Johnston Industries Limited	38,917
Millennium Computer Systems Ltd	93,671	Patrick McGowan Petty Cash	37,992
Millennium Professional Services	61,838	Pattison Outdoor Advertising	39,064
Ministry of Finance	1,832,330	Pearson Canada	1,760,339
Mitacs Inc	103,500	Pelagic Technologies Inc	36,266
Mitchell Press Ltd	81,912	Penguin Random House Canada	47,015
Monk Office Supply	386,911	Pepsi Bottling Group (Canada)	625,927
Monster Worldwide Canada	84,018	Perkin-Elmer (Canada) Ltd	123,131
Moore Canada	114,577	Perma Construction Ltd	5,926,041
Morton Clarke	90,348	Pitney-Bowes	47,329
MPS	236,319	Portofino Bakery Ltd	182,623
MQN Architects	104,597	Postage by Phone	262,500
Mulgrave Machine Works Ltd	25,872	PPC Worldwide Canada	44,651
MultiTouch Americas Inc	26,933	PrairieCoast Equipment	141,443
Mumbian Enterprises Inc	28,334	Praxair	101,519
MV Sport	37,122	Precise Parklink	126,801
MVCC Video Communications Corp	143,665	Preservation Technologies	34,841
Nan Lou	36,359	Presstek Canada Corp	36,729
Nanometrics Seismological Instruments	79,738	Pre-thlnk Inc	26,873
National Instruments	56,539	Prime Engineering Ltd	31,588
Nature America Inc	104,609	ProfitEdge Consulting	26,966

University of Victoria

Schedule of Payment for Goods and Services
Year ended March 31, 2015

Amount (\$)

Amount (\$)

Proquest Information and Learning	291,404	Six Mile Bakery	81,906
Protein Technologies Inc	77,079	Skunkworks Creative Group Inc	30,275
Proteome Software	26,288	Society for Participatory Research in Asia	45,991
Provincial Health Services Authority	101,439	Solutions Network Inc	43,552
PSC Natural Foods	88,107	Sourinkan Enterprise Inc	25,329
Purolator Courier Ltd	37,959	Spicers Canada Limited	58,273
QED Technologies International	40,074	Spirit Products Ltd	31,179
QHR Technologies Inc	42,753	Springer	115,133
Qiagen Inc	43,179	Stantec Architecture Ltd	193,549
Queale Electronics	29,201	Staples	33,524
Queen's University	101,032	StarRez Inc	70,639
Quimper Consulting Inc	26,250	Steam King Carpet Care	69,019
QV Bakery Wholesale	53,607	Stericycle Canada	162,368
RaceRocks 3D Inc	30,922	Story Construction Ltd	607,867
RadioWorks Communications	92,040	Summa Strategies Canada Inc	86,245
Raincoast Books	49,359	Sustainable Path Management Ltd	236,250
Rare Software and Communications Ltd	82,950	Swan's Hotel	40,035
Rayola Creative	40,059	Synergy Products	26,637
Receiver General for Canada	326,508	Synnex Information Technologies	188,150
Receiver General of Canada (EI)	4,424,027	SynPeptide Co. Ltd	38,781
Receiver General of Canada (CPP)	8,469,007	Sysco	376,230
Refuse Holdings Ltd	82,456	T Litzen Sports Ltd	490,231
Renouf Publishing Company Ltd	41,986	T2 Systems	35,302
Richmond Elevator Maintenance Ltd	86,094	Taylor & Francis	121,915
Rockfish Divers	36,066	TE Subcom	1,860,457
Rogers Communication Inc	116,206	Team Sales Vancouver Island Ltd	67,557
Rolex Plastic Manufacturing Inc	26,229	Teledyne ODI Inc	61,295
Rolls Royce Canada Ltd	39,198	Teledyne Webb Research	51,287
Ron Duffell Consulting	38,581	Telus	110,999
Rose Scientific Ltd	32,698	Tempo Framing	87,536
Royal Bank of Canada	1,298,797	Tetra Tech WEI Inc	50,862
Royal British Columbia Museum	39,065	The Advisory Board Company	43,104
Royal Society Of Canada	42,500	The Geldart Consulting Group	79,637
Russell Food Equipment	124,360	The Good Brand Works Ltd	37,237
Rutter Inc	162,959	The Law Society of B C	29,602
Ryerson University	62,560	The Pembina Institute	89,500
Sage Publications Inc	153,104	The Research Foundation of State University of New York	60,000
Salt Spring Certified Organic Coffee	77,936	The Saint John's Bible	93,369
Sam Stewart Inc	95,252	Thermo Fisher Scientific (Canada) Inc	131,098
Saputo Dairy Products Canada GP	400,618	Thomas Skinner & Son Ltd	59,656
SAS Institute Inc	58,018	Thomson Reuters (Financial & Risk) Canada	28,979
Scansa Construction Ltd	855,671	Thorlabs Domestic Inc	25,251
Schindler Elevator Corporation	140,295	Thrifty Foods	54,302
Schneider Electric	31,996	Times Colonist	139,482
Schos Line Painting Ltd	42,742	TLD Computers	35,064
Sea Bird Electronics Inc	129,993	Top Notch Tree Service	31,445
Selkirk College	334,561	Tops Products	65,320
SES Consulting Inc	38,606	Towers Watson Canada Inc	39,003
Sharper Marketing	40,077	Trajectory Brands Inc	190,546
Sharp's Audio-Visual Ltd	152,187	TransCold Distribution Ltd	57,973
Shaw Communications	103,540	Trapeze Communications Inc	39,096
Shell Energy North America (Canada) Inc	455,890	Triad Sign Ltd	100,794
Shenanigans Promogear Inc	25,042	TRIUMF	5,332,666
Shine Micro	54,929	Truffles Catering Group	45,675
Sigma-Aldrich Canada Ltd	279,113	Tubeishat Agency	34,070
Simon Fraser University	772,665	Tyco Electronics Subsea Communications LLC	87,683

