



**University
of Victoria**

**UNIVERSITY OF VICTORIA
BOARD OF GOVERNORS
Wednesday, March 30, 2016
11:00 a.m. – 12:00 p.m.
Senate and Board Chambers**

DRAFT AGENDA - OPEN BOARD

Welcome

1. Approval of Agenda

MOTION:

THAT the agenda of the open session of the regular meeting of March 30, 2016 be approved.

2. Summary Record of Regular Meeting of January 26, 2016 (attached)

MOTION:

THAT the summary record of the open session of the regular meeting of January 26, 2016 be approved.

3. Business Arising

4. Remarks from the Chair

5. Correspondence

CONSENT

6. Operations and Facilities Committee (M. Kennedy)

a. Master of Applied Science (MASc) in Civil Engineering BOG-Mar/16-22

MOTION:

THAT the Board of Governors approve the Master of Applied Science (MASc) in Civil Engineering and that this approval be withdrawn if the program should not be offered within five years of the granting of approval. Once the Board of Governors have approved the proposal, the proposal must be posted on the

Ministry of Advanced Education website for peer review for a period of 30 days.

b. Doctor of Philosophy (PhD) in Civil Engineering BOG-Mar30/16-23

MOTION:

THAT the Board of Governors approve the Doctor of Philosophy (PhD) in Civil Engineering and that this approval be withdrawn if the program should not be offered within five years of the granting of approval. Once the Board of Governors have approved the proposal, the proposal must be posted on the Ministry of Advanced Education website for peer review for a period of 30 days.

**c. Proposal for the Reinstatement of the Honours Program in Visual Arts
BOG-Mar30/16-20**

MOTION:

THAT the Board of Governors approve the reinstatement of the Honours Program in Visual Arts, to be effective immediately and that this approval be withdrawn if the program should not be offered within five years of the granting of approval.

**d. Revisions to the Diploma in First Nations Government and
Administration BOG-Mar30/16-21**

MOTION:

THAT the Board of Governors approve changing the title of the Diploma in First Nations Government and Administration to the Diploma in Indigenous Community Development and Governance, as well as other changes to the program, to be effective immediately and that this approval be withdrawn if the program should not be offered within five years of the granting of approval.

e. New and Revised Awards BOG-Mar30/16-17

MOTION:

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

- *Georgia Klap Award (new)**
- *Anne McLaughlin Legacy Scholarship in Theatre (new)**
- *Me to We Scholarship (new)*
- *Thomas M. Hess Scholarship in Indigenous Language Revitalization (revised)**
- *Alumni Association Science Scholarship (new)**
- *Alumni Association Humanities Scholarship (new)**
- *Alumni Association Exercise Science, Physical and Health Education Scholarship (new)**
- *Anne McLaughlin Legacy Scholarship in Education (new)**
- *I-Witness Field School Travel Award (new)*
- *Zena Chaim Katz Family Travel Award for Holocaust Studies (new)**
- *Phillip T. Young Memorial Scholarship in Music (revised)**
- *Robert Evelyn Milnes Scholarship (new)**
- *Lynette F. Hain Memorial Scholarship (new)**
- *Lindisfarne Scholarship in Medieval Studies (new)**

- *Canadian Society of Senior Engineers/Engineering Institute of Canada (CSSE/EIC) Vancouver Island Award (new)*
- *David Harris Flaherty Scholarship (revised)**
- *Rob and Tammy Lipson Undergraduate Research Scholarship (new)**
- *Youth Futures Education Award (new)*
- *Betty Dewick Scholarship in Music (new)**

** Administered by the University of Victoria Foundation*

e. Status Report on Capital Projects BOG-Mar30/16-08

7. Finance Committee (L. LeBlanc)

a. Short Term Investment Report to December 31, 2015 BOG-Mar30/16-07

b. Collection & Remission of Student Fees for University of Victoria Students' Society (UVSS) BOG-Mar30/16-11

MOTION:

THAT the Board of Governors collect and remit the fees as approved by the UVSS members and as outlined in the letter of March 09, 2016 from the Chairperson of the UVSS to Jim Dunsdon, Associate Vice-President Student Affairs.

c. Collection & Remission of Student Fees for Graduate Students' Society (GSS) BOG-Mar30/16-12

MOTION:

THAT the Board of Governors collect and remit fees for the GSS in 2016/17 as outlined in the letter dated March 3, 2016 from the Executive Director of the GSS to Gayle Gorriall, Vice-President Finance and Operations:

d. University of Victoria Money Purchase Pension Plan, Amendment No.14 BOG-Mar30/16-09

MOTION:

THAT the Board of Governors approve the attached Amendment No. 14 to the University of Victoria Money Purchase Pension Plan and the attached restated Trust Agreement and Schedule A, effective March 29th, 2016.

8. Executive and Governance Committee (E. Mohr)

a. Gustavson School of Business Executive Education – Separate Legal Entity BOG-Mar30/16-13

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

REGULAR

9. Operations and Facilities Committee (M. Kennedy)

a. Enrolment Projections for 2016-17 BOG-Mar30/16-16

MOTION:

THAT the Board of Governors approve the recommended enrolment level of 18,290 FTE for the 2016/17 academic year, subject to revisions in the event of new information regarding mandated growth, funding levels, and application rates, as approved by Senate at its meeting on March 4, 2016.

b. Approach to prevention of and response to incidents of sexualized violence on campus BOG-Mar30/16-28

c. Policy Review Annual Report BOG-Mar30/16-19

10. Finance Committee (L. LeBlanc)

a. 2016-17 to 2018-19 Planning and Budget Framework BOG-Mar30/16-06

MOTION:

THAT the Board of Governors – taking into account PART I of the 2016-17 to 2018-19 Planning and Budget Framework summarizing the results of the integrated planning process – approve PART II of the 2016-17 to 2018-19 Planning and Budget Framework, including the tuition and fee increases contained therein, and authorize the President to develop and implement the detailed operating budget for the 2016/17 fiscal year.

11. Executive and Governance Committee (E. Mohr)

a. Graduate Student Representation on the Board – Rules to Govern Elections to the Board of Governors BOG-Mar30/16-18

MOTION:

THAT the Board of Governors approve and recommend to Senate that it also approve the attached revisions to the Rules to Govern Elections to the Board of Governors and Senate.

12. President's Report

a. External Relations Update BOG-Mar30/16-01

b. Presentation on Student Satisfaction Survey Methodology Results, by Executive Director Academic Resource Planning Tony Eder

13. Other Business

14. Adjournment



**University
of Victoria**

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

OPEN BOARD

SUMMARY RECORD

Present: Mr. Nav Bassi, Prof. Jamie Cassels, Dr. Helene Cazes, Ms. Ida Chong, Ms. Daphne Corbett, Ms. Lindsay LeBlanc, Ms. Isobel Mackenzie, Ms. Cathy McIntyre, Dr. Erich Mohr, Dr. Ana Maria Peredo, Ms. Tracy Redies, Ms. Bronte Renwick-Shields, Ms. Shelagh Rogers, Dr. Julia Eastman (Secretary)

Regrets: Mr. Michael Kennedy, Ms. Kayleigh Erickson

By Invitation: Ms. Gayle Gorrill, Dr. David Castle, Ms. Carmen Charette, Dr. Valerie Kuehne, Ms. Samantha Watkins, Mr. Neil Connelly (for part), Dr. Sarah Blackstone (for part),

1. Approval of Agenda

MOTION (A. Peredo/S. Rogers):

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

CARRIED

2. Summary Record of Regular Meeting of September 29, 2015

MOTION (T. Redies/H. Cazes):

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

CARRIED

3. Business Arising

There was none.

4. Remarks from the Chair

Dr. Mohr welcomed new Board member Cathy McIntyre.

5. Correspondence

a. Open letter from UVic Faculty for Divestment, received December 14, 2015

Dr. Mohr reported that, in addition to the letter from UVic Faculty for Divestment, the Board had received a letter from the UVSS and Divest UVic. Although it had been received following the deadline, copies had been distributed to and considered by Board members and were available at the meeting.

Dr. Mohr thanked those in the gallery for attending. He explained the history and role of the University of Victoria Foundation, which is responsible for oversight of the endowments. He reaffirmed the Board's respect for the Foundation's jurisdiction and said that the Board supported the Foundation in its work and in its evolving approach and commitment to socially responsible investment.

Ms. Renwick-Shields commented on what she perceived as a disconnect between the UVic Edge commitment to sustainability and UVic's continuing support for fossil fuel investments. Ms. Renwick-Shields suggested that by not voting to divest Board members were in essence saying no to sustainability.

In response to a question, Prof. Cassels clarified the relationship between the Board and the UVic Foundation. He explained that the UVic Foundation was created by the Provincial Government as a separate entity to steward the endowments. As a separate legal entity, UVic Foundation members had the autonomy required to fulfil their fiduciary duty. He noted it would be inappropriate for the Board of Governors to direct the UVic Foundation in its decisions. In response to a question, Dr. Eastman explained the membership of the UVic Foundation.

Dr. Cazes encouraged the university administration to foster public debate with representatives from student and faculty divestment groups and other stakeholders. She stressed the importance of keeping an open dialogue.

Ms. Redies noted that during Committee discussions Board members had agreed to continue to have an open and engaged dialogue.

CONSENT

6. Finance Committee (L. LeBlanc)

- a. **University of Victoria Staff Pension Investment Performance Report for the period ending September 30, 2015** BOG-Jan26/16-16
- b. **University of Victoria Staff Pension Plan Statement of Investment Policies and Goals** BOG-Jan26/16-18

MOTION:

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

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

7. Operations and Facilities Committee (T. Redies)

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

MOTION:

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

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

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

MOTION:

THAT the Board of Governors approve the establishment of a stream in the existing Masters of Music program, in Music Technology, to be effective immediately and

that this approval be withdrawn if the program should not be offered within five years of the granting of approval.

Pro Forma Motion (D. Corbette/I. Mackenzie):

That the above motions be approved by the Board of Governors by consent.

CARRIED

Referring to the new student awards approved, Ms. Mackenzie acknowledged the generosity of President Cassels and his family in establishing the new Cassels Shaw Graduate Fellowship.

REGULAR

8. Operations and Facilities Committee (T. Redies)

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

Ms. Redies thanked management and stakeholders for their contributions to the Campus Plan.

Director of Campus Planning Neil Connelly provided a presentation on the new Campus Plan.

MOTION (T. Redies/B. Renwick-Shields):

THAT the Board of Governors approve the updated Campus Plan.

CARRIED

9. President's Report

a. External Relations Update BOG-Jan26/16-03

Vice-President External Relations Carmen Charette highlighted items of specific interest outlined in the External Relations Update.

b. Presentation on Enhanced Planning Tools by Vice-President Academic and Provost Valerie Kuehne, and Advisor to the Provost, Special Projects Sarah Blackstone

Vice-President Academic and Provost Valerie Kuehne introduced Advisor to the Provost, Special Projects Sarah Blackstone.

Dr. Blackstone provided a presentation on enhanced planning tools.

Board members expressed thanks to Dr. Blackstone.

President Cassels commented on the rigor and transparency of the information.

c. President's Report

President Cassels recognized Shelagh Rogers for having completed her first year as Chancellor. He reported that she had presided over the graduation of approximately 4,000 students and become a very active and deeply valued member of the UVic community. He offered Ms. Rogers congratulations and thanks, which were echoed by others.

Prof. Cassels reported on the finalization of the Strategic Research Plan. Copies of the final plan were distributed to Board members. He congratulated Vice-President Research David Castle.

10. Adjournment

There being no other business, the meeting adjourned at 12:02.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

March 14, 2016

To: Operations and Facilities Committee

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

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

cc: President and Vice-Chancellor

Meeting Date: March 30, 2016

Subject: Master of Applied Science (MASc) in Civil Engineering

Basis for Jurisdiction: Senate Committee on Planning meeting February 4, 2015
Senate meeting March 4, 2016

Strategic Relevance: The University's success is dependent on the ability to provide rich, relevant and diverse quality programs that demonstrate societal need and value, meet student demand and faculty expertise. Opening of the graduate programs in Civil Engineering will help UVic to be nationally and internationally competitive in the recruitment and retention of high calibre graduate students (Objective 4) and to be competitive in the quality of our graduate program offerings (Objective 14).

Previous Consultation: At its meeting on March 4, 2016, Senate approved and recommended that the Board of Governors approve the Master of Applied Science (MASc) in Civil Engineering.

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that it approve the Master of Applied Science (MASc) in Civil Engineering and that this approval be withdrawn if the program should not be offered within five years of the granting of approval. Once the Board of Governors have approved the proposal, the proposal must be posted on the Ministry of Advanced Education website for peer review for a period of 30 days.

Background:

Resource Plan for University of Victoria, Board of Governors

1. Overview/nature of the academic program

The proposed graduate programs (MASc) in Civil Engineering is part of the development of the new Department of Civil Engineering (formed 2016). The creation of the program (along with the PhD program) was previously communicated in the proposal to create the Department. The existence of graduate programs is an essential element of all engineering departments. High quality faculty cannot be attracted to teach in the undergraduate program without the opportunity to fully engage in research in Civil Engineering. Graduate students also provide a source of talented teaching assistants for the undergraduate program.

The proposed graduate programs address increasing demands for a new breed of Civil Engineering graduate needed to meet growing resource and environmental challenges. These challenges include climate change adaptation and mitigation, water resources management and environmental management that consider population growth and limited resources in the future. Core themes for the programs are green buildings, sustainable cities, industrial ecology and water resources.

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

Opening of the graduate programs in Civil Engineering will help UVic to be nationally and internationally competitive in the recruitment and retention of high calibre graduate students (Objective 4) and to be competitive in the quality of our graduate program offerings (Objective 14). Further alignment with the mission and strategic plan is as follows:

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

By offering programs in Civil Engineering and Biomedical Engineering the Faculty of Engineering has already increased gender diversity by a factor of two, as measured by the percentage of female students entering first year engineering. The new Civil Engineering graduate programs will increase the profile of the Department, supporting its continued growth and development, attracting even more students with a diversity of backgrounds.

Objective 3: To continue to increase the number of Indigenous students graduating from all faculties at UVic, building on our commitment to and our unique relationship with the First Peoples of Canada.

Civil Engineering offers a pathway for quality employment and leadership in the resource industries and in building and operating infrastructure, expected to be areas of interest to aboriginal students. A goal of the Department is to 'address housing and infrastructure challenges associated with remote and aboriginal communities.'

Objective 12: To ensure that our undergraduate and graduate programs of teaching and learning are the highest quality, responsive to intellectual developments and student needs, inclusive, and organized around best practices in teaching and learning.

There is a clearly demonstrated student demand for access to Civil Engineering degree programs in BC, with BC employers importing about half of their new recruits from other jurisdictions.

Objective 29: To engage the community through programs and activities that meet the mandate of the university and the needs of the community.

The Civil Engineering graduate programs will enable the university to engage in new ways with municipalities (wastewater treatment), the provincial government (groundwater) and the construction sector, especially on Vancouver Island. Graduate students in the programs have the option of taking co-op work terms with employers throughout our community.

3. Senate/academic considerations

The MASc degree is research-intensive, requiring completion of graduate courses and a thesis. Graduate courses have been developed in the core areas of green buildings & structures, sustainable cities & infrastructure (incl. transportation & geotechnical), water resources and industrial ecology.

4. Demand and availability

The average age of civil engineers in BC is 50 years, which is higher than any other province. Opening of the new Department was motivated in part to meet the existing and growing demand for civil engineers.

Engineers Canada projects the annual number of job openings for civil engineers in BC for 2015-19 will be 667/yr; this is more than Alberta (427) and Quebec (413) and not much below Ontario (726). (The number of Civil Engineering degrees awarded in BC in 2013 was 254.)

A Masters degree is increasingly recognized as the industry standard qualification for the engineering profession, especially for those who become consulting engineers or take up leadership roles in industry. Over half of future practicing engineers are expected to hold Masters degrees. This is different from 10-20 years ago where the B.Eng. was the more common terminal degree.

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

No additional faculty or staff positions are required to launch the graduate programs beyond the planned number (15 faculty + possible research chairs and about 8 staff) previously outlined in the creation of the Department. The programs will require a graduate secretary. Student enrollment is expected to reach ~75 within 5 years (total MASc & PhD students). Students will primarily be supported from externally generated research funds, as well as teaching assistantships, and fellowships. The students will pay tuition to the university. The hiring of graduate teaching assistants represents a cost effective way to improve the quality of undergraduate learning particularly for large classes.

Space continues to be a challenge for Civil Engineering, and the Faculty of Engineering more broadly. Provincial funding has been obtained to renovate E-Hut as medium-term research space for Civil Engineering. A temporary indoor-outdoor lab facility has been constructed next to the TEF building for research and teaching related to civil engineering materials. Some building efficiency opportunities have been identified by a space consultant. Consolidation of Civil Engineering research activities in a single building will be important for long-term growth of the Department and its graduate programs.

6. Other relevant factors (including impact and outcomes)

Strong letters of support for the graduate programs have been provided by the Faculty of Science, Department of Geography, School of Environmental Studies, Pacific Institute for Climate Change Solutions and the School of Earth and Ocean Sciences at UVic, as well as the Faculty of Engineering at UBC and RDH, a local engineering consulting firm.

Note: Attachment(s) available upon request from the University Secretary's Office.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

March 14, 2016

To: Operations and Facilities Committee

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

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

cc: President and Vice-Chancellor

Meeting Date: March 30, 2016

Subject: Doctor of Philosophy (PhD) in Civil Engineering

Basis for Jurisdiction: Senate Committee on Planning meeting February 4, 2015
Senate meeting March 4, 2016

Strategic Relevance: The University's success is dependent on the ability to provide rich, relevant and diverse quality programs that demonstrate societal need and value, meet student demand and faculty expertise. Opening of the graduate programs in Civil Engineering will help UVic to be nationally and internationally competitive in the recruitment and retention of high calibre graduate students (Objective 4) and to be competitive in the quality of our graduate program offerings (Objective 14).

Previous Consultation: At its meeting on March 4, 2016, Senate approved and recommended that the Board of Governors approve the Doctor of Philosophy (PhD) in Civil Engineering.

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that it approve the Doctor of Philosophy (PhD) in Civil Engineering and that this approval be withdrawn if the program should not be offered within five years of the granting of approval. Once the Board of Governors have approved the proposal, the proposal must be posted on the Ministry of Advanced Education website for peer review for a period of 30 days.

Background:

Resource Plan for University of Victoria, Board of Governors

1. Overview/nature of the academic program

The proposed graduate program (PhD) in Civil Engineering is part of the development of the new Department of Civil Engineering (formed 2016). The creation of the program (together with the MASc program) was previously communicated in the proposal to create the Department. The existence of graduate programs is an essential element of all engineering departments. High quality faculty cannot be attracted to teach in the undergraduate program without the opportunity to fully engage in research in Civil Engineering. Graduate students also provide a source of talented teaching assistants for the undergraduate program.

The proposed graduate programs address increasing demands for a new breed of Civil Engineering graduate needed to meet growing resource and environmental challenges. These challenges include climate change adaptation and mitigation, water resources management and environmental management that consider population growth and limited resources in the future. Core themes for the programs are green buildings, sustainable cities, industrial ecology and water resources.

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

Opening of the graduate programs in Civil Engineering will help UVic to be nationally and internationally competitive in the recruitment and retention of high calibre graduate students (Objective 4) and to be competitive in the quality of our graduate program offerings (Objective 14). Further alignment with the mission and strategic plan is as follows:

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

By offering programs in Civil Engineering and Biomedical Engineering the Faculty of Engineering has already increased gender diversity by a factor of two, as measured by the percentage of female students entering first year engineering. The new Civil Engineering graduate programs will increase the profile of the Department, supporting its continued growth and development, attracting even more students with a diversity of backgrounds.

Objective 3: To continue to increase the number of Indigenous students graduating from all faculties at UVic, building on our commitment to and our unique relationship with the First Peoples of Canada.

Civil Engineering offers a pathway for quality employment and leadership in the resource industries and in building and operating infrastructure, expected to be areas of interest to aboriginal students. A goal of the Department is to 'address housing and infrastructure challenges associated with remote and aboriginal communities.'

Objective 12: To ensure that our undergraduate and graduate programs of teaching and learning are the highest quality, responsive to intellectual developments and student needs, inclusive, and organized around best practices in teaching and learning.

There is a clearly demonstrated student demand for access to Civil Engineering degree programs in BC, with BC employers importing about half of their new recruits from other jurisdictions.

Objective 29: To engage the community through programs and activities that meet the mandate of the university and the needs of the community.

The Civil Engineering graduate programs will enable the university to engage in new ways with municipalities (wastewater treatment), the provincial government (groundwater) and the construction sector, especially on Vancouver Island. Graduate students in the programs have the option of taking co-op work terms with employers throughout our community.

3. Senate/academic considerations

The PhD. degree is research-intensive, requiring completion of graduate courses and a thesis. The PhD has a written comprehensive exam combined with an oral candidacy exam. Graduate courses have been developed in the core areas of green buildings & structures, sustainable cities & infrastructure (incl. transportation & geotechnical), water resources and industrial ecology.

4. Demand and availability

The average age of civil engineers in BC is 50 years, which is higher than any other province. Opening of the new Department was motivated in part to meet the existing and growing demand for civil engineers. *Engineers Canada* projects the annual number of job openings for civil engineers in BC for 2015-19 will be 667/yr; this is more than Alberta (427) and Quebec (413) and not much below Ontario (726). (The number of Civil Engineering degrees awarded in BC in 2013 was 254.)

In addition to potential jobs in industry and consulting, PhD students will find employment in faculty positions, government research and policy groups, as well as research-focused non-governmental organizations in the areas of green buildings, sustainable cities, water resources and industrial ecology.

These are growth areas for Civil Engineering, as evidenced in recent years by faculty appointments at other Canadian universities outside of BC.

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

No additional faculty or staff positions are required to launch the graduate programs beyond the planned number (15 faculty + possible research chairs and about 8 staff) previously outlined in the creation of the Department. The programs will require a graduate secretary. Student enrollment is expected to reach ~75 within 5 years (total MSc and PhD students). Students will primarily be supported from externally generated research funds, as well as teaching assistantships, and fellowships. The students will pay tuition to the university. The hiring of graduate teaching assistants represents a cost effective way to improve the quality of undergraduate learning particularly for large classes.

Space continues to be a challenge for Civil Engineering, and the Faculty of Engineering more broadly. Provincial funding has been obtained to renovate E-Hut as medium-term research space for Civil Engineering. A temporary indoor-outdoor lab facility has been constructed next to the TEF building for research and teaching related to civil engineering materials. Some building efficiency opportunities have been identified by a space consultant. Consolidation of Civil Engineering research activities in a single building will be important for long-term growth of the Department and its graduate programs.

6. Other relevant factors (including impact and outcomes)

Strong letters of support for the graduate programs have been provided by the Faculty of Science, Department of Geography, School of Environmental Studies, Pacific Institute for Climate Change Solutions and the School of Earth and Ocean Sciences at UVic, as well as the Faculty of Engineering at UBC and RDH, a local engineering consulting firm.

Note: Attachment(s) available upon request from the University Secretary's Office.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

March 14, 2016

To: Operations and Facilities Committee

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

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

cc: President and Vice-Chancellor

Meeting Date: March 30, 2016

Subject: Proposal for the Reinstatement of the Honours Program in Visual Arts

Basis for Jurisdiction: Senate Committee on Planning meeting January 7, 2015
Senate meeting February 5, 2016

Strategic Relevance: The University's success is dependent on the ability to provide rich, relevant and diverse quality programs that demonstrate societal need and value, meet student demand and faculty expertise. The proposed Honours Program in Visual Arts aligns well to the current Strategic Plan as it furthers the following strategic plan objectives in terms of improving the quality of academic programs, teaching, and learning:

Previous Consultation: At its meeting on February 5, 2016, Senate approved and recommended that the Board of Governors approve the Proposal for the Reinstatement of the Honours Program in Visual Arts.

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that it approve the reinstatement of the Honours Program in Visual Arts, to be effective immediately and that this approval be withdrawn if the program should not be offered within five years of the granting of approval.

Background:

Resource Plan for University of Victoria, Board of Governors

1. Overview/nature of the academic program

In 2006 the Department of Visual Arts conducted a major curriculum review of its undergraduate program. This review led to changes at all levels of the program from first year through to fourth year.

As a result of this review, ART 499 (10.5 units), which was an honours course at the fourth year, was replaced with two team taught interdisciplinary course the new team taught courses that could be taken by any student in the program with the correct prerequisites.

As part of this curriculum change the Honours Program, which had been in place from 1983/84 to 2007/08, was eliminated, as it was felt no longer needed. Now, however, we find that many students are requesting the option and an Honours program.

The reinstatement of the Honours Program in Visual Arts will point students toward a set of courses which will provide for a more intensive study in the field of Visual Arts, and is intended for those who wish to pursue graduate studies in Visual Arts or related professional disciplines such as curatorial studies or architecture.

It will also prepare them for work in related professional disciplines, such as art education, museums, art galleries, cultural tourism or the software industry.

Additionally the program develops advanced visual literacy and technical skills, sharpens critical thought and presentation skills and deepens students' understanding of the chosen honours topic.

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

The proposed Honours Program in Visual Arts aligns well to the current Strategic Plan as it furthers the following strategic plan objectives in terms of improving the quality of academic programs, teaching, and learning:

Objective 12: To ensure that our undergraduate and graduate programs of teaching and learning are of the highest quality, responsive to intellectual developments and student needs, inclusive and organized around best practices in teaching and learning.

Objective 13: To enhance the quality of our students' classroom experience and ensure that the strong research culture at the University of Victoria is brought into both the physical and virtual classrooms.

Objective 21: To nurture our culture of excellence in research, scholarship and creative endeavors, enhancing UVic's local, national and international impact and reputation as a leading, innovative, research-intensive university.

3. Senate/academic considerations

Academic units are encouraged to produce Honours designations/options when there is both capacity and a demand.

4. Demand and availability

The Department has seen a number of students requesting an Honours Program. These are students who want to pursue a more studio intensive program of study, plan to pursue graduate studies in Visual Arts (studio), and who want to be recognized for this work. Looking at the years from 1983-2008 the number of students in the Honours Program stayed at around 22 students and this is about the number we expect to see when this program is reinstated. This would represent about 25-30% of our BFA students with the rest graduating in the major program.

Many of the Universities across Canada offer BFA Honours degrees and for UVic not to offer study at this level puts us behind similarly sized programs such as those at Western University and University of Guelph. Currently no BFA Honours degrees are offered on Vancouver Island. The Honours designation allows the University of Victoria to be well situated to recruit additional students from across the country, but particularly from Vancouver Island.

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

Reinstating this program will not result in the need for any additional resources.

The new ART 401 course is actually already being taught by faculty members as a non-credit seminar and the resulting exhibition is also already supervised by faculty members without any credit attached.

Additionally the success of the high credit team taught classes have drawn students from the upper-level media-specific classes leaving additional capacity for enrolment in these classes.

6. Other relevant factors (including impact and outcomes)

Students will have a good broad knowledge of art historical and contemporary practices indicated by student participation in studio discussion and critiques in an informal & engaged manner.

At graduation students will have developed a substantial sense of their own visual arts practice, and the position of that practice within the contemporary field, and display a capacity for sustained professional practice beyond the school environment.

Note: Attachment(s) available upon request from the University Secretary's Office.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

March 14, 2016

To: Operations and Facilities Committee

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

A handwritten signature in blue ink, appearing to read 'Valerie S. Kuehne', is placed to the right of the 'From:' field.

cc: President and Vice-Chancellor

Meeting Date: March 30, 2016

Subject: Revisions to the Diploma in First Nations Government and Administration

Basis for Jurisdiction: Senate Committee on Planning meeting January 7, 2015
Senate meeting February 5, 2016

Strategic Relevance: The University's success is dependent on the ability to provide rich, relevant and diverse quality programs that demonstrate societal need and value, meet student demand and faculty expertise. The Diploma in Indigenous Community Development and Governance Program is in alignment with the objectives of the Strategic Plan, especially #3 ("increase number of Indigenous students"); #15 ("flexible course delivery options") and #24 ("support lifelong learning by increasing continuing education opportunities").

Previous Consultation: At its meeting on February 5, 2016, Senate approved and recommended that the Board of Governors approve the revisions to the Diploma in First Nations Government and Administration.

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that it approve changing the title of the Diploma in First Nations Government and Administration to the Diploma in Indigenous Community Development and Governance, as well as other changes to the program, to be effective immediately and that this approval be withdrawn if the program should not be offered within five years of the granting of approval.

Background:

Resource Plan for University of Victoria, Board of Governors

1. Overview/nature of the academic program

The purpose of the Diploma in Indigenous Community Development and Governance Program is to build capacity in the public services of Indigenous communities, governments, agencies, and non-profit and service organizations by providing Indigenous administrators with the knowledge, skills, and competencies needed for working in complex and demanding environments. The proposal is based on an earlier version (approved in May 2014) of the Diploma in First Nations Governments and Administration. While developing the curriculum for the DFNGA, the School of Public Administration consulted widely with key stakeholders in Indigenous communities, especially those in proximity to UVic and in other areas of the province. Based on the advice we received during the consultations and from the curriculum development team of Indigenous course writers, the School made program adjustments, including a program name change. We now believe the program design and content is more closely aligned with the needs and aspirations of Indigenous learners and communities, while maintaining academic and professional standards suitable to this undergraduate Diploma.

Key features of the program include:

- Learners will enrol part-time in two courses per term over the six terms (2 years)
- Learners will study through a blended model of face-to-face and online distance learning
- Course credits are transferable to other University programs, including the Bachelor of Public Administration at Thompson Rivers University.
- The cohort model provides support and helps students build a professional network.
- The program incorporates and builds on the strength of the cultural teachings, practices and beliefs of Indigenous people within the context of governance, leadership and community development.

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

The program is in alignment with the objectives of the Strategic Plan, especially #3 ("increase number of Indigenous students"); #15 ("flexible course delivery options") and #24 ("support lifelong learning by increasing continuing education opportunities").

In the October 30, 2015 statement outlining the UVic response to the Truth and Reconciliation Commission Report (TRC), President Jamie Cassels stated: "We also reaffirm our commitment to act on the specific TRC recommendations to enhance educational opportunities for Indigenous students and **to further develop initiatives and programs** of education, research, outreach and engagement with an Indigenous focus." This Diploma program will help UVic meet its goals in response to the TRC. Specifically, we refer to recommendations #6 and #10, which call for improved educational opportunities for Aboriginal Canadians and #57, which calls for "improved training for all public servants in intercultural competency, conflict resolution, human rights, and anti-racism."

3. Senate/academic considerations

The program proposal was approved at Senate on February 5, 2016.

4. Demand and availability

Demand: We believe there is the need and sufficient interest to have a first cohort of 20-25 learners start in September 2016 and each September thereafter. Depending on class size and cohort dynamics, the School may open specific courses to a limited number of on campus students to take as electives.

Availability: The blended delivery model will provide access to learners from across BC and beyond and will include face-to-face workshops where learners will get to know their instructors and fellow students, building a community of learning. Throughout the community consultation process, the School was strongly advised to increase the face-to-face sessions from just two sessions to more regular sessions (now six – one per term). The program will be run on a distance (online) model with a concentrated 5-day on campus (or in community) workshop per term, which will minimize disruption to work and family life. If there is a concentration of students in a particular geographical area, we are prepared to offer the F2F sessions in a nearby First Nations community. Learners will have access to support systems offered to all distance students (eg. Library, Writing Centre), as well culturally appropriate support from the Faculty of Human and Social Development Indigenous Student Support Centre and First Peoples House.