University of Victoria

Schedule of Payment for Goods and Services
Year ended March 31, 2015

Amount (\$)

Amount (\$)

Uniglobe	35,682	Western Equipment Ltd	28,655
Unisource	451,876	Western Subsea Technology Ltd	101,105
United Airlines	64,061	WestJet	272,565
United Engineering	26,756	Wheaton Chevrolet Buick Cadillac GMC Ltd	30,604
Universidade de Aveiro	33,624	Wildlife Conservation Society Canada	45,850
Université de Montreal	73,122	Wilfrid Laurier University	28,374
University of Alberta	163,627	Wilson's Transportation Ltd	178,923
University of British Columbia	1,363,278	Witts' End Holdings Ltd	33,460
University of California	76,907	WME Entertainment LLC	54,504
University of Chicago Press	41,166	Wolters Kluwer	43,711
University of Lethbridge	79,875	Woods Hole Marine Systems Inc	39,137
University of Manitoba	38,330	Workopolis.com	26,841
University of Northern British Columbia	212,322	WorkSafe BC	1,093,829
University of Quebec At Montreal	36,000	WSANEC School Board	50,812
University of Toronto	69,874	WSP Canada Inc	44,045
University of Toronto Press Inc	75,049	Xerox Canada	52,877
University of Waterloo	99,174	YBP Library Services	667,091
University of Winnipeg	26,722	Yousef Abduljawad	138,495
Urban Arts Architecture	129,917	YWCA Vancouver	33,218
UVic Faculty Pension Plan	19,699,785		
UVic Staff Pension Plan	5,420,184		190,031,623
UVic Students' Society	196,802		
V.F.C. Corporate Wings Ltd	63,013	GRANTS AND CONTRIBUTIONS	
Vacumetrics Inc	47,077	Pacific Institute for the Mathematical Sciences	66,600
Van Isle Marina Co Ltd	26,690	Ministry of Finance	81,405
Vancouver Coastal Health	88,583	Royal Roads University	228,481
Vancouver Island Health Authority	698,279	University of British Columbia	325,411
Vancouver Island Technology Park	33,189	University of Victoria Students' Society	173,704
Vancouver Public Education Alliance	25,690	Western Canadian Universities Marine	317,662
Venture Intelligence Institute	250,265	Total Grants and Contributions	1,193,263
Versatech Systems	55,855		
Victoria Box & Paper	49,771	Total < \$25,000	21,308,122
Victoria Conference Centre	141,483		
Victoria Executive Centre	77,969	Grand Total	\$ 212,533,008
Victoria International Development Education Association	32,372		
Victoria Rowing Society	38,197		
VWR International	377,581		
W.W. Norton & Company, Inc	58,691		
Waste Management	113,244		
Waters Corporation	86,042		
WEQ Britco LP	85,328		
Wesco Distribution - Canada Inc	215,776		
West World Paper	51,186		

Note: The total of expenses reported on Note 21, of the Notes to Consolidated Financial Statements differs from the totals on the Schedule of Payments for Goods and Services. Reconciling items which cause this difference include the net effect of changes to balance sheet accounts between fiscal year-ends (such as prepaid expenses, inventories, accounts payable and accrued liabilities), GST rebates, non-cash expenses such as depreciation, amortization of deferred charges, the acquisition of capital assets and exclusion of certain non-goods and services such as investment transactions.



University
of Victoria

University
Secretary

MEMO

Date: June 12, 2015

To: Members of the Executive and Governance Committee

From: Julia Eastman, University Secretary

Re: **Board Governance Checklist**

The Board Governance Checklist was first developed in 2005/06 and is posted on the university's website. It was agreed at that time that the Executive and Governance Committee would review the checklist annually in light of the results of the board evaluation. The committee would then revise it if and as appropriate and recommend it for reposting on the university's website as part of the university's accountability framework.

Attached is the version of the checklist that was reviewed by the Board of Governors in June 2014 and approved for posting. Only one small editorial change (shown in tracked changes on page 15) is proposed this year.

MOTION:

THAT the Executive and Governance Committee recommend to the Board of Governors that the Board of Governors approve the posting of the updated board governance checklist, as circulated, on the university's website for 2015/16 as part of UVic's accountability framework.

UNIVERSITY OF VICTORIA BOARD GOVERNANCE CHECKLIST

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

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

The checklist comprises three elements:

- A. A list of practice guidelines (in italics). These include the *Best Practice Guidelines* for public sector organizations issued in 2005 by British Columbia's Board Resourcing and Development Office. They also include several practices identified by the Association of Governing Boards (R.T. Ingram, *Effective Trusteeship: A Guide for Board Members of Public Colleges and Universities*, Association of Governing Boards, 2004) as integral to the effectiveness of public university boards, practices identified by the Office of the Auditor General of British Columbia in *Report 2: May 2012 – Crown Agency Governance* – and others to which we at the University of Victoria have committed ourselves, by virtue of our aspiration to lead amongst Canadian universities and to be a university of choice for outstanding students, faculty and staff from British Columbia, Canada and the world.
- B. A symbol next to each guideline indicates that: the University's existing practice is in alignment with the guideline (√); action will be taken to bring the practice in question into alignment with the guideline (*); or that: the University's practice differs from the guideline, for reasons which are explained (◇).
- C. A summary description of the existing practice (where it is in alignment with the guideline or deliberately varies from it) or of the steps being taken to improve upon the existing practice (where the latter should but does not yet fully meet the guideline).

1. Board composition and succession

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

√

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

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

√

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

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

◇

As noted above, the *University Act*, by which the University of Victoria is governed, specifies that the membership of the board is to include the president and elected representatives of the faculty, students and staff. Their presence and participation greatly enhances the knowledge and experience of university affairs – and the diversity of perspectives – on the Board, thereby

contributing to its performance. Any potential conflict of interest arising from the presence of employees on the Board (which is a standard feature of Canadian university governance) is addressed by the University's *Statement of the Responsibilities of the Board of Governors and its Members*, section 23(1)(g) of the *University Act*, and the Board's Procedures on Conflict of Interest. The latter provide that Board members must make full disclosure of all real, potential and apparent conflicts of interest (annually and as they emerge) and must not take part in discussions or votes on such matters.

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

√

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

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

√

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

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

√

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

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

√

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

2. Board responsibilities

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

√

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

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

√

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

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

*

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

- d) *"The board understands and respects the academic culture and institutional norms.... It respects the chief executive and his or her office with regard to communication with the faculty and other internal constituencies."* (Source:

R. Ingram, *Effective Trusteeship*, Association of Governing Boards, Washington, D.C.: 2004, p. 55)

√

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

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

√

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

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

√

The Board’s Statement of the Responsibilities of the Board of Governors and its Members requires that matters of policy (Board responsibility) be distinguished from matters of administration (President’s responsibility). The Board and its members observe this distinction.