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

Delivery of the program is based on the availability of funds and the School of Public Administration has been successful in obtaining development funds and is applying for grants for delivery funds from several sources. The School has sufficient funds to deliver the program to the first cohort, of 20 students starting September 2016.

6. Other relevant factors (including impact and outcomes)

There are four foundational competencies which learners will gain from this program: strategic thinking, leadership, empowerment and engagement.

Individual Indigenous learners will:

- Develop practical skills, relevant knowledge and receive training appropriate to work in different Indigenous environments.
- Learn practical tools for improving job performance and community success.
- Increase their employability and mobility in different labour markets.
- Graduate with a specialized credential with course credits transferable to other university programs.
- Establish a strong foundation to pursue further post-secondary training.
- Establish a support system and network of professional colleagues from across communities, sectors and cultures in BC.
- Acquire the knowledge and skills necessary for effective and responsible management and governance. They will broaden their understanding of leadership and management/administration in Indigenous organizations and communities.

First Nations communities and Aboriginal organizations will:

- Have a strengthened workforce and benefit from their administrators' professional development, skills and knowledge.
- Benefit from increased administrative capacity from knowledgeable and competent administrators capable of developing high performance organizations and encouraging the empowerment of communities and citizens.
- Learn about alternative government and management models and approaches developed by other Indigenous communities and organizations.
- Benefit from the management projects and reports and other resources developed in the program (capstone project).

Note: Attachment(s) available upon request from the University Secretary's Office.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

March 7, 2016

To: Operations and Facilities Committee

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

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

cc: President and Vice-Chancellor

Meeting Date: March 29, 2016

Subject: New and Revised Awards

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

Previous Consultation: At its meetings on February 5 and March 4, 2016, Senate approved and recommended that the Board of Governors approve the attached new and revised graduate and undergraduate awards.

Recommendation:

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

- Georgia Klap Award (new)*
- Anne McLaughlin Legacy Scholarship in Theatre (new)*
- Me to We Scholarship (new)

- Thomas M. Hess Scholarship in Indigenous Language Revitalization (revised)*
- Alumni Association Science Scholarship (new)*
- Alumni Association Humanities Scholarship (new)*
- Alumni Association Exercise Science, Physical and Health Education Scholarship (new)*
- Anne McLaughlin Legacy Scholarship in Education (new)*
- I-Witness Field School Travel Award (new)
- Zena Chaim Katz Family Travel Award for Holocaust Studies (new)*
- Phillip T. Young Memorial Scholarship in Music (revised)*
- Robert Evelyn Milnes Scholarship (new)*
- Lynette F. Hain Memorial Scholarship (new)*
- Lindisfarne Scholarship in Medieval Studies (new)*
- Canadian Society of Senior Engineers/Engineering Institute of Canada (CSSE/EIC) Vancouver Island Award (new)
- David Harris Flaherty Scholarship (revised)*
- Rob and Tammy Lipson Undergraduate Research Scholarship (new)*
- Youth Futures Education Award (new)
- Betty Dewick Scholarship in Music (new)*

** Administered by the University of Victoria Foundation*

MEMORANDUM

University of Victoria

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

TO: Secretary of Senate
University Secretary's Office

DATE: January 19, 2016

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

RE: Awards Recommended to Senate for Approval



Lori Nolt

2015/2016 Senate Committee on Awards

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

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

*Administered by the University of Victoria Foundation

Additions are underlined

Deletions are ~~struck through~~

GEORGIA KLAP AWARD* (NEW-UG)

One or more awards are given to students who are entering the 3rd or 4th year of a declared Major in Environmental Studies or students in the Restoration of Natural Systems Diploma program. A letter of application must be submitted to the School of Environmental Studies by May 31st demonstrating a commitment to environmental and social change, a passion for experiential learning and a passion for sharing these interests and values with others. Nomination will be made by the School of Environmental Studies.

It is the wish of the donors that the recipient of the award writes a brief essay and submits it to the department (1-2 pages) upon the completion of their term discussing the impact of the Georgia Klap Award and what they have learned, for online and printed communication materials.

ANNE McLAUGHLIN LEGACY SCHOLARSHIP IN THEATRE* (NEW-UG)

One or more scholarships are awarded to academically outstanding undergraduate students in the Department of Theatre.

ME TO WE SCHOLARSHIP (NEW-UG)

Four scholarship of \$5,000 are awarded to academically outstanding US citizens who are applying directly to the University of Victoria from a high school located in Washington State who have demonstrated community involvement and leadership, either locally or globally. Applicants must submit a statement outlining their community and leadership work, as well as a letter of reference from someone who is familiar with their community and leadership work.

THOMAS M. HESS SCHOLARSHIP IN INDIGENOUS LANGUAGE REVITALIZATION* (REVISED-UG)

One or more scholarships are awarded to academically outstanding undergraduate Indigenous students in either the Faculty of Humanities or the Faculty of Education and who are enrolled in Indigenous Language courses or an Indigenous language program. Part-time students are eligible for this award. Selection of the recipient will be made by a committee formed by the Department of Linguistics and will include members from both faculties.

ALUMNI ASSOCIATION SCIENCE SCHOLARSHIP* (NEW-UG)

One or more scholarships are awarded to academically outstanding undergraduate students in the Faculty of Science.

ALUMNI ASSOCIATION HUMANITIES SCHOLARSHIP* (NEW-UG)

One or more scholarships are awarded to academically outstanding undergraduate students in the Faculty of Humanities.

ALUMNI ASSOCIATION EXERCISE SCIENCE, PHYSICAL AND HEALTH EDUCATION SCHOLARSHIP* (NEW-UG)

One or more scholarships are awarded to academically outstanding undergraduate students in the School of Exercise Science, Physical and Health Education.

MEMORANDUM

University of Victoria

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

TO: Secretary of Senate
University Secretary's Office

DATE: February 12, 2016

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

RE: Awards Recommended to Senate for Approval



Lori Nolt

2015/2016 Senate Committee on Awards

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

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

*Administered by the University of Victoria Foundation

Additions are underlined

Deletions are ~~struck through~~

ANNE MCLAUGHLIN LEGACY SCHOLARSHIP IN EDUCATION* (NEW-GS)

One or more scholarships are awarded to academically outstanding graduate students in the Faculty of Education.

I-WITNESS FIELD SCHOOL TRAVEL AWARD (NEW-UG/GS)

All registered undergraduate or graduate students in the bi-annual I-Witness Field School will receive a travel award to assist with the field school program and travel costs. Award amounts will be determined by the director of the I-Witness Field School based on available funding.

ZENA CHAIM KATZ FAMILY TRAVEL AWARD FOR HOLOCAUST STUDIES* (NEW-UG)

All registered undergraduate students in the bi-annual I-Witness Field School will receive a travel award to assist with the travel costs of the field school (travel to, from and within Europe). Award amounts will be determined by the director of the I-Witness Field School based on available funding.

PHILLIP T. YOUNG MEMORIAL SCHOLARSHIP IN MUSIC* (REVISED-UG)

One or more scholarships are awarded to entering or continuing students of woodwind instruments in the BMus program in the School of Music. Preference will be given to students of double reed instruments.

ROBERT EVELYN MILNES SCHOLARSHIP* (NEW-UG)

One or more scholarships are awarded to academically outstanding undergraduate students in the Faculty of Human and Social Development who volunteer in the community. Preference will be given to students with demonstrated financial need. Nominations will be made by the Faculty of Human and Social Development.

LYNETTE F. HAIN MEMORIAL SCHOLARSHIP* (NEW-UG)

One or more scholarships of at least \$1,000 each are awarded to academically outstanding undergraduate students with a declared major in French who are enrolled in the bi-annual French Field School Seminar. Preference will be given to students with demonstrated financial need. Nominations will be made by the Department of French.

LINDISFARNE SCHOLARSHIP IN MEDIEVAL STUDIES* (NEW-UG)

One scholarship of at least \$1,000 is to be awarded to an academically outstanding undergraduate student entering second year, and one or more scholarships of at least \$1,000 are to be awarded to academically outstanding undergraduate students entering third year, in the Medieval Studies Program. Preference will be given to students enrolled in an honours, major or minor degree in the Medieval Studies Program. Nomination of recipients will be made by the Medieval Studies Program Committee.

CANADIAN SOCIETY OF SENIOR ENGINEERS/ENGINEERING INSTITUTE OF CANADA (CSSE/EIC) VANCOUVER ISLAND AWARD (NEW-UG)

One or more awards of at least \$1,000 are awarded to in-course undergraduate students (registered in 2A or higher) in any accredited undergraduate engineering program who:

- a) are Canadian citizens or permanent residents
- b) have graduated from a high school on Vancouver Island
- c) have completed the previous year with at least a 5 or equivalent grade point average.

Preference will be given to students with one or more of the following:

- a) demonstrated volunteer and community service
- b) commitment to the engineering profession through one or more of: relevant work/co-op experience, active membership in an EIC Member Society or APEGBC
- c) demonstrated leadership in campus or extracurricular activities
- d) 2nd or 3rd year standing.

Candidates will submit an application to the UVic Engineering Undergraduate Office by April 30th outlining the above including a brief biography including the above criteria as well as hobbies, career aspirations and name(s)/contact information of relevant references.

DAVID HARRIS FLAHERTY ~~UNDERGRADUATE STUDENT LIBRARY~~ SCHOLARSHIP* (REVISED-UG)

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

ROB AND TAMMY LIPSON UNDERGRADUATE RESEARCH SCHOLARSHIP* (NEW-UG)

One or more scholarships of at least \$2,000 are awarded to academically outstanding undergraduate students in the Faculty of Science who have:

- a) An international research opportunity. The opportunity needs to be a research collaboration between UVic and an international academic, industry or government research entity;
- b) Been recommended by their advisor and/or department chair;
- c) And, whose advisor/chair and international collaborator have both committed funding to the students' research opportunity.

Preference will be given to students who have demonstrated a commitment to knowledge translation through one of:

- a) A presentation at a departmental or research centre symposium or colloquium
- b) Participation in a faculty/UVic wide presentation event, such as HonoursFest or IdeasFest.

The application forms are available from the Science Dean's Office and are to be submitted by April 30th.

YOUTH FUTURES EDUCATION AWARD (NEW-UG)

One or more awards are given to recipients of the Youth in Care Award to offset living expenses, such as computers, books, housing, etc.

BETTY DEWICK SCHOLARSHIP IN MUSIC* (NEW-UG)

One or more scholarships are awarded to undergraduate string students either entering directly from high school or transferring from another institution into the School of Music. Preference will be given to students with demonstrated financial need.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

To: OPERATIONS AND FACILITIES COMMITTEE

From: VICE-PRESIDENT FINANCE AND OPERATIONS

cc: President and Vice-Chancellor

Meeting Date: March 30, 2016

Subject: STATUS REPORT ON CAPITAL PROJECTS

Basis for Jurisdiction: Committee's Terms of Reference

Strategic Relevance:

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

Previous Consultation:

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

Background

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

Attachment(s):

VPFO/FMGT Project Updates: March 01, 2016

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



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

BUDGET STATUS:	Approved Budget 29-Jan-2013	Approved Budget 28-May-2015	FMGT Forecast Costs 01-Mar-2016
Consulting	\$ 7,404,000	\$ 7,530,670	\$ 7,530,670
Construction	\$ 62,255,600	\$ 64,265,700	\$ 64,826,500
Completion	\$ 4,680,900	\$ 4,686,165	\$ 4,686,165
Contingency	\$ 1,332,300	\$ 867,300	\$ 306,500
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	\$77,000,000	\$78,700,000	\$78,700,000

- 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-Mar-2016
CARSA & PARKADE		
Commence Schematic Design - Complete	Jan 2009	Jan 2009
Schematic Design - Complete	Apr 2009	May 2009
Design Development - Complete	Oct 2009	May 2010
Construction Documents - Complete	Jan 2011	Sep 2012
Tender - Complete	Dec 2012	Dec 2012
Construction Stage - Complete	Feb 2013	Feb 2013
Commissioning - Complete	Dec 2014	Mar 2015
Fit-up and Move In - Complete	Apr 2015	Apr 2015
MCKINNON BLDG RENOVATIONS		
Commence Construction - Complete	May 2015	Jul 2015
Construction Stage	Jul 2016	Jul 2016
Fit-up and Move In	Aug 2016	Aug 2016

Major Risks:

- None.

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-Mar-2016
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 \$13,393,781 or 98% of the Approved Budget.

SCHEDULE STATUS:	Target Dates 01-Oct-2013	Actual/Forecasted Dates 01-Mar-2016
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 Complete	Jul 2015	Jan 2016
Occupancy for Fit-Out Complete	Jul 2015	Feb 2016
Operational Complete	Aug 2015	Mar 2016

Major Risks:

- No major risks at this time.



University
of Victoria

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: March 30, 2016

Subject: SHORT TERM INVESTMENT REPORT – To December 31, 2015

Basis for Jurisdiction: Short-Term Investment Policy, FM5200

Strategic Relevance:

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

Background:

The following report covers the portfolio and activity of the short-term investment funds (i.e., those apart from pension, long term disability trust, and endowment funds) for the period ended December 31, 2015.

Reporting Update:

Short Term Funds – Total Assets - December 2015

<u>Allocation</u>	<u>Held/Managed</u>	<u>\$ Millions</u>	<u>% Wt.</u>
Cash (CAD and USD)	Bank	8.6	6%
Money Market	RJ/CDP (MV)	65.2	46%
Short Term Bond and Mortgage Fund	PH&N (MV)	67.3	48%
Total Fund		141.1	100.0%

Assets are reported on a market value basis based on average monthly holdings.

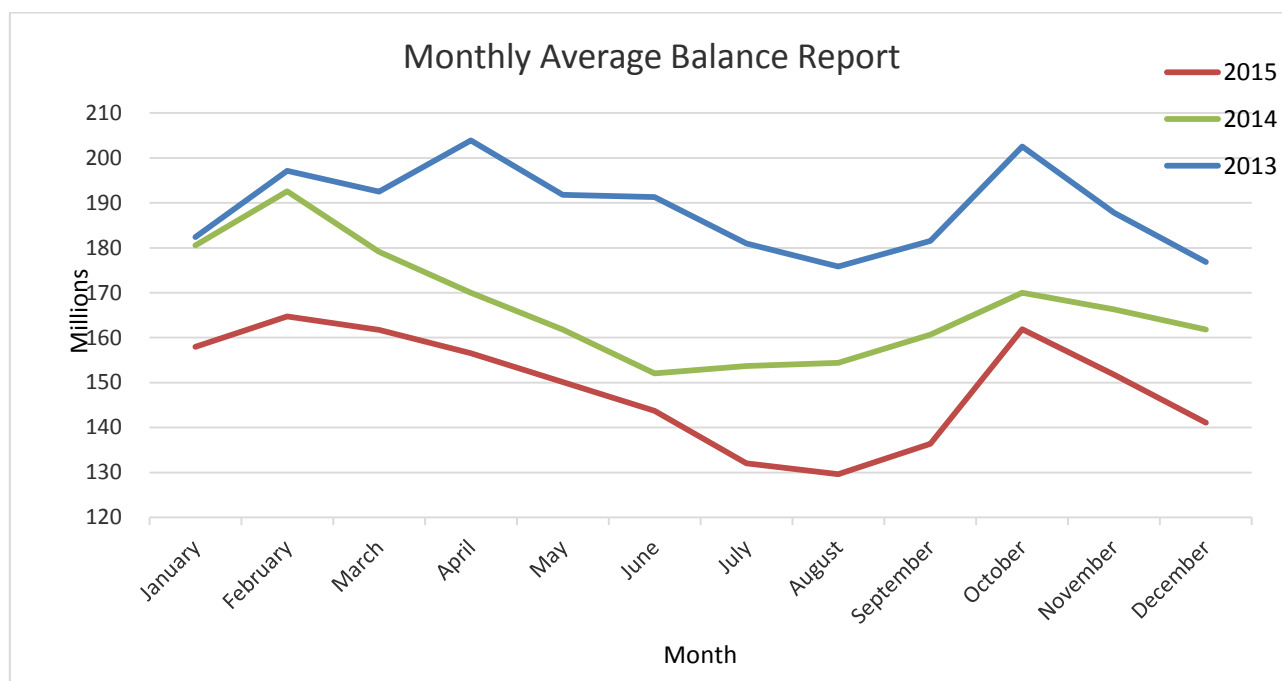
Short Term Funds Investment Return Summary – December 2015

Monthly Total Fund Return	Monthly Benchmark Return	Monthly Over (Under) Performance	3 Month Total Fund Return	3 Month Benchmark Return	3 Month Over (Under) Performance	1 Year Total Fund Return	1 Year Benchmark Return	1 Year Over (Under) Performance
0.36%	0.25%	0.10%	0.49%	0.33%	0.17%	2.27%	1.73%	0.54%

Report of Monthly Balances in Short-Term Investment Pooled Funds

Volatility of the monthly balances in the university's short-term pooled investments are subject to seasonality. The provincial operating grant is received bi-monthly, which coincides with the payroll cycles. The cash peaks generally occur in the fall (September/October) and winter (January/February) when tuition revenues are collected, subject to the implications of funding capital construction. The following graph #1 shows the value of the short term investment pool and the seasonality of inflows/outflows of the short term fund for the last 3 years. Capital outflows (i.e. CARSA) are the primary reason for the cash flow decrease during this period.

Graph #1 – Short Term Pooled Fund



Manager Updates

PH&N

William John, who has served as a senior member of the PH&N Fixed Income team for the past 7 years, is no longer with the firm. Will's former responsibilities will be assumed by other senior members of the team. Stephen Burke and Graeme Robertson continue to lead the PH&N Fixed Income team. Over the last 5 years, the team has grown from 29 individuals to a complement of 49 who collectively are dedicated to fixed income analysis, trading, risk management, and client

servicing. Given the current senior leadership and large team we have no concerns with the change in personnel.

Short Term Interest Rate Activity

The Bank of Canada (BoC) maintained a 1% overnight rate from September 2010 until the unexpected rate cut of 25 bps in January 2015. Economic performance continued to lag in the first half of 2015 which lead to the BoC again cutting the overnight rate 25 bps to 0.5% in July. Many thought with the continued weakness in oil prices as well as the increasing uncertainty about growth prospects for China that the BoC would reduce the rate again. However, the BoC has said “with inflation evolving broadly as expected” and “total CPI inflation near the bottom of the Banks target range” the BoC has left the rate unchanged since July 2015 (table #1). Of note, the consumer price index for 2015 increased to 1.1%, at the lower end but within the 1-3% target range set by the BoC.

In December 2015, the US Federal Reserve began the process of gradually raising rates for the first time since 2006. This is important as in the past Canadian monetary policy has been closely linked with US monetary policy, even when divergence is expected in the short term. The next scheduled date for announcing the BoC overnight rate target is April 13th. Interest announcements for 2016 are scheduled as per table #2.

Table #1 – Recent Data for the BoC Target Overnight Rate

Date	Target (%)	Change (%)
20 January 2016	0.50	---
2 December 2015	0.50	---
21 October 2015	0.50	---
9 September 2015	0.50	---
15 July 2015	0.50	-0.25
27 May 2015	0.75	---
15 April 2015	0.75	---
4 March 2015	0.75	---
21 January 2015	0.75	-0.25
3 December 2014	1.00	---

Table #2 – Interest Rate Announcement Dates

Schedule for 2016

April 13
May 25
July 13
September 7
October 19
December 7

Investment Yields

Tables #3 and #4 below show that the yield curve at December 31st, 2014 and 2015 decreased relatively significantly (0.51% - 0.61%) on the 1, 3 and 5 year Government of Canada Bonds. 10 and 30 year rates decreased but not to the same extent. One year bonds are in line with the overnight rate of 0.5%. The spread between the 1 year rate and 30 year rate continue to be only 1.64%. In hindsight, the last two years of forward rate expectations have been remarkably consistent but also consistently incorrect. This continues to demonstrate that the forward curve is currently more a gauge of market sentiment as opposed to being a reasonable predictor of yields one year hence.

Table #3

Government of Canada Yields	1-year (%)	2-year (%)	5-year (%)	10-year (%)	30-year (%)
December 31, 2015	0.51	0.48	0.73	1.40	2.15
Forward curve for Dec 31, 2016	<u>0.46</u>	<u>0.50</u>	<u>0.96</u>	<u>1.58</u>	<u>2.23</u>
Implied change (1 Year)	-0.05	+0.02	+0.23	+0.18	+0.08

(Source: PH&N)

Table #4

Government of Canada Yields	1-year	2-year	5-year	10-year	30-year
December 31, 2014	1.00%	1.01%	1.34%	1.79%	2.34%
Forward curve for Dec. 31, 2015	<u>1.01%</u>	<u>1.14%</u>	<u>1.55%</u>	<u>1.99%</u>	<u>2.40%</u>
Implied change (1 Year)	+0.01%	+0.13%	+0.21%	+0.20%	+0.06%

(Source: PH&N)

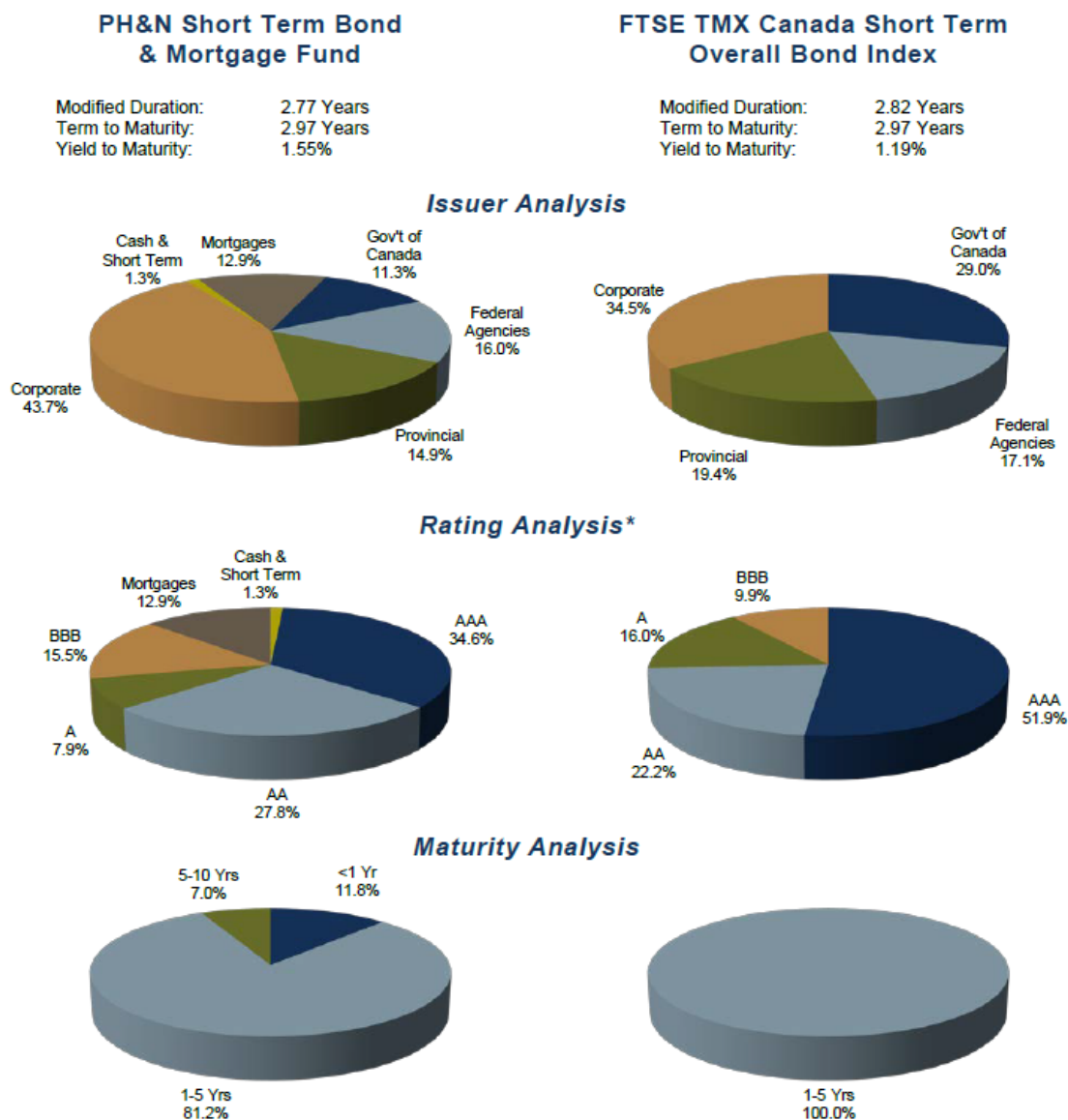
Performance Review of Short-Term Investment Pooled Funds

The bank account at the end of December earned a variable rate of 1.05% annualized, based on the RBC prime rate of 2.70% minus 1.65%. RBC reduced their prime rate from 2.85% to 2.70% on July 16th in line with the BoC overnight rate. Of note, all the major banks only decreased their prime rates 0.25% based on two BoC overnight rate cuts that totaled 0.5%. The Provincial Cash Deposit Program (CDP) interest rate is currently 1.2% and is based on the CIBC prime rate (which has mirrored RBC) less 1.5%. This investment option is planned to be used tactically in conjunction with our existing money market investments made through Raymond James.

Throughout the July–December period, we were able to place excess cash in money market investment with rates greater than the CDP. However, the Raymond James investments need to be held at least 30 days. Since the liquidity of the CDP program is greater, the program has been used strategically to optimize our investment earnings for working capital we expect to be required in the short term. A \$6 million investment was made for the first time in the CDP on October 5th. At the end of December, we had only \$6K with the CDP program which was interest earned previously and paid after a transfer was requested to meet cash flow requirements. Interest in the CDP program is accrued daily and paid monthly.

A review of net performance shows that for the 6 month period ending December 31st, Raymond James/CDP returned 0.86% compared to the benchmark (FTSE TMX 91-day T-Bill Index) of 0.23%. The one year return of the mandate was 1.74% and added 107 bps of value relative to the benchmark. The yields are low on an absolute basis, however the yield pick-up has grown from 88 basis points (bps) in the 6 months ending June 30th and remains relatively large. This benchmark is a hold-over from the previously managed Cash in Action fund to measure relative performance. While we still believe it provides a good reference point for comparison of our money market investments, our internally managed pool of money market investments are not managed relative to the 91-day term.

PH&N's Short Term Bond and Mortgage Fund (STBMF) is benchmarked against the FTSE TMX Short Term Bond Index. In the 6 months ending December 30th, the Fund returned 0.7% and outperformed its benchmark by 20 bps. The one year return for the fund was 2.8% and also outperformed its benchmark by 20 bps, mainly as a result of the exposure to mortgages. Consistent with the overall market and as per table #5 below, the yield on the Fund has remained steady at 1.55% compared to 1.47% a year ago. Table #5 also shows how the composition of the Short Term Bond and Mortgage Fund compares to its benchmark at December 31st, 2015. The most significant difference relative to the benchmark remains the underweight in Government of Canada bonds and the overweight in corporate bonds and mortgages.

Table #5: Bond Portfolio as of Dec. 31, 2015, Short-Term Mandate

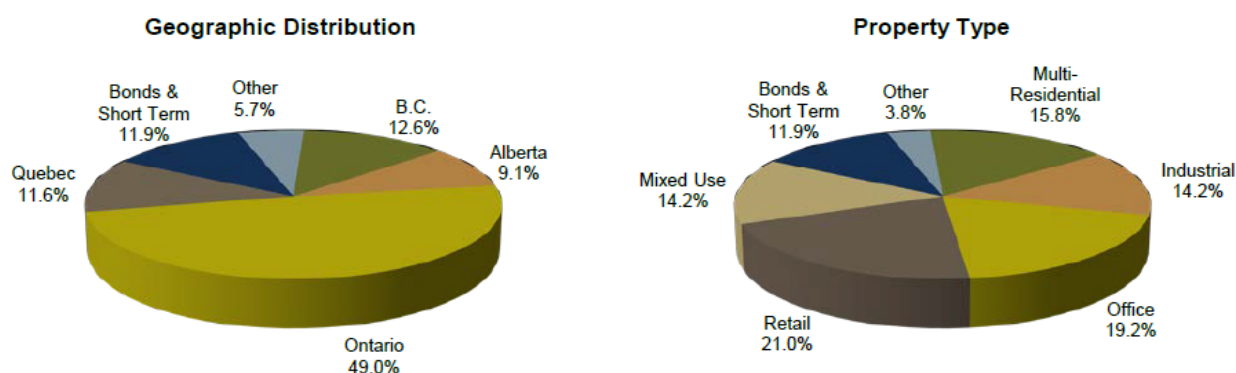
* Current ratings based on average ratings across rating agencies (DBRS, Moody's, S&P) where available. Ratings at the time of purchase may be different.

Totals may not add to 100% due to rounding.

PH&N's Mortgage Pension Trust (MPT) is benchmarked against the DEX Short Term Bond Index Universe Bond Index + 1%. In the 6 months ending December 31st, 2015 since the position was initiated the Fund returned 1.2% and outperformed its benchmark by 20 bps.

Table #6 below outlines the geographic distribution and as well as the property type of the portfolio. A key statistical comparison is provided for 2015 and 2014.

Table #6

As of December 31, 2015

Key Portfolio Statistics	December 31, 2015	December 31, 2014
Weighted average net spread:	206 bps over similar term Government of Canada bonds	188 bps over similar term Government of Canada bonds
Weighted average amortization:	20.5 years*	20.0 years*
Average term-to-maturity:	4.2 years	4.1 years
Current portfolio yield:	2.72%	3.03%
Weighted average duration:	3.3 years	3.2 years
Weighted loan-to-value:	57%	57%
Weighted average cashflow coverage:	1.9x	1.9x
Number of mortgages:	672	609
Largest mortgage:	1.9%	2.0%
Marketable securities & cash:	11.9%	13.4%
Fund value:	\$3,246.1 million	\$2,572.3 million

* Excludes interest-only mortgages which represent 16.4% of the total mortgages.

Bond Market Outlook - PH&N Commentary

- Globally, interest rates remain low despite widespread forecasts over the past several years that they would rise. We may see this trend reverse in the U.S. as the Fed embarks on a new tightening cycle, putting upward pressure on bond yields. On the other hand, many major central banks, including the BoC, are still contemplating the delivery of more stimulus for various reasons including: very low inflation, persistent economic slack in the developed world, and decelerating growth in emerging markets. This theme of diverging monetary policies will likely become more pronounced in the coming quarters.*
- We anticipate the BoC will hold the overnight rate at the current stimulative level of 0.5% over the near term. Another rate cut is a possibility, but we expect the BoC to save this action to fight against a more dire scenario. Our forecast continues to be for sluggish but positive economic growth; however, we also anticipate a low threat of inflation and a*

volatile market environment. Overall, these conditions are supportive for returns from fixed income investments.

Short Term Funds Investment Return Summary and Analysis

The overall average term to maturity of the portfolio is 1.6 years compared to 1.0 a year ago and 0.2 years short of the benchmark average term to maturity. The duration (or interest rate sensitivity) of the portfolio is 1.4 compared to 0.9 last year and 0.1 short of the benchmark. The average term to maturity and duration are both higher than last year as result of now being invested in the MPT. The MPT had a queue and our bond fund allocation was transferred to the STBMF on December 31st, 2014 while the \$22.5 million investment was drawn down in tranches, finishing April 16th, 2015. In adding the MPT, it is important to remain mindful (as previously noted in the report recommending the MPT) that the STBMF also has a 12.9% allocation to mortgages and the combined total mortgage exposure to the pool is \$29.4 million. As a reminder the MPT mandate replaced the Bond Fund mandate as the investments characteristics were more favorable (i.e., higher yield and lower duration). As at December 31st, 2015 the overall fund was positioned longer as we expect cash inflows to bring us back near benchmark levels in January.

Each mandate outperformed its benchmark and the overall return of the fund in 2015 was 2.27% net of fees. The Consumer Price Index increased 1.1% in 2015 and as a result, all things being equal, the overall purchasing power of the fund increased over the course of 2015 with returns exceeding inflation by 1.17%.

6 Month Total Fund Return	6 Month Benchmark Return	6 Month Over (Under) Performance	1 Year Total Fund Return	1 Year Benchmark Return	1 Year Over (Under) Performance
0.84%	0.46%	0.38%	2.27%	1.73%	0.54%

As mentioned in previous Short Term Investment reports, in the long run interest rates are expected to trend upwards and normalize around 4% in the 20 to 30 year range. In the short term further rate decreases have left bond investors pushing out their expectations for interest rates to rise. While rising rates would be painful in the short to medium term, it would be beneficial in the long term for investors to earn a more sustainable ongoing yield.

We regularly monitor the S&P/TSX dividend yield compared to the 10 year BoC yield. Yields are what investors earn while they hold an asset. In years past it was unusual to have a 10 year bond yield less than the dividend yield on equities. At the end of December the yield on the S&P/TSX was ~3% compared to a 10 year Canadian bond yield of 1.4%. This trend has persisted for the last few years and in theory if yields on bonds are less than yields on equities then bond investors are encouraged to take on more risk (traditionally investing in equities), reducing the demand for bonds, decreasing prices and raising yields. This has not happened and the spread has further widened given recent equity weakness that has increased the dividend yield.

For the third year, our report notes that interest rates on short-term investments continue to be extremely low. Rates on the STBMF and MPT are respectively, 1.55% and 2.72%. There is little chance of capital appreciation and expecting anything greater than that yield over the medium term (3-5 years) time horizon would be unrealistic. The total investment returns to December 31st, 2015 was modestly short of budgeted forecasts. Any shortfall in 2015-16 is expected to be offset by the investment income reserve that was put in place during years of returns in excess of budget.

Managing Exchange Rate Risk

As per section 6.01 of the short term investment policy 5200 below, we manage the exchange rate risk to reduce the risk of significant negative variances in our operating and research budgets in the current fiscal year. This approach was chosen as we are mindful that our internal expertise is to facilitate operational transactions and not attempt to create value taking currency positions. In addition, it is important to recognize that budgets are established and modified on an annual basis giving the opportunity for annual adjustments based on economic circumstances. The policy is as follows:

6.01 Currency (or Exchange Rate) Risk Management

The university recognizes that exchange rate risks are incidental to normal business operations. The university does not normally hedge against foreign currency transactions as a matter of general practice.

Where a specific transaction or group of transactions is to occur in a foreign currency and the amount of the transaction exceeds \$50,000 USD, or there is some concern about currency fluctuations, the Vice President Finance and Operations may authorize the purchase of hedging products which are effective in managing risk and make hedging decisions based on the institution's objectives and tolerance for risk, rather than market conditions.

Implementation

After meeting with stakeholders from the Library and Systems in April 2015 we determined that \$1.68 million U.S. dollars (USD) should be purchased in order to partially mitigate movements in the CAD/USD exchange rate. The USD were purchased at rates ranging from 1 USD = 1.21 Canadian dollar (CAD) which was beneficial on an absolute basis but not the intent of the currency hedging policy. The intent of the policy is provide budget certainty in the year in which the foreign currency is purchased.

Appendix 1 - Report of Monthly Balances in Short-Term Investment Pooled Funds¹ and Investment Performance

	Policy FM5200	RBC		Money Market (RJ, CDP)		PH&N Short Term Bond & Mortgage Fund		PH&N Universe Bond Fund/ Mortgage Pension Trust		Total Portfolio	
2015	Jan	15,123,145	10%	85,165,875	54%	53,183,606	34%	4,506,467	3%	157,979,093	100%
2015	Feb	11,626,282	7%	94,376,425	57%	41,573,210	25%	17,147,243	10%	164,723,160	100%
2015	Mar	12,371,730	8%	90,644,062	56%	40,576,850	25%	18,127,902	11%	161,720,545	100%
2015	Apr	15,134,750	10%	84,603,791	54%	38,323,738	24%	18,490,592	12%	156,552,871	100%
2015	May	13,763,486	9%	77,889,638	52%	35,941,262	24%	22,517,624	15%	150,112,010	100%
2015	Jun	13,199,934	9%	71,795,377	50%	36,074,469	25%	22,632,297	16%	143,702,076	100%
2015	Jul	11,616,275	9%	61,724,932	47%	36,081,077	27%	22,641,000	17%	132,063,284	100%
2015	Aug	12,413,086	10%	58,027,012	45%	36,277,200	28%	22,900,494	18%	129,617,792	100%
2015	Sep	20,312,564	15%	57,043,170	42%	36,173,214	27%	22,887,665	17%	136,416,614	100%
2015	Oct	18,302,609	11%	78,569,459	49%	42,100,241	26%	22,886,215	14%	161,858,524	100%
2015	Nov	11,132,123	7%	73,533,656	48%	43,921,948	29%	23,204,775	15%	151,792,502	100%
2015	Dec	8,561,559	6%	65,249,155	46%	43,559,243	31%	23,707,596	17%	141,077,554	100%

¹ Assets are reported on average market monthly holdings

Appendix 2 - Investment Performance Report**Return as at Dec 31, 2015**

Money Market (CDP, RJ)					
Monthly Return	Monthly FTSE TMX 91-Day T- Bill Index	Monthly Over (Under) Performance	1 Year Fund Return	1 Year FTSE TMX 91-Day T- Bill Index	Yearly Over (Under) Performance
0.15%	0.03%	0.12%	1.74%	0.67%	1.07%

PH&N – Short Term Bond and Mortgage Fund

Monthly Return	Monthly FTSE TMX Short Term Bond Index	Monthly Over (Under) Performance	3 Month Return	3 Month FTSE TMX Short Term Bond Index	3 Month Over (Under) Performance	1 Year Fund Return	1 Year FTSE TMX Short Term Bond Index	1 Year Over (Under) Performance
0.47%	0.48%	-0.01%	0.60%	0.49%	0.11%	2.80%	2.58%	0.22%

PH&N – Mortgage Pension Trust

Monthly FTSE TMX Short Term Bond Index+1%	Monthly Over (Under) Performance	3 Month Return	3 Month FTSE TMX Short Term Bond Index+1%	3 Month Over (Under) Performance	1 Year Fund Return	1 Year FTSE TMX Short Term Bond Index+1%	1 Year Over (Under) Performance
0.56%	0.25%	0.60%	0.74%	-0.14%	3.80%	3.58%	0.22%

Total Fund Return vs. Benchmark Return – (including bank deposits and based on average monthly balances)

Monthly Total Fund Return	Monthly Benchmark Return	Monthly Over (Under) Performance	3 Month Total Fund Return	3 Month Benchmark Return	3 Month Over (Under) Performance	1 Year Total Fund Return	1 Year Benchmark Return	1 Year Over (Under) Performance
0.36%	0.25%	0.10%	0.49%	0.33%	0.17%	2.27%	1.73%	0.54%



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

To: FINANCE COMMITTEE

From: Vice-President Finance and Operations

cc: President and Vice-Chancellor

Meeting Date: March 30, 2016

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

Basis for Jurisdiction: University Act 27.1

Strategic Relevance:

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

Recommendation:

THAT the Finance Committee recommends to the Board of Governors that that the Board of Governors collect and remit the fees as approved by the UVSS members and as outlined in the letter of March 09, 2016 from the Chairperson of the UVSS to Jim Dunsdon, Associate Vice-President Student Affairs.

Attachment:

Letter dated March 09, 2016 from Bronte Renwick-Shields, UVSS Chairperson to Jim Dunsdon, Associate Vice-President Student Affairs.



March 9th, 2016

Jim Dunsdon
Associate Vice-President Student Affairs
University of Victoria

Dear Jim Dunsdon,

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

This purpose of this letter is to officially confirm the UVSS Fees for the 2016 Summer and Fall semesters. The fees in this letter are near identical to the letter sent in March 2015 as there was one referendum question passed at the recent election.

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

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

As set by a majority of the members of the UVSS who voted in referenda, I certify that the UVSS membership fees for the 2016 Summer and Fall semesters are as follows:

Fee	Amount
UVSS Fee Fall 2016	\$71.60 for full-time students and \$35.77 for part-time students in the summer semester
SUB Renovation Fee	\$5 for full-time students and \$2.50 for part-time students in the summer semester
Universal Bus Pass	\$81.00 per semester
Extended Health Plan	\$144.00 per year for students taking at least 3.0 on-campus credit in the fall semester and \$96.00 for students taking at least 3.0 on-campus credits in the spring semester but not assessed \$144.00 in the fall semester
Dental Plan	\$144.00 per year for students taking at least 3.0 on-campus credits in the fall semester and \$96.00 for students taking at least 3.0 on-campus credits in the spring semester not assessed \$144.00 in fall semester

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

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

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

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

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

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

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

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

See Appendix 'B' for specific breakdown for new Referendum Fee - Renovation

Sincerely,

Original signed by Brontë Renwick-Shields

Bronte Renwick-Shields
Chairperson

Copy: Lori Nolt
Director, Student Awards and Financial Aid

Tory Hasting
Manager, Payroll and Tuition Fee Assessments

Elaine Miller
Office of the Vice-President Finance and Operations

Appendix "A"

Fee Type	2016/2017 Fall Semester (Full-Time)	2016/2017 Fall Semester (Part-Time)
Student Association Fee (Society Operations)	26.6	13.3
Canadian Fed. of Students Fee-BC	N/A	N/A
Student Newspaper Fee	3.75	1.875
Student Union Building Fee	4.25	2.125
Dr Ewing Memorial	4.25	2.125
Medical/Dental Fee	No Fees Assessed in Summer Semester	No Fees Assessed in Summer Semester
Misc. Fees (list each separately)		
- CFUV	5	2.5
- Clubs and Course Unions/Travel Pool	2.5	1.25
- Constituency Organisations	2	1
- Daniel Jacobs Bursary	0.5	0.25
- Day Care Assistance Fund	1	0.5
- Food Bank	1.50	.75
- International Student Award	0.5	0.25
- Native Students' Union	1	0.5
- Disability Advocacy	3	1.5
- Ombudsperson	1.5	0.75
- Anti-Violence Project	2	1
- UVSP	0.5	0.25
- VIPIRG	3	1.5
- Women's Centre	0.95	0.475
- WUSC	2.5	1.25
- Pride	0.95	0.45
- Community Gardens	1.50	0.75
- Events	0.5	0.25
- Elections	0.4	0.2
- Campaigns	0.5	0.25
- Students of Colour Collective	.70	.35
- Uni 101	.75	.37
	\$71.60	\$35.77

Appendix "B"

Fee Type	2016/2017 Fall Semester (Full-Time)	2016/2017 Fall Semester (Part-Time)
New Referendum Fee - Renovation	5	2.5




University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

To: FINANCE COMMITTEE

From: Vice-President Finance and Operations 

cc: President and Vice-Chancellor

Meeting Date: March 30, 2016

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

Basis for Jurisdiction: University Act 27.1

Recommendation:

THAT the Finance Committee recommends to the Board of Governors that the Board of Governors collect and remit fees for the GSS in 2016/17 as outlined in the letter dated March 3, 2016 from the Executive Director of the GSS to Gayle Gorrill, Vice-President Finance and Operations.

Background:

As noted in the attached letter, the Graduate Students' Society (GSS) plans to increase its Mandatory Operating fee and Capital fee by 1.9% for the 2016-17 fiscal year as well as introduce new fees as outlined in the attached letter.

The collection and remission of fees for the GSS is approved by the Board of Governors after the fees have been approved by the GSS Board. The GSS Semi-Annual General Meeting is scheduled for March 29, 2016. If the fees are approved by both the GSS Board and the Board of Governors, they will come into effect May 1, 2016 for on campus and co-op graduate students. The new rate for distance students may not be effective until after May 1 as there may not be sufficient time to make the necessary changes to add an additional category of fees into the tuition systems.

The credit requirements for assessment remain unchanged. If we receive confirmation from the GSS prior to the Board of Governors meeting we will confirm the results of GSS AGM.

Attachment:

Letter dated March 03, 2016 from Stacy Chappel, GSS Executive Director, to Gayle Gorrill, Vice-President Finance and Operations.

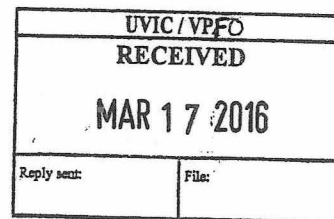


Graduate Students' Society
UNIVERSITY OF VICTORIA

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

PO Box 1700 Victoria BC V8W 2Y2 Canada

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



March 3, 2016

Dear Ms. Gorrill,

I am writing to notify you of planned changes to University of Victoria Graduate Students' Society (GSS) fees for our 2016-17 fiscal year, and confirm our compliance with the regulations of the *University Act* and *Society Act* related to our fees.

Anticipated fee increases based on the Consumer Price Index:

The GSS Operating and Capital membership fees will increase 1.9%. This increase is in keeping with our member-approved practice of increasing core fees at the rate of the BC Consumer Price Index.

This Consumer Price Index fee increase is subject to budget approval at the GSS Semi-Annual General Meeting (SAGM) on March 29, 2016. If the budget is approved, the fee increase comes into effect May 1, 2016. I will send an additional notice confirming official approval after the SAGM. This notice is intended to provide adequate time for the University of Victoria Board of Governors and university staff to ensure smooth implementation of fee changes.

New fees:

In November 2015, the GSS held a fee increase referendum that established several new fees. These fees are assessed differently for students registered on and off campus, or registered in co-op only. I have attached a referendum result summary report from Webvote for your reference. These fees are confirmed. The new fees are as follows:

Semesterly fees for the campus food bank (\$1), CFUV radio (\$0.50), and University 101 (\$0.50) have been established for on-campus students only, excluding students registered in off campus courses or in a co-op term.

Additionally, two travel grant fees have been established for all graduate students: a conference travel grant fee (\$4.25) and a Distance student travel grant fee (\$1.00).

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

The new fees can be summarized as follows:

New fees for ON CAMPUS students

<i>Fee</i>	<i>Amount</i>
<i>Food Bank</i>	\$1.00
<i>CFUV Radio</i>	\$0.50
<i>University 101</i>	\$0.50
<i>Conference travel grant</i>	\$4.25
<i>Distance student travel grant</i>	\$1.00

New fees for Distance students:

<i>Fee</i>	<i>Amount</i>
<i>Conference travel grant</i>	\$4.25
<i>Distance student travel grant</i>	\$1.00

New fees for Co-op students:

<i>Fee</i>	<i>Amount</i>
<i>Food Bank</i>	\$0.50
<i>CFUV Radio</i>	\$0.25
<i>Conference travel fee</i>	\$2.13
<i>Distance student travel fee</i>	\$0.50

The referendum specified that the conference travel fee, distance student travel grant fee, campus food bank fee, CFUV fee and University 101 fee will all increase annually by BC Consumer Price Index. The first CPI adjustment for new fees will be applied only after the fees have been in place for a year, beginning May 2017.

Increase of the World University Services Canada Student Refugee Program fee:

In November 2015, the GSS held a referendum that approved an increase the fee for the World University Services Canada (WUSC) student refugee program. The WUSC fee will increase from \$2 to \$3 for all graduate students. Graduate students registered solely in the co-op program will be assessed at a 50% rate.

Conclusion:

In sum, pending approval by the membership, GSS fees at May 2016 will be as follows:

	On Campus registration	Co-op registration	Distance/Off campus registration
GSS Fee	40.87	20.44	40.87
Capital Fee	9.27	4.64	9.27
Student group fee (Clubs, Constituency groups, VIPIRG, WUSC, Ombudsperson, Food bank, University 101, CFUV)	10.50	4.25	8.50
Childcare fee	1.02	0.51	\$1.02
Travel grant fees (Conference travel grant, Distance student travel grant)	5.25	2.63	\$5.25
TOTAL GSS MEMBERSHIP FEE	66.91	32.46	64.91

GSS Extended Health and Dental Plan fee changes are subject to receiving our insurance renewal rates for the coming year. Any increases will require a referendum, and, if approved would take effect September 1, 2016. The GSS will issue a separate notice if any change is made to these fees.

I hereby certify that at our November 3, 2015 Annual General Meeting, the GSS circulated our 2015 audited financial statements and auditor's report. The GSS has satisfied the requirements of the *University Act* and of the *Society Act*; and the GSS remains in good standing with the Registrar of Societies.

Sincerely,

Original signed by Stacy Chappel

Stacy Chappel
GSS Executive Director

cc.

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



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

To: FINANCE COMMITTEE

From: Vice-President Finance and Operations

A handwritten signature in dark ink, appearing to be 'G. Smith' or similar, written over the 'From:' line.

cc: President and Vice-Chancellor

Meeting Date: March 30, 2016

Subject: University of Victoria Money Purchase Pension Plan, Amendment No.14

Basis for Jurisdiction: Section XV of the Trust Agreement for the University of Victoria
Money Purchase Pension Plan

Strategic Relevance:

One of the pillars of the strategic plan is that we will attract and retain a diverse group of exceptionally talented faculty and staff. Part of attracting and retaining faculty and staff is a strong benefits package. Pension is a critical part of any compensation package and as such good governance of the plans is critical. As well, this amendment is required in order to remain in compliance with statutory requirements under provincial law as described below.

Previous Consultation:

Pension Board for the University of Victoria Money Purchase Pension Plan
University of Victoria management

Recommendation:

THAT the Finance Committee recommend to the Board of Governors that the Board of Governors approve the attached Amendment No. 14 to the University of Victoria Money Purchase Pension Plan and the attached restated Trust Agreement and Schedule A, effective March 29th, 2016.

Background:

This amendment to the money purchase plan document is required to reflect new faculty ranks included in the collective agreement agreed to by the parties in June 2015. The two new ranks include “associate teaching professor” and “teaching professor”, which must now be reflected in the Trust Agreement and schedule A.

Attachment(s):

- Amendment No.14
- Amended Trust Agreement and Schedule A

Planned Further Action:

- Regulatory filing of the amendment with the Superintendent of Pensions (BC) and Canada Revenue Agency

Amendment #14 – effective 29 March 2016
University of Victoria Money Purchase Pension Plan

Amend the Trust Agreement and Schedule A as displayed below, with insertions underlined and deletions struck through.

Trust Agreement

THIS IS THE AGREEMENT BETWEEN THE UNIVERSITY OF VICTORIA AND THE
HEREINAFTER NAMED TRUSTEES AS REVISED AND ADOPTED ON MARCH 29,
2016.

THIS AGREEMENT made in duplicate the 2nd day of March, A.D. 1992.

BETWEEN:

UNIVERSITY OF VICTORIA, a body corporate, pursuant to the Statutes of British
Columbia, 1963, Chap. 52

(hereinafter called "the University"),

OF THE FIRST PART,

AND:

J. TREVOR MATTHEWS

WILLIAM E. PFAFFENBERGER

ROBERT W. MCQUEEN

ALFRED FISCHER

MARTIN MURENBEELD

KENNETH G. STEWART

S. ROBERT RUDD

DONOVAN W.M.

WATERS (hereinafter called the "Trustees"),

OF THE SECOND PART.

WHEREAS certain employees of the University have requested the University to establish a pension plan, a true copy of which is attached hereto and marked Schedule "A", including, but not necessarily limited to, Assistant Teaching Professors, Associate Teaching Professors, Teaching Professors and part-time and sessional members of the academic and administrative and academic professional staff of the University, which the University has agreed to do, upon the several terms and conditions hereinafter appearing; and

WHEREAS under such Plan money will be paid to the Trustees (by way of contributions as in the said Plan more particularly set forth) which monies when received by the Trustees will constitute a pension trust fund to be held and administered for the benefit of the Members of the Plan, or their properly designated Beneficiaries.

DEFINITIONS

I. The following words or phrases shall be as defined herein unless the context clearly indicates otherwise.

(13) "Plan" - means the "University of Victoria Money Purchase Pension Plan" established under this Trust Agreement and documented in the Plan text set out in Schedule "A" hereto, as amended from time to time, which provides benefits to certain Assistant Teaching Professors, Associate Teaching Professors, Teaching Professors, Part-time, Sessional, or Term members of the following groups: Faculty, Administrative and Academic Professional Staff, Librarians, Management Excluded and Executive Staff, Physicians, Sessional Lecturers, and

Schedule A

SECTION 3 - ELIGIBILITY FOR MEMBERSHIP

3.1 Each member of the Faculty holding a regular appointment as an Assistant Teaching Professor, Associate Teaching Professor or Teaching Professor, shall, as a term of employment, be a Member of this Plan, effective from the first day of employment.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

To: EXECUTIVE AND GOVERNANCE COMMITTEE

From: VICE-PRESIDENT FINANCE AND OPERATIONS

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

cc: President and Vice-Chancellor

Meeting Date: March 30, 2016

Subject: Gustavson School of Business Executive Education – Separate Legal Entity

Basis for Jurisdiction: Committee's Terms of Reference

Strategic Relevance:

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

Background:

Similar to many business schools in Canada and around the world, the Gustavson School of Business (GSB) offer professional development and consulting services for governments, international governmental agencies, crown corporations, private sector organizations and privately held businesses both in Canada and around the globe. These programs are non-degree granting and are typically offered through a contractual arrangement with the party acquiring our services. GSB Executive Programs are taught by a mix of UVic faculty, faculty from other educational institutions and private contractors. The services range from consulting to facilitation to teaching and are often a blend of all three elements. The executive programs are operated as a profit centre within GSB.

In recognition of the potential liability and business risks that are different than that of the university a separate legal entity (GSB Executive Education Inc.) was created in 2015 to deliver these

programs. In addition to protecting the university from the additional liability and business risks of the executive programs other advantages of a separate corporation are:

- **Responding to Client Needs:** A separate corporation has the ability to respond more quickly to client needs and new opportunities through a streamlined decision and approval process.
- **Flexibility with Contracting:** The method of contracting and required terms of contracts can be more readily tailored to suit circumstance than when the university is contracting. Contracting by the university may be limited by policy, which can restrict flexibility and place requirements on contracts as the university generally must ensure consistent handling of contracts across the faculties.
- **Separation of Costs:** By establishment of a separate corporation, a clear separation of degree and non-degree program costs can be achieved. GSB Executive Education Inc. has separate accounts and pays for services and facilities received from the university.
- **Administrative Flexibility:** executive program requirements often do not fit well with university policies (for example travel that is reimbursed by clients but does not conform to university travel policies). GSB Executive Education Inc. has the ability to develop policies and administrative practices tailored to the needs of executive programs which significantly reduce administrative burdens on the executive programs and the University.
- **Composition of Staff:** GSB Executive Education Inc. has greater freedom to contract with persons to assist in the delivery of its programs. An additional benefit of this is that it increases the attractiveness of teaching executive programs for persons employed to carry out other duties by the University and improves the sustainability of executive programs.

There is no change in the operations of the executive programs. GSB Executive Education Inc. receives administrative services from the university which it pays for, and all profits from the corporation are returned to the university.

Prior to incorporation of GSB Executive Education Inc. a legal review was carried out which concluded that establishment of the corporation would not result in the breach of any legal obligations of the university.

GSB Executive Education Inc. is owned solely by the university. The majority of the board members are UVic employees including the Associate Vice-President Academic Planning, the Associate Vice-President Financial Planning & Operations and the General Counsel for the university. The Provost, through the Dean of Business, will continue to have oversight responsibility for the activities of the corporation and the accounting will be overseen by UVic Financial Services. As a wholly owned subsidiary, the results of GSB Executive Education Inc. will be consolidated into the financial statements of the university



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

March 7, 2016

To: Operations and Facilities Committee

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



cc: President and Vice-Chancellor

Meeting Date: March 29, 2016

Subject: Enrolment Projections for 2016-17

Basis for Jurisdiction: University Act, s. 27

Strategic Relevance: The enrolment projections support the Strategic Plan's objective to actively recruit and retain outstanding students from diverse regions and backgrounds and assists the university in developing effective, data-driven student recruitment and retention programs.

Previous Consultation: Senate meeting on March 4, 2016

Recommendation:

THAT the Operations and Facilities Committee recommend to the Board of Governors that the Board of Governors approve the recommended enrolment level of 18,290 FTE for the 2016/17 academic year, subject to revisions in the event of

new information regarding mandated growth, funding levels, and application rates, as approved by Senate at its meeting on March 4, 2016.

Background:

Senate approves full-time equivalent (FTE) enrolment targets annually for the university. The Ministry of Advanced Education has indicated that for 2016/17 there will be no funded increase in graduate and undergraduate FTEs. Thus, pending confirmation of the Ministry's figures, the Ministry's total enrolment target will remain at 16,240 and possibly lower due to enrolment recalibrations via the Jobs Skills Plan.

Because international enrolments are not included in the Ministry target, UVic's total enrolment levels will be higher. The international enrolment plan called for 1,700 international undergraduate FTE in 2015/16. UVic achieved this level well ahead of schedule and actual enrolments are just over 2,100 FTE. As this enrolment level is expected to persist for at least three years and Faculties and Departments have been resourced to support that enrolment, UVic is assuming that this international undergraduate enrolment level will be maintained at 2,050 FTE and therefore the overall enrolment recommendation for 2016-17 will be set at 18,290 FTE.

Attachment(s): Memorandum to Senate on enrolment projections for 2016/17



University
of Victoria

Vice-President Academic and Provost

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Victoria British Columbia V8W 2Y2 Canada
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E-mail provost@uvic.ca Web <http://www.uvic.ca/vpac>

MEMO

Date: February 17, 2016

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

From: Valerie Kuehne, Vice-President Academic & Provost

Re: **Enrolment Projections for 2016-2017**

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

Highlights

This memorandum recommends the level of student enrolment for the coming year (2016/17). For the year 2015/16, the University of Victoria was funded by the Ministry of Advanced Education (AVED) to enrol 16,463 FTE students. In consultation with the Ministry, and in response to the provincial Jobs Skills Plan, UVic lowered, with no loss in provincial grant, its overall enrolment target to 16,240 FTE. This was achieved by focusing enrolments in areas of provincial priority while reducing its non-targeted enrolments. UVic expects to continue to modestly recalibrate enrolment targets with the province over the next two years.

The Ministry indicates that for 2016/17 there will be no funded increase in graduate and undergraduate FTEs. Thus, pending confirmation of the Ministry's figures, the **Ministry's total enrolment target for UVic will remain at 16,240** and possibly lower due to enrolment recalibrations via the Jobs Skills Plan.

Because international enrolments are not included in the Ministry target, UVic's total enrolment levels will be higher. The international enrolment plan called for 1,700 international undergraduate FTE in 2015/16. UVic achieved this level well ahead of schedule and actual enrolments are just over 2,100 FTE. As this enrolment level is expected to persist for at least three years and Faculties and Departments have been resourced to support that enrolment, UVic is assuming that this international undergraduate enrolment level will be maintained at 2,050 FTE and therefore **the overall enrolment recommendation for 2016-17 will be set at 18,290 FTE**. The recommended enrolment level for international undergraduates does not necessarily represent UVic's long term desired enrolment and will be reviewed as part of our academic, international, and enrolment planning efforts.

Background

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

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

Analysis

This section describes the components of our enrolment plan.

The University is expected to meet the enrolment targets set by the Ministry of Advanced Education, as they provide the base operating grant and programmatic funding to the institution. For the 2015/16 academic year the University of Victoria was funded for **14,134 FTE** undergraduate students and **2,106 FTE** graduate students, for a total of **16,240 FTE**. For 2016/17 we have been advised by AVED to expect no change in targets for undergraduate or graduate enrolments—the total provincially funded enrolments will remain at **16,240 FTE**.

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

Report on 2015/16 Targets

The Fall interim enrolment report to the Ministry of Advanced Education shows that 2015/16 AVED-funded enrolments (which do not include international students) at the University of Victoria are projected to be 102.3% of the overall target (16,621 FTE on a target of 16,240 FTE). While UVic has significantly exceeded the graduate enrolment target set by AVED, we will not meet the ministry target for domestic undergraduate students, even though total FTE

targets have been surpassed and the gap between domestic undergraduate targets and actuals is narrowing¹.

Growing our international undergraduate population has been a strategic priority and that goal has been realized—there has been a 19% percent increase in international students this year. International students now account for 13% of all undergraduates and 29% of all graduate students. Overall, international students comprise 15% of the student population.

International undergraduate enrolments are currently well above the level set out in the enrolment plan: 2,112 FTE on a plan of 1,700. While we are beyond our planned level, we expect those enrolments to persist for three years and have resourced Faculties and Departments to support that enrolment level. The recommended enrolment level of international undergraduate students at 2,050 FTE does not necessarily represent UVic's long term desired enrolment level and will be reviewed as part of our academic, international, and enrolment planning efforts.

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

FTE Enrolments by Year (includes international students)

	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	10 year change	1 year change
Undergrad	13,694	13,450	13,648	14,182	14,828	14,815	14,726	15,065	15,381	15,865	1,687	484
Graduate	2,096	2,122	2,252	2,447	2,678	2,808	2,847	2,952	2,986	2,868	890	-118
Total	15,790	15,572	15,900	16,629	17,506	17,623	17,573	18,017	18,367	18,733	2,577	366

¹ Progress has been made to reduce our undergraduate shortfall. In 2014/15 the shortfall was 814 FTE and for 2015/16 it is projected to be 318 FTE.

AVED Target Comparison

	AVED Funded 2015/16 Target	Projected 2015/16 Total	Variance from AVED Target
Domestic UG FTE	14,134	13,753	-381
Graduate FTE	2,106	2,868	762
Total funded FTE	16,240	16,621	381

Internal Enrolment Level Comparison

	UVic Recommended 2015/16 Levels	Projected 2015/16 Total	Variance
Domestic UG FTE	14,134	13,753	-381
International UG FTE	1,700	2,112	412
Subtotal UG FTE	15,834	15,865	31
Graduate FTE	2,106	2,868	762
Total FTE	17,940	18,733	793

Enrolment matters will continue to receive attention. However, with our strategic direction to remain at our approximate current size, UVic has largely finished its aggressive growth period. With this limit on growth, our enrolment attention will be focused on the strategic goals of meeting our domestic undergraduate targets, enhancing the quality of our entering class, increasing overall retention rates, and diversifying our international population. Enhancing retention, and therefore student success, will continue to be a key enrolment management strategy.

The university will continue to explore rebalancing the undergraduate-graduate mix in order to better reflect our mission as a research intensive institution and meet the objectives of the provincial Jobs Skills Plan.

From an enrolment perspective, enhancing quality will be achieved by offering competitive entrance scholarship packages, increasing applications and admissions of high calibre undergraduates, and enhancing retention rates and timely graduation for all students. This will also facilitate our achieving the ministry target associated with domestic undergraduates. Internationalization will be achieved by diversifying enrolments and increasing retention rates of

international students, but also by enhancing pathways between the Division of Continuing Studies and our academic programs, and increasing opportunities for international student exchange experiences.

With a substantial growth in post-secondary capacity across the province over the past decade and a declining domestic youth population, the student recruitment environment is increasingly competitive. With the goal of being a university of choice, the recruitment of outstanding students from diverse backgrounds and areas continues to be a high priority.

Recommended Enrolment Levels for 2016/17

The list below shows expected enrolment levels for both Ministry-funded enrolment accountabilities and UVic's internal enrolment expectations for 2016/17. It is proposed that we approve a recommended enrolment level of **18,290 FTE**. Faculty plans have been developed to accommodate at least this level of enrolment. Admission standards will vary by program, depending upon levels of student interest and demand, but as in past years will be above the senate-approved standards (which are 67% for high school graduates and 60% for college transfers).