3. Board meetings and activities

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

√

As noted above, the Board distinguishes between strategy and policy, on one hand, and management and administration, on the other. Consent agendas for

Board meetings have long been used for efficiency. Consent agendas are used for committees, when appropriate. Board meetings are organized so as to provide opportunity for discussion.

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

√

The *University Act* calls for the Board to meet as often as is necessary to transact its business and at least once every three months. By tradition, the UVic Board meets six times per year. Our most recent annual evaluation confirmed that the number, timing, length, agendas and conduct of Board meetings enable it to carry out its work effectively and efficiently.

4. Committees

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

√

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

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

√

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

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

√

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

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

√

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

5. Audit Committee

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

√

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

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

√

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

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

√

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

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

√

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

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

√

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

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

- The Committee considers the external auditors' judgments about the quality and appropriateness of the accounting principles as applied in the financial reporting.
- The Committee meets in executive session with the external auditor.

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

√

An auditor independence policy is in place.

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

√

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

h) *"If the organization has an internal audit function:*
 i) *the internal audit group reports functionally to the Audit Committee and administratively to the Chief Executive Officer;"*

◇

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

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

√

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

- The Committee reviews the mandate and objectives of the internal audit function.

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

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

√

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

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

√

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

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

√

The Audit Committee's terms of reference give it "authority to conduct any investigation appropriate to fulfilling its responsibilities" and provide that it "may request the Board of Governors to retain special legal, accounting,

consulting or other experts the Committee deems necessary in the performance of its duties”.

6. The Board Chair

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

√

The position of Board Chair and University President are separate.

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

√

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

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

√

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

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

◇

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

7. Individual Directors

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

√

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

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

◇

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

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

◇

Members of the Board are not compensated for their service. (Reimbursement is provided for expenses incurred in attending Board meetings).

8. The Chief Executive Officer or President

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

√

There is a detailed position description for the President.

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



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

We found that the [Uvic] Board approves the President's goals on an annual basis. Subsequent to this, the Board, through its Compensation and Review Committee, performs a mid-year and end-of-year review of the President's performance before submitting a final report to the Board.

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

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



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

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



As noted above, in accordance with the *University Act*, by which the University of Victoria is governed, the President is a member of the Board of Governors. This provision, typical of universities and necessary for their

effective governance, would render meetings without management inappropriate. (The President of course absents himself from any Board or committee meeting dealing with his appointment, review or terms of employment.)

9. Corporate Secretary

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

√

There is a detailed position description for the University Secretary.

10. Code of Conduct and Ethics

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

√

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

11. Orientation and Professional Development

- a) *The board has a comprehensive orientation program for new directors.* (Source: BC BRDO, *Best Practice Guidelines*, p. 30)

√

New board members receive extensive briefing materials and a thorough in-person orientation.

- b) *The board has a culture that encourages new directors to participate fully and effectively in board activities as soon as possible. (Source: BC BRDO, Best Practice Guidelines, p. 30)*

√

New Board members are encouraged and expected to participate fully as soon as possible.

- c) *The board provides ongoing educational opportunities for directors to learn about the organization, its sector and its corporate governance practices, and maintains a policy encouraging directors to take advantage of these opportunities. (Source: BC BRDO, Best Practice Guidelines, p. 30)*

√

Ongoing educational opportunities include: regular luncheon presentations to the Board concerning major initiatives at the university; an annual one-day retreat, held jointly with the Senate, on an issue of strategic importance to the university; participation by Board officers in meetings of the Canadian University Boards Association~~National Association of University Board Chairs and Secretaries~~; and circulation of pertinent articles, publications and other materials.

12. Board, Committee and Director Assessment

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

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

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

13. Communications Strategy

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

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Appropriate mechanisms are in place for communicating Board decisions and for obtaining input into those decisions.

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

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

14. Review and approval of institutional accountability report

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

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As of June 2014, the Board reviews and approves the institutional accountability plan annually.

15. Oversight of risk management

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

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

We found that the Board oversees management's progress in identifying, ranking, and preparing mitigation strategies for risks. Risks are presented to the relevant board committee and eventually to the audit committee and the Board as a whole. Risk management is an important control supporting the achievement of UVic's objectives. (Source: BC OAG, University Board Governance Examinations, February 2014, p. 27, www.bcauditor.com)

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