Summary of 2016/17 Enrolment Recommendations:

2016/17 Ministry funded undergraduate FTE	14,134
2016/17 Ministry funded graduate FTE	2,106
Total Ministry funded FTE for 2016/17	16,240
Planned enrolments beyond funded level	2,050
Recommended Enrolment Level for 2016/17	18,290

I request that Senate approve the following motion:

THAT Senate approve, and recommend to the Board of Governors that it also approve, a recommended enrolment level of 18,290 FTE for the 2016/17 academic year, subject to revisions in the event of new information regarding mandated growth, funding levels, and application rates.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

To: OPERATIONS & FACILITIES COMMITTEE

From: Valerie Kuehne, Vice-President Academic and Provost

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

Gayle Gorrill, Vice-President Finance and Operations

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cc: President and Vice-Chancellor

Meeting Date: March 30, 2016

Subject: Prevention of and response to incidents of sexualized violence

Strategic Relevance:

UVic's mission statement contains a commitment to "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." Objective 1 in our strategic plan is "to be a diverse and welcoming learning community with a demonstrated commitment to equity and fairness". Related strategies include:

(1) (d) Actively promote and communicate coordinated practices of inclusion, respect, wellness, accessibility, safety and accommodation as the foundations of a healthy university community.

36a) Design and implement programs that help create a healthy university community.

Background:

Over the course of the last several years, numerous high-profile and concerning incidents of sexualized violence have occurred on Canadian campuses, including UBC, Dalhousie, Saint Mary's University and our own campus. These incidents and the subsequent institutional responses have received significant media attention and universities have come under increased

public scrutiny with respect to education, prevention, and responses to incidents of sexualized violence. More generally, the manner in which institutions respond to issues of sexualized violence is becoming an increasingly high-profile topic at institutions across North America. Universities are part of the broader society, and as such, these issues are a challenge for universities as they are for Canadian society.

The President referred to sexualized violence in his report to the Board at its November 2015 meeting. This document provides additional information to the Board on the following:

- 1) prevention efforts
- 2) how UVic responds to incidents
- 3) provincial context
- 4) next steps.

UVic's efforts to prevent sexualized violence

Sexualized violence is never acceptable and UVic is committed to providing all members of our campus community with a safe, supportive and respectful environment through education and safety programs.

UVic has annual and continuing programs to further the dialogue about sexualized violence in society. New Student Orientation includes Sexualized Violence Awareness Week, a collaboration between the university, UVSS and the Anti-Violence Project, with educational activities including the "Let's Get Consensual Campaign" and other opportunities to engage students in conversation and promote a safer and healthier campus.

Student Affairs has launched a designated web resource on sexualized violence, intended to provide guidance to those looking for help or supporting a survivor, including a printable resource entitled, "Guide to Supporting and Assisting Sexual Assault Survivors". The website also includes a section on Campus Education and Awareness that features information on upcoming training opportunities and UVic's awareness campaigns, as well as media resources on consent and sexualized violence. www.uvic.ca/consent

This coming fall, UVic will be offering a Behaviour Intervention Training (BIT) program. The bystander program is designed to change campus norms and attitudes about the acceptability of sexual assault. The program uses a community of responsibility model to teach bystanders how to intervene safely and effectively in cases where sexual assault may be occurring or where there may be risk.

The university also has the following measures in place to safeguard our campus:

- A continuous visible presence with Campus Security patrolling campus by foot, bike and vehicles 24 hours a day.
- A campus Safe Walk program where anyone can request a security escort on campus after normal business hours.
- A Campus Alone program for all members of the campus community for reporting their whereabouts to Campus Security when they work or study on campus during evenings, weekends and holidays.

The university has Personal Safety Coordinators who coordinate personal safety programs and act as Campus Security liaison for local safety committees. Personal Safety Coordinators are available to assist people who have personal safety concerns around issues such as criminal harassment and assault.

As a result of increased education and awareness, we can expect to see a rise in the number of incidents being reported. Also, evidence of quick response by the university and charges being laid by police encourages survivors to come forward.

How UVic responds to incidents of sexualized violence

UVic takes allegations of sexualized violence very seriously. When an incident is reported to Campus Security, Counselling Services, Health Services, Student Affairs or the Equity and Human Rights Office, the immediate concern is for the person's wellbeing. The university offers counselling, health services, as well as contacts for other on campus and community support services. We also work closely to support the survivor's choice of how they report an incident and whether they decide to contact police. Campus Security can assist a person with the process of reporting to the police. For matters under university jurisdiction, UVic's internal investigations may continue while legal proceedings are underway unless UVic is requested not to do so.

When a formal report is made, the university takes action consistent with existing university policy. At this time, the University of Victoria does not have a dedicated sexual assault response policy or detailed procedures. Reported allegations of sexual assault or sexual harassment are investigated and addressed under the Resolution of Non-Academic Misconduct Allegations Policy ([AC1300](#)), Violence and Threatening Behaviour Policy ([SS9105](#)), or the Discrimination and Harassment policy ([GV0205](#)). When reported, allegations are taken seriously, and responded to through a variety of approaches depending on the policy that provides the most appropriate means to investigate and address the specific details of the allegation. In the case of faculty and staff, these are handled through the appropriate collective agreements as well as the Discrimination and Harassment policy.

The university follows a confidential and fair process when there are allegations of policy violations. Violations can result in university privileges being suspended, cancelled or withdrawn for a fixed or indefinite period or termination from the university.

The university may also take immediate measures when it is reasonably believed that action is required to remove an individual partially (for example, continued access to classes but no other access) or completely from university property as their continued presence poses a high potential of risk. This step is usually an interim measure until a formal investigation is completed.

Provincial context

In the light of recent cases, UVSS and others have called for a similar approach for BC as the one being taken by Ontario. On March 8, 2016, the Ontario Government passed the Sexual Violence and Harassment Action Plan Act, which will sanction requirements for workplaces, campus and communities to address sexual violence and harassment. Among its requirements, the Act requires post-secondary institutions to have their own stand-alone sexual violence policy that would undergo a review every three years with student involvement.

In December 2015, the BC Ministry of Advanced Education established a small Working Group with representatives from several institutions, including UBC, and senior legal counsel from the Ministry of Justice. The Working Group was tasked with developing a draft framework that post-secondary institutions could consider in developing policies and actions for sexual violence prevention and response. In mid/late January, an early draft was shared with all institutions as well as with the Ending Violence Association of BC.

The Guidelines and Principles for a Comprehensive Approach to Prevent and Respond to Sexual Violence at BC Public Post-Secondary Institutions reflects feedback UVic provided to this

provincial Working Group and incorporates leading practice examples from both British Columbia and other jurisdictions.

It is anticipated that this document, when finalized, will create a new standard for the manner in which BC post-secondary institutions approach issues of sexualized violence.

Most recently, the University of British Columbia, Simon Fraser University and Thompson Rivers University have moved ahead in the development of separate institutional policies to guide education and response protocols around issues of sexualized violence for all members of their campus communities.

Next steps

As indicated to the Board previously and to the Senate at its most recent meeting, the President has initiated a review of the university's practices and policies related to sexualized violence, including reviewing options in relation to education, prevention, response to incidents, policy and tracking of sexual violence. This will take into consideration the new standard for BC public post-secondary institutions.

On March 15, Premier Christy Clark promised to work with BC Green Party Leader and Oak Bay-Gordon Head MLA Andrew Weaver on an urgent basis to introduce legislation to address sexual violence on university and college campuses. Andrew Weaver had introduced a private member's bill similar to legislation in Ontario that would require all BC colleges and universities to adopt policies on sexualized violence and require reporting to the government and Board of Governors.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

March 17, 2016

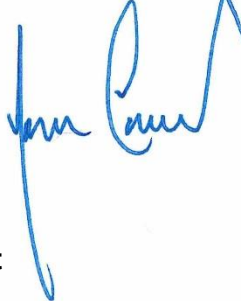
To: Operations and Facilities Committee

From: Prof. Jamie Cassels, QC
President and Vice-Chancellor

Meeting Date: March 30, 2016

Subject: **2015 Policy Review Annual Report**

Basis for Jurisdiction: University Act s. 27(2)(x)
Strategic Plan, Objective 26
Policy on University Policies and Procedures (GV0100)



Strategic Relevance: The University's governance bodies are responsible for high-level policy approval and for oversight over the University's policy framework. The Policy on University Policies and Procedures, approved by the University Senate and the Board of Governors, calls on the President to provide an annual report on university policies developed and reviewed. In addition, Objective 26 of the Strategic Plan addresses policy development – in particular Key strategy 26b: “enhance organizational effectiveness through the ongoing cyclical review of all policies to make sure they are concise, functional and accessible”.

Previous Consultation: The 2015 Policy Review Annual Report was received by Senate at its meeting on March 4, 2016.

Background: The 2015 Policy Review Annual Report captures university policy activities and accomplishments in the 2015 calendar year and outlines current policy activities and priorities for 2016. This will also entail a process to review our policies and practices related to education, prevention and response to incidents of sexual violence. More information about university policies is available on the University Secretary's website at www.uvic.ca/universitysecretary/policies.

Attachment(s): 2015 Policy Review Annual Report



University
of Victoria

Date: February 25, 2016
To: Members of the Board of Governors and Senate
From: Prof. Jamie Cassels, President
Re: 2015 Policy Review Annual Report

1. Introduction

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

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

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

The report also identifies university policy related priorities for 2016.

2. Update on the Implementation of the Policy Framework

Overall, the university continued its progress in 2015 in implementing the university policy framework. The responsibility for drafting of new policies and the revising of existing policies has been assumed by the Designated Executive Offices (the president's office or individual vice-presidents' offices). The University Secretary's office continues to coordinate policy development and ensures new policies and policy changes are consistent with the Policy on University Policies and Procedures.

In December 2015, with the support of the university executive, the University Secretary's office initiated a project that will support the policy review and renewal work of the university including the work of the Designated Executive Offices.

3. Summary of Policy Activities from April 1, 2015 to January 31, 2016

(a) *New Policies and Procedures Developed or Under Development*

Since April 1, 2015, no new university policies or procedures were approved. The following new policies and procedures were under development:

Policy or Procedure	Purpose and Rationale for Development
1. Procedures for the Appointment, Review and Re-Appointment of Associate Deans (consolidation) (NEW)	Under development. New policy to consolidate the appointment procedures for Associate Deans into one "umbrella" policy, similar to the consolidated decanal policy GV0450.
2. Booking of University Facilities or Space for Secondary Purposes policy (NEW)	Under development. New policy to replace the following existing booking policies BP3400, BP3405, BP3410, BP3415, BP3420, BP3425, BP3430, BP3435
3. Communication Policy (NEW)	Under development. New policy to replace the Distribution of News and Information Publications on the Campus policy (IM7400) and provide procedures for broadcast emails (currently in policy IM7200) and brand guidelines (currently Licensing Program policy AD2215).
4. Poster, Banner and Handbill Guidelines (NEW)	Under Review. Revised document will update guidelines on the posting of posters/banners on university property; the use of university Notice Boards; the distribution of handbills; and chalking on university property.
5. Research Funding Management and Financial Accountability policy(NEW)	Under development. New policy to clarify the management of research grants and deal with unauthorized over-expenditure.

(b) *Existing Policies and Procedures Under Development*

The following policies and procedures were under development:

Policy or Procedure	Purpose and Rationale for Development
1. Procedures for the Appointment of Chairs and Departments or Divisions (GV0700)	Under Review. Scheduled for completion 2017 – subject to consultations
2. Protection of Privacy policy (and associated Procedures) (GV0235)	Under Review. Scheduled 3-year review.
3. Records Management policy (and associated Procedures)(IM7700)	Under Review. Scheduled 3-year review.
4. Information Security policy (and associated Procedures)(IM7800)	Under Review. Scheduled 3- year review.

(c) *Revised Policies and Procedures*

Since April 1, 2015, the following university policies and procedures were revised:

Policy or Procedure	Summary of Amendments
1. Building and Grounds Usage policy (BP3105)	Minor editorial changes. Completed: April, 2015
2. Furnishings, Fittings, Finishes and Artwork policy (BP3130)	Minor editorial changes. Completed: April, 2015
3. University Signage policy (BP3140)	Minor editorial changes. Completed: April, 2015
4. Discrimination and Harassment policy (and associated procedures) (GV0205)	Minor revisions to bring in line with WorkSafe BC policies. Completed: June, 2015
5. Procedures for the Selection of the Registrar (GV0400)	Revised. Completed: May, 2015

Policy or Procedure	Summary of Amendments
6. Professional Development Expense Policy for PEA staff (HR6420)	Revised. Completed: June, 2015
7. Travel and Business Expenses policy (HR6500)	Editorial changes. Completed: April, 2015
8. University Smoking policy (AD2405)	Editorial changes. Completed: April, 2015

(d) *Rescinded Policies and Procedures*

Since April 1, 2015, the university rescinded the following policies and procedures that no longer met the university policy standard or had been superseded by other policies or documents.

Policy or Procedure	Rationale for Rescinding
1. Appointment of Foreign Academics (HR6320)	Rescinded – The policy did not meet the university policy standard pursuant to the <i>Policy on University Policies and Procedures (GV0100)</i> . In order to meet the university policy standard, a policy must be current and relevant. University policies must also be principle-based statements to be followed in carrying out the activities of the university and must have broad application throughout the university.

(e) *Policies with Transferred Approving Authority*

In 2015 no approving authorities were transferred based on current organizational responsibilities.

4. University Policy Goals and Priorities for 2016

- (a) *Finalize University Policies Under Review – brought forward from previous years (2011-2015)*

Policy or Procedure	Status
1. University Facility and Space Booking policies: (a) External Bookings of University Space (BP3400) (b) Use of University Facilities of Academic Departments by External Organizations (BP3405) (c) University Centre Foyer Booking (BP3410) (d) University Centre A180 Booking (BP3415) (e) Operation of the Cadboro Commons Building (BP3420) (f) Booking Policy - Residence & Food Facilities (BP3425) (g) Booking of Physical Education, Athletics and Recreational Facilities (BP3430) (h) University Centre Auditorium: General Use & Booking (BP3435)	Under review as part of project to review and combine the university's booking policies. Targeted for completion in 2016.
Policies related to student residences (a) Student Residences Policy (BP3500) (b) Operation of Family Housing Policy (BP3505) (c) Residence Services - Budget Policy (FM5515)	Completion delayed. Targeted for completion in 2017
2. Signing Authority (FM5100)	Targeted for completion in 2016
3. Intellectual Property (GV0215)	Completion 2017 – subject to consultations
4. Statement of Policy Regarding Deans of Faculties (GV0660)	Under review. Completion 2017 – subject to consultations

Policy or Procedure	Status
5. Determination of Employment Relationship (HR6325)	Completion 2017 – subject to consultations
6. Distribution of News and Information Publications on Campus (IM7400)	Under review as part of project to review the university's communication policies
7. Liquor Policy (AD2400)	Targeted for completion in 2017
8. Discrimination and Harassment Policy (GV0205)	Targeted for completion in 2017
9. Purchasing Services Policy (FM5105)	Targeted for completion in 2016/2017
10. Protection of Privacy Policy (GV0235)	Targeted for completion in Spring 2016
11. Records Management Policy (IM7700)	Targeted for completion in Spring 2016
12. Information Security Policy (IM7800)	Targeted for completion in Spring 2016
13. Establishment of Diploma and Certificate Programs (AC1135)	Targeted for completion in Spring 2016
14. International Fieldwork and Travel Policy (AD2210)	Targeted for completion in 2017
15. Internal Audit (GV0220)	Targeted for completion in 2016/2017
16. Risk Management Policy (GV0225)	Targeted for completion in 2016/2017
17. Establishment and Review of Research Centres (RH8300)	Targeted for completion in 2017
18. Educational Services Contract (AC1100)	Targeted for completion in Spring 2016
19. Flag Display policy and procedures (AD2300)	Targeted for completion in February 2016
20. Conflict of Interest and Confidentiality policy (GV0210)	Targeted for completion in 2016
21. Auditor Independence: Retention of External Auditors for Audit, Tax and Other Non-Audit (GV0230)	Targeted for completion in 2016/2017

Policy or Procedure	Status
22. Appointment of Non-Academic Associate Vice-Presidents and Non-Academic Assistant Vice-Presidents (GV0345)	Targeted for completion in Spring 2016
23. Appointment and Review of the Head of the Division of Medical Sciences (GV0500)	Targeted for completion in Spring 2016
24. Prevention of Violence in the Workplace (SS9120)	Targeted for completion in 2016

(b) University Policies/Projects Targeted for Review in 2016

Policy or Procedure	Status
1. Title of Emeritus or Emerita (AC1140)	Targeted for completion in 2016
2. Conferences Supported by the University (AD2320)	Targeted for completion in 2016
3. Key and Access Card (BP3125)	Targeted for completion in 2016
4. Waste Management (BP3600)	Targeted for completion in 2016
5. Capital Expenditures on Physical Plant (FM5205)	Targeted for completion in 2016
6. Indirect Costs of Research (FM5400)	Targeted for completion in 2017
7. Appointment and Review of Research Centre Directors (GV0705)	Targeted for completion in 2017
8. Duties & Responsibilities of Research Centre Directors (GV0715)	Targeted for completion in 2017
9. Sustainability policy (GV0800)	Targeted for completion in 2017
10. Research Policy (RH8100)	Targeted for completion in 2017
11. External Research Funding Agreements (RH8200)	Targeted for completion in 2017
12. Research Grants in Lieu of Salary (RH8205)	Targeted for completion in 2016

(d) *Other Policy Related Priorities*

Other university policy-related priorities for 2016 include:

- continue to identify and rescind or relocate university policies and procedures that no longer meet the university policy standard; and
- continue to analyze and determine where additional new university policies and procedures are required and where related policies can be consolidated.

3



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

To: FINANCE COMMITTEE
From: VICE-PRESIDENT ACADEMIC AND PROVOST *Valerie Stuebe*
VICE-PRESIDENT FINANCE AND OPERATION *Don*
cc: President and Vice-Chancellor
Meeting Date: March 30, 2016
Subject: 2016-17 to 2018-19 PLANNING AND BUDGET FRAMEWORK
Basis for Jurisdiction: Committee's terms of reference, and
University Act Section 27

Strategic Relevance:

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

Recommendation:

THAT the Finance Committee recommend to the Board of Governors that the Board of Governors – taking into account PART I of the 2016-17 to 2018-19 Planning and Budget Framework summarizing the results of the integrated planning process – approve PART II of the 2016-17 to 2018-19 Planning and Budget Framework, including the tuition and fee increases contained therein, and authorize the President to develop and implement the detailed operating budget for the 2016/17 fiscal year.

Background:

Attached is the 2016-17 to 2018-19 planning and budget framework document. The budget framework is based on the strategic plan as prioritized for the next three years through the integrated planning process.

For the 2016-17 fiscal year, the Board of Governors is asked to approve the following:

- increases in student fees and application fees equal to BC CPI of 2.0% as outlined in appendix 1;
- increase in the athletics fee by 2% from \$82.10 to \$83.75;
- increase in housing fees for 2016-17 as contained in appendix 2 as part of an 8 year plan to support a required deferred maintenance program;

- increase in parking fees as contained in appendix 3; and
- increase in child care fees as contained in appendix 4.

As part of the process for the development of the budget framework, in November 2015 the Board was provided a budget update which outlined the projected financial position of the university, excluding any enrolment increases, the suggested budget approach that would be used for the development of the 2016/17 operating budget and the expected fee rate increases for ancillary operations. As part of this discussion the Board considered a motion to reduce the residence fee increase from the amount presented as part of an 8 year plan to fund a required maintenance program. This motion was defeated and, accordingly, the assumptions are consistent with the document presented in November 2015.

Attachment: 2016-17 to 2018-19 Planning and Budget Framework



2016-2017

Planning & Budget Framework

Part I: Integrated Planning Framework

Part II: Budget Framework and Three Year Plan



March 30, 2016



University
of Victoria

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Part 1: Integrated Planning Framework

President Cassels' Campus Conversations report confirmed that the University of Victoria's Strategic Plan, "A Vision for the Future – Building on Excellence" continues to provide direction and focus for institutional efforts; the report further confirmed that there is a substantial degree of alignment within the campus community for the Plan's overall direction. However, the President has clearly identified a need to further *focus and prioritize* efforts and take a sequenced approach to the many initiatives in play.

Sparked by the Campus Conversations report and the identified need to sharpen our institutional narrative in an increasingly competitive environment, our new messaging and position, the UVic Edge, now provides a guide that both captures our priorities and actions as an institution and helps to consistently communicate our distinctive commitment to dynamic learning, vital impact and an extraordinary academic environment. Our messaging, and ensuring Canada and the world hear about our accomplishments and successes will be key to attracting the highest quality students, faculty and staff to our university, which will only further enhance our reputation.

Part 1 of this Planning and Budget Framework aligns with the Strategic Plan and provides information on progress in the implementation of the Strategic Plan. In addition it sets out the areas of focus, and opportunities for improvement in quality that the Integrated Planning Committee, led by the Provost, has identified for 2016-17 to 2018-19. Rather than being a comprehensive document covering all university activities, this planning and budget framework is focused on areas of priority and investment over the coming three years and builds on the range of multi-year commitments initiated in last year's plan. The Integrated Planning process involved the careful evaluation and examination of a wide range of requests to establish priorities and balance needs – what follows is the outcome of those deliberations.

Within the context of maintaining our commitment to being a student-centred, research-intensive university with a wide array of academic programs and maintaining overall student enrolment at about the same size, attracting, retaining and supporting the very best students continues to be of utmost importance [SP Obj.2]. While little growth is anticipated, quality enhancement, student demand and UVic's strategic priorities will continue to change the shape of our profile.

This year we draw further inspiration from the Truth and Reconciliation Commission's Report to renew our commitment to contributing to the reconciliation with Canada's Indigenous Peoples and working towards the goal of closing the educational achievement gap [SP 3]. Developing UVic's first Indigenous Academic Plan reaffirms our commitment to act on specific TRC recommendations to enhance educational opportunities for Indigenous students and to further develop initiatives and programs of education, research, outreach and engagement, with an Indigenous focus. Supporting the highly successful LE_{NONET} program is a key component of these initiatives.

Also this year, the completion and approval of both our Strategic Research Plan [SP 22] and our Campus Plan [SP 34] will provide important direction within those two areas. The Strategic Research Plan identifies eight areas of dynamic research capability and five priorities for action. The Campus Plan will guide future decisions on the physical development of the campus and will provide an important decision-making framework for open space, land use, built form and mobility on campus.

While enhancing quality and being responsive to student demand for programs remains a continual resourcing focus, supporting the success of students both in and out of the classroom will receive important consideration this year [SP 13, 16]. In particular, student awards and financial aid [SP 2, 4] for both

undergraduate and graduate students will be a top priority – successfully recruiting and retaining the highest quality students requires UVic to distinguish itself in a competitive market. Support for students in terms of student mental health, advising and counselling services, child care and health services, will receive special attention.

Context

The environment for post-secondary education in BC continues to be financially constrained. Provincial operating grants for post-secondary institutions are expected to remain stable following three previous years of reductions. Domestic tuition fee increases are restricted to 2% limiting UVic's ability to increase revenues. International tuition fees at UVic are substantially below those of peer universities and in the coming year will be examined in the context of the total cost of education. Contractual obligations related to salaries and rising costs associated with library acquisitions and the impact of the decreasing value of the Canadian dollar are examples of pressures that continue to constrain financial planning. Investments continue to be limited to areas of strategic priority.

Within BC, a fifteen year demographic trough is underway with decreasing numbers of 18-24 year olds, the traditional age group associated with undergraduate enrolments and, historically, UVic's largest demographic segment. Competition continues to intensify for new students and UVic will respond by maintaining its focus on recruiting the best students and enhancing its unique, high quality student experience. Retention and engagement of existing students will continue to receive attention. The Edge will shape how communications and outreach activities will help reinforce the message that UVic is a university of choice for the highest quality students from British Columbia and beyond [Obj 31].

The Campus Conversations revealed widespread agreement that our university is at the right size and indeed that size is a relative strength – UVic is large enough to offer programs of teaching and research in all fields but small enough to enable personal connections for students, faculty and staff. While the overall size of the university is expected to stay about the same, there will continue to be realignments in the program mix to match priorities, student demand and the research foci of faculty [SP 12], as articulated in the Strategic Research Plan. Graduate enrolment remains robust and will shift incrementally to areas of research strengths as articulated in the Strategic Research Plan's thematic areas.

The provincial Skills for Jobs Blueprint and the recently released 2024 Labour Market Outlook continue to reinforce government's direction that a proportion (25%) of the university's operating grant must be directed towards programs that support a priority set of occupations. UVic has submitted two years of Skills Gap Plans and the remaining two years left in the plan will be achieved through a balance of realignment and shifts within provincial priority program areas.

International student demand has been very strong 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. Building upon last year's investments, further funding will be directed to those areas that have experienced growth in order to support students and faculty, and augment student services [SP 20].

A refreshed International Plan will help guide our initiatives in the coming years. A global perspective and strategy is fundamental to our university's functioning, identity and achievement of excellence. Building capacity at home and abroad, we will encourage every student to obtain a global experience that links them with the world and that supports their development as global citizens. A commitment to building a thoughtful, internationalized research and education strategy is a core part of our mission.

At just over fifty years since its establishment as a degree granting university, UVic's physical infrastructure is showing signs of requiring further renewal and enhancement. There is an identified need to invest in capital to support strategic priorities including renewal of existing spaces and increasing space to support academic areas with the greatest space pressures to address both teaching and research. Student residences are also in need of renewal. Much like the operating grant reductions from government in prior years, there is also reduced government funding for capital projects, therefore fundraising as well as increased university resources will be important funding sources for these infrastructure priorities [SP 34].

Sharpening Focus and Building on Strengths

(a) Building on Excellence in Education for Undergraduate and Graduate Students

As anticipated in the "People" and "Quality" sections of the Strategic Plan, the academic and research goals of our faculty and their pursuit of excellence have enabled UVic to create new and exciting programs for our students as well as refine and enhance existing undergraduate and graduate offerings. These new programs in particular have proved enormously popular with students and demonstrate clearly the congruence between our strategic and academic priorities with both societal and student demand.

As in previous years, enhancing the quality of academic programs along with anticipating and supporting student demand in key program areas are always priorities; and, continuing to support efforts at improving student retention and engagement will inform our strategic enrolment management outlook.

Offering competitive, multi-year awards to recruit and retain the highest quality students, both undergraduate and graduate, is key to meeting our strategic enrolment goals, including enhancing the quality of our student body. As a destination university, attracting the best students from near and far will always have financial challenges – we know that competitive entrance scholarship packages are key to meeting this objective.

Graduate students continue to be a strategic focus for the university. Indeed, robust graduate enrolments in research programs are an important part of the student mix for a research intensive university, contributing to the academic, strategic and financial objectives of the institution. Our success as a research intensive university and in particular our success in attracting outside funding from the research granting agencies is conditional on high quality and robust graduate enrolments in research-eligible programs. To achieve these goals, an enhanced and sustainable scholarship program that will provide more competitive funding to graduate students across research programs will be launched this year with a five-year implementation plan.

As elaborated in last year's framework and as part of a multi-year commitment to change our overall enrolment profile, there will be investments in supporting our plans to grow Engineering, particularly the Civil Engineering program, in parallel with a funding request to government. Enrolment shifts are not limited to that area however; demand for programs in the Gustavson School of Business and the faculties of Social Sciences and Science continue to be strong. Building on prior year commitments in order to ensure it is sustainably resourced is the Academic Writing unit in the Faculty of Humanities which serves the majority of UVic's undergraduate students.

Student success remains a key priority: student life programming; student mental health initiatives; services and supports to students with disabilities including the alternative text program; child care; and health services have all been identified as priority areas over the next three years.

The growth in international student enrolment over the past four years will continue to be matched by investments in the faculties, departments, and student service areas including: Engineering; Business; Economics; English language support; Academic advising; International advising (undergraduate and graduate); Co-operative Education; and the Pathways program, whereby students complete English language training in the Division of Continuing Studies before entering an academic program. A tiering strategy for international recruitment is already contributing to further diversify the number of countries from which our international students originate.

The LE, NONET program offers a suite of offerings designed to help indigenous students throughout their educational journeys. It aligns with the 'calls to action' outlined in the Truth and Reconciliation Commission Report for education and training that will contribute to the safety and prosperity of Indigenous students. In this and the coming years, supports for Indigenous students will continue to be enhanced including building on earlier commitments for mentorship and financial aid as well as community liaison and outreach. Furthermore, a range of graduate stipends and travel subsidies will address some of the ongoing financial needs of those students.

UVic has a unique position as a leading Canadian institution that provides a wide range of experiential learning opportunities for students. Experiential learning will be enhanced particularly in areas of student enrolment demand as well as for work-term placements here and abroad for both international and domestic students.

Educational technology, learning and teaching support as well as enhancements to classrooms and laboratories in need of renewal were initiated in last year's plan and will continue to be enhanced this year and the year following. We will address educational technology demand by increasing the number and improving existing campus services with a focus on improving course delivery and achieving learning outcomes.

The Learning and Teaching mission will be enhanced with additional English specialists; TA and tutor training; and, support for ongoing curricular reviews. Classroom and lab enhancements will include the implementation of a long term plan to renew classroom technology and infrastructure based on updated classroom standards; and, upgrading teaching laboratories.

As UVic continues to be a destination university with over 70% of students coming from outside the Victoria region, work is underway to assess a further expansion of Student Residences. In its first year of operations CARSA provides to record numbers of students, faculty and staff, as well as alumni and the broader community a state of the art recreation facility and will assist in marketing the university as a desirable destination for all students, including student athletes.

(b) Building on Excellence in Research, Scholarship and Creative Activity

The Strategic Research Plan provides UVic with an opportunity to reflect on our research strengths, the calibre of our faculty, staff and students, and the impact of our research on Vancouver Island, nationally, and internationally. The plan will help our university to consolidate and project this enviable foundation for research into the future. The Strategic Research Plan identifies how UVic can achieve research excellence and impact in an increasingly competitive research environment.

There are significant decisions to be made about the governance of research, decisions which have immediate and long-term implications for sustaining research excellence at UVic. These include the development of guidelines and remedies for sustaining research chairs, particularly Canada Research Chairs whereby salaries

for many Chairs now exceed the size of the grant received. Decisions must also be made about ongoing institutional supports for Animal Care Services. A third domain of decision making involves the management, user engagement, and sustainability of large scale research infrastructure which requires central coordination, management and supports. Finally, as new standards and strategies for marketing and communications are absorbed throughout the university, a renewed approach to, and resources for, the communication of UVic's research enterprise will be required to ensure optimal communications to key audiences and stakeholders both near and far about research partnerships, knowledge mobilization, and other major initiatives such as IdeaFest.

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

The continuing depreciation of the Canadian dollar relative to the US dollar over the past year has had a negative budgetary impact on a number of areas including information technology, research infrastructure and, most visibly, the Library's acquisitions budget. Rising costs of serial subscriptions has further eroded the Library's ability to maintain the comprehensiveness and competitiveness of its holdings. The Library will continually review its serial subscriptions as well as its participation in large purchasing consortia to defray some of the impact of rising costs but investments in the Library acquisitions budget will continue to be necessary in the coming years.

(c) Building on Strengths in People: Recruitment, Retention and Engagement of Faculty and Staff

UVic's success in meeting its teaching, research and community engagement mission would not be possible without its excellent and dedicated faculty and staff. Recruitment, retention and engagement of faculty and staff remain a priority.

For faculty in particular, continuing to build a productive and cooperative relationship following the first collective agreement is a university priority. This first agreement reflects the university's commitment to improving the relative position of faculty salaries over the next five years within the constraints of the government mandate and indeed those salary increases have been built into this budget and planning framework.

Administrative and support staff are responsible for many of the services provided to students and faculty and our sessional instructors, teaching assistants and other academic staff are responsible for a significant amount of teaching. In so doing, their impact is a vital element of the extraordinary academic environment we have promised to our community. Timely and relevant learning opportunities/training during the entire employment lifecycle from on-boarding through to retirement planning and access to improved teaching platforms are ongoing areas of focus. This year will also see the implementation of a new campus-wide Employment Equity Plan (2015-20).

Aligning and Optimizing Resources Including Planning Tools and Transparency

In a post-secondary environment where enhancing the quality of academic programs is critical, it is more important than ever to align the university's resources with its priorities. In the Campus Conversations, faculty and staff expressed a desire for a more transparent, data-informed process to provide them with the tools to facilitate planning and better align resources with university priorities [SP 12].

Over the past two years, a working group and an advisory committee developed Enhanced Planning Tools to support UVic decision makers in academic, administrative and academic support units achieve their goals and our strategic institutional objectives [SP 12]. Beginning in 2016, these tools will provide important data to inform organizational forecasting in all units, faculties and departments. The centre-piece is a new software reporting and recording system that will both inform and make more accessible information valuable to planning and decision making.

While many of the measures used in the Enhanced Planning Tools are the same or similar to those used by decision-makers in years past, the new system will allow them to be used with greater transparency and rigour and be applied consistently across all academic and administrative units.

Between November 2015 and February 2016, all units on campus will provide the Enhanced Planning Tools data for their unit. This information will be collected through a new software system built by University Systems, designed for UVic's needs. This will augment centrally collected data delivered to units by the same software. Final reports will be completed by mid-February 2016. These reports will be updated annually and archived.

The academic and administrative planning cycle for 2017-18 will begin to use these reports and tools and they will inform the institution-wide, Integrated Planning process as well.

In conjunction with the development of Enhanced Planning Tools, we will review our current budget process to determine if there are opportunities to improve transparency, inform good decisions, and provide for appropriate incentives. In addition, international tuition fees are well below levels at comparable universities in BC and Canada and will be examined in the coming year. These reviews will occur in the context of the sustainability challenges that face all universities across Canada: how do we enhance quality within the financial constraints of limited increases to available funding?

Philanthropy plays an increasingly important role in ensuring that the University of Victoria will provide a first class educational experience to students and build on its research strengths. To develop a culture of philanthropy at the University of Victoria, administrators, faculty, and staff must work together to foster relationships with partners who share a common understanding, appreciation and responsibility for the importance of the joy of giving and receiving for the advancement of our university [SP 33].

To these ends the fundraising priority setting process ensures that fundraising goals align with university priorities and resources from within the alumni and development budgets have been reallocated to provide stable support to the faculties. Development staff are working collaboratively to engage donors in greater levels of support, with accountabilities in place to measure performance and inform future best practices. Predictive modelling and demographic wealth indicators are being used to identify and increase the number of potential donors. Alumni and development programs will continuously be reviewed to ensure the most strategic use of resources as measured against best practices in the industry.

Faculty, students and staff rely on information systems that are effective, secure and available 24/7. Information systems also play a key role in supporting and furthering activities across campus [SP 25]. Over the next three years, we will make prudent investments in information technology infrastructure to enhance

security, improve wireless access and increase capacity. The growth in data and systems, primarily related to research and teaching, requires us to expand the Enterprise Data Centre. Over the coming years, we will strategically invest in the digitization of university processes and modernizing the classroom experience.

Internal and External Communications and Engagement

Our university's reputation is a key factor in attracting talented faculty, students and staff; encouraging philanthropy; improving donor and alumni relations; and strengthening public and government support for our strategic priorities. Communicating our distinctive strengths, successes and achievements therefore serves to further our mission as a university with quality and excellence as touchstones.

The UVic Edge has produced a new UVic narrative, a renewed commitment to a strategic approach to communications and marketing on campus, and a compelling creative tool kit to communicate our university's distinctive strengths and unique experiences, answering the fundamental "Why UVic?" question for our key audiences, whether prospective students, faculty and staff or donors, funders, partners or policy-makers. It has also provided the opportunity to create supports and materials to assist university units to tell their stories within a consistent and coherent Edge framework and in an Edge vernacular [SP 31].

Through a high-level institutional communications and marketing plan, "Communicating the UVic Edge," the university has identified a set of critical investments it must make in order to further its strategic goals in everything from student recruitment and financial support, to enhancing UVic's reputation as a research powerhouse committed to working on issues that matter to people, communities and organizations around the world.

This multi-year institutional communications and marketing plan has created a new positioning governance structure to keep university positioning on track and create accountabilities to its goals as well as fostering opportunities for collaboration and coordination at various levels across the university. Implementation of this plan began in 2015-16 with a primary focus on building a strong foundation of understanding and support within the university community and is transitioning into a significant external phase in 2016-17. The plan, subject to annual review, will conclude its first three-year cycle at the end of the 2017-18 fiscal year.

A project is also well underway to look at approaches to improving internal communications and engagement, strengthening the sense of community on campus, and developing awareness of the role individual faculty and staff can play in furthering UVic's mission and vision as expressed in the new university positioning.

Based on an internal communications needs survey of faculty and staff, the project is now working to streamline, focus and strengthen campus communications channels, provide training and support to campus leaders to assist them in their roles as key contributors to strong internal communications, promote an active role for all faculty and staff, and create a campus communications strategy that encompasses a toolkit and guidelines.

Conclusion

With enhancing quality as an overall foundation, this Planning and Budget Framework for 2016-17 to 2018-19 has identified areas of strategic priority requiring investment, and builds on Strategic Plan objectives and commitments made in last year's Framework. Rather than attempting to describe all university activities, this Framework is focused on areas of priority over the coming three years. Within the context of limited financial flexibility, UVic will focus on key and important strategic initiatives including the launch of an Indigenous

Academic plan, an updated International plan, the Strategic Research Plan, the updated Campus Plan, and the implementation of the UVic Edge. We will also retain our emphasis on quality enhancements and student supports. Three principal themes will govern the majority of that emphasis: we will support some shift in areas of student program demand; augment academic resources and student services to support the growth in numbers of international students that has occurred over the last three years; and continue to enhance the student experience for all students – in particular, improvements to both graduate and undergraduate student awards and financial aid, support for health services and child care. Embedded within all of these priorities and crucial to maintaining quality across our university and our reputational advancement, the UVic Edge now provides a guide for consistently and distinctively articulating our priorities and actions as an institution based on our commitments to dynamic learning, vital impact and an extraordinary academic environment.

Part 2: 2016-17 Budget Framework and Three Year Plan

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

With advice from the Senate Committee on University Budget (SCUB), this framework is developed by the Integrated Planning Committee for recommendation to the President and then approval by the Board of Governors. In future years the development of this framework will also be informed by information garnered from the University's Enhanced Planning tools which are currently in the first year of data collection. This framework provides summary level information on the institution's financial plan for the next three years and will be approved by the Board of Governors in March. The development of a detailed operating budget, consistent with this financial plan, is delegated to the President. Therefore, once the framework is approved, an annual detailed operating budget will be developed and approved by the President. A report on this more detailed budget (called the Budget Expenditure Allocation Report) is then provided to the Board of Governors for information, typically in September of each year.

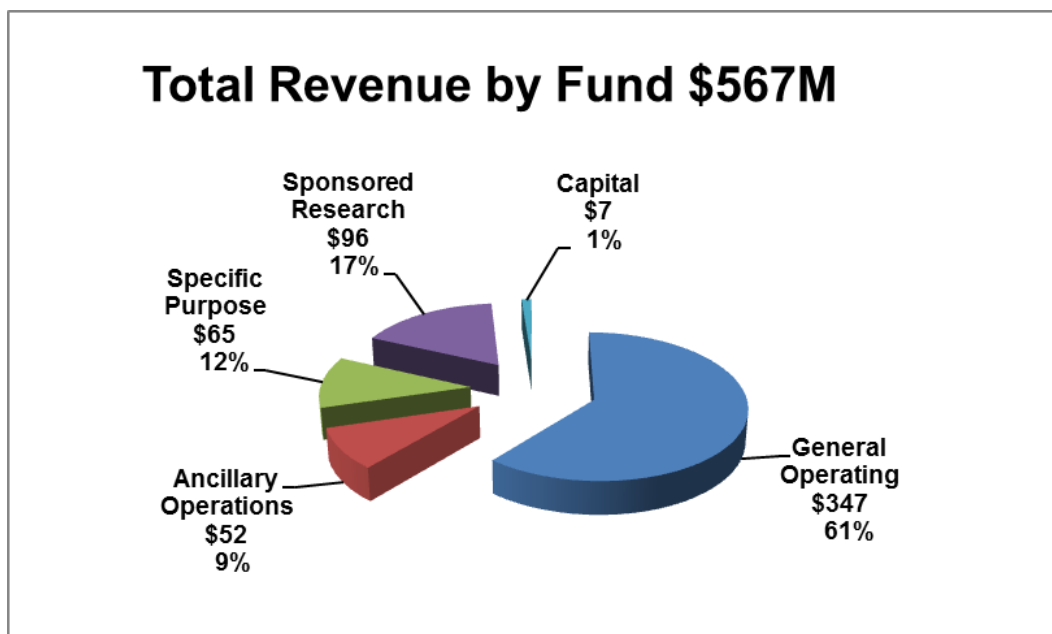
The university develops its annual budget framework, financial models and plans within the context of a three-year planning cycle. A three-year planning horizon provides a more realistic time-frame for the development of university initiatives and provides greater flexibility than permitted within an annual process.

A. Financial Overview

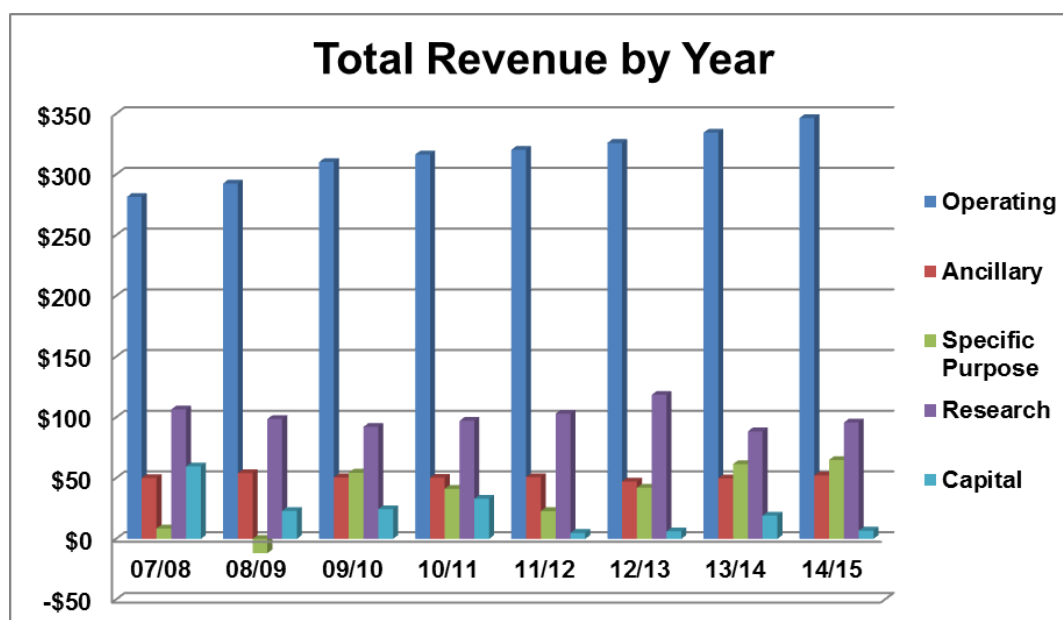
UVic is responsible for the financial stewardship of \$0.57 billion in total annual revenue. To enhance accountability, budgetary control and stewardship of resources, UVic maintains separate funds for its many diverse activities, which for reporting purposes are grouped as follows:

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

For the most recent completed fiscal year, 2014/15, the total actual revenue for UVic was \$567M and was distributed across the above five funds as follows:



Total university revenue increased by \$13.0M or 2.4% from the prior year. The majority of this increase was a result of growth within the general operating and sponsored research funds of \$12.1M and \$7.3M respectively and was offset by a decline in the capital fund of \$12.3M. The specific purpose and ancillary funds experienced more moderate increases of \$3.4M and \$2.4M. The increase in the general operating fund is mainly the result of increased international tuition from higher international enrolment. The sponsored research fund increase reflects an increase in federal government grants. The decline in the capital fund is the result of no borrowing in 2014/15 whereas \$10M was borrowed in the previous year related to debt approved by the Province in 2006. The following chart outlines revenue by fund as well as changes across funds for the last 7 years:



Revenue changes over the next three years are expected to be modest given that UVic's strategic plan states the institution is about the right size and that governments at all levels are experiencing financial pressures.

B. Resource Allocation Recommendations and Fund Information

While financial plans have been developed at a high level for the three-year planning cycle to 2018/19, this document focuses on resource allocations for the 2016/17 fiscal year, and specifically requests Board of Governors' approval of:

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

Budgets for specific purpose and sponsored research funds are individually approved by external agencies, such as federal and provincial governments and the University of Victoria Foundation, and therefore are included in the document solely to provide a more complete financial picture of the institution. As well, major capital projects are individually approved by the Board of Governors prior to project commitment.

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

1. General Operating Budget

(a) Budget Assumptions

Before developing the operating budget, the university makes certain assumptions about the planning environment in which the budget is being developed. The 2016/17 operating budget has been developed based on the following key assumptions:

- UVic will develop a balanced budget that provides for financial flexibility in order to mitigate potential future financial challenges that may arise as a result of declining enrolment. In the development of this budget the university will consider the overall impact on its external PSAS financial statements used by the provincial government for consolidating the University into the public accounts;
- Budget allocations will reflect the planning priorities of the institution as determined through the integrated planning process;
- There will be no government funded FTE undergraduate or graduate growth;
- Undergraduate and graduate tuition will increase by 2% consistent with government policy of limiting tuition increase;
- We will maintain the undergraduate international student enrolment levels attained in 2015/16;
- We will achieve our budgeted student enrolment levels;
- The provincial grant will remain at the 2015/16 level aside from funding allocated for compensation increases as noted below;

- The provincial government will fund 100% of the salary increases within the provincial mandate resulting from the current round of bargaining which began in fiscal 2014-15 and is almost complete;
- Compensation amounts reflect known and projected costs for salary and benefit changes resulting from current collective agreements, collective bargaining and/or statutory obligations;
- Federal indirect research program revenue will be flat and indirect revenue from other sources will continue to be at an amount consistent with prior years;
- While the funding for minor routine capital has not yet been confirmed for 2016-17, it is assumed to be \$625K consistent with 2015/16; and
- On-going costs of the Island Medical Program (IMP) will be covered by the joint medical expansion budget. In addition to this, UVic will continue to receive \$1.0M plus additional allocations to offset building and other overhead costs. The operating budget included in the framework document reflects those allocations approved by the program.

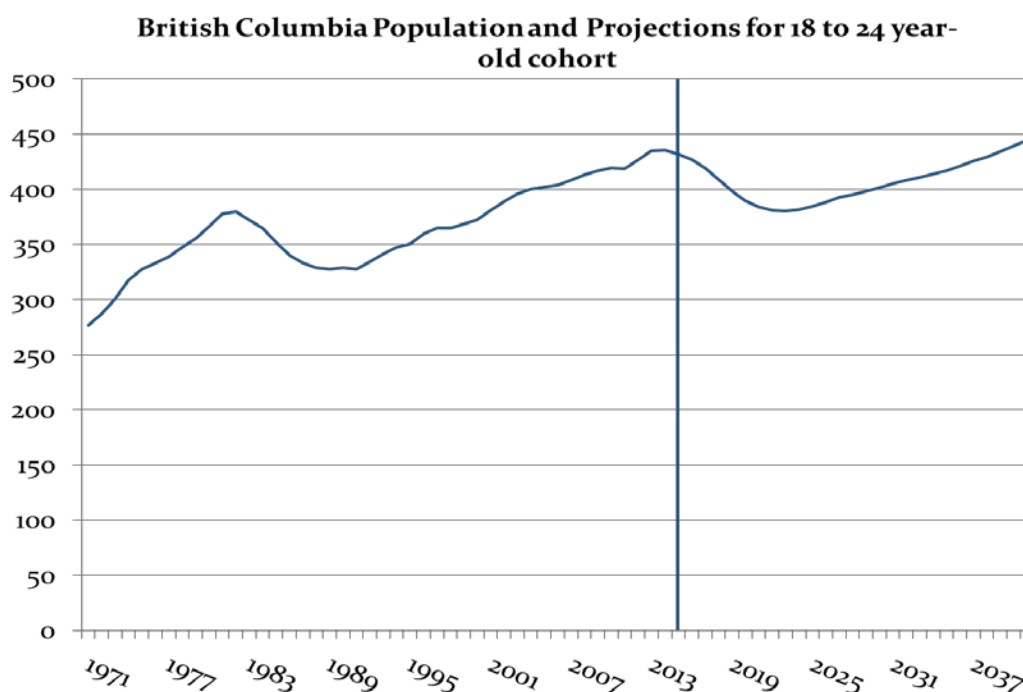
(b) Financial Summary

The following Table 1 provides a financial summary of the projected operating revenues and expenditures for 2016/17 and the following 2 years based on the above assumptions:

TABLE 1	2015/16 Operating Budget	Projected 2016/17 Operating Budget	Projected 2017/18 Operating Budget	Projected 2018/19 Operating Budget
	(000's)	(000's)	(000's)	(000's)
Revenues				
Provincial Grants	172,239	175,003	178,697	182,825
Federal Grant	6,308	6,308	6,308	6,308
Other Grants and Contracts	5,994	5,994	5,994	5,994
Student Fees	122,156	127,676	130,157	132,688
Department Revenue	29,623	29,697	29,697	29,697
Investment Income and Other	2,684	2,684	2,684	2,684
Total Revenues	339,003	347,362	353,536	360,196
Expenditures				
Salaries and Benefits	265,731	270,954	277,803	284,389
Operating Expenses - Current	73,272	73,321	75,525	75,290
Base Allocations:				
Academic Programs	-	1,320	569	269
Strategic Priorities	-	327	142	141
Differential Programs and Targeted Growth	-	194	135	138
Prior Year Budget Not Committed to Base Allocations	-	(3,494)	(4,741)	(4,102)
Base Expenditures	339,003	342,621	349,434	356,125
Term Allocations:				
Academic Programs	-	838	269	
Strategic Priorities	-	3,902	3,833	4,072
Total Expenditures	339,003	347,362	353,536	360,196
Budget Surplus/Shortfall	0	0	0	0

The three-year financial plan outlined in Table 1 above shows a balanced budget for the next three years. The plan provides for both base budget allocations and term allocations consistent with the strategy utilized for the first time in 2015/16. The financial capacity to provide base and term allocations in 2016/17, as it was in 2015/16, is almost entirely the result of increased international enrolment. Without this increased enrolment the university would essentially have a break even budget over this period. This financial plan was therefore developed to allow for allocations to address current enrolment and strategic pressures but to provide some future financial flexibility. Given typical undergraduate program lengths of four to five years (with co-op), enrolments are expected to remain relatively stable over this plan's time horizon (three years). Enrolment projections beyond three years are more difficult to estimate given the wide range of influencing factors.

On the international front sustainable enrolment levels can be difficult to predict given enrolment within this segment of our student population is highly sensitive to world events and post-secondary strategies in countries around the world. Our enrolment data however shows that international students have a high retention rate once enrolled and therefore we can have higher confidence on 3 year enrolment levels than longer term levels. For domestic students our enrolment is sensitive to the BC population trend for the 18-24 year old cohort which per the following chart indicates that starting in roughly 2014 the population of this cohort will decrease year over year until approximately 2023 where the trend is projected to reverse:



Given UVic's increasing reliance on enrolment directly from high school and considering that our enrolment has previously mirrored this BC population trend, this demographic trough poses a significant recruitment challenge and could have a substantial impact financially over the longer term. While the impact on UVic from this shift can't be predicted, it is prudent for us to continue our focus on both the recruitment and retention of the highest quality students, and retain financial flexibility by continuing with the model developed in 2015/16 in order that we can respond to changes with the least institutional impact.

As noted above the suggested budget approach for 2016/17 to 2018/19 is therefore to provide some on-going (base) funds to academic and other areas in order to support current enrolment levels and specific strategic priorities while retaining some future flexibility to help address, if necessary, impacts from potential future enrolment declines. Table 1 above outlines this approach by showing base allocations separate from term allocations which have commitments of 3 years or less.

As well as providing flexibility to address potential future financial challenges, this budget approach retains flexibility to allow for future allocation decisions to be informed by the enhanced planning tools which have now been developed. These tools have now been distributed to faculties and departments across campus with the first set of data available for use for planning purposes for 2017/18.

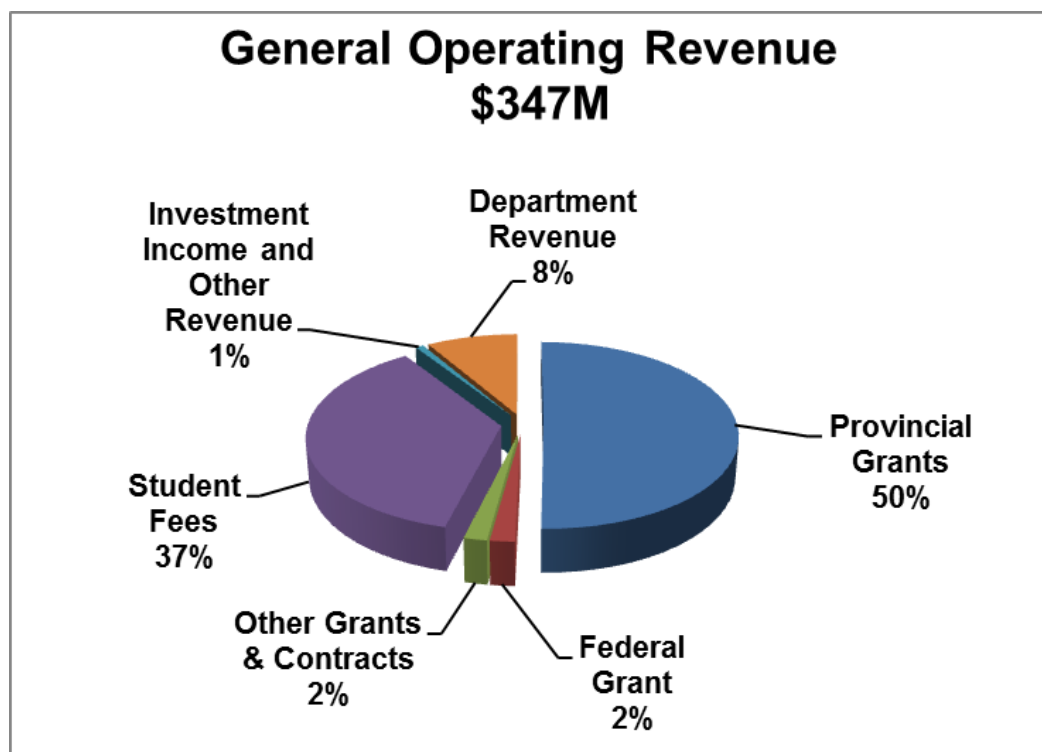
Section (e) below outlines how the base and term expenditure allocations were determined and their distribution. This budget approach will be reassessed each year as the enrolment environment evolves.

(c) 2016/17 Operating Revenue Information and Changes

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

- government grants which account for 50% of projected revenues in 2016/17; and
- student fees which account for 37% of revenues..

Total general operating revenue for 2016/17 is projected at \$347M from the following sources:



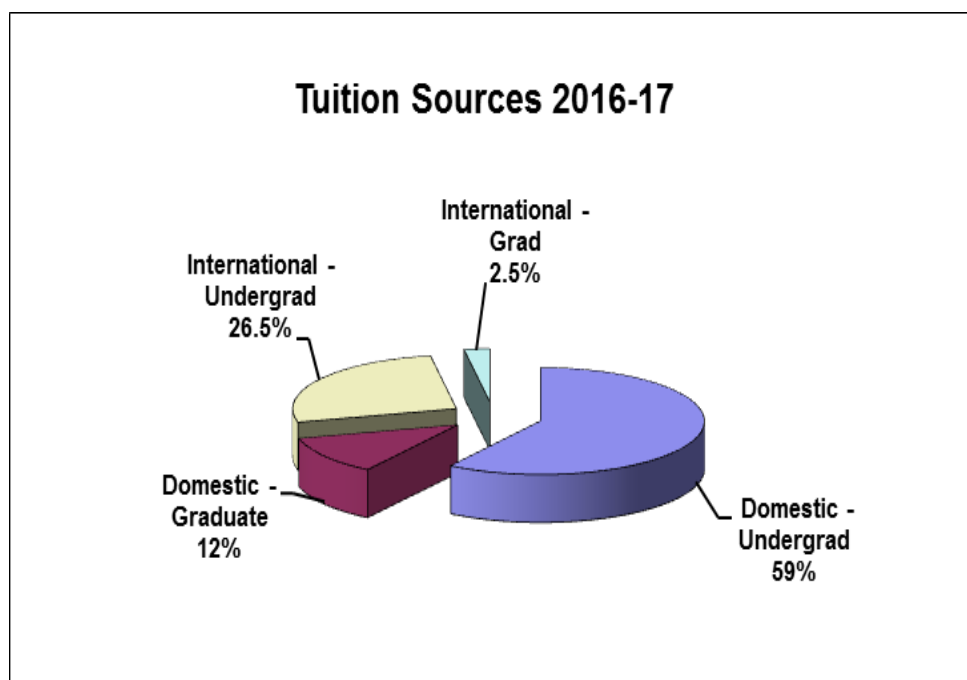
The **provincial grants** for 2016/17 is expected to increase by ~\$2.8M reflecting funding from the Province to cover the bargained compensation increases under both the Public Sector Employee Council (PSEC) mandate as well as the Economic Stability Dividend announced by the Province.

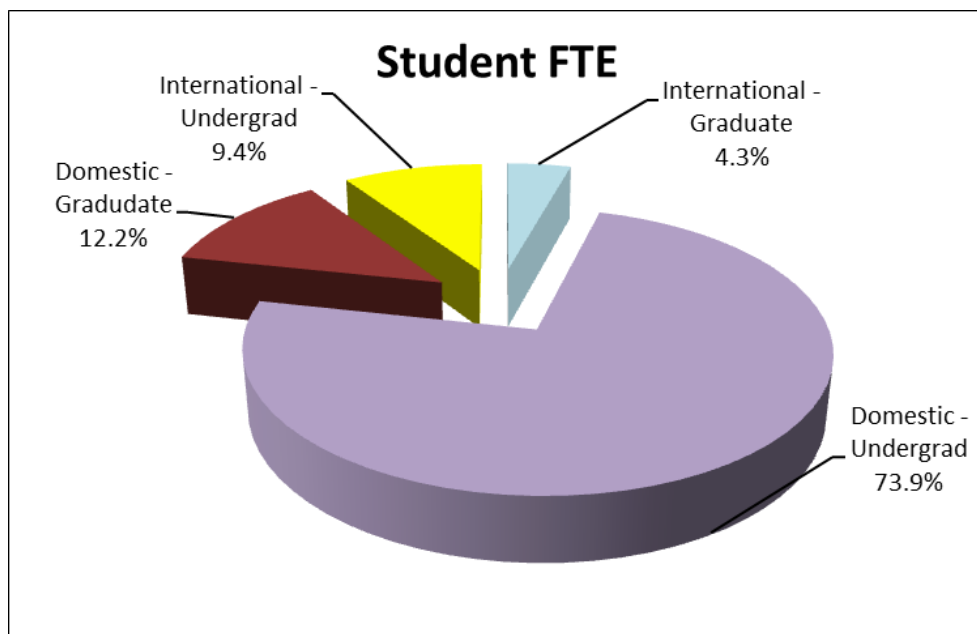
UVic is actively engaged in the provincial government's Jobs Skills Plan which calls for an eventual targeting of 25% of the university's operating grant in support of programs that align with job priorities. In year 3 of the 4 year plan, UVic is targeting FTE enrolments in those areas of priority and, as part of that process, and consistent with student demand, is reducing FTEs in non-targeted areas. This recalibration may result in reductions in total FTE targets with the Ministry of Advanced Education without reductions to the operating grant reflecting that the costs of the targeted program areas tend to be higher than the untargeted areas. For 2016/17 the operating grant is provided to the university based on the following expected enrolment levels:

Undergraduate FTEs	14,174
Graduate FTEs	<u>2,066</u>
Total funded FTEs	<u>16,240</u>

Student Fees represent tuition paid by all student groups (undergraduate and graduate including domestic and international). Total student fees are projected to increase by \$5.5M in 2016/17. The majority of this increase, \$3.1M, is related to international revenue resulting from enrolment increases beyond budget that occurred in 2015/16 (as noted above) which are now reflected in the budget plan. The remaining incremental revenue is a result of a 2% tuition increase for all students. The province has a current policy of limiting tuition increases – assumed to be 2% for each of the three years.

Given the growth in undergraduate international students over the last three years, tuition from international sources now makes up 29% of total tuition whereas international students comprise 13.7% of the student body as follows:





The attached Appendix 1, Schedule of Tuition Fees for 2016/17, outlines the tuition fees by program and requires Board approval as part of the budget process.

The Federal Grant Revenue is annual funding received through the federal government's research support fund (RSF) to help defray the indirect costs attributable to research. The overall goal of the RSF is to help ensure Canada's research institutions remain among the best in the world. By subsidizing the financial burden of the indirect costs of research, the fund helps researchers and universities focus on delivering innovative research and scholarly excellence. This grant is calculated using the three year average of the research grants received from the tri-council funding agency, comprised of NSERC, SSHRC and CIHR. The funding letter has not yet been received for 2016/17 however it is projected to stay constant for each of the three years of the plan.

Department Revenue will increase in total by \$74K as a result of a 2% increase in both the athletics and recreation fee and application fees. The athletic and recreation fee increase will be utilized to fund inflationary pressures on the athletics and recreation budget. The costs of Athletics and Recreation (ATRS), including programs, administration and building operating and infrastructures costs (including repayment of an internal loan for the construction of CARSA) are supported through an annual contribution from UVic, membership fees (for the fitness and weight centre and climbing wall), other rental fees (e.g. fields, track, ice rink etc.) and a per semester mandatory student fee. Consistent with approval of tuition fees, the Board approves the mandatory student fee whereas other fees such as rental rates, membership fees etc. are determined by administration. A 2% increase in the mandatory student fee will bring the per-semester ATRS fee to \$83.75.

The 2% increase in application fees will result in the following fee changes:

- domestic undergraduate: \$71.75 to \$73.25
- domestic graduate: \$116.75 to \$119.00
- domestic law: \$90.25 to \$92.00
- international undergraduate: \$117.00 to \$119.50
- international graduate: \$144.00 to \$147.00

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

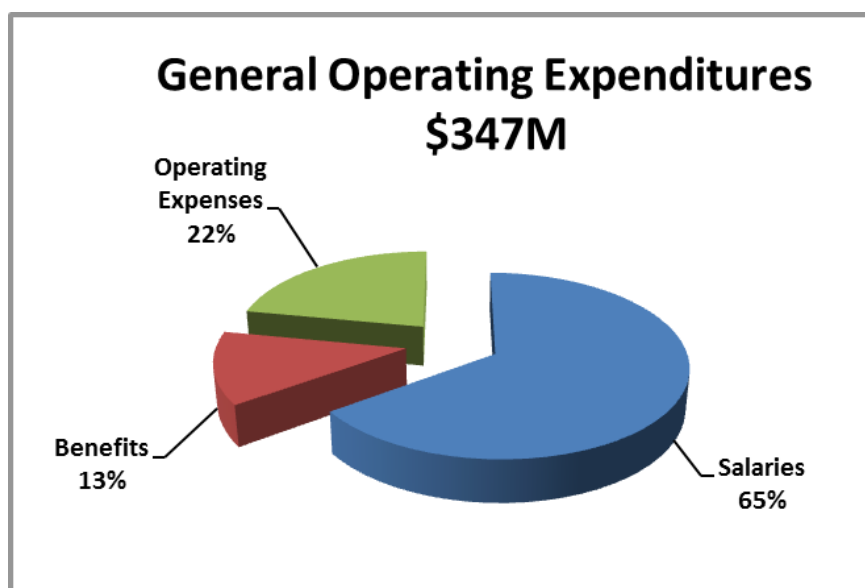
Investment Income and Other is mainly comprised of interest, dividends and gains/losses earned from university cash balances which are invested in short term investment vehicles such as money market and bond funds and the remaining revenue is comprised of incremental revenue expected from real estate entities UVic Properties and Heritage Realty and overhead revenue from research contracts. Income is also generated through internal loans to ancillary services provided to fund capital improvements. Given the low interest rate environment, it will likely again be challenging to earn sufficient returns to achieve the current budget. The investment income budget, however, has not been adjusted given the investment reserve (\$1.5M) will be able to cover the shortfall and that rates in future years are expected to increase.

Based on the information noted above, the framework projects revenue in 2016/17 to increase in total by \$8.35M over the prior budget as follows:

Provincial grant compensation funding	\$2.76 M
Student fees – 2% tuition increase	\$2.30 M
Student fees – international growth.....	\$3.10 M
Student fees – differentials	\$0.12 M
Department revenue and other income	\$0.07 M
Total revenue increase	\$8.35 M

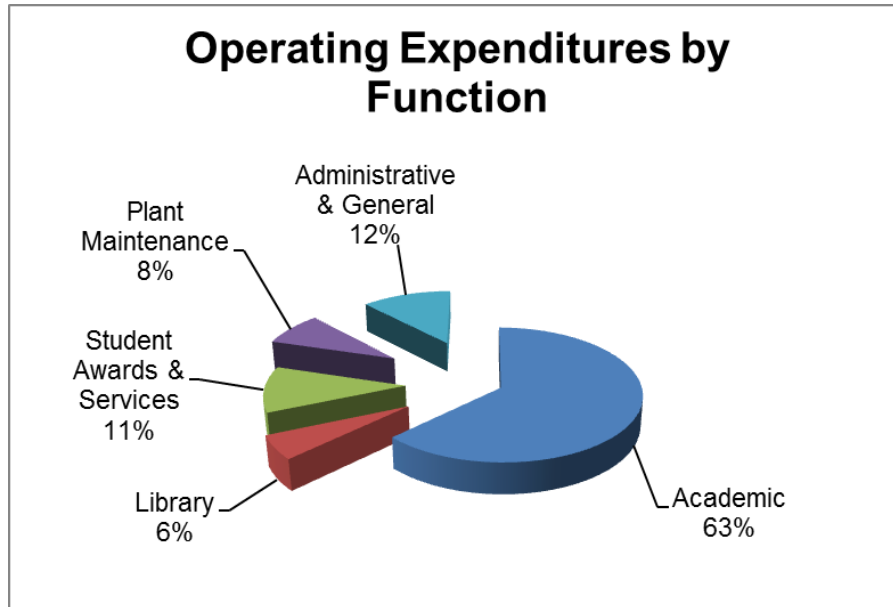
(d) Operating Expenditure Information

One of the four pillars of the university's strategic plan is people. The importance of people to the institution is well reflected in the operating budget, as 78% of annual operating expenditures are allocated to support people (salary and benefit costs).

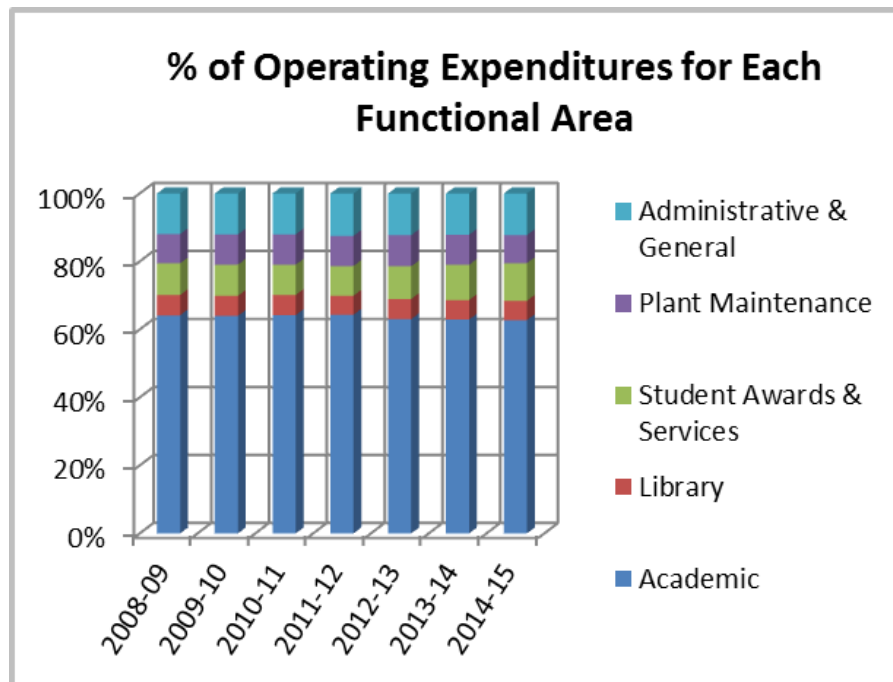


In keeping with the mission of the university, ~80% of the total operating budget is allocated to academic areas including faculties, research, library, student financial aid and student services, with the

remaining ~20% allocated to facilities and support functions. The following chart outlines expenditures by functional area:



This allocation has remained consistent over the years as outlined in the following chart:



(e) Operating Expenditure Plan

The annual expenditure budget is adjusted each year first to account for known contractual, inflationary and other regulatory requirements. It is also updated to reflect the allocations to departments as a result of revenue that is collected specifically for their program (ATRS fees, faculty program fees etc.) as well as for commitments to faculties for specific targeted enrolment growth. For 2016/17 these total \$5.46M as follows:

Compensation (salaries and benefits)	\$5.22M
Building operating costs (Continuing Studies and McKinnon)	0.05M
Department revenue – fees and differentials	0.19M
Total allocations	\$5.46M

The University was notified in January 2016 that its application to the Canada First Research Excellence Fund (CFREF) has been approved to move to the final selection stage. This stage requires the university to submit a more detailed proposal including a budget and is due at the end of March. The University will not be informed whether its proposal is successful until the fall of 2016 and as such this budget plan does not yet reflect any operating funding implications as a result of the proposal – this will be included in the 2017-18 budget plan.

With the above allocations there remains \$2.89M in incremental budget available for allocation (\$8.35M incremental revenue less \$5.46M in allocations). As well there is \$3.50M in base budget from the 2015/16 financial plan that has not been committed to base allocations. Combined this provides \$6.39M in budget available for allocation as follows:

TABLE 2 - (in millions)		2016/17
Total incremental revenue		\$ 8.35
Plus		
Prior year's budget not committed to base		3.50
Less:		
2016/17 Expenditure allocations		(5.46)
Funding available for allocation		\$ 6.39

In order to maintain financial flexibility as outlined above in section “1b Financial Summary”, only ~25% of this funding will be allocated on a recurring basis (base allocation) with the remaining funding to be distributed on a term or non-recurring basis for up to 3 years. Given this funding is a result of increased international enrolment, 80% of the amount available for base has been allocated to the Vice-President Academic and Provost (VPAC) to support enrolment and related priorities with the remaining 20% allocated to address other strategic priorities / pressures as follows:

TABLE 3 - (in millions)		2016/17
Funding available for allocation		\$ 6.39
Less:		
	Base allocation - Academic	1.32
	Base allocation - Strategic priorities	0.33
Budget not committed to base allocations		\$ 4.74

These base allocations leave \$4.74M uncommitted on a recurring basis. This level of uncommitted funding provides protection from enrolment decline roughly equal to 273 (~13%) undergraduate international students or 883 (~6%) domestic students in 2016/17.

Should enrolment levels be sustained over the 3 year period, the recommendation is to allocate an additional 15% to base in 2017/18 and another 10% in 2018/19 as outlined below:

TABLE 4 - (in millions)	2016/17	2017/18	2018/19	Total
Academic - enrolment support	\$ 1.32	0.57	0.27	\$ 2.16
Strategic priorities	0.33	0.14	0.14	0.61
Total	\$ 1.65	0.71	0.41	\$ 2.77

Over this three year period this approach provides long term budget protection from fluctuations in FTEs as follows:

TABLE 5	# of FTEs		
	2016/17	2017/18	2018/19
Base funding retained - (in millions)	\$ 4.74	\$ 4.10	\$ 4.07
International FTE fluctuation absorbed	273	232	225
or Domestic FTE fluctuation absorbed	883	749	729

The difference in number of FTEs is a result of the difference in tuition for a domestic student compared to an international student. Table 6 below outlines this same budget protection from fluctuations in FTEs but on a percentage of total FTE of the respective group:

TABLE 6	% of Total Students		
	2016/17	2017/18	2018/19
International Undergrad	13%	11%	11%
Domestic Undergrad	6%	5%	5%

Consistent with the integrated plan, the \$1.32M in funding for academic priorities in 2016/17 will be allocated to support:

- enrolments in the Faculties (Business, Engineering, Social Sciences, Academic Writing in the Humanities),
- library acquisitions, the Learning and Teaching Centre and Technology Integrated Learning; and,

- continued enhancements to the student experience including the LE, NONET program, student mental health, advising and counselling services.

The strategic priority funding of \$0.33M has been mainly allocated to support:

- Animal care positions in order to maintain research capacity and meet regulatory requirements (currently supported with non-recurring funds);
- communications across campus through funding for a digital signage position within marketing and communications to provide on-going support of digital signs across campus; and
- an additional Legal Counsel and a partial staff person in order to address additional workload as a result of increased requirements with respect to immigration and additional volume with respect to research and student activities.

(f) One Time Funding Allocations

The integrated planning process also reviews and makes recommendations on the allocation of one-time funding for the coming fiscal year. The above noted budget approach provides a stream of non-recurring funds for allocation as outlined in the following table 7:

TABLE 7 - (in millions)	2016/17	2017/18	2018/19
Budget not committed to base allocations	\$ 6.39	\$ 4.74	\$ 4.10
Projected excess revenue over expenditures		0.07	0.38
Base budget allocations	(1.65)	(0.71)	(0.41)
Non-recurring available	\$ 4.74	\$ 4.10	\$ 4.07

These funds have been allocated to academic and other strategic priorities based on the following distribution:

Table 8 - Non-recurring allocation - (in millions):	2016/17	2017/18	2018/19
Academic	0.84	0.27	-
Strategic priorities	3.90	3.83	4.07
Total	\$ 4.74	\$ 4.10	\$ 4.07

The non-recurring funds noted above are critical to maintain quality, address student demand and support areas of strategic priority (see table 9 below). The distribution of these non-recurring funds between academic and strategic priorities is based on ensuring a total allocation to VPAC of \$6,500 per FTE (base and non-recurring) in each of the next 3 years to support the international enrolment growth. Given this, the amount of non-recurring funding for academic priorities reduces as more base allocations are provided each year and the \$6,500 base amount per FTE is reached. As noted in table 4 above, at the end of the 3 year period there will be \$2.16M in base allocated to support enrolment growth of ~332 international students. This amount is consistent with the base amount that has been used in prior years to support student growth.

For 2016/17, one time funding will be used to support the following areas:

TABLE 9

Integrated Plan Priority Area	Strategic Area of Focus	Comments
Building on Excellence in Education for Undergraduate and Graduate Students	Student financial aid – Undergrad and Grad	Funding will be used to continue the enhanced entrance scholarship program as well as provide additional funding for graduate students through the faculty of graduate studies fellowship program.
	Health Services	To ensure the continuity of psychotherapy and other health care professional services on campus.
	Child Care	To ensure that the quality of the physical infrastructure of the current child care facilities continue to meet regulatory code requirements.
Building on Excellence in Research, Scholarship and Creative Activity	Library Acquisitions	To support the increasing costs of library subscriptions
	Research communication	To support the continuation of Ideafest
	Innovation Centre for Entrepreneurs (ICE)	ICE provides an on-campus incubator services for students, faculty, staff and recent grads. Funds will be used to support the fund while a review of the optimum structure is undertaken.
	Research information system	Acquisition and licensing for a robust research information system which will enhance intuitional information for grant applications and enhanced planning tools
	Orientation program	This funding will be used to continue the 6 week student orientation program that was piloted in 2014-15 that focuses on: building engagement in our community, academic preparation, and peer mentorship.
Building on Strengths in People: Recruitment, Retention and Engagement of Faculty and Staff	Faculty recruitment	To help faculties recruit talented professors through providing immigration support and advisory services given recent changing Canadian immigration requirements.
	Enhanced retirements support	Additional funding in order to ensure the current enhanced retirement education program can continue for the next 3 years. This program provides faculty and staff access to expertise to help plan retirement both financially and personally.
	Equity	Funding for the implementation of the institutional employment equity plan

Integrated Plan Priority Area	Strategic Area of Focus	Comments
	Canada Research Chair (CRC) program	Funds will be used to help support the difference in actual costs for on campus CRCs relative to the external funding provided.
Aligning and Optimizing Resources Including Planning Tools and Transparency	Compliance	Funding required to support various external legal requirements including Microsoft licencing.
	Routine capital	Given reductions in provincial funding to support maintenance and renovations, funds will again be allocated to priority areas not funded by government.
	Capital priorities	Funding will be set aside to address approved capital priorities as outlined in the capital plan.
Internal and External Communications and Engagement	UVic Edge project	Funding will be used to implement the UVic edge plan and enhance reputational advancement including regional and national adverting, social media programs, etc.
	University position statement and internal communication plan	To address university-level positioning and strategic communications and to fulfill the institution's internal communications mandate and to build capacity for issues management.
	Web services and digital signage	Funding to continue to support web administration and standardization projects and digital signage.
	Policy development	To provide support for an expedited policy renewal project.

(g) Routine Capital Funding

Annually, the provincial government provides post-secondary institutions with funding for the maintenance, renovation, and upgrade of institutional academic facilities. In 2013/14, the government revised the program that supports this renewal work. In addition to a name change to routine capital, funding is now provided in two separate streams. For maintenance projects under \$250,000 and minor renovations under \$50,000, institutions are provided envelope funding for minor maintenance and rehabilitation. Envelope funding means that institutions have full discretion over the allocation of the funds in this category. For maintenance projects of \$250,000 and over and renovations costing \$50,000 or more, these projects are considered major maintenance and rehabilitation (MMR). Commencing in 2016/17, for MMR projects government will now provide institutions with a notional allocation and each institution will then submit specific projects for approval against this allocation. This revised process allows the institution a little more flexibility with respect to these funds but also ensures, through the requirement for Ministry approval, that provincial

priorities are addressed (currently the primary provincial priority is deferred maintenance).

The envelope funding for minor projects is projected at \$625,000 for 2016/17. This amount is comparable to the prior year and represents a fraction of the funds that were previously provided (2008/09 - \$6.6M) for institutional allocation. Previously, the university had spent between \$1.7 and \$2.0M of the original \$6.6M in funding just for cyclical maintenance and even that, unfortunately, was not enough. If this budget was reduced proportionately to the reduction in government funding, the university would only have \$0.2M for cyclical maintenance. As well, the focus for government for the major maintenance funding is to address larger deferred maintenance projects and not for renovations to address program or other requirements. Given these facts, investment in capital improvements remains as one of the priorities for non-recurring funding in 2016/17 (as noted in table 9 above) and \$1.7M has been earmarked for this purpose.

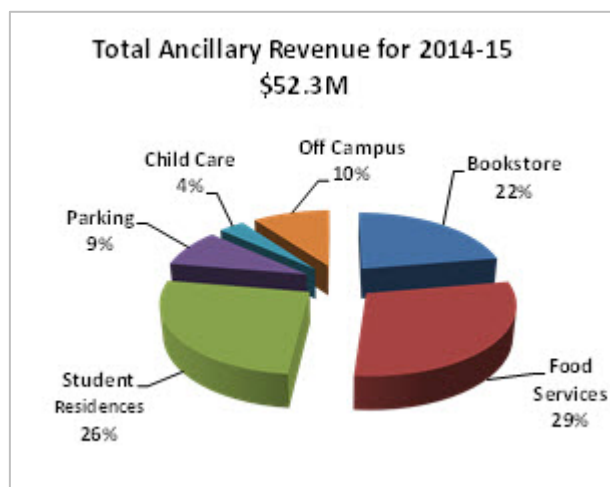
The allocation of this funding is coordinated annually through the office of the Vice- President Finance and Operations. Facilities Management sends a request to each department on campus for their ranked list of projects. Cost estimates are then developed and summary reports are prepared. Maintenance projects over \$250,000 and renovation projects over \$50,000 are submitted to government as part of the approval process noted above. Projects under these thresholds are approved by the Vice-President Finance and Operations and the Vice-President Academic and Provost, based on overall campus priorities and rankings from the departments.

While the university no longer receives flexible institutional funding (\$6.6M noted above) to address deferred maintenance and renovation priorities in 2015/16 government provided funding to address various specific deferred maintenance projects, phase 1 of Elliot Laboratory Upgrades and funding toward McKinnon renovations. As well the 2016/17 provincial budget shows there will likely be higher investments in capital in the next 3 years. This funding is welcome support but does not alleviate the need for the university to also allocate funding to address deferred maintenance and renovations. This requirement is two-fold: firstly the Ministry requires that institutions contribute at least 25% to each project that they approve and secondly the focus of government funding will be deferred maintenance and therefore intuitional funding will be required to address program changes where considered a priority.

2. Ancillary Budgets

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

Revenues from ancillary operations in fiscal 2014/15 totaled \$52.3M or about 9% of the entire operations of the university. This revenue comes from a variety of operations such as housing, food, bookstore, parking, child care and off-campus operations.



The majority of revenue for an ancillary operation comes from the sale of services or products. For

2014/15, this source of revenue accounted for ~90% of total ancillary revenue. Other revenue includes government grants (namely child care - ~3%) and investment income (~3%).

The following sections outline the proposed ancillary budgets for 2016/17 along with the corresponding fee increases that require board approval.

(a) Residence Services

Residence Services provide on-campus accommodation to students and visitors to campus. Accommodation is provided through 21 dormitory buildings, 121 cluster units for single students and through 181 self-contained units (apartments and town houses) for students with families. Table 10 summarizes the current year budget and the proposed Residence Services budget for the next 3 years.

Table 10

Residence Services	Budget 2015-16 (000s)	Proposed Budget 2016-17 (000s)	Projected Budget 2017-18 (000s)	Projected Budget 2018-19 (000s)
Total Revenue	\$14,524	\$15,204	\$16,002	\$16,609
Salaries and Benefits	\$4,294	\$4,396	\$4,529	\$4,654
Operating Expenses	\$4,746	\$4,932	\$5,121	\$5,319
Debt Servicing	\$2,744	\$2,393	\$2,393	\$2,393
Capital projects	\$4,000	\$5,000	\$5,000	\$5,000
Total Expenditures	\$15,784	\$16,722	\$17,043	\$17,366
Loan / Draw from capital reserve	-\$1,260	-\$1,518	-\$1,042	-\$757

As outlined in the 2015/16 budget framework document the Residence Services Department (RSD) completed a comprehensive review of the residence infrastructure (buildings) by VFA Canada which indicated that at that time there was \$119M in current and future required maintenance. It was clear from this review that a comprehensive plan was required in order to prevent an irreparable decline in residence building conditions and thereby a decrease in total capacity. A decrease in capacity would be a significant impact on enrolment as living in residence is an important motivator in a student's decision to enrol at UVic with 35% of first year students indicating that the availability of residence was "very important" or "somewhat important" in their decision to attend compared to 20% of first year students at all other universities. Not only is it an important motivator, but UVic enjoys a much higher incidence of use of residences: 72% of first year students at UVic lived in residence compared to 44% at all other universities. As well, improving conditions before there is irreparable decline will help ensure students continue to be satisfied with residences.

Currently UVic students are satisfied with their experience in residence with 84% reporting being “very” or “somewhat satisfied” with residences (comparable with others where 83% satisfaction is reported).

Given the above, the RSD developed a 10 year prioritized deferred maintenance plan with a total cost of \$82M. The plan was developed with the following goals:

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

In order to address deferred maintenance, a 10 year residence plan was developed. In developing the plan it was clear that in order to have sufficient funds to support the deferred maintenance program, residence rates would need to increase. The following table outlines the residence rate increases that were presented to the Board in 2015/16. The 2015/16 rate was approved with the remaining supported in principle:

Residence Rates	Y1 2014-15	Y2 2015-16	Y3 2016-17	Y4 2017-18	Y5 2018-19	Y6 2019-20	Y7 2020-21	Y8 2021-22	Y9 2022-23	Y10 2023-24
<i>UVic % Increase</i>		13%	6%	6%	4%	4%	4%	4%	4%	4%
UVic Average	\$ 4,094	\$ 4,626	\$ 4,904	\$ 5,198	\$ 5,406	\$ 5,622	\$ 5,847	\$ 6,081	\$ 6,324	\$ 6,577
<i>Other Institutions % Increase</i>		3%	3%	3%	3%	3%	3%	3%	3%	3%
Other Institutions Average	\$ 5,831	\$ 6,006	\$ 6,186	\$ 6,372	\$ 6,563	\$ 6,760	\$ 6,962	\$ 7,171	\$ 7,386	\$ 7,608
UVic vs Other Institutions	70%	77%	79%	82%	82%	83%	84%	85%	86%	86%

Work commenced in 2012 and to date has included window restrictions, balcony upgrades, railings, electrical and fire safety system upgrades, roof repairs, emergency lighting, etc.

The table also provides a comparator to other university residences rates and when this was completed UVic was ~30% below the average of other comparable institutions and projected to be ~14% below at the end of the 10 year plan. In comparing our approved 2015/16 rates against other institutions, depending on the bed type, we range from 18-26% below comparators.

The budget in table 10 on the previous page reflects a 6% increase as outlined in the 10 year plan. This level of funding provides \$5.0M to address the following projects in 2016/17:

- McGill residences exterior envelope, windows, roofs and interior finishes
- Family housing deck replacements;
- Gordon Head fire alarm and electrical system;
- Brown and Poole windows replacements; and
- Other various minor renovations (carpets, paints, stairs, furniture etc.)

The planned expenditures for renewal over the three year planning cycle totals \$15.0M This exceeds the amount of revenue available each year after operating expenses requiring RSD to draw down their capital reserve to fund these expenditures (see table 10 above).

The term rates resulting from the proposed 6% increase for 2016-17 will apply to single student housing as per the attached appendix 2. Family Housing rates are limited by our loan agreement with BCHC under their Low Income Housing Subsidy Program. Rental increases are limited to the percentage of rental increase experienced in the Metro-Victoria area as surveyed and reported by CMHC for October 2015. As

family housing continues to be subsidized by single student housing and is generally priced below market, the proposed increases for 2016-17 are equal to the maximum allowable increases permitted under the agreement for some housing types and range from 0.0% to 2.4% and also outlined in appendix 2.

While the Board approves fees on an annual basis, the request for residence fee increases is for 2016-17 with approval in principle of the remaining 7 years of the plan.

(b) Food Services

Through 11 unique outlets on campus, University Food Services (UFS) provides a variety of on-campus food choices to faculty, staff, student and visitors to campus. They also provide on-campus catering for university functions. Given the current review and potential restructuring of the food services operations, Table 11 below provides the projected budget for 2016/17 only whereas normally 3 years would be provided.

Table 11

Food Services	Budget 2015-16 (000s)	Proposed Budget 2016-17 (000s)
Total Revenue	\$18,540	\$17,387
Salaries and Benefits	\$8,976	\$8,638
Operating Expenses	\$8,640	\$8,734
Debt Servicing	\$821	\$592
Provision for Capital & Reserves	\$102	\$0
Total Expenditures	\$18,540	\$17,964
Projected Deficit	\$0	-\$578

The food service operation ran a deficit in 2014/15 and is expected to have a deficit in 2015/16 although slightly smaller than the previous year. In order to manage these shortfalls moving forward a restructuring is needed that includes refinements in staffing, food cost management and pricing to ensure that expected profitability can be achieved. Work is currently underway to begin to address the operational changes required.

Given that restructuring efforts will take time, this budget projects a deficit for 2016/17. At the end of 2014/15 food services had a reserve of \$556,000. This reserve will likely be fully utilized in 2015/16 to cover a projected annual shortfall. Starting in 2016/17 the operations will be required to pay interest on the outstanding deficit to ensure there is no financial impact on the operating fund. The term for repayment of this shortfall will be considered as part of the overall restructuring plan noted above.

Based on initial restructuring work already undertaken, revenue in 2016/17 is projected to decrease ~6% from the prior year's budget. This decrease reflects the expected need to make changes to the operating hours of some outlets (e.g., significant reduction of operations over summer months) over the next year to move the operation towards financial sustainability.

Capital expenditures for the coming year will be very modest consisting of the conversion of two poorly

performing venues into concepts with refreshed menus and offerings that better reflect tastes and trends.

(c) Parking Services

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

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

The following Table 12 summarizes the proposed Parking Services budget for 2015/16, as well as projections to 2018/19.

Table 12

Parking Services	Proposed Budget 2015-16 (000s)	Projected Budget 2016-17 (000s)	Projected Budget 2017-18 (000s)	Projected Budget 2018-19 (000s)
Total Revenue	\$4,624	\$4,844	\$4,925	\$5,051
Salaries and Benefits	\$1,546	\$1,575	\$1,603	\$1,635
Operating Expenses	\$1,071	\$1,114	\$1,127	\$1,136
Capital, Provision for Reserve and TDM	\$2,008	\$2,154	\$2,194	\$2,280
Total Expenditures	\$4,624	\$4,844	\$4,925	\$5,051

The proposed budget for 2016/17 reflects a rate increase of 3% as well as modest increases in the number of annual permits sold. Rate increases are required to ensure that:

- rates continue to reflect the true cost of parking;
- sufficient capital reserves are built to address future supply needs and infrastructure maintenance;
- an appropriate level of funding is available to support a comprehensive travel choices program; and
- the monthly cost of parking aligns with the monthly cost of taking transit (sustainability goal).

The tiered rate structure for fines introduced in 2015/16 will continue.

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

The Campus Bike Centre is fully established as the cycling hub on campus with lockers, racks, two repair stations and the SPOKES bike loan operations. Regular communications and promotions continue to profile the centre's features and to increase its use. As the Bike Centre is a popular destination for cyclists, the installation of change rooms is planned for the 2016-17 fiscal year. SPOKES's popularity is also growing with over 500+ bikes out on loan. Since September 2015, an operational grant has been provided to SPOKES for a student Work Study Resource Coordinator position. In conjunction with BC Transit, a new bus stop at the south end of campus is scheduled to be installed for the convenience of transit users. Advocacy for future service additions and routes to serve the campus community is ongoing.

The October 2014 campus traffic survey results indicated that the split between the different modes of travel remained relatively unchanged for the last 5 years. Updated information will be available from the 2016 survey. Progress on achieving the 2014 - 2019 Sustainability Action Plan goal to increase transit, cycling and carpooling to 70% of the campus travel modal split, from the current 60%, will require ongoing consultation with stakeholders on possible new measures to influence campus travel patterns. A progress report on the Action Plan that is to be completed in the fall will highlight new program opportunities.

Program funding in the next year will be used to support the following initiatives/projects:

- installation of new bike racks at Engineering (EWB, ELC), Continuing Studies, McPherson Library, and improvements to the bike parking facilities for CARSA;
- construction of change rooms in the Campus Bike Centre;
- support for the SPOKES Resource Coordinator position;
- introduction of a business-use pilot program with Modo, to provide for the use of car share vehicles by Legacy Art Gallery staff; and
- liaison with BC Transit on opportunities to increase transit use and convenience.

A 3% increase in parking rates will raise the annual general parking permit to \$476.00 a year, maintaining the goal of price comparability between a general parking pass and the subsidized monthly bus pass. The evening parking rate will increase from a maximum of \$2.50 to a maximum of \$3.00. This increase will align the evening rate to the equivalent of 2 hours of parking during the day.

The parking rates resulting from the increases noted above are contained in Appendix 3. These rates will be effective September 1, 2016. All parking passes expire August 31 of each year.

(d) Child Care Services

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

The following Table 13 summarizes the proposed Child Care Services budget for 2016/17, as well as projections to 2018/19.

Table 13

Child Care	Budget 2015-16 (000s)	Proposed Budget 2016-17 (000s)	Projected Budget 2017-18 (000s)	Projected Budget 2018-19 (000s)
Total Revenue	\$1,735	\$1,727	\$1,756	\$1,786
Salaries and Benefits	\$1,539	\$1,440	\$1,466	\$1,492
Operating Expenses	\$191	\$283	\$286	\$290
Reserve Allocation	\$5	\$4	\$4	\$4
Total Expenditures	\$1,735	\$1,727	\$1,756	\$1,786

The above budget includes fee increases ranging from 3% in children aged 18 months to 5 years to 5% in infant care, after school care and summer fun programs. The recommended fee increases are required to cover cost increases. At the above fee levels, UVic rates will continue to be comparable to rates at UBC, SFU and Camosun College. The overall budget reduced slightly from 2015/16 levels as the number of spaces for the after school program had to be reduced as a result of licensing requirements.

See Appendix 4 attached for the 2016/17 schedule of child care fees effective May 1, 2016.

(e) Bookstore

The University Bookstore receives revenue through the sale of textbooks, books, computers, supplies (including food and beverages), and services such as regalia rental to students, faculty, and staff.

The following Table 14 summarizes the proposed Bookstore budget for 2016/17 as well as projections to 2018/19.

Table 14

Bookstore	Budget 2015-16 (000s)	Proposed Budget 2016-17 (000s)	Projected Budget 2017-18 (000s)	Projected Budget 2018-19 (000s)
Total Revenue	\$11,596	\$11,702	\$11,518	\$11,339
Salaries and Benefits	\$2,198	\$2,127	\$2,093	\$2,060
Cost of Goods Sold	\$9,148	\$9,310	\$9,162	\$9,016
Operating Expenses	\$231	\$240	\$243	\$245
Reserve Allocation	\$20	\$24	\$21	\$18
Total Expenditures	\$11,596	\$11,702	\$11,518	\$11,339

The overall budget for the bookstore is expected to increase slightly in 2016/17 (over last year's budget) and then to decline for the next 2 years. This overall decline in projected revenue reflects anticipated reduced sales in physical book sales over the 3 year period. The projection in 2016/17 is expected to increase slightly due to an increase in merchandise sales which will mitigate the physical book reduction. Over the following two years, the continued decline in physical book sales is expected to be greater than the increase in merchandise sales. There will be a continued focus on sourcing new concepts such as pop-up retail and community partnerships and to add additional services to help offset the decline in physical book sales. With respect to the computer store, there are no longer sales of Apple computers and sales to faculty and staff have fully transitioned to ordering through purchasing services in 2015/16. The computer store will cease selling select educational software licenses due to the high cost of labour in managing distribution and has also eliminated service repairs. The new mandate for the computer store will be to focus on higher margin computer accessories and basic laptop retail sales.

(f) Off campus properties

The university has two profit-oriented subsidiaries: Heritage Realty Properties and the Vancouver Island Technology Park. Heritage Realty Properties manages the rental properties and downtown hotel and brew-pub which were donated to the university by the late Michael C. Williams. The Vancouver Island Technology Park (VITP) is a research park which leases space to high-technology companies on Vancouver Island. Both these entities have Boards that oversee and approve their annual budgets. These entities, which are recorded in the university's financial statements on an equity basis, are considered investments of the university. Heritage Realty Properties, including properties owned directly by UVic, provides an annual return to the university, projected to be at least \$900K, which is invested in university initiatives consistent with the wishes of the donor. A financial return to the university from VITP is also expected each year of at least \$600K. The amount for both entities is based on a 5% return on the value of the property net of outstanding debt.

3. Specific Purpose Funds

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

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

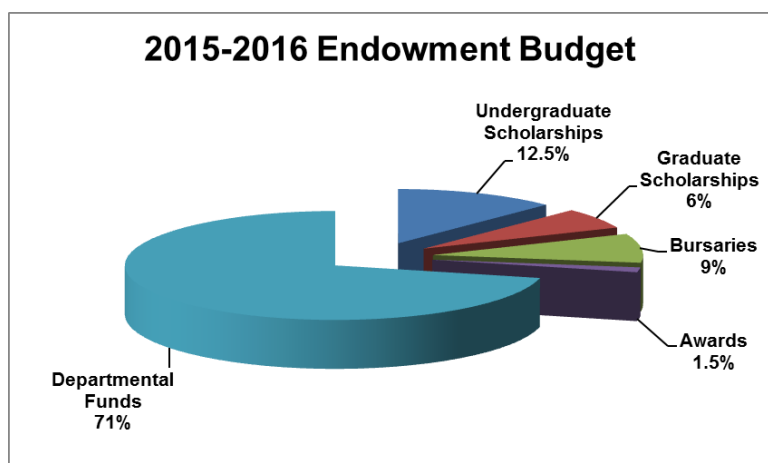
Total revenue for specific purpose increased \$3.5M in 2014/15 mainly as a result of investment income within the Foundation which was up \$4.8M over the previous year. This was offset by a decline in fees for non-credit programming of \$1.5M for executive business program which is now recorded in a separate entity. The majority of revenue (96.3% in 14/15) in the specific purpose fund is either departmental revenue or revenue of the University of Victoria Foundation.

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

Revenue from the UVic Foundation is comprised of investment income and gains and losses on investments, which by their nature are cyclical and therefore fluctuate year to year. Given the unpredictable nature of revenue within this fund, it can vary considerably from year to year. For example, UVic foundation revenue was 9.1M in 2011/12, \$28.0M in 2012/13, \$45.2M in 2013/14 and \$48.7M in 2014/15.

The University of Victoria Foundation holds and invests funds raised for endowment purposes. As at December 31, 2015, there were a total of 1,226 funds with a market value of \$393.6M. Annually, the Foundation Board approves a distribution (budget) from the Foundation to the university based on the terms of each endowment fund and the overall spending policy of the Foundation.

For 2015/16, the total Foundation distribution was \$13.9M and was allocated as follows:



The Foundation distribution budget increased by 9% in 2015/16 or ~\$1.1M. This was largely as a result of the inflation adjustment on the endowment principal and some funds getting an increase in distribution from 4.0% to 4.5% given strong financial markets in 2014/15. The distribution budget for the foundation is based on:

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

For 2016/17 the budget is expected to grow again by inflation however some funds will no longer receive additional annual spending given weak financial markets in 2015. The budget for 2016/17 is approved by the Foundation in May.

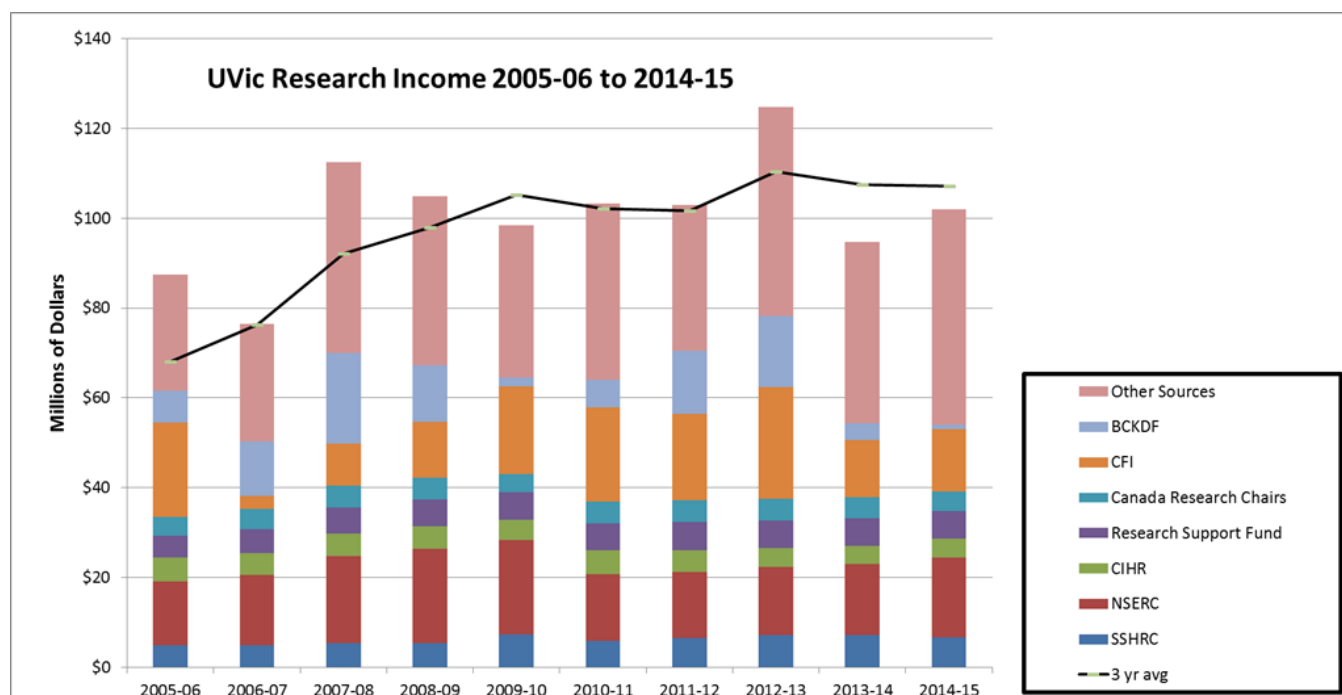
4. Sponsored Research Funds

(a) Research Income 2005/06 to 2014/15

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

In 2014/15, UVic received \$102M in external research funding (including income from the RSF for indirect costs of research). The fluctuations in overall funding over the last five years are due to the timing in cash flow from CFI and BCKDF in support of our large infrastructure projects. The three year rolling average more accurately represents the stable level of external research funding at or above \$100M over the past 5 years.

Over the 2010-2015 period the amount of funding from the federal Tri-Agencies (i.e., NSERC, SSHRC and CIHR) has been steady. We continue to see growth in funding from a diversity of programs from sectors such as government agencies, non-governmental organizations, and industry.



(b) National and World Rankings

UVic's recognition in international university rankings has improved over the past decade. In 2015 UVic was ranked in the 201-250 category in the Times Higher Education (THE) World University Rankings, placing the university among the world's top colleges and universities. As a relatively young institution, this success was recognized in 2012 and 2013, when THE ranked UVic 11th and 20th globally (respectively) and first in Canada among universities less than 50 years old. UVic has been recognized in the Leiden University Rankings for the highest proportion of internationally co-authored research of any university in Canada since the beginning of that ranking criteria in 2011. Leiden's 2015 rankings place UVic science and engineering first overall in Canada for a university without a medical school. Using bibliometrics, the Leiden rankings place UVic third in Canada overall for scientific impact, and first in the broad fields of mathematics and computer science, and physical sciences and engineering. UVic also placed fourth overall in Canada for collaboration. The 2015 QS Subject Rankings rank UVic at world-class level in 29 of 36 subject areas—and in the top 200 internationally in six subject fields: English language and literature, Earth and marine sciences, geography, law, philosophy, and psychology. UVic is tied for fourth in Canada with five researchers in the 2014 Thompson Reuters Highly Cited list, representing the top one per cent of most-cited researchers for their subject field and year of publication.

(c) Research Funding Highlights

Strategic Research Plan

The Strategic Research Plan (SRP) 2016-2021 was completed in January 2016 and the implementation planning to operationalize the 35 objectives and 67 strategies is now underway. The OVRP, with support from our SRP Project Officer, is developing a consolidated project chart to manage the annual implementation and reporting processes for the plan. A number of year one strategies are already in planning, including the implementation of a network of grants facilitators embedded in faculties, and an enhanced role for Associate Deans Research in institutional research planning.

Major Research Projects

Development of the proposal is underway for the Canada Foundation for Innovation (CFI) Major Science Infrastructure (MSI) grant for operating funds for Ocean Networks Canada for the next 5 years. The proposal is due in April with notification in October 2016.

UVic has been selected to submit our “Integrative ocean-climate science to sustain Canada's marine natural resources” proposal to the second competition of the Canada First Research Excellence Fund (CFREF). Of the 51 LOIs received for the competition, 30 LOIs representing a total fund request of close to \$2.4 billion, were selected to move forward with a full proposal. The total available funding for this competition is \$900 million. Our LOI proposed a total budget of \$100M over the 7 years of the CFREF award. Development of the full proposal is now underway with the engagement of UVic’s outstanding researchers.

In mid-2015 UVic was awarded \$13.5M from CFI for phase two of the UVic-led Advanced Rare Isotope Laboratory (ARIEL) at TRIUMF, Canada’s national facility for particle and nuclear physics in Vancouver. ARIEL II infrastructure will strengthen Canada’s capabilities in particle and nuclear physics, and materials science and will add next-generation technologies to the accelerator to produce a wider variety of exotic isotopes at greater intensities.

The University submitted a hosting proposal to Compute Canada in Q4 2014 for computing equipment to be funded by CFI and BCKDF. UVic was awarded a system referred to as GP1 with funding of \$3M from CFI and \$3M from BCKDF. The BCKDF funding was confirmed earlier this month. The deployment plan for GP1 will have it in place by Summer 2016. UVic was awarded a system based on the quality of the EDC2 facility, our history of effectively running WestGrid equipment and certainly on the strength of the personnel in University Systems responsible for advanced research computing (ARC) on campus. The strength of research across campus that employs ARC from particle physics to health data analysis to digital humanities was also a major contributing factor. GP1 will be a cloud computing system with approximately 6,000 cores and 3 petabytes of disk storage.

5. Capital Fund

The capital fund accounts for the revenues and expenditures that result from the acquisition or construction of major physical assets such as buildings or enterprise information systems. Given the project nature of the activities in this fund, revenues and expenditures can fluctuate greatly from year to year. For example capital revenue was \$6.8M in 2014/15, \$19.1M in 2013/14, and \$6.2M in 2012/13.

Major capital activity over the past year included:

1 Centre for Athletics, Recreation and Special Abilities and Renovations to McKinnon Gym (CARSA)

The CARSA project includes the construction of the new CARSA facility with adjoining parkade as well as significant renovations to the McKinnon building. The construction of the new facility commenced in February 2013 and the building was occupied in May 2015. The renovations to the McKinnon building are now underway to support the needs of the School of Exercise Science, Physical and Health Education (EPHE). Given the significant amount of renovations needed the project will need to be completed over two summer periods in order that teaching is not impacted. Given this, renovations are expected to be complete by September 2016.

2 Continuing Studies expansion

The detailed design for the Continuing Studies building expansion was approved by the Board in 2013/14 with construction commencing in August 2014. The project was completed in February 2016 with the building operational in March 2016. The addition will provide much needed expansion space to accommodate the Pathways Program for international students.

3 Elliot Science Teaching Lab Upgrades

This project includes the upgrades of all the chemistry teaching labs in the Elliot Building. These labs were built in the 1960s and have not had significant upgrades since that time. In order to continue to meet teaching requirements this project has been broken into several phases. Phase I which included project planning and design occurred in 2014-15 and phase II construction totaling \$3.8M occurred in 2015/16. This project has been funded by the Ministry of Advanced Education through the Major Maintenance and Rehabilitation program referenced above. The hope is that final funding will be received in 2016/17 although approval will not be known until late spring.

The capital priorities approved in the 2015/16 capital plan for the next five years include:

- Student housing expansion and renewal;
- An addition to the Business and Economics Building (BEC);
- Additional space to address pressures within academic areas including Engineering and Computer Science to support this potential growth area, Science and Social Science;
- Renovation and expansion of the Saunders complex to address a shortfall of maintenance space;
- Build out of the Enterprise Data Centre to address capacity issues;
- Campus seismic and renewal program; and
- Elliot Building science teaching laboratory upgrades to address safety and functionality issues.

The capital plan is approved by the Board in June of each year.

C. Financial Risks

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

These include:

- The province has not yet provided the funding letter for 2016/17. Given this fact, there is risk that the allocation may be a different amount than estimated for in this budget;
- this budget has been developed on the assumption that the province will fully fund collective bargaining costs resulting from the latest round of bargaining. While we do have a confirmation letter and the funding has been provided for in the budget allocation made by government to the Ministry of Advance Education there may be differences in the pro-ratio calculations.
- enrolment levels can be affected by the economy, competition, the world economic environment and demographics. Changes in these conditions can have a significant impact on enrolment revenues should, for example, international students choose to stay in their home country for post-secondary education. While this budget provides for financial flexibility by not allocating all the revenue generated from new international growth, enrolment could vary greater than the amount held for term allocations;
- utility and/or other non-salary expenditures may experience inflation beyond those provided for in this budget;
- the university has a total operating budget of approximately \$347M and total annual expenditures across all funds over \$567M. Within this total budget, there is limited flexibility to address significant unforeseen events;
- while the Federal/Provincial Knowledge Infrastructure (KIP) project addressed some of the aging infrastructure through the renewal of six of the oldest buildings on campus, overall building conditions remain an issue. Given the age of some buildings, the likelihood of large unexpected repairs is high. The university does not have funding set aside for such occurrences.
- While a positive impact on international investments, the weakening Canadian dollar over 2015/16 has had a negative impact on the University's purchasing power particularly with respect to library acquisitions, software licensing, facilities construction and other supplies. A sustained lower dollar or a worsening of the dollar will further erode purchasing power in these areas and may require realignment of resources.

D. Compliance With Section 29 of The University Act

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

Appendices:

Appendix 1 – Schedule of Proposed Tuition Fees

Appendix 2 – Housing Fee Table

Appendix 3 – Parking Fee Table

Appendix 4 – Schedule of Child Care Fees

Appendix 1: Schedule of Proposed Tuition Fees

Schedule of Proposed Tuition Fees to be Effective May 1, 2016				
		Effective May 1, 2014	Effective May 1, 2015	Effective May 1, 2016
Undergraduate Tuition				
Tri Faculty				
Per fee unit -	Domestic	343.94	350.80	357.84
	International	1,112.88	1,135.12	1,157.84
Course Challenge				
Per fee unit -	Domestic	171.97	175.42	178.92
	International	556.44	567.58	578.92
HA 488 and HA 499 per unit				
			437.21	445.95
Business Faculty				
Per fee unit -	Domestic		478.30	487.85
	International		1,471.96	1,501.40
Engineering Faculty				
ENGR courses				
Per fee unit -	Domestic		350.80	357.84
	International		1,135.12	1,157.84
CENG, ELEC, MECH, CSC, SENG, BIOM				
Per fee unit -	Domestic		388.18	395.95
	International		1,224.80	1,249.30
Co-op Program				
Per fee unit -	Domestic	649.46	662.46	675.70
	International	1,082.44	1,104.08	1,126.16
Co-op work Term Challenge				
	Domestic	324.73	331.22	337.85
	International	541.22	552.04	563.08
Law Tuition				
Full time, per term -	Domestic	4,514.34	4,604.62	4,696.72
	International	12,005.54	12,245.64	12,490.56
Part-time per unit -	Domestic	601.92	613.96	626.24
	International	1,600.74	1,632.76	1,665.42
Graduate Tuition* (per term)				
Full fee installment -	Domestic	1,786.10	1,821.82	1,858.26
	International	2,125.30	2,167.80	2,211.16
Half fee installment -	Domestic	893.05	910.90	929.13
	International	1,062.65	1,083.90	1,105.58
Non-degree -	Domestic	709.38	723.56	738.04
	International	846.22	863.16	880.42
Graduate Re-registration Fees, per term until maximum completion limits				
	Domestic	709.38	723.56	738.04
	International	846.22	863.16	880.42
Thereafter -	Domestic	1,786.10	1,821.82	1,858.26
	International	2,125.30	2,167.80	2,211.16

Page 2 of 4		Effective May 1, 2014	Effective May 1, 2015	Effective May 1, 2016
MBA Tuition * per term				
Daytime Program				
Full fee installment -	Domestic	3,845.66	3,992.58	4,001.02
	International	4,184.84	4,268.54	4,353.92
Half fee installment -	Domestic	1,922.83	1,961.29	2,000.51
	International	2,092.42	2,134.27	2,176.96
Non-degree -	Domestic	1,269.08	1,294.46	1,320.34
	International	1,381.00	1,408.62	1,436.80
MBA Tuition * per term				
Evening Program -				
	Domestic			
	Full-time	2,563.76	2,615.04	2,667.34
	Part-time	1,281.88	1,307.52	1,333.67
Evening Program -	International			
	Full-time	2,789.90	2,845.70	2,902.62
	Part-time	1,394.95	1,422.85	1,451.31
MBA Re-registration Fees, per term				
until maximum completion limits				
	Domestic	1,269.07	1,294.46	1,320.34
	International	1,381.00	1,408.62	1,436.80
Thereafter -	Domestic	3,845.66	3,922.58	4,001.02
	International	4,184.84	4,268.54	4,353.92
MBA/JD *per term MBA fees				
until maximum completion limits				
	Domestic			2,667.34
	International			2,902.61
Thereafter -	Domestic			1,320.34
	International			1,436.80
Master of Global Business (MGB) fees				
per term				
Full fee installment -	Domestic	6,494.60	6,624.48	6,756.98
	International	8,298.68	8,464.64	8,633.94
MGB Re-registration Fees, per term				
until maximum completion limits				
	Domestic	2,164.86	2,208.16	2,252.32
	International	2,766.22	2,821.54	2,877.96
MA in Community Development (MACD-D)				
fees per term				
	Domestic	2,543.72	2,594.60	2,646.48
	International	2,976.70	3,036.22	3,096.96
MACD-D Re-registration Fees, per term				
until maximum completion limits				
	Domestic	847.92	864.88	882.18
	International	992.24	1,012.08	1,032.32
Graduate Co-op Work Term -	Domestic	649.46	662.46	675.70
	International	770.70	786.12	801.84
Health Informatics fee, per term -	Domestic	4,368.74	4,456.48	4,545.62
	International	4,707.93	4,802.46	4,898.50
Health Informatics re-registration fee				
until maximum completion limits				
	Domestic	1,566.50	1,597.82	1,629.78
	International	1,678.46	1,712.02	1,746.26

Page 3 of 4		Effective May 1, 2014	Effective May 1, 2015	Effective May 1, 2016
Master of Public Health (MPH)				
fees per term				
	Domestic	2,164.86	2,208.16	2,252.32
	International	2,576.20	2,627.70	2,680.28
Master of Public Health (MPH)				
Re-reg fees, per term				
	Domestic	721.62	736.06	750.78
	International	858.74	875.90	893.42
Double Degree in Nursing & Health Informatics				
fees per term				
	Domestic	3,608.12	3,680.28	3,753.88
	International	4,296.66	4,379.52	4,467.12
Double Degree in Nursing & Health Informatics				
Re-registration fee, per term				
	Domestic	1,202.70	1,226.76	1,251.30
	International	1,431.22	1,459.84	1,489.04
Double Degree in MEng/MBA and MSC				
(CompSci)/MBA				
	Domestic	4,093.24	4,175.10	4,258.60
	International	4,461.62	4,550.86	4,641.88
Double Degree in MEng/MBA and MSC				
(CompSci)/MBA				
Re-registration fee, per term				
	Domestic	1,364.42	1,391.70	1,419.54
	International	1,487.22	1,516.96	1,547.30
MEng Telecommunications & Information				
Security - fees per term				
	Domestic	6,666.68	6,800.00	6,936.00
	International	8,333.34	8,500.00	8,670.00
Audit Fees per fee unit				
Under age 65				
	Domestic	171.98	175.42	178.92
	International	556.44	567.56	578.92
Graduate -				
	Domestic	298.56	304.52	310.62
	International	377.06	384.60	392.28
Age 65 or over				
	Undergraduate	58.26	59.42	60.60
	Graduate	98.10	100.06	102.06
Graduate Certificate in Entrepreneurship				
fees per unit				
	Domestic	811.82	828.06	844.62
	International	1,082.44	1,104.08	1,126.16
Graduate Diploma in Entrepreneurship				
fees per unit				
	Domestic	811.82	828.06	844.62
	International	1,082.44	1,104.08	1,126.16
Graduate Certificate in Medical Physics				
fees per unit				
	Domestic	1,250.00	1,275.00	1,300.50
	International	1,487.50	1,517.26	1,547.60

Page 4 of 4		Effective May 1, 2014	Effective May 1, 2015	Effective May 1, 2016
Master's Certificate in Digital Humanities				
fees per unit				
	Domestic	1,000.00	1,020.00	1,040.40
	International	1,200.00	1,224.00	1,248.48
PhD in Health Informatics (HINF)				
	Domestic	5,100.00	5,202.00	5,306.04
	International	6,069.00	6,190.38	6,314.20
Grad re-reg fees, per term until maximum completion limits -				
	Domestic	1,683.00	1,716.66	1,750.98
	International	2,002.78	2,042.84	2,083.68
Thereafter -				
	Domestic	5,100.00	5,202.00	5,306.04
	International	6,069.00	6,190.38	6,314.20
Program Fees, per term:				
Master of Business Administration (MBA)				
	Daytime Program	500.00	510.00	520.20
Master of Business Administration (MBA)				
	Evening Program	333.34	340.00	346.82
Master of Global Business (MGB)		933.34	952.00	971.06
Grad Certificate - Entrepreneurship		1,500.00	1,530.00	1,560.60
Grad Diploma - Entrepreneurship		1,125.00	1,147.50	1,170.46
PhD in International Management & Organization		500.00	500.00	500.00
Professional Specialization Certificate				
	in Special Education	350.00	357.00	364.14
EPLS Counselling		350.00	357.00	364.14
MACD-I International Delivery		1,166.68	1,190.00	1,213.82
Double Degrees in MEng/MBA		428.56	437.12	445.88
Double Degrees in MSC(CompSci)/MBA		428.56	437.12	445.88
Indigenous Ed grad prog in Indigenous Revitalization		350.00	357.00	364.14
LATHE (Learning/Teaching in Higher Ed Certificate)				
	Domestic	709.38	723.56	738.04
	International	846.22	863.16	880.42
Child and Youth Care			350.00	357.00

Appendix 2: Housing Fee Table

Housing Fee Table

Student Residences			
	2015-16 Current Per Term	2016-17 Proposed per Term	Percentage Increase
Single Room	\$2,373	\$2,515	6.0%
Twin Room	\$1,816	\$1,924	6.0%
Standard Meal Plan	\$2,146	\$2,253	5.0%
Cluster Housing			
Single Cluster Room	\$2,751	\$2,916	6.0%

<i>For the academic year (September to April) these rates yield:</i>			
	2015-16 Current	2016-17 Proposed	Percentage Increase
Single room + Standard Meal Plan	\$9,037	\$9,536	5.5%
Twin room + Standard Meal Plan	\$7,922	\$8,354	5.5%
Cluster Room (no meal plan)	\$5,502	\$5,832	6.0%
Family Housing (monthly)			
	2015-16 Current	2016-17 Proposed	Percentage Increase
One bedroom apartment	\$798	\$815	2.1%
Two bedroom apartment	\$945	\$968	2.4%
Two bedroom townhouse	\$1,102	\$1,102	0.0%
Three bedroom townhouse	\$1,217	\$1,229	1.0%

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

Appendix 3: Parking Fee Table

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

2016-2017 Parking Fee Table				
Purchased between dates:	September 01 and December 31	January 01 and April 30	May 01 and August 31	Monthly
University Centre Reserved Underground	\$1,903	\$1,275	\$628	N/A
General Reserved Parking	\$833	\$558	\$275	\$167
General Parking	\$476	\$319	\$157	\$95
General Student Parking	\$476	\$319	\$157	\$95
Motorcycle and Scooter	\$181	\$121	\$60	\$42
Flexible Reserved	\$583	N/A	N/A	N/A
Flexible General	\$333	N/A	N/A	N/A
Carpool	Annual Rate			
2015-2016 Parking Fee Table				
Purchased between dates:	September 01 and December 31	January 01 and April 30	May 01 and August 31	Monthly
University Centre Reserved Underground	\$1,848	\$1,238	\$610	N/A
General Reserved Parking	\$809	\$542	\$267	\$151
General Parking	\$462	\$310	\$152	\$90
General Student Parking	\$462	\$310	\$152	\$90
Motorcycle and Scooter	\$175	\$117	\$58	\$42
Flexible Reserved	\$566	N/A	N/A	N/A
Flexible General	\$323	N/A	N/A	N/A
Carpool	Annual Rate			

Appendix 4: Schedule of Child Care Fees

	Current Rates 2015-16 (\$ per month)	Proposed Rates (\$ per month) effective May 1, 2016
INFANT CARE – CHILDREN AGED 6 TO 18 MONTHS		
Level A: Faculty/Staff	\$1,290	\$1,355
Level B: Students	\$1,190	\$1,250
CHILDREN AGED 18 TO 36 MONTHS		
Level A: Faculty/Staff	\$1,129	\$1,163
Level A (1): Faculty/Staff 3 day/week	\$755	\$778
Level A (2): Faculty/Staff 2 day/week	\$514	\$529
Level B: Students	\$1,017	\$1,048
Level B (1): Students 3 day /week	\$700	\$721
Level B (2): Students 2 day/week	\$477	\$491
CHILDREN AGED 37 MONTHS TO 5 YEARS		
Level A: Faculty/Staff	\$850	\$876
Level A (1): Faculty/Staff 3 day/week	\$599	\$617
Level A (2): Faculty/Staff 2 day/week	\$409	\$421
Level B: Students	\$712	\$733
Level B (1): Students 3 day/week	\$517	\$533
Level B (2) 2 day/week	\$361	\$372

CHILDREN AGED 6 TO 12 YEARS – AFTER SCHOOL CARE		
Level A: Faculty/Staff	\$354*	\$372*
Level A (1): Faculty/Staff 3 day/week	\$255*	\$268*
Level A (2): Faculty/Staff 2 day/week	\$189*	\$198*
Level B: Students	\$323*	\$339*
Level B (1): Students 3 day/week	\$240*	\$252*
Level B (2): Students 2 day/week	\$181*	\$190*
SUMMER FUN PROGRAM		
Level A (staff)	\$179 per week** or \$712 per month	\$188 per week** or \$748 per month
Level B (students)	\$169 per week** or \$672 per month	\$177 per week** or \$704 per month

*(includes the additional costs of all school closures (spring break, pro-d, early dismissal, winter break, etc.)

** no shared weeks in Summer as program options are full month or weekly enrollment.



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR DECISION

March 8, 2016

To: Executive and Governance Committee

From: Julia Eastman, University Secretary

cc: President and Vice-Chancellor

Meeting Date: March 30, 2016

Subject: **Graduate Student Representation on the Board - Rules to Govern Elections to the Board of Governors**

Basis for Jurisdiction: University Act, s. 19 and s. 43
Rules to Govern Elections to the Board of Governors and Senate
Strategic Plan, Objectives 4 and 14

Strategic Relevance:

The University of Victoria's strategic plan calls for targeted growth in graduate programs and enrolments. Objective 4 is to be nationally competitive in the recruitment and retention of graduate students of the highest calibre. Objective 14 is to be nationally competitive in the quality of our graduate program offerings. Excellence in graduate education in turn contributes to the quality and impact of our research and creative activities, and undergraduate offerings. Ensuring graduate student representation on the Board of Governors is a way to further the university's goal to be amongst the best universities in Canada and the world.

Previous Consultation:

Graduate Students' Society, University of Victoria Students' Society, Board of Governors

Recommendation:

THAT the Executive and Governance Committee recommend that the Board of Governors approve and recommend to Senate that it also approve the attached revisions to the Rules to Govern Elections to the Board of Governors and Senate.

Background:

Membership on the university's Board of Governors includes two elected students, elected by and from the members of the student societies. The *University Act* states that the Board of Governors will include two students "elected from students who are members of an undergraduate student society or graduate student society". The university's election rules do not contain any provisions regarding whether positions should be distributed between undergraduate and graduate students. The Graduate Students' Society has raised concerns regarding lack of graduate student representation on the Board of Governors and suggested a change to the way students are elected to the Board. In response, and following a review of practices at UVic and other universities, a revision to the election rules is proposed to provide that one position on the Board of Governors will be held by an undergraduate student and one by a graduate student.

Current Practices at UVic

As noted above, the *University Act* states that the Board of Governors will include two students "elected from students who are members of an undergraduate student society or graduate student society". UVic's Senate approved *Rules to Govern Elections to the Board of Governors and Senate* state that the Board of Governors will include two students "elected by students who are members of the student societies". Neither the Act nor the Rules differentiate between positions for graduate or undergraduate students. This is unlike the Senate membership provisions, which require that positions be reserved for at least one student from each faculty and three students from the Faculty of Graduate Studies.

Because the election rules do not designate specific positions for undergraduate or graduate students, in any given year there is no guarantee that membership on the Board of Governors will include both undergraduate and graduate students. In the past 10 years, one of the 20 student positions on the Board of Governors has been held by a graduate student. The Graduate Students' Society has expressed concern with the lack of graduate student representation on the Board of Governors. In the GSS's 2015-16 Strategic Plan, petitioning the university for a designated spot on the Board of Governors for graduate students is included as one of the goals. A letter from the GSS in this regard is attached.

When the Senate rules were amended in 2009 to provide three dedicated seats for graduate students, it was noted that increasing graduate student representation was a way to further the university's goals to be nationally competitive in our recruitment of graduate students and provision of graduate offerings. The same rationale can be applied to a proposal to revise student membership on the Board of Governors. Amongst the goals articulated in our strategic plan is one to build our graduate programs and enrolments. Objective 4 is to be nationally competitive in the recruitment and retention of graduate students of the highest calibre. Objective 14 is to be nationally competitive in the quality of our graduate program offerings.

Practices at Other BC Universities

The provisions in the *University Act* related to Board membership also apply to Simon Fraser University and the University of Northern British Columbia. Both SFU and UNBC have instituted rules for Board membership that reserve one position on the Board for an undergraduate student and one for a graduate student. The Board of Governors at the University of British Columbia includes three students. One of these positions is expressly reserved for a student from UBC Okanagan. UBC has not instituted any additional rules regarding election of graduate or undergraduate students to the Board of Governors.

Proposal for Change

Given that UVic is firmly positioned as a research intensive graduate and undergraduate teaching institution, it is logical to consider amending membership rules for the Board of Governors to provide a dedicated position for graduate students. This amendment has already been made at other BC universities and acknowledges the importance of having both the undergraduate and graduate perspective represented on the Board of Governors.

It is proposed that the *Rules to Govern Elections to the Board of Governors and Senate* be amended to state the Board of Governors will include:

2 students, 1 undergraduate student elected by members of the undergraduate students' society and 1 graduate student elected by members of the graduate students' society.

A revised version of the *Rules to Govern Elections to the Board of Governors and Senate* is attached.

The university's General Counsel has been consulted regarding the proposed change and has indicated that the revision would not be in contravention of the *University Act*.

In accordance with the *University Act*, the university's election rules are approved by the Senate –

Rules for elections

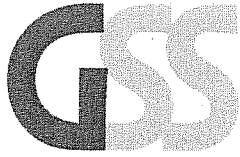
43 (1) *The senate must make and publish all rules necessary and consistent with this Act in respect of nominations, elections and voting*

As a result, any change to the manner in which students are elected to the Board will require the Board of Governors to make a recommendation to Senate in this regard.

Planned Further Action: Recommendation to Senate, May 2016

Attachment(s):

Correspondence from UVic Graduate Students' Society
Rules to Govern Elections to the Board of Governors and Senate



Graduate Students' Society
UNIVERSITY OF VICTORIA

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

PO Box 1700 Victoria BC V8W 2Y2 Canada

Dr. Erich Mohr, Chair
Board of Governors
Office of the University Secretary
University of Victoria
PO Box 1700 STN CSC
Victoria, BC
V8W 2Y2

RECEIVED
JAN 15 2016
UNIVERSITY SECRETARY
UNIVERSITY OF VICTORIA

RE: Designated Graduate Seat on Board of Governors

Dear Dr. Mohr,

The University of Victoria Graduate Students' Society (GSS) is writing to you to request that the two designated student seats on the Board of Governors (the Board) be further defined as one undergraduate student seat and one graduate student seat.

As the University of Victoria (UVic) has positioned itself as a "leader in many areas of critical research", the profile of the university has changed to focus more directly on research activities. Graduate students are attracted to UVic because of the cutting edge research it produces and its high profile faculty members.

However, we have fallen behind other institutions, such as Simon Fraser University (SFU), in terms of ensuring equitable graduate student representation. As the largest body of researchers at UVic, our lack of representation on the Board affects the university as a whole, as a critical participant is missing. By contrast, SFU has recognized graduate students' crucial roles and unique needs by reserving for them a Board of Governors seat (see https://www.sfu.ca/bog/board_election_rules.html).

Although UVic graduate students are eligible to run for one or both of the allotted Board seats, graduate students are in an unfavourable position due to the size discrepancy between the voting bodies of the UVSS and the GSS. Graduate students have different experiences and concerns than their undergraduate counterparts. Consequently, the Board is making decisions that directly affect graduate students without having adequate representation of their interests.

We have the support of several graduate student senators and a current student

representative on the Board regarding this matter. We believe that a graduate student representative on the Board would demonstrate UVic's commitment to researchers.

The GSS thanks the Board and university for their dedication to student representation and urges all parties to consider bringing UVic in line with other institutions across BC and Canada for equitable graduate student representation on campus.

Sincerely,

Original signed by Katrina Flanders

Katrina Flanders,
Chair

On behalf of the University of Victoria Graduate Students' Society Executive Board

cc: Jamie Cassels, President of the University of Victoria
Julia Eastman, University Secretary
Carrie Andersen, Associate University Secretary

**RULES TO GOVERN ELECTIONS
TO THE BOARD OF GOVERNORS AND THE SENATE**

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1. Preamble

- 1.1 The Rules to Govern Elections to the Board of Governors and the Senate (“Rules to Govern Elections”) have been developed to meet the requirements set out in the *University Act*. In the event of any conflict between these Rules and the *University Act*, the Act will prevail.
- 1.2 Senate has the authority to amend the Rules to Govern Elections, as provided in section 43 of the *University Act*.
- 1.3 In accordance with the *University Act*, the University Secretary is responsible for the conduct of all elections that are required.
- 1.4 The Rules to Govern Elections will be reviewed by the Senate Committee on Agenda and Governance at least every five years.

2. Definitions

- 2.1 The following definitions will apply in determining the eligibility of persons to submit nominations and to stand for and vote in elections to the Board of Governors and the Senate.
 - a) **A Faculty** is an academic unit approved as a Faculty by the Senate and Board of Governors.
 - b) **A faculty member** is a person who is classified in university records as "faculty" and designated as "regular, at the rank of lecturer, assistant teaching professor, teaching professor, assistant professor, associate professor or professor", or in an equivalent position designated by the Senate. This excludes employees classified as "visiting," "adjunct," or "sessional".
 - c) **An employee** of the university is a person who:
 - (i) is not a faculty member as defined in 2.1 b); and
 - (ii) is designated as "regular" or "continuing" in university records.
 - d) **A professional librarian** is a person whose classification in university records includes the term "librarian" and the designation "continuing".
 - e) **A continuing sessional** is a person classified in university records as having continuing sessional status.
 - f) **A student** is an undergraduate or graduate student who meets the definition of “student” in the academic calendar and is registered in the current term.
 - g) **Student societies** are the University of Victoria Students’ Society and the Graduate Students’ Society of the University of Victoria.

3. Eligibility

- 3.1 In the context of the *University Act*, the definitions in section 2.1 will apply in determining the eligibility of persons to be elected to the Board of Governors or the Senate.
- 3.2 In the context of the *University Act*, the definitions in section 2.1 (b), (c), (d) and (e) will apply in determining the eligibility of persons to continue to serve on Senate.
- 3.3 A student elected to the Board of Governors or the Senate from the student societies must be registered in two of the following academic terms, 1st term of winter session, 2nd term of winter session or any term of the summer session, during his or her term of office in order to be eligible to continue to serve on the Board of Governors or the Senate.
- 3.4 A faculty member or an employee of the University of Victoria, as defined in section 2.1 b) or 2.1 c), who is on leave of absence or study leave will continue to be eligible to vote and to serve on the Senate or the Board of Governors subject to the provisions of the *University Act* and to the rules of either body.
- 3.5 For the purpose of determining eligibility to be elected to and serve on the Senate and Board of Governors, the University Secretary is authorized to grant eligibility based on medical, compassionate or other grounds.

4. Elected offices

Board of Governors

- 4.1 Pursuant to section 19(1) of the *University Act*, the Board of Governors will include the following elected representatives:
 - a) 2 faculty members elected by faculty members;
 - b) 2 students, 1 undergraduate student elected by members of the undergraduate students' society and 1 graduate student elected by members of the graduate students' society.
 - c) 1 employee elected by employees of the university who are not faculty members.

Senate

- 4.2 Pursuant to the proportional composition required under Section 35(2) of the *University Act*, Senate will include the following elected representatives:
 - a) 32 faculty members elected by faculty members (two faculty members from each Faculty elected by faculty members in that Faculty, with the remainder elected as at-large faculty members).
 - b) 16 students elected by students who are members of the student societies with at least one student from each Faculty and three students

from the Faculty of Graduate Studies.

- c) 4 members elected by and from the convocation, as defined in the *University Act*.

Additional elected members

Pursuant to section 35 (2)(k) of the *University Act*, the following elected representatives have been added to the Senate:

- d) 1 professional librarian elected by professional librarians.
- e) 1 continuing sessional elected by continuing sessionals.

5. Terms of office

Board of Governors

- 5.1 Persons elected to the Board of Governors by and from faculty members will normally take office on July 1 for a three-year term ending on June 30 of the third year.
- 5.2 The person elected to the Board of Governors by and from the employees will normally take office on July 1 for a three-year term ending on June 30 of the third year.
- 5.3 Persons elected to the Board of Governors by and from members of the student societies will normally take office on July 1 for a one-year term ending June 30 of the following year.
- 5.4 Any eligible person elected to the Board of Governors to fill a vacancy arising for any reason other than the normal expiry of the term of the member will take office immediately upon election and will fulfill the remaining term of the member who is being replaced.

Senate

- 5.5 Persons elected to the Senate by and from faculty members will normally take office on July 1 for a three-year term ending on June 30 of the third year.
- 5.6 Persons elected to the Senate by and from the members of the student societies will normally take office on July 1 for a one-year term ending on June 30 of the following year.
- 5.7 Persons elected to the Senate by and from the convocation will normally take office on July 1 for a three-year term ending on June 30 of the third year.
- 5.8 The person elected to the Senate by and from professional librarians will normally take office on July 1 for a three-year term ending on June 30 of the third year.
- 5.9 The person elected to the Senate by and from continuing sessionals will normally take office on July 1 for a three-year term ending on June 30 of the third year.
- 5.10 Any eligible person elected to Senate to fill a vacancy arising for any reason other than the normal expiry of the term of the member will take office immediately

upon election and will fulfill the remaining term of the member who is being replaced. Vacancies will be filled in accordance with the Rules to Govern Elections and section 9 of the Rules to Govern the Conduct of Senate Procedures.

6. Nominations

- 6.1 Calls for nominations will be issued electronically or by other means deemed appropriate by the University Secretary.

Calls for nominations

- 6.2 A call for nominations will normally be issued in the second term of the winter session for positions becoming vacant on July 1.
- 6.3 A call for nominations may also be issued on an *ad hoc* basis to fill a position that becomes vacant before the end of a member's term.
- 6.4 A call for nominations will be issued at least five business days before the deadline for nominations. A first call for nominations will normally be issued ten business days before the deadline for nominations.
- 6.5 The deadline for nominations may be extended by the University Secretary.

Nomination paper

- 6.6 A nomination paper must be:
- a) signed by a candidate, who will state that he/she is eligible to hold office and is willing to stand in the election;
 - b) signed by at least three persons who are eligible to vote in the election; and
 - c) delivered to the University Secretary by 4:30 p.m. on the day of the deadline for nominations.
- 6.7 The University Secretary will invite a candidate to submit, along with the nomination paper, a statement of candidacy including a brief biographical sketch and any other information the candidate considers relevant. The statement of candidacy will not exceed 300 words and will be made available on the University Secretary's website and by any other means deemed appropriate by the University Secretary.
- 6.8 The University Secretary will make all reasonable efforts to notify candidates of any errors or irregularities in their nomination papers before the deadline for nominations but is not bound to do so.
- a) Errors and irregularities in a nomination paper must be corrected before the deadline for nominations.
 - b) A nomination paper that contains errors or irregularities after the deadline for nominations will be deemed invalid.

- 6.9 If no nomination papers are submitted before the deadline for nominations or the number of nomination papers is fewer than the number of available positions, the University Secretary may issue a second call for nominations. If the second call for nominations fails to produce a candidate, the University Secretary may use his/her discretion to issue additional calls for nominations or leave a position vacant.

7. Announcement of candidates

- 7.1 The names of all candidates will normally be posted on the University Secretary's website within five business days following the deadline for nominations.
- 7.2 Candidates in an election will be informed of the election period.

8. Withdrawal of nomination

- 8.1 A candidate who seeks to withdraw his/her nomination must notify the University Secretary in writing. Upon receipt of a written withdrawal of nomination, the candidate will cease to be a candidate for election.
- 8.2 In the event that a written withdrawal of nomination is received after the deadline for nominations and paper ballots have been prepared or the election has started, the votes the candidate receives in the election will not be counted.
- 8.3 When possible, notification of the withdrawal of a candidate will be included with the paper ballot.
- 8.4 When an electronic vote is to be conducted and a candidate's written withdrawal of nomination is received before the start of the election, the candidate's name will be excluded from the electronic ballot.
- 8.5 When an electronic vote is conducted and a candidate's written withdrawal of nomination is received after the start of the election and the number of vacancies is less than the number of remaining candidates, the University Secretary may:
- a) allow the election to continue with the remaining candidates, in which case the electronic ballot will indicate that the candidate withdrew; or
 - b) cancel the election and conduct a new election.
- 8.6 Electronic votes received for a candidate who has withdrawn will be deemed invalid.

9. Campaign period

- 9.1 In accordance with the *University Act*, there must be at least four weeks between the deadline for nominations and the start of the election.
- 9.2 The University Secretary may set specific dates for campaigning.

Campaigning guidelines

- 9.3 Candidates are expected to conduct themselves in a manner respectful of other

candidates.

- 9.4 Candidates are expected to make all reasonable efforts to represent facts accurately.
- 9.5 Candidates must follow the Rules to Govern Elections and any additional regulations issued by the University Secretary under the authority of the Rules to Govern Elections. Failure to do so may result in the candidate's disqualification from the election.
- 9.6 Complaints about campaigning must be made in writing to the University Secretary.

10. Election register

- 10.1 The election register, which may be electronic, will be open to inspection by all persons entitled to vote in an election, in the office of the University Secretary between the hours of 8:30 a.m. and 4:30 p.m., Monday to Friday, except on holidays and when the university is closed.

11. Voting

- 11.1 For elections, other than of students to the Board of Governors and Senate, the election period will be a minimum of five business days. For elections of students to the Board of Governors and Senate, the election period will be a minimum of three business days. In exceptional circumstances, the University Secretary may extend an election period.
- 11.2 Candidates will be given at least five business days notice prior to the start of the election period.
- 11.3 Only those persons whose names appear in the election register are entitled to vote in an election.
- 11.4 Voting will be by secret ballot.
- 11.5 Voting will be conducted electronically except when the University Secretary determines that a paper ballot is necessary.

Electronic voting

- 11.6 In order to vote electronically, voters will be required to verify their eligibility by means specified by the University Secretary.
- 11.7 Voters may vote for up to the number of candidates that corresponds to the number of vacant seats or may opt to spoil their ballots.

Paper ballots

- 11.8 A person entitled to vote will mark his/her paper ballot, then insert it into a ballot envelope and insert the ballot envelope into an identification envelope. The

person voting must identify him/herself by completing the identification envelope in accordance with instructions provided.

- 11.9 The University Secretary will appoint and supervise three independent scrutineers for each election conducted using paper ballots.
- 11.10 The scrutineers will, when counting paper ballots, follow the procedures established by the University Secretary to guarantee that a marked paper ballot cannot be matched to the voter.
- 11.11 The scrutineers will be responsible for validating all paper ballots or for verifying the method of the election and validation of the paper ballot counting, and for counting and recording votes, if required.
- 11.12 Any person entitled to vote in an election may be present at the counting and recording of votes.
- 11.13 A paper ballot is not valid if:
 - a) the voting member cannot be identified;
 - b) the voting member has not followed the instructions on the ballot and identification envelopes;
 - c) it contains any identifying mark; or
 - d) it is marked for more candidates than there are vacancies.
- 11.14 Paper ballots and identification envelopes will be held by the University Secretary for a period of one year (in accordance with section 31 of the *Freedom of Information and Protection of Privacy Act*) following the announcement of election results. At the end of that time, the paper ballots and identification envelopes will be confidentially destroyed.
- 11.15 The official results of each election, as validated by the University Secretary and the scrutineers, will be retained by the University Secretary until such time as they are transferred to the university archives in accordance with the university's records management manual.

12. Spoiled ballots

- 12.1 Spoiled ballots will be recorded but are not valid for the purposes of calculating election results.

13. Election results

Acclamation

- 13.1 Candidates will be acclaimed for a vacant position if:
 - a) the number of candidates nominated is equal to or less than the number of vacant positions; or
 - b) a candidate has withdrawn his or her nomination and, as a result, the number of remaining candidates is equal to or less than the number of

vacant positions.

Equality of votes

- 13.2 In the event of an equality of votes between two or more candidates in an election, the final result will be decided by lot amongst the candidates, under the direction of the University Secretary.

Announcement of results

- 13.3 The University Secretary will normally publish election results on the University Secretary's website and will include the number of eligible voters in an election, the number of votes received by each candidate and the number of spoiled ballots.
- 13.4 The University Secretary will report the outcome of an election to the Senate at its first meeting following the election.

14. Complaints and Appeals

- 14.1 Any complaints about the election procedures, campaigning or results must be made in writing to the Senate Committee on Agenda and Governance, in care of the University Secretary, within five (5) business days of the announcement of the election results.
- 14.2 The Senate Committee on Agenda and Governance will review any complaints and will determine on behalf of Senate what action should be taken. The committee's decision is final and not subject to appeal.

15. General Provisions

- 15.1 In the event that unforeseen or unusual circumstances prevent the carrying out of any of the above procedures, the University Secretary will exercise his/her discretion in altering the procedures to fit the circumstances, and will report any action taken to the Senate Committee on Agenda and Governance at its next regular meeting.

Incorporating latest revisions made by Senate on:

6 January 2012; 9 April, 2010; 1 May, 2009; 2 November 2007; 4 February 2005; 9 January 2004; 7 November 2001; 8 October 1997; 11 January 1995; April 1992; 3 April 1991; 4 April 1990; 6 March 1985, 6 January 2012



University
of Victoria

SUBMISSION TO THE UVIC BOARD OF GOVERNORS

FOR INFORMATION

To: Board of Governors
From: Carmen Charette, Vice-President External Relations
cc: President and Vice-Chancellor
Meeting Date: 30 March 2016
Subject: **EXTERNAL RELATIONS UPDATE**

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

ALUMNI AND DEVELOPMENT

Alumni and Development will provide a detailed year-end report to the Board in June which will include a report-out on the fundraising goal; updates on initiatives to improve donor communications; a synopsis of the highly successful 2016 Alumni Week (17 events with a 10% increase in attendance over last year); and a summary of programs designed to foster a culture of philanthropy on campus.

CEREMONIES AND FARQUHAR AUDITORIUM

Ceremonies and Events organized a successful and moving special convocation conferring an Honorary Doctor of Laws on Mavis Gillie, the determined and effective advocate for Aboriginal rights and reconciliation. The March 9th event was planned outside of the regular convocation schedule in order to accommodate Dr. Gillie's health.

The University Centre Farquhar Auditorium successfully applied for a Canadian Heritage Cultural Spaces grant, and will receive \$360,000 to support renovations to the ticket centre and coat check, and the purchase of specialized equipment.

The Farquhar's [2016-17 Presenting Season](#) is well underway with a range of performances including jazz, guitar virtuosos, a folk legend, and even a circus!

LEGACY ART GALLERIES

The Legacy Art Gallery downtown has been successfully engaging the broader community this term with the extremely popular exhibition *Emerging from the Fog*. This exhibition is a Williams Legacy Chair (Art History and Visual Culture) initiative working with MFA student Hjalmer Wenstob and represents Legacy's commitment to faculty and student research mobilization. The public school tours program, designed to help our regional teachers meet Indigenous education curriculum requirements, is full to capacity. On the evening of March 30th the gallery is hosting a public celebration of this exhibition.

Legacy has also launched a pilot project developing and offering an Observational and Critical Skills workshop to UVic classes. This workshop employs the art collection as a means to help students across disciplines refine various transferrable skills. The workshop was filled for the winter/spring term and served the disciplines of Anthropology, English, Theatre and Visual Arts.

The feedback indicates this has been a valuable teaching resource that will be further refined and offered again next year to more faculties.

Legacy is continuing to explore additional ways to connect with faculty by offering the collection as a teaching resource and to contribute to UVic's dynamic learning and extraordinary environment. An Academic and Community Programs Coordinator begins a contract this spring to enhance the public program, school tour, academic workshop, and research mobilization capacities of the galleries and its collection.

COMMUNITY AND GOVERNMENT RELATIONS

Executive Director, Community and Government Relations

Ms. Jennifer Vornbrock assumes this new role on April 1st. She has 15 years of prior public service including an impressive record in effective partnership and business development, and stakeholder and government relations with local, provincial and national outreach. Most recently, Jennifer worked in Ottawa as Vice-President, Knowledge and Innovation at the Mental Health Commission of Canada. Previously she was Director of Strategy Deployment at Vancouver Coastal Health; health policy/planning liaison for the City of Vancouver's Health City Strategy; and has held operational and policy positions with the BC Government.

Business Council of BC

President Cassels continues his participation on the sub-committee of the BCBC executive (federal government engagement committee) through meetings and conference calls. BCBC President Greg D'Avignon visited UVic on March 17th at the invitation of President Cassels, with meetings organized to discuss areas of interest to the BCBC (Indigenous governance, the skills gap, human capital strategies, entrepreneurship and technology transfer, and co-op).

CUVIC 2016 conference

The Community-University-Victoria (CUVIC) 2016 conference will showcase existing relationships and cultivate partnerships between UVic and our local and global communities. The overarching themes of CUVIC 2016 are Reconciliation, Innovation and Transformation through Engagement. Chancellor Shelagh Rogers will be providing a keynote address and invitations have been sent to both federal and provincial government representatives. Of special note is that Residential School survivors are invited to the conference at no cost to the individual.

City Studio

Three UVic representatives will participate on the City Studio Operations Task Force working toward the creation of the vision, mission and metrics for success. We also assisted the City of Victoria with their McConnell Foundation grant submission.

Capital Mission

UVic was involved in hosting to Victoria 28 visitors from San Francisco, Los Angeles, Palo Alto, Seattle, Portland, Calgary and Vancouver. The mission included a day-long tour of startups and incubators in Victoria, an evening event *Pitching to Venture Capitalists*, and it ended with a day at Discover Tectoria. The City of Victoria has declared that a Bay Area Trade Mission will occur in the fall, and the next Capital Mission to our city is planned for spring 2017.

Greater Victoria Chamber of Commerce

VP Charette was appointed to the Chamber board in January and also serves on their governance committee. The Chamber recently announced that UVic benefactor and past BOG member Murray Farmer, and honorary alumna Lynda Farmer, will be recognized for Lifetime Achievement at the April 21st Chamber Business Awards gala.

Refugees

Over 600 refugees are expected in our region in the next month consisting of both government-assisted refugees and sponsor-assisted refugees. UVic continues to work with the Inter-Cultural Association and Camosun College to identify opportunity for English as a Second Language programming.

Tectoria

In February UVic participated in Discover Tectoria, a local technology showcase event that takes place every two years at the Crystal Gardens. UVic had a major presence at the event taking over half the space on the 2nd floor showcasing over a dozen UVic departments and technologies. We also had the central booth on the tradeshow floor, CFAR display at the front entrance, and speaking engagements throughout the day. It was an excellent opportunity for UVic to connect with the local community.

United Way

The 2015 UVic United Way campaign raised \$278,857 (exceeding the goal of \$269,000). UVic has also been nominated in four award categories. Selection of recipients will be done on April 22:

- Workplace Volunteer Committee Spirit Award
- Labour Partnership Spirit Award
- Leadership Giving Spirit Award
- Outstanding Workplace Campaign Spirit Award

Vancouver Board of Trade (VBOT)

We are working with VBOT to enhance UVic's presence in the Vancouver market. A variety of engagement opportunities are being explored including:

- Policy forums: presence on panels by our subject-area experts
- Keynote speaker at a VBOT luncheon
- Private dinner with small number of high-profile VBOT members, alumni and donors

PROVINCIAL GOVERNMENT

- UVic submitted its Skill Gap Plan for 2016-17 on February 12, 2016. In 2016-17, an additional \$90M is to be re-profiled to priority programs for the sector. UVic will be meeting its targets of \$8.6M reallocation.
- The Ministry accepted all but one of the requested changes (i.e. to streamline and make more efficient the reporting requirements) in the 2016-17 mandate letter. One additional strategic action item was added by the Ministry after the consultation: Continue to deepen BC's talent pool, in support of the BC Tech Strategy, ensuring opportunities for students in the tech sector.
- In accordance with the Minister's mandate letter, work continues on the common application platform (COAP). Based on a recommendation of the COAP Sector Advisory Committee on which Valerie Kuehne serves, Apply BC and Education Planner services will be integrated and a new Education Planning and Application Service (EPAS) website will be established as an interim step to be operational by spring 2016. There will be a second phase that will include full technical integration and expansion of services. Timing will be determined based upon the development of a detailed business plan.
- In January UVic participated in the BC Tech Summit, a high-tech conference with 3000 participants, 80 exhibitors and 10 pavilions. Organized by RPKM, UVic had the best exposure of all BC post-secondary institutions. Displays included Co-op, Recruitment, ONC, Centre for Aerospace Research, STEHM microscope, Dechev Prosthesis lab, and the Willerth lab. Media coverage was excellent, and many government officials attended the event.

- On February 1st, Minister Wilkinson announced \$6M in one time funding for Mitacs to support three Mitacs programs to benefit students and industry.
- President Cassels was invited to join a delegation of provincial government ministers and heads of major industries to meet with federal ministers in Ottawa February 2-4. This was a first major opportunity for BC representatives to meet with federal ministers and their officials responsible for immigration, labour market, skills training, workforce development, and innovation. As the only university president in the delegation, it was the opportunity for President Cassels to share his experience, expertise and advice on the vital role played by the post-secondary sector in developing the skilled labour force needed for a diverse economy. Premier Clark extended thanks to UVic, in front of 100 BC business leaders, for our contribution to the province.
- On March 1, the BC government announced a \$5M investment in ONC to advance the development and use of earthquake early warning systems in BC. The one-time funding will allow ONC to add more offshore motion sensors and help integrate them with land-based sensors for more robust collection and analysis of seismic activity off the BC coast. Monitoring earthquakes and getting accurate information to people quickly is critical to public safety.
- Minister Coleman established a secretariat to undertake a review of child and youth mental Health services in the province. AVED is working with public postsecondary institutions to identify services available to students. Recommendations on potential improvements to services will be made to Cabinet by June 30.
- Aboriginal Service plans (ASP) for 2016-17 were submitted to AVED on February 5. The ASP Steering Committee is currently reviewing the plan and will meet on March 15 to discuss and funding recommendations. The VPER, the AVP, Academic Planning and the Director of the Office of Indigenous Affairs met on March 4 with Debra Hull, Executive Director responsible for the ASPs to seek feedback on the UVic draft Indigenous Academic plan as the two plans need to be closely aligned.
- RUCBC presidents are continuing discussions on approaches and priorities for possible future investments in postsecondary education. It is important to develop the approach moving forward in the context of BC's most recent labour market forecast for 2024 which shows the number of forecast job openings in the top 100 priority occupations. For the 2014-2024, total supply exceeds total demand in BC which is a shift from previous data. The changing oil and gas situation in Alberta contributes to this change.
- The Research Universities' Council of British Columbia (RUCBC), the BC Association of Institutes and Universities (BCAIU) and BC Colleges have commissioned the Conference Board of Canada to conduct a survey of BC employers of the post-secondary education (PSE) skills that are essential to BC's current and future economy. Findings will be released in the spring of 2016.
- On April 18, the AVED DM and two ADMs will be visiting ONC.

FEDERAL GOVERNMENT

- The Federal Budget is to be delivered on March 22. On February 16th Universities Canada (UC) submitted recommendations to the House of Commons Standing Committee on Finance ([Submission](#)). The recommendations focus on four areas:
 1. University infrastructure
 2. Research and innovation with an emphasis on sustained investment in discovery research through the granting councils
 3. Opportunities for more Canadians students to benefit from ‘career readiness’ opportunities through paid coops, internships and mobility experiences; and
 4. Indigenous student access and success through sustained support for direct student financial assistance and scaled up institutional programming in higher education.
- David Castle provided advice to UC on the role of a future Chief Science Officer mandated to ensure that government science is fully available to the public, that scientists are able to speak freely about their work, and that scientific analyses are considered when the government makes decision as per the mandate letter of Minister Kristy Duncan.
- David Castle is engaged with a number of federal departments in discussions on partnerships for ONC and CFREF.
- Invitations to visit campus were sent to new MPs and Ministers in the fall. MP Murray Rankin will be visiting campus on May 13 and we are following up on others including possible attendance by Ministers at the CUVIC conference on the TRC in late April.

UNIVERSITY COMMUNICATIONS + MARKETING (UC+M)

The implementation of the university’s communications and marketing plan continues in the following 10 key priority areas:

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

The next meeting of the Edge Team is mid-April, and the Strategic Positioning Council next meets in early May.

2. Create a communications and marketing master planning process

A summary version of the plan is available on the Edge brand guidelines site. A separate timetable of specific initiatives and activities is used within UC+M to guide implementation of the plan through 2017-18.

3. Update UVic “look and feel”

The detailed Edge Brand Guidelines are being used across campus. Additional downloadable elements and templates for the use of the university community are being added. Work has commenced on an appropriate Indigenous presence within the Edge, and on agreements with various units who fall into the sub-brand category of the university’s brand architecture.

4. Launch and support positioning internally

A series of regular workshops on the Edge that will eventually form an “Edge curriculum” is underway. The workshops include an introduction to the Edge brand guidelines, and there are workshops on writing, social media, photography and video in the Edge vernacular.

A manager has just been hired for the department and unit implementation team that will support adoption of the Edge across campus. The hiring process for the other team members has begun. Over two years, this small dedicated team will provide writing, design, photography, videography, and project management services to faculties and academic departments/schools,

in support of their student recruitment goals and to assist them to adopt the Edge look, feel, and voice more generally. It will also create Edge-consistent introductory materials for research centres.

5. Create a media-rich storytelling strategy

The “story grid” to house videos and Instagram photos that tell the UVic story implemented as part of the UVic homepage redesign in January is now being updated daily with news items, video links and social media.

The implementation of an online UVic StoryHub is underway to curate and share stories that speak to Edge positioning according to audience, topic, positioning, faculty, etc. More than 6,000 media releases, Ring stories, etc., have already been migrated to the new platform. Phase 2 of this project will detail how stories will be presented on websites and other online channels, and how they will be available for units to incorporate into their storytelling strategies.

The first contest to acquire authentic first-person, user-generated videos of the student experience was conducted this month. A “video gallery” interface to make videos easier to access via website has been designed and is currently in production in partnership with University Systems.

6. Update key UVic website elements

104 faculty, department, centre and program websites have now been moved into the Edge template. The feedback on the Edge-based redesign of the university homepage, the faculty and staff homepage and central web presence (landing pages for all the key audience pathways) has been positive. A project has been initiated to review and revise the Future Student section of uvic.ca before the end of 2016.

7. Create a content management strategy for social media

The new social media coordinator has developed a work plan that prioritizes the adoption of a university-wide social media platform (now entering the final phase of the purchasing process), revision of university social media guidelines (drafted and in the review process with adoption targeted for late spring), researching and planning social media campaigns and advertising buys, and developing a cohesive social media administrators’ community at UVic.

8. Create a more dynamic recruitment experience

Work on the 2016 version of the student welcome package and elements for the UVic Me to We Day Seattle presentation is underway.

The [virtual tour](#) of campus launched last October has been viewed more than 13,000 times. The average time on the site remains above eight minutes, indicating a high level of engagement, and UVic’s “conversion” rate for visitors asking for more information, booking a physical tour, or applying to UVic continues to be double the average for other universities.

Work continues on a web-based project that would allow students to chart their multi-stage journey interactively through co-curricular and dynamic learning opportunities at UVic, university learning outcomes, and career preparation steps. The project is currently at the mid-point of its research and competitive analysis phase and has reported its findings to date to the project’s sponsors and stakeholder community. Their feedback is being incorporated.

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

The scope for a multi-year advertising campaign has been confirmed with the approval of the project brief. The integrated campaign to start in August 2016 will include two distinct objectives and themes:

- (i) Targeted at leaders in Vancouver, Ottawa and Victoria (decision-makers, policy-influencers, and community, government and business leaders) focusing on UVic's vital impact on people places and the planet, with the objective of challenging, changing and evolving their perceptions of UVic.
- (ii) Targeted at prospective undergraduate students (high school students 15-18 years of age in grades 10, 11 and 12) in BC and select regions in Calgary and the Greater Toronto area, focusing on awareness of the UVic Edge, with the objective of changing, challenging and evolving their perceptions of UVic.

10. Promote UVic's thought leadership

The potential to position UVic as a thought leader in targeted areas, both geographic and thematic, is being actively explored following the completion of the strategic research plan. An early move in this direction is being pursued through the UVic sponsorship of the "University of Victoria presents The Walrus Talks Quality of Life: seven thinkers on health, wellness, aging, the way we live, and much more" on June 2 at the BMO Theatre in Vancouver. The speaker roster will include UVic experts on palliative care/medically-assisted dying, and aging and dementia as well as compelling speakers from other fields and organizations. The event will be preceded by a reception for invited guests and alumni. The UVic Walrus Talk will also assist university objectives for the advertising campaign identified in #9 above